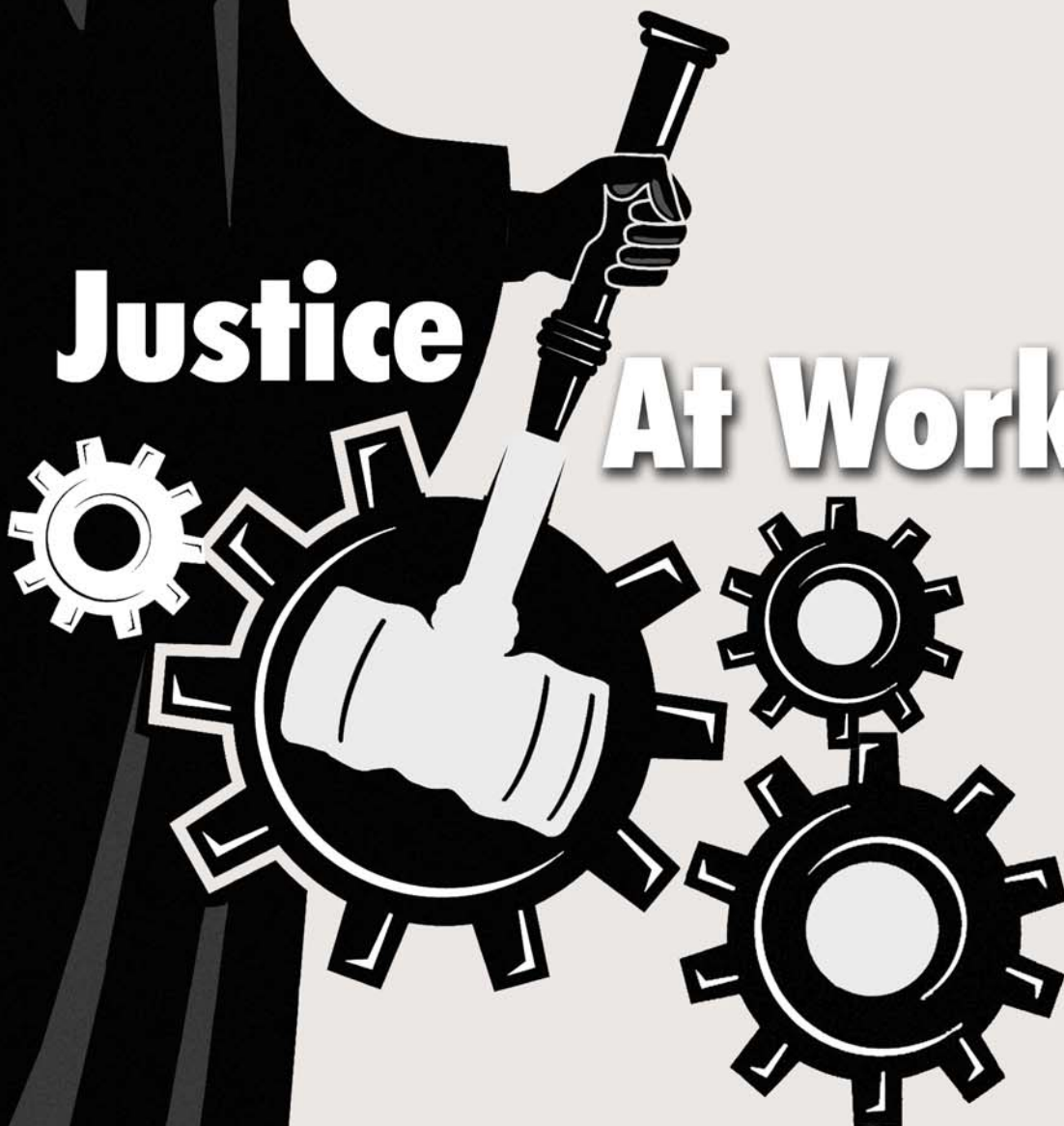


THE SUPREME COURT OF LOUISIANA

2006
2007

**The State of
Judicial Performance
in Louisiana**

Justice At Work



FY 2006 – 2007
The State of Judicial Performance In Louisiana

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The State Of Judicial Performance In Louisiana

This eighth annual report on “The State of Judicial Performance in Louisiana” has been prepared pursuant to the provisions of the Judicial Budget and Performance Accountability Act of 1999 (R.S. 13:84). Under the Act, the Judicial Administrator of the Supreme Court is responsible for developing a performance accountability program and for reporting on court performance to the Supreme Court and the people of Louisiana on an annual basis. In each annual report, the Judicial Administrator is required to present the following information:

- A brief description of the strategies being pursued by courts to improve their performance based on their respective strategic plans;
- A detailed analysis of the Supreme Court’s progress in creating a data gathering system that will provide additional measures of performance;
- A description of the uniform reporting standards that will be used to guide the development of the data gathering system; and,
- An analysis of the barriers confronted by the courts in establishing the data gathering system.

This eighth annual report on “The State of Judicial Performance in Louisiana” provides information on the development and implementation of strategic planning by the Supreme Court, the Courts of Appeal, the District Courts, and the City and Parish Courts for the period 2006-2007 and implementation of strategic planning by the City and Parish Courts during FY 2006-2007, i.e., the period generally from July 1, 2006 to June 30, 2007.

As this Report shows, the strategic planning process, as well as the entire process prescribed under R.S. 13:81-85 relating to judicial budgetary and performance accountability, is providing direction, continuity, and motivation to the judiciary’s long-standing interest and efforts to improve itself.

Respectfully submitted,



Hugh M. Collins, Ph.D.
Judicial Administrator





PERFORMANCE REPORTS:

**PERFORMANCE OF THE
SUPREME COURT**

PERFORMANCE OF THE SUPREME COURT

INTRODUCTION

The Supreme Court of Louisiana adopted its strategic plan together with the strategic plans of the courts of appeal and the district courts on December 31, 1999. At the time of adoption, the Strategic Plan of the Supreme Court contained six goals, eighteen objectives, and ninety-nine strategies. On October 10, 2000, the Supreme Court amended its plan to add five new strategies and to revise an existing strategy, bringing the total number of strategies to one hundred-and-four.

From the beginning of the Plan's implementation, the court identified seventy-two of the original ninety-nine strategies as efforts that were either being accomplished through the court's regular, ongoing activities or that were initiated before the adoption of the Plan and continue to be implemented as major initiatives of the court. These strategies, therefore, were ongoing activities not requiring new or special initiatives under the Strategic Plan. These ongoing strategies are described briefly under each objective in the sections below entitled Responses to Objective.

In the first year of the Plan's implementation and with the adoption of the additional strategies in October 2000, the court identified eighteen strategies requiring new initiatives that were targeted for implementation in FY 2000-2001 and continued through 2006-2007.

The court assigned the lead responsibility for implementing the Strategic Plan to its Judicial Administrator. As part of this responsibility, the Judicial Administrator assigned tasks to various persons on his staff and to other staff members of the court. He also created a small working group of three Deputy Judicial Administrators to monitor the progress of implementation and to report any problems affecting that progress to him.

The information comprising the "Intent of Objectives" sections of this Report was derived primarily from the Supreme Court Performance Standards and Measures, 1999. The goals and objectives of the Strategic Plan of the Supreme Court were based on the Supreme Court's Adopted Performance Standards (*Cf.* Louisiana Supreme Court Rules, Part G, General Administrative Rules, Section 10). The information presented in the "Responses to Objective" section of the Report was derived from the responses of various divisions of the Supreme Court to a request for information.

SUPREME COURT OBJECTIVES

- 1.1 To provide a reasonable opportunity for litigants to seek review in the Supreme Court of decisions made by lower tribunals.
- 1.2 To clarify, harmonize, and develop the law and to strive to maintain uniformity in the jurisprudence.
- 1.3 To provide a method for disposing of matters requiring expedited treatment.
- 1.4 To encourage courts of appeal to provide sufficient review to correct prejudicial errors made by lower tribunals.
- 2.1 To ensure that adequate consideration is given to each case and that decisions are based on legally relevant factors, thereby affording every litigant the full benefit of the judicial process.



- 2.2 To ensure that decisions of the Supreme Court are clear and that full opinions address the dispositive issues, state holdings, and articulate the reasons for the decision in each case.
- 2.3 To resolve cases in a timely manner.
- 3.1 To ensure that the Supreme Court is procedurally, economically, and physically accessible to the public and to attorneys.
- 3.2 To facilitate public access to its decisions.
- 3.3 To inform the public of its operations and activities.
- 4.1 To ensure the highest professional conduct, integrity, and competence of the bench.
- 4.2 To ensure the highest professional conduct, integrity, and competence of the bar.
- 5.1 To seek and obtain sufficient resources from the executive and legislative branches to fulfill all duties and responsibilities of the judiciary.
- 5.2 To manage the court's caseload effectively and to use available resources efficiently and productively.
- 5.3 To develop and promulgate methods for improving aspects of trial and appellate court performance.
- 5.4 To use fair employment practices.
- 6.1 To promote and maintain judicial independence.
- 6.2 To cooperate with the other branches of state government.



Objective 1.1

To provide a reasonable opportunity for litigants to seek review in the Supreme Court of decisions made by lower tribunals.

Intent of Objective

Our judicial system recognizes that decisions made by lower tribunals may require modification. American jurisprudence generally requires litigants to be afforded a reasonable opportunity to have such decisions reviewed by an appellate court. The Supreme Court of Louisiana is a court of last resort that provides opportunities for review beyond that provided by a single trial judge or a panel of appellate judges. Full-panel review allows “a degree of detachment, perspective and opportunity for reflection by all justices”. Full-panel review, therefore, provides a better opportunity for developing, clarifying, and unifying the law in a sound and coherent manner and for furnishing guidance to judges, attorneys, and the public in the application of constitutional and statutory provisions, thus reducing errors and litigation costs.

Responses to Objective

- **Appellate/Supervisory Review.**

Appellate/supervisory review – the process of receiving, hearing, and deciding cases based upon the decisions of lower tribunals – is one of the court’s most important regular, ongoing activities. The Supreme Court has three types of jurisdiction: original, appellate, and supervisory. Having original jurisdiction means that the Supreme Court is the only court to hear certain matters, such as attorney discipline or disbarment proceedings, petitions for the discipline and removal of judges, and issues affecting its own appellate jurisdiction. The Supreme Court has appellate jurisdiction only in certain cases. For example, a case is directly appealed to the Supreme Court if an ordinance or statute has been declared unconstitutional or when the death penalty has been imposed. The Supreme Court has supervisory jurisdiction in all other cases. Cases falling under the court’s original or appellate

jurisdiction are initiated by the filing of an appeal. Cases under the court’s supervisory jurisdiction are initiated through a writ application requesting the court to exercise, in its discretion, its supervisory jurisdiction by deciding whether or not to hear the case.

Writ applications must be filed within thirty (30) days of the mailing of the notice of judgment and opinion of the court of appeal or within ten days of the mailing by the clerk of the notice of first application for certiorari in the case, whichever is later. No extensions are given. Writ applications are usually scheduled for review by the court usually within six (6) weeks of filing, except in the Fall, when the time is slightly longer. When the court grants a writ application for oral argument, the attorneys for the applicant are given twenty-five (25) days from the date of the grant to file their briefs. The respondents’ attorneys are given forty-five (45) days from the grant to file their briefs. Extensions are granted if they will not impact the date of the oral arguments.

In civil and non-capital criminal cases, appeals are initiated when the record from the lower court is lodged in the Supreme Court. Attorneys for the appellant are given thirty (30) days from the lodging of the record by the lower court to file their briefs. The attorneys for the appellee have sixty (60) days from the date of the lodging of the record to file their briefs. Civil cases are generally scheduled so that the last brief is received at least within the week prior to argument. The period for filing briefs may be shortened if an issue warrants quicker attention.

In capital appeals, the record is given to the court’s central staff to make sure that it is complete. Upon completion, the record is lodged and the attorneys are given, as in civil appeals, thirty (30) to sixty (60) days to file their briefs. The court hears approximately two (2) capital cases per argument cycle, thus allowing the court to handle up to fourteen (14) capital cases per year.

The court, sitting with all seven (7) members, addresses cases in five-or seven-week cycles. During the



1st week of the cycle, the court hears oral arguments, usually hearing a maximum of twenty-four (24) cases per week. Each justice is assigned to write two (2) to three (3) opinions per cycle. During the next four (4) weeks, the issues are researched and opinions are drafted. Also during these four (4) weeks, the court, as a whole, meets to consider approximately seventy-five (75) new writ applications per week. In the 5th week of the cycle, draft opinions are circulated and reviewed. At the last conference in the cycle, the opinions are voted upon. If an opinion receives four (4) or more votes, it passes. If it does not receive adequate votes, it is usually reassigned to another justice to author. Opinions are usually handed down from the bench on the 2nd day of oral arguments following the opinion-signing conference.

In the performance of its adjudicative function, the court is assisted by several staffs, including that of the Clerk of Court, the Administrative Counsel, the Civil Staff, the Central Staff, the personal staff of each justice, and the Law Library of Louisiana. The functions of each of these staffs are briefly described below.

- **The Clerk of Court.** In 2007, the court experienced the lowest number of filings in twenty (20) years with only 2,497 cases being filed. Although the number of filings were only 98 filings less than the year of Hurricanes Katrina and Rita, the number of filings were 1,345 less than in 2006. This, in part, could be due to the lower filings at the intermediate courts of appeal where total filings went from 9,356 in 2004 down to 7,854 in 2006. The court disposed of 2,645 cases in 2007, resulting in a clearance rate of 106% for the year.

The court hosted 283 events in 2006 including three Congressional Field Hearings, two state Legislative Field Hearings, task force meetings, court conferences, oral argument days and other meetings.

Issuance of Certificates of Good Standing remained virtually unchanged in 2007 at 5,920 compared to 5,990 in 2006.

There were 2,193 entries into the minute book and a total of 1,965 orders. These orders were primarily orders of appointment and did not include orders relating to cases before the court.

In 2007, the court continued to receive requests from out-of-state attorneys to be admitted under its Emergency *Pro Bono* Rules. In addition to the 101 (88 Civil and 23 Criminal) applications approved in 2006, an additional 46 (24 Civil and 22 Criminal) applications were approved in 2007. These attorneys have signed up to donate their time in assisting hurricane victims in civil matters throughout the affected region and criminal matters in Orleans Parish. Their generosity had been much appreciated.

The court is rolling out in phases the consolidated case management system and virtual court. The Administrative Counsel's office was the first to be completed. Other portions which have either been completed or are near completion include the news release and docket generation and the bar rolls updating package. In 2008, the court will be working on the integration of the document scanning and indexing processes with the data entry and display of the case management system. The court will also be releasing the on-line requests for certificates of good standing which will include attorney registration and verification.

The court completed the courtroom overflow room in 2007. This allowed the court to run audio and video into the formal conference room which is on the same floor as the courtroom. This room had been utilized for some of the Congressional Hearings and when hearing high profile cases.

The virtual court, which is currently in prototype, is a system built out of the Portal software which will allow the court to provide its customers with an internet presence for the purpose of e-filing, legal research and searching the Case Management System (CMS) suite for case information. This one stop shopping will help to complete two tasks: one allowing customers to access data more readily via a web browser and provide the court with the filings in an electronic format making search and review



much easier for the court staff, but also for the individual filing, as the filings themselves as well as the uploaded documents will be stored and available for the individual who filed to search and review.

This final step takes the court from the 200-year-old culture of paper and the written word to electronic documents. Electronic documents will facilitate filing and search-ability of filings as well as aid in disaster recovery; the electronic document can be quickly replicated to another physical location and be made available should the courthouse servers go down. The court was also moving to scanning each document that it received and then making that document available to both the staff and the filing public. This scanning of filed documents will create a digital/electronic bridge up to the point where the court accepts e-filing or makes it mandatory, it also allowed for quicker, more efficient archiving. It is anticipated that this will cut down on the cost of copies, as the staff can now view filings electronically.

The court's audio/video web streaming system cameras were upgraded in 2007, providing greater resolution. The bandwidth was likewise increased to handle the improved resolution. Bandwidth of the internet service provider was exceeded in a couple of instances. The court continues to grow with regards to its internet presence and sees a future of better and more readily-available data to attorneys and the general public.

- **The Administrative Counsel.** The Administrative Counsel's Office, upon receipt of copies of the filings from the clerk's office, checks each filing for timeliness, recusals, and anything that appears unusual such as the need for expediting the case. The Administrative Counsel makes a random assignment of the case to an original and duplicate justice and schedules the case on the conference list. If the case involves a writ application, the court first decides whether to hear the case. Upon granting of the writ by the court, the Administrative Counsel then schedules the case for oral argument and prepares a brief abstract of facts and other factors relating to the case for the justices.

- **The Civil Staff.** The Civil Staff was created by the Supreme Court in 1997 to prepare reports in specialized cases involving interlocutory or pre-trial civil writs, bar discipline matters, judicial disciplinary matters, and civil summary dockets. The Civil Staff also prepares bench memoranda on cases on direct appeal in cases where a lower court has declared a law to be unconstitutional.
- **The Central Staff.** The Central Staff was created by the Supreme Court in 1978 to prepare reports for the court on criminal appeals and to prepare extensive bench memoranda on death cases on appeal. In 1982, the duties of the Central Staff were expanded to include reviewing and reporting on inmate *pro se* applications for post conviction relief. The Central Staff also assists the personal staffs of the justices on other criminal matters when requested. During the period of this Report, the court expanded its Central Staff to provide greater opportunities for the consideration of prisoner writs and to meet the Court's time standards.
- **Personal Staff of the Justices.** Each justice is assisted by clerical support and by three law clerks or research attorneys (at least one of whom is an experienced or permanent law clerk, the others being term-limited and generally just out of law school), except for the Chief Justice who has three law clerks and an executive counsel. The personal staffs of the justices handle all appeals and writ applications not addressed by the Civil Staff or the Central Staff and assist the justices in writing opinions. Competent law clerks and research attorneys greatly aid the court in its adjudicative functions. The court's law clerks and research attorneys receive a thorough orientation upon commencement of their term of service. Throughout their tenure, law clerks and research attorneys are regularly offered continuing legal education (CLE), training and refresher courses in computer-aided and other legal research.
- **Law Library of Louisiana.** The staff of the Law Library of Louisiana assists the justices and the court's staffs in several ways. It helps the jus-



tics and the various legal staffs to find books and other information on particular subjects in the Law Library, other libraries throughout the nation, or via the internet or electronic databases. It provides guidance and conducts legal research training for law clerks and research attorneys on the use of legal information materials and computer-assisted research services. It assists the justices and their law clerks/research attorneys in obtaining legislative history information and in researching non-legal topics such as science, medicine, demography, and other fields ancillary to the law. In 2003, the Law Library of Louisiana developed a strategic plan, a major part of which addressed ways to better serve the justices and their staffs with respect to all of the objectives contained in the Strategic Plan of the Supreme Court, especially those related to the Library's move and reestablishment in the new renovated building at 400 Royal Street. During this period, the Library's nine full-time staff members and numerous student assistants worked hard to conduct a thorough inventory and evaluation of the collection. Every book classified by subject was examined with respect to physical condition, usefulness to clientele, and the accuracy of its description in the catalog. Useful older books long shelved in the basement of the old building were integrated into the main collection. Several hundred were sent to the bindery for repair or rebinding, and a number of valuable books were identified for inclusion in the new building's rare book room, where the protected environment facilitates both appreciation and research.

- **Recusal.** In accordance with the Legislature's intent in promulgating 2001 LA Acts 932 (CCP art. 152(d)), the following procedure was adopted for circumstances in which a justice recuses himself or herself in a case. The recusing justice prepares a notice, stating the reasons for the recusal. The notice is then filed in the case record. If the recusal results in the appointment of a justice *ad hoc*, the recused justice does not participate in any way in the appointment. In addition, the recused justice is not allowed to participate in any way in the discussion or resolution of the case or matter from which he or she is recused.

Objective 1.2

To clarify, harmonize, and develop the law and to strive to maintain uniformity in the jurisprudence.

Intent of Objective

The Supreme Court of Louisiana contributes to the development and unification of the law by resolving conflicts between various bodies of law and by addressing apparent ambiguities in the law. Our complex society turns with increasing frequency to the law to resolve disputes left unaddressed by the authors of our previously established legal precepts. Interpretation of legal principles contained in state and federal constitutions and statutory enactments is at the heart of the appellate adjudicative process.

Responses to Objective

- **Clarification and Harmonization of the Law.** The court's efforts to clarify, harmonize, and develop the law are regular, ongoing activities of the court. See the Responses to Objective 1.1.
- **Judicial Legal Resources.** Through the Law Library of Louisiana, the justices and their staffs have access to an abundance of legal resources including: approximately 230,000 printed volumes ~ 160,000 in bound format and 70,000 in micro format; an on-line card catalog; the internet; web-based research tools such as LEXIS and Westlaw; InfoTrac and LOIS; all published Louisiana opinions, legislative acts, codes and statutes; many state documents and legal and historical materials relating to Louisiana; approximately 900 periodical titles, including the law reviews from most law schools and state bar journals; current and classic American legal treatises and reference books in many subject areas; a complete collection of federal statutes and case law; the statutes and case law of all fifty states; digests and citators covering all American jurisdictions; complete legislative acts from all fifty states from their beginnings to the present; complete



federal legislative materials and an extensive federal document depository collection; an extensive Louisiana document depository collection; an extensive judicial administration collection, including State Justice Institute depository materials; current legal newspapers and back runs in microform; and many other materials.

- **Opinion/Writ Application Databases.** The Administrative Counsel, the Central Staff, and the Civil Staff have each developed and continue to maintain and expand their own in-house databases. The Administrative Counsel maintains and continuously improves a subject index database to locate writ applications by subject or category. The Civil and Central Staffs maintain and continuously improve their databases for organizing and retrieving reports and opinions on writ applications and other legal filings that appertain to their respective responsibilities.

Objective 1.3

To provide a method for disposing of matters requiring expedited treatment.

Intent of Objective

The Supreme Court of Louisiana, pursuant to state constitutional provisions or legislative enactments, is often the designated forum for the determination of appeals, writs, and original proceedings, such as election disputes, capital appeals, post-conviction applications, and other issues. These proceedings often pertain to constitutional rights, sometimes affect large segments of the population within the court's jurisdiction, or require prompt and authoritative judicial action to avoid irreparable harm. In addition, the court has recognized that it has a special responsibility to ensure that cases involving children are heard and decided expeditiously to prevent further harm resulting from delays in the court process.

Responses to Objective

- **Expeditious Determination of Certain**

Case Types and Certain Interlocutory

Matters. Currently, election cases are expedited pursuant to R.S. 18:1409 and Supreme Court Rule X, 5(c). In addition, the court developed, adopted, and made effective on February 1, 1999 Rule XXXIV providing for the expeditious handling of all writs and appeals arising from Child in Need of Care (CINC) cases brought pursuant to Title VI of the Louisiana Children's Code, Judicial Certification for Adoption (termination of parental rights) cases brought pursuant to Title X of the Louisiana Children's Code, Surrender of Parental Rights cases brought pursuant to Title XI of the Louisiana Children's Code, Adoption cases brought pursuant to Title XII of the Louisiana Children's Code, and all child custody cases. In addition to the expedition of these case types, the court expedites filings involving interlocutory matters where trial is in progress or where there is an immediate need for a decision to avoid delay of trial.

- **Priority Treatment.** Priority treatment is given to individual cases on a need-by-need basis. If priority treatment of a writ application is desired, the attorney for the applicant must complete a civil or criminal priority filing sheet, outlining why priority treatment is warranted. Upon circulation of the writ application to the justices, the justice assigned as the original justice may refer the matter to staff for preparation of a memorandum, or may handle the matter in chambers. If the original justice agrees that the writ application warrants priority treatment or emergency attention, he or she will recommend a proposed disposition and will decide either to call a conference immediately, to take the votes of the other justices by phone, or to schedule the matter at the next regularly scheduled writ conference. In all cases, all seven justices are given the opportunity to review and vote on the "emergency" writ application. Only in rare instances will action on a writ application be taken when more than four but less than seven justices have voted.
- **Availability of Justices.** The court has developed internal procedures for ensuring that justices are available at all times to fulfill the court's duties



and responsibilities. The internal procedures provide for a schedule of duty justices during the summer months when the court is not in session (July and part of August). In the spring of each year, the justices prepare the summer duty schedule. Each justice, other than the Chief Justice, selects a 10-day period in the summer to manage emergency filings (although all members of the court still participate in all court actions) and other court functions that may arise, for example, the signing of motions and orders and supervising staff. Throughout the year, the weekend schedule is maintained by the clerk of court who determines, according to regular rotation lists, which justice shall be assigned to handle emergencies on a particular weekend.

Objective 1.4

To encourage courts of appeal to provide sufficient review to correct prejudicial errors made by lower tribunals.

Intent of Objective

A key function of appellate courts is the correction of prejudicial errors in fact or law made by lower tribunals. Appellate court systems should have sufficient capacity to provide review to correct these errors. The error-correcting function of a court of last resort is fundamentally different from the error-correcting function of an intermediate appellate court. A court of last resort is a court of precedent whose primary function is to interpret and to develop the law, rather than to correct errors in individual cases. On the other hand, an intermediate appellate court serves primarily as a court of error correction, applying the law and precedent created by the court of last resort. Of course, in the absence of precedent, an intermediate appellate court must also interpret and develop the law. Because review is normally discretionary in courts of last resort, these intermediate appellate court decisions may serve an important function in the development of law. The Supreme Court of Louisiana recognizes its dual responsibility to interpret and develop case law and to encourage improved error correction in individual cases by the courts of appeal.

Responses to Objective

- **Encouraging Error Correction by the Courts of Appeal.** The effort to encourage courts of appeal to provide sufficient review for correcting the prejudicial errors of lower tribunals is an ongoing, regular activity of the court.

Objective 2.1

To ensure that adequate consideration is given to each case and that decisions are based on legally relevant factors, thereby affording every litigant the full benefit of the judicial process.

Intent of Objective

The Supreme Court should provide the ultimate assurance that the judicial branch fulfills its role in our constitutional system of government by ensuring that due process and equal protection of the law, as guaranteed by the federal and state constitutions, have been fully and fairly applied throughout the judicial process. The rendering of justice demands that these fundamental principles be observed, protected, and applied by giving every case sufficient attention and deciding cases solely on legally relevant factors fairly applied and devoid of extraneous considerations or influences. The integrity of the Supreme Court rests on its ability to fashion procedures and make decisions that afford each litigant access to justice. Constitutional principles of equal protection and due process are, therefore, the guideposts for the court's procedures and decisions. Accordingly, the court recognizes that each case should be given the necessary time, based on its particular facts and legal complexities, for a just decision to be rendered. However, the court does not believe that each case needs to be allotted a standard amount of time for review, but rather that each case should be managed – from beginning to end – in a manner consistent with the principles of fairness and justice.

Responses to Objective

- **Due Consideration of Cases.** The court's efforts to meet this objective are part of its regular,



ongoing activities. See the Response to Objective 1.1 above.

- **Writ Guidelines.** In 1992, the Supreme Court promulgated five writ grant considerations, one or more of which should be met before an applicant’s discretionary writ application will be granted by the court. Prior to this court action, writ applicants were offered little guidance as to what types of cases and controversies would prompt discretionary review by the court. The court continues to maintain and monitor the writ considerations set forth in Supreme Court Rule X, Section 1, and may, from time to time, make such adjustments to these guidelines as it shall deem necessary. Application of the writ grant considerations helps ensure that the court’s discretionary jurisdiction is exercised in cases and controversies where the court’s review is most urgently needed.

Objective 2.2

To ensure that decisions of the Supreme Court are clear and that full opinions address the dispositive issues, state the holdings, and articulate the reasons for the decision in each case.

Intent of Objective

Clarity is essential in rendering all Supreme Court decisions. The court believes that its written opinions should set forth the dispositive issues, the holding, and the reasoning that supports the holding. It recognizes that, at a minimum, the parties to the case and others interested in the area of law in question expect, and are due, an explicit rationale for the court’s decision. In some instances, however, the court believes that a limited explanation of the rationale for its disposition may satisfy the need for clarity. Clear judicial reasoning facilitates the resolution of unsettled issues, the reconciliation of conflicting determinations by lower tribunals, and the interpretation of new laws. Clarity is not necessarily determined by the length of exposition, but rather by whether the court has conveyed its decision in an understandable and useful fashion and whether

its directions to the lower tribunal are also clear when it remands a case for further proceedings.

Response to Objective

- **Clarity and Scope of Opinions.** The court’s efforts to meet this objective are part of its regular, ongoing activities. See the Response to Objective 1.1. The justices also address this objective by participating in and teaching workshops for judges attending judicial education sessions. Important Supreme Court decisions are routinely presented and discussed at these sessions. In addition, sometimes the judges from lower court tribunals will call either the Clerk of Court or the Administrative Counsel to solicit such clarifications. On those occasions, the Clerk or the Administrative Counsel will bring these matters to the attention of the Chief Justice or another justice for response. In addition, trial judges in criminal matters will often file *per curiam* opinions to explain their decisions and actions – sometimes at the request of the Supreme Court and sometimes on their own initiative. In many cases, these *per curiam* opinions assist the Supreme Court to better address the dispositive issues, state the holdings, and articulate more clearly its reasons for the decision.

Objective 2.3

To resolve cases in a timely manner.

Intent of Objective

Once the Supreme Court acquires jurisdiction of a matter, the validity of a lower tribunal’s decision remains in doubt until the Supreme Court rules. Delay adversely affects the process. Therefore, the Supreme Court recognizes that it should assume responsibility for a petition, motion, writ application, or appeal from the moment it is filed. The court also believes it should adopt a comprehensive delay reduction program designed to eliminate delay in each of the three (3) stages of the review process: record preparation, briefing, and decision-making. The court believes that a necessary component of the comprehensive delay reduction program is the use of adopted time standards to monitor



and promote the progress of an appeal or writ through each of the three (3) stages.

Responses to Objective

- **Consistently Current Docket.** Each year, the court holds thirty-three (33) to thirty-five (35) weekly conferences to discuss and cast votes on filings, often voting on more than one hundred writ applications per conference. The court also holds at least seven (7) oral argument sittings annually with approximately twenty (20) to twenty-four (24) cases argued each cycle. For almost thirty (30) years, the court has maintained a consistently current docket in the sense that, when writ applications are granted, they are scheduled for oral argument on the next available docket, and the opinions are almost always handed down within twelve (12) weeks of the oral argument. The number and type of matters considered by the court each year and the disposition of these matters are reported each year in the court's annual report.
- **Time Standards and Their Use.** The aspirational time standards used by the court for the timely resolution of its cases became effective in October of 1993. The court measures its actual case processing against these time standards and publishes the results as key performance indicators in the annual judicial appropriations bill. The court took steps to improve its performance relative to the high volume of criminal case applications and *pro se* post conviction applications by retaining three contract attorneys to assist in these cases. The court continues to develop and use strategies to bring its case processing in line with its standards.
- **Cases Under Advisement (i.e. Cases Argued and Assigned for Opinion Writing).** The court has developed internal procedures for ensuring that all cases argued and assigned for opinion writing are disposed of in a timely manner. Lists of all pending cases are circulated each cycle to all justices as a means of reducing delays in opinion writing.

Objective 3.1

To ensure that the Supreme Court is procedurally, economically, and physically accessible to the public and to attorneys.

Intent of Objective

Making the Supreme Court accessible to the public and to attorneys protects and promotes the rule of law. Confidence in the review of the decisions of lower tribunals occurs when the court's process is open, to the extent reasonable, to those who seek or are affected by this review or wish to observe it. The Supreme Court believes that it should identify and remedy court procedures, costs, courthouse characteristics, and other barriers that may limit participation in the appellate process. The escalating cost of litigation, particularly at the appellate level, can limit access to the judicial process. When a party lacks sufficient financial resources to pursue a good-faith claim, Louisiana law requires that ways be found to minimize or defray the costs associated with the presentation of the case. Physical features of the courthouse can constitute formidable barriers to persons with a disability who want to observe or avail themselves of the appellate process. The court believes that accommodations should be made so that individuals with speech, hearing, vision, or cognitive impairments and limited English language proficiency can participate in the court's process.

Responses to Objective

- **Programmatic Accessibility.** The court, through its Human Resource Coordinator, has taken all necessary steps to ensure programmatic accessibility, especially with respect to the Americans with Disabilities Act (ADA). The court completed its initial assessment of accessibility in 1993 and continues to monitor programmatic accessibility. The court has an adopted ADA policy that provides specifically for ADA accommodation in Supreme Court Rule 17, Section 4E. It has a designated ADA ombudsperson from the Law Library to answer the public's questions, to receive complaints and suggestions, and to refer parties to the proper resources



or authorities to deal with their ADA-related issues. Its staff is trained to reasonably accommodate all requests for programmatic accessibility.

- **Procedural Accessibility.** The Deputy Clerks of Court are given continuous training to answer the public's questions about the various legal procedures of the Supreme Court. In addition, the Law Library's staff is available to respond to the public's inquiries regarding procedures. The court's rules are provided on the court's website.
- **Economic Accessibility: Fees and Charges.** The court periodically reviews its fees and other user charges to assure that such assessments are reasonable. In addition, the court makes the library collection of the Law Library of Louisiana available to the public and the bar free of charge. Photocopying at the Library is available at a reasonable charge, and internet access is free. The Law Library also maintains a toll-free telephone number for use within Louisiana.
- **Economic Accessibility: Criminal and Juvenile Matters.** The court provided significant improvements to indigent defense in its establishment of the Louisiana Indigent Defender Board (LIDB) in 1997 and in its support of the transition of the functions of the LIDB to an executive branch agency created in 1999 as the Louisiana Indigent Defense Assistance Board (LIDAB). When the LIDB was created, the court also adopted standards relating to the effectiveness of indigent defense counsel in appellate matters. These standards continue to be effective. In 1999, the court created an inter-branch initiative to address the problem of capital post-convictions in Louisiana. That initiative resulted in the passage of R.S. 15:149.1 and R.S. 15:151.2(E). In FY 2000-2001, the court assisted the LSBA in establishing a program for recruiting and training *pro bono* attorneys to counsel prisoners in capital post-conviction applications. It also assisted the LSBA's Access to Justice Committee in its efforts to provide civil legal services to the poor. Through its Court Improvement Program, the court initiated a pilot program for encouraging and

facilitating the use of mediation in juvenile proceedings. The court continued these initiatives throughout the period of this Report.

- **Communications Accessibility.** Throughout the five-year period, the court obtained and maintained state-of-the-art telecommunications equipment, software, and processes to facilitate communication between the court and the public.
- **Physical Accessibility.** During the period of this Report, the court continued to comply with all Americans with Disabilities Act (ADA) standards.
- **Informational Accessibility.** During the period of this Report, the court made accessible through the Law Library of Louisiana both printed and electronic research materials and research expertise to assist both the public and attorneys with their legal information needs. Throughout this period, the Library was open Monday through Thursday from 9 a.m. to 9 p.m. and from 9 a.m. to 5 p.m. on Fridays and Saturdays, except holidays. Reference service was also provided via telephone, fax, and e-mail. Requested copies were mailed for an affordable charge to any requesting party, including prisoners. The microfilming of court records continued throughout the period. The court was also involved in an electronic filing project with the 24th Judicial District Court and the 5th Circuit Court of Appeal. The results are currently helping to direct plans for electronic filing and data storage and retrieval. During the period, the Library Catalog was also placed on the internet.
- **Website.** During the period of this Report, the court continued to make substantial improvements to its website. A web master and programmer were hired who continue to maintain and expand the site. The new website has a user-friendly system for facilitating and expanding the public's ability to access the court's opinions, orders, rules, and other decisions in a timely and effective manner.
- **Filing Accessibility.** During the period of this



report, the Office of the Clerk of Court was open for business from 9:00 a.m. to 5:00 p.m., Monday through Friday, except for holidays. After-hour contact numbers were provided on the court's voice mail and still are.

- **Court Security.** Throughout the period, the court maintained a staff of highly qualified security officers who were properly equipped with appropriate security technology and other resources to control, direct, and facilitate public and employee accessibility. All points of access to the court were controlled by security. All court officials and staff were issued ID/access badges. The court also used electronic security cameras, sound and metal detectors, and other equipment to ensure security and proper access.

Objective 3.2

To facilitate public access to its decisions.

Intent of Objective

The decisions of the Supreme Court are a matter of public record. Making Supreme Court decisions available to all is a logical extension of the courts' responsibilities to review, develop, clarify, and unify the law. The court recognizes its responsibility to ensure that its decisions are made available promptly in printed or electronic form to litigants, judges, attorneys, and the public. The court believes that prompt and easy access to its decisions reduces errors in other courts due to misconceptions regarding the position of the court.

Responses to Objective

- **Notice of Opinions.** The Clerk of Court provides copies of the court's decisions to all parties and courts and issues timely news releases on the court's opinions to all major media in the state.
- **Law Library of Louisiana.** The Law Library of Louisiana makes the court's opinions immediately available in printed form.

- **Website Improvements.** As previously indicated in the Response to Objective 3.1, the Supreme Court has made and continues to make significant improvements to its website. The site has a user-friendly system for facilitating and expanding the public's use of the court's website to access the court's opinions, orders, rules and other decisions in a timely and effective manner.
- **Record Room.** The court maintains a highly qualified staff to ensure proper management and access to all filings, exhibits, and other materials needed by litigants, attorneys, court personnel and the public for use in cases or for historical purposes.
- **File Room Technology.** The Clerk of Court continuously monitors, assesses, and utilizes new and more effective technological ways of storing, archiving, and retrieving the court's files and records.

Objective 3.3

To inform the public of its operations and activities.

Intent of Objective

Most citizens do not have direct contact with the courts. Information about courts is filtered through sources such as the media, lawyers, litigants, jurors, political leaders, and the employees of other components of the justice system. Public opinion polls indicate that the public knows very little about the courts, and what is known is often at odds with reality. This objective states that courts have a direct responsibility to inform the community of their structure, functions and programs. The disclosure of such information through a variety of outreach programs increases the influence of the courts on the development of the law, which, in turn, affects public policy and the activities of other governmental institutions. At the same time, such disclosure increases public awareness of and confidence in the operations of the courts. The Supreme Court recognizes the need to increase the public's awareness of and confidence in its operations by engaging in a variety of outreach efforts describing the purpose, procedures, and activities of the court.



Responses to Objective

- **Department of Community Relations.**

The Supreme Court maintains a highly qualified staff in the Judicial Administrator's Department of Community Relations as a means of informing the public of the court's operations and activities.

- **Public Information Program.** During the period of this Report, the Department of Community Relations conducted or implemented the following programs:

- **Media Releases.** (total 24) Court-generated news released to local, state and occasionally national press.
- **Number of Recipients of Releases.** The number of recipients of releases was approximately 3,048.
- **Courthouse Tours.** International visitors, school groups, civic groups, and government officials.
- **Law Day Events.** Courthouse tours, mock trials, award ceremonies, and collateral materials.
- **Cameras In The Courtroom Requests.** An exception to the Code of Judicial Conduct Canon 3(A)(9) prohibition of broadcasting, televising, recording, or taking photographs in the courtroom subject to approval of the Chief Justice of the Supreme Court. Media requests of this nature were handled by the Community Relations Department together with the Clerk of Court's Office.
- **Television/Radio/Print News Feature Stories Placed.** Court-generated news stories which included judge interviews accompanied by photos or video. The Community Relations Department coordinated a Bench/Journalists media training to improve communication and understanding between the groups.

- **Events Planned.** Planning and coordination of court-hosted functions for numerous people including committee, governmental and judicial organization meetings; conferences; court open-houses; and ceremonial events.

- **Publications.** Individual publications written, designed and produced in-house specifically included the following: Annual Report of the Judicial Council of the Supreme Court; Louisiana Bar Journal Judicial Notes; Just the Fax; Court Column Online Newsletter; and daily news updates.

- **Court Department Community Outreach Assists.** Departmental assistance to other Supreme Court departments with media or community outreach efforts, including: web site page writing, brochure design production, and event planning. Also assisted the Louisiana District Court Judges Association in the development of the Best Practices initiative for judges.

- **Speakers Bureau.** Community Relations Department speaking engagements representing the Supreme Court before civic groups, law-related organizations, schools, government agencies and legislative committees.

- **Web site Development & Website Coordination (on-going).** During the period, the court maintained a project coordinator who continued to re-design, develop, and improve the award-winning Supreme Court web site. The Community Relations Department was responsible for providing home site education pages for children, schools and jurors.

- **Public Trust and Confidence.** Began preliminary research of various programs and initiatives developed by courts around the country which have been successful in improving public trust and confidence in the judiciary with an eye toward doing the same.

- **Public Information Program of the Law Library of Louisiana and the Clerk.** The Law



Library of Louisiana, in association with the Department of Community Relations and the Clerk's Office, developed and continues to implement a supplemental program of public information. The Law Library, together with the Clerk's Office, continued to conduct information sessions and tours for various groups. The Law Library also exhibited materials on Louisiana law, the Louisiana judicial system, and the administration of justice from time to time. A booklet containing a brief history of the Supreme Court and the renovated courthouse at 400 Royal Street was designed and written by Library staff members for the dedication of the renovated building. The booklet is currently being distributed to all visitors. Guides to the Library's resources and to the portraits of justices exhibited in the hallways of the renovated building were also prepared and distributed.

- **Oral Arguments.** As part of the overall program of public information described above, the Supreme Court developed and implemented a plan for conducting oral arguments at various locations in the state. The court held oral arguments in the following locations: FY 2001-2002 - Tulane University Law School, New Orleans, October 16, 2001; FY 2002-2003 - Nicholls State University, Thibodaux, the entire week of September 2002, the University of Louisiana, Monroe, April 2003, Centenary College Shreveport, March 2004, and Southeastern Louisiana University, Hammond, March 2005.

Objective 4.1

To ensure the highest professional conduct, integrity, and competence of the bench.

Intent of Objective

By virtue of the public trust placed in the bench and bar, those engaged in the practice of law should adhere to the highest standards of ethical conduct. Ethical conduct by attorneys and judges heightens confidence in the legal and judicial systems. Standards of conduct for attorneys and judges serve the dual purpose of protecting the public and enhancing professionalism. The Supreme Court has the lead responsibility for ensuring

the development and enforcement of these standards. Regulation of the bench and bar fosters public confidence, particularly when it is open to public scrutiny. A disciplinary process that expeditiously, diligently and fairly evaluates the merits of each complaint to determine whether standards of conduct have been breached is an essential component of the regulation infrastructure.

Responses to Objective

- **Louisiana Judicial College.** During the period of this Report, the Supreme Court continued to fund, assist, and facilitate the activities of the Louisiana Judicial College. A justice chairs the College's Board of Governors. Through the judicial budgetary and appropriations process, the court provides for the director and staff of the College and for a portion of its operations. In addition, the court provides the services of the court's Judicial Administrator and staff to assist the College in various ways.
- **Programs of the Judicial College.** The Louisiana Judicial College maintained and strove continuously to improve the quality and accessibility of its continuing legal education programs for the judiciary throughout the period. During the period of this report, the College offered eight or more CLE programs for judges. It also provided bench books, newsletters, and videos relating to judicial practice. In CY 2002, the Supreme Court commissioned Dr. Maureen E. Conner of Michigan State University and Mr. Thomas Langhorne of The Langhorne Group to assess the performance of the Judicial College in terms of its relevance and interest to the judges of the state. The audit began in the Fall of 2002 and was completed in August of 2003. The recommendations of the Audit continue to be reviewed and implemented.
- **Judiciary Commission.** The Supreme Court continued to fund, assist, and facilitate the activities of the Louisiana Judiciary Commission to ensure the proper reception, investigation, and prosecution of complaints against judges accused of violating the Code of Judicial Conduct. The activities of the



Commission are reported annually in the Supreme Court's Annual Report. The workload of the Commission is also reported as a key performance indicator in the annual judicial appropriations bill. In calendar years, 1999-2005, the Commission received and processed the number of complaints shown in Exhibit 1 at the end of this section.

- **Judicial Professionalism.** During the period, the Supreme Court continued to encourage judicial and attorney professionalism in two ways – through its CLE requirements and through its adopted Code of Professionalism. The Supreme Court re-enacted its rules for continuing legal education for lawyers and judges in November of 1992 by establishing a Continuing Legal Education (CLE) Committee to manage the CLE process (Supreme Court Rule XXX). Under these rules, lawyers and judges are required to complete a minimum of twelve and a half hours of approved CLE each calendar year. The rules also require that one of these required hours concern legal ethics and another hour concern professionalism. In 1997, the Supreme Court adopted its Code of Professionalism in the courts providing aspirational standards for both judges and attorneys. The Code is provided in Section 11 of Part G of the Rules of the Supreme Court. That portion of the Code pertaining to judges was printed by the court as a poster and distributed to all judges of the state. The court displayed the poster prominently in several of its offices and encouraged all judges to do the same in their courtroom halls and offices.
- **Judicial Mentoring Program.** The Supreme Court, primarily through its Judicial Administrator and his staff and in association with the Louisiana District Judges Association and the Louisiana Judicial College, facilitated the continuation and expansion of the judicial mentoring program. As part of the program, each new judge was assigned a senior judge who served as a mentor. The program is intended to assist new judges in understanding and managing their caseloads, avoiding ethical conflicts, and accessing information and resources.
- **Judicial Ethics.** The Supreme Court, through its

Committee on Judicial Ethics, continued to provide a resource to receive inquiries from judges and to issue advisory opinions regarding the interpretation of the Canons of the Code of Judicial Conduct. The court's Judicial Administrator and lawyers employed in the Judicial Administrator's Office staff the work of the Committee. The Judicial Administrator's Office also provided informal assistance to judges who seek help in interpreting the Code of Judicial Conduct.

- **Cooperation with Judges.** The Supreme Court maintained and strove to continuously improve its communication and cooperation with judges and judicial associations at all levels. Its Judicial Council consists of representatives from all major judicial associations. All appellate courts are involved in the court's Human Resource Committee and the Judicial Budgetary Control Board. The court's Judicial Administrator provides staffing assistance to all major judicial associations and includes information on all levels of court in its newsletters. During the period, the justices of the Supreme Court took additional steps to improve their communication with the Louisiana District Judges Association by setting up formal meetings with the Association's leadership.
- **Judicial Campaign Conduct.** In April of 2000, the court established an *Ad Hoc* committee to study the benefits and feasibility of creating a permanent Judicial Campaign Oversight Committee to help facilitate ethical campaign conduct in Louisiana judicial elections. After studying the matter for approximately one year, the *Ad Hoc* committee issued a Final Report recommending the establishment of a permanent Judicial Campaign Oversight Committee. In March of 2002, the court established a permanent Judicial Campaign Oversight Committee, consisting of 15 members, including retired judges, lawyers, and citizens who are neither lawyers nor judges. The purposes of the Committee are to educate candidates about the requirements of the Code of Judicial Conduct, to answer questions about proper campaign conduct, and to receive and respond to public complaints. However, public statements are only issued when two-thirds of the



members believe clear and convincing evidence has been provided of a violation of certain enumerated Canons of the Code. During the Fall 2002 judge-ship elections, the Committee drafted and distributed a Campaign Conduct Acknowledgement form that asked candidates to acknowledge that they had read, understood, and were bound by the provisions of the Louisiana Code of Judicial Conduct. The Acknowledgment was signed by 216 incumbent judges and judicial candidates who were involved in the 2002 elections. As part of its educational role, the Oversight Committee also conducted six educational presentations throughout the state, focusing on restrictions on judicial campaign activities incorporated in Canon 7 of the Code of Judicial Conduct. During the election campaign of 2002, the Oversight Committee received 32 complaints concerning campaign conduct and issued one public statement concerning campaign conduct it found problematic. Since January of 2003, the Committee has received 9 complaints concerning judicial campaign conduct. None of these complaints, however, resulted in a public statement.

- **Costs of Judiciary Commission Matters.** In FY 2000-2001, the court amended the Rules of the Judiciary Commission to provide for assessing judges disciplined by the Commission for all or any portion of the costs of the process of judicial discipline as recommended by the Commission. This rule continues to be in effect.

Objective 4.2

To ensure the highest professional conduct, integrity, and competence of the bar.

Intent of Objective

See the language relating to the Intent of Objective 4.1.

Responses to Objective

- **Cooperation with the LSBA.** The Louisiana State Bar Association (LSBA) is a non-profit corporation, established pursuant to Articles of Incorporation

that were first authorized by the Supreme Court on March 12, 1941. According to the Articles of Incorporation, the purpose of the Association is to: regulate the practice of law, advance the science of jurisprudence, promote the administration of justice, uphold the honor of the courts and of the profession of law, encourage cordial interpersonal relations among its members, and generally promote the welfare of the profession in the state. The Association from time to time recommends changes to its Rules of Professional Conduct for Attorneys to the Supreme Court for adoption. The Supreme Court maintains and strives to continuously improve its communication and cooperation with the Louisiana State Bar Association. The leaders and members of the LSBA were involved in virtually every committee of the court. Similarly, several justices and staff members of the court were also involved in LSBA activities.

- **Attorney Continuing Legal Education (CLE).** The court exercises supervision over all continuing legal education through the Mandatory Continuing Legal Education (MCLE) Committee. The Committee was established by Supreme Court Rule XXX on November 19, 1992. Its purpose was to exercise general supervisory authority over the administration of the court's mandatory continuing legal education requirements affecting lawyers and judges and to perform such other acts and duties as are necessary and proper to improve CLE programs within the state. In addition to its supervisory role, the court continues to work with the LSBA to maintain and improve the quality of continuing legal education programs.
- **Attorney Professionalism.** The court continues to work with the LSBA to encourage and support professionalism among attorneys. As previously mentioned, the court, through its Continuing Legal Education Committee, requires all attorneys and judges to complete at least one hour of CLE per year on professionalism. The court has also promulgated, as an aspirational standard, its Code of Professionalism in the courts. Furthermore, as a means of instilling professionalism in attorneys at an early stage of their careers, the justices regularly



participate in the professionalism orientation sessions held at the state's four law schools in the Fall of each year.

- **Louisiana Attorney Disciplinary Board.**

The Louisiana Attorney Disciplinary Board was created by Supreme Court Rule XIX on April 1, 1990 to provide a structure and set of procedures for receiving, investigating, prosecuting, and adjudicating complaints made against lawyers with respect to the Rules of Professional Conduct for attorneys. The Board consists of:

- One permanent statewide agency that administers and manages the lawyer disciplinary system as a whole, performs appellate review functions, issues admonitions, imposes probation and rules on procedural matters.
- Several hearing committees which review the recommendations of the Board's Disciplinary Counsel, conduct pre-hearing conferences, consider and decide pre-hearing motions and review the admonitions proposed by the Disciplinary Counsel.
- The Office of the Disciplinary Counsel, which performs prosecutorial functions for the Board. Since 1998, the court has taken several steps to improve the Attorney Disciplinary Board and its process. In 1999, the court, based on a recommendation of the American Bar Association, imposed a significantly higher assessment on all attorneys in support of the Attorney Disciplinary Board's efforts to ensure the proper reception, investigation, and prosecution of complaints against lawyers accused of violating the Rules of Professional Conduct. In FY 2001-2002, the Court contracted with the American Bar Association to perform a performance audit of the Attorney Disciplinary Board's activities. The audit began with a site visit by the ABA during the week of November 12, 2001 and was completed in March of 2002. The court and the Board are now in the process of implementing some of the audit's recommendations. The number of complaints received

and processed during the period of this Report are presented in Exhibit 2 at the end of this section.

- **Supervision of the Practice of Law.** The court continues to maintain and improve its supervision of the practice of law by ensuring the quality, competency, and integrity of the bar admissions process, imposing sanctions in disciplinary matters, and requiring continuing legal education. As part of its supervision of the practice of law, the court, upon recommendation of the Committee on Bar Admissions, developed and promulgated in 2000 an interim procedure for allowing bar applicants who fail or conditionally fail Part I of the Louisiana State Bar examination to review and compare their erroneous answers with representative good answers. The court also increased the passing score on the Multi-State Professional Responsibility Exam (MPRE) from seventy-five (75) to eighty (80).

Finally, through comprehensive amendments to the Bar Admissions rules, the court moved to ensure that the character and fitness of bar applicants would be carefully evaluated prior to their admission to the practice of law. Chief among these improvements is the required participation, by Louisiana Law students who intend to practice in Louisiana, in the Law Student Legislation Program sponsored by the National Conference of Bar Examiners. This program involves a comprehensive assessment of law students' character and fitness during their second year of law school, followed by a supplemental character review near the end of their law school courses. In 2001, the Committee also created a subcommittee to recommend improvements to the Bar Examination. The "Testing Subcommittee" looked at the substance of the exam, its structure, and its procedural aspects. The Committee continued to permit failing applicants to review their own exam papers as well as representative good answers. It also reorganized its Equivalency Panel and has eliminated its backlog of applications for equivalency determinations by graduates from non-U.S. law schools.

- **Encouragement of Pro Bono Activities.**



The court continues to encourage members of the bar to participate in *pro bono* activities. In FY 2000-2001, the court assisted the LSBA in establishing a program for recruiting and training *pro bono* attorneys to counsel prisoners in capital post-conviction applications. The court also assisted the LSBA in its general efforts to recruit and train *pro bono* attorneys. In FY 2003-2007, the court continued these activities.

- **Rule on the Transfer to Disability Inactive Status.** In FY 2000-2001, the Supreme Court clarified its Rules for Lawyer Disciplinary Enforcement relating to the transfer of attorneys to disability inactive status. The disability procedures attempt to balance the due process rights of lawyers with the need to protect the public from incapacitated lawyers.
- **Permanent Disbarment.** Through amendments to the Rules for Lawyer Disciplinary Enforcement, which became effective on August 1, 2001, the court codified permanent disbarment as an available sanction for lawyers who commit particularly egregious acts of misconduct. These changes serve to protect the public from lawyers whose violations of the public trust are so serious as to warrant the permanent revoking of the privilege bestowed upon them of practicing law in Louisiana.
- **Attorney Fee Review Board.** In 2001, the Legislature created the Attorney Fee Review Board (R.S. 13:5108.3 - 13:5108.4) to provide for the payment or reimbursement of legal fees and expenses incurred in the successful defense of state officials, officers, and employees, who are charged with criminal conduct arising from acts undertaken in the performance of their duties. After its creation, the Board decided that requests for payment or reimbursement of legal fees and expenses should be evaluated on a case-by-case basis in accordance with the factors set forth in Rule 1.5 of the Louisiana Rules of Professional Conduct. As directed by law, the Board has set a minimum hourly rate for legal fees of \$100 and a maximum hourly rate of \$350. Since its creation, the Board has reviewed five

requests for payment from exonerated state officials and employees, and has made written recommendations to the Legislature concerning these requests. Two additional requests are presently being considered.

Objective 5.1

To seek and obtain sufficient resources from the executive and legislative branches to fulfill all duties and responsibilities of the judiciary.

Intent of Objective

As an equal and essential branch of our constitutional government, the judiciary requires sufficient financial resources to fulfill its responsibilities. Just as court systems should be held accountable for their performance, it is the obligation of the legislative and executive branches of our constitutional government to provide sufficient financial resources to the judiciary for it to meet its responsibility as a co-equal, independent third branch of government. Even with the soundest management, court systems will not be able to promote or protect the rule of law, or to preserve the public trust, without adequate resources.

Responses to Objective

- **Judicial Budgetary Control Board.** The court, through its Judicial Administrator, continues to staff and otherwise support the Judicial Budgetary Control Board in its efforts to obtain and manage the resources needed by the judiciary to fulfill its duties and responsibilities.
- **Legislative/Executive Branch Coordination.** The court continues to communicate, coordinate, and cooperate with the legislative and executive branches of state government on all matters relating to the needs of the judiciary. As a result of these efforts, the court is now working collaboratively with the other branches of state government on several programs, including the Families in Need of Services (FINS) program, Drug Treatment Courts, Truancy Centers, the Court-Appointed



Special Advocate (CASA) program, the Integrated Criminal Justice Information System (ICJIS), the Louisiana Protective Orders Registry (LPOR), the Judicial Disposition Data Base, the Integrated Juvenile Justice Information System (IJJIS), the Juvenile Justice Commission, and the Comprehensive Training Program.

- **Judicial Budget and Performance Accountability Program.** The Supreme Court continues to develop and expand the Judicial Budget and Performance Accountability Program as required by R.S.13:81-85.
- **Strategic Plans.** The court is aggressively implementing its Strategic Plan as adopted in December of 1999 and amended in October of 2000. The court, through its Judicial Administrator, continuously monitors the implementation of the strategic plans of the courts of appeal and the trial courts, and renders assistance to them upon request. In FY 2000-2001, the court appointed a Commission on Strategic Planning for the Limited Jurisdiction Courts to develop performance standards and a strategic plan for the city and parish courts before December of 2002. With assistance from the Judicial Administrator of the Supreme Court, the Commission developed draft performance standards and a draft strategic plan, both of which were approved by the Supreme Court in 2002.
- **Operational Plans; Key Objectives; and Key Performance Indicators.** The court has developed and submitted Operational Plans for FY 2006-2007 to the current fiscal year as required by R.S. 13:81-85. It has also developed and incorporated into its annual judicial appropriations bill key objectives, performance indicators, and mission statements as required by the statute.
- **Performance Audits.** During the period from FY 1999-2005, the court sponsored five (5) audits of judicial performance. In 2000, it contracted with the National Center for State Courts in order to conduct a performance audit of district court compliance with the Americans with Disabilities Act

(ADA), an audit that was designated for the year FY 2000-2001. The results of the audit were communicated to all district courts by the Chief Justice in that same year. The courts have responded during the period of this Report by organizing activities to achieve and maintain compliance (for some of these results, see the section on the performance of district courts).

In 2000, the court also contracted with the National Center for State Courts to conduct a performance audit of district and city court compliance with the federal Adoption and Safe Families Act (ASFA) and with the provisions of the Louisiana Children's Code relating to Child-in-Need-of-Care cases and Judicial Certification for Adoption cases. The final report of that audit, which was completed in 2002, was reviewed by the court. An action plan was developed that included mandatory training and the reporting of certain continuances. In addition, the Judicial Administrator of the Supreme Court and the Louisiana Court Administrators Association were asked to provide technical assistance to all district courts needing help with compliance. The ASFA audit was designated for the fiscal year 2001-2002.

In 2001, the court contracted with the American Bar Association (ABA) to conduct a detailed performance audit of the Louisiana Attorney Disciplinary Board. The ABA began the audit with a site visit in the week of November 12, 2001 and completed the audit at the end of March 2002, designating the audit for the year 2002-2003. The audit continues to be reviewed and implemented by the Disciplinary Board and the court.

In 2002, the court commissioned an audit of the performance of the Judicial College. The audit began in the Fall of 2002 and was completed in August 2003. This audit was designated for the year 2003-2004. The audit continues to be reviewed and implemented by the college and by the court.

In 2004, the court commissioned an audit of the performance of district courts with respect to jury trials. This audit was completed in July of 2005. In



2005, the court commissioned a performance audit on the Mandatory Continuing Legal Education (MCLE) Committee and its process. The audit was completed in 2006.

In 2006, the Supreme Court commissioned an audit of the performance of the Trial Court with respect to Limited English Proficiency (LEP).

The audit was completed in 2007. In 2006, the court also commissioned an audit with court diversion activities throughout Louisiana. The audit is expected to be completed in early 2008.

- **Judicial Compensation Commission.** The Supreme Court actively supported and assisted the work of the Judicial Compensation Commission created pursuant to Act 1077 of 1995. In FY 2006-2007, the Commission was successful in convincing the legislature to provide needed salary increases to all judges.
- **Compensation Plan and Human Resource Policies of the Supreme Court and the Courts of Appeal.** The Supreme Court, through its Judicial Administrator, continues to staff, maintain, and develop the compensation plan and human resource policies for employees of the Supreme Court and the courts of appeal.
- **Judicial Employee Compensation.** The court continues its efforts to secure adequate salaries, benefits, other compensation and emoluments appropriate to each type of employee as a means of retaining and attracting highly qualified staff.
- **Employee Retirement and Group Benefits.** The Supreme Court, through its Judicial Administrator and Clerk of Court, continues to ensure that all courts and all judicial employees are aware of how to access the benefits of their respective retirement and group benefit programs and are in compliance with the rules and regulations of such programs.
- **Judicial Financial Reform.** The Supreme

Court continues to encourage its Judicial Administrator to study and make recommendations to the court on ways to improve the financing of the judiciary.

- **Supreme Court Facilities.** In May of 2004, the renovation of the 400 Royal Street building was completed, thus enabling the Supreme Court and the 4th Circuit Court of Appeal with their various staffs and a small office of the Attorney General to move into the new facilities. On October 2, 2004, the building was officially dedicated in a ceremony featuring U.S. Supreme Court Justice Sandra Day O'Connor, Governor Kathleen Blanco, and other dignitaries.

Objective 5.2

To manage the Court's caseload effectively and to use available resources efficiently and productively.

Intent of Objective

The Supreme Court acknowledges that it should manage its caseload in a cost-effective, efficient, and productive manner that does not sacrifice the rights or interests of litigants. As an institution consuming public resources, the Supreme Court recognizes its responsibility to ensure that resources are used prudently and cases are processed and resolved in an efficient and productive manner.

Responses to Objective

- **Case Management.** The Supreme Court, through its Clerk of Court, continues to maintain and expand effective case management techniques, including the development and operation of a state-of-the-art case management information system.
- **Fiscal Management.** The Supreme Court continues to require the Fiscal Office of the Judicial Administrator and the Clerk of Court to manage the court's fiscal resources efficiently and productively. A chart of fiscal indicators is provided in



Exhibit 3 at the end of this section.

- **Judicial Internal Auditor.** The Internal Auditor is an independent audit function established within the Supreme Court to examine and evaluate the programs, policies, services and activities of the court and its many divisions with the objective of adding value by promoting effective controls at a reasonable cost, resulting in improved operations.
- **Internal Audit Committee.** In FY 2000-2001, the Supreme Court created an Internal Audit Committee consisting of three justices who meet quarterly with the Internal Auditor to provide oversight responsibilities as they relate to internal and external auditors. Such oversight responsibilities include: ensuring financial and programmatic reporting, instituting a process of internal controls process, and bringing independence and objectivity to the internal audit function. Annually, a work schedule is proposed by the Internal Auditor to the Internal Audit Committee for its review and approval. The work schedule consists of audit areas based on a prioritization of the audit universe, using relevant risk factors. For the five fiscal years ending June 30, 2004 the SC Internal Audit Committee approved 62 audit areas, all of which have been completed. The Internal Audit Committee continued through 2006-2007.
- **Judicial Restructuring.** The Supreme Court continues to encourage its Judicial Administrator to study and make recommendations to the court on ways to restructure the judiciary for greater efficiency and effectiveness.

Objective 5.3

To develop and promulgate methods for improving aspects of trial and appellate court performance.

Intent of Objective

Under Section 6 of Article V of the Constitution of Louisiana, the Chief Justice of the Supreme Court is the chief administrative officer of the judicial system

of the state, subject to rules adopted by the court. The Chief Justice also has the authority, under the Constitution (Louisiana Constitution of 1974, Article V, Section 7), to select a Judicial Administrator, clerks, and other personnel to assist him or her in the exercise of this administrative responsibility. The court, therefore, through the Chief Justice, the Judicial Administrator, the Clerk of Court, and other personnel, has a constitutional responsibility to improve trial and appellate court performance. Furthermore, under the provisions of the Judicial Budget and Performance Accountability Act of 1999 (R.S. 13:81-85), the court has an additional responsibility to ensure not only that strategic plans are developed but that they are implemented to improve judicial performance.

Responses to Objective

- **Office of the Judicial Administrator.** The Supreme Court continues to maintain sufficient numbers of highly qualified professional and support staff in the Judicial Administrator's Office to develop and effectively promulgate methods for improving aspects of trial and court performance.
- **Judicial Budget and Performance Accountability Program.** The Supreme Court, through its Judicial Administrator, has provided assistance to the Strategic Planning Committee of the Louisiana District Judges Association and to the Louisiana Court Administrators Association in their efforts to comply with the provisions of the Judicial Budget and Performance Accountability Program.
- **Judicial Council.** The Supreme Court, through its Judicial Administrator, continues to staff and otherwise support the Judicial Council as a means of improving aspects of trial and appellate court performance affecting the judicial process. The Administrator continues to staff and support the work of the Appellate New Judgeship Committee and the Trial Court New Judgeship Committee of the Judicial Council in order to ensure that court performance does not suffer from a lack of judgeships or judicial officers in individual jurisdictions or that unnecessary new judgeships are created at



great cost to the public. Pursuant to R.S.13:61, the Judicial Council has developed new general guidelines and new criteria for new judgeships in city and parish courts and for hearing officers, traffic referees, and other non-elected judicial officers. It is also in the process of developing new criteria for determining the need for new appellate judgeships. The Administrator also staffs the work of the Committee to Evaluate the Need for Courts Costs and Fees which assists the Judicial Council in evaluating and recommending whether proposals for new or increased courts costs or fees should be enacted by the Legislature, a process required by R.S. 13:61.

- **CMIS.** The Supreme Court, through its Judicial Administrator, continues to develop, maintain and expand the Case Management Information System (CMIS) Project as a means of improving aspects of trial and appellate court performance that affect the judicial process. Included as part of CMIS' activities are the following programs:

- **The Louisiana Court Connection (LCC).** The Louisiana Court Connection (LCC), a LASC JAO web-based, centrally hosted, city court case management system, went to RFP during this past year. CyberBest Technologies was selected as the winning vendor. Development of the system will begin in 2008 with four pilot city courts implemented within the first year. Once completed, the LCC will be offered to the remaining city, district, and mayor's courts that wish to use the case management system. The Louisiana Court Connection is designed to benefit the city courts of Louisiana by providing automated assistance at every stage of court case processing. This includes criminal, traffic, civil, and juvenile court proceedings. The Louisiana Court Connection will also manage special sentencing conditions (probation), appeals, and individual court appointed service activities.

Currently, there are 44 District, 12 City, 4 Mayor's, and 1 Juvenile court(s) reporting traffic convictions electronically to CMIS. During 2007, OMV successfully retrieved 208,500 records from the CMIS file server and attached

them to their driver history record database.

- **The Criminal Records Project.** The Criminal Records Project has been successful in sending final disposition records to the Department of Public Safety (DPS) for inclusion in their Computerized Criminal History (CCH) database.

Overall, CMIS has experienced a dramatic increase in records from 2006 to 2007. CMIS now houses more than 2,893,403 records in the criminal records repository.

- **Louisiana Protective Order Registry (LPOR).** The Louisiana Protective Order Registry (LPOR), a statewide repository of court orders issued to prohibit domestic abuse and dating violence, and to aid law enforcement, prosecutors and the courts in handling such matters, was established by legislative act (La. R.S. 46:2136.2) in 1997. The Judicial Administrator's Office of the Louisiana Supreme Court was given the responsibility for developing standardized forms titled, "Uniform Abuse Prevention Order" forms, and for collecting the data from all courts and entering it into the registry.

In 2007, the registry received and entered 20,157 orders from courts across the state. Of these, 16,704 (83%) were civil orders and 3,453 (17%) were criminal orders. From the pilot phase of the project through the close of 2007, the registry received and entered a total of 168,795 orders. Of these, 127,534 (76%) were civil orders and 41,261 (24%) were criminal orders.

Records contained in the registry were made available to state and local law enforcement agencies, district attorney offices, the Department of Social Services, office of family support, support enforcement services, office of community services, the Department of Health and Hospitals, bureau of protective services, the Governor's Office of Elderly Affairs, elderly protective services, the office of the attorney general and the courts. In 2007, LPOR also



received the FBI's Criminal Justice Information Services (CJIS) Division Assistant Director's Award for Outstanding Contribution to State and Local Public Safety.

In addition, certain qualifying records from the registry were transmitted to the FBI's National Crime Information Center (NCIC) and their National Instant Criminal Background Check System (NICBCS). As of the close of 2007, 87,463 Louisiana orders had been transmitted to NCIC since the start up of the program.

During 2007, registry staff responded to 191 requests for order verification submitted by examiners with the FBI's National Instant Criminal Background Check System (NICBCS), which is designed to prevent the sale of firearms and ammunition to those who are prohibited, such as individuals who are the subject of a qualifying violence restraining order. Registry staff also responded to 156 requests for order verification submitted by local, state and out-of-state law enforcement officials conducting investigations involving the subject of a Louisiana restraining order.

- **Round Table Discussion Program.** During 2007, the LPOR training team launched a Round Table Discussion Program designed specifically for judges, magistrates, commissioners, and hearing officers. Seven (7) such programs were held in various cities across the state and reached forty-four (44) individuals within the targeted groups. In addition, the training team conducted seven (7) multi-disciplinary regional seminars which were attended by a total of 558 participants.
- **Disposition Data.** The Judicial Administrator continues to work with the courts to get electronic criminal and traffic disposition data to CMIS. CMIS is currently receiving electronic criminal data from sixty-one (61) parishes in Louisiana. Auditing of data from the district courts currently transporting to CMIS is an ongoing task. CMIS works with each clerk and

their software provider to insure a quick resolution to any problems that may be discovered during the data audit. Regular visits to the district courts assists in resolving hardware, software, and data input and transmission issues. The CMIS team looks forward to working with the courts to collect disposition data on civil and juvenile dispositions in the future. The CMIS team also works closely with the Louisiana District Attorneys Association and the clerks currently reporting criminal data on implementation of electronic transfer of criminal information residing in the District Attorney's database to the Clerk of Court criminal case management system. Additionally, the CMIS team works to assist judges with procurement and installation of necessary technologies that provide the judges with access to the Computerized Criminal History Index, Louisiana Protective Order Registry and Department of Motor Vehicles records. Installations also enable the judges to access local criminal disposition information from the courtroom. Access to criminal history records is provided using digital connections established by CMIS.

- **Uniform Commitment Document.** The Judicial Administrator continues to work with the Louisiana District Judges Association and Uniform Commitment Document Committee to develop and deploy a statewide-standardized commitment form for defendants sentenced to custody in the Department of Corrections (DOC). The committee has completed a sample version of the proposed document and is working to begin testing in judicial districts throughout Louisiana.
- **Standardization of Data Collection.** The Judicial Administrator has standardized the data collection and reporting on filings and other information from appellate and trial courts to CMIS.
- **Wide Area Network.** The Judicial Administrator has deployed and maintains a statewide Wide Area Network for connecting all district



and city courts to CMIS.

- **Court Technology Studies.** The Administrator continues to conduct studies to determine the feasibility of implementing new technologies in Louisiana courts such as electronic filing and the development of high-tech courtrooms.
- **Other Programs.** In association with the Louisiana Conference of Appellate Court Judges, the Louisiana District Judges Association, the Louisiana Council of Juvenile and Family Court Judges and the Louisiana Association of Parish and City Court Judges, the Administrator continues to develop, maintain and implement other technology programs for improving those aspects of the administration of justice identified in the Appellate Court Strategic Plan, the Trial Court Strategic Plan, or the Strategic Plan of the Supreme Court.
- **Appellate Court Assistance Program.** The Supreme Court, through its Judicial Administrator, continues to develop, maintain and implement, in association with the Conference of Appellate Court Judges and the respective chief judges and key staffs of each appellate court, an Appellate Court Performance Improvement Program for improving those aspects of the administration of justice identified in the Appellate Court Strategic Plan or the Strategic Plan of the Supreme Court. During FY 2002-2003, the Supreme Court approved and funded an Appellate Pilot Mediation Program for the 1st Circuit Court of Appeal. The purpose of the program is to assist the court in resolving cases in a timely manner that will benefit attorneys, litigants and the judicial system as a whole. Some of the courts of appeal have adopted the mediation program as part of their adjudication activities.
- **Trial Court Assistance Program.** The Supreme Court, through its Judicial Administrator, and in association with the Louisiana District Judges Association, continues to develop, implement, and maintain a Trial Court Assistance Program for improving those aspects of the administration of justice identified in the Trial Court Strategic Plan or the Strategic Plan of the Supreme Court.
- **District Court Rules.** In October 2001, after several years of diligent effort by both the bench and bar, both the Judicial Council of the Supreme Court and the LSBA created committees to review local court rules in an attempt to achieve uniformity and predictability in the rules. The two committees presented to the court the final draft of the Court Rules and Appendices and requested their adoption and implementation. In November 2001, the court adopted the Rules for Louisiana District Courts, including appendices, and numbering systems for Louisiana family and domestic relations court and juvenile courts. The court also established a Court Rules Committee charged with receiving related comments and with making recommendations for proposed additional rules or amendments to these Rules. During FY 2002-2003, the Judicial Council created a Family Court Rules Committee to develop and complete rules for juvenile and domestic courts. The Committee completed the juvenile section of its work in 2007.
- **Trial Court Facilitator.** The Judicial Administrator continues to assign a Deputy Judicial Administrator to meet the needs of district judges and facilitate communication and coordination between the district judges, the Supreme Court and other bodies.
- **Supreme Court Drug Court Office (SCD-CO).** In 1997, the Legislature enacted legislation which allowed courts to establish “drug divisions” in order to reduce the incidence of alcohol and drug addiction and the costs of crime associated with such addiction. In the summer of 2001, the court accepted the responsibilities of administering drug court funds appropriated by the legislature and monitoring drug court programs. That same year, the Supreme Court Drug Court Office (SCD-CO) was established to administer drug court funds and oversee related drug court activities. The SCD-CO serves as a financial intermediary between the Supreme Court and local drug court programs, pro-



vides fiscal and programmatic oversight to ensure compliance with local, state and federal laws and regulations and has worked toward the institutionalization of drug courts within the State through the provision of consultation, technical assistance and training to improve services and enhance professionalism. Information on the performance of drug court programs throughout the state is provided in Exhibit 4 at the end of this section. Information on the SCDCO's Drug Court Information System is provided in the section of this Report entitled "Supreme Court Data Gathering Systems".

- **ADA Assistance.** The Judicial Administrator's Human Resources Division developed in 1999 a comprehensive guide to the ADA for use by all courts but with special attention to the district courts. The Division also created a Pilot Compliance Review program in 1999 and assisted the Court's consultants in their conduct of the ADA Performance Audit. Following the audit, the division also assisted district courts with continuing technical assistance relating to compliance.
- **Delay Reduction and Case Management.** In 2004, the Judicial Council's Task Force on Delay Reduction and Case Management completed its "Guidelines for Best Practices in Delay Reduction and Case Management", a manual of materials indicating ways in which district courts may further reduce delays and improve case management. The Guidelines are available for reading and downloading on the Supreme Court's website: www.lasc.org.
- **Task Force on Pro Se Litigation.** In 2004, the Judicial Council's Task Force on *Pro Se* Litigation completed its Guidelines for Best Practices in *Pro Se* Assistance, a manual of materials indicating ways for district courts to plan, organize, and assist in the delivery of assistance to self-represented litigants. The Guidelines contain background information on the extent of *pro se* litigation in the nation, the legal authority for self-represented litigation, ethical guidelines for providing assistance, planning information, and information on available technologies. The Guidelines are available for reading and downloading on the Supreme Court's website: www.lasc.org.

org.

- **Juvenile Court Assistance Program.** In association with the Louisiana Council of Juvenile and Family Court Judges, the Louisiana District Court Judges Association, and the Louisiana Parish and City Court Judges Association, the Supreme Court, through its Judicial Administrator, maintained, developed and implemented a juvenile court assistance program. The specific strategies included as part of the juvenile court assistance program were:
 - **Louisiana Child in Need of Care Parents' Attorneys Education Event.** In December of 2007, the first-ever in Louisiana (and one of the first in the nation) education event for attorneys representing indigent parents in Child in Need of Care cases. More than 60 attorneys attended this all-day event. The Louisiana Court Improvement Program, in collaboration with the Louisiana Public Defender Board and the ABA Center on Children & the Law, designed and produced the program, which focused on the role of parents' attorneys in helping to achieve safety, permanency and well-being for children in the foster care system.
 - **Connections for Permanency Demonstration.** Following Hurricanes Katrina and Rita, more than 300 foster children were displaced outside of Louisiana. On top of that statistic, biological family members and foster parents who were also displaced added to the exponentially critical situation in which many of this state's most fragile children found themselves. Neighborhoods were destroyed, and connections to familiar places and faces were lost. This situation was particularly acute in Orleans and Jefferson Parishes.

In an attempt to help re-connect foster children with their families in Orleans and Jefferson Parishes, the Court Improvement Program of the Louisiana Supreme Court joined collaboratively with the Louisiana Department of Social Services, Office of Community Services, to demonstrate an innovative concept known as



“Family Finders” to help connect foster children with displaced family members and/or other persons, whether fictive kin or family friends, who would be willing to be a permanent connection for the child. Louisiana chose to call its program, “Connections for Permanency.”

The process involved an intensive “mining” of legal and social work records to look for clues about persons significant to the child and their possible whereabouts. Staff members then utilized internet searches and telephone calls to try to locate persons identified who might be suitable “connections” for the child. Some connections were with family members or friends who had recently been a part of the child’s life. Other connections were more distant in space and time. The results were often emotional and very heart-warming as family members reconnected with foster children whom they may have not seen in years.

Priority was given to children aged seventeen (17) and older who were most at risk of exiting the foster care system with no permanent placement. The importance of caring, supportive relationships during the transition to successful adulthood is well-established by national research. Statistics show that children who do not have permanent connections in their lives are significantly more likely to have negative outcomes: homelessness, mental illness, reliance on public assistance and criminal activity. Kären A. Hallstrom, Deputy Judicial Administrator for Children & Families, said that this was directly responsive to a recognized system need. “For years, Louisiana judges have expressed particular concern for foster children ‘aging out’ of the system, leaving state custody without connections to anyone having a continuing interest in their welfare.”

The target population had little or no family relationships and was experiencing the highest level of urgency for connectedness. This group of children was generally unstable in placement and had a history of mental illness, destruc-

tive behavior, multiple foster care placements and few, if any, significant relationships. The original project goal of serving twenty-five (25) children in the demonstration was far exceeded, with more than fifty-five (55) children served.

With lessons and best practices learned from the demonstration, Court Improvement Program and OCS staff are working to expand the program to other parts of the state.

- **Attorney and Child Welfare Stakeholder Education Event.** During 2007, the Louisiana Court Improvement Program provided ten statewide education events for attorneys and practitioners in Child in Need of Care cases. In total, more than 600 professionals, including children’s and parents’ attorneys, child welfare agency attorneys, CASAs, judges, social workers and other child welfare stakeholders attended these one-day programs, which offered six (6) hours of CLE. Participants learned practical information about child welfare casework, including the roles and responsibilities of the stakeholders, dynamics of child abuse and neglect, how to navigate the education system for special needs children, child development, ethics and professionalism. Ten (10) more events are scheduled for 2008. Information about the events and the curriculum may be found at childrenslawla.org.
- **Court Appointed Special Advocate (CASA) Assistance Program.** During FY 2002-2003, the Judicial Administrator assumed programmatic and fiscal responsibility for the improvement and expansion of CASA statewide. The Administrator executed a Memorandum of Understanding with the Department of Social Services (DSS) for expenditure of federal TANF funds designated for this purpose. The Administrator developed a program structure and process that will ensure accountability through a system of reporting and monitoring between the local CASA programs and the court, and between the court and the state. The Assistance Program administered federal funding to thirteen (13)



CASA programs serving fifty-one (51) parishes across the state. During the period, over 3,000 children in need of care were served by CASA volunteers, and over 1,000 children were placed in safe and permanent homes.

CASA assists local courts by recruiting, screening, training and supervising community volunteers to provide individualized advocacy for abused and neglected children in foster care. In order to protect the safety of children and the integrity of the CASA programs, mandatory national and state standards require that volunteers be carefully screened, trained and supervised and that the programs provide fiscal and programmatic accountability. The legislature began funding CASA statewide in 2001, at which time the Louisiana Supreme Court was asked to administer the funds. Originally only DSS TANF funds were designated; expansion to serve more children has required additional state funds. The Supreme Court provides fiscal and program accountability through detailed monthly financial and activity reports and program site visits, and independent audits at both the local program and state level.

The Supreme Court provides fiscal and program accountability through detailed monthly financial and activity reports and program site visits, and independent audits at both the local program and state level. Funding is allocated to local CASA programs compliant with mandatory National and State CASA Program Standards. Fifty-four (54) parishes are currently served by a CASA program, leaving only ten (10) yet to serve. In 2007, CASA served over 3,800 foster children, and advocates across Louisiana contributed volunteer time valued at over \$4 million. The state of Louisiana saves approximately \$10,000 per year for each child that was permanently placed out of the foster care system. In 2007, 1,414 Louisiana children within CASA were permanently placed.

- **Truancy Assessment and Service Center (TASC) Assistance Program.** During FY 2002-

2003, the Judicial Administrator assumed programmatic and fiscal responsibility for the expansion of truancy centers statewide. The Administrator executed a Memorandum of Understanding with the Department of Social Services for expenditure of federal TANF funds designated for this purpose. Additional state general funds were also appropriated for this use. The Administrator developed a program accountability structure and process through a system of reporting and monitoring between the local TASC programs and the court, and between the court and the executive branch. The program was transferred to Louisiana State University in 2004.

- **Families in Need of Services (FINS) Assistance Program.** The Program supports local information court-based processes to identify, assess and connect services to children and their families. FINSAP continues to further develop a web-based application to track, manage and report program data and performance. In 2005, FINSAP collaborated with the Louisiana FINS Association to further define and develop best practice standards and processes for program outcome evaluation and funding, and supported the 10th annual statewide FINS conference.
- **Integrated Juvenile Justice Information System (IJJIS).** The Administrator continues to develop an Integrated Juvenile Justice Information System (IJJIS) being piloted at the Orleans Parish Juvenile Court. Upon completion, IJJIS will be provided free of charge to all courts having juvenile jurisdiction. Currently, all existing Child in Need of Care components are being transferred to a web-based application. This system will allow more courts to use the system, with all maintenance upgrades and trouble-shooting to be accomplished on one central server.
- **Juvenile Justice Commission.** In response to the Chief Justice's State of the Judiciary Message for the year 2001, the Louisiana Legislature created a 12-member Juvenile Justice Commission, consisting of six senators and six members of the House



of Representatives to study and make recommendations regarding the reform and restructuring of the juvenile justice system. The Legislature also created a 43-member Advisory Board with representatives from the governor's office, several executive branch departments, law enforcement and prosecutorial agencies, courts, prevention and treatment services, advocacy services, and other stakeholders to assist the Commission. An inter-branch staffing team, consisting of staff members of the Judicial Administrator's Office and other staff, was also created to design the investigative process and to staff the Advisory Board. Throughout 2002 and the early part of 2003, the Advisory Board and Commission conducted eighteen (18) public hearings throughout the state to solicit views on the current system and receive recommendations for its improvement. More than 1,000 persons attended these hearing, over 325 testified and more than 600 filled out questionnaires and provided written information. As a result of this feedback, as well as information from research, national think tanks and the experience of the members of the Commission and the Advisory Board, a comprehensive set of legislation was enacted as Act 1225 and HCR 56 of 2003. After enactment of the legislation, the staff of the Judicial Administrator's Office continued to assist the Juvenile Justice Implementation Commission, one of whose members was Justice Catherine Kimball. The staff also assisted the Children's Cabinet and other agencies in the process of implementation and provided specialized training on juvenile waiver of counsel and competency to juvenile court judges. Judges of the court continue to support the work of the Juvenile Justice Implementation Committee.

- **Task Force on Legal Representation in Child Protection Proceedings.** The Task Force on Legal Representation in Child Protection Proceedings, co-chaired by the Chief Justice, adopted a mission statement, a common vision, goals and recommendations for improving legal representation of abused and neglected children and indigent parents in child protection cases and, together with CIP developed practice standards for attorneys representing children in these cases.

- **Other Programs.** Through the Children and Families Division of the Judicial Administrator's Office, the Court engaged in several initiatives to improve the juvenile justice system for children and families in Louisiana.
- **CASA Assistance Program.** The CASA Assistance Program administered federal funding to the thirteen (13) Court Appointed Special Advocate programs serving fifty-one (51) parishes across the state. Over 3,000 children in need of care were served by CASA volunteers, and over 1,000 were placed in safe and permanent homes.
- **Court Improvement Program (CIP).** The Court Improvement Program (CIP) is finishing work on a reassessment of its activities since the initial CIP assessment completed in 1997. New findings and recommendations will guide CIP activities in the coming years. The CIP began efforts to continue the Child Advocacy Mediation Program beyond the pilot stage. This initiative will continue in Orleans and Jefferson Parish Juvenile Courts. A "Best Practices" package of information, including model policies and procedures, is in development for other courts wishing to implement mediation in Child in Need of Care cases. CIP co-sponsored the 4th annual "Together We Can" conference. This two-day event drew over 300 attendees, who focused on current legal and social issues facing Louisiana's abused and neglected children. In addition, CIP and the CASA Assistance Program provided financial and technical support for the annual statewide CASA conference.
- **Other Programs.** In association with the Louisiana Council of Juvenile and Family Court Judges, the Louisiana District Court Judges Association, and the Louisiana City Court Judges Association, the Administrator continues to develop, maintain, and implement new programs for improving the adjudication of child support cases and other juvenile cases. The Administrator continues also to develop, implement and maintain other programs for improving those aspects of the administration of juvenile justice as may be identified in the Appellate



Court Strategic Plan, the Trial Court Strategic Plan, the Courts of Limited Jurisdiction Strategic Plan, or the Strategic Plan of the Supreme Court. In addition to the annual juvenile law update, courts exercising juvenile jurisdiction were provided with specialized training on Juvenile Waiver of Counsel and Competency.

- **Courts of Limited Jurisdiction Strategic Plan.** In FY 2000-2001, the Supreme Court created a Commission on Strategic Planning for the Courts of Limited Jurisdiction to develop performance standards and a strategic plan for the city and parish courts. The Commission completed and submitted its work in CY 2002 to the Supreme Court for approval. Upon approval of the standards and the plan by the Supreme Court in 2002, the standards and plan were promulgated to all city and parish judges for implementation. Strategic plans of the courts of limited jurisdiction were updated in 2007 to cover the period of 2005-2009.
- **Cases Under Advisement.** The Supreme Court, through the Judicial Administrator, continues to manage, report on and enforce court rules, orders and policies relating to cases under advisement as a means of improving district court performance.
- **Judicial Assignments.** The Office of the Judicial Administrator continues to assist the Court in the exercise of its constitutionally conferred assignment authority. Through the promulgation of hundreds of court orders, which assign sitting and retired judges to over-burdened courts and time-consuming and difficult cases throughout the state, the administration of justice is advanced and litigants' access to justice ensured. During the period of this Report, the Office has processed the following orders per year:
 - 2006 - 1,685 orders
 - 2007 - 1,900 orders
- **General Counsel.** The Supreme Court has retained a highly qualified attorney and two research associates to research legal issues involving

the administration of justice and the performance of the courts. During the period of this Report, this staff assisted the Court in processing approximately ninety (90) orders to effectuate rule changes and changes in policies which are referred to elsewhere in this Report. The staff also assisted the Court in preparing and promulgating more than 170 appointment orders appointing judges, attorneys and citizens to various court and court-related committees and boards.

Objective 5.4 To use fair employment practices.

Intent of Objective

The judiciary is an important and visible symbol of government. Equal treatment of all persons before the law is essential to the concept of justice. Accordingly, the Supreme Court of Louisiana recognizes that it should operate free of bias in its personnel practices and decisions.

Responses to Objective

In addition to the activities listed in Exhibits 5, 6 and 7 at the end of this section, the Human Resources Division of the Judicial Administrator's Office also completed the following strategies and activities during the period:

- Completed the following additional special projects and studies:
 - Provided consultative assistance to lower courts upon request with regard to matters such as recruitment, policy development and administration, disciplinary matters, and employee training (ongoing).
 - Coordinated Employee Recognition Program Ceremony 2006/2007 (ongoing).
 - Conducted four (4) comprehensive investigations of complaints of policy violations and other employee misconduct in the judiciary.
 - Provided consultation to managers and prepared documentation for disciplinary actions as



necessary (ongoing).

- Developed specialized job related advertisements and/or selection procedures in order to fill twenty-four (24) positions at the court and two in the appellate judiciary. Participated in the selection process for most including reviewing resumes, selecting interview candidates, interviewing, conducting reference checks and writing recommendation memorandum (ongoing).
- Reviewed resumes to determine appropriate hire rates for numerous positions at the Supreme Court and Courts of Appeal (ongoing).
- Maintained human resource database for appellate courts (ongoing).
- Coordinated new hires, pay changes, etc., with payroll department (ongoing).
- Time sheets of employees reviewed monthly, calculated their leave usage, and earnings of annual, sick and compensatory leave (ongoing).
- Developed agenda, reports and coordinate meetings of the Human Resource Committee of the appellate judiciary (see Pay Plan Maintenance Chart).

Objective 6.1

To promote and maintain judicial independence.

Intent of Objective

For the judiciary to be fair and impartial, it should develop and maintain its distinctive and independent status as a separate, co-equal branch of state government. It must also be conscious of its legal and administrative boundaries and vigilant in protecting them. As the court of last resort and the chief administrator of the Louisiana court system, the Supreme Court believes that it has an obligation to promote and maintain the independence of the entire judiciary.

Responses to Objective

- **Supreme Court Leadership.** The Supreme Court continues to assert the separation of powers and the need of judicial independence in its

communications with the other branches of state government and in its releases to the media.

Objective 6.2

To cooperate with the other branches of state government.

Intent of Objective

While insisting on the need for judicial independence, the Supreme Court of Louisiana recognizes that it must clarify, promote and institutionalize effective working relationships with the other branches of state government and with other components of the state's justice system. Such cooperation and collaboration is vitally important for maintaining a fair, efficient, impartial and independent judiciary, as well as for improving the law and the proper administration of justice.

Responses to Objective

- **Inter-governmental Liaison.** The court has appointed a justice to be the primary liaison between the court and various intergovernmental agencies. The justice is assisted by a deputy judicial administrator, who has responsibility for monitoring legislation and communicating with both legislative and executive branch officials and staff. In addition, the Chief Justice and other justices, together with the court's Judicial Administrator, Clerk of Court and their respective staffs, have responsibilities for coordinating, collaborating and communicating with executive and legislative branch officials on specific projects or areas of responsibility.
- **Cooperation with the Executive Branch.** The Court continues to cooperate and collaborate with the Governor's office and other departments of the executive branch on numerous committees and projects, including: the renovation of the 400 Royal Street Building; the Louisiana Court Improvement Program Committee (LCIP); the SAFE Act (i.e. the Adoption and Safe Families Act) Committee of the Office of Community Services; the Families in the Balance Conference; the Justice for



Children Conference; the Governor’s Children’s Cabinet; the Governor’s Advisory and Review Commission on Additional Assistant District Attorneys; the Louisiana Commission on Law Enforcement (LCLE); the Integrated Criminal Justice Information System Policy Board; the Louisiana Indigent Defense Assistance Board; Info Louisiana; the Louisiana Children’s Trust Fund; the Louisiana State Police; the Governor’s Justice Funding Commission; Governor’s Office of Women’s Affairs; Louisiana Data Base Commission; and the Attorney General’s Task Force Relating to Workplace Violence. The Supreme Court continues to cooperate with the executive branch by serving on several committees and task forces and by regular communication with executive branches and officials.

- **Cooperation with the Legislative Branch.** The court continues to cooperate and collaborate with the Legislature and legislative agencies on numerous committees and projects, including: the Integrated Criminal Justice Information System Policy Board; the Judicial Compensation Commission; the State of the Judiciary Messages of the Chief Justice (2001, 2003, 2005, 2007); the Judicial Ride-Along Program; the Judicial Council, especially its new judgeship evaluation process, its court cost and fee evaluation process and its *ad hoc* studies for the legislature; the Judicial Budget and Performance Accountability Act (R.S. 13:81-85); the Judicial Appropriations Bill; judicial reapportionment; annual report on special motions affecting First Amendment rights; the Attorney Fee Review Board; the Judicial Campaign Oversight Study Committee; the Task Force to Review the Disproportionate Caseload in the First Circuit Court of Appeals (SCR 61, Regular Session, 2001); the Juvenile Justice Commission (HCR 94, Regular Session, 2001); the Juvenile Justice Implementation Commission, 2004; and the Task Force on Legal Representation in Child Support Cases.

- **Cooperation with Other Justice Agencies.** The court continues to cooperate and collaborate with numerous local or district justice associations, agencies, and programs, including: the Louisiana District Attorneys Association; the Louisiana Clerks of Court Association; Louisiana City Court Clerks of Court Association; the Louisiana FINS Association; the Louisiana CASA Association; the Louisiana Sheriffs Association; the Louisiana Public Defenders Association; the New Orleans Integrated Coordinating Committee; the Louisiana Association of Drug Court Professionals; Conference of Court of Appeal Judges; Louisiana District Judges Association; Louisiana Council of Juvenile and Family Court Judges; and Louisiana City Court Judges Association; and the Board and Curriculum Committee of the Comprehensive Training Program. The court continues to cooperate with other justice agencies through regular communication and through service on their respective committees and agencies.



**ACTIONS, COMPLAINTS AND DISPOSITIONS OF THE JUDICIARY COMMISSION
CY 2004-2007--Exhibit 1**

	2004	2005	2006	2007
Requests for Information	806	585	N/A	N/A
Number of Complaints Received and Docketed	579	486	519	531
Number Screened Out	454	387	370	384
Remaining Cases Reviewed	125	99	149	147
Number Requiring In-Depth Investigation	54	36	93	54
Number of Formal Charges	18	16	N/A	10
Number of Judges with Formal Charges	14	35	N/A	N/A
Cases Disposed of	649	493	471	579
Cases Pending	186	181	239	206

COMPLAINTS FILED AGAINST LAWYERS AND DISPOSITIONS OF ATTORNEY DISCIPLINARY BOARD BY CALENDAR YEAR, 2004-2007--Exhibit 2

	2004	2005	2006	2007
Number of Complaints Filed Against Lawyers	2,654	2,772	2,581	2,736
Number of Complaints Filed Against Lawyers Resolved or Disposed of in That Calendar Year	2,879	2,993	2,383	2,677

INDICATORS OF FISCAL WORKLOAD, 2004-2007--Exhibit 3

INDICATOR	YEAR		
	2004-2005	2006-2007	TOTAL
Number of Vendors	3,283	3,558	6,841
Accounts Payable Dollar Amt	\$77,831,995	\$72,458,581	\$150,290,576
Number of Checks Processed for Accounts Payable	8,991	8,849	17,840
Payroll Dollar Amount	\$48,835,336	\$52,312,103	\$101,147,439
Number of Checks Processed for Payroll	10,026	10,051	20,077



LOUISIANA SUPREME COURT DRUG COURT PROGRAM STATISTICS 2001 through 2007--Exhibit 4

STATISTICS	FY 2001 - 2002	FY 2002 - 2003	FY 2003 - 2004	FY 2004 - 2005	FY 2005 - 2006	FY 2006 - 2007
Cumulative Number of Courts ¹	34	37	39	42	42	45
Number of Judicial Districts Served	23	24	24	24	25	25
Average Number of Clients Served Per Month ²	2,059	2,322	2,671	2,891	2,309	2,741
Drug-Free Babies Born ³	24	21	46	43	60	62
Graduates ⁴	760	708	624	706	851	719
Sources/Notes:						
1. SCDCO Calendar Year Survey, OAD						
2. SCDCO End of Fiscal Year Count						
3. SCDCO Calendar Year Survey/NDCI Survey						
4. SCDCO Calendar Year Survey, OAD						



HUMAN RESOURCE TRAINING -Exhibit 5

YEAR	TRAINING TITLE/TOPIC	LOCATION	# TRAINED	DATES
1999	Preventing Sexual Harassment			
		Jefferson Parish Juvenile	61	6/25/1999
		First Circuit , Baton Rouge	10	9/22/1999
		Third Circuit, Lafayette	31	12/15/1999
2000		Third Circuit, Lake Charles	48	12/14/1999
		Third Circuit, Lafayette	10	9/22/2000
		Judicial Administrator's Office	43	6/14/2000
		Spec Counsel's Off-Judiciary Comm.	9	6/9/2000
		Supreme Court Clerk's Office	46	9/15/2000
		Supreme Court Justices Staff	34	11/3/2000
		Second Circuit, Shreveport	53	11/15/2000
2001		Supreme Court Employees	10	1-30 & 2-6-2001
		22nd JDC, Covington	106	3/15/2001
		Supreme Court Employees	45	11/15/2001
		Orleans Parish Juvenile Court	138	11/28/2001
		Orleans Parish Juvenile Court	19	12/10/2001
2002	Preventing Workplace & Sexual Harassment	First Circuit, Baton Rouge	103	2-27, 3-1, 3-6 & 3-26-2002
		Third Circuit, Lake Charles	14	3/19/2002
		Supreme Court Employees	29	10/21/2002
2003		Second Circuit, Shreveport	54	1/16/2003
2003	New Employee Orientation*	Supreme Court, New Orleans	15	8/15/2003
2004		Supreme Court, New Orleans	21	1-26, 2-10, 8-10,12-7-2004
2000	Leave Policies, Including New Compensatory Leave Policy	Supreme Court, New Orleans		
2000	Disability Awareness Training	Supreme Court, New Orleans	30	5/2/2000
2002		Supreme Court, New Orleans	85	4/30/2002
2003	Performance Matters: Constructive Criticism	Supreme Court, New Orleans		2/21/2003
2003	Blood Borne Pathogens - Safety & Control	Supreme Court, New Orleans	130	5-5 & 5-8-2003
		Fourth Circuit, New Orleans	68	5/20/2003
2004	Preventing Workplace Violence	Supreme Court, New Orleans	142	3-26 & 3-29-2004
		Fourth Circuit, New Orleans	70	3/30/2004
2004	Customer Service Training	19th JDC, Baton Rouge		5/14/2004
2003	Federal & State Employment Laws	Court Administrator's Workshop	26	2/13/2003
2004	At Will Employment	Court Administrator's Workshop	28	3/6/2004
2004	At Will Employment	Court Administrator's Workshop	28	3/6/2004
	* Includes mandatory training on Harassment Prevention, Disability Awareness and Blood Borne Pathogens			



HUMAN RESOURCE POLICIES ~Exhibit 6

YEAR	POLICY		ADOPTED
1999	Confidentiality Policy	New	7/11/1999
	Compensatory Leave	New	1/1/2000
2000	Law Clerk Retirement	Amended	6/20/2000
	Definition of "Term Employees"	Amended	12/14/2000
	"Performance Pay"	Amended	12/14/2000
	"Pay Upon Temporary Assignment"	Amended	12/14/2000
	"Holiday" rule	Amended	12/14/2000
	"Leave Earning" rule	Amended	12/14/2000
2001	Pay for Employees at Range Maximum	New	5/24/2001
	Military Leave	Amended	11/8/2001
2002	"Performance Pay"	Amended	11/1/2002
	Discretionary Leave	Amended	11/1/2002
2003	Model ADA & Other Human Resource Policies (for Court Administrators Assoc.)	New	3/1/2003
	Policies and Procedures for Use of Computers and Electronic Communications	Amended	4/1/2003
	Policies and Procedures Pertaining to Individuals with Disabilities	New	5/6/2003
	Prohibition of Private Practice	Amended	5/15/2003
	Political Activity	New	5/15/2003
	Employee Assistance Program	New	6/24/2003
	Equal Employment Opportunity Policy	New	6/24/2003
	Transitional Return to Duty Policy	New	6/24/2003
	Policies and Procedures on Harassment in the Workplace	Amended	6/24/2003
	Violence and Weapons Policy	Amended	6/24/2003
	Substance Abuse and Drug-Free Workplace Policy	Amended	6/24/2003
	Loss Prevention Program Manual	New	6/30/2003
	Definition of "State Service"	Amended	11/13/2003
2004	"Retroactivity" section of Leave rule	Repealed	4/29/2004
	"Impropriety and Appearance of Impropriety" section of Employee Code of Conduct	Amended	11/17/2004
	"Acceptance of Gifts and Gratuities" section of Employee Code of Conduct	New	11/17/2004
	TOTAL POLICIES AMENDED OR DEVELOPED	28	
	* Policies Developed but not yet approved (Nepotism, Discipline & Separation)		



HUMAN RESOURCE ACTIVITIES – Exhibit 6a

2006/2007
<ul style="list-style-type: none"> • Provided consultative assistance to lower courts upon request with regard to matters such as recruitment, policy development and administration, disciplinary matters, and employee training - ongoing.
<ul style="list-style-type: none"> • Coordinated Employee Recognition Program Ceremony 2006/2007 - ongoing.
<ul style="list-style-type: none"> • Conducted FOUR (4) comprehensive investigations of complaints of policy violations and other employee misconduct in the judiciary.
<ul style="list-style-type: none"> • Provided consultation to managers and prepared documentation for disciplinary actions as necessary - ongoing.
<ul style="list-style-type: none"> • Developed specialized job related advertisements and/or selection procedures in order to fill 24 positions at the Court and two in the appellate judiciary; participated in the selection process for most including reviewing resumes, selecting interview candidates, interviewing, conducting reference checks and writing recommendation memorandum -ongoing.
<ul style="list-style-type: none"> • Reviewed resumes to determine appropriate hire rates for numerous positions at the Supreme Court and Courts of Appeal - ongoing.
<ul style="list-style-type: none"> • Maintained human resource database for appellate courts - ongoing.
<ul style="list-style-type: none"> • Coordinated new hires, pay changes, etc., with payroll department - ongoing.
<ul style="list-style-type: none"> • Reviewed monthly time sheets of employees, calculated their leave usage, and earnings of annual, sick and compensatory leave - ongoing.
<ul style="list-style-type: none"> • Developed agenda, reports and coordinated meetings of the Human Resource Committee of the appellate judiciary (see Pay Plan Maintenance Chart).



JUDICIAL EMPLOYEES PAY PLAN MAINTENANCE – Exhibit 7

ACTIVITIES	NUMBER	YEAR(S)
Pay Surveys	2	
2006 HRMA Compensation and Post Katrina Benefits Survey		2006
Survey of Total Compensation - U.S. Courts		2006
Special Surveys/Studies	14	
Information Technology Pay Study		2006
Accounting Clerk Pay Study		2006
Administrative Office of State Courts salary survey		2006
Justices Employees Salary survey		2006
Supreme Court Clerk of Court's staff salary survey		2006
Supreme Court Central Staffs salary survey		2006
Appellate Judges Staffs salary survey		2006
Appellate Clerk of Court's Staffs salary survey		2006
Appellate Central Staffs salary survey		2006
Office of Special Counsel/Judicial Discipline salary survey		2006
Building and Maintenance Pay and Job Study		2006
Administrative Assistants' Pay and Job Study		2006
Accounting Support Jobs Study		2006
Security Officer Pay Study		2006
New Jobs	5	
Information Technology Director -Court of Appeal		2006
Information Technology Director -Supreme Court		2006
Accounting Specialist 3		2006
Mandatory Legal Education Coordinator		2007
Human Resource Associate		2007
Miscellaneous	24	
Annual Pay Plan Review & Recommendation 2005-2007	3	
Individual Pay Studies	6	
Reclassifications	8	
Job Specification Revisions	7	



PERFORMANCE REPORTS:

**PERFORMANCE OF THE
COURTS OF APPEAL**

PERFORMANCE OF THE COURTS OF APPEAL

INTRODUCTION

The chief judges of the five (5) courts of appeal adopted the Strategic Plan of the Courts of Appeal in early December 1999. The Supreme Court of Louisiana approved the Plan together with the Plans of the Supreme Court and the Trial Courts on December 31, 1999. Currently, the Strategic Plan of the Courts of Appeal contains six goals, sixteen objectives, and eighty-one strategies.

The information comprising the “Intent of Objective” sections of this Report was derived primarily from the Appellate Court Performance Standards and Measures, June 1999. The goals and objectives of the Strategic Plan of the Courts of Appeal were based on the Courts of Appeal Adopted Performance Standards (Cf. Louisiana Supreme Court Rules, Part G, General Administrative Rules, Section 10.) The information presented in the “Responses to Objective” and “Future Steps” sections of the Report was derived from the responses of each court of appeal to a Survey of the Chief Judges, which was prepared by the Office of the Judicial Administrator of the Supreme Court and disseminated to each court of appeal during the fall of 2007.

COURTS OF APPEAL OBJECTIVES

- 1.1 To provide a reasonable opportunity for multi-judge review of decisions made by lower tribunals.
- 1.2 To develop, clarify, and unify the law.
- 1.3 To determine expeditiously those petitions and/or applications for which no other adequate or speedy remedy exists, including mandamus, habeas corpus, election proceedings, termination of parental rights and other matters affecting children’s rights, and to consider expeditiously those writ applications filed under the court’s supervisory jurisdiction in which expedited consideration, or a stay, is requested.
 - 2.1 To ensure that adequate consideration is given to each case and that decisions are based on legally relevant factors, thereby affording every litigant the full benefit of the judicial process.
 - 2.2 To ensure that decisions of the courts of appeal are clear and the form of the opinion is controlled by Rule 2-16, Uniform Rules, Courts of Appeal.
 - 2.3 To publish those written decisions that develop, clarify, or unify the law.
 - 2.4 To resolve cases expeditiously.
- 3.1 To ensure that the courts of appeal are procedurally, economically, and physically accessible

to the public and to attorneys.

- 3.2 To facilitate public access to their decisions.
- 3.3 To inform the public of their operations and activities.
- 3.4 To ensure the highest professional conduct of both the bench and the bar.
- 4.1 To seek and obtain sufficient resources from the legislative and executive branches to fulfill their responsibilities, and to institute and maintain a system of accountability for the efficient use of these resources.
- 4.2 To manage their caseloads effectively and use available resources efficiently and productively.
- 4.3 To develop methods for improving aspects of trial court performance that affects the appellate judicial process.
- 4.4 To use fair employment practices.
- 5.1 To vigilantly guard judicial independence while respecting the other coequal branches of government.
- 6.1 To conduct operational planning by the Operational Planning Team.



Objective 1.1

To provide a reasonable opportunity for multi-judge review of decisions made by lower tribunals.

Intent of Objective

Our judicial system recognizes that decisions made by lower tribunals may require modification. American jurisprudence generally requires litigants to be afforded a reasonable opportunity to have such decisions reviewed by an intermediate appellate court and then by a court of last resort. The Courts of Appeal of Louisiana, as intermediate appellate courts, provide such opportunities through a system of multi-judge review, i.e. review by a panel of judges. Multi-judge review allows a “degree of detachment, perspective, and opportunity for reflection by all judges, beyond that which a single trial judge can provide...” Multi-judge review, therefore, provides a better opportunity for developing, clarifying, and unifying the law in a sound and coherent manner and for furnishing guidance to judges, attorneys, and the public as to the application of constitutional and statutory provisions, thus reducing errors and litigation costs. For multi-judge review to be fair and effective, however, appellate courts should not only comply with existing legal provisions regarding recusals and random allotment of cases, but should also develop internal procedures for ensuring that recusals and random allotment of cases are properly accomplished.¹

Responses to Objective

In addition to the responses provided in Exhibit 1, the intermediate courts of appeal also reported the following:

- **First Circuit Court of Appeal.** The First Circuit Court of Appeal reported that it scheduled five-judge hearing days on the court’s annual calendar to efficiently determine hearing dates for multi-judge panels.
- **Second Circuit Court of Appeal.** The Sec-

ond Circuit Court of Appeal reported that it added two judges to each rehearing application to afford multi-judge review of the court’s own work and developed and guided by an *en banc* policy which panel conflict is apparent.

- **Third Circuit Court of Appeal.** The Third Circuit Court of Appeal reported that, in its random allotment of assigning appeal panels, tried to insure that each judge sat with each of the other judges at least once, and no more than twice, in a calendar year. Its court also provided for the random allotment of assigning supervisory writ panels.

Objective 1.2

To develop, clarify, and unify the law.

Intent of Objective

The courts of appeal of Louisiana contribute to the development and unification of the law by resolving conflicts between various bodies and by addressing apparent ambiguities in the law. Our complex society turns with increasing frequency to the law to resolve disputes left unaddressed by the authors of previously established legal precepts. Interpretation of legal principles contained in state and federal constitutions and statutory enactments is at the heart of the appellate adjudicative process.

Responses to Objective

In addition to the responses provided in Exhibit 2, the intermediate courts of appeal also reported the following:

- **First Circuit Court of Appeal.** The First Circuit Court of Appeal reported that it convened an *en banc* meeting during the period in order to clarify and unify prior court decisions.
- **Second Circuit Court of Appeal.** The Second Circuit Court of Appeal reported that it promoted pre- and post- argument conferences. Through the Second Circuit Judges Association, the court conducted annual forums enabling the

¹ Daniel J. Meador, *Appellate Courts: Staff and Process in the Crisis of Volume*. St. Paul: West Publishing Co., 1974



trial court judges and appellate court judges to meet and discuss issues facing the courts within the Second Circuit's jurisdiction. The Association also conducted CLE seminars to promote and improve the effective administration of justice and provided a forum for continuing education. The judges of the Second Circuit actively participated in the Inns of Court and served on state committees. The judges were also actively involved in other bench/bar initiatives.

- **Third Circuit Court of Appeal.** The Third Circuit Court of Appeal reported that it continued its recent developments seminar for district and city judges within the circuit at the annual 3rd Circuit Judges Association meeting and the annual August seminar for judges and their law clerks. The judges of the 3rd Circuit also participated in the recent development seminars for the local bar associations of Lafayette, Marksville, Leesville, Alexandria, and the Southwest Louisiana Bar Association.
- **Fourth Circuit Court of Appeal.** The Fourth Circuit Court of Appeal reported that its judges attended two *en banc* lunches and hosted a Christmas gathering. Each judge in rotation hosted the monthly birthday gatherings for the court.

Objective 1.3

To determine expeditiously those petitions and/or applications for which no other adequate or speedy remedy exists, including mandamus, habeas corpus, election proceedings, termination of parental rights and other matters affecting children's rights, and to consider expeditiously those writ applications filed under the court's supervisory jurisdiction in which expedited consideration, or a stay, is requested.

Intent of Objective

The courts of appeal of Louisiana, pursuant to state constitutional provisions or legislative acts, are often the designated forums for the determination of ap-

peals, writs, and original proceedings. These proceedings sometimes affect large segments of the population within the courts' jurisdiction, or require prompt and authoritative judicial action to avoid irreparable harm. In addition, the courts of appeal have recognized that they have a special responsibility to ensure that cases involving children are heard and decided expeditiously to prevent further harm resulting from delays in the court process.

Responses to Objective

In addition to the responses provided in Exhibit 3, the intermediate courts of appeal also reported the following:

- **Second Circuit Court of Appeal.** The Second Circuit Court of Appeal reported that it collaborated with local and state bar associations to educate the bar regarding the rules and procedures to ensure expeditious consideration. The court commenced a study and review of e-filing and other e-document procedures in anticipation of implementing e-filing in all intermediate appellate courts.
- **Third Circuit Court of Appeal.** The Third Circuit Court of Appeal reported that it adopted Internal Rule 22 which provided a process for expedited consideration of cases relating to disasters such as Hurricanes Rita and Katrina. The 3rd Circuit previously adopted internal rules to insure that certain expedited children's cases were placed on the next available docket after briefing was completed. Civil appeals were checked by central staff attorneys for jurisdictional flaws and for any factors which would require the appeal to be handled expeditiously prior to lodging. The clerk or deputy clerk examined all incoming civil writs to determine if there was a need for the writ to be handled expeditiously. The criminal staff director, with the assistance of a paralegal, examined all incoming criminal appeals and writs to determine whether they needed to be handled expeditiously. Special reports were utilized to track expedited criminal writ applications as well as civil writ applications.



- **Fourth Circuit Court of Appeal.** The Fourth Circuit Court of Appeal reported that it adopted special procedures to expedite Katrina-related cases.

Objective 2.1

To ensure that adequate consideration is given to each case and that decisions are based on legally relevant factors, thereby affording every litigant the full benefit of the judicial process.

Intent of Objective

The courts play a major role in our constitutional framework of government by ensuring that due process and equal protection of the law, as guaranteed by the federal and state constitutions, have been fully and fairly applied throughout the judicial process. The rendering of justice demands that these fundamental principles be observed, protected, and applied by giving every case sufficient attention and deciding cases solely on legally relevant factors fairly applied and devoid of extraneous considerations or influences. The integrity of the entire court system rests on its ability to fashion procedures and make decisions that afford each litigant access to justice. The constitutional principles of equal protection and due process are, therefore, the guideposts for the procedures and decisions of the courts of appeal. Each case should be given the necessary time based on its particular facts and legal complexities for a just decision to be rendered. However, each case does not need to be allotted a standard amount of time for review. Rather, each case should be managed, from beginning to end, in a manner consistent with the principles of fairness and justice.

Responses to Objective

In addition to the responses provided in Exhibit 4, the intermediate courts of appeal also reported the following:

- **Second Circuit Court of Appeal.** The Second Circuit Court of Appeal reported that it stressed the importance of the exchange of written memoranda and circulated draft opinions to pro-

mote adequate consideration and discussion of each case. The court also emphasized the importance of continuing CLE for all professional legal support staff and enhanced the court’s electronic research capabilities to facilitate effective and efficient legal research for all judges and legal support staff.

- **Third Circuit Court of Appeal.** The Third Circuit Court of Appeal reported that it produced a “Handbook of Louisiana Court of Appeal, Third Circuit Procedure,” in published form and provided the manual on an internet site. The manual was intended to aid attorneys in their appellate work.

The court contracted with West Publishing to provide a patron access terminal for use of attorneys to do research during court days. The 3rd Circuit continued its updating of its internet site to provide the internal rules of the court and to help keep the public and attorneys apprised of any internal rule changes. The internet site also provided all current and upcoming dockets as well as published opinions from the court. The Third Circuit produced a *pro se* manual to help litigants filing writ applications and appeals. The manual, which is also provided on the internet, was updated in 2007 and has greatly improved the ability of *pro se* litigants to provide the court with the necessary documentation. The manual also aids the litigants in conforming with the Uniform Rules.

Objective 2.2

To ensure that decisions of the Courts of Appeal are clear, and the form of the opinion is controlled by Rule 2-16, Uniform Rules, Courts of Appeal.

Intent of Objective

Clarity is essential in rendering all appellate decisions. An appellate court should issue a written opinion when it completely adjudicates the controversy before it. Ending the controversy necessarily requires that the dispositive issues of the case be addressed and resolved. A fuller understanding of the resolution of the dispositive issues occurs when the court explains the reasoning



that supports its decision. Written opinions should set forth the dispositive issues, the holding, and the reasoning that supports the holding. At a minimum, the parties to the case and others interested in the area of law in question expect, and are due, an explicit rationale for the court's decision. In some instances, however, a limited explanation of the rationale for its disposition may satisfy the need for clarity. Clear judicial reasoning facilitates the resolution of unsettled issues, the reconciliation of conflicting determinations by lower tribunals, and the interpretation of new laws. The length of exposition does not necessarily determine clarity. Clarity is manifested when the court has conveyed its decision in an understandable and useful fashion and when its directions to the lower tribunal are also clear whenever it remands a case for further proceedings.

Response to Objective

In addition to the responses provided in Exhibit 5, the intermediate courts of appeal also reported the following:

- **Second Circuit Court of Appeal.** The Second Circuit Court of Appeal reported that its judges participated in Recent Developments seminars.
- **Third Circuit Court of Appeal.** The Third Circuit Court of Appeal reported that it continued to update the Third Circuit Court of Appeal Citation Manual to insure that the citations and the form of the court's opinions were uniform. The court continued to follow the publication guidelines established by Rule 2-16, Uniform Rules Court of Appeal. The court thoroughly discussed Rule 2-16.1, 2-16.2, and 2-16.3 at an *en banc* conference adopted these rules as internal rules of the court on May 5, 2004.
- **Fifth Circuit Court of Appeal.** The Fifth Circuit Court of Appeal reported that it standardized the form of its opinions.

Objective 2.3

To publish those written decisions that devel-

op, clarify, or unify the law.

Intent of the Objective

The designation of judicial opinions as precedential authority is essential to achieving clarity and uniformity in the development of the law. The publication of these opinions as binding authority provides an easily accessible means of interested parties to ascertain the holdings of the court and the rationale for its findings, thereby promoting understanding of the law and reducing confusion regarding the law. Decisions should be published or otherwise designated as authority when they: (1) establish a new rule of law, alter or modify an existing rule, or apply an established rule to a novel fact situation; (2) decide a legal issue of public interest; (3) criticize existing laws; (4) resolve an apparent conflict of authority; or (5) will serve as a useful reference, such as one reviewing case law or legislative history. See Uniform Rule 2-16.2.

Responses to Objective

In addition to the responses provided in Exhibit 6, the intermediate courts of appeal also reported the following:

- **First Circuit Court of Appeal.** The First Circuit Court of Appeal reported that effective August 15, 2006, the court posted unpublished opinions on the court's website in accordance with law and began distributing unpublished opinions to subscribers of the court's electronic distribution service.
- **Second Circuit Court of Appeal.** The Second Circuit Court of Appeal reported that its judges reviewed the court's internal procedures regarding the standards for publication and continued to promote the importance of uniformity in applying the standards. The court amended its local rule and participated on the Uniform Rules Committee to insure the rules were amended to require publication of all opinions on the individual courts' web pages as required by law. The court also electronically released all opinions (those designated for pub-



lication and those that were not designated for hard copy publication) to several publishing companies and news media. This practice provided immediate delivery of the opinions of the court. The court also published opinions on its web page www.lacoa2.org and improved it to allow attorney registration to receive e-notice of all opinions rendered by the court.

Objective 2.4

To resolve cases expeditiously.

Intent of Objective

Once an appellate court acquires jurisdiction of a matter, the validity of a lower tribunal's decision remains in doubt until the appellate court rules. Delay adversely affects litigants. Therefore, appellate courts should assume responsibility for a petition, motion, writ, application, or appeal from the moment it is filed. Appellate courts should adopt a comprehensive delay reduction program designed to eliminate delay in each of the three stages of the appellate/supervisory process: record preparation, briefing, and decision-making. A necessary component of the comprehensive delay reduction program is the use of adopted time standards to monitor and promote the progress of an appeal or writ through each of the three stages.

Responses to Objective

In addition to the responses provided in Exhibit 7, the intermediate courts of appeal also reported the following:

- **Second Circuit Court of Appeal.** The Second Circuit Court of Appeal reported that it employed a monitoring system to reduce the backlog of all cases and time delays from lodging to disposition. The court also maintained an internal statistical report reflecting the time it took from the time a matter was assigned to a judge to final disposition.
- **Third Circuit Court of Appeal.** The Third Circuit Court of Appeal reported that it was current in hearing and rendering decisions on appeals and writ applications. The court had little or no

backlog. The chief judge received timely and accurate monthly reports on the status of any holdover cases, including appeals and writ applications. The chief judge also monitored the cases closely through communication with the individual judges. The Court continued to utilize its "judges' bulletin board," a computerized case and opinion tracking program, that reflects if a case is held over and acts as a constant reminder to each judge as to the status of their cases. The Court continued to have a full-time paralegal on its criminal staff who worked as a liaison with the district courts and court reporters to insure the timely and proper filing of records. The paralegal also tracks the supplementation of the records, if needed. The court revised and updated its Manual for the Production of Appellate Court Records. The court plans to conduct a seminar in 2008 for all district courts, city courts, and worker's compensation clerks who prepare appellate records. The court will distribute the updated manual to each of the clerks.

- **Fourth Circuit Court of Appeal.** The Fourth Circuit Court of Appeal reported that it added five-judge panels to consider Katrina cases *ab initio*.

Objective 3.1

To ensure that the Courts of Appeal are procedurally, economically, and physically accessible to the public and to attorneys.

Intent of Objective

Making courts accessible to the public and to attorneys protects and promotes the rule of law. Confidence in the review of the decisions of lower tribunals occurs when the appellate court process is open, to the extent reasonable, to those who seek or are affected by its review or wish to observe it. Appellate courts should identify and remedy problems relating to court procedures, court costs, courthouse characteristics, and other barriers that may limit participation in the appellate process. The cost of litigation, particularly at the appellate level, can limit access to the judicial process. When a party lacks sufficient financial resources to pursue a good-faith claim, provision should be made to minimize



or defray the costs associated with the presentation of the case. Physical features of the courthouse can constitute formidable barriers to persons with disabilities who want to observe or participate in the appellate process. Accommodations should be made so that individuals with speech, hearing, vision, or cognitive impairments can participate in the court's process.

Responses to Objective

In addition to the responses provided in Exhibit 8, 9, 10, 11 and 12, the intermediate courts of appeal also reported the following:

- **First Circuit Court of Appeal.** The First Circuit Court of Appeal reported that its clerk's office assisted *pro se* litigants as much as possible by answering procedural questions without giving legal advice. The court also issued court orders involving *pro se* litigants, and generally provided a basic outline of the steps a *pro se* litigant might take when technical problems associated with submissions of applications or pleading cause the filing to be rejected prior to review on the merits. The court issued press releases informing the public of the date, time and location of hearings for riding circuit.
- **Second Circuit Court of Appeal.** The Second Circuit Court of Appeal reported that its clerk of court participated in a National *Pro Se* Summit to explore equal access issues especially relevant to those with *pro se* applicants. The court continued to promote its "Ride the Circuit" program by which the court travels to a different area within the jurisdiction of the Second Circuit to conduct oral arguments. This program typically utilizes an educational forum such as Louisiana Tech University and the University of Louisiana at Monroe for its locations. The judges or the court worked with schools and civic clubs and promoted accessibility to court proceedings. The court identified employees that were multi-lingual and identified other resources that could be utilized to assist interpretation. The court also identified sources that could interpret rules and forms in multiple formats. The court reviewed its demographics to determine which languages were prominent within the court's geographic jurisdiction and identified resources that could be utilized if needed. The court trained its security and front desk personnel as well as the clerk's personnel in the requirements of Americans with Disability Act. The court also sponsored diversity training for such personnel better preparing them to communicate with the public. The court upgraded its courtroom assistive listening equipment to current standards and retrained the clerk's office employees on the Americans with Disability Act and on issues relating to cultural diversity. The court established offsite/remote redundant information systems utilizing the court's satellite offices as offsite locations.
- **Third Circuit Court of Appeal.** The Third Circuit Court of Appeal reported that it adopted an ADA policy and posted the policy on its website as well as appropriate ADA signage within the courthouse building. The court posted its *Pro Se* Manual and Handbook of Louisiana Court of Appeal, Third Circuit Procedure on its website. It also posted appellate brief and supervisory writ checklists to aid litigants in appellate procedure.
- **Fourth Circuit Court of Appeal.** The Fourth Circuit Court of Appeal reported that it authorized a Spanish-speaking employee to be available to work in the clerk's office. The court also insured a secured, controlled access to its facilities in conjunction with the Supreme Court.
- **Fifth Circuit Court of Appeal.** The Fifth Circuit Court of appeal reported that if an attorney requested an interpreter for a limited English proficient person, the court would provide one. The court also sponsored emergency evacuation drills to implement safety and security measures.

Objective 3.2

To facilitate public access to their decisions.

Intent of Objective

The decisions of the courts of appeal are a matter of public record. Making the decisions of the courts



of appeal available to all is a logical extension of the courts' responsibilities to review, develop, clarify, and unify the law. The courts of appeal should ensure that their decisions are made available promptly to litigants, judges, attorneys, and the public, whether in printed or electronic form. Prompt and easy access to decisions reduces errors in other courts due to misconceptions regarding the position of the courts.

Responses to Objective

In addition to the responses provided in Exhibit 13, the intermediate courts of appeal also reported the following:

- **Second Circuit Court of Appeal.** The Second Circuit Court of Appeal reported that it installed digital courtroom recording systems which allowed the court to archive or oral argument and to provide copies to the bar and other interested entities. The system also provided access from the server for judges to review arguments during opinion preparation time periods. The court also established e-notification for dockets and opinions rendered to all registered members of the bar and public.
- **Third Circuit Court of Appeal.** The Third Circuit Court of Appeal reported that it posted its published decisions on its website. The court also created a retention schedule for writ applications and appeal filings.

Objective 3.3

To inform the public of their operations and activities.

Intent of Objective

Most citizens do not have direct contact with the courts. Information about courts is filtered through sources such as the media, lawyers, litigants, jurors, political leaders, and the employees of other components of the justice system. Public opinion polls indicate that the public knows very little about the courts, and what is known is often at odds with reality. This objec-

tive implies that courts have a direct responsibility to inform the community of their structure, functions and programs. The disclosure of such information through a variety of outreach programs increases the influence of the courts on the development of the law, which, in turn, affects public policy and the activities of other governmental institutions. At the same time, such disclosure increases public awareness of and confidence in the operations of the courts.

Responses to Objective

In addition to the responses provided in Exhibit 14, the intermediate courts of appeal also reported the following:

- **Second Circuit Court of Appeal.** The Second Circuit Court of Appeal reported that members of the court regularly spoke to local and state groups relative to the work on the courts. They also participated in local and state initiatives to educate the public and the bar on the court's internal processes.
- **Third Circuit Court of Appeal.** The Third Circuit Court of Appeal reported that it published news releases on its website and sent notices to the local papers and television stations providing coverage in the court.

Objective 3.4

To ensure the highest professional conduct of both the bench and the bar.

Intent of Objective

By virtue of the public trust placed in the bench and bar, those engaged in the practice of law should adhere to the highest standards of ethical conduct. Ethical conduct by attorneys and judges heightens confidence in the legal and judicial systems. Standards of conduct for attorneys and judges serve the dual purpose of protecting the public and enhancing professionalism.



Responses to Objective

In addition to the responses provided in Exhibit 15, the intermediate courts of appeal also reported the following:

- **Second Circuit Court of Appeal.** The Second Circuit Court of Appeal reported that its judges regularly conducted and/or participated in seminars regarding professionalism and ethics through the Second Circuit Judges Association, Louisiana Judicial College, and local bar CLE seminars. The judges also regularly taught *pro bono* for trial court associations. They also provided legal support to associations representing law enforcement officers, clerks of court, legal secretaries, and paralegal associations.

Objective 4.1

To seek and obtain sufficient resources from the legislative and executive branches to fulfill their responsibilities, and to institute and maintain a system of accountability for the efficient use of these resources.

Intent of Objective

As an equal and essential branch of our constitutional government, the judiciary requires sufficient financial resources to fulfill its responsibilities. Just as court systems should be held accountable for their performance, it is the obligation of the legislative and executive branches of our constitutional government to provide sufficient financial resources to the judiciary for it to meet its responsibility as a co-equal, independent third branch of government. Despite the soundest management practices, court systems will not be able either to promote or protect the rule of law or to preserve the public trust without adequate resources.

Responses to Objective

In addition to the responses provided in Exhibit 16, the intermediate courts of appeal also reported the following:

- **First Circuit Court of Appeal.** The First Circuit Court of Appeal reported that it sought and thoroughly justified funding for a new position in the business services office with primary responsibilities for human resources, payroll, and benefits. It also justified funding for a supplemental docket and carried forward monies for the mediation program designed to address long-standing civil appeal caseload issues.
- **Second Circuit Court of Appeal.** The Second Circuit Court of Appeal reported that it participated with the legislative auditors to insure that the court's fiscal systems and internal controls were in compliance with all applicable law and generally accepted accounting standards.

Objective 4.2

To manage their caseloads effectively and use available resources efficiently and productively.

Intent of Objective

The courts of appeal should manage their caseloads in a cost-effective, efficient, and productive manner and in a manner that does not sacrifice the rights or interests of litigants. As an institution consuming public resources, the courts of appeal recognize their responsibility to ensure that resources are used prudently and that cases are processed and resolved in an efficient and productive manner.

Responses to Objective

In addition to the responses provided in Exhibits 17, 18 and 19, the intermediate courts of appeal also reported the following:

- **First Circuit Court of Appeal.** The First Circuit Court of Appeal reported that its Administrative General Counsel reviewed all Acts of the 2007 Legislative Session, compiled the most significant one, and circulated the information to all members of the court.



- **Second Circuit Court of Appeal.** The Second Circuit Court of Appeal reported that it enlarged its statistical reporting capabilities to include court reporter delays and extensions. It also upgraded the court's network, its network infrastructure, and all PC hardware and software. It also enhanced the system's security features. In addition, the court commenced an evaluation of its document management systems which will be an integral part of any future e-filing initiatives. The court's judges and law clerks regularly attended development seminars conducted by local bar associations and/or universities. The judges of the court met once a month in the administrative conference to discuss changes in court procedures and rules and to direct changes in procedures if warranted.
- **Fifth Circuit Court of Appeal.** The Fifth Circuit Court of Appeal reported that it sponsored emergency evacuation drills and established an offsite computer storage and retention system.

Objective 4.3

To develop methods for improving aspects of trial court performance that affects the appellate judicial process.

Intent of Objective

The efficiency and workload of appellate court systems are, to some extent, contingent upon trial court performance. If appellate courts do not properly advise the trial courts of the decisional and administrative errors they are making, appellate court systems waste valuable resources in repeatedly correcting or modifying the same or similar trial court errors. Appellate courts can contribute to a reduction in trial court error by identifying patterns of error, and by collecting and communicating information concerning the nature of errors and the conditions under which they occur. Appellate courts, working in conjunction with state judicial education functions, might further this work by periodically conducting a variety of educational programs, seminars and workshops for appellate and trial court judges.

Responses to Objective

In addition to the responses provided in Exhibit 20, the intermediate courts of appeal also reported the following:

- **Second Circuit Court of Appeal.** The Second Circuit Court of Appeal reported that its judges and clerk participated on a state committee to address delay and delinquent court reporting. The court developed statistical reports that facilitated the analysis of data relative to court reporter delays and extensions. The court worked with district courts one on one to review data and address individual and/or systemic court reporter delay issues.

Objective 4.4

To use fair employment practices and to improve employee training and development.

Intent of Objective

The judiciary stands as an important and visible symbol of government. Equal treatment of all persons before the law is essential to the concept of justice. Accordingly, courts should operate free of bias in their personnel practices and decisions. Fairness in the recruitment, compensation, supervision, and development of court personnel helps to ensure judicial independence, accountability, and organizational competence. Fairness in employment, as manifested in the court's human resource policies and practices, will help to establish the highest standards of personal integrity and competence among its employees.

Responses to Objective

In addition to the responses provided in Exhibits 21, 22 and 23, the intermediate courts of appeal also reported the following:

- **Second Circuit Court of Appeal.** The Second Circuit Court of Appeal reported that it developed a safety plan and disseminated procedures to all employees. It also conducted quarterly safety



meetings, developed written internet/computer access policies to protect the integrity of the court's data, and conducted periodic annual training related to workplace issues. In addition, the court developed a continuity of operations plan and collaborated with other courts to established a location for redundant systems and storage of critical data.

Strategic Plan of the Courts of Appeal.

Responses to Objective

No response.

Major Strategies Initiated or Completed in FY 2006-2007.

- **1st Circuit Court of Appeal.** The 1st Circuit had statutory jurisdiction in appeals of cases involving the state or statewide elections. A number of the state cases and the statewide election cases required the court to follow stringent deadlines set by statute. Furthermore, along with all of the other courts of appeal, the court was required by rule to handle certain cases involving minors in an expedited manner.

To facilitate an expedited process, the 1st Circuit adopted and instituted procedures for the judges and the employees of the court to follow. These procedures dictate that the clerk's office identify an appeal requiring expedited treatment upon lodging and automatically shorten briefing deadlines. The appeal was then docketed on the next docket after briefing is scheduled to be completed. The appeal was docketed immediately to a writ duty panel if a statutory deadline could not be met by setting the appeal on the next docket.

The court has been successful in implementing its expedited process. All deadlines were met for appeals with statutory deadlines in FY 2006-2007 and, in addition, out of the thirty-eight (38) cases involving minors filed in FY 2006-2007, all but two had been decided. The average time between lodging of the record and disposition for those thirty-six (36) cases involving minors were 135 days (note: the time standard for the courts of appeal from lodging to disposition if 245 days).

- **2nd Circuit Court of Appeal.** The 2nd Circuit Court of appeal reported that the Louisiana appellate clerks of court were working through the National Conference of Appellate Court clerks

Objective 5.1

To vigilantly guard judicial independence while respecting the other coequal branches of government.

Intent of Objective

For the judiciary to be fair and impartial, it should develop and maintain its distinctive and independent status as a separate, co-equal branch of state government. It also must be conscious of its legal and administrative boundaries and be vigilant in protecting them.

The judiciary has an obligation to promote and maintain its independence. While insisting on the need for judicial independence, the judiciary should clarify, promote and institutionalize effective working relationships with the other branches of state government and with all other components of the state's justice system. Such cooperation and collaboration is vitally important for the maintenance of a fair, efficient, impartial and independent judiciary as well as for the improvement of the law and the proper administration of justice.

Responses to Objective

No response.

Objective 6.1

To conduct operational planning by the Operational Planning Team.

Intent of Objective

The intent of the objective is to establish an ongoing mechanism, under the supervision of the Conference of Chief Judges, Courts of Appeal, for ensuring the continued development and implementation of the



and with the National Center for State Courts to develop an Appellate Court Process Flowchart and uniform definitions which can be used to facilitate developing a meaningful uniform method for statistical reporting of the work of the appellate courts.

- **3rd Circuit Court of Appeal.** The 3rd Circuit Court of Appeal reported that in August of 2007, its court began utilizing a document management system. All incoming records including transcripts, briefs, pleadings, correspondence, opinions, applications to the Supreme Court, dockets, worksheets, etc. were being scanned into the system. Once the papers were scanned, the documents were reviewable from the computer by anyone in the court authorized to use the system. The strategy was to have complete access to all documents at ones desk or at home. An authorized user would be able to perform sophisticated searches within the system including documents and transcripts. Eventually, all past criminal memoranda and certain civil memoranda would be scanned into the system with the opinions of its court and the other circuits for convenient access. In the next several years, the system hopefully will be integrated into a new case management system for e-filings of writs and briefs.

- **4th Circuit Court of Appeal.** The 4th Circuit Court of Appeal reported that it was especially proud of the procedures it adopted in 2006-2007 to ameliorate the suffering caused by Hurricane Katrina by implementing special procedures designed to expedite Hurricane Katrina related appeals to the court.

- **5th Circuit Court of Appeal.** The 5th Circuit Court of Appeal reported that its court began working with district courts to bring the preparation of transcripts by court reporters more current and attempt to avoid cases being classified as delinquent in being lodged in the court. Its court implemented a procedure to have court reporters keep their cases in a current posture.



ACTIONS TAKEN IN FY 2006-2007 TO PROVIDE A REASONABLE OPPORTUNITY FOR MULTI-JUDGE REVIEW OF DECISIONS MADE BY LOWER TRIBUNALS-Exhibit 1

Objective 1.1	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Controlled absences of judges from docketed hearings	Maintained sufficient staff to support greater opportunities for multijudge review	Controlled recusation	Improved random allotment through better manual procedures	Improved random allotment through programmed electronic device	Maintained or initiated systems for tracking appeals and writs by type and comparing the numbers year-by-year	Other
APPELLATE COURT										
1		✓			✓	✓	✓		✓	✓
2		✓		✓	✓	✓	✓	✓	✓	✓
3		✓			✓	✓		✓	✓	✓
4		✓		✓	✓	✓	✓		✓	
5		✓			✓	✓			✓	
TOTALS	0	5	0	2	5	5	3	2	5	3

ACTIONS TAKEN IN FY 2006-2007 TO DEVELOP, CLARIFY, AND UNIFY THE LAW-Exhibit 2

Objective 1.2	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Obtained and maintained sufficient legal resources to facilitate the clarification, harmonization, and development of the law	Developed and maintained specific strategies for encouraging and promoting effective collegiality among judges	Other
APPELLATE COURT						
1		✓		✓		✓
2		✓		✓	✓	✓
3		✓		✓	✓	✓
4		✓		✓	✓	✓
5		✓		✓	✓	
TOTALS	0	5	0	5	4	4



ACTIONS TAKEN IN FY 2006-2007 TO DETERMINE EXPEDITIOUSLY THOSE PETITIONS AND/OR APPLICATIONS FOR WHICH NO OTHER ADEQUATE OR SPEEDY REMEDY EXISTS-Exhibit 3

Objective 1.3	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Established a committee of the clerk's office and/or central staff to address the routing, communication, and disposition of issues associated with emergency or expedited writ applications	Created or continued a special screening process at the time of lodging to identify petitions/applications warranting expeditious processing	Adopted rules and procedures for expediting children's cases	Created or maintained summary docketing procedures	Created or maintained a special panel of judges to hear expedited cases	Created or maintained a system of duty judges	Developed or maintained a request form for ensuring that applications requesting expeditious treatment meet all rule requirements	Other
APPELLATE COURT											
1		✓		✓	✓		✓	✓	✓		
2		✓		✓	✓	✓	✓		✓	✓	✓
3		✓	✓	✓	✓	✓		✓			✓
4		✓		✓	✓	✓	✓	✓			✓
5		✓							✓	✓	
TOTALS	0	5	1	4	4	3	3	3	3	2	3



ACTIONS TAKEN IN FY 2006-2007 TO ENSURE THAT ADEQUATE CONSIDERATION IS GIVEN TO EACH CASE AND THAT DECISIONS ARE BASED ON LEGALLY RELEVANT FACTORS -Exhibit 4

Objective 2.1	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Obtained or maintained sufficient staff to ensure that adequate consideration is given to each case	Improved docketing and scheduling of cases	Developed and maintained appellate guidelines to promote efficiency and effectiveness in the court's consideration of appeals and writs	Sponsored a "records preparation seminar" to assist district courts in properly processing appeals, meeting deadlines, and reducing errors that might delay the lodging of the record	Has weekly writ conferences	Has pre and post argument conferences	Other
APPELLATE COURT										
1		✓		✓	✓	✓	✓	✓		
2		✓		✓	✓	✓	✓	✓	✓	✓
3		✓		✓	✓	✓			✓	✓
4		✓		✓	✓	✓			✓	
5		✓		✓		✓	✓		✓	
TOTALS	0	5	0	5	4	5	3	2	4	2

ACTIONS TAKEN IN FY 2006-2007 TO ENSURE THAT THE DECISIONS OF COURTS OF APPEAL ARE CLEAR AND THE FORM OF THE OPINION IS CONTROLLED BY RULE 2-16 OF THE UNIFORM RULES, COURTS OF APPEAL-Exhibit 5

Objective 2.2	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Developed and implemented a new rule outlining the appropriate use of full opinions, memorandum opinions, and per curiam opinions	Instituted or maintained special procedures to verify the accuracy of opinions in terms of substance, grammar, and citations	Encouraged and sponsored programs enabling judges and attorneys to approve their legal writing skills	Established standard terminology for reporting summary and dispositive language used in the court	Other
APPELLATE COURT								
1		✓		✓	✓	✓		
2		✓		✓	✓	✓	✓	
3		✓			✓	✓		✓
4		✓			✓	✓		
5		✓			✓	✓		✓
TOTALS	0	5	0	2	5	5	1	2



ACTIONS TAKEN IN FY 2006-2007 TO PUBLISH THOSE OPINIONS THAT DEVELOP, CLARIFY, OR UNIFY THE LAW-Exhibit 6

Objective 2.3	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Developed and maintained standards for publication	Met with district judges to address their concerns regarding the publication of opinions	Other
APPELLATE COURT						
1		✓		✓		✓
2		✓		✓	✓	✓
3		✓		✓	✓	
4		✓		✓		
5		✓		✓		
TOTALS	0	5	0	5	2	2

ACTIONS TAKEN IN FY 2006-2007 TO RESOLVE CASES EXPEDITIOUSLY-Exhibit 7

Objective 2.4	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Improved docketing and scheduling	Installed an automated case management information system	Employed case managers to expedite court processes	Planned the development of an automated case management system	Improved the manual system of case processing	Took steps to reduce cases under advisement	Initiated summary dockets	Initiated a mediation program(s)	Added more panels per cycle	Improved process of opinion writing and review	Other
APPELLATE COURT														
1		✓		✓	✓		✓	✓	✓	✓	✓			
2		✓		✓			✓	✓	✓					✓
3		✓		✓	✓	✓			✓					✓
4		✓		✓	✓			✓	✓	✓			✓	
5		✓		✓	✓			✓	✓					
TOTALS	0	5	0	5	4	1	2	4	5	2	1	0	1	2



ACTIONS TAKEN IN FY 2006-2007 TO ASSIST PRO SE LITIGANTS-Exhibit 8

Objective 3.1	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Worked with the clerk of court to provide information	Worked with the local bar to provide information	Other
APPELLATE COURT						
1		✓				✓
2		✓	✓	✓	✓	✓
3		✓		✓	✓	✓
4		✓		✓		
5		✓		✓	✓	
TOTALS	0	5	1	4	3	3

ACTIONS TAKEN IN FY 2006-2007 TO ENSURE THAT THE PUBLIC WAS AWARE OF THE OPENNESS AND ACCESSIBILITY OF COURT PROCEEDINGS-Exhibit 9

Objective 3.1	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Published the court's schedule on the doors or walls of the courtrooms	Developed a web site which has information on court schedules and accessibility	Published and distributed court calendars	Provided an information answer desk in the courthouse	Other
APPELLATE COURT								
1		✓		✓	✓	✓	✓	✓
2		✓	✓	✓	✓	✓	✓	✓
3				✓	✓	✓		
4				✓	✓		✓	
5				✓	✓			
TOTALS	0	2	1	5	5	3	3	2



ACTIONS TAKEN IN FY 2006-2007 TO DEVELOP AND MAINTAIN A POLICY OR PROCEDURE TO ASSIST PATRONS WHO CANNOT SPEAK ENGLISH-Exhibit 10

Objective 3.1	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Paid for foreign language interpreter services in criminal cases	Paid for foreign language interpreter services in family/juvenile cases	Paid for foreign language interpreter services in other civil cases	Developed and maintained a list of professional interpreters for non-English speaking patrons	Other
APPELLATE COURT								
1	✓							
2		✓					✓	✓
3	✓							✓
4		✓						✓
5			✓					✓
TOTALS	2	2	1	0	0	0	1	4

ACTIONS TAKEN IN FY 2006-2007 TO COMPLY WITH THE AMERICANS WITH DISABILITIES ACT (ADA) -Exhibit 11

Objective 3.1	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Implemented ADA non-discrimination policy or court rule	Posted public notice/communication of availability of reasonable accommodations	Established complaint procedure	Posted signage (raised lettering, Braille, accessible restrooms, etc.)	Developed written essential functions for court jobs	Adopted oath for sign language interpreters	Established list of available real-time court reporters and sign language interpreters	Implemented an emergency evacuation procedure to accommodate disabled patrons/employees	Other
APPELLATE COURT												
1		✓		✓	✓	✓	✓	✓				
2		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
3		✓		✓	✓	✓	✓	✓	✓			✓
4		✓		✓	✓		✓	✓				
5		✓		✓	✓		✓				✓	
TOTALS	0	5	0	5	5	3	5	4	2	1	2	2



**ACTIONS TAKEN IN FY 2006-2007 TO IMPLEMENT SAFETY AND SECURITY
MEASURE- Exhibit 12**

Objective 3.1	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Had a security audit performed	Developed a safety policy and program	Developed a security policy	Installed security alarms in judges' chambers/courtrooms	Had bailiffs trained in better security	Appointed a safety officer	Sponsored safety/security training	Implemented an emergency evacuation procedure	Installed security equipment	Other
APPELLATE COURT													
1		✓				✓				✓	✓		
2		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3		✓			✓		✓		✓	✓	✓	✓	
4		✓		✓	✓		✓	✓	✓	✓	✓	✓	✓
5		✓				✓	✓	✓		✓	✓	✓	✓
TOTALS	0	5	0	2	3	3	4	3	3	5	5	4	3

**ACTIONS TAKEN IN FY 2006-2007 TO FACILITATE PUBLIC ACCESS
TO DECISION ~ Exhibit 13**

Objective 3.2	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Promptly issued media releases on opinions and decisions	Published opinions, rules, etc. on the court's web site	Kept photocopy and other publications costs at reasonable levels	Maintained sufficient staff, especially in file room, to facilitate public access to opinions	Installed or maintained effective technological means for storing, archiving, and retrieving the court's files and records	Developed and maintained guidelines for handling sealed records and exhibits	Other
APPELLATE COURT										
1		✓			✓	✓	✓	✓	✓	
2		✓	✓	✓	✓	✓	✓	✓	✓	✓
3		✓		✓	✓	✓	✓	✓	✓	✓
4		✓			✓	✓	✓	✓	✓	
5		✓			✓	✓	✓	✓		
TOTALS	0	5	1	2	5	5	5	5	4	2



**ACTIONS TAKEN IN FY 2006-2007 TO INFORM THE PUBLIC OF THE OPERATION
AND ACTIVITIES OF THE COURT-Exhibit 14**

Objective 3.3	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Provided a newsletter	Appeared on radio and TV shows	Visited classrooms	Conducted oral arguments in various locations throughout the district	Gave talks at various forums	Sponsored tours of the court	Involved students in oral arguments	Participated in shadow programs	Sponsored or participated in law day activities	Other
APPELLATE COURT													
1		✓			✓	✓	✓	✓	✓	✓		✓	
2		✓				✓	✓	✓	✓	✓	✓	✓	✓
3		✓			✓	✓	✓	✓	✓			✓	✓
4		✓					✓	✓	✓	✓			
5		✓						✓	✓				
TOTALS	0	5	0	0	2	3	4	5	5	3	1	3	2

**ACTIONS TAKEN IN FY 2006-2007 TO ENSURE THE HIGHEST PROFESSIONAL
CONDUCT OF THE BENCH AND THE BAR-Exhibit 15**

Objective 3.4	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Sponsored or led CLE for involving attorneys and district judges	Participated in Judicial College programs	Participated in Circuit Association Programs	Participated in the programs of the Louisiana State Bar Association	Participated in the programs of the Inns of the Court	Displayed in the courthouse copies of the Supreme Court's poster on Professionalism in the courts	Conducted surveys or focus groups to ascertain public opinion regarding the court's responsiveness and professionalism of the court	Installed or maintained a judicial mentoring program for appellate judges	Other
APPELLATE COURT												
1		✓		✓	✓	✓	✓	✓				
2		✓		✓	✓	✓	✓	✓	✓			✓
3		✓		✓	✓	✓	✓	✓				
4		✓		✓	✓		✓	✓				
5		✓		✓	✓	✓	✓	✓				
TOTALS	0	5	0	5	5	4	5	5	1	0	0	1



ACTIONS TAKEN IN FY 2006-2007 TO SEEK AND OBTAIN SUFFICIENT RESOURCES FROM THE LEGISLATIVE AND EXECUTIVE BRANCHES TO FULFILL THE COURT'S RESPONSIBILITIES; AND TO INSTITUTE AND MAINTAIN A SYSTEM OF ACCOUNTABILITY-Exhibit 16

Objective 4.1	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Sponsored and complied with the Appellate Court Employee Pay Plan	Participated in and supported the work of the Judicial Compensation Commission	Participated in and supported the Judicial Budgetary Control Board	Participated in the Judicial Budget and Performance Accountability program	Other
APPELLATE COURT								
1		✓		✓	✓	✓	✓	✓
2		✓		✓	✓	✓	✓	✓
3		✓		✓	✓	✓	✓	
4		✓		✓	✓	✓		
5		✓		✓	✓	✓	✓	
TOTALS	0	5	0	5	5	5	4	2

ACTIONS TAKEN IN FY 2006-2007 TO ENSURE THAT ALL COURT RECORDS OF RELEVANT COURT DECISIONS AND ACTIONS ARE ACCURATE AND PRESERVED PROPERLY-Exhibit 17

Objective 4.2	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Developed policies or rules relating to the issue	Developed/maintained an automated case management system	Developed a system of bar-coding to track location of manual files and documents	Met with clerk on continuing basis to improve procedures and address problems	Standardized and automated minute entries	Used realtime court reporting	Developed and implemented a records retention plan	Other
APPELLATE COURT											
1		✓			✓		✓	✓		✓	
2		✓		✓	✓		✓	✓		✓	✓
3		✓		✓		✓	✓			✓	
4		✓			✓		✓			✓	
5		✓		✓	✓		✓			✓	✓
TOTALS	0	5	0	3	4	1	5	2	0	5	2



ACTIONS TAKEN IN FY 2006-2007 TO PROMPTLY IMPLEMENT CHANGES IN LAW AND PROCEDURE-Exhibit 18

Objective 4.2	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Designed a person to monitor rules and legislation and to communicate promptly all changes in law and procedure to appropriate and relevant persons	Designated a committee to monitor rules and legislation and to communicate promptly all changes in law and procedure to appropriate and relevant persons	Instituted en banc judicial review of all changes in law and procedure	Obtained and circulated update bench books, checklists, and other materials to ensure prompt implementation of changes in law and procedure	Other
APPELLATE COURT								
1		✓		✓		✓	✓	✓
2		✓		✓		✓	✓	✓
3		✓			✓		✓	
4		✓		✓	✓	✓	✓	
5		✓		✓			✓	
TOTALS	0	5	0	4	2	3	5	2

ACTIONS TAKEN IN FY 2006-2007 TO INSTALL OR IMPLEMENT COURT TECHNOLOGIES - Exhibit 19

Objective 4.2	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Bought additional personal computers	Installed a LAN system	Installed video-conferencing/arraignment system	Installed real-time reporting	Installed e-mail/internet	Installed scanners and micro taping equipment	Installed and used Power Point software	Upgraded word processing software	Installed new audiovisual equipment	Installed digital audio/video	Installed legal research software	Installed automated security system	Installed/maintained automated case management system	Other
APPELLATE COURT																	
1		✓		✓	✓		✓	✓	✓			✓	✓		✓	✓	
2		✓	✓	✓	✓			✓	✓	✓	✓	✓		✓	✓	✓	✓
3		✓		✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	
4		✓	✓	✓	✓			✓		✓	✓	✓		✓	✓	✓	
5		✓		✓	✓				✓					✓	✓	✓	
TOTAL	0	5	2	5	4	0	1	4	4	3	3	2	3	4	4	5	1



**ACTIONS TAKEN IN FY 2006-2007 TO DEVELOP METHODS FOR IMPROVING
ASPECTS OF TRIAL COURT PERFORMANCE THAT AFFECT THE
APPELLATE JUDICIAL PROCESS-Exhibit 20**

Objective 4.3	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Provided guidance to district clerks of court on preparing clear, accurate, timely and complete appellate records	Provided guidance to district courts on error correction and new areas of the law	Other
APPELLATE COURT						
1		✓		✓	✓	
2		✓		✓	✓	✓
3		✓		✓	✓	
4						
5		✓		✓	✓	
TOTALS	0	4	0	4	4	1

**ACTIONS TAKEN IN FY 2006-2007 TO ADOPT, IMPLEMENT, OR UPDATE
PERSONNEL POLICIES-Exhibit 21**

Objective 4.4	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	ADA/reasonable accommodations	Workplace violence/weapons	Harassment	Discipline	Recruitment/hiring	Vacation/Sick leave	Equal employment	Family medical leave	Confidentiality	Grievance	Nepotism	Compensation/pay	Technology	Drug-free workplace	Other
APPELLATE COURT																		
1		✓		✓	✓	✓			✓		✓				✓	✓	✓	
2		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
4		✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	
5		✓		✓	✓	✓			✓	✓	✓	✓	✓		✓	✓	✓	
TOTAL	0	5	1	5	5	5	3	2	5	4	5	4	4	3	5	5	5	1



**ACTIONS TAKEN IN FY 2006-2007 TO ADOPT, IMPLEMENT, OR UPDATE
PERSONNEL POLICIES-Exhibit 22**

Objective 4.4	Are your policies posted or disseminated to all employees?		Did you obtain signed acknowledgment of receipt of these policies from your employees?	
APPELLATE COURT	YES	NO	YES	NO
1	✓		✓	
2	✓		✓	
3	✓		✓	
4	✓		✓	
5	✓		✓	
TOTALS	5	0	5	0

**ACTIONS TAKEN IN FY 2006-2007 TO IMPROVE EMPLOYEE TRAINING AND
DEVELOPMENT-Exhibit 23**

Objective 4.4	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Provided technology training	Provided in-house training	Provided courtesy and customer service training	Provided ADA training	Provided harassment training	Provided workplace violence training	Used training videos/CDs, etc.	Paid for continuing education and training	Provided supervisory and management training	Sent employees to conferences	Other
APPELLATE COURT														
1		✓		✓	✓	✓				✓	✓	✓	✓	
2		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
3		✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	
4		✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	
5		✓		✓	✓						✓	✓	✓	
TOTALS	0	5	0	5	5	2	3	3	3	4	5	5	5	0





PERFORMANCE REPORTS:

**PERFORMANCE OF THE
DISTRICT COURTS**

PERFORMANCE OF THE DISTRICT COURTS

INTRODUCTION

The Board of the Louisiana District Judges Association adopted the Strategic Plan of the District Courts in November of 1999. The Supreme Court of Louisiana approved the Plan together with those of the Supreme Court and the Courts of Appeal on December 31, 1999. At the time of adoption, the Strategic Plan of the District Courts contained five goals, twenty-three objectives, and seventy-four strategies.

To plan and guide the implementation of the Strategic Plan of the District Courts, the Louisiana District Judges Association established a Committee on Strategic Planning. The Committee met several times with the Judicial Administrator of the Supreme Court to develop and monitor an implementation plan consisting of the following elements:

1. Distribution to each district judge of a copy of the plan and a letter from the Chair of the Committee on Strategic Planning listing FY 2006-2007 priorities and urging serious attention and action.
2. Regular, periodic meetings of the Committee on Strategic Planning to monitor and facilitate further planning and implementation.
3. Regular briefing of the Board of the Louisiana District Judges Association on the Committee's progress.
4. Meetings with the Louisiana Court Administrators Association to brief the district court administrators on the strategic plan and to enlist their help with the plan's implementation.
5. Development and distribution of the 2006-2007 Survey of Chief Judges on Judicial Performance.

Forty-four chief judges of the district courts responded to the 2006-2007 Survey of the Chief Judges. In most cases, the chief judges of the responding courts answered both the objective and open-ended questions included in the Survey. In some cases, the chief judges elected only to answer the objective questions. In answering the open-ended questions, most of the chief judges provided lists of activities that they either were using or planned to use to address the objectives. Sometimes, the chief judges simply indicated that their responses to certain objectives were part of the regular, ongoing activities of their courts. In other cases, the chief judges responded to the open-ended questions by indicating that their courts were either already in compliance with the objective or would take steps to be compliant in the coming year.

The information comprising the "Intent of Objective" sections of this Report was derived primarily from the *District Court Performance Standards with Commentary 1990*. The goals and objectives of the Strategic Plan of the District Courts were based on the adopted Performance Standards of the District Courts (Cf. Louisiana Supreme Court Rules, Part G, General Administrative Rules, Section 10.) The information presented in the "Responses to Objective" and "Future Steps" sections of the Report was derived from the responses of each district court to a Survey of Chief Judges, which was prepared by the Office of the Judicial Administrator of the Supreme Court and disseminated to the district courts during the fall of 2007.

Because the city and parish courts have now developed and are in the process of implementing their own strategic plan, the term "trial courts" will be changed in this report and later in the 2005-2009 strategic plan itself to "district courts." The term "district courts" will henceforth include, for the purpose of strategic planning and performance reporting, the forty general jurisdiction district courts, the Orleans Civil District Court, the Orleans Criminal District Court, the East Baton Rouge Family Court, and the four juvenile courts - the Caddo Parish



Juvenile Court; the East Baton Rouge Parish Juvenile Court; the Jefferson Parish Juvenile Court; and the Orleans Parish Juvenile Court.

DISTRICT COURT OBJECTIVES

- 1.1 To conduct judicial proceedings that are public by law or custom openly.
- 1.2 To encourage responsible parties to make court facilities safe, accessible, and convenient.
- 1.3 To give all who appear before the court reasonable opportunities to participate effectively without undue hardship or inconvenience.
- 1.4 To ensure that all judges and other district court personnel are courteous and responsive to the public and accord respect to all with whom they come into contact.
- 1.5 To encourage all responsible public bodies and public officers to make the costs of access to district court proceedings and records reasonable, fair, and affordable, whether measured in terms of money, time, or the procedures that must be followed.
- 2.1 To encourage timely case management and processing.
- 2.2 To provide required reports and to respond to requests for information promptly.
- 2.3 To promptly implement changes in law and procedure.
- 2.4 To enhance jury service.
- 3.1 To faithfully adhere to laws, procedural rules, and established policies.
- 3.2 To ensure that the jury venire is representative of the jurisdiction from which it is drawn.
- 3.3 To give individual attention to cases, deciding them without undue disparity among like cases and upon legally relevant factors.
- 3.4 To ensure that the decisions of the court clearly address the issues presented to it and, where appropriate, specify how compliance can be achieved.
- 3.5 To ensure that appropriate responsibility is taken for the enforcement of court orders.
- 3.6 To ensure that all court records of relevant court decisions and actions are accurate and properly preserved.



- 4.1 To maintain the constitutional independence of the judiciary while observing the principle of cooperation with other branches of government.
- 4.2 To seek, use, and account for public resources in a responsible manner.
- 4.3 To use fair employment practices.
- 4.4 To inform the community of the court's structure, function, and programs.
- 4.5 To recognize new conditions or emerging events and adjust court operations as necessary.



Objective 1.1

To conduct judicial proceedings that are public by law or custom openly.

Intent of the Objective

The general intent of the objective is to encourage openness in all appropriate judicial proceedings. The courts should specify proceedings to which the public is denied access and ensure that the restriction is in accordance with the law and reasonable public expectations. Further, the courts should ensure that their proceedings are accessible and audible to all participants, including litigants, attorneys, court personnel, and other persons in the courtroom.

Responses to the Objective

In addition to the responses provided in Exhibit 1, the district courts also reported the following:

- **4th JDC.** The 4th JDC reported that it fully upgraded its website to include more information, calendars, rules and sections for individual departments.
- **8th JDC.** The 8th JDC reported that it had a computer generated calendar of cases.
- **10th JDC.** The 10th JDC reported that, in addition to its ongoing efforts to encourage openness in all appropriate judicial proceedings, its court, on occasion, placed signs in the hallways outside the courtrooms, informing the public which courtrooms the respective judges were presiding in and what matters were being taken up in those courtrooms.
- **14th JDC.** The 14th JDC reported that it had a family court phone information line.
- **16th JDC.** The 16th JDC reported that juvenile adjudication hearings were closed to the public in accordance with the Louisiana Children's Code.

All other proceedings were opened to the public. Publication of the court calendar was a regular, ongoing activity of the court and the court calendar was distributed annually to the clerks of court, sheriffs, district attorney, detention facilities and members of the local bar. The court also reported that revisions were distributed on an ongoing basis. The court reported that Division "E" and Division "G" maintained websites that provided general information about the court and the court dockets for those divisions.

- **22nd JDC.** The 22nd JDC reported that a daily schedule was provided on a monitor at the entrance to the St. Tammany Parish Justice Center.
- **23rd JDC.** The 23rd JDC reported that it continually updated court schedules through the website.
- **24th JDC.** The 24th JDC reported that all proceedings were opened to the public except those required by law to be closed. A kiosk was installed at the entrance of the court which continuously scrolled the daily docket information including the allotted division, presiding judge, commissioner or hearing officer, and the room location of the respective case. The court was in the process of obtaining a system for the hearing impaired.
- **34th JDC.** The 34th reported that it published and distributed criminal court calendars.
- **40th JDC.** The 40th JDC reported that its judges invited the community to come to open sessions of court.
- **East Baton Rouge Parish Family Court.** The East Baton Rouge Parish Family Court reported that it posted the court's dockets outside each courtroom. The court also developed and maintained a website which had information as to duty, contacts, hours, address, and other information, and provided an information answer desk in the courthouse.
- **East Baton Rouge Parish Juvenile Court.**



The East Baton Rouge Parish Juvenile Court reported that its dockets for non-support hearings were posted daily and those matters opened to the public were announced when the case was called.

Objective 1.2

To encourage responsible parties to make court facilities safe, accessible, and convenient.

Intent of Objective

The objective presents three distinct aspects of court performance ~ the security of persons and property within the courthouse and its facilities; access to the courthouse and its facilities; and the reasonable convenience and accommodation of the general public in court facilities. In Louisiana, local governments are generally responsible, under the provisions of R.S. 33:4713, 4714, and 4715, for providing suitable courtrooms, offices, juror facilities, furniture, and equipment to courts and other court-related functions and for providing the necessary heat and illumination in these buildings. They are also responsible, by inference and by subsequent interpretation of these statutes, for the safety, accessibility, and convenience of court facilities. District courts and judges, therefore, do not have direct responsibility for the facilities in which they are housed. However, the intent of Objective 1.2 is to encourage district courts and judges to work with responsible parties to make court facilities safe, accessible, and convenient.

Responses to the Objective

In addition to the responses provided in Exhibits 2 and 3, the district courts also reported the following:

- **4th JDC.** The 4th JDC reported that it continued to have interagency court security meetings.
- **8th JDC.** The 8th JDC reported that it stamped orders with disability notice.
- **10th JDC.** The 10th JDC reported that it had a security audit performed and had bailiffs trained in better security. While the court was not the custodian of the courthouse, it continued to work with the

police jury to ensure safe access to the courts. The court added Americans with Disabilities Act (ADA) information concerning building and courtroom access to its website.

- **11th JDC.** The 11th JDC reported that it had bailiffs trained in better security. The court also worked with a consultant to address concerns and deficiencies of the court.
- **14th JDC.** The 14th JDC reported that it implemented a COOP plan.
- **16th JDC.** The 16th JDC reported that its judges worked with local officials on an ongoing basis to bring the court's physical facilities into compliance with the ADA as a regular, ongoing activity of the court. The court also maintained a policy providing for ADA accessibility and compliance, including the placement of the ADA accommodation language on its juror subpoenas and appointment of the court administrator to serve as the ADA coordinator for the court. The court developed a list of sign language interpreters, which were provided as needed; located a Communication Access Real-time Translation (CART) service provider to secure services as they may be needed; monitored courtroom sound systems on a regular, ongoing basis and made improvements as needed. The court maintained two real time court reporting systems, purchased four additional systems, and continued to provide support and training to court reporters. The maintenance and development of security/emergency procedures were regular, ongoing activities of the court. The St. Martin Parish courthouse was secured, and security measures were maintained. The court contributed funding for court security officers in Iberia and St. Mary Parish and adopted a security policy to ban cellular telephones and PDA's from the Iberia Parish Courthouse. The court worked cooperatively with the Iberia Parish courthouse agencies to secure the Iberia Parish Courthouse. There will be one ADA accessible public entrance with security officers to screen entrants as well as security cameras placed at every door to monitor the perimeter of the building.



- **22nd JDC.** The 22nd JDC reported that it requested St. Tammany Parish Justice Center Facility Management to improve wheelchair accessibility from outside the building. The court arranged for the donation of security scanning devices from St. Tammany Parish to Washington Parish for use at the Washington Parish Courthouse.
- **23rd JDC.** The 23rd JDC reported that an elevator was installed in the Donaldsonville courtroom which made it accessible for persons with disabilities.
- **24th JDC.** The 24th JDC reported that it occupied the Thomas F. Donelon Building after a three-year renovation project. The building designed by Sizeler Architects incorporated the features required by the American with Disabilities Act (ADA). To implement safety and security measures (ADA), with the renovated building, new security cameras, panic alarms, door alarms and a fire control system had been installed. Equipment and furniture were determined and selected according to ADA requirements. All employees, guests and the general public passed through a centralized entrance and passed through metal detectors, and all items were x-rayed to gain access. The security for the Jefferson Parish Government Complex was provided by the Gretna Police Department. Security within the courtrooms was provided by the Jefferson Parish Sheriff's Office. Procedures for building occupation and emergency evacuation were continually being evaluated and updated.
- **26th JDC.** The 26th JDC reported that it worked with local officials to bring physical facilities into compliance. The court also worked with architects and contractors in addressing ADA compliance issues in the construction and renovation of the Bossier Parish courthouse. The court defined, addressed and updated security measures in the construction and renovation of the Bossier Parish courthouse.
- **28th JDC.** The 28th JDC reported that it had installed remote scanning at all entrance/exits.
- **32nd JDC.** The 32nd JDC reported that it purchased new headphone sets to assist the hearing impaired. The court also reported that all persons were screened by a metal detector prior to entry of courtrooms.
- **40th JDC.** The 40th JDC reported that it purchased a defibrillator.
- **Caddo Parish Juvenile Court.** The Caddo Parish Juvenile Court reported that it installed security cameras in detention and court areas.
- **East Baton Rouge Parish Family Court.** The East Baton Rouge Parish Family Court reported that it developed, adopted, and amended an "Employee Policy & Procedures Manual" addressing the following topics: general information and family court forms, employment at will, equal opportunity employment policy, ADA training aids, resources and low cost ADA accommodations, ADA interpreting services/real time transcription, accommodating jurors with special needs, harassment in the workplace, substance abuse and drug-free workplace, computer and electronic communications, confidentially/employee code of conduct, weapons and workplace violence, nepotism, recruitment and selection, disciplinary policy, separation from employment, employee compensation – benefits (vacation/sick leave, compensation/pay, family medical leave), employee job descriptions, and emergency evacuation procedures. The court also maintained security alarms in judges' chambers/courtrooms, provided sign language interpreters as requested, maintained an ADA non-discrimination policy, and designated a person to assist disabled persons in the event of an emergency evacuation.
- **East Baton Rouge Parish Juvenile Court.** The East Baton Rouge Parish Juvenile Court reported that it had previously appointed an ADA coordinator, commissioned an ADA accessibility audit using the checklist provided by the Louisiana Supreme Court and set timeframes for structural improvements. The ADA coordinator continued to be an active member of the National Association of



ADA Coordinators and attended EEO/ADA compliance training. The court continued to use revised service information forms and notices to include an accommodation statement and the name and telephone number of the ADA coordinator. The court communicated the availability of special accommodations upon request. The court continued to use the ADA Accommodations Request Form. A grievance process was previously developed. The court also continued to work with the Department of Public Works to complete all structural modifications necessary to bring the court into compliance and to ensure that all new structural modifications were ADA compliant. The court continued to maintain a TDD line at the receptionist's desk with enhanced capabilities to better accommodate the hearing impaired and maintained and updated a list of available sign language interpreters. The court previously installed panic buttons easily accessible to each judge from the bench to alert security in the event of a courtroom emergency, conducted a security audit and implemented security measures based upon its findings by installing security access codes on all entrances to corridors leading to staff and judges' offices. Armed deputies met judges at the door and escorted them to their offices. In conjunction with the East Baton Rouge Parish Sheriff's Office, the court continued to enforce security measures that were already in place, developed a Continuity of Operations Plan (COOP) establishing policy and guidance to ensure the continuous performance of the court's essential functions/operations in the event an emergency threatens or incapacitates operations. The court's staff members attended CERT (Certified Emergency Response Team) training.

- **Orleans Criminal District Court.** The Orleans Criminal District Court reported that the court was working toward hurricane preparedness. All security policies and training were the responsibility of the criminal sheriff.

Objective 1.3

To give all who appear before the court reasonable opportunities to participate effectively

without undue hardship or inconvenience.

Intent of the Objective

Objective 1.3 focuses on how a district court should accommodate all participants in its proceedings, especially those who have disabilities, difficulties communicating in English, or mental impairments. Courts can meet the objective by their efforts to comply with the "programmatic requirements" of the Americans with Disabilities Act (ADA) and by the adoption of policies and procedures for ascertaining the need for and the securing of competent language interpreters.

Responses to the Objective

In addition to the responses provided in Exhibit 4, the district courts also reported the following:

- **4th JDC.** The 4th JDC reported that it placed Limited English Proficiency (LEP) signs in both courthouses and LEP information on the court website in English and Spanish.
- **10th JDC.** The 10th JDC reported that it developed and maintained a list of professional interpreters for non-English speaking patrons, and paid for a foreign language interpreter. The court also added ADA information concerning building and courtroom access to its website.
- **16th JDC.** The 16th JDC reported that language interpreters were provided as needed. The court developed a list of language interpreters to provide language interpretation services in the following languages: Spanish, Laotian, Vietnamese, Mandarin (Chinese dialect) and Cantonese (Chinese dialect).
- **22nd JDC.** The 22nd JDC reported that it paid for hearing impaired interpreters for potential jurors, established a Spanish Arraignment Day twice a month for which a Spanish-speaking interpreter was automatically available.
- **24th JDC.** The 24th JDC reported that its court, through the Jefferson Parish Community Justice



Agency, provided for foreign language and hearing impaired interpreters by selecting vendors to contract with through a competitive bidding process.

- **East Baton Rouge Parish Family Court.** The East Baton Rouge Parish Family Court reported that it maintained a list of professional interpreters for non-English speaking patrons and distributed memos from the Louisiana Supreme Court regarding providing interpreters to non-English speaking parties.
- **East Baton Rouge Parish Juvenile Court.** The East Baton Rouge Parish Juvenile Court reported that in accordance with the U.S. Department of Justice Guidance Document as it relates to the Civil Rights Act of 1964 – National Origin, the court established a formal process for assisting Limited English Proficiency (LEP) persons. The court also identified local foreign language translation resources and designated a staff contact person for those requiring foreign language assistance.
- **Jefferson Parish Juvenile Court.** The Jefferson Parish Juvenile Court reported that it added foreign language translation to court forms and ordered door signs in foreign languages.
- **Orleans Parish Criminal District Court.** The Orleans Parish Criminal District Court reported that its court employed a Spanish and a Vietnamese interpreter.

Objective 1.4

To ensure that all judges and other district court personnel are courteous and responsive to the public and accord respect to all with whom they come into contact.

Intent of the Objective

The intent of Objective 1.4 is to make courts more accommodating, courteous, and user-friendly. The Objective is intended to remind judges and all court personnel that they should reflect the law's respect

for the dignity and value of the individuals who serve, come before, or make inquiries of the Court, including litigants, defendants, lawyers, witnesses, jurors, the general public, and one another.

Responses to the Objective

- **1st JDC.** The 1st JDC reported that it continued to take steps to ensure that court personnel were courteous and responsive to litigants and the general public. Many of the judges were instructed on professionalism and ethics at local bar-sponsored seminars. In addition, judges went to schools to talk to students about the court system. The judges continued to participate in local, state and national education programs and sent court employees to conferences.
- **10th JDC.** The 10th JDC reported that it made a continuing effort to ensure that all court personnel were courteous and responsive to the public. The judges and law clerk actively participated in the St. Denis American Inn of Court to promote and encourage ethics and professionalism. The court also displayed the Code of Professionalism in the area of the judges' chambers.
- **16th JDC.** The 16th JDC reported that it was a regular, ongoing activity of the court to ensure that its personnel were courteous and responsive. The court's judges participated in the Inn on the Teche and the American Inn to promote ethics and professionalism for the bench and the bar. The Supreme Court's Code of Professionalism was displayed in the judges' chambers. The court reported that its judges addressed and participated in judicial training and political exchanges of information on a regular, ongoing basis. The court's judges also attended various judicial training programs such as National Judicial College courses, national drug court training conferences, and training conferences sponsored by the Louisiana Judicial College. The court's judges also participated in regional, state and national judiciary associations, attended meetings to network and exchange ideas with other judges, and visited individual courts to view



and experience first-hand the initiatives of other courts. The judges also attended Elder Abuse and Domestic Violence training sessions, and trained law enforcement regarding those issues. The court provided funds for continuing education costs for employees, and employees were sent to conferences on a regular, on-going basis. A drug court team was sent to visit another drug court. The judges provided real time court reporting system training to court reporters. The court also reported that it displayed the Supreme Court's Code of Professionalism in the duty judge's chambers.

- **East Baton Rouge Parish Juvenile Court.** The East Baton Rouge Parish Juvenile Court reported that the Vision of Fairness code was displayed in the waiting areas and judges' chambers. It also developed a survey instrument of regular court users including court employees, lawyers and probation officers to assess the users' perceptions of courtesy and responsiveness of court personnel.

Objective 1.5

To encourage all responsible public bodies and public officers to make the costs of access to district court proceedings and records reasonable, fair, and affordable whether measured in terms of money, time, or the procedures that must be followed.

Intent of the Objective

Litigants and others who use the services of the district courts face five main financial barriers to effective access to the district court: fees and court costs; third-party expenses (e.g. deposition costs and expert witness fees); attorney fees and costs; the cost of time; and the cost of regulatory procedures, especially with respect to accessing records. Objective 1.5 calls on courts to exercise leadership by working with other public bodies and officers to make the costs of access to district court proceedings and records reasonable, fair, and affordable. The means to achieve the objective include: actions to simplify procedures and reduce paperwork, efforts to improve alternative dispute resolution, *in forma pauperis*

filings, indigent defense, legal services for the poor, legal clinics, *pro bono* services and *pro se* representation; and efforts to assist the victims of crime.

Responses to the Objective

In addition to the responses provided in Exhibit 5, the district courts also reported the following:

- **4th JDC.** The 4th JDC reported that, to assist *pro se* litigants, there was information available on the court's website, which continued to provide "Know the Facts" brochures.
- **10th JDC.** The 10th JDC reported that it installed a telephone in the courtroom, allowing access to prisoners. A court improvement training program seminar was sponsored with its local bar association. A criminal case information system had been installed and was in use, and the civil case information system was updated. Notice forms for criminal defendants were developed and were in use. The court worked with the clerk of court to improve the prisoner pauper application form and worked with the local bar to maintain a list of volunteer criminal defense attorneys for appointment of indigent cases.
- **16th JDC.** The 16th JDC reported that its judges met with the Indigent Defender Board on an ongoing basis to improve and monitor the availability and quality of indigent defender services. The judges received written reports from the Indigent Defender Board regarding services provided. The judges also maintained a juvenile docket coordinator program in Iberia, St. Martin and St. Mary Parishes. The coordinator maintained a resource list of attorneys for appointment to ensure representation of parents and children. The juvenile docket coordinator also coordinated pretrial conferences (Parent Legal Orientation Conferences) conducted by indigent defense attorneys to advise participants of the nature and consequences of the proceedings. The court maintained a DWI victim impact panel.
- **21st JDC.** The 21st JDC reported that it made a



presentation to the Inn of Court encouraging *pro bono* involvement and was in the process of creating a court website.

- **24th JDC.** The 24th JDC reported that its court, through Jefferson Parish, continued to provide language interpreters as needed in criminal matters before the court. Hearing impaired interpreters were provided for both criminal and civil matters on an as needed basis. The court continued to work with the Indigent Defender Board to provide legal representation to indigent defenders. In civil matters, litigants who met certain criteria were granted *in forma pauperis* status allowing the individuals to file proceedings at no cost or on a payment schedule.
- **25th JDC.** The 25th JDC reported that it compiled a list of forms and made them available to *pro se* litigants.
- **26th JDC.** The 26th JDC reported that its judges attended conferences and continuing education session regarding self-represented litigants.
- **34th JDC.** The 34th JDC reported that it requested the local bar association to provide *pro bono* assistance at hearings.
- **36th JDC.** The 36th JDC reported that it trained new staff members to provide information on request.
- **40th JDC.** The 40th JDC reported that it gave names, numbers and locations to Capital Area Legal Services and IDB.
- **Caddo Parish Juvenile Court.** The Caddo Parish Juvenile Court reported that it worked with the YWCA. It assisted in filing protective orders in domestic violence cases and assisted in the referrals of grandparents to the Shreveport Bar Association's *pro bono* project.
- **East Baton Rouge Parish Family Court.** The East Baton Rouge Parish Family Court reported that it worked with the clerk of court to

provide information and worked with the local bar to provide information. The court also installed an automated case scheduling and management information system.

- **East Baton Rouge Parish Juvenile Court.** The East Baton Rouge Parish Juvenile Court reported that it served on the Legislative Task Force on Indigent Defense.

Objective 2.1

To encourage timely case management and processing.

Intent of the Objective

The American Bar Association, the Conference of Chief Justices, and the Conference of State Court Administrators have recommended that all courts adopt time standards for expeditious case management at the district court level. Such time standards, according to their proponents, were intended to serve as a tool for expediting case processing and reducing delay. The Louisiana Supreme Court adopted time aspirational standards in 1993 for itself, the courts of appeal, and for the general civil, summary civil, and domestic relations cases at the district court level. At the Supreme Court and intermediate appellate court levels, the adopted time standards are measured with the assistance of automated case management information systems and are reported annually in the Annual Report of the Supreme Court and as performance indicators in the judicial appropriations bill. At the district court level, however, the time standards cannot be measured for the district courts as a whole or for most individual courts due to the low level of automation or the types of systems operated by the clerks of court. Time standards are also embedded in the Louisiana Children's Code in the form of maximum time limits for the holding of hearings in Child in Need of Care (CINC) cases and other types of juvenile cases. However, these mandated time standards also cannot be monitored or measured efficiently at the present time due to the lack of automation in the district court system. For these reasons, Objective 2.1 focuses on strategies for developing interim manual case management systems and tech-



niques while automated case management information systems are being developed. The objective also focuses on timeliness in the sense of the punctual commencement of scheduled proceedings.

Responses to the Objective

In addition to the responses provided in Exhibits 6 and 7, the district courts also reported the following:

- **4th JDC.** The 4th JDC reported that it increased traffic and drug arrests through enforcement programs.
- **8th JDC.** The 8th JDC reported that it had manual and computer tracking of cases.
- **10th JDC.** The 10th JDC reported that it worked with the sheriff, district attorney and support enforcement services to create a manual tracking system. The court improved enforcement and updated addresses and also worked with the clerk of court to update the civil case information system, to install a new criminal case information system. The court developed and established forms and a system of notice to criminal defendants and conducted extra special jury terms for criminal cases.
- **16th JDC.** The 16th JDC reported that it continued to improve its docketing schedule and its manual system of case processing and continued to conduct review hearings to better monitor and manage criminal cases. The court maintained a criminal allotment system whereby cases were allotted to specific judges for one year. This procedure enabled better case management by the judiciary, reduced the time between arrest and arraignment, and reduced the time between arrest and case disposition. The court maintained a Family Court Program in St. Mary, Iberia and St. Martin Parishes. Three full-time hearing officers conducted pre-trial conferences in all family court matters. Hearing officers in each parish conducted intake procedures and conferences between involved parties and attorneys in all matters concerning divorce, child custody and visitation, child support, spousal support, use and occupancy of the home and of movables, community property and petitions for protective orders. The hearing officers made recommendations for the continued development and expansion of the program. The judges conducted periodic reviews of certain domestic abuse relations cases with the parties on an ongoing basis, especially in contested custody-visitation cases. Division “E” maintained a process for tracking criminal cases through an automated case tracking system. A case management system was being developed for judges to track juvenile cases in each parish.
- **22nd JDC.** The 22nd JDC reported that it worked with district attorney by ordering more attachments posted to NCIC and worked with the sheriff’s office in St. Tammany Parish on revising the Code 6 program.
- **23rd JDC.** The 23rd JDC reported that it coordinated with local law enforcement on bench warrant “round ups”.
- **24th JDC.** The 24th JDC reported that it continued to utilize two criminal commissioners to handle various duties including arraignments, setting bonds, signing warrants, probable cause affidavits and stay-away orders. The criminal commissioners also heard motions for bond reduction and preliminary examinations allowing the judges to concentrate more time on their respective dockets. The court also implemented a Domestic Early Intervention Triage program to assist in expediting domestic cases.
- **25th JDC.** The 25th JDC reported that it worked with the sheriff’s office and clerk’s office to ensure faster filing of returns.
- **28th JDC.** The 28th JDC reported that it encouraged the clerk and sheriff to update and improve address lists on numerous occasions.
- **32nd JDC.** The 32nd JDC reported that it met and discussed actions with the clerk of court’s, sheriff’s and district attorney’s offices to ensure



timely enforcement of arrest warrants, summons, and subpoenas.

- **34th JDC.** The 34th JDC reported that it worked with the sheriff to improve the area which was still being impacted by the manpower shortage caused by Hurricane Katrina's impact.
- **Caddo Parish Juvenile Court.** Caddo Parish Juvenile Court reported that it had several coordination meetings with the district attorney's office and the sheriff's department regarding improved service of process and the tracking of warrants recalled.
- **East Baton Rouge Parish Family Court.** The East Baton Rouge Parish Family Court reported that it sent Notices of Appearance to all participants in a timely manner.
- **East Baton Rouge Parish Juvenile Court.** The East Baton Rouge Parish Juvenile Court reported that to ensure timely enforcement of arrest warrants, summons, and subpoenas, its court regularly updated addresses of interested parties in an automated system.
- **Orleans Parish Criminal District Court.** The Orleans Parish Criminal District Court reported that to ensure timely enforcement of arrest warrants, summons, and subpoenas, its court increased communication with the sheriff's office. The court worked with criminal justice agencies to implement automated/electronic subpoena services to police.
- **Orleans Parish Juvenile Court.** The Orleans Parish Juvenile Court reported that it improved case processing through two initiatives: (1) reviewing all open cases post Katrina and (2) implementing the Annie E. Casey Foundation's Juvenile Detention Alternatives Initiative (JDAI).

In January of 2006, its court began to review the 26,000 open cases reported in its case management data system. The court also obtained assistance of over 25 law students from across the country to

review and close outstanding cases in the system that were legally closed but not documented in the data system. The students closed over 12,000 open cases which enabled the court to focus on an accurate caseload for purposes of review and processing. Following the data entry process, the judges of each section reviewed every case in their section and closed a significant amount of cases that warranted closure but had not been reviewed. This reduced the caseload of the court, the Office of Youth Development, the district attorney and the Office of the Public Defender. The accurate data of the caseload ensured that judges and all parties could focus on the open cases and process those cases more efficiently and effectively.

In December of 2005, the court convened a stakeholder collaborative that had been working with the Annie E. Casey Foundation (Casey through the Juvenile Detention Alternatives Initiative (JDAI)). The collaborative worked on numerous improvements including case processing.

In January of 2007, Casey conducted an assessment of the juvenile justice system based on the eight core strategies of JDAI including: collaboration, use of accurate data, objective admissions, new or enhanced non-secure alternatives to detention, case processing reforms, special detention cases, reducing racial disparities, and improving conditions of confinement.

The core strategy of case processing reforms expedited the flow of cases through the system to reduce the lengths of stay in custody, expand the availability of non-secure program slots, and ensure that interventions with youth are timely and appropriate.

In January of 2007, Casey conducted an assessment of the juvenile justice system and recommended the following case processing reforms: (1) the case processing system should be mapped and examined for (a) a clear understanding by all of the members of the collaborative of current policies and practices, and (b) for unnecessary delays. Particular attention would be paid to individual decision points in order to identify those pieces of case processing



that were especially slow and could be fixed quickly (e.g., filing of non-detained cases). Special attention would be given in reviewing disaggregated data on case processing to determine whether the youth's race, ethnicity or gender was related to differences in lengths of stay; (2) routine reviews of the daily population sheet that list all youth in detention according to how long they had been in custody would be distributed to the collaborative so that all parties were aware of pending cases and no case could fall through the cracks; (3) if not a current policy, the court would establish a rule that treats cases in ATD programs as if they were in-custody cases. This would reduce length of stay in these programs, reduce program failures, increase programming capacity, and reinforce the conception that detention was a continuum of custody, not just a building with bars and locks; (4) case processing analysis would not be restricted only to youth in custody. Failure to address non-detention cases in a timely way would lead to a variety of problems (e.g., high rates of FTA) some of which would increase detention utilization.

The JDAI stakeholder collaborative created a case processing working group to address the findings of the assessment. The court worked through the case processing working group to monitor case processing, collected data to assess case processing, and reduced delays in case processing in cooperation with the juvenile division of the district attorney's office for the following youth: (1) detained youth; (2) non-detentions; and (3) 305(b) transfer cases.

The OPJC collected data on case processing and worked with the court case managers in each section of court to ensure that policies were implemented were effective and efficient. The data was shared with the stakeholder collaborative at each advisory committee meeting. The Alternative to Detention working group made a recommendation to process cases of youth in alternatives to detention in the same manner as detained youth because there was a restriction on their liberty. The advisory committee was considering the recommendation for consensus to present to the judges.

At OPJC, six case managers (one for each section of court) reviewed cases on the docket and the daily population sheet from the Youth Study Center (detention center) to ensure efficient case processing times.

Objective 2.2

To provide required reports and to respond to requests for information promptly.

Intent of the Objective

As public institutions, district courts have a responsibility to provide mandated reports and requested legitimate information to other public bodies and to the general public. Objective 2.2 emphasizes that the district courts' responses to these mandates and requests should be timely and expeditious.

Responses to the Objective

- **1st JDC.** The 1st JDC reported that it used staff and law clerks to assist them in responding to reports and requests in a timely manner.
- **16th JDC.** The 16th JDC reported that it was a regular, ongoing activity of the court to provide requested information promptly.
- **Orleans Parish Criminal District Court.** The Orleans Parish Criminal District Court reported that it conducted regular and ongoing activities to provide required reports and to respond to requests for information promptly. Grant reporting and Supreme Court Drug Court reporting were done in a timely fashion.

Objective 2.3

To promptly implement changes in law and procedure

Intent of the Objective

Tradition and formality can obscure the reality that both the substantive and procedural laws are subject



to change. Changes in statutes, case law, and court rules affect what is done in the courts, how it is done, and those who conduct business in the courts. District courts should make certain that mandated changes be implemented promptly and correctly.

Responses to the Objective

In addition to the responses provided in Exhibits 8 and 9, the district courts also reported the following:

- **8th JDC.** The 8th JDC reported that it attended seminars and informed employees of changes.
- **10th JDC.** The 10th JDC reported that a court improvement training program seminar (juvenile and family) was sponsored with the local bar association. An information system had been installed and was in use. Notice forms were developed and were in use. Both the judges and the law clerk attended developments in the law seminars.
- **14th JDC.** The 14th JDC reported that a committee was established to update and revise local rules of family and juvenile division.
- **16th JDC.** The 16th JDC reported that it addressed changes in the law and legal procedure through its regular and special *en banc* meetings as a regular, ongoing activity. The court also maintained juvenile court dockets assigned to one judge in each parish and held a seminar coordinated with and presented by the Court Improvement Program of the Louisiana Supreme Court for instruction in Child In Need of Care (CINC) cases, including the Adoption and Safe Families Act (ASFA), legislative updates, qualifications/requirements for attorneys representing children and provisions of the Children's Code applicable to CINC cases, to Indigent Defender Board attorneys, private attorneys representing children, social workers, minute clerks, and others interested parties.
- **22nd JDC.** The 22nd JDC reported that developments in the law were regularly discussed during monthly judges' meetings. The court also provided Westlaw training by audio-conference to judges and staff attorneys and had a special meeting with area legislators regarding legislation.
- **23rd JDC.** The 23rd JDC reported that an employee of the court was on the Law Institute. The employee provided a monthly update on possible changes in the law. The court also monitored all proposed legislation and new laws.
- **26th JDC.** The 26th JDC reported that its court administrator networked regularly with other court administrators regarding changes in rules, laws and legislation.
- **28th JDC.** The 28th JDC reported that it published laws of interest to the local bar and other attorneys in its court.
- **32nd JDC.** The 32nd JDC reported that its judges met on a regular basis to discuss and implement new legislation.
- **33rd JDC.** The 33rd JDC reported that its employees attended CLE programs.
- **36th JDC.** The 36th JDC reported that it participated in state review committees of pending legislation.
- **Caddo Parish Juvenile Court.** The Caddo Juvenile Court reported that its judicial administrator was in contact regularly with local legislatures – particularly during the legislative session, having made weekly trips to Baton Rouge.
- **East Baton Rouge Parish Family Court.** The East Baton Rouge Parish Family Court reported that its law clerks monitored rules and legislation and communicated all changes in law and procedure to appropriate and relevant persons. The court also instituted *en banc* judicial review of all changes in law and procedure. The court also obtained and circulated updated bench books and other materials to ensure prompt implementation of changes in law and procedure and attended conferences specifically



discussing changes implemented by the Louisiana Legislature.

- **East Baton Rouge Parish Juvenile Court.** The East Baton Rouge Parish Juvenile Court reported that prompt implementation of changes in law and procedure was a regular, ongoing activity of the court. The court encouraged management training on Human Resources issues to ensure that policies and procedures were in compliance with the law as they pertain to the FMLA, ADA, FLSA and other employment laws.
- **Orleans Criminal District Court.** The Orleans Criminal District Court reported that a legislative liaison provided judges with all legislation passed affecting the court during and after each session.
- **Orleans Parish Juvenile Court.** The Orleans Parish Juvenile Court reported that it implemented a pilot program: “Zero to Three”. It also implemented benchmark conferences and special programs for dually adjudicated youth to improve outcomes for youth and families and to ensure permanency.

Objective 2.4

To enhance jury service.

Intent of the Objective

Jury service is one of the most important civic duties in our nation. And yet, many citizens do their best to escape this obligation either because they do not understand its importance or because they find jury service mystifying, intimidating, or inconvenient. The judicial system has an obligation to educate jurors and to make their service as convenient and efficient as possible. Fortunately, the judicial system has developed a broad range of innovative techniques and tested methodologies for addressing this need effectively. The intent of this objective is to encourage the use of these techniques and methodologies in a systematic and strategic manner.

Responses to the Objective

- **1st JDC.** The 1st JDC reported that it had a full-time jury coordinator whose job was to notify potential jurors and process their responses in an orderly and quick fashion. This was done by the use of jury questionnaires and use of telephone communication systems. Through these systems, jurors were processed quickly and were notified of changes both by phone and mail. The court provided parking for all jurors to assist them in their jury service, and the court updated and produced its own jury orientation video. By the use of the jury video, the jury coordinator made every effort to inform jurors and to improve the comfort and morale of jury pools. The court included ADA standards in the jury orientation and selection process.
- **2nd JDC.** The 2nd JDC reported that it provided information on jury service, improved conveniences in the jury room and installed an automated system for contacting jurors of cancellations and postponements to make jury service more convenient or effective.
- **3rd JDC.** The 3rd JDC reported that it improved the meals of jurors, provided information on jury service and improved conveniences in the jury room. The court installed an automated system for contacting jurors of cancellations and postponements and made changes to the venire selection process.
- **4th JDC.** The 4th JDC reported that it improved the meals of jurors and improved conveniences in the jury room. The court also installed an automated system for contacting jurors of cancellations and postponements and made changes to the venire selection process which included the ADA accommodation language in the jury summons. The court also implemented other ADA improvements. The court padded benches in the jury holding room and provided cable TV and magazines. A jury manager was hired by the clerk of court and the jury orientation film was updated. The court also provided certificates for jurors upon completion of jury service.



- **5th JDC.** The 5th JDC reported that it improved the meals of jurors, provided information on jury service, and conducted exit surveys of jurors. The court also improved conveniences in the jury room, installed an automated system for contacting jurors of cancellations and postponements which included the ADA accommodation language in the jury summons to make jury service more convenient or effective.
- **6th JDC.** The 6th JDC reported that it provided information on jury service, made changes to the venire selection process which included the ADA accommodation language in the jury summons. The court also implemented other ADA improvements.
- **7th JDC.** The 7th JDC reported that it provided information on jury service, conducted exit surveys of jurors, and improved conveniences in the jury room. The court also installed an automated system for contacting jurors of cancellations and postponements, and mailed jurors a certificate of appreciation for jury service.
- **8th JDC.** The 8th JDC reported that it implemented other ADA improvements and implemented an automatic call-in system for jurors with the notice for ADA.
- **9th JDC.** The 9th JDC reported that it provided information on jury service, improved conveniences in the jury room and installed an automated system for contacting jurors of cancellations and postponements. The court also included the ADA accommodation language in the jury summons and implemented other ADA improvements.
- **10th JDC.** The 10th JDC reported that it provided information on jury service, made changes to the venire selection process, and included the ADA accommodation language in the jury summons. The court also implemented a plan to limit jury service to one week. The court made special efforts to keep jury pools continually informed of the progress of

the docket while they awaited being called for jury selection. Pool members were continually informed that their presence and willingness to serve were important, and that they were appreciated. The court remained particularly sensitive to the morale of jury pools and was careful to provide for changes in conditions and procedures to accommodate the jury pools so that their service was the least burdensome possible. The court developed a website with information about jury service and continued to limit exposure to jury service to one week for those summoned.

- **12th JDC.** The 12th JDC reported that it improved the meals of jurors, provided information on jury service, and made changes to the venire selection process.
- **14th JDC.** The 14th JDC reported that it improved the meals of jurors, provided information on jury service, improved conveniences in the jury room and installed an automated system for contacting jurors of cancellations and postponements.
- **15th JDC.** The 15th JDC reported that it included the ADA accommodation language in the jury summons and implemented other ADA improvements.
- **16th JDC.** The 16th JDC reported that its judges conducted surveys of jurors in civil and criminal cases in all three of its parishes. The information derived from the surveys was communicated to the judges of the court, the parish governments, and the sheriffs for their information and possible action. The court's judges conducted exit questionnaires of jurors for feedback regarding jury service, and sent letters of appreciation to jurors after their jury service. The court also reported that it maintained jury pool procedures from which petit and civil jurors may have been chosen and initiated jury pools for civil and criminal cases and jury panels for petit and civil juries. The court's judges continued to monitor and improve procedures for selecting and impaneling jurors. The court instituted the practice of mailing jury questionnaires with the



juror subpoenas for jury duty. Jury questionnaire procedures were utilized to eliminate unqualified persons and to constantly monitor its process for improvement. The ADA accommodation language and an accommodation request form were included in the questionnaire. Instruction sheets were mailed with juror summonses to provide general information to jurors regarding service. The court also established a new procedure for selecting and impaneling jurors. The court's judges met with the jury commissioners periodically regarding commissioner authority in accordance with Supreme Court rules and statutory provisions. The judges approved a public information jury booklet prepared and printed by the clerk of court in St. Martin Parish to be distributed to jurors. The clerks of court in the three parishes maintained voice mail systems which allowed jurors to call in, prior to reporting for service, which provided a message confirming that they must report or notifying that they were released from duty. The number of jurors subpoenaed to serve in St. Martin Parish each jury term was reduced as a result of the procedure implemented for mail summonses.

- **17th JDC.** The 17th JDC reported that it improved the meals of jurors, conducted exit surveys of jurors and updated instructions mailed with juror subpoenas to reflect Acts 2003, No. 678.
- **18th JDC.** The 18th JDC reported that it improved the meals of jurors and improved conveniences in the jury room.
- **19th JDC.** The 19th JDC reported that it improved the meals of jurors, provided information on jury service, conducted exit surveys of jurors, improved conveniences in the jury room, installed the ADA accommodation language in the jury summons and implemented other ADA improvements.
- **20th JDC.** The 20th JDC reported that it improved the meals of jurors and implemented ADA improvements.
- **21st JDC.** The 21st JDC reported that it im-

proved the meals of jurors, provided information on jury service, conducted exit surveys of jurors, improved conveniences in the jury room, made changes to the venire selection process and implemented ADA improvements.

- **22nd JDC.** The 22nd JDC reported that it provided information on jury service, conducted exit surveys of jurors; improved conveniences in the jury room, made changes to the venire selection process, included the ADA accommodation language in the jury summons and hired a jury coordinator.
- **23rd JDC.** The 23rd JDC reported that it conducted exit surveys of jurors, improved conveniences in the jury room, installed an automated system for contacting jurors of cancellations and postponements and implemented ADA improvements.
- **26th JDC.** The 26th JDC reported that it installed a call-in telephone service for providing jurors with information and instructions.
- **40th JDC.** The 40th JDC reported that it instituted exit surveys to determine which employers continue to pay their employees during jury service.
- **Orleans Parish Civil District Court.** The Orleans Parish Civil District Court reported that it provided information on jury service, conducted exit surveys of jurors, included the ADA accommodation language in the jury summons and implemented other ADA improvements.
- **Orleans Parish Criminal District Court.** The Orleans Parish Criminal District Court reported that it provided information on jury service, conducted exit surveys of jurors, improved convenience in the jury room, made changes to the venire selection process, included the ADA accommodation language in the jury summons and installed a fire alarm system. The Court identified a need for public service announcements and investigated successful strategies in other jurisdictions that have benefited from jury service. It developed and implemented a juror orientation video, provided ongoing



docket information to jurors and conducted monthly surveys of jury morale.

Objective 3.1

To faithfully adhere to laws, procedural rules, and established policies.

Intent of the Objective

This objective is based largely on the concept of due process, including the provision of proper notice and the provision of a fair opportunity to be informed and heard at all stages of the judicial process. Fairness should characterize the court's compulsory process and discovery. Courts should respect the right to legal counsel and the rights of confrontation, cross-examination, impartial hearings, and jury trials. The objective requires fair judicial processes through adherence to constitutional and statutory law, case precedents, court rules, and other authoritative guidelines, including policies and administrative regulations. Adherence to law and established procedures contributes to the court's ability to achieve predictability, reliability, and integrity. It also greatly helps to ensure that justice "is perceived to have been done" by those who directly experience the quality of the court's adjudicatory process and procedures.

Responses to the Objective

- **1st JDC.** The 1st JDC reported that it divided its court into criminal, civil and family law sections. Periodically, the judges of a section met with practicing attorneys to hear and resolve any problems which might be causing tension among the attorneys and the courts. Every effort was made to keep the practice of law at the highest professional level. The court also reported that all the judges met each week and discussed the business of the court. In these meetings, the judges discussed new procedural rules and any new laws that had been enacted. They established policies for the court to ensure the orderly process of justice.
- **16th JDC.** The 16th JDC reported that it faithfully adhered to laws, procedural rules, and established

policies as regular, ongoing activities of the court.

- **East Baton Rouge Parish Family Court.** The East Baton Rouge Parish Family Court reported that it had completed implementation of a new "Policies and Procedures Manual" for all employee classifications.
- **East Baton Rouge Parish Juvenile Court.** The East Baton Rouge Parish Juvenile Court reported that it formed a rules revision committee wherein the juvenile court judges, representatives of the district attorney's office, the public defender's office, clerk of court, office of community services, various juvenile court staff, and local attorneys all worked together to update and revise the local Rules of Court. The recommendations of the committee were adopted by the court and submitted to the Louisiana Supreme Court for publication in 2004.

Objective 3.2

To ensure that the jury venire is representative of the jurisdiction from which it is drawn.

Intent of the Objective

Courts cannot guarantee that juries will always reach decisions that are fair and equitable. Nor can courts guarantee that the group of individuals chosen through the voir dire is representative of the community from which they are chosen. Courts can, however, provide a significant measure of fairness and equality by ensuring that the methods employed to compile source lists and to draw the venire provide jurors who are representative of the total adult population of the jurisdiction. Ideally, all individuals qualified to serve on a jury should have equal opportunities to participate, and all parties and the public should be confident that jurors are drawn from a representative pool.

Responses to the Objective

In addition to the responses provided in Exhibit 10, district courts also reported the following:



- **6th JDC.** The 6th JDC reported that it purchased computer equipment and software to automate and improve jury lists.
- **8th JDC.** The 8th JDC reported that it kept a record of calls made to each juror with requested excuse and verified the basis of the request.
- **10th JDC.** The 10th JDC reported that it worked with the clerk of court on a regular basis to update the pool of prospective jurors to ensure that it was representative of the parish as a whole.
- **16th JDC.** The 16th JDC reported that jurors were selected using a random computer process.
- **22nd JDC.** The 22nd JDC reported that its court administrator met with the local chapter president of NAACP to discuss representation of minorities in jury venire.
- **23rd JDC.** The 23rd JDC reported that it took steps to increase jury participation and developed a uniform policy on juror excuses.
- **24th JDC.** The 24th JDC reported that its court, through the Jefferson Parish clerk of court, continued to utilize a random computer drawing for juror selection.
- **28th JDC.** The 28th JDC reported that it urged the clerk of court to publish and review the obviously deficient general venire. There were no noticeable results.
- **32nd JDC.** The 32nd JDC reported that it met with the clerk of court and discussed actions to make the jury venire more representative. Jury venires were drawn from multiple sources and not limited to registered voters.

Objective 3.3

To give individual attention to cases, deciding them without undue disparity among like cases and upon legally relevant factors.

Intent of the Objective

This objective upholds the standard that litigants should receive individual attention without variation due to the judge assigned or the legally irrelevant characteristics of the parties. To the extent possible, persons similarly situated should receive similar treatment. The objective further requires that court decisions and actions be in proper proportion to the nature and magnitude of the case and to the characteristics of the parties. Variations should not be predictable due to legally irrelevant factors, nor should the outcome of a case depend on which judge within a court presides over a hearing or trial. The objective relates to all decisions, including sentences in criminal cases, the conditions of bail, the amount of child support, the appointment of legal counsel, and the use of court-supervised alternatives to formal litigation.

Responses to the Objective

In addition to the responses provided in Exhibit 11, district courts also reported the following:

- **1st JDC.** The 1st JDC reported that it used a standardized bail bond schedule on certain crimes to speed up processing of defendants through the court. Each day, every criminal defendant who has been arrested and in jail, appeared by television monitor in front of the court. There, the court advised them of their charge, appointed an attorney, set bond and set a future court date.
- **8th JDC.** The 8th JDC reported that it did written sentences and notices of post conviction relief.
- **10th JDC.** The 10th JDC reported that it updated the bail bond schedule and updated boykination language. It also created new standardized forms for criminal pleas to help ensure that persons appearing before the court were treated as similarly as possible.
- **16th JDC.** The 16th JDC reported that integrity, fairness and equality were provided in all matters



before the court.

- **22nd JDC.** The 22nd JDC reported that it updated the felony bench book for use by all judges and was working on updating the misdemeanor bench book.
- **23rd JDC.** The 23rd JDC reported that it instituted an early release program for jailed defendants prior to court appearance.
- **24th JDC.** The 24th JDC reported that it utilized a bond range chart to provide consistency in setting bonds, but reviewed the particulars of each case and defendant. In domestic child support and alimony matters, the payments were determined and set according to guidelines set by Louisiana statute.
- **25th JDC.** The 25th JDC reported that it worked with the district attorney's office toward uniformity in discovery responses and plea bargain procedures.
- **32nd JDC.** The 32nd JDC reported that its judges utilized a pre-trial system in all criminal cases and some civil cases.
- **Caddo Parish Juvenile Court.** The Caddo Parish Juvenile Court reported that it was selected as a grantee site for "The Models for Change" in partnership with the MacArthur Foundation to develop sanctions guidelines and a standardized risk assessment.

Objective 3.4

To ensure that the decisions of the court address clearly the issues presented to it and, where appropriate, specify how compliance can be achieved.

Intent of the Objective

An order or decision that sets forth consequences or articulates rights but fails to tie the actual consequences resulting from the decision to the antecedent issues breaks the connection required for reliable review and

enforcement. A decision that is not clearly communicated poses problems both for the parties and for judges who may be called upon to interpret or apply the decision. This objective implies that dispositions for each charge or count in a criminal complaint, for example, are easy to discern, and that the terms of punishment and sentence should be clearly associated with each count upon which a conviction is returned. Noncompliance with court pronouncements and subsequent difficulties of enforcement sometimes occur because orders are not stated in terms that are readily understood and capable of being monitored. An order that requires a minimum payment per month on a restitution obligation, for example, is clearer and more enforceable than an order that establishes an obligation but sets no time frame for completion. Decisions in civil cases, especially those unraveling tangled webs of multiple claims and parties, should also connect clearly each issue and its consequences.

Responses to the Objective

- **1st JDC.** The 1st JDC reported that it used pre-trial conferences to clarify the legal issues and enhance the movement of the cases through the system.
- **3rd JDC.** The 3rd JDC reported that criminal sentence matters were provided in written form and in duplicate to defendants and all other interested agencies. Probation dates were set within six months to ensure that probation conditions were followed. The probation officers that supervised felony and misdemeanor probationers were instructed to file a rule to revoke the probation if any condition of probation is not met, including the payment of fines, court costs or restitution.
- **5th JDC.** The 5th JDC reported that it diligently strove to provide clarity of sentences in criminal cases and injunctive or declaratory orders or judgments in civil cases. When a judgment or sentence was unclear, the court attempted to clarify the judgment or sentence so that its rulings would be properly understood and implemented. A survey regarding this issue had been prepared for distribu-



tion. The court met annually with attorneys who practice in the district to solicit feedback on the clarity of orders and judgments in criminal and civil cases. The court considered recommendations for improved clarity in these areas during *en banc* judges' meetings.

- **16th JDC.** The 16th JDC reported that its judges adopted a uniform bond form order for written bond orders.

Objective 3.5

To ensure that appropriate responsibility is taken for the enforcement of court orders.

Intent of the Objective

Courts should not direct that certain actions be taken or prohibited, and then allow those bound by their orders to honor them more in the breach than in the observance. This objective encourages courts to ensure that their orders are enforced. The integrity of the dispute resolution process is reflected in the degree to which the parties adhere to awards and settlements arising out of them. Non-compliance may indicate misunderstanding, misrepresentation, or a lack of respect for or confidence in the courts. Obviously, courts cannot assume total responsibility for the enforcement of all of their decisions and orders. The responsibility of the courts for enforcement varies from jurisdiction to jurisdiction, program to program, case to case, and event to event; however, all courts have a responsibility to take appropriate action for the enforcement of their orders.

Responses to the Objective

- **1st JDC.** The 1st JDC reported that the judges conducted conferences with probation officers to review probation compliance of the defendant and to review probation officers' files to ensure that requirements were being followed.
- **2nd JDC.** The 2nd JDC reported that it improved service of process to ensure timely enforcement of arrest warrants, summons, and subpoenas.

- **3rd JDC.** The 3rd JDC reported that it created a manual tracking program to ensure timely enforcement of arrest warrants, summons, and subpoenas.
- **4th JDC.** The 4th JDC reported that it scheduled periodic warrant round-ups and began efforts to implement Think Stream to integrate all law enforcement agencies into one shared database.
- **5th JDC.** The 5th JDC reported that it improved service of process, enforcement and address lists to ensure timely enforcement of arrest warrants, summons, and subpoenas.
- **6th JDC.** The 6th JDC reported that it improved service of process, improved enforcement, created a manual tracking program, improved address lists and coordinated with other jurisdictions to ensure timely enforcement of arrest warrants, summons, and subpoenas.
- **10th JDC.** The 10th JDC reported that it initiated an ongoing process of review of outstanding bench warrants with the sheriff, district attorney and the Department of Social Services to ensure timely enforcement of the warrants and the recalling of those warrants resolved before service.
- **11th JDC.** The 11th JDC reported that it improved enforcement and created a manual tracking program to ensure timely enforcement of arrest warrants, summons, and subpoenas.
- **12th JDC.** The 12th JDC reported that it created a manual tracking program to ensure timely enforcement of arrest warrants, summons, and subpoenas.
- **14th JDC.** The 14th JDC reported that it created a manual tracking program and improved enforcement to ensure timely enforcement of arrest warrants, summons, and subpoenas.
- **16th JDC.** The 16th JDC reported that its judges maintained direct contact with domestic abuse counselors to ensure compliance by those ordered. Its judges maintained direct contact with provid-



ers of driving improvement and substance abuse evaluations and treatment to ensure compliance with court orders by DWI defendants. The court reported that its judges conducted conferences with probation officers to review the compliance of defendants and to review probation officer files to ensure compliance with probation requirements or to order probation revocation hearings. Its judges also authorized hearing officers to conduct probation review hearings for misdemeanor and felony probationers and to monitor probationers as a means of better assuring compliance with probation requirements. The court reported that its judges created a task force consisting of the sheriffs, other law enforcement agencies, the clerks of court, the district attorney, probation and parole officers and others to develop a plan for remedying the growing number of outstanding warrants and the handling of “failure to appear” warrants. Its judges also implemented procedures, in a coordinated effort with sheriffs and the district attorney, to monitor the collections and disbursement of fines and forfeitures. The court’s judges implemented a procedure whereby the probation office of the Department of Corrections provided, within thirty (30) days of sentencing, a written report to the judges notifying the court when a probationer has been signed up and who the probation officer is. Upon such notification, the Court then scheduled probation review hearings. Its judges also met with the Louisiana Department of Corrections and Probation and parole officers to discuss and improve procedures relating to sentencing, review hearings, and plea agreement forms. Its judges met with sheriffs and law enforcement agencies in Iberia Parish, developed a warrant tracking system and began publishing the “most wanted” in the newspaper.

- **17th JDC.** The 17th JDC reported that it coordinated with other jurisdictions and coordinated with the clerk of court, district attorney and sheriff to include date of birth, driver’s license and social security number on arrest warrants. It installed computers for bailiffs in courtroom.
- **18th JDC.** The 18th JDC reported that it improved service of process to ensure timely enforce-

ment of arrest warrants, summons, and subpoenas.

- **19th JDC.** The 19th JDC reported that it created an automated tracking program to ensure timely enforcement of arrest warrants, summons, and subpoenas.
- **20th JDC.** The 20th JDC reported that it improved service of process and improved enforcement.
- **21st JDC.** The 21st JDC reported that it improved service of process and improved enforcement to ensure timely enforcement of arrest warrants, summons, and subpoenas.
- **28th JDC.** The 28th JDC reported that it encouraged other offices to ensure the timely enforcement of arrest warrants, summons, and subpoenas.
- **36th JDC.** The 36th JDC reported that its misdemeanor probation supervision staff has installed an automated tracking system for supervision and warrants to operate more efficiently. The court also provided the computers, the training, and the software for the program.
- **40th JDC.** The 40th JDC reported that it consulted with its Sheriff regarding improvements to the timely enforcement of warrants, summons, and subpoenas.
- **Calcasieu Parish Family & Juvenile Court.** The Calcasieu Parish Family & Juvenile Courts reported that it worked with the clerk of court and the local sheriff’s department to ensure faster service of process in CINC cases.
- **Caddo Parish Juvenile Court.** The Caddo Parish Juvenile Court reported that it worked closely with the sheriff’s office to clean up old warrants.
- **East Baton Rouge Parish Family Court.** The East Baton Rouge Parish Family Court reported that it sent notices of appearance to all participants in a timely manner and coordinated with



other jurisdictions to ensure timely enforcement of arrest warrants, summons, and subpoenas.

- **East Baton Rouge Parish Juvenile Court.** The East Baton Rouge Parish Juvenile Court reported that it improved service of process and updated the addresses of interested parties in an automated system.
- **Jefferson Parish Juvenile Court.** The East Baton Rouge Parish Juvenile Court reported that it improved address lists in non-support cases. The court also met with the clerk on a continuing basis to improve procedures and address problems. It standardized and automated minute entries.
- **Orleans Parish Criminal District Court.** The Orleans Parish Criminal District Court reported that it improved service of process and improved enforcement. Its judges and administrators participated in an ongoing task force comprised of various criminal justice agencies to develop and implement electronic subpoenas. Through its automated minute entry program, arrest capiases were generated. The court had ongoing meetings with the sheriff's personnel regarding execution of arrest warrants, and had a team of field agents funded by the City of New Orleans, to execute warrants for specialty courts. The court conducted regular and ongoing activities to determine the level of compliance with court orders relating to fines, court costs, restitution and other orders relating to probationers. Data entries were compiled, and reports were generated.
- **Orleans Parish Juvenile Court.** The Orleans Parish Juvenile Court reported that it improved service of process, created a manual tracking program and improved address lists.

Objective 3.6

To ensure that all court records of relevant court decisions and actions are accurate and preserved properly.

Intent of the Objective

Equality, fairness, and integrity in district courts depend in substantial measure upon the accuracy, availability, and accessibility of records. This objective recognizes that other officials may maintain court records. Nevertheless, the objective does place an obligation on courts, perhaps in association with other officials, to ensure that records are accurate and properly preserved.

Responses to the Objective

In addition to the responses provided in Exhibit 12, district courts also reported the following:

- **4th JDC.** The 4th JDC reported that it attended CTC10 to review real time court reporting applications and to find out how they can implement the methods in its courtrooms.
- **8th JDC.** The 8th JDC reported that it did written sentence to backup minutes and for probation use.
- **16th JDC.** The 16th JDC reported that it maintained a policy with regards to lawyers checking out court files.
- **23rd JDC.** The 23rd JDC reported that it worked with clerks to have access to records via the internet.
- **24th JDC.** The 24th JDC reported that its court and the Jefferson Parish clerk of court's local area networks were linked providing the court with immediate access to criminal and civil records. Each record/ document was digitally scanned by the clerk's office and stored on the network.
- **28th JDC.** The 28th JDC reported that it continually reminded the clerk to improve the accuracy of minutes and address problems.
- **Caddo Parish Juvenile Court.** The Caddo Parish Juvenile Court reported that the Caddo Parish Commission had implemented a new records retention program.



- **East Baton Rouge Parish Family Court.** The East Baton Rouge Parish Family Court reported that its court standardized and automated minute entries and met with the clerk of court to improve procedures and address problems. Its court also maintained an automated case management system and teamed with the East Baton Rouge Parish clerk of court to establish a mutual case management software program.
- **East Baton Rouge Parish Juvenile Court.** The East Baton Rouge Parish Juvenile Court reported that it revised standardized minute entries, developed and implemented “working papers” for use by minute clerks as a guide during review hearings, and archived recorded hearings to a server located offsite and backed up daily.
- **Orleans Parish Criminal District Court.** The Orleans Parish Criminal District Court reported that its clerk’s office was responsible for tracking files. The minute entry program was a standardized program in effect for nine years.
- **Orleans Parish Juvenile Court.** The Orleans Parish Juvenile Court reported that it reviewed every child support case documented as closed and stored the cases. Its court also maintained all open files including manual documentation of case number and status.

Objective 4.1

To maintain the constitutional independence of the judiciary while observing the principle of cooperation with other branches of government.

Intent of the Objective

The judiciary must assert and maintain its independence as a separate branch of government. Within the organizational structure of the judicial branch of government, district courts should establish their legal and organizational boundaries, monitor and control

their operations, and account publicly for their performance. Independence and accountability support the principles of a government based on law, access to justice, and the timely resolution of disputes with equality, fairness, and integrity; and they engender public trust and confidence. Courts must both control their proper functions and demonstrate respect for their co-equal partners in government.

Responses to the Objective

- **1st JDC.** The 1st JDC reported that it worked closely with the parish authority in monitoring budget matters and planning and improving courthouse structures and facilities. This has resulted in a cooperative attitude in providing better jury facilities, new court offices, and new courtrooms.
- **10th JDC.** The 10th JDC reported that the judges met regularly with the district attorney, sheriff and clerk of court to improve the efficiency of the court system and to resolve problems that may arise between the different branches.
- **16th JDC.** The 16th JDC reported that its judges participated in local Council of Government meetings as a regular, ongoing activity and hosted meetings with legislators to promote better judicial/legislative relations. Its judges also participated in the Supreme Court’s Chamber-to-Chamber program with legislators and members of the area’s Chamber of Commerce. The court reported that its judges communicated and cooperated on a regular, ongoing basis with parish governments, the district attorney, the clerks of court, and the sheriffs. Its judges also coordinated their efforts with the parish governments and the district attorney to create a 16th Judicial District Court Juvenile Youth Services Planning Board.
- **26th JDC.** The 26th JDC reported that it met regularly with representatives of the clerk of court’s office, the district attorney’s office, the indigent defender board’s office and law enforcement agencies regarding courtroom functions. It also had monthly meetings with these same agencies, area mayors



and city officials, and with the area Chamber of Commerce to discuss the state of the 26th Judicial District Court.

- **36th JDC.** The 36th JDC reported that it sponsored a Law Day Event with educational speakers, recognition of a student moot court team, and a reception for the public.
- **Orleans Parish Criminal District Court.** The Orleans Parish Criminal District Court reported that it worked diligently to ensure open lines of communication with the legislature through judicial-ride-along, participation in committee hearings in Baton Rouge and the providing of information to legislators and judges regarding bills that affect the judicial process. It conducted regular and ongoing activities to communicate, coordinate and cooperate with the legislative branches on all matters relating to judicial resource needs.

Objective 4.2

To seek, use, and account for public resources in a responsible manner.

Intent of the Objective

Effective court management requires sufficient resources to do justice and keep costs affordable. This objective requires that a district court responsibly seek the resources needed to meet its judicial responsibilities, that it uses those resources prudently (even if the resources are inadequate), and that it properly account for the use of the resources.

Responses to the Objective

- **1st JDC.** The 1st JDC reported that it hired a financial coordinator to work closely with the parish governing authority on financial matters. This has resulted in a spirit of cooperation and better coordination of financial resources. The Judicial Expense Funds of the Court were maintained by our local governing body. Proper accounting procedures were utilized and the account was audited yearly. Expenditures made from the Judicial Expense Fund

were in accordance with accepted procurement procedures. For many years, the court utilized a hearing officer to expedite paternity and child support matters in conjunction with its family law judges. Broadening the authority of hearing officers will result in elected judges being able to devote more time and effort to complex and pressing matters.

- **10th JDC.** The 10th JDC reported that it continued to manage its resources in a prudent manner and maintained an auditor-approved system of accounting for its resources, both in terms of income and expenses, and inventory control.
- **16th JDC.** The 16th JDC reported that it maintained policies and guidelines for the expenditure of judicial expense funds. The court's chief judge appointed a finance committee of judges to work with the court administrator on an ongoing basis to monitor the fiscal budgets and to update and implement fiscal policy as needed. The court reported that the judges and court administrator met periodically with a certified public accountant to develop and implement policies and procedures for establishing better accounting and financial controls over judicial expense funds. The court maintained written fixed asset inventory procedures for the management of fixed assets.
- **20th JDC.** The 20th JDC reported that it obtained legislative approval and implemented a judicial expense fund as an additional source of revenue that will not burden the parish governing authorities. The court worked with the police juries in its district to reduce operational expenses by completely revising the method of maintaining its law library and changing its telephone service provider.
- **26th JDC.** The 26th JDC reported that it retained a certified public accountant to conduct its annual audits. The court also reported that it adhered to state travel policies and spending and property regulations regarding the use of public funds. It also maintained an inventory of fixed assets.



- **East Baton Rouge Parish Juvenile Court.** The East Baton Rouge Parish Juvenile Court reported that its court administration worked closely with the Louisiana Supreme Court and the National Center for State Courts to develop an effective and efficient audit tool for use in conducting the 2001 ASFA Compliance Performance Audit.
- **Orleans Parish Criminal District Court.** The Orleans Parish Criminal District Court reported that it made ongoing and regular efforts to maintain a sufficient number of highly qualified staff to support and facilitate judicial adjudicative and administrative functions. There is a vital need for funding of support staff – secretaries for judges and judicial administration, facility maintenance personnel, case monitors to execute court orders and enforce safety of the community, case managers for Drug Treatment Court, Domestic Violence Monitoring Court and Mental Health Court. In addition, proper staffing of the Jury Commission is needed. The court also reported that it undertook regular and ongoing activities to maintain proper legal resources to facilitate judicial process and administrative functions. It made regular and ongoing efforts to develop general guidelines for managing judicial expense funds. The Judicial Expense Fund was properly managed by the Judicial Administrator as reflected in the annual audit submitted to the state. The Judicial Administrator periodically contacted personnel of the Judicial Administrator’s Office of the Supreme Court. The court employed a part-time CPA and full-time bookkeeper who were working to develop common approaches to accounting and financial controls. The court implemented an automated accounting system to ensure performance, accountability and accuracy.

Objective 4.3

To use fair employment practices.

Intent of the Objective

The judiciary stands as an important and visible symbol of government. Equal treatment of all persons before the law is essential to the concept of justice. Accord-

ingly, the district courts should operate free of bias in their personnel practices and decisions. Fairness in the recruitment, compensation, supervision, and development of court personnel helps to ensure judicial independence, accountability, and organizational competence. Fairness in employment also helps establish the highest standards of personal integrity and competence among employees.

Responses to the Objective

In addition to the responses provided in Exhibits 13, 14 and 15, the district courts also reported the following:

- **4th JDC.** The 4th JDC reported that it upgraded the payroll to an online system. In the event of a disaster, the court would be able to logon from elsewhere and pay its employees. Its court also adopted a new personnel policy manual effective January 1, 2007 incorporating personnel policies.
- **8th JDC.** The 8th JDC reported that it posted notices of disability on orders and posted legally required notices.
- **10th JDC.** The 10th JDC reported that it considered fair employment practices to be a priority and strived to maintain such practices on an ongoing basis. The judges’ administrative assistants were sent to Louisiana Protective Order Registry training. Its court’s law clerk was sent to Louisiana Protective Order Registry training, the third circuit law clerk seminar and developments in the law seminar. Its court worked with the clerk of court to train the court staff in the use of the new criminal information program. One administrative assistant attended training for the juvenile court improvement program and a paralegal training seminar on research. The entire court staff was trained to use the new recording equipment and the new court sound system.
- **16th JDC.** The 16th JDC reported that it made a regular, ongoing activity using fair employment practices. Court policies were disseminated and reviewed with employees upon employment, and



a signed receipt was obtained. The court used the employment guidelines within the “Vision of Fairness” manual provided by the Louisiana Supreme Court to ensure that it adhered to fair employment practices. The court paid for continuing employee education and training and sent employees to conferences on a regular, ongoing basis. The court provided for court reporter training for real time recording systems in-house and at out-of-state conferences. The court also provided for training expenses for a contracted network administrator to attend the court technology conference.

- **19th JDC.** The 19th JDC reported that it had for the last several years held a Professional Development Day away from the courthouse, attendance at which was mandatory for all employees – topics discussed included personnel policies, ethics, customer service, etc. Its court had a new policy implemented on the use of Family Medical Leave.
- **22nd JDC.** The 22nd JDC reported that it drafted and implemented a new court employee handbook. The court supported administrators with memberships in local and national Society for Human Resource Management organizations and opportunities for HR continuing education credits towards the maintenance of Senior Professional in Human Resources credentials. The administration conducted in-house training with other supervisors.
- **24th JDC.** The 24th JDC reported that it developed and implemented a Policies and Procedures Manual which was updated on an annual basis. Job descriptions and corresponding salaries were continually monitored and updated as needed.
- **26th JDC.** The 26th JDC reported that it updated some areas of the personnel policies in 2006-2007 and already had policies in place in its manual with no changes or amendments made to them.
- **32nd JDC.** The 32nd JDC reported that it developed and implemented a Policy and Procedure Manual.

- **38th JDC.** The 38th JDC reported that it worked to repair elevators, restore hurricane losses, and improve access to the courtroom.
- **40th JDC.** The 40th JDC reported that it investigated and prepared a draft employees’ manual.
- **Caddo Parish Juvenile Court.** The Caddo Parish Juvenile Court reported that the Caddo Parish Commission was responsible for human resources and personnel policies and provided training and policy in other areas of personnel policies.
- **East Baton Rouge Parish Family Court.** The East Baton Rouge Parish Family Court reported that it participated in the East Baton Rouge Parish clerk of court AVS software training program. Its employees learned from computer technicians while repairs and software installations were performed on their computers. Its court also maintained an Employee Policy and Procedures Manual and revised conditions of employment for law clerks. Policies were disseminated to all employees.
- **East Baton Rouge Parish Juvenile Court.** The East Baton Rouge Parish Juvenile Court reported that its employees participated in the American Heart Association Heart Walk and in Professionalism in the Workplace training. Its court also reported that it was an ongoing activity of the court to adopt, implement, or update personnel policies. The court administration maintained a close working relationship with the city parish government to ensure continued financial support to provide for efficient court operations and to hire and maintain essential and qualified personnel. Its court continued to implement policies and procedures as outlined in its personnel manual in accordance with fair and consistent Human Resources practices. The court’s personnel manual included an equal employment/non-discrimination policy, was prohibitive of harassment, sexual or otherwise, provided a complaint procedure to report allegations of discrimination or harassment; upheld compliance with the ADA, included a drug-free



workplace policy, a weapons and workplace violence policy, policies relative to computer, electronic, and telephonic communications, policies relating to internet access and usage, and an employee code of conduct, addressed employee leave and disciplinary action policies and procedures, and endorsed fair recruitment, hiring and compensation practices.

- **Jefferson Parish Juvenile Court.** The Jefferson Parish Juvenile Court reported that it provided computer classes, classes on IV-E reimbursement training, classes on accessing school system resources, and classes on dealing with personal issues as a result of Hurricane Katrina. Its court also revised the employee handbook to address issues to adopt, implement, or update personnel policies.
- **Orleans Parish Juvenile Court.** The Orleans Parish Juvenile Court reported that in 2007, OPJC received money from the New Orleans City Council to provide Best Practices Training. The court worked with the National Juvenile Defender Center (NJDC), the W. Haywood Burns Institute (Haywood Burns), the Advancement Project, the Juvenile Regional Services (JRS), The Georgetown University Law Center and the Annie E. Casey Foundation to develop a series of community dialogues and training for stakeholders on best practices in juvenile justice based on the recommendations of the Community Juvenile Justice Committee and JDAI Advisory Committee.

On June 13, 2007, OPJC coordinated a community Juvenile Justice Dialogue at McDonogh #35 public school on adolescent development with Dr. Michael Lindsey. Ten (10) members of the community attended the dialogue. Dr. Lindsey presented information on adolescent brain development and engaged the community in a discussion of appropriate responses to typical adolescent behavior.

On June 14, 2007, OPJC trained forty-six (46) stakeholders on adolescent development and competency including: OPJC front line staff, OPJC program staff, front-line assistant district attorneys, public defenders, juvenile defender conflict panel attorneys, mental health professionals, school personnel, and

community-based service providers.

On June 18, 2007, OPJC coordinated a community Juvenile Justice Dialogue at McDonogh #35 public school on Zero Tolerance in Schools with Monique Dixon and James Freeman from the Advancement Project. Twenty-one (21) members of the community attended the dialogue. Ms. Dixon and Mr. Freeman presented information on the history of zero tolerance, the impact of zero tolerance policies in the juvenile justice system and engaged the community in a discussion of alternative school policies to decrease the schoolhouse to jailhouse pipeline.

On June 19, 2007, OPJC held a stakeholder training on Zero Tolerance in Schools with Monique Dixon and James Freeman from the Advancement Project with school officials, school counselors, social workers and youth advocates. Fifteen (15) stakeholders attended the training. Ms. Dixon and Mr. Freeman presented information on zero tolerance, the concerns of the community from the community dialogue, and engaged stakeholders in a discussion of the development of alternate discipline policies.

Its court staff attended the Juvenile Detention Alternatives Initiative Intersite Conference in New Orleans in November 2006 and Dallas in 2007. The program staff attended the 2006 and 2007 annual governor's conference on juvenile justice. Court staff attended the National Council on Juvenile and Family Court Judges training on Graduated Sanctions in spring 2006 in Las Vegas and general conference in July 2007 in San Francisco. In 2007, the administrative supervisors attended several Fred Prior seminars on managing and interacting with staff. In 2006 and 2007, consultant Joe Borgo provided three in-house trainings on Title IV-E for all case managers and program staff, including time study participation. In November of 2006, case managers attended training with Metis Associates, a technical assistance provider for the Annie E. Casey Foundation on data collection and Rite Track implementation.



Objective 4.4

To inform the community of the court's structure, functions, and programs.

Intent of the Objective

Most citizens do not have direct contact with the courts. Information about courts is filtered through sources such as the media, lawyers, litigants, jurors, political leaders, and the employees of other components of the justice system. Public opinion polls indicate that the public knows very little about the courts, and what is known is often at odds with reality. This objective implies that courts have a direct responsibility to inform the community of their structure, functions and programs. The disclosure of such information, through a variety of outreach programs, increases the influence of the courts on the development of the law, which, in turn, affects public policy and the activities of other governmental institutions. At the same time, such disclosure increases public awareness of and confidence in the operations of the courts.

Response to the Objective

In addition to the responses provided in Exhibit 16, the district courts also reported the following:

- **4th JDC.** The 4th JDC reported that it created a new jury video in 2006.
- **10th JDC.** The 10th JDC reported that it created and posted a new website providing the public with information on the judges, the court's general schedule, ADA information, jury service information, the local rules of court, answers to frequently asked questions about court and contact information. Its judges spoke at schools and civic organizations and invited high school students to view sessions of court.
- **16th JDC.** The 16th JDC reported that it regularly provided public education and public outreach services. The judges visited classrooms, gave talks at various forums, participated in Judicial Ride-Along programs, sponsored tours of the courts,

and participated in school shadow programs. The judges taught and lectured police and the public on domestic violence issues, taught and lectured on juvenile court issues including truancy, FINS and delinquency, spoke at schools and civic clubs, participated in the Judges-in-the-Classroom program and in the Chamber-to-Chamber program, encouraged civic organizations to attend court, maintained the Inn on the Teche, an American Inn of Court and maintained a partnership with the boys and girls clubs.

- **21st JDC.** The 21st JDC reported that it was in the process of creating a court web site.
- **23rd JDC.** The 23rd JDC reported that it developed a website for the court, and two of its judges taught at various levels.
- **25th JDC.** The 25th JDC reported that it participated in the district attorney's "LEAD" program and the sheriff's "DARE" program.
- **28th JDC.** The 28th JDC reported that it posted various laws in and around the courtroom to educate the public on courtroom protocol and professionalism.
- **32nd JDC.** The 32nd JDC reported that it addressed prospective jurors and explained the procedure used in civil and criminal jury cases.
- **38th JDC.** The 38th JDC reported that it invited the 3rd Circuit Court of Appeal to return with the "Circuit Court" project to its district which will occur in April, 2008.
- **Caddo Parish Juvenile Court.** The Caddo Parish Juvenile Court reported that local legislatures participated in a drug court ride-along program with U.S. Congressman Jim McCrery participating.
- **East Baton Rouge Parish Family Court.** The East Baton Rouge Parish Family Court reported that it gave talks at various forums, visited classrooms and appeared on radio and TV shows.



Its court also sponsored tours of the courts, participated in Law Day activities, maintained and updated a Family court web page (www.FamilyCourt.org).

- **East Baton Rouge Parish Juvenile Court.** The East Baton Rouge Parish Juvenile Court reported that it continued to participate in the Baton Rouge Chamber of Commerce leadership program. The Juvenile Court Improvements Committee continued to seek out funding sources for the construction of a new Juvenile Justice Complex for East Baton Rouge Parish. The committee continues to promote community awareness by educating the public about the essential functions of the Juvenile Court and the important role the court plays within the community.
- **Orleans Parish Juvenile Court.** The Orleans Parish Juvenile Court reported that it chaired the New Orleans City Council’s Post-Crime Summit Juvenile Justice Working Group (JJ Working Group) beginning in September 2006. The community members of the JJ Working Group eventually joined the JDAI Advisory Committee and various working groups. OPJC had been conducting community outreach through local police district neighborhood meetings and other community groups such as Citizens For One New Orleans and the League of Women Voters. OPJC planned to expand community outreach by working with New Orleans City Council to reconvene, staff, and lead the New Orleans Children Youth and Family Planning Board (CYPB) in 2008.

OPJC worked on getting the message of JDAI to the public through media outreach. OPJC also responded to potential negative media stories with the assistance of the Justice Policy Institute.

OPJC worked with *Times-Picayune* reporter, Kathy Reckdahl and system stakeholders to develop a newspaper article “Losing Juvenile Jails Aids Justice, Some Say. Alternatives Sought for Young Offenders,” April 8, 2008, the *Times-Picayune*.

On April 10, 2007, following “Losing Juvenile Jails,” the *Times-Picayune* Editorial Board published

an editorial in support of JDAI and detention reform titled “Juvenile Jail Loss is Gain.”

On the two-year anniversary of Katrina, August 2007, OPJC was featured on CNN and the National Public Radio (NPR) for its reform efforts.

Objective 4.5

To recognize new conditions or emerging events and to adjust court operations as necessary.

Intent of the Objective

Effective district courts are responsive to emergent public issues such as drug abuse, child and spousal abuse, AIDS, drunken driving, child support enforcement, crime and public safety, consumer rights, racial, ethnic, and gender bias, and more efficiency in government. This objective requires district courts to recognize and respond appropriately to such emergent public issues. A district court that moves deliberately in response to emergent issues is a stabilizing force in society and acts consistently with its role in maintaining the rule of law and building public trust and confidence.

Responses to the Objective

In addition to the responses provided in Exhibit 17, the district courts also reported the following:

- **4th JDC.** The 4th JDC reported that it installed a wireless panic alarm system, the drug court implemented the use of monitoring bracelets for offenders. The court also installed carpet in the large misdemeanor courtroom to reduce noise and improve recordings, installed a 5th FTR gold digital audio recorder, created computer generated felony and misdemeanor probation judgment forms, purchased a Hasler folder insert machine for probation mail-outs and worked with the sheriff’s department on a web-based 48-hour affidavit application to speed up the signing of affidavits.
- **8th JDC.** The 8th JDC reported that it had computer and visual equipment in the courtroom.



- **9th JDC.** The 9th JDC reported that it continued the use of video conferencing for bond hearings and arraignments of incarcerated defendants.
- **10th JDC.** The 10th JDC reported that it installed an instant messaging program between staff, installed and updated a new telephone system, installed new recording equipment and a new sound system in each courtroom, a new server for the court computer network, created email addresses for key employees and updated computer monitors.
- **14th JDC.** The 14th JDC reported that it installed digital court reporting equipment in courtrooms.
- **16th JDC.** The 16th JDC reported that a WAN/LAN system was maintained in all three parishes, which included judges and staff, visiting judges, offices, courtrooms, the court administrator and staff, and the Family Court hearing officers and staff. The system provided internet and email access to all judges and employees. The network was being upgraded to a fiber network to provide enhanced efficiency and to provide for future applications. The court continued to contract the services of an information technology professional to provide preventative maintenance and repair services to the court's servers and personal computers as well as assist in planning and implementing future technology applications. The court subscribed to Westlaw for legal research online; provided email and internet services to employees to provide for research, communication, and to allow for the transfer of data; maintained, centrally managed and monitored anti-virus software on every court computer; maintained two real time reporting systems; and continued to provide training and support for two court reporters initially selected to test real time reporter equipment. The court purchased four additional real time reporting systems and provided training and support opportunities to allow court reporters the opportunity to become proficient in their use and provide future real time court reporting capability to the court. Digital recording systems were maintained in St. Mary and Iberia Parishes. A digital recording system was purchased and installed in St. Martin Parish. The court implemented video conferencing arraignment systems in St. Martin and Iberia Parishes and purchased new personal computers as well as peripheral equipment to replace outdated and inoperable equipment.
- **19th JDC.** The 19th JDC reported that it spent much time in 2007 exploring and evaluating every kind of courthouse technology available in order to ensure that its new facility, under construction, will be truly state-of-the-art when they move in.
- **22nd JDC.** The 22nd JDC reported that it installed an audio-conferencing system (Court Call), laptop docking systems and internet connections on the benches in St. Tammany courtrooms. The court also provided the court administrator with a laptop for use between parishes and implemented COOP on the LDJA website.
- **23rd JDC.** The 23rd JDC reported that it installed a panic alarm system in all courtrooms and judges' chambers in Ascension Parish, and worked on a system in Assumption Parish.
- **24th JDC.** The 24th JDC reported that, Post-Katrina, its court implemented and continued to utilize a video arraignment system. The court upgraded a portion of its computers on an annual basis to take advantage of emerging technology and software. Effective January 2007, the 24th JDC occupied the newly renovated courthouse annex building (Thomas F. Donelon Building). In the renovated building, each courtroom has been equipped with a digital audio recording system and state-of-the-art public address system. The court was proceeding with an RFP for a multimedia evidence presentation system. The system will include a document camera, DVD/VCR, standard and micro cassette tape player, touch screens with annotation capabilities at the lectern and witness stands, a touch screen control panel and monitor on the judge's bench, monitors on the attorney tables and a large (approximately 65") LCD monitor for juror



viewing of evidence.

- **30th JDC.** The 30th JDC reported that it met with local bar association members regarding changes to local court rules.
- **34th JDC.** The 34th JDC reported that it used/installed technologies in connection with magistrate court.
- **38th JDC.** The 38th JDC reported that teleconferencing and video conferencing were being studied.
- **Caddo Parish Juvenile Court.** The Caddo Parish Juvenile Court reported that it was awaiting implementation of the IJIS.
- **East Baton Rouge Parish Family Court.** The East Baton Rouge Parish Family Court reported that it utilized email/internet/text messaging, distributed Blueberry cell phones to judges and court administrator, bought additional personal computers and upgraded the court's network server. Its court also installed additional electronic monitoring equipment and studied a video-conferencing/arraignment system. Its court studied the feasibility of new audio-visuals, upgraded work processing software, maintained and updated the Family Court web page (www.familycourt.org) and installed a new NBX phone system.
- **East Baton Rouge Parish Juvenile Court.** The East Baton Rouge Parish Juvenile Court reported that it upgraded the technology of the courtrooms and facilities on a routine basis. The court also provided internet access to more of the support staff.
- **Jefferson Parish Juvenile Court.** The Jefferson Parish Juvenile Court reported that it upgraded the AS400 system.
- **Orleans Parish Criminal District Court.** The Orleans Parish Criminal District Court reported that its email and internet had been in place for

several years.

- **Orleans Parish Juvenile Court.** The Orleans Parish Juvenile Court reported that it purchased new servers as well as desktop and laptop computers as part of the hurricane infrastructure recovery. The court also updated the software of its system and converted data on the old Wang system into the new system.
- **16th JDC.** The 16th JDC reported that it planned to prepare a proposal to implement a video-conferencing/arraignment system in all three parishes and would develop a plan to purchase additional real-time court reporting systems and train court reporters.

Major Strategies Initiated or Completed in FY 2006-2007.

- **4th JDC.** The 4th JDC reported that a Disaster Recovery Plan was created with participation from all agencies. The three primary aspects of the recovery plan were (1) a toll-free emergency phone number for the employees of all agencies where they can get information about a current disaster and leave messages in individual department voicemail boxes; (2) an emergency website that is hosted out of state that employees can check for more information; (3) an out-of-state online backup system for all of the judges' offices' critical data. All databases, correspondence, email, etc was backed up every 15 minutes to a bunker in Pennsylvania.

A wireless panic alarm system was installed in all judges' chambers, courtrooms, hearing officers' chambers and various other locations around the courthouse. The sheriff's security staff would receive immediate messages over their radios specifying the exact location of the problem. The court has addressed increased caseloads. The court has a third hearing officer starting in 2008 and two new judges that were approved to be elected in 2009. The court received an OYD grant for supervised visitation. All judges attended a training session on supervised visitation that was provided by the



Wellspring (local non-profit, formerly WYCA). The parish has broken ground for a new facility at the Green Oaks Detention Center that will house the various departments from each agency that deal with juveniles. Parents and defendants will be able to go to one location for FINS, Juvenile Drug Court officers, probation staff, district attorney, and local law enforcement, etc.

- **5th JDC.** The 5th JDC reported that in 2007 its court launched a new court website. The website address is www.5jdc.com. The new website provides information to the public and to attorneys and litigants using its court system including its court calendar, regular court schedule, non-support schedule, court directory, ADA policy and compliant information, language assistance information, courthouse location driving directions and a web master contact page. Its court constructed the website to make their court more user-friendly and to provide the public with a better, faster and less expensive method to contact the court officials and to determine the scheduling procedures for the court. Also, the ADA and language assistance sections of its website provide persons with physical and cultural challenges with easier access to its courts.

In addition, in 2007, its court furnished a new courtroom in Rayville, Richland Parish, Louisiana, to provide better access to the court during the lengthy period of time the elevator to the courtroom had been inoperable in the Richland Parish Courthouse.

- **6th JDC.** The 6th JDC reported that through a court empowerment grant secured from the Louisiana Office of Youth Development and pursuant to a contract between the court and OYD, the court implemented a professional counseling program for youth exhibiting at-risk behavior, including truancy and fighting. The program worked with youth identified by the public school systems, the Families in Need of Service officer, law enforcement and other organizations and entities interfacing with youth in the judicial district. The program involved both children and parents and included counseling and treatment in areas of anger management, appropri-

ate peer relationships and proactive, rather than reactive, response to conflict. The program demonstrated measurable success in keeping children in school and prevention of delinquent behavior and provided a reliable indicator that early intervention can be successful.

- **8th JDC.** The 8th JDC reported that its court had a courtroom computer system for minutes and generated a calendar for each court case per day. Its court also stamped court proceedings with disability notice of help available and posted it on door.
- **9th JDC.** The 9th JDC reported that the Center for Court Innovation out of New York visited its court to assist all agencies in the matter of domestic violence with issues such as offender accountability, enhancing victim safety, and creating an advisory group and/or task force. The 9th JDC judges, Rapides Parish district attorney, sheriff's office, clerk of court, Alexandria police department, Pineville police department, local mental health agencies, and local battered women's shelter were among the agencies that met on a regular basis and worked together to improve existing policies and build a better system.

Rapides Parish has been honored to be selected by the John D. and Catherine T. MacArthur Foundation as a pilot site for implementation of further juvenile justice reforms as part of a statewide initiative. The MacArthur Foundation selected three targeted areas of interest: alternatives to formal processing, evidence based practices and disproportionate minority contact. Work in all three of those targeted areas has begun and efforts to further coordinate and enhance current services within the parish will be the long term goal of the project. Grants have been awarded to the 9th JDC as well as to the district attorney's office.

- **10th JDC.** The 10th JDC reported that in 2006-2007, its court took major steps to modernize technological access to the court by the public, and to improve record keeping. New sound systems were installed in each courtroom so that litigants and the public could better hear and understand



legal proceedings. New digital recording systems were installed in each courtroom, replacing tape recording systems and networked with court staff computers, permitting review of court proceedings and testimony from desktop locations. The court worked with the clerk of court to install a new criminal minute system, and a new criminal pleading record system. A telephone was installed in one courtroom to provide access to incarcerated criminal defendants, and juveniles in protective care.

- **12th JDC.** The 12th JDC reported that its court implemented a plan which provided a third security officer to the court, which has vastly improved all security measures and check points which protect the judges, all courtroom staff, and the general public involved in matters dealt with by the court. The third officer, it was deemed, would adequately protect the above named individuals. It has proven to do so to the court's satisfaction.
- **14th JDC.** The 14th JDC reported that its court used video technology for arraignments and right to counsel court. Its court also improved quality in communication with safety concerns, security concerns and ease of contact with correctional center.
- **15th JDC.** The 15th JDC reported that, to reduce delays and improve case management, its judges whose time is freed up, acted as backup judges for criminal cases, that would be continued because of other trials going forward.
- **16th JDC.** The 16th JDC reported that its court has joined efforts with the St. Martin Parish government, the 16th judicial district attorney, the St. Martin Parish clerk of court and other local courthouse agencies to plan for the renovation of the St. Martin Parish Courthouse and the construction of a courthouse annex building to be located adjacent to the courthouse. The St. Martin Parish Courthouse was built in 1838 and is listed with the National Registry of Historic Places. The historic building currently does not provide adequate nor efficient accommodations for the public agencies housed within. The renovation project will

be a two-phase effort and will take approximately two years to complete. The first phase will be the construction of a courthouse annex building during 2008 which will house the St. Martin Parish clerk of court, registrar of voters and tax assessor upon its completion. The second phase will include the renovation of the courthouse building during 2009. The courthouse renovation design will preserve the historic architecture of the building, while providing secure, adequate and updated courtroom space as well as office space for the district court and the district attorney's offices. The district judges have contributed input to this project with the St. Martin Parish government, the project architect, and other courthouse agencies to plan for secure and efficient accommodations with the capacity to serve St. Martin Parish for many years to come.

- **17th JDC.** The 17th JDC reported that since 1993, its court had a personnel policy for annual leave and sick leave that was not based on years of service and was basically unfair to those court employees with many years of employment. The judges studied several different policies of various agencies and entities and then compiled and adopted by court rule a comprehensive leave policy based on years of service. The policy addressed annual and sick leave, including leave to attend to the medical needs of certain family members. The policy also addressed how accumulated leave will be accounted for on separation. Adoption of this policy in 2006 has increased morale and provided for an efficient and orderly system that is fair to all concerned. The parish governing authority, pay agent for the court, cooperated by adding the running total of each employee's leave balance on their pay records. The parish allows each employee to electronically report leave taken each pay period.
- **19th JDC.** The 19th JDC reported that in July of 2007, the 19th JDC proudly broke ground on a new \$100 million plus facility for the court, the family court and functions of the clerk's office. Great effort was spent in planning the new courthouse to address many of the issues adopted in the "strategic plan" of the district courts, including advanced state-of-the-art technology, true security while assur-



ing access to justice for all, more efficient and effective case management and processing, and making sure that the court's facility was safe, accessible and convenient to the citizens of the state. When construction is complete (estimated early 2010) many of the roadblocks to such goals which are a function of its current building will be overcome. The court eagerly looks forward to moving into modern times.

- **21st JDC.** The 21st JDC reported that its court completed the process of obtaining a designated juvenile division of court. Legislation passed creating the judgeship, which will be filled through election in the Fall of 2008 and take office in 2009. It will provide a division of court designated to hear juvenile issues, so as to remain in compliance with time and legal provisions of ASFA and Children's Code. Its court worked to improve available facilities of the court, including: (1) commencement of construction of a secured parking lot at Amite courthouse which will provide secured entrance to the courthouse for judges and prisoners being transported to court; and (2) planning of an expanded office complex at the Livingston courthouse, so as to provide small individual office space to each judge, rather than the present situation which requires eight (8) judges to share two (2) offices. The court also worked to obtain appropriation from capital outlay to acquire property adjoining Livingston courthouse. This property would provide additional courtroom and office space to accommodate the juvenile judge and staff.
- **22nd JDC.** The 22nd JDC reported that in FY 2006-2007, its court had particularly addressed Goal 4.0 "to maintain judicial independence, while observing the principle of comity in its governmental relations and accountability to the public." The court implemented Strategy 4.2 "to seek, use and account for public resources in a responsible manner."

The court recognized the importance of public accountability with regard to court funds by undertaking the following measures during FY 2006-2007:

- (1) The court authorized the employment of an

accountant who serves the court administrator in all financial matters of the court; (2) authorized the purchase and implementation of new accounting software for court fund management; (3) authorized the expenditure of funds in excess of the usual funds appropriated for the annual audit for the purpose of providing a more detailed review of expenditures in some court programs; and (4) supported court administration staff by authorizing membership in such professional organizations as the Louisiana Government Finance Officers Association and Louisiana Association of Government Accountants.

As a result of these initiatives, court administration has been empowered to (1) train at the conferences and seminars sponsored by these professional organizations, (2) conduct in-house training on the implications of pertinent OMB circulars relative to revenues and expenditures for all court operations, but particularly drug court operations which involve state and federal funds, (3) attend all fiscal training opportunities provided by the Louisiana Supreme Court Drug Court Office, support the efforts of that office to educate other drug court coordinators with regard to fiscal policy, and seek the counsel of its independent auditor for suggestions for the improvement of internal controls, documentation of expenditures, and cost allocation.

Improved training and education have resulted in the adoption and implementation of new policies, the end-result being a "comment-free" audit for the Court's FY 2006. The hire of an accountant and the purchase of new accounting software have resulted in the monthly production of revenue and expense reports for review by judges.

The finance committee of the court is comprised of three (3) judges and the chief judge. They review the budget, monthly revenue and expenditure reports, and other matters referred by the court administration. As a result of the attention of the finance committee, recommendations have been made to reduce some court-mandated fees, to reserve fund balance for emergency use pursuant to the court's continuity of operations plan, approve contracts,



and review the salaries and benefits of the court's employees.

All these efforts have served to make the 22nd Judicial District Court more fiscally accountable both to other agencies and the public.

- **23rd JDC.** The 23rd JDC reported that its court had many ongoing projects in the 2006-2007 year. A major strategy was to improve the sharing of information and records. The clerks, district attorney, and court worked on having all records instantly available through the internet. All courtrooms will be furnished with computers that will allow all records to be viewed at anytime. This will allow the judges, as well as any attorney the ability to view any documents that have been filed with the clerk. Criminal and arrest records will also be available when the strategy is totally implemented. Also, computers have been purchased for all courtrooms for the court reporters so that all court reporters and courtrooms can move toward real-time reporting. These strategies were in coordination with the improved use and updating of the court's web page.
- **24th JDC.** The 24th JDC reported that its court installed a digital recording system in each courtroom and was pursuing the design and installation of a multimedia evidence presentation system. The desired new multimedia system (System) would provide a tightly integrated digital audio and video system that allowed for remote management via a LAN for sixteen (16) divisions of court. Such access would provide remote and single point connectivity to all courtrooms with audio systems connected to the network. This provided the court the ability to update software and firmware, make adjustments, and take control of the system from a single desktop. Remote access offered to reduce the response time in the event that a technician was called to make system adjustments. It also provided single point system maintenance, reducing the time necessary to individually connect to each courtroom system onsite for the purpose of upgrading firmware or programming.

The System would have the IP-based control system

to harness the vast possibilities of ethernet and the internet for remote control, monitoring, programming and diagnostics. The System would provide essential interfacing for the control of numerous devices including video projectors, LCD and/or plasma displays, switchers, DVD/VHS players, digital presenters, and the capabilities for additional devices as needed. The System would also provide for a total presentation solution supporting multiple video and digital media formats, complete with real-time annotation that required no additional computers, software or hardware dongles. Complete display control would be in the hands of the judge but would provide independent controllable outputs to the touch panel and audience display. Multiple scalable video windows and PC applications would be able to be displayed simultaneously for preview at the podium while the audience saw only what the judge/presenter choose. The System would allow the presenter to touch the screen with a fingertip/stylus to control AV functions, and then be able to annotate freely over video and graphic presentation sources using a wireless pen. Switching between these modes would be automatic and instantaneous, disabling the analog membrane whenever the pen was sensed allowing the palm of the hand to rest on the screen while drawing. Installation would tentatively begin in the first quarter of 2008.

- **26th JDC.** The 26th JDC reported that its court moved into a new facility in Bossier Parish in June of 2006, part of which is still under construction. The judges and staff moved from an old facility originally consisting of three courtrooms with three (3) adjacent judges' chambers. Over the course of several years, the police jury converted space on several floors for additional hearing rooms and judges' chambers. The six (6) judges of the 26th JDC rotated chambers, depending on which courtroom they were assigned. Security was compromised on all floors and the courthouse failed short of complying with ADA.

The new facility housed six (6) courtrooms, with two (2) more under construction. Each judge had his own chamber, with an unfinished area on



the same floor to add additional chambers. The judges' chambers and staff offices were located on a separate floor and separate area from the general population. The judges and staff enter through a secured door and traverse to their offices and courtrooms through a separate elevator and separate and secured corridor. The inmates scheduled for court were housed offsite and entered the courthouse through the bottom floor. They were secured in a holding facility located on the bottom floor of the courthouse and transported to their assigned courtrooms through a separate elevator. The general population enters the courthouse and courtrooms through public entrances, elevators and corridors, segregated from the judges and inmates.

All courtrooms and offices were ADA compliant. State of the art technology was in place in all courtrooms, including evidence presentation podiums, flat screen monitors for the judge, witness, counsel and jurors, assistive listening devices for the hearing impaired and digital recording equipment. Continuing education was provided to attorneys in Bossier, Caddo and Webster Parishes by training them on the new technology in the courtrooms.

Prospective jurors were no longer held in a courtroom until *voir dire*, but were randomly reassigned numbers, and a limited number were kept in the policy jury meeting room until they were called to the courtrooms for questioning. They were free to move about, read, visit and make phone calls in the police jury meeting room until they were called into court for *voir dire* examination.

Computers were in place for the deputy clerks of court to type minutes in real time. Judges, counsel and staff could pull up minutes and scanned documents on their computers while in court, alleviating the necessity to disrupt court looking for filings and minute entries. Jail clearance, or 72-hour hearings, were conducted via video to keep transportation costs to a minimum and decrease security risks from transporting of inmates to the courthouse.

- **28th JDC.** The 28th JDC reported that since the completion of the LaSalle Parish courthouse in the

late 1960's, the building has been an open access structure. None of the entrances to the building were ever locked nor did they have any security devices on them.

For the past two years, along with the district attorney and the sheriff, the court developed a security plan to be implemented for the safety of all courthouse personnel. Its court began in earnest after Hurricanes Katrina and Rita and the COOP Disaster Plans were filed with the Supreme Court. This has been done in stages because of cost and other factors. Due to recent events in the parish, much progress has been made to alleviate existing problems.

In preparation for the historic march on September 20, 2007, a security walk-through was done by a U.S. Marshall and the court administrator. Though there were still problems the court needed to address, significant progress was evident and the court received a good report.

The first stage of the plan was the implementation of a security camera system for both the interior and the exterior of the building. Funding was obtained through Homeland Security. Stage two was the metal detector and x-ray machine for the front entrance. These items were donated by the Lafayette Parish courthouse through its court administrator. The last stage was the installation of remote door locks for entrances to the courthouse. After a presentation by the court administrator, the LaSalle Parish police jury approved the purchase and installation of this equipment at their October meeting. The court also paid for identification badges for all courthouse personnel as part of the plan.

The LaSalle Parish courthouse provided work space for all levels of local government. The court's strategy was to have a secure workplace not only for the court but for all that work in local government. The court knew these measures would also make sure the general public that used the courthouse would be safe.

- **30th JDC.** The 30th JDC reported that at the



annual Drug Court Conference in New Orleans, in the Spring of 2007, the judge's wife, who is on the Vernon Parish School Board, accompanied him to the conference. During a casual conversation with one of the drug court coordinators, it was learned that they had developed a program, under the FINS statute, to address truancy in public schools. This immediately caught the judge's wife's attention and the 30th JDC in Vernon Parish now has a pilot program that they are implementing to address truancy in public schools. This program was started last spring by contacting other courts who were engaged in similar endeavors and will meet with local school officials to discuss the magnitude of the problem and the resources available for its court to continue. The court was surprised at the level of support and enthusiasm it had received from the schools, law enforcement, parents and the public, in general. The program was implemented at the beginning of the school year in September, 2007 and is presently underway.

- **32nd JDC.** The 32nd JDC reported that its court was in the process of completing installation of a video conferencing system with internet capability. This system allowed the handling of "video" arraignments and other proceedings allowed by law without the necessity of transporting inmates to the courthouse. This system will also provide a means of providing live testimony of witnesses via internet in addition to providing various visual aids in court proceedings which were displayed on the screens installed in each courtroom. Upon completion of the video conferencing system, it is the plan of the 32nd JDC judges to renovate the jury room where prospective jurors were seated until called. Future plans envision the installation of video equipment which can be used to display instructional videos and related information.
- **38th JDC.** The 38th JDC reported that because much of its population still live in temporary housing, many in out-of-parish (district) facilities, the court worked with the clerk, the registrar of voters, and other officials to insure that its venire lists were accurate and current. Communication with persons involved in either civil, criminal or juvenile matters

was still a challenge considering the displacement of the population and the almost universal use of cell phones (no listing) in the affected areas - many did not re-establish and do not plan to re-establish landlines subsequent to the destruction of regular telephone service in those areas.

- **Caddo Juvenile Court.** The Caddo Juvenile Court reported that the juvenile court for Caddo Parish established a Family Drug Court that provided early, continuous, and effective court-supervised substance abuse treatment and counseling for parents in Child In Need of Care (CINC) cases. This initiative brings together the justice system, the Office of Community Services, and community based substance abuse organizations that utilized a comprehensive team oriented approach which had as its major goal prompt, safe, stable, and permanent reunification of the children with their parents. The court was successful in obtaining a \$150,000 appropriation from the Louisiana legislature in the 2006 session to fund this "problem solving court." The family drug court program provided coordinated judicial and substance abuse treatment interventions in CINC cases that had the objective to produce responsible sober parents creating stability for children in a timely manner. Although reunifying the families was a major goal, the best interest of the child remained paramount.
- **East Baton Rouge Family Court.** The East Baton Rouge Family Court reported that its judges had initiated a goal of expediting cases coming before its court. The family court was especially proud of the fact that litigants were able to procure an initial date for a proceeding in no more than two weeks from the date of filing. Attorneys practicing in its court had consistently mentioned it took anywhere from four (4) to eight (8) weeks to accomplish the same in bordering jurisdictions. Issues of custody and support payments were expedited through the court's speedier process, thus lessening problems between the litigants.
- **East Baton Rouge Juvenile Court.** The East Baton Rouge Juvenile Court collaborated with the Baton Rouge Bar Association to facilitate the teen



court program.

The Teen Court of Greater Baton Rouge was a voluntary diversion program that allowed youth who committed minor offenses for the first time to be judged by a jury of their peers. The primary purpose of teen court was to hold youth accountable for delinquent and problem behavior, educate youth about the legal system and their role in it and to empower youth to be active in helping their communities solve problems.

Teen offenders were granted an alternative disposition through the Department of Juvenile Services that emphasized accountability and diversion. The program also served teen volunteers, providing them a remarkable opportunity for teen leadership and a chance to learn about due process, restorative justice and the benefits of volunteering to improve their community.

Teen volunteers performed the roles of prosecuting and defense attorneys, clerk/bailiff and jurors who operate under the watchful eye of an adult attorney who served as judge. Teen court sentences included community service and participation in future teen court sessions, attending educational programs, writing essays and letters of apology and repaying the victim.

Beginning September of 2006 through June of 2007, four (4) training sessions were held to train teen volunteers as well as juveniles who were sentenced to serve as a juror. Seventy-eight (78) high school students served as volunteers from local public and private schools, as well as home-schooled students. Thirteen (13) court sessions were held and fifty-two (52) cases were heard.

Offenses committed by juveniles going through teen court were: criminal trespassing, damage to property, disturbing the peace by fistic encounter, possession of marijuana, resisting an officer, simple battery, simple battery on a teacher, simple criminal damage to property, theft of goods, and unauthorized use of a motor vehicle.

- **Orleans Criminal Court.** The Orleans Criminal Court reported that its court launched the “Tulane Tower Learning Center” in March 2007 with the Youth Empowerment Project (YEP) and Delgado Community College to provide basic literacy and GED preparation to youth and adults both involved in and at-risk becoming involved in the criminal justice system.

All residents aged 16 and over were eligible for services as long as they were not enrolled in another educational program. Referrals were made by the Office of Youth Development, the local FINS program, Court Intervention Services, adult probation and the community at large. Approximately 25% of students were involved in some way with the criminal justice system, with GED preparation imposed as a condition of probation or bond.

All clients referred for services to the TTLC completed an assessment which was designed to determine their initial functioning level. Students were assigned to either NOPLAY or Delgado on the basis of their age and the results of the educational assessment. Classes were offered five days per week and individual tutoring was available on an as needed basis. Students were expected to remain active in the program for at least six months and roughly sixty students attended classes on any given day.

Many of the students faced tremendous challenges in remaining in school. Each program was dedicated to reducing those barriers to ensure each student remained engaged in the program. A van was available to transport students without a means of getting to and from the center. Additional make-up hours were offered for older students who may have had work and family responsibilities which impacted their participation. Instructors monitored attendance and progress closely and personally contacted students when they were absent.

NOPLAY:

Between March 1, 2007 and November 15, 2007, 216 individuals completed the assessment testing process and were enrolled in classes with the NOPLAY program. Forty-two (42) of these prospective



students were clients of the Court Intervention Services program. Another twenty-six (26) youths were involved with the Office of Youth Development. Students were predominately African-American (98%) and male (73%) and nearly 75% were between the ages of 16-18. About 88% of students entered the program reading below the 9th grade level.

NOPLAY conducted re-testing of students in September and October 2007. Of these students, 83% exhibited an educational gain of one or more levels. The average improvement was 1.9 grade levels. Four (4) students passed the GED during August and September and four (4) students were scheduled to complete the GED in December 2007.

Delgado:

According to data provided by Delgado, sixty-one (61) individuals completed testing and began classes between May 13, 2007 and November 15, 2007. Twenty (20) of these students were also clients of Court Intervention Services. According to this data, 53% of students were male and 93% were African-American. All students were over the age of 21 at the time of program entry. It was estimated that 87% of students entered the program reading below the 9th grade level.

Post testing was completed after the initial eight weeks of classes for fourteen (14) students. Of these students, five (5) exhibited an educational gain and two (2) were ready to complete the GED examination.

- **Orleans Juvenile Court.** The Orleans Juvenile Court reported that since December 2005, its court had been working with stakeholders and community members to plan for reform through the Annie E. Casey's Juvenile Detention Alternative Initiative (JDAI). Below is a list of collaborative activities:

Collaborative Status: December 2005 through September 2007.

December 2005 - The Orleans Parish Juvenile Court judges reached out to juvenile justice

stakeholders and the Annie E. Casey Foundation (AECF) to vision an improved juvenile justice system in the aftermath of Hurricane Katrina.

September 2006 - New Orleans became one of five (5) parishes in Louisiana to pilot the Annie E. Casey Foundation's nation Juvenile Detention Alternatives Initiative (JDAI).

January 2007 - The Annie E. Casey Foundation conducted an assessment of New Orleans' juvenile justice system.

March 2007 - The New Orleans assessment was released and disseminated to the JDAI Advisory Committee.

April 2007 - The JDAI Advisory Committee created a JDAI year one work plan based on the findings of the assessment - working groups were created and staffed to address data, case processing, objective screening (RAI), alternatives to detention, and conditions of confinement.

May - September 2007 - The JDAI Advisory Committee and working groups met bimonthly to complete the tasks in the work plan; AECF provided technical and training assistance to New Orleans on data, objective screening, and alternatives to detention.

June & July 2007 - AECF facilitated JDAI Advisory Committee strategic planning session.

Year One Work Status

Data:

The data working group, OPJC MIS Department, and OPJC case managers worked to address the many deficiencies in the ability of the system to capture data from arrest through final outcome of a case. To date, the data group and staff created a frontend data collection data base, OPJC case managers track all referral and admissions to detention, monitor daily population admissions and outcomes, and track general case processing data and outcomes. Data was presented at every advisory committee and working group meeting.



Objective Screening (RAI):

The RAI Working Group assessed the juvenile system data and created an objective risk assessment tool for all youths arrested. The New Orleans RAI had been edited four (4) times and approved by the Casey foundation.

Alternatives to Detention (ATD):

The ATD Working Group created the components of an evening reporting center and was in the process of assessing all alternatives to detentions and their efficacy and developing any recommended changes to current ATD policy and needed alternatives that did not currently exist.

Case Processing:

The Case Processing Working Group assessed the time limitations and analyzed data to improve case processing and reduce the length of time taken to screen and petition cases, as well as reduce the number of delays once a case was petitioned to improve overall efficiency of the system.



ACTIONS TAKEN IN FY 2006-2007 TO ENSURE THAT THE PUBLIC WAS AWARE OF THE OPENNESS AND ACCESSIBILITY OF COURT PROCEEDINGS-Exhibit 1

Objective 1.1	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Published the court's schedule on the doors or walls of the courtrooms	Developed a web site which has information on court schedules and accessibility	Published and distributed court calendars	Provided an information answer desk in the courthouse	Other
DISTRICT COURT								
1		✓		✓		✓	✓	
2		✓				✓		
3		✓				✓		
4		✓	✓	✓	✓	✓		✓
5		✓			✓	✓		
6		✓		✓	✓	✓		
7		✓		✓				
8		✓		✓				
9		✓		✓	✓	✓	✓	
10		✓	✓	✓	✓			
11	✓							
12		✓		✓				
13				✓			✓	
14		✓		✓	✓	✓	✓	✓
15		✓	✓		✓	✓	✓	
16		✓		✓	✓	✓		✓
17	✓							
18		✓		✓		✓		
19		✓		✓		✓	✓	
20						✓		
21		✓		✓	✓	✓	✓	
22		✓	✓		✓	✓		✓
23				✓	✓	✓	✓	✓
24					✓			✓
25		✓		✓		✓		



ACTIONS TAKEN IN FY 2006-2007 TO ENSURE THAT THE PUBLIC WAS AWARE OF THE OPENNESS AND ACCESSIBILITY OF COURT PROCEEDINGS-Exhibit 1

Objective 1.1	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Published the court's schedule on the doors or walls of the courtrooms	Developed a web site which has information on court schedules and accessibility	Published and distributed court calendars	Provided an information answer desk in the courthouse	Other
DISTRICT COURT								
26		✓		✓		✓		
27								
28						✓		
29		✓		✓	✓		✓	
30				✓	✓			
31	✓							
32		✓		✓				
33		✓			✓			
34		✓		✓		✓		
35	✓							
36		✓				✓		
37								
38	✓							
39	✓							
40				✓		✓		✓
Orleans Criminal		✓		✓	✓	✓	✓	
Orleans Civil								
Orleans Juvenile		✓			✓			
Caddo Juvenile	✓							
Calcasieu Family/Juvenile								
Jefferson Juvenile		✓			✓			
East Baton Rouge Juvenile		✓		✓				✓
East Baton Rouge Family					✓		✓	✓
TOTALS	7	29	4	24	19	23	11	9



**ACTIONS TAKEN IN FY 2006-2007 TO COMPLY WITH THE AMERICANS
WITH DISABILITIES ACT (ADA)-Exhibit 2**

Objective 1.2	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Implemented ADA non-discrimination policy or court rule	Posted public notice/communication of availability of reasonable accommodations	Established complaint procedure	Posted signage (raised lettering, Braille, accessible restrooms, etc.)	Developed written essential functions for court jobs	Adopted oath for sign language interpreters	Established list of available real-time court reporters and sign language interpreters	Implemented an emergency evacuation procedure to accommodate disabled patrons/employees	Other
DISTRICT COURT												
1				✓	✓	✓	✓		✓	✓	✓	
2		✓		✓								
3	✓											
4		✓		✓	✓	✓	✓	✓	✓	✓		
5		✓		✓	✓	✓						
6		✓		✓	✓	✓						
7		✓		✓	✓	✓	✓				✓	
8		✓			✓							
9		✓		✓	✓	✓	✓		✓			
10		✓	✓		✓					✓		
11		✓										✓
12		✓			✓							
13	✓											
14		✓		✓	✓							
15		✓			✓				✓	✓		
16		✓	✓	✓				✓		✓		✓
17	✓											
18		✓		✓	✓							
19		✓				✓						
20												✓
21	✓											
22		✓		✓	✓		✓			✓		✓
23		✓		✓	✓	✓	✓		✓	✓		✓
24					✓		✓				✓	✓
25		✓					✓		✓			



**ACTIONS TAKEN IN FY 2006-2007 TO COMPLY WITH THE AMERICANS
WITH DISABILITIES ACT (ADA)-Exhibit 2**

Objective 1.2	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Implemented ADA non-discrimination policy or court rule	Posted public notice/communication of availability of reasonable accommodations	Established complaint procedure	Posted signage (raised lettering, Braille, accessible restrooms, etc.)	Developed written essential functions for court jobs	Adopted oath for sign language interpreters	Established list of available real-time court reporters and sign language interpreters	Implemented an emergency evacuation procedure to accommodate disabled patrons/employees	Other
DISTRICT COURT												
26		✓		✓	✓	✓	✓	✓	✓	✓		✓
27												
28		✓					✓				✓	
29		✓			✓					✓		
30		✓			✓		✓			✓		
31				✓	✓	✓						
32		✓			✓							✓
33		✓			✓		✓				✓	
34	✓											
35		✓		✓			✓					
36		✓		✓	✓	✓	✓	✓	✓			
37												
38												
39		✓										
40		✓	✓	✓		✓			✓			
Orleans Criminal		✓		✓		✓		✓				
Orleans Civil												
Orleans Juvenile	✓											
Caddo Juvenile					✓			✓			✓	
Calcasieu Family/ Juvenile												
Jefferson Juvenile		✓		✓		✓	✓	✓	✓	✓	✓	
East Baton Rouge Juvenile		✓			✓			✓				✓
East Baton Rouge Family												
TOTALS	6	31	3	19	24	14	15	8	10	11	7	9



ACTIONS TAKEN IN FY 2006-2007 TO IMPLEMENT SAFETY AND SECURITY MEASURES (ADA)-Exhibit 3

Objective 1.2	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Had a security audit performed	Developed a safety policy	Developed a security policy	Installed security alarms in judges' chambers/ courtrooms	Had bailiffs trained in better security	Appointed a safety officer	Sponsored safety/security training	Implemented an emergency evacuation procedure	Installed security equipment	Other
DISTRICT COURT													
1		✓		✓		✓	✓	✓			✓		
2		✓		✓			✓	✓				✓	
3	✓												
4		✓			✓	✓	✓			✓			✓
5		✓					✓	✓				✓	
6		✓	✓				✓					✓	
7	✓												
8		✓									✓		
9		✓										✓	
10		✓						✓					
11	✓												
12		✓						✓					
13												✓	
14		✓					✓		✓		✓	✓	✓
15		✓				✓	✓		✓		✓	✓	
16		✓	✓		✓	✓			✓			✓	✓
17	✓												
18		✓										✓	
19		✓						✓					
20								✓				✓	
21		✓						✓				✓	
22		✓	✓									✓	✓
23						✓	✓	✓		✓		✓	
24							✓				✓	✓	✓
25		✓		✓			✓	✓				✓	



ACTIONS TAKEN IN FY 2006-2007 TO IMPLEMENT SAFETY AND SECURITY MEASURES (ADA)-Exhibit 3

Objective 1.2	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Had a security audit performed	Developed a safety policy	Developed a security policy	Installed security alarms in judges' chambers/ courtrooms	Had bailiffs trained in better security	Appointed a safety officer	Sponsored safety/security training	Implemented an emergency evacuation procedure	Installed security equipment	Other
DISTRICT COURT													
26		✓		✓	✓	✓	✓	✓				✓	✓
27													
28		✓	✓	✓			✓				✓	✓	✓
29		✓										✓	
30	✓												
31	✓												
32		✓						✓		✓			✓
33		✓						✓				✓	
34	✓												
35		✓					✓	✓					
36		✓		✓			✓	✓		✓			
37													
38	✓												
39	✓												
40		✓	✓							✓		✓	
Orleans Criminal		✓		✓							✓		✓
Orleans Civil													
Orleans Juvenile	✓												
Caddo Juvenile													✓
Calcasieu Family/Juvenile													
Jefferson Juvenile		✓		✓	✓	✓	✓		✓		✓	✓	
East Baton Rouge Juvenile		✓	✓									✓	✓
East Baton Rouge Family											✓		✓
TOTALS	10	28	6	8	4	7	15	15	4	5	9	22	12



ACTIONS TAKEN IN FY 2006-2007 TO DEVELOP AND MAINTAIN A POLICY OR PROCEDURE TO ASSIST PATRONS WHO CANNOT SPEAK ENGLISH-Exhibit 4

Objective 1.3	Did not address this area in FY2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Paid for foreign language interpreter services in criminal cases	Paid for foreign language interpreter services in family/juvenile cases	Paid for foreign language interpreter services in other civil cases	Developed and maintained a list of professional interpreters for non-English speaking patrons	Other
DISTRICT COURT								
1		✓		✓	✓	✓	✓	
2		✓		✓			✓	
3		✓		✓	✓	✓		
4		✓	✓	✓	✓	✓	✓	✓
5		✓		✓			✓	
6		✓		✓			✓	
7		✓					✓	
8		✓	✓	✓		✓	✓	
9		✓		✓		✓	✓	
10		✓	✓	✓			✓	
11				✓	✓			
12		✓		✓		✓		
13	✓							
14		✓		✓	✓		✓	
15		✓		✓	✓	✓	✓	
16		✓		✓	✓		✓	✓
17				✓	✓		✓	
18		✓		✓		✓	✓	
19		✓		✓		✓	✓	
20	✓							
21		✓		✓	✓	✓	✓	
22		✓	✓	✓	✓	✓	✓	✓
23				✓	✓	✓	✓	
24				✓	✓		✓	✓
25		✓		✓	✓	✓	✓	



ACTIONS TAKEN IN FY 2006-2007 TO DEVELOP AND MAINTAIN A POLICY OR PROCEDURE TO ASSIST PATRONS WHO CANNOT SPEAK ENGLISH-Exhibit 4

Objective 1.3	Did not address this area in FY2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Paid for foreign language interpreter services in criminal cases	Paid for foreign language interpreter services in family/juvenile cases	Paid for foreign language interpreter services in other civil cases	Developed and maintained a list of professional interpreters for non-English speaking patrons	Other
DISTRICT COURT								
26		✓		✓	✓	✓	✓	
27								
28		✓					✓	
29		✓		✓				
30		✓		✓	✓	✓	✓	
31				✓				
32		✓		✓				
33		✓		✓				
34		✓		✓		✓	✓	
35	✓							
36		✓		✓	✓		✓	
37								
38				✓	✓		✓	
39	✓							
40		✓		✓			✓	
Orleans Criminal		✓		✓			✓	✓
Orleans Civil								
Orleans Juvenile		✓			✓			
Caddo Juvenile		✓			✓		✓	
Calcasieu Family/Juvenile								
Jefferson Juvenile		✓			✓			✓
East Baton Rouge Juvenile		✓			✓		✓	✓
East Baton Rouge Family								✓
TOTALS	4	33	4	33	21	16	30	8



ACTIONS TAKEN IN FY 2006-2007 TO ASSIST PRO SE LITIGANTS

-Exhibit 5

Objective 1.5	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Worked with the clerk of court to provide information	Worked with the local bar to provide information	Other
DISTRICT COURT						
1		✓		✓	✓	
2			✓		✓	
3		✓		✓		
4		✓		✓	✓	✓
5		✓		✓	✓	
6		✓		✓		
7		✓		✓		
8		✓				
9	✓					
10				✓		
11		✓		✓		
12		✓		✓		
13				✓		
14				✓		
15	✓					
16		✓				✓
17				✓		
18			✓	✓		
19		✓		✓	✓	
20				✓	✓	
21						✓
22		✓		✓		
23		✓		✓	✓	
24		✓		✓	✓	✓
25				✓	✓	✓



ACTIONS TAKEN IN FY 2006-2007 TO ASSIST PRO SE LITIGANTS

-Exhibit 5

Objective 1.5	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Worked with the clerk of court to provide information	Worked with the local bar to provide information	Other
DISTRICT COURT						
26		✓		✓		✓
27						
28	✓					
29		✓		✓	✓	
30	✓					
31				✓		
32		✓		✓	✓	
33	✓					
34					✓	✓
35		✓		✓	✓	
36		✓		✓		✓
37						
38				✓		
39	✓					
40		✓				✓
Orleans Criminal		✓		✓		
Orleans Civil						
Orleans Juvenile		✓		✓		
Caddo Juvenile		✓		✓	✓	✓
Calcasieu Family/ Juvenile						
Jefferson Juvenile	✓					
East Baton Rouge Juvenile		✓			✓	✓
East Baton Rouge Family				✓	✓	✓
TOTALS	7	24	2	30	16	12

**ACTIONS TAKEN IN FY 2006-2007 TO REDUCE DELAYS AND IMPROVE
CASE MANAGEMENT-Exhibit 6**

Objective 2.1	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Improved docketing and scheduling	Installed an automated case management information system	Employed case managers to expedite court processes	Planned the development of an automated case management system	Improved the manual system of case processing	Took steps to reduce cases under advisement	Implemented pre-trial conferences	Encouraged alternative dispute resolution	Other
DISTRICT COURT												
1		✓		✓		✓				✓	✓	
2		✓							✓	✓	✓	
3		✓							✓	✓	✓	
4		✓	✓	✓		✓	✓	✓	✓	✓		✓
5		✓	✓	✓					✓	✓	✓	
6				✓				✓	✓	✓	✓	
7		✓		✓					✓			
8		✓	✓	✓				✓		✓		
9			✓	✓								✓
10		✓	✓	✓				✓				
11		✓		✓								✓
12			✓							✓		
13	✓											
14	✓		✓	✓	✓							✓
15												✓
16		✓		✓		✓		✓		✓		✓
17	✓											
18				✓					✓	✓	✓	
19		✓		✓	✓						✓	
20	✓											
21				✓								
22		✓	✓			✓					✓	✓
23		✓							✓	✓	✓	
24		✓		✓				✓	✓	✓	✓	✓
25		✓		✓	✓		✓	✓	✓	✓		



**ACTIONS TAKEN IN FY 2006-2007 TO REDUCE DELAYS AND IMPROVE
CASE MANAGEMENT-Exhibit 6**

Objective 2.1	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Improved docketing and scheduling	Installed an automated case management information system	Employed case managers to expedite court processes	Planned the development of an automated case management system	Improved the manual system of case processing	Took steps to reduce cases under advisement	Implemented pre-trial conferences	Encouraged alternative dispute resolution	Other
DISTRICT COURT												
26		✓					✓	✓	✓	✓	✓	✓
27												
28		✓		✓								
29		✓		✓					✓		✓	
30		✓		✓								
31				✓					✓	✓		
32		✓									✓	✓
33		✓						✓	✓			
34	✓											
35		✓		✓				✓	✓	✓	✓	
36		✓		✓				✓		✓	✓	
37												
38	✓											
39	✓											
40		✓								✓	✓	✓
Orleans Criminal		✓		✓		✓	✓	✓	✓	✓		✓
Orleans Civil												
Orleans Juvenile			✓	✓		✓				✓		✓
Caddo Juvenile		✓		✓			✓		✓			✓
Calcasieu Family/ Juvenile												
Jefferson Juvenile											✓	
East Baton Rouge Juvenile		✓										✓
East Baton Rouge Family												✓
TOTALS	7	27	9	25	3	6	5	12	17	20	17	16

ACTIONS TAKEN IN FY 2006-2007 TO ENSURE TIMELY ENFORCEMENT OF ARREST WARRANTS, SUMMONS, AND SUBPOENAS-Exhibit 7

Objective 2.1	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Improved service of process	Improved enforcement	Created a manual tracking program	Created an automated tracking program	Improved address lists	Coordinated with other jurisdictions	Other
DISTRICT COURT										
1	✓									
2	✓									
3	✓									
4		✓	✓	✓	✓			✓		✓
5		✓						✓		
6		✓		✓	✓				✓	
7	✓									
8		✓	✓		✓	✓				
9	✓									
10		✓	✓			✓		✓	✓	✓
11	✓									
12		✓				✓				
13				✓	✓			✓		
14		✓				✓				
15	✓									
16		✓		✓	✓	✓				
17	✓									
18	✓									
19	✓									
20									✓	
21	✓									
22		✓								✓
23		✓				✓			✓	✓
24				✓						✓
25		✓			✓	✓				✓



ACTIONS TAKEN IN FY 2006-2007 TO ENSURE TIMELY ENFORCEMENT OF ARREST WARRANTS, SUMMONS, AND SUBPOENAS-Exhibit 7

Objective 2.1	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Improved service of process	Improved enforcement	Created a manual tracking program	Created an automated tracking program	Improved address lists	Coordinated with other jurisdictions	Other
DISTRICT COURT										
26		✓							✓	
27										
28										✓
29		✓		✓	✓					
30	✓									
31	✓									
32										✓
33	✓									
34			✓							✓
35			✓		✓					
36	✓									
37										
38		✓			✓			✓	✓	
39	✓									
40	✓							✓	✓	
Orleans Criminal		✓		✓	✓	✓	✓			✓
Orleans Civil										
Orleans Juvenile			✓			✓				
Caddo Juvenile										✓
Calcasieu Family/ Juvenile										
Jefferson Juvenile		✓		✓				✓		
East Baton Rouge Juvenile		✓								✓
East Baton Rouge Family										✓
TOTALS	17	17	6	8	10	9	1	7	7	13



ACTIONS TAKEN IN FY 2006-2007 TO ENSURE COMPLIANCE WITH THE ADOPTION AND SAFE FAMILIES ACT (ASFA) AND THE PROVISIONS OF THE LOUISIANA CHILDREN'S CODE RELATING TO CHILD-IN-NEED-OF-CARE (CINC) CASES--Exhibit 8

Objective 2.3	Not applicable to this court	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Created a specialized division or section of court	Created a facilitation team	Improved docketing and scheduling	Installed an automated case scheduling and management information system	Planned the development of an automated case management system	Employed case managers to expedite court processes	Improved the manual system of case management	Encouraged or used alternative dispute resolution	Ensured that all judges with juvenile jurisdiction attended mandatory training	Developed common forms	Improved rules of court	Other
DISTRICT COURT																
1	✓															
2			✓			✓	✓						✓	✓		
3		✓														
4		✓														
5			✓				✓					✓	✓			
6			✓				✓				✓		✓			✓
7			✓				✓				✓					
8			✓	✓			✓				✓			✓		
9			✓			✓	✓									
10			✓	✓			✓				✓		✓	✓		
11		✓														
12			✓				✓									
13		✓														
14			✓	✓				✓					✓			
15			✓		✓	✓							✓	✓		
16			✓		✓		✓	✓	✓	✓						✓
17		✓														
18				✓			✓				✓	✓				
19	✓															
20												✓				
21					✓				✓							
22			✓	✓						✓		✓				✓
23			✓				✓				✓		✓		✓	
24			✓				✓				✓	✓				
25		✓														



ACTIONS TAKEN IN FY 2006-2007 TO ENSURE COMPLIANCE WITH THE ADOPTION AND SAFE FAMILIES ACT (ASFA) AND THE PROVISIONS OF THE LOUISIANA CHILDREN'S CODE RELATING TO CHILD-IN-NEED-OF-CARE (CINC) CASES--Exhibit 8

Objective 2.3	Not applicable to this court	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Created a specialized division or section of court	Created a facilitation team	Improved docketing and scheduling	Installed an automated case scheduling and management information system	Planned the development of an automated case management system	Employed case managers to expedite court processes	Improved the manual system of case management	Encouraged or used alternative dispute resolution	Ensured that all judges with juvenile jurisdiction attended mandatory training	Developed common forms	Improved rules of court	Other
DISTRICT COURT																
26			✓		✓	✓	✓		✓				✓	✓	✓	✓
27																
28							✓				✓					
29			✓				✓				✓					
30			✓				✓				✓					✓
31		✓														
32			✓										✓			✓
33			✓				✓									
34											✓					
35			✓										✓			
36			✓				✓				✓			✓		✓
37																
38		✓														
39		✓														
40			✓					✓					✓	✓		
Orleans Criminal	✓															
Orleans Civil																
Orleans Juvenile			✓	✓			✓	✓	✓	✓		✓				✓
Caddo Juvenile			✓		✓								✓			
Calcasieu Family/Juvenile																
Jefferson Juvenile			✓					✓		✓		✓			✓	
East Baton Rouge Juvenile			✓													✓
East Baton Rouge Family	✓															
TOTALS	4	9	26	6	5	4	19	5	4	4	12	7	12	7	3	9



ACTIONS TAKEN IN FY 2006-2007 TO PROMPTLY IMPLEMENT CHANGES IN LAW AND PROCEDURE-Exhibit 9

Objective 2.3	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Designated a person to monitor rules and legislation and to communicate promptly all changes in law and procedure to appropriate and relevant persons	Designated a committee to monitor rules and legislation and to communicate promptly all changes in law and procedure to appropriate and relevant persons	Instituted en banc judicial review of all changes in law and procedure	Obtained and circulated updated bench books, checklists, and other materials to ensure prompt implementation of changes in law and procedure	Other
DISTRICT COURT								
1		✓					✓	
2		✓		✓			✓	
3		✓					✓	
4		✓			✓		✓	
5		✓		✓			✓	
6		✓				✓	✓	
7		✓		✓			✓	
8		✓						
9	✓							
10		✓					✓	
11	✓							
12		✓				✓		
13	✓							
14		✓	✓	✓				✓
15		✓				✓	✓	
16		✓						
17				✓				
18		✓					✓	
19		✓		✓			✓	
20							✓	
21				✓			✓	
22		✓					✓	✓
23				✓		✓	✓	✓
24							✓	
25		✓	✓			✓	✓	



ACTIONS TAKEN IN FY 2006-2007 TO PROMPTLY IMPLEMENT CHANGES IN LAW AND PROCEDURE-Exhibit 9

Objective 2.3	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Designated a person to monitor rules and legislation and to communicate promptly all changes in law and procedure to appropriate and relevant persons	Designated a committee to monitor rules and legislation and to communicate promptly all changes in law and procedure to appropriate and relevant persons	Instituted en banc judicial review of all changes in law and procedure	Obtained and circulated updated bench books, checklists, and other materials to ensure prompt implementation of changes in law and procedure	Other
DISTRICT COURT								
26		✓			✓	✓	✓	✓
27								
28							✓	✓
29		✓					✓	
30		✓		✓			✓	
31	✓							
32		✓					✓	✓
33		✓						
34	✓							
35		✓		✓				
36		✓					✓	✓
37								
38				✓			✓	
39	✓							
40				✓			✓	
Orleans Criminal		✓		✓	✓	✓	✓	✓
Orleans Civil								
Orleans Juvenile		✓		✓				
Caddo Juvenile	✓			✓				✓
Calcasieu Family/ Juvenile								
Jefferson Juvenile		✓		✓		✓	✓	
East Baton Rouge Juvenile		✓						✓
East Baton Rouge Family				✓		✓	✓	✓
TOTALS	7	28	2	17	3	9	28	11



ACTIONS TAKEN IN FY 2006-2007 TO MAKE THE JURY VENIRE MORE REPRESENTATIVE-Exhibit 10

Objective 3.2	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Created a list containing more than voter registrants	Updated regularly the jury venire list	Took steps to ensure random selection of jurors	Other
DISTRICT COURT							
1		✓			✓	✓	
2		✓			✓	✓	
3		✓			✓		
4		✓			✓	✓	
5		✓				✓	
6		✓					✓
7		✓		✓	✓	✓	
8		✓				✓	
9	✓						
10		✓			✓		
11					✓		
12		✓			✓		
13	✓						
14	✓						
15	✓						
16	✓				✓	✓	✓
17					✓		
18	✓						
19		✓			✓	✓	
20					✓	✓	
21					✓		
22		✓			✓	✓	✓
23		✓			✓	✓	✓
24		✓					✓
25		✓				✓	



ACTIONS TAKEN IN FY 2006-2007 TO MAKE THE JURY VENIRE MORE REPRESENTATIVE-Exhibit 10

Objective 3.2	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Created a list containing more than voter registrants	Updated regularly the jury venire list	Took steps to ensure random selection of jurors	Other
DISTRICT COURT							
26		✓			✓	✓	
27							
28		✓					✓
29		✓			✓	✓	
30	✓						
31	✓						
32							✓
33		✓			✓		
34		✓			✓		
35		✓		✓	✓		
36		✓			✓	✓	
37							
38				✓	✓	✓	
39	✓						
40		✓		✓	✓	✓	
Orleans Criminal		✓			✓	✓	
Orleans Civil							
Orleans Juvenile	✓						
Caddo Juvenile	✓						
Calcasieu Family/ Juvenile							
Jefferson Juvenile	✓						
East Baton Rouge Juvenile	✓						
East Baton Rouge Family	✓						
TOTALS	14	24	0	4	24	18	7



**ACTIONS TAKEN IN FY 2006-2007 TO GIVE INDIVIDUAL ATTENTION TO CASES,
DECIDING THEM WITHOUT UNDUE DISPARITY AMONG LIKE CASES AND UPON
LEGALLY RELEVANT FACTORS--Exhibit 11**

Objective 3.3	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Developed and continues to use a standardized bail bond schedule	Developed and continues to use a standardized boykin language	Developed and continues to use some form of sentencing or dispositional guidelines	Developed and continues to use some method of monitoring and reporting on cases to analyze and communicate disparities in sentencing or civil awards	Other
DISTRICT COURT								
1		✓		✓	✓			
2		✓		✓	✓			
3		✓		✓	✓	✓		
4		✓		✓	✓	✓	✓	
5		✓		✓	✓	✓		
6		✓		✓	✓	✓		
7		✓		✓	✓	✓		
8		✓		✓	✓			
9		✓		✓	✓	✓		
10		✓	✓	✓				✓
11				✓	✓			
12		✓			✓			
13				✓	✓			
14		✓		✓	✓	✓		
15		✓		✓	✓			
16		✓		✓				✓
17				✓				
18		✓		✓	✓	✓		
19				✓				
20	✓							
21				✓	✓			
22		✓		✓	✓			✓
23				✓				✓
24				✓	✓			✓
25		✓		✓	✓	✓	✓	✓



**ACTIONS TAKEN IN FY 2006-2007 TO GIVE INDIVIDUAL ATTENTION TO CASES,
DECIDING THEM WITHOUT UNDUE DISPARITY AMONG LIKE CASES AND UPON
LEGALLY RELEVANT FACTORS-Exhibit 11**

Objective 3.3	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Developed and continues to use a standardized bail bond schedule	Developed and continues to use a standardized boykin language	Developed and continues to use some form of sentencing or dispositional guidelines	Developed and continues to use some method of monitoring and reporting on cases to analyze and communicate disparities in sentencing or civil awards	Other
DISTRICT COURT								
26		✓		✓	✓	✓		
27								
28				✓	✓			
29		✓		✓	✓			
30		✓		✓	✓	✓		
31				✓	✓			
32					✓			✓
33		✓		✓	✓			
34	✓							
35		✓		✓	✓			
36		✓		✓	✓	✓	✓	
37								
38				✓	✓			
39		✓						
40		✓		✓	✓			
Orleans Criminal	✓							
Orleans Civil								
Orleans Juvenile	✓							
Caddo Juvenile	✓							✓
Calcasieu Family/ Juvenile								
Jefferson Juvenile		✓			✓	✓		
East Baton Rouge Juvenile		✓		✓				
East Baton Rouge Family	✓							
TOTALS	6	27	1	34	31	13	3	8



ACTIONS TAKEN IN FY 2006-2007 TO ENSURE THAT ALL COURT RECORDS OF
RELEVANT COURT DECISIONS AND ACTIONS ARE ACCURATE AND PRESERVED
PROPERLY-Exhibit 12

Objective 3.6	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Developed policies or rules relating to the issue	Developed an automated case management system	Developed a system of bar-coding to track location of manual files and documents	Met with clerk on continuing basis to improve procedures and address problems	Standardized and automated minute entries	Used real-time court reporting	Developed and implemented a records retention plan	Other
DISTRICT COURT											
1		✓					✓				
2		✓					✓				
3	✓										
4		✓	✓				✓	✓		✓	✓
5		✓					✓				
6		✓					✓				
7	✓										
8		✓			✓						
9	✓										
10		✓					✓				
11							✓	✓			
12		✓					✓				
13							✓				
14		✓					✓			✓	
15		✓	✓	✓			✓	✓	✓		
16		✓					✓				✓
17	✓										
18		✓					✓				
19			✓	✓			✓		✓		
20	✓										
21		✓					✓	✓	✓		
22		✓	✓	✓			✓				
23					✓		✓		✓		✓
24		✓					✓				✓
25		✓	✓		✓		✓	✓		✓	



**ACTIONS TAKEN IN FY 2006-2007 TO ENSURE THAT ALL COURT RECORDS OF
RELEVANT COURT DECISIONS AND ACTIONS ARE ACCURATE AND PRESERVED
PROPERLY-Exhibit 12**

Objective 3.6	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Developed policies or rules relating to the issue	Developed an automated case management system	Developed a system of bar-coding to track location of manual files and documents	Met with clerk on continuing basis to improve procedures and address problems	Standardized and automated minute entries	Used real-time court reporting	Developed and implemented a records retention plan	Other
DISTRICT COURT											
26		✓					✓				
27											
28							✓				✓
29		✓						✓	✓		
30		✓					✓				
31							✓				
32							✓	✓			
33	✓										
34		✓		✓			✓				
35		✓					✓				
36		✓					✓		✓	✓	
37											
38							✓		✓		
39	✓										
40		✓	✓			✓	✓	✓		✓	
Orleans Criminal		✓					✓	✓			✓
Orleans Civil											
Orleans Juvenile		✓					✓				✓
Caddo Juvenile										✓	✓
Calcasieu Family/ Juvenile											
Jefferson Juvenile		✓					✓	✓			
East Baton Rouge Juvenile		✓				✓					✓
East Baton Rouge Family					✓		✓	✓			✓
TOTALS	7	27	6	4	4	2	33	11	7	6	10



ACTIONS TAKEN IN FY 2006-2007 TO IMPROVE EMPLOYEE TRAINING AND DEVELOPMENT-Exhibit 13

Objective 4.3	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Provided technology training	Provided in-house training	Provided courtesy and customer service training	Provided ADA training	Provided harassment training	Provided workplace violence training	Used training videos/CDs, etc.	Paid for continuing education and training	Provided supervisory and management training	Sent employees to conferences	Other
DISTRICT COURT														
1		✓		✓	✓	✓					✓	✓	✓	
2		✓		✓							✓		✓	
3		✓									✓		✓	
4		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
5		✓			✓						✓		✓	
6		✓									✓		✓	
7		✓				✓					✓	✓	✓	
8		✓	✓								✓	✓		
9		✓									✓		✓	
10		✓		✓							✓		✓	✓
11											✓		✓	
12		✓			✓						✓		✓	
13		✓				✓								
14		✓									✓		✓	
15		✓		✓	✓						✓		✓	
16		✓	✓	✓	✓						✓		✓	
17	✓													
18														
19		✓		✓	✓	✓				✓	✓	✓	✓	✓
20													✓	
21												✓		
22		✓	✓		✓	✓					✓		✓	✓
23				✓	✓	✓	✓				✓		✓	
24				✓	✓		✓			✓	✓		✓	✓
25		✓		✓	✓							✓	✓	



ACTIONS TAKEN IN FY 2006-2007 TO IMPROVE EMPLOYEE TRAINING AND DEVELOPMENT-Exhibit 13

Objective 4.3	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Provided technology training	Provided in-house training	Provided courtesy and customer service training	Provided ADA training	Provided harassment training	Provided workplace violence training	Used training videos/CDs, etc.	Paid for continuing education and training	Provided supervisory and management training	Sent employees to conferences	Other
DISTRICT COURT														
26		✓		✓	✓	✓				✓	✓	✓	✓	
27														
28				✓	✓						✓		✓	
29		✓		✓							✓		✓	
30	✓													
31											✓		✓	
32		✓			✓						✓	✓	✓	
33	✓													
34	✓													
35		✓									✓		✓	
36		✓		✓	✓						✓		✓	
37														
38	✓													
39	✓													
40		✓											✓	
Orleans Criminal		✓		✓	✓	✓					✓	✓	✓	
Orleans Civil														
Orleans Juvenile			✓	✓	✓							✓	✓	✓
Caddo Juvenile														✓
Calcasieu Family/Juvenile														
Jefferson Juvenile		✓		✓	✓			✓			✓	✓	✓	✓
East Baton Rouge Juvenile		✓	✓		✓	✓					✓	✓	✓	✓
East Baton Rouge Family				✓			✓			✓	✓		✓	✓
TOTALS	6	27	6	18	19	10	4	2	1	5	30	13	32	10

ACTIONS TAKEN IN FY 2006-2007 TO ADOPT, IMPLEMENT, OR UPDATE
PERSONNEL POLICIES - Exhibit 14

Objective 4.3	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	ADA/reasonable accommodations	Workplace violence/weapons	Harassment	Discipline	Recruitment/hiring	Vacation/sick leave	Equal Employment	Family medical leave	Confidentiality	Grievance	Nepotism	Compensation/pay	Technology	Drug-free workplace	Other
DISTRICT COURT																		
1		✓		✓		✓		✓	✓	✓	✓				✓			
2		✓		✓								✓		✓	✓			
3	✓																	
4			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5		✓		✓								✓			✓	✓		
6		✓		✓								✓			✓			
7		✓				✓	✓	✓	✓	✓	✓	✓	✓		✓	✓		
8		✓	✓	✓						✓	✓							
9		✓														✓		
10		✓							✓									
11	✓																	
12		✓	✓													✓		
13										✓		✓						
14		✓													✓	✓		
15		✓		✓					✓		✓							
16		✓						✓	✓	✓	✓	✓					✓	
17									✓		✓							
18						✓	✓		✓	✓		✓	✓					
19		✓									✓							✓
20	✓																	
21					✓										✓			
22		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	
23		✓		✓	✓		✓		✓	✓	✓	✓		✓		✓		
24				✓				✓		✓	✓				✓			✓
25		✓			✓		✓		✓	✓	✓	✓			✓	✓		



ACTIONS TAKEN IN FY 2006-2007 TO ADOPT, IMPLEMENT, OR UPDATE
PERSONNEL POLICIES - Exhibit 14

Objective 4.3	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	ADA/reasonable accommodations	Workplace violence/weapons	Harassment	Discipline	Recruitment/hiring	Vacation/sick leave	Equal Employment	Family medical leave	Confidentiality	Grievance	Nepotism	Compensation/pay	Technology	Drug-free workplace	Other
DISTRICT COURT																		
26		✓					✓		✓			✓	✓		✓	✓		✓
27																		
28	✓																	
29		✓							✓						✓			
30	✓																	
31	✓																	
32		✓	✓												✓	✓		✓
33	✓																	
34	✓																	
35		✓						✓	✓						✓			
36		✓		✓					✓		✓		✓		✓			
37																		
38				✓														✓
39	✓																	
40																		✓
Orleans Criminal		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Orleans Civil																		
Orleans Juvenile		✓					✓		✓			✓	✓			✓	✓	
Caddo Juvenile																		✓
Calcasieu Family/ Juvenile																		
Jefferson Juvenile		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
East Baton Rouge Juvenile		✓																✓
East Baton Rouge Family																		✓
TOTALS	9	25	5	14	7	7	10	9	18	13	15	15	8	6	18	13	6	11



ACTIONS TAKEN IN FY 2006-2007 TO ADOPT, IMPLEMENT, OR UPDATE
PERSONNEL POLICIES-Exhibit 15

Objective 4.3	Are your policies posted or disseminated to all employees?		Did you obtain signed acknowledgment of receipt of these policies from your employees?	
DISTRICT COURT	Yes	No	Yes	No
1	✓			✓
2	✓			✓
3	✓			✓
4	✓		✓	
5	✓			✓
6	✓			✓
7				
8	✓			✓
9				
10	✓			✓
11				
12	✓			✓
13		✓		✓
14	✓			✓
15	✓			✓
16	✓		✓	
17	✓			✓
18		✓		✓
19	✓			✓
20				
21		✓		
22	✓		✓	
23	✓		✓	
24	✓		✓	
25	✓			✓



ACTIONS TAKEN IN FY 2006-2007 TO ADOPT, IMPLEMENT, OR UPDATE
PERSONNEL POLICIES-Exhibit 15

Objective 4.3	Are your policies posted or disseminated to all employees?		Did you obtain signed acknowledgment of receipt of these policies from your employees?	
DISTRICT COURT	Yes	No	Yes	No
26	✓			✓
27				
28		✓		✓
29	✓			✓
30		✓		✓
31	✓			✓
32	✓			✓
33				
34	✓			✓
35	✓			
36	✓			✓
37				
38	✓			✓
39	✓			✓
40		✓		✓
Orleans Criminal	✓		✓	
Orleans Civil				
Orleans Juvenile	✓		✓	
Caddo Juvenile	✓		✓	
Calcasieu Family/ Juvenile				
Jefferson Juvenile	✓		✓	
East Baton Rouge Juvenile	✓		✓	
East Baton Rouge Family				
TOTALS	32	6	10	26

ACTIONS TAKEN IN FY 2006-2007 TO EDUCATE THE PUBLIC ABOUT YOUR COURT, THE LAW, OR THE ADMINISTRATION OF JUSTICE-Exhibit 16

Objective 4.4	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Provided a newsletter	Appeared on radio and TV shows	Visited classrooms	Sponsored a teen court program	Gave talks at various forums	Sponsored tours of the court	Participated in Judicial Ride-Along programs	Participated in shadow programs	Other
DISTRICT COURT												
1		✓				✓		✓	✓		✓	
2		✓				✓		✓	✓			
3		✓		✓		✓		✓	✓			
4		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
5		✓				✓		✓	✓			
6		✓				✓			✓			
7		✓				✓		✓	✓		✓	
8		✓	✓			✓						
9		✓			✓						✓	
10		✓	✓		✓	✓	✓	✓	✓			✓
11			✓		✓			✓				
12		✓				✓		✓	✓			
13						✓		✓	✓		✓	
14		✓	✓		✓	✓	✓	✓	✓			
15		✓				✓	✓	✓	✓			
16		✓				✓		✓	✓	✓	✓	✓
17	✓											
18			✓			✓		✓	✓		✓	
19		✓			✓	✓		✓	✓	✓		
20								✓				
21						✓		✓	✓	✓	✓	✓
22		✓	✓			✓		✓	✓	✓		
23						✓	✓	✓	✓			✓
24						✓		✓	✓			
25		✓				✓		✓				✓



ACTIONS TAKEN IN FY 2006-2007 TO EDUCATE THE PUBLIC ABOUT YOUR COURT, THE LAW, OR THE ADMINISTRATION OF JUSTICE-Exhibit 16

Objective 4.4	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Provided a newsletter	Appeared on radio and TV shows	Visited classrooms	Sponsored a teen court program	Gave talks at various forums	Sponsored tours of the court	Participated in Judicial Ride-Along programs	Participated in shadow programs	Other
DISTRICT COURT												
26		✓				✓		✓	✓	✓	✓	
27												
28												✓
29		✓							✓		✓	
30		✓			✓			✓	✓	✓		
31									✓			
32		✓			✓	✓		✓	✓	✓		✓
33		✓							✓			
34		✓							✓	✓		
35	✓											
36		✓			✓			✓	✓			
37												
38		✓				✓		✓				✓
39	✓											
40		✓				✓		✓	✓			
Orleans Criminal		✓			✓	✓		✓	✓	✓		
Orleans Civil												
Orleans Juvenile			✓		✓	✓		✓				✓
Caddo Juvenile		✓			✓	✓	✓	✓	✓	✓	✓	✓
Calcasieu Family/Juvenile												
Jefferson Juvenile		✓		✓		✓		✓	✓	✓		
East Baton Rouge Juvenile		✓			✓	✓	✓	✓	✓			✓
TOTALS	3	30	8	3	13	30	6	32	32	12	11	13



**ACTIONS TAKEN IN FY 2006-2007 TO INSTALL OR IMPLEMENT
COURT TECHNOLOGIES-Exhibit 17**

Objective 4.5	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Bought additional personal computers	Installed a LAN system	Installed video-conferencing/arraignment system	Installed real-time reporting	Installed electronic monitoring	Installed e-mail/internet	Installed and used Power Point software	Upgraded word processing software	Installed new audio-visual equipment	Installed digital audio/video	Installed legal research software	Installed automated security system	Other
DISTRICT COURT																
1		✓		✓		✓	✓		✓	✓	✓	✓	✓	✓		
2		✓		✓			✓				✓	✓		✓		
3		✓		✓								✓				
4		✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓
5		✓		✓							✓			✓		
6		✓	✓	✓					✓					✓	✓	
7	✓															
8		✓														
9		✓					✓				✓					✓
10		✓	✓						✓		✓		✓			
11	✓															
12		✓		✓												
13				✓							✓			✓		
14		✓		✓		✓		✓	✓	✓			✓			✓
15		✓		✓					✓			✓	✓	✓	✓	
16		✓	✓	✓	✓	✓	✓	✓	✓		✓		✓		✓	✓
17			✓	✓			✓				✓	✓				
18			✓	✓	✓						✓					
19		✓		✓		✓	✓			✓	✓		✓			✓
20				✓									✓			
21				✓					✓		✓				✓	
22		✓	✓	✓												✓
23		✓		✓			✓			✓		✓	✓	✓	✓	✓
24				✓		✓					✓	✓	✓	✓	✓	✓
25		✓		✓				✓		✓	✓	✓	✓		✓	



**ACTIONS TAKEN IN FY 2006-2007 TO INSTALL OR IMPLEMENT
COURT TECHNOLOGIES-Exhibit 17**

Objective 4.5	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Bought additional personal computers	Installed a LAN system	Installed video-conferencing/arraignment system	Installed real-time reporting	Installed electronic monitoring	Installed e-mail/internet	Installed and used Power Point software	Upgraded word processing software	Installed new audio-visual equipment	Installed digital audio/video	Installed legal research software	Installed automated security system	Other
DISTRICT COURT																
26		✓	✓	✓		✓				✓	✓	✓	✓	✓	✓	
27																
28											✓	✓			✓	
29		✓		✓							✓			✓		
30		✓		✓	✓											✓
31				✓												
32		✓		✓		✓						✓		✓		
33		✓		✓												
34		✓		✓		✓	✓									
35		✓	✓	✓					✓		✓			✓		
36		✓			✓		✓							✓		
37																
38		✓		✓			✓			✓	✓			✓		✓
39				✓							✓					
40		✓			✓	✓					✓					
Orleans Criminal		✓		✓		✓		✓	✓	✓	✓	✓	✓	✓		✓
Orleans Civil																
Orleans Juvenile			✓	✓						✓	✓					✓
Caddo Juvenile				✓												✓
Calcasieu Family/ Juvenile																
Jefferson Juvenile		✓		✓						✓		✓	✓			✓
East Baton Rouge Juvenile		✓		✓									✓			✓
East Baton Rouge Family				✓				✓			✓					✓
TOTALS	2	30	10	36	6	11	10	6	10	11	24	13	15	16	10	16





PERFORMANCE REPORTS:

**PERFORMANCE OF THE
CITY & PARISH COURTS**

PERFORMANCE OF THE CITY AND PARISH COURTS

INTRODUCTION

The Board of the Louisiana Association of City Court Judges adopted the Strategic Plan of the City and Parish Courts in May of 2002. The Supreme Court of Louisiana approved the Plan in July of 2002. At the time of adoption, the Strategic Plan of the City and Parish Courts contained five goals, twenty-one objectives, and fifty-five strategies.

To plan and guide the implementation of the Strategic Plan of the City and Parish Courts, the Louisiana Association of City Court Judges established a Committee on Strategic Planning chaired by its then president, Judge Paul Bonin. Its current chair is Judge Grace Gasaway. Thus far, the Committee has met once with the Judicial Administrator of the Supreme Court to develop and monitor an implementation plan consisting of the following elements:

1. distribution to each district judge of a copy of the plan.
2. regular briefings of the Board and members of the Louisiana Association of City Court Judges on the progress of the Association and the city and parish courts in implementing the strategic plan.
3. meetings with the Committee on Strategic Planning.
4. development and distribution of the 2006-2007 Survey of Chief Judges on Judicial Performance.

The goals and objectives in the Strategic Plan of the City and Parish Courts are based on the national trial court performance standards as modified by the Louisiana Commission on Performance Standards and Strategic Planning in 2002. The information presented in the “Responses to Objective” section of the Report was derived from the responses of each city and parish court to the Survey of Chief Judges, which was prepared by the Office of the Judicial Administrator of the Supreme Court and disseminated to the city and parish courts during the fall of 2007.

Fifty of the chief judges of the city and parish courts responded to the Survey of the Chief Judges. In most cases, the chief judges answered both the objective and open-ended questions included in the Survey. In some cases, the chief judges elected only to answer the objective questions. In answering the open-ended questions, most of the chief judges provided lists of activities that they either were using or planned to use to address the objectives. Sometimes, the chief judges simply indicated that their responses to certain objectives were part of the regular, ongoing activities of their courts. In other cases, the chief judges responded to the open-ended questions by indicating that their courts were either already in compliance with the objective or would take steps to be compliant in the future.

CITY COURT OBJECTIVES

- 1.1 To conduct judicial proceedings that are public by law or custom openly.
- 1.2 To encourage responsible parties to make court facilities safe, accessible, and convenient.
- 1.3 To give all who appear before the court reasonable opportunities to participate effectively without undue hardship or inconvenience.



- 1.4 To ensure that all judges and other trial court personnel are courteous and responsive to the public and accord respect to all with whom they come into contact.
- 1.5 To encourage all responsible public bodies and public officers to make the costs of access to trial court proceedings and records ~ whether measured in terms of money, time, or the procedures that must be followed ~ reasonable, fair, and affordable.
- 2.1 To encourage timely case management and processing.
- 2.2 To provide required reports and to respond to requests for information promptly.
- 2.3 To promptly implement changes in law and procedure.
- 3.1 To faithfully adhere to laws, procedural rules, and established policies.
- 3.2 To give individual attention to cases, deciding them without undue disparity among like cases and upon legally relevant factors.
- 3.3 To ensure that the decisions of the court address clearly the issues presented to it and, where appropriate, to specify how compliance can be achieved.
- 3.4 To ensure that appropriate responsibility is taken for the enforcement of court orders.
- 3.5 To ensure that all court records of relevant court decisions and actions are accurate and preserved properly.
- 4.1 To maintain the constitutional independence of the judiciary while observing the principle of cooperation with other branches of government.
- 4.2 To seek, use, and account for public resources in a responsible manner.
- 4.3 To use fair employment practices.
- 4.4 To inform the community of the court's structure, function, and programs.
- 4.5 To recognize new conditions or emerging events and to adjust court operations as necessary.
- 5.1 To ensure that the court and the justice it renders are accessible and are perceived by the public to be accessible.
- 5.2 To ensure that the court functions fairly, impartially, and expeditiously, and is perceived by the public to be so.
- 5.3 To ensure that the court is independent, cooperative with other components of government, and accountable, and is perceived by the public to be so.



Objective 1.1

To conduct judicial proceedings that are public by law or custom openly.

Intent of the Objective

The general intent of the objective is to encourage openness in all appropriate judicial proceedings. The courts should specify proceedings to which the public is denied access and ensure that the restriction is in accordance with the law and reasonable public expectations. Further, the courts should ensure that their proceedings are accessible and audible to all participants, including litigants, attorneys, court personnel, and other persons in the courtroom.

Responses to the Objective

In addition to the responses provided in Exhibit 1, the city and parish courts also reported the following:

- **First Parish Court of Jefferson.** The First Parish Court of Jefferson reported that, to ensure that the public was aware of the openness and accessibility of court proceedings, its court created an Emergency Building Closure Procedure and Guidelines which sets a policy of closure information updating the telephone recording system.
- **Marksville City Court.** The Marksville City Court reported that its judge appeared at the Chamber of Commerce meeting as a speaker.
- **Monroe City Court.** The Monroe City Court reported that a website was being built to ensure that the public was aware of the openness and accessibility of court proceedings.
- **New Orleans Municipal Court.** The New Orleans Municipal Court reported that it posted signs on the entrance doors to notify the public when the court would be closed. Also disseminated the information to local law enforcement agencies.
- **Opelousas City Court.** The Opelousas City

Court reported that all matters were handled in open court.

- **Second Parish Court of Jefferson.** The Second Parish Court of Jefferson reported that the IT staff of the court was in the process of developing a website that will provide information on the court's service and schedules. Additionally, the court had two staff members who were bilingual, one of which worked at the court's information counter.
- **Shreveport City Court.** The Shreveport City Court reported that a website was being constructed.
- **Slidell City Court.** The Slidell City Court reported that proactive media relations continued to draw in press interviews on court plans, services and procedures provided the public with an awareness of the court and its services. The court had a policy of maximum transparency in responding to any media or public inquiry, which had benefited on community and continued the court's reputation for openness and accessibility, continued to speak out to raise awareness in community of the court and its service to all and worked with community leaders to gain important feedback on court services.
- **Springhill City Court.** The Springhill City Court reported that it published weekly court dockets in local newspaper.
- **Sulphur City Court.** The Sulphur City Court reported that it had voicemail with information on subpoenas, etc.

Objective 1.2

To encourage responsible parties to make court facilities safe, accessible, and convenient.

Intent of Objective

The objective presents three distinct aspects of court performance ~ the security of persons and property



within the courthouse and its facilities; access to the courthouse and its facilities; and the reasonable convenience and accommodation of the general public in court facilities. In Louisiana, local governments are generally responsible, under the provisions of R.S. 33:4713, 4714, and 4715, for providing suitable courtrooms, offices, furniture, and equipment to courts and other court-related functions and for providing the necessary heat and illumination in these buildings. They are also responsible, by inference and by subsequent interpretation of these statutes, for the safety, accessibility, and convenience of court facilities. City and parish courts and judges, therefore, do not have direct responsibility for the facilities in which they are housed. However, the intent of Objective 1.2 is to encourage city and parish courts and judges to work with responsible parties to make court facilities safe, accessible, and convenient.

Responses to the Objective

In addition to the responses provided in Exhibits 2 and 3, the city and parish courts also reported the following:

- **Abbeville City Court.** The Abbeville City Court reported that it installed a metal detector at the entrance of the court.
- **Crowley City Court.** The Crowley City Court reported that it always had police officers in the courtroom during court.
- **First Parish Court of Jefferson.** The First Parish Court of Jefferson reported that it installed a new parking lot for safety purposes. Its court also provided jump drives for judges and key personnel to record all disaster recovery plan information. The court created an emergency building closure procedure and checklist which was added to the current Disaster Recovery Plan and renewed contract with Vinson Guard Services for 2008. Its court also established an emergency backup list for court reporters with some real-time training.
- **Hammond City Court.** The Hammond City Court reported that it continued to work with the marshal's office regarding security concerns and

continued to make recommendations to enhance security.

- **Jeanerette City Court.** The Jeanerette City Court reported that it made reasonable accommodations by identifying need. Its court also provided sign language interpreters.
- **Monroe City Court.** The Monroe City Court reported that it worked with the marshal's office to implement new security procedures for the clerk's office and the court.
- **Natchitoches City Court.** The Natchitoches City Court reported that it installed restricted access equipment to clerk's and judge's offices.
- **New Orleans Municipal Court.** The New Orleans Municipal Court reported that its court was temporarily housed in Sheriff Gusman's building that was ADA accessible and compliant. Its court was working with the city to improve compliancy when they return to the Municipal Court building.
- **Rayne City Court.** The Rayne City Court reported that it continued to monitor security equipment previously installed in 2005.
- **Second Parish Court of Jefferson.** The Second Parish Court of Jefferson reported that it moved into a newly constructed building. During the planning and design phase of the building's construction, the court consulted with a security corporation. The result of this effort was a court building that was well equipped with updated security technology, features and equipment.
- **Slidell City Court.** The Slidell City Court reported that it utilized the services of a sign language interpreter. Its court also upgraded the security system and worked with the marshal to plan and implement increased security procedures.
- **Vidalia City Court.** The Vidalia City Court reported that its employees attended seminars on safety and security and disseminated information to



the clerk and the marshal.

- **Winnsboro City Court.** The Winnsboro City Court reported that it asked Winnsboro City Police to provide safety/security during its court.

Objective 1.3

To give all who appear before the court reasonable opportunities to participate effectively without undue hardship or inconvenience.

Intent of the Objective

Objective 1.3 focuses on how a trial court should accommodate all participants in its proceedings, especially those who have disabilities, difficulties communicating in English, or mental impairments. Courts can meet the objective by their efforts to comply with the “programmatic requirements” of the Americans with Disabilities Act (ADA) and by the adoption of policies and procedures for ascertaining the need for and the securing of competent language interpreters.

Responses to the Objective

In addition to the responses provided in Exhibit 4, the city and parish courts also reported the following:

- **First Parish Court of Jefferson.** The First Parish Court of Jefferson reported that it was in the process of creating a computer program, whereby the minute clerk and other court personnel can request an interpreter, which will be recorded in the court minutes and preserved. This will allow the court the ability to print various reports and process requests quicker.
- **New Orleans Municipal Court.** The New Orleans Municipal Court reported that, to assist patrons who could not speak English, its court had several employees who spoke Spanish and its judge was fluent in Spanish.
- **Opelousas City Court.** The Opelousas City Court reported that it had a foreign language inter-

preter who worked in the courtroom on court days. The interpreter spoke French, English and Spanish. The court also maintained a list of sign language interpreters for deaf defendants.

- **Rayne City Court.** The Rayne City Court reported that it provided interpreters for hearing impaired defendants in criminal cases.
- **Slidell City Court.** The Slidell City Court reported that it addressed the need and began establishment of an interpreter pool of persons proficient in communicating with individuals who were deaf or hearing impaired. Its court also adopted an oath for foreign language interpreters.

Objective 1.4

To ensure that all judges and other trial court personnel are courteous and responsive to the public and accord respect to all with whom they come into contact.

Intent of the Objective

The intent of Objective 1.4 is to make courts more accommodating, courteous, and user-friendly. The objective is intended to remind judges and all court personnel that they should reflect the law’s respect for the dignity and value of the individuals who serve, come before, or make inquiries of the court, including litigants, defendants, lawyers, witnesses, jurors, the general public, and one another.

Responses to the Objective

- **Second Parish Court of Jefferson.** The Second Parish Court of Jefferson reported that new procedures had been implemented to facilitate the public’s convenience in paying fines and court costs. The website will be developed to further enhance the public’s convenience in this respect. The court also reported that it had supplied in-house training on courtesy and professionalism to all employees in the past year in addition to its other procedures for enhancing courtesy and responsiveness.



Objective 1.5

To encourage all responsible public bodies and public officers to make the costs of access to trial court proceedings and records ~ whether measured in terms of money, time, or the procedures that must be followed ~ reasonable, fair, and affordable.

Intent of the Objective

Litigants and others who use the services of the trial courts face five main financial barriers to effective access to the trial court: fees and court costs; third-party expenses (e.g. deposition costs and expert witness fees); attorney fees and costs; the cost of time; and the cost of regulatory procedures, especially with respect to accessing records. Objective 1.5 calls on courts to exercise leadership by working with other public bodies and officers to make the costs of access to trial court proceedings and records reasonable, fair, and affordable. The means to achieve the objective include: actions to simplify procedures and reduce paperwork; efforts to improve alternative dispute resolution, in forma pauperis filings, indigent defense, legal services for the poor, legal clinics, *pro bono* services and *pro se* representation; and efforts to assist the victims of crime.

Responses to the Objective

In addition to the responses provided in Exhibit 5, the city and parish courts also reported the following:

- **Baker City Court.** The Baker City Court reported that it appointed attorneys from the private sector to handle indigent parties whenever a conflict of interest occurred to public defender assignments.
- **Hammond City Court.** The Hammond City Court reported that it met with the chief public defender to assure continued availability of the public defender in the City Court of Hammond as needed for Juvenile Drug Court, juvenile and criminal cases, including appointment to represent all inmates unless private counsel appears. The defenders assigned to the court were very professional and were doing an excellent job.
- **Houma City Court.** The Houma City Court reported that it worked with the local indigent defender board.
- **Minden City Court.** The Minden City Court reported that it continued to assist *pro se* litigants to keep a clear record of proceedings
- **New Orleans First City Court.** The New Orleans First City Court reported that its court referred *pro se* litigants to the New Orleans Legal Assistance Corporation and Loyola and Tulane law clinics when they needed legal advice.
- **New Orleans Municipal Court.** The New Orleans Municipal Court reported that every section of the Municipal Court had an Orleans Parish defender assigned to the court to assist *pro se* litigants.
- **Opelousas City Court.** The Opelousas City Court reported that it had easy access to all civil and criminal matters pending or handled by the court to assist *pro se* litigants.
- **Rayne City Court.** The Rayne City Court reported that it made sure every defendant had an available attorney to discuss his/her case.
- **Slidell City Court.** The Slidell City Court reported that it encouraged use of Small Claims Court without attorneys.
- **Thibodaux City Court.** The Thibodaux City Court reported that it provided generic civil suit petitions and other forms to assist *pro se* litigants.
- **West Monroe City Court.** The West Monroe City Court reported that it provided generic forms for litigants to complete and file.



Objective 2.1

To encourage timely case management and processing.

Intent of the Objective

The American Bar Association, the Conference of Chief Justices, and the Conference of State Court Administrators have recommended that all courts adopt time standards for expeditious case management. Such time standards, according to their proponents, were intended to serve as a tool for expediting case processing and reducing delay. The Louisiana Supreme Court adopted time aspirational standards in 1993 for itself, the courts of appeal, and for the general civil, summary civil, and domestic relations cases at the district court level.

At the Supreme Court and intermediate appellate court levels, the adopted time standards are measured with the assistance of automated case management information systems and are reported on annually in the Annual Report of the Supreme Court and as performance indicators in the judicial appropriations bill. At the trial court level, however, the time standards cannot be measured for the trial courts as a whole or for most individual courts due to the low level of automation or the types of systems operated by the Clerks of Court. Time standards are also imbedded in the Louisiana Children's Code in the form of maximum time limits for the holding of hearings in Child in Need of Care (CINC) cases and other types of juvenile cases. However, these mandated time standards also cannot be monitored or measured efficiently at the present time due to the lack of automation in the district court system. For these reasons, Objective 2.1 focuses on strategies for developing interim manual case management systems and techniques while automated case management information systems are being developed. The objective also focuses on timeliness in the sense of the punctual commencement of scheduled proceedings.

Responses to the Objective

In addition to the responses provided in Exhibits 6 and 7, the city and parish courts also reported the following:

- **Baker City Court.** The Baker City Court reported that to ensure timely enforcement of arrests warrants, summons, and subpoenas, its court scheduled night court sessions to dispose of outstanding warrants.
- **Bossier City Court.** The Bossier City Court reported that to ensure timely enforcement of arrest warrants, summons, and subpoenas, its court improved communications with the police and the marshal's offices.
- **Crowley City Court.** The Crowley City Court reported that to ensure timely enforcement of arrest warrants, summons, and subpoenas, its court worked closely with the police and the sheriff departments.
- **First Parish Court of Jefferson.** The First Parish Court of Jefferson reported that First and Second Parish Courts received red light photo traffic infraction cases once a defendant decided to contest payment of the matter.
- **Franklin City Court.** The Franklin City Court reported that it implemented weekly updates to ensure timely enforcement of arrest warrants, summons, and subpoenas.
- **Hammond City Court.** The Hammond City Court reported it continued court management services through warrant/criminal division, requested local law enforcement to enable access of outstanding warrants in each patrol unit, recruited and obtained cooperation of the Tangipahoa Parish sheriff's office to assist with service of summons for Truancy Court and updated legal research subscriptions.
- **Kaplan City Court.** The Kaplan City Court reported that it maintained vigilance in requiring the parish correctional center/sheriff to promptly accept transfer of custody of detainees/inmates charged with state offenses, to assure jail space availability in city facility.



- **Lafayette City Court.** The Lafayette City Court reported that it continued use and improvement of automated case management system.
- **Minden City Court.** The Minden City Court reported that it suggested appointment of special agents for service of process in some cases to ensure timely enforcement of arrest warrants, summons, and subpoenas.
- **New Iberia City Court.** The New Iberia City Court reported that there was a new sheriff elected and had to reestablish new relationships.
- **Opelousas City Court.** The Opelousas City court reported that it requested better enforcement action from the marshal's office.
- **Pineville City Court.** The Pineville City Court reported that it sent out letters to inform defendants of active warrants.
- **Port Allen City Court.** The Port Allen City Court reported that it developed a computer system for tracking warrants.
- **Second Parish Court of Jefferson.** The Second Parish Court of Jefferson reported that the Jefferson Parish Sheriff's office was granted authority by statute to enforce arrest warrants, summons and subpoenas. While such action did not fall under the court's authority, the court worked in conjunction with all governmental entities to ensure timely case management and processing.
- **Slidell City Court.** The Slidell City Court reported that the marshal's office worked closely with the judge to ensure orders of court were strictly followed. The marshal's office continued to improve notification which resulted in increased responses.
- **Thibodaux City Court.** The Thibodaux City Court reported that anytime there is a question about service, a meeting was held with the police captain or the city marshal in charge of service.

Objective 2.2

To provide required reports and to respond to request for information promptly.

Intent of the Objective

As public institutions, trial courts have a responsibility to provide mandated reports and requested legitimate information to other public bodies and to the general public. Objective 2.2 emphasizes that the trial courts' responses to these mandates and requests should be timely and expeditious.

Responses to the Objective

- **Second Parish Court of Jefferson.** The Second Parish Court of Jefferson reported that it strived to supply requested information in a timely manner. The system that supplied the court with required reports was updated regularly.

Objective 2.3

To promptly implement changes in law and procedure.

Intent of the Objective

Tradition and formality can obscure the reality that both the substantive and procedural laws are subject to change. Changes in statutes, case law, and court rules affect what is done in the courts, how it is done, and those who conduct business in the courts. Trial courts should make certain that mandated changes be implemented promptly and correctly.

Responses to the Objective

In addition to the responses provided in Exhibits 8 and 9, the city and parish courts also reported the following:

- **Ascension Parish Court.** The Ascension Parish Court reported that it attended conferences to promptly implement changes in law and procedure.



- **Hammond City Court.** The Hammond City Court reported that its judge attended meetings and conferences sponsored by the Louisiana Judicial College and actively participated in the Louisiana City Judges Association, Louisiana Council of Juvenile and Family Court Judges, and served on various state committees. The clerk of court actively participated in the Louisiana City Clerk of Courts Association.
- **Kaplan City Court.** The Kaplan City Court reported that the judge, through his personal initiative, monitored legislation and updated bench materials and notified clerks of pertinent changes.
- **Minden City Court.** The Minden City Court reported that its personnel attended seminars to implement changes in law and procedure.
- **New Orleans Municipal Court.** The New Orleans Municipal Court reported that it circulated updated ordinances as they were received from the city council.
- **Ruston City Court.** The Ruston City Court reported that it monitored legislation through the session online and through the city court association network.
- **Slidell City Court.** The Slidell City Court reported that its judge worked closely with the city attorney tracking changes in law and legal procedure, implementing changes to city codes where needed.
- **Sulphur City Court.** The Sulphur City Court reported that it met with the police at regular training and discussed law. The court also discussed new laws with the clerk's office.
- **Thibodaux City Court.** The Thibodaux City Court reported that the deputy clerks received pertinent information on law dealing with their duties.
- **Winnsboro City Court.** The Winnsboro City Court reported that materials from judicial seminars were brought back and used to implement

changes in law and procedure.

Objective 3.1

To faithfully adhere to laws, procedural rules, and established policies.

Intent of the Objective

This objective is based largely on the concept of due process, including the provision of proper notice and the provision of a fair opportunity to be informed and heard at all stages of the judicial process. Fairness should characterize the court's compulsory process and discovery. Courts should respect the right to legal counsel and the rights of confrontation, cross-examination, impartial hearings, and jury trials. The objective requires fair judicial processes through adherence to constitutional and statutory law, case precedents, court rules, and other authoritative guidelines, including policies and administrative regulations. Adherence to law and established procedures contributes to the court's ability to achieve predictability, reliability, and integrity. It also greatly helps to ensure that justice "is perceived to have been done" by those who directly experience the quality of the court's adjudicatory process and procedures.

Responses to the Objective

No responses.

Objective 3.2

To give individual attention to cases, deciding them without undue disparity among like cases and upon legally relevant factors.

Intent of the Objective

This objective upholds the standard that litigants should receive individual attention without variation due to the judge assigned or the legally irrelevant characteristics of the parties. To the extent possible, persons similarly situated should receive similar treatment. The objective further requires that court decisions and ac-



tions be in proper proportion to the nature and magnitude of the case and to the characteristics of the parties. Variations should not be predictable due to legally irrelevant factors, nor should the outcome of a case depend on which judge within a court presides over a hearing or trial. The objective relates to all decisions, including sentences in criminal cases, the conditions of bail, the amount of child support, the appointment of legal counsel, and the use of court-supervised alternatives to formal litigation.

Responses to the Objective

In addition to the responses provided in Exhibit 10, the city and parish courts also reported the following:

- **Slidell City Court.** The Slidell City Court reported that it implemented the tracking of dispositional history on sexual offenses.

Objective 3.3

To ensure that the decisions of the court address clearly the issues presented to it and, where appropriate, to specify how compliance can be achieved.

Intent of the Objective

An order or decision that sets forth consequences or articulates rights but fails to tie the actual consequences resulting from the decision to the antecedent issues breaks the connection required for reliable review and enforcement. A decision that is not clearly communicated poses problems both for the parties and for judges who may be called upon to interpret or apply the decision. This objective implies that dispositions for each charge or count in a criminal complaint, for example, is easy to discern, and that the terms of punishment and sentence should be clearly associated with each count upon which a conviction is returned. Noncompliance with court pronouncements and subsequent difficulties of enforcement sometimes occur because orders are not stated in terms that are readily understood and capable of being monitored. An order that requires a minimum payment per month on a restitution obligation, for example, is clearer and more enforceable than

an order that establishes an obligation but sets no time frame for completion. Decisions in civil cases, especially those unraveling tangled webs of multiple claims and parties, should also connect clearly each issue and its consequences.

Responses to the Objective

No responses.

Objective 3.4

To ensure that appropriate responsibility is taken for the enforcement of court orders.

Intent of the Objective

Courts should not direct that certain actions be taken or prohibited, and then allow those bound by their orders to honor them more in the breach than in the observance. This objective encourages courts to ensure that their orders are enforced. The integrity of the dispute resolution process is reflected in the degree to which the parties adhere to awards and settlements arising out of them. Noncompliance may indicate misunderstanding, misrepresentation, or a lack of respect for, or confidence in, the courts. Obviously, courts cannot assume total responsibility for the enforcement of all of their decisions and orders. The responsibility of the courts for enforcement varies from jurisdiction to jurisdiction, program to program, case to case, and event to event; however, all courts have a responsibility to take appropriate action for the enforcement of their orders.

Responses to the Objective

- **Bastrop City Court.** The Bastrop City Court reported that it worked with the city police department to obtain an officer assigned to the enforcement of warrants.
- **Bogalusa City Court.** The Bogalusa City Court reported that it developed an amnesty program for arrestees failing to comply with warrants, summons, and subpoenas.



- **Bossier City Court.** The Bossier City Court reported that it worked closely with its marshal's office to ensure that papers were served timely.
- **Denham Springs City Court.** The Denham Springs City Court reported that it worked with its marshal's office to update old warrants so that the deputies could enforce those warrants after hours.
- **First Parish Court of Jefferson.** The First Parish Court of Jefferson reported that it created an automatic electronic system to pass attachments and recalls directly to the sheriff and to receive back any rejection based on stated criteria.
- **Hammond City Court.** The Hammond City Court reported that it continued its court management services program through its warrant/criminal division.
- **Kaplan City Court.** The Kaplan City Court reported that its judge met with the court's executive officers to encourage cooperation among agencies to seek solutions to the problem of enforcing warrants, summons, and subpoenas.
- **Marksville City Court.** The Marksville City Court reported that it had gotten the City of Marksville to detail off-duty police officers and agents to assist in enforcing arrest warrants, summons, and subpoenas.
- **Monroe City Court.** The Monroe City Court reported that warrants were now tracked and executed by the Monroe Police Department.
- **Sulphur City Court.** The Sulphur City Court reported that its marshal hired another deputy to coordinate timely enforcement of arrest warrants, summons, and subpoenas. It also investigated the purchase of new software to assist in this matter and obtained a daily jail roster via e-mail to reduce bench warrants for non-appearance.
- **Thibodaux City Court.** The Thibodaux City Court reported that whenever there was a problem

regarding service of process, a meeting was held with the police captain or city marshal in charge of the service to resolve the problem.

Objective 3.5

To ensure that all court records of relevant court decisions and actions are accurate and preserved properly.

Intent of the Objective

Equality, fairness, and integrity in trial courts depend in substantial measure upon the accuracy, availability, and accessibility of records. This objective recognizes that other officials may maintain court records. Nevertheless, the objective does place an obligation on courts, perhaps in association with other officials, to ensure that records are accurate and preserved properly.

Responses to the Objective

In addition to the responses provided in Exhibit 11, the city and parish courts also reported the following:

- **Ascension Parish Court.** The Ascension Parish Court reported that it sent its court reporter to a real-time seminar.
- **First Parish Court of Jefferson.** The First Parish Court of Jefferson reported that it had robotic backup for all court minutes and decision entries made to the docket.
- **Hammond City Court.** The Hammond City Court reported that it utilized the services of a professional service to assure accurate filing and preservation of records.
- **Jeanerette City Court.** The Jeanerette City Court reported that it did periodic audits of files.
- **Opelousas City Court.** The Opelousas City Court reported that it hired a company to reduce all paper files to discs.



- **Rayne City Court.** The Rayne City Court reported that it was in the process of implementing a records retention program.
- **Slidell City Court.** The Slidell City Court reported that it obtained a grant to build an improved and more secure storage area for juvenile case records, elevated the storage of records and secured them in waterproof containers; continue to pursue FEMA reimbursements for repairs following hurricane Katrina.
- **Thibodaux City Court.** The Thibodaux City Court reports that its court leased climate controlled storage space for old records.

Objective 4.1

To maintain the constitutional independence of the judiciary while observing the principle of cooperation with other branches of government.

Intent of the Objective

The judiciary must assert and maintain its independence as a separate branch of government. Within the organizational structure of the judicial branch of government, trial courts should establish their legal and organizational boundaries, monitor and control their operations, and account publicly for their performance. Independence and accountability support the principles of a government based on law, access to justice, and the timely resolution of disputes with equality, fairness, and integrity; and they engender public trust and confidence. Courts must both control their proper functions and demonstrate respect for their co-equal partners in government.

Responses to the Objective

- **Second Parish Court of Jefferson.** The Second Parish Court of Jefferson reported that it continued to maintain an independent working relationship with other branches of parish government and other courts.

- **Sulphur City Court.** The Sulphur City Court reported that it invited its area legislator to visit the court. It also met with the marshal, the sheriff and the police chief to discuss problems and areas of coordination and improvement.

Objective 4.2

To seek, use, and account for public resources in a responsible manner.

Intent of the Objective

Effective court management requires sufficient resources to do justice and to keep costs affordable. This objective requires that a trial court responsibly seek the resources needed to meet its judicial responsibilities, that it uses those resources prudently (even if the resources are inadequate), and that it properly account for the use of the resources.

Responses to the Objective

- **Second Parish Court of Jefferson.** The Second Parish Court of Jefferson reported that it worked closely with various entities in the parish to prepare and maintain proper accounting procedures for the annual budget and the Judicial Expense Fund. Annual audits were performed on these accounts. Continual efforts were made by the court to investigate and control civil filing fees and criminal court costs that were not related to court functions.

Objective 4.3

To use fair employment practices.

Intent of the Objective

The judiciary stands as an important and visible symbol of government. Equal treatment of all persons before the law is essential to the concept of justice. Accordingly, the trial courts should operate free of bias in their personnel practices and decisions. Fairness in the recruitment, compensation, supervision, and develop-



ment of court personnel helps to ensure judicial independence, accountability, and organizational competence. Fairness in employment also helps establish the highest standards of personal integrity and competence among employees.

Responses to the Objective

In addition to the responses provided in Exhibits 12, 13 and 14, the city and parish courts also reported the following:

- **Bossier City Court.** The Bossier City Court reported that its employees met monthly to discuss problems in the court.
- **First Parish Court of Jefferson.** The First Parish Court of Jefferson reported that a pay increase was provided during 2007 to raise all employees' salaries to meet current compatible job skills and descriptions.
- **Hammond City Court.** The Hammond City Court reported that it had guest speakers participate in staff meetings.
- **Jeanerette City Court.** The Jeanerette City Court reported that it used city personnel policies.
- **Lafayette City Court.** The Lafayette City Court reported that it did a continuing review of personnel policy to ensure all of the items mentioned were addressed and current.
- **Monroe City Court.** The Monroe City Court reported that its clerk of court revised the employee handbook.
- **Opelousas City Court.** The Opelousas City Court reported that it held periodic meetings with employees to improve employee training and development. Its court also reported that the policy manual was 95% complete and would be issued in 2008.
- **Second Parish Court of Jefferson.** The Sec-

ond Parish Court of Jefferson reported that it provided in-house professionalism training to all of its employees that included a PowerPoint presentation and statistical data and was followed by an open forum. Its court also provided this professionalism training session to staff members of other courts and governmental entities.

- **Slidell City Court.** The Slidell City Court reported that, to ensure compliance with the ASFA and CINC cases, its court had a community education at Foster Care/Adoption seminar and was actively involved with the CASA volunteers to help recruit and train them in assisting the court. Its court also created and distributed local public service announcement with the CASA officials to recruit new volunteers to CASA.

Objective 4.4

To inform the community of the court's structure, functions, and programs.

Intent of the Objective

Most citizens do not have direct contact with the courts. Information about courts is filtered through sources such as the media, lawyers, litigants, jurors, political leaders, and the employees of other components of the justice system. Public opinion polls indicate that the public knows very little about the courts, and what is known is often at odds with reality. This objective implies that courts have a direct responsibility to inform the community of their structure, functions and programs. The disclosure of such information, through a variety of outreach programs, increases the influence of the courts on the development of the law, which, in turn, affects public policy and the activities of other governmental institutions. At the same time, such disclosure increases public awareness of and confidence in the operations of the courts.

Response to the Objective

In addition to the responses provided in Exhibit 15, the city and parish courts also reported the following:



- **Ascension Parish Court.** The Ascension Parish Court reported that it created a website (www.ascensionparishcourt.net).
- **Bossier City Court.** The Bossier City Court reported that it worked with local community college on its projects.
- **Denham Springs City Court.** The Denham Springs City Court reported that it participated in Latch-Key Program with its police department by conducting a mock trial with the children playing parts in courtroom.
- **First Parish Court of Jefferson.** The First Parish Court of Jefferson reported that it used the mentoring program through the Court Administrator Association.
- **Hammond City Court.** The Hammond City Court reported that it gave presentations at Southeastern Louisiana University explaining the court's role and availability to the students and the community, sponsored an Art and Essay Contest in conjunction with Law Day for 5th graders, continued informational mailing to new registered voters defining the court's services and updated the court's website.
- **Monroe City Court.** The Monroe City Court reported that it continued the Monroe City Court Mentor Program.
- **Opelousas City Court.** The Opelousas City Court reported that it encouraged school tours of the court and spoke with graduating class of Northwest High School, Kiwanis Club and the Rotary Club.
- **Rayne City Court.** The Rayne City Court reported that it served on the Board of Directors dealing with parish truancy.
- **Ruston City Court.** The Ruston City Court reported that it joined the City of Ruston's new citywide website with helpful information concern-

ing use of its court.

- **Second Parish Court of Jefferson.** The Second Parish Court of Jefferson reported that its judges visited area high schools to give informational talks and presentations on the implications and dangers of driving while under the influence of drugs and/or alcohol. The court scheduled the visits so that the judges were speaking with the students near the end of the school year so that the presentation will be fresh in the minds of the students for their end-of-year celebrations and proms. Additionally, the court hosted a Practice Round of the Judge Richard N. Ware, IV Memorial Statewide High School Mock Trial Competition for local participating high schools. The court also hosted a civics class on a field trip from a local elementary school. The class was presented with an introductory overview of the judicial system, and the presentation was followed by a question and answer session.
- **Slidell City Court.** The Slidell City Court reported that it educated the community through presentations to local groups (Rotary, Chamber, Homeowners, Juvenile Support Agencies, Ministerial Groups, Slidell Bar Assn., Judges Speak Out) and gained feedback on improving services. Its court sponsored tours to boy scouts and school groups and developed a website and brochure to increase visibility of court to help the public better understand its programs and resources available to them.
- **Thibodaux City Court.** The Thibodaux City court reported that it participated in the Annual Mayor for the Day Program.
- **West Monroe City Court.** The West Monroe City Court reported that it developed a city court website.

Objective 4.5

To recognize new conditions or emerging events and to adjust court operations as necessary.



Intent of the Objective

Effective trial courts are responsive to emergent public issues such as drug abuse, child and spousal abuse, AIDS, drunken driving, child support enforcement, crime and public safety, consumer rights, racial, ethnic, and gender bias, and more efficiency in government. This objective requires trial courts to recognize and respond appropriately to such emergent public issues. A trial court that moves deliberately in response to emergent issues is a stabilizing force in society and acts consistently with its role in maintaining the rule of law and building public trust and confidence.

Responses to the Objective

In addition to the responses provided in Exhibit 16, the city and parish courts also reported the following:

- **Bossier City Court.** The Bossier City court reported that it installed a new computer system on civil side.
- **First Parish Court of Jefferson.** First Parish Court of Jefferson reported that it contracted with Westlaw to provide research tools for all judges and staff. In 2007/2008 plans were in place to connect 1st Parish digital court reporting equipment to its docket system. Its Probation Department used the electronic monitoring (SCRAM) Program for all counselors recommended drunk while intoxicated defendants.
- **Hammond City Court.** The Hammond City Court reported that it updated legal research subscriptions.
- **Lafayette City Court.** The Lafayette City Court reported that it continued the use of video arraignments.
- **Minden City Court.** The Minden City Court reported that it added a new juvenile software program.
- **Monroe City Court.** The Monroe City Court

reported that it installed new software system in criminal department and purchased new software system for civil department.

- **New Iberia City Court.** The New Iberia City Court reported that it will purchase new computers in 2008.
- **New Orleans Municipal Court.** The New Orleans Municipal Court reported that it had not installed or implemented any new technologies because its court was in a temporary facility due to the original building being closed since the hurricane.
- **Opelousas City Court.** The Opelousas City Court reported that it maintained a metal detector at the entrance door of court.
- **Port Allen City Court.** The Port Allen City Court reported that it installed new case management software.
- **Rayne City Court.** The Rayne City Court reported that it was in transition of newly purchased hardware.
- **Ruston City Court.** The Ruston City Court reported that it used new computer software to process real-time notices, bench warrants, sentences, and probation.
- **Slidell City Court.** The Slidell City Court reported that it upgraded hardware and software and improved networking, renewed contract with legal research resource and upgraded the security system by installing a new x-ray machine that checked all items upon entrance to the courthouse.
- **Sulphur City Court.** The Sulphur City Court reported that it contracted with a company to write new software for court administration.
- **Winnsboro City Court.** The Winnsboro City Court reported that it upgraded printers.



Major Strategies Initiated or Completed in FY 2006-2007.

- **Bogalusa City Court.** The Bogalusa City Court reported that it began its first adult probation department.
- **Bossier City Court.** The Bossier City Court reported that it implemented a new updated computer system on the civil side of the office of which they were very proud. Its court has hoped to have the system up and running on the criminal/traffic department by next year.
- **Bunkie City Court.** The Bunkie City Court reported that, in cooperation with the Avoyelles Parish District Attorney's office, the Avoyelles Parish School Board, Juvenile Probation and Parole, and the FINS officer, its court conducted a truancy court held in April of 2007 which had approximately 75 students with parents. The intent was to educate students and parents about compulsory attendance. The goal was to reduce truancy. Its court planned another session in February, 2008.
- **First Parish Court of Jefferson.** The First Parish Court of Jefferson reported that it installed a robotic tape library to enhance and enlarge the capacity of the daily tape backups. The unit allowed the court to back up multiple tapes from multiple sources. On a daily basis, the court backed up its email server, court database, and digital court reporting system to tape and used different tapes over a 4-day time period to protect against the loss of data.

Jump drives were used by the court to record its Disaster Recovery Plan and COOP Plan for all judges and key personnel. This process made it easy for each individual in the group to have quick unlimited access to the plans whenever necessary. As the Court's Disaster Plan was updated periodically, employees were responsible for updating their jump drives.

- **Hammond City Court.** The Hammond City

Court reported that it was especially proud of its 2007 Law Day program. To celebrate "Equal Protection Under the Law," the law day theme, Judge Grace Bennett Gasaway and the City Court of Hammond sponsored a month-long essay and art contest for local elementary students. The students and faculty of the elementary school attended the Law Day celebration at the city court and the winners were recognized by the judge during the program. The artwork and essays were prominently displayed at the courthouse.

The students participated in an interactive program depicting the freedoms afforded in our democratic society and presented a play in full costume describing the meaning of, and giving examples of, "Equal Protection Under the Law." This program was recorded and televised on local television networks which reached thousands of households informing the public about the court.

- **Jeanerette City Court.** The Jeanerette City Court reported that it had truancy court programs with two schools, indicating positive working relationship with the school board and educators.
- **Lafayette City Court.** The Lafayette City Court reported that it participated in the selection process for a new case management system for all city courts, and would be a pilot site for the implementation. Both judges of the court were active in the community and the bar associations and continued to work to improve the justice system and the public's perception of the justice system.
- **New Iberia City Court.** The New Iberia City Court reported that, with a tremendous increase in appearances by Hispanics and Asians in the court system, the court had formulated a plan which included the hiring of interpreters in several languages. The interpreters, at the request of the court, appeared in all steps of the court proceedings to assist the defendants. The problem that the court was working on was how to finance this representation. Many of the defendants did not have an income base with which to pay for their representation. The court has planned to devise a payment



schedule for this forthcoming year.

- **New Orleans First City Court.** The New Orleans First City Court reported that it was proud of the speed in which the court moved its dockets working with attorneys and *pro se* litigants in pre-trial matters to help resolve the issues to be brought before the court. Its court met with the Housing Authority of New Orleans (HANO) officials and the New Orleans Legal Assistance to help resolve the number of issues that arose with the transfer of FEMA rentals to HANO. The mission of the First City Court was to assist in facilitating effective court management by providing the public with professional, knowledgeable and courteous service.
- **New Orleans Municipal Court.** The New Orleans Municipal Court reported that its judges instituted a community service program in an effort to reduce the number of defendants who were incarcerated. This was an alternative sentencing program that allowed defendants to perform community service in lieu of a fine or time in jail. The judges also worked with the Vera Institute and the Center for Court Innovations. These were two firms based out of New York that were hired by the New Orleans City Council to study the Orleans Parish courts and make recommendations to improve the court system. They also conducted a study to determine if a community-based court would work in New Orleans.
- **New Orleans Traffic Court.** The New Orleans Traffic Court reported that it implemented several procedures, measures and protocol to effectively divert, detect, and prevent inaccurate tabulations of all revenue collected in the Traffic Court. The procedures were as follows: (1) When handling reversals, the various divisions and administrative staff were given supervisor codes which did not allow cashiers to reverse collections unless the supervisor or administrative personnel was present; (2) Cashiers and the accounting department verified collections based on a double blind tally of the till. This procedure indicated that until the accounting supervisor ran the balance at the end of the day, neither the cashier nor the accounting personnel knew the balance; (3) When the accounting personnel ran the till at the end of the day and the till's balance was incorrect, the cashier was responsible for the funds and was required to pay that shortage back immediately to the court.
- **Opelousas City Court.** The Opelousas City Court reported that it hired two degreed, retired employees to work in the courtroom on court days. They took the names of everyone coming to court as they arrived, then located that person's file and routed it either to the indigent defenders, the assistant district attorney or the judge. They tried to ensure that the defendants' cases were taken up in the order they came in. This became important as the court handled an average of 135 cases per court date.
- **Plaquemine City Court.** The Plaquemine City Court reported that it implemented the pre-trial diversion. Its misdemeanor court was able to help offenders (especially young people) correct mistakes in their lives. The program gave them probation, a fine, community service and a set of rules to adhere to. Its court attempted to give offenders the opportunity to be free from charges on their record.
- **Port Allen City Court.** The Port Allen City Court reported that it worked with the parish council to build a courtroom. The courtroom was completed in FY 2006-2007 and was attached to the office, which allowed the court to have computers networked to all files in the courtroom. The new program also allowed "bar coded" scanning for minutes and dispositions. Before completion of the courtroom, the court would have to coordinate with the 18th JDC for use of its courtrooms.
- **Rayne City Court.** The Rayne City Court reported that efforts had been made and were continuing to be made to ensure that all defendants in criminal matters had an opportunity to speak with an attorney should they have questions or entitled to representation. The court has been further striving to ensure that sentencing was consistent in barring circumstances in a particular case that would



justify deviation.

- **Ruston City Court.** The Ruston City Court reported that it successfully implemented new court software which incorporated and accommodated its complete city court operations of criminal, traffic, civil and probation departments. Information was networked throughout its offices, making such information available to all employees for better serving the public. Its new system allowed much of the court work to be performed in real time with notices being printed, sentences being printed, civil matters being updated, probation records, bench warrants – all being immediately available in real time and printed in court.
- **Second Parish Court of Jefferson.** The Second Parish Court of Jefferson reported that, like most local businesses and governmental entities, prior to August 29, 2005, the court had its disaster plan established. And, like most businesses and agencies affected by Hurricane Katrina, the judges and administration of the court quickly came to the realization that there was an urgent need for a more comprehensive disaster recovery plan. With the guidance of the Supreme Court’s disaster recovery template, the court began assembling its disaster recovery plan. The disaster recovery team leaders and members met and discussed the different plans of action for various scenarios that may occur. The outcome of the meeting was a more detailed and complete disaster recovery plan. In addition to the benefit of having the new plan in place, the thought process used in assembling the plan led to improvements in the court and its procedure.

In considering the inability of the court’s judges and staff to communicate in the aftermath of Hurricane Katrina, the teams put into place a more effective plan of communication should such a plan be warranted. The Second Parish Court established a toll-free telephone number used to contact employees and communicate pertinent information to employees should the need arise. Messages and information were made available and retrieved both at the building and from a remote location. Additionally, the IT administrator for the court worked

to establish an alternate method of communication for the court’s employees through a parish court website.

One issue discussed in meetings was the vulnerability of the court reporter’s records and tapes of court proceedings. The discussion led to the consideration of a safer method of storing the reporter’s records. The result of this effort was the purchase and installation of digital recording and transcription hardware and software, the installation of which was completed in October of 2007. Now, in addition to the benefit derived from the newer technology, the court can now store its court reporter’s recordings on its computer server and at an offsite storage facility.

While it is the hope that there is never again an occasion to implement a disaster recovery plan, the judges and staff of the court were confident that a more effective plan was now in place.

- **Slidell City Court.** The Slidell City Court reported that it identified a need to restructure the collection process on bond forfeitures. To address this need for improvement, the court collaborated with an accounting firm with specific expertise in this matter. With their expert guidance, the court then developed a procedure to use in procurement of the funds and to develop financial controls.

Implementation of this strategic improvement process went smoothly thanks to the planning and training done before implementation. Among the more critical components of continuing success have been: (1) highly qualified staff assigned; (2) logical guidelines were developed to facilitate the process. The end result was that the court became proactive on collecting, leading to improved fiscal responsibility and greater efficiency of the court staff.

- **Sulphur City Court.** The Sulphur City Court reported that, after searching for a software provider at a reasonable cost, the court entered into an agreement for a developer of its DOS program to write a Windows-based program. By working



with the provider, the criminal part of the program was implemented in December, 2007. The new program allowed the court to link the audio recordings of proceedings to files. The new program made easier and more beneficial reports.

- **Thibodaux City Court.** The Thibodaux City Court reported that it initiated a new warrant recall procedure which processed clerk payment acceptance, recorded payment on recalled warrants tablet, called P.D. with a verbal recall, prepared a recall warrant slip generated by the computer, sent original to P.D. and put a copy into the court record. Another clerk checked the recalled warrants tablet and made sure the recalled warrant slip was printed and sent to P.D.



**ACTIONS TAKEN IN FY 2006-2007 TO ENSURE THAT THE PUBLIC WAS AWARE OF
THE OPENNESS AND ACCESSIBILITY OF COURT PROCEEDINGS -Exhibit 1**

OBJECTIVE 1.1	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Published the court's schedule on the doors or walls of the courtrooms	Developed a web site which has information on court schedules and accessibility	Published and distributed court calendars	Provided an information answer desk in the courthouse	Other
CITY/PARISH COURT								
Abbeville						✓		
Alexandria	✓							
Ascension					✓	✓		
Baker						✓		
Bastrop					✓			
Baton Rouge								
Bogalusa	✓							
Bossier City		✓			✓	✓	✓	
Breaux Bridge	✓							
Bunkie	✓							
Crowley		✓	✓	✓		✓		
Denham Springs		✓				✓		
Eunice		✓		✓				
Franklin	✓							
Hammond		✓		✓		✓	✓	
Houma		✓		✓		✓		
Jeanerette	✓							
Jefferson - 1st Parish Ct		✓		✓		✓	✓	✓
Jefferson - 2nd Parish Ct		✓		✓		✓	✓	✓
Jennings								
Kaplan		✓					✓	
Lafayette		✓				✓	✓	
Lake Charles	✓							
Leesville								
Marksville		✓						✓
Minden	✓							
Monroe		✓						✓
Morgan City	✓							



ACTIONS TAKEN IN FY 2006-2007 TO ENSURE THAT THE PUBLIC WAS AWARE OF THE OPENNESS AND ACCESSIBILITY OF COURT PROCEEDINGS -Exhibit 1

OBJECTIVE 1.1	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Published the court's schedule on the doors or walls of the courtrooms	Developed a web site which has information on court schedules and accessibility	Published and distributed court calendars	Provided an information answer desk in the courthouse	Other
CITY/PARISH COURT								
Natchitoches		✓		✓			✓	
New Iberia			✓	✓			✓	
N.O. - 1st City Ct		✓		✓	✓			
N.O. - 2nd City Ct	✓							
N.O. - Municipal Ct		✓		✓			✓	✓
N.O. - Traffic Ct					✓		✓	
Oakdale				✓		✓		
Opelousas		✓						✓
Pineville		✓		✓				
Plaquemine	✓							
Port Allen	✓							
Rayne		✓		✓			✓	
Ruston		✓					✓	
Shreveport		✓		✓			✓	✓
Slidell		✓	✓			✓		✓
Springhill		✓						✓
Sulphur		✓			✓		✓	✓
Thibodaux	✓							
Vidalia		✓				✓	✓	
Ville Platte				✓				
West Monroe		✓		✓	✓			
Winnfield	✓							
Winnsboro		✓				✓		
Zachary		✓		✓				
TOTALS	14	27	3	17	7	15	15	10

ACTIONS TAKEN IN FY 2006-2007 TO COMPLY WITH THE AMERICANS WITH DISABILITIES ACT (ADA) ~ Exhibit 2

Objective 1.2	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Implemented ADA non-discrimination policy or court rule	Posted public notice/communication of availability of reasonable accommodations	Established complaint procedure	Posted signage (raised lettering, Braille, accessible restrooms, etc.)	Developed written essential functions for court jobs	Adopted oath for sign language interpreters	Established list of available real-time court reporters and sign language interpreters	Implemented an emergency evacuation procedure to accommodate disabled patrons/employees	Other
CITY/PARISH COURT												
Abbeville							✓					
Alexandria	✓											
Ascension Parish Ct										✓		
Baker	✓											
Bastrop					✓							
Baton Rouge												
Bogalusa	✓											
Bossier City		✓			✓					✓		
Breaux Bridge	✓											
Bunkie		✓								✓		
Crowley		✓	✓								✓	
Denham Springs		✓							✓	✓		
Eunice	✓											
Franklin	✓											
Hammond			✓						✓	✓	✓	
Houma		✓								✓		
Jeanerette												✓
Jefferson - 1st Parish Ct		✓			✓		✓			✓	✓	✓
Jefferson - 2nd Parish Ct		✓			✓	✓	✓		✓	✓	✓	
Jennings												
Kaplan	✓											
Lafayette		✓		✓						✓		
Lake Charles	✓											
Leesville												
Marksville	✓											
Minden	✓											
Monroe	✓											
Morgan City	✓											



ACTIONS TAKEN IN FY 2006-2007 TO COMPLY WITH THE AMERICANS WITH DISABILITIES ACT (ADA) ~ Exhibit 2

Objective 1.2	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Implemented ADA non-discrimination policy or court rule	Posted public notice/communication of availability of reasonable accommodations	Established complaint procedure	Posted signage (raised lettering, Braille, accessible restrooms, etc.)	Developed written essential functions for court jobs	Adopted oath for sign language interpreters	Established list of available real-time court reporters and sign language interpreters	Implemented an emergency evacuation procedure to accommodate disabled patrons/employees	Other
CITY/PARISH COURT												
Natchitoches	✓											
New Iberia	✓											
N.O. - 1st City Ct		✓		✓								
N.O. - 2nd City Ct											✓	
N.O. - Municipal Ct		✓										✓
N.O. - Traffic Ct		✓			✓		✓				✓	
Oakdale	✓											
Opelousas			✓				✓			✓		
Pineville		✓							✓			
Plaquemine	✓											
Port Allen							✓					
Rayne		✓								✓	✓	
Ruston	✓											
Shreveport		✓					✓		✓	✓		
Slidell		✓	✓									✓
Springhill	✓											
Sulphur		✓			✓		✓		✓	✓		
Thibodaux		✓								✓		
Vidalia	✓											
Ville Platte							✓					
West Monroe	✓											
Winnfield	✓											
Winnsboro	✓											
Zachary	✓											
TOTALS	23	17	4	2	6	1	9	0	6	15	7	4



ACTIONS TAKEN IN FY 2006-2007 TO IMPLEMENT SAFETY AND SECURITY MEASURES (ADA)- Exhibit 3

Objective 1.2	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Had a security audit performed	Developed a safety policy	Developed a security policy	Installed security alarms in judges' chambers/ courtrooms	Had bailiffs trained in better security	Appointed a safety officer	Sponsored safety/security training	Implemented an emergency evacuation procedure	Installed security equipment	Other
CITY/PARISH COURT													
Abbeville													✓
Alexandria	✓												
Ascension Parish Ct							✓	✓					
Baker	✓												
Bastrop	✓												
Baton Rouge													
Bogalusa		✓					✓						
Bossier City		✓					✓					✓	
Breaux Bridge	✓												
Bunkie	✓												
Crowley		✓	✓										✓
Denham Springs		✓						✓					
Eunice		✓				✓		✓		✓			
Franklin			✓									✓	
Hammond		✓						✓			✓		✓
Houma		✓										✓	
Jeanerette		✓				✓		✓			✓		
Jefferson - 1st Parish Ct		✓					✓	✓					✓
Jefferson - 2nd Parish Ct		✓		✓				✓					✓
Jennings													
Kaplan		✓						✓					✓
Lafayette		✓					✓						
Lake Charles	✓												
Leesville													
Marksville	✓												
Minden									✓				
Monroe		✓				✓	✓						✓
Morgan City		✓										✓	



ACTIONS TAKEN IN FY 2006-2007 TO IMPLEMENT SAFETY AND SECURITY MEASURES (ADA)- Exhibit 3

Objective 1.2	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Had a security audit performed	Developed a safety policy	Developed a security policy	Installed security alarms in judges' chambers/ courtrooms	Had bailiffs trained in better security	Appointed a safety officer	Sponsored safety/security training	Implemented an emergency evacuation procedure	Installed security equipment	Other
CITY/PARISH COURT													
Natchitoches			✓									✓	✓
New Iberia			✓	✓			✓	✓				✓	
N.O. - 1st City Ct		✓				✓	✓						
N.O. - 2nd City Ct				✓				✓	✓			✓	
N.O. - Municipal Ct		✓											
N.O. - Traffic Ct		✓	✓	✓	✓	✓		✓	✓		✓		
Oakdale	✓												
Opelousas		✓				✓						✓	
Pineville		✓		✓			✓						
Plaquemine		✓					✓						
Port Allen												✓	
Rayne		✓											✓
Ruston		✓										✓	✓
Shreveport		✓		✓	✓	✓	✓			✓	✓	✓	
Slidell		✓	✓	✓		✓		✓	✓	✓		✓	✓
Springhill	✓												
Sulphur	✓												
Thibodaux		✓										✓	
Vidalia		✓											✓
Ville Platte												✓	
West Monroe		✓					✓	✓				✓	
Winnfield	✓												
Winnsboro													✓
Zachary	✓												
TOTALS	12	27	6	7	2	8	12	13	4	3	4	15	11

ACTIONS TAKEN IN FY 2006-2007 TO DEVELOP AND MAINTAIN A POLICY OR PROCEDURE TO ASSIST PATRONS WHO CANNOT SPEAK ENGLISH-Exhibit 4

Objective 1.3	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Paid for foreign language interpreter services in criminal cases	Paid for foreign language interpreter services in family/juvenile cases	Paid for foreign language interpreter services in other civil cases	Developed and maintained a list of professional interpreters for non-English speaking patrons	Other
CITY/PARISH COURT								
Abbeville				✓	✓		✓	
Alexandria				✓				
Ascension Parish Ct				✓			✓	
Baker	✓							
Bastrop	✓							
Baton Rouge								
Bogalusa				✓	✓			
Bossier City		✓		✓	✓	✓	✓	
Breaux Bridge			✓	✓		✓		
Bunkie		✓					✓	
Crowley		✓	✓				✓	
Denham Springs		✓					✓	
Eunice		✓		✓			✓	
Franklin		✓		✓				
Hammond		✓		✓				
Houma		✓		✓	✓	✓	✓	
Jeanerette		✓		✓	✓			
Jefferson - 1st Parish Ct		✓		✓			✓	✓
Jefferson - 2nd Parish Ct		✓		✓			✓	✓
Jennings								
Kaplan		✓		✓	✓			
Lafayette		✓		✓	✓		✓	
Lake Charles		✓		✓				
Leesville								
Marksville	✓							
Minden				✓	✓		✓	
Monroe	✓							
Morgan City		✓					✓	



ACTIONS TAKEN IN FY 2006-2007 TO DEVELOP AND MAINTAIN A POLICY OR PROCEDURE TO ASSIST PATRONS WHO CANNOT SPEAK ENGLISH-Exhibit 4

Objective 1.3	Did not address this area in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Paid for foreign language interpreter services in criminal cases	Paid for foreign language interpreter services in family/juvenile cases	Paid for foreign language interpreter services in other civil cases	Developed and maintained a list of professional interpreters for non-English speaking patrons	Other
CITY/PARISH COURT								
Natchitoches	✓							
New Iberia			✓	✓	✓	✓	✓	
N.O. - 1st City Ct		✓				✓		
N.O. - 2nd City Ct	✓							
N.O. - Municipal Ct		✓						✓
N.O. - Traffic Ct		✓		✓				
Oakdale	✓							
Opelousas		✓		✓				✓
Pineville		✓		✓			✓	
Plaquemine	✓							
Port Allen							✓	
Rayne		✓		✓			✓	✓
Ruston		✓		✓			✓	
Shreveport		✓		✓			✓	
Slidell		✓	✓	✓		✓	✓	✓
Springhill		✓		✓				
Sulphur		✓		✓			✓	
Thibodaux		✓		✓	✓		✓	
Vidalia	✓							
Ville Platte							✓	
West Monroe		✓		✓				
Winnfield	✓							
Winnsboro		✓					✓	
Zachary		✓					✓	
TOTALS	10	30	4	29	10	6	25	6

ACTIONS TAKEN IN FY 2006-2007 TO ASSIST PRO SE LITIGANTS-Exhibit 5

OBJECTIVE 1.5	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Worked with the clerk of court to provide information	Worked with the local bar to provide information	Other
CITY/PARISH COURT						
Abbeville				✓		
Alexandria	✓					
Ascension Parish Ct				✓		
Baker	✓					✓
Bastrop	✓					
Baton Rouge						
Bogalusa	✓					
Bossier City	✓					
Breaux Bridge		✓		✓		
Bunkie		✓		✓		
Crowley		✓	✓	✓		
Denham Springs		✓		✓		
Eunice		✓		✓		
Franklin	✓					
Hammond		✓				✓
Houma		✓				✓
Jeanerette		✓		✓		
Jefferson - 1st Parish Ct		✓		✓		
Jefferson - 2nd Parish Ct		✓		✓		
Jennings						
Kaplan				✓		
Lafayette		✓		✓	✓	
Lake Charles		✓		✓	✓	
Leesville						
Marksville	✓					
Minden						✓
Monroe		✓		✓		
Morgan City		✓		✓		



ACTIONS TAKEN IN FY 2006-2007 TO ASSIST PRO SE LITIGANTS-Exhibit 5

OBJECTIVE 1.5	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Worked with the clerk of court to provide information	Worked with the local bar to provide information	Other
CITY/PARISH COURT						
Natchitoches			✓		✓	
New Iberia	✓					
N.O. - 1st City Ct				✓		✓
N.O. - 2nd City Ct	✓					
N.O. - Municipal Ct		✓		✓		✓
N.O. - Traffic Ct		✓		✓		
Oakdale				✓		
Opelousas		✓				✓
Pineville		✓		✓		
Plaquemine	✓					
Port Allen				✓		
Rayne		✓		✓		
Ruston	✓					
Shreveport		✓		✓	✓	
Slidell		✓	✓	✓	✓	✓
Springhill	✓					
Sulphur				✓		
Thibodaux						✓
Vidalia		✓		✓	✓	
Ville Platte				✓		✓
West Monroe		✓		✓		✓
Winnfield	✓					
Winnsboro		✓			✓	
Zachary	✓					
TOTALS	14	24	3	28	7	10

ACTIONS TAKEN IN FY 2006-2007 TO ENSURE TIMELY ENFORCEMENT OF ARREST WARRANTS, SUMMONS, AND SUBPOENAS-Exhibit 6

OBJECTIVE 2.1	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Improved service of process	Improved enforcement	Created a manual tracking program	Created an automated tracking program	Improved address lists	Coordinated with other jurisdictions	Other
CITY/PARISH COURT										
Abbeville				✓	✓			✓		
Alexandria	✓									
Ascension Parish Ct	✓									
Baker										✓
Bastrop		✓						✓		
Baton Rouge										
Bogalusa	✓									
Bossier City			✓	✓						✓
Breaux Bridge		✓							✓	
Bunkie		✓			✓					
Crowley		✓	✓							✓
Denham Springs		✓		✓				✓		
Eunice		✓						✓		
Franklin			✓							✓
Hammond		✓	✓							✓
Houma	✓									
Jeanerette		✓					✓			
Jefferson - 1st Parish Ct		✓		✓	✓		✓		✓	✓
Jefferson - 2nd Parish Ct		✓						✓	✓	✓
Jennings										
Kaplan		✓	✓		✓			✓		✓
Lafayette		✓								✓
Lake Charles		✓		✓	✓				✓	
Leesville										
Marksville		✓	✓	✓				✓		
Minden										✓
Monroe	✓									
Morgan City	✓									



ACTIONS TAKEN IN FY 2006-2007 TO ENSURE TIMELY ENFORCEMENT OF ARREST WARRANTS, SUMMONS, AND SUBPOENAS-Exhibit 6

OBJECTIVE 2.1	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Improved service of process	Improved enforcement	Created a manual tracking program	Created an automated tracking program	Improved address lists	Coordinated with other jurisdictions	Other
CITY/PARISH COURT										
Natchitoches	✓								✓	
New Iberia			✓							
N.O. - 1st City Ct	✓									
N.O. - 2nd City Ct				✓						
N.O. - Municipal Ct		✓		✓				✓		
N.O. - Traffic Ct			✓	✓	✓	✓			✓	
Oakdale								✓	✓	
Opelousas		✓			✓					✓
Pineville		✓				✓		✓		✓
Plaquemine	✓									
Port Allen							✓			✓
Rayne		✓	✓	✓		✓			✓	
Ruston			✓						✓	
Shreveport		✓		✓		✓				
Slidell		✓		✓	✓					✓
Springhill	✓									
Sulphur		✓							✓	
Thibodaux		✓								✓
Vidalia		✓							✓	
Ville Platte										
West Monroe	✓									
Winnfield	✓									
Winnsboro		✓				✓				
Zachary			✓		✓				✓	
TOTALS	12	24	11	12	9	5	3	10	12	15

**ACTIONS TAKEN IN FY 2006-2007 TO REDUCE DELAYS AND IMPROVE
CASE MANAGEMENT-Exhibit 7**

OBJECTIVE 2.1	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Improved docketing and scheduling	Installed an automated case management information system	Employed case managers to expedite court processes	Planned the development of an automated case management system	Improved the manual system of case processing	Took steps to reduce cases under advisement	Implemented pre-trial conferences	Encouraged alternative dispute resolution	Other
CITY/PARISH COURT												
Abbeville				✓							✓	
Alexandria	✓											
Ascension Parish Ct	✓											
Baker									✓			
Bastrop		✓							✓			
Baton Rouge												
Bogalusa			✓	✓				✓				
Bossier City			✓	✓							✓	✓
Breaux Bridge		✓		✓								
Bunkie		✓		✓					✓	✓		
Crowley		✓	✓	✓					✓			
Denham Springs		✓	✓	✓				✓				✓
Eunice				✓						✓	✓	
Franklin	✓											
Hammond		✓	✓	✓								✓
Houma		✓					✓					
Jeanerette		✓		✓	✓					✓		
Jefferson - 1st Parish Ct		✓	✓									
Jefferson - 2nd Parish Ct		✓		✓				✓			✓	✓
Jennings												
Kaplan		✓	✓					✓		✓		✓
Lafayette		✓								✓		✓
Lake Charles		✓		✓				✓				
Leesville												
Marksville		✓		✓						✓	✓	
Minden								✓	✓	✓		
Monroe		✓		✓		✓						
Morgan City		✓		✓								



**ACTIONS TAKEN IN FY 2006-2007 TO REDUCE DELAYS AND IMPROVE
CASE MANAGEMENT-Exhibit 7**

OBJECTIVE 2.1	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Improved docketing and scheduling	Installed an automated case management information system	Employed case managers to expedite court processes	Planned the development of an automated case management system	Improved the manual system of case processing	Took steps to reduce cases under advisement	Implemented pre-trial conferences	Encouraged alternative dispute resolution	Other
CITY/PARISH COURT												
Natchitoches	✓											
New Iberia		✓							✓			
N.O. - 1st City Ct		✓		✓				✓	✓	✓	✓	
N.O. - 2nd City Ct			✓							✓		
N.O. - Municipal Ct		✓		✓	✓	✓				✓		
N.O. - Traffic Ct		✓	✓	✓				✓				
Oakdale		✓		✓								
Opelousas		✓		✓					✓			✓
Pineville		✓		✓					✓			
Plaquemine										✓	✓	
Port Allen	✓											
Rayne		✓		✓				✓				
Ruston		✓		✓	✓							
Shreveport		✓		✓		✓	✓		✓		✓	✓
Slidell	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓
Springhill	✓											
Sulphur							✓					✓
Thibodaux												✓
Vidalia	✓											
Ville Platte	✓											
West Monroe			✓	✓								
Winnfield	✓											
Winnsboro		✓						✓				
Zachary								✓				
TOTALS	9	28	11	26	3	3	4	12	11	12	9	11

ACTIONS TAKEN IN FY 2006-2007 TO ENSURE COMPLIANCE WITH THE ADOPTION AND SAFE FAMILIES ACT (ASFA) AND THE PROVISIONS OF THE LOUISIANA CHILDREN'S CODE RELATING TO CHILD-IN-NEED-OF-CARE (CINC) CASES-Exhibit 8

OBJECTIVE 2.3	Not applicable to our court	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Created a specialized division or section of court	Created a facilitation team	Improved docketing and scheduling	Installed an automated case scheduling and management information system	Planned the development of an automated case management system	Employed case managers to expedite court processes	Improved the manual system of case management	Encouraged or used alternative dispute resolution	Ensured that all judges with juvenile jurisdiction attended mandatory training	Developed common forms	Improved rules of court	Other
CITY/PARISH COURT																
Abbeville							✓						✓			
Alexandria	✓															
Ascension Parish Ct							✓						✓			
Baker	✓															
Bastrop													✓			
Baton Rouge																
Bogalusa					✓		✓									
Bossier City			✓				✓							✓	✓	
Breaux Bridge	✓															
Bunkie	✓															
Crowley			✓	✓	✓					✓						
Denham Springs			✓				✓						✓		✓	
Eunice			✓				✓				✓	✓	✓			✓
Franklin	✓															
Hammond			✓										✓			✓
Houma			✓						✓				✓			
Jeanerette		✓														
Jefferson - 1st Parish Ct	✓															
Jefferson - 2nd Parish Ct	✓															
Jennings																
Kaplan			✓				✓				✓		✓			
Lafayette			✓										✓			✓
Lake Charles	✓															
Leesville																
Marksville	✓															
Minden	✓															
Monroe		✓														
Morgan City			✓				✓				✓					



ACTIONS TAKEN IN FY 2006-2007 TO ENSURE COMPLIANCE WITH THE ADOPTION AND SAFE FAMILIES ACT (ASFA) AND THE PROVISIONS OF THE LOUISIANA CHILDREN'S CODE RELATING TO CHILD-IN-NEED-OF-CARE (CINC) CASES--Exhibit 8

OBJECTIVE 2.3	Not applicable to our court	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Created a specialized division or section of court	Created a facilitation team	Improved docketing and scheduling	Installed an automated case scheduling and management information system	Planned the development of an automated case management system	Employed case managers to expedite court processes	Improved the manual system of case management	Encouraged or used alternative dispute resolution	Ensured that all judges with juvenile jurisdiction attended mandatory training	Developed common forms	Improved rules of court	Other
CITY/PARISH COURT																
Natchitoches			✓										✓			
New Iberia	✓															
N.O. - 1st City Ct																
N.O. - 2nd City Ct	✓															
N.O. - Municipal Ct	✓															
N.O. - Traffic Ct	✓															
Oakdale	✓															
Opelousas		✓					✓				✓					
Pineville	✓															
Plaquemine		✓														
Port Allen												✓	✓			
Rayne			✓				✓				✓		✓	✓		
Ruston	✓															
Shreveport	✓															
Slidell			✓	✓			✓		✓		✓		✓			✓
Springhill	✓															
Sulphur	✓															
Thibodaux			✓													✓
Vidalia			✓										✓	✓		
Ville Platte	✓															
West Monroe			✓								✓					
Winnfield	✓															
Winnsboro	✓															
Zachary	✓															
TOTALS	24	4	15	2	2	0	11	0	2	1	7	2	14	3	2	5

ACTIONS TAKEN IN FY 2006-2007 TO PROMPTLY IMPLEMENT CHANGES IN LAW AND PROCEDURE-Exhibit 9

OBJECTIVE 2.3	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Designated a person to monitor rules and legislation and to communicate promptly all changes in law and procedure to appropriate and relevant persons	Designated a committee to monitor rules and legislation and to communicate promptly all changes in law and procedure to appropriate and relevant persons	Instituted en banc judicial review of all changes in law and procedure	Obtained and circulated updated bench books, checklists, and other materials to ensure prompt implementation of changes in law and procedure	Other
CITY/PARISH COURT								
Abbeville							✓	
Alexandria	✓							
Ascension Parish Ct								✓
Baker	✓							
Bastrop	✓							
Baton Rouge								
Bogalusa		✓						
Bossier City		✓		✓				
Breaux Bridge	✓							
Bunkie	✓							
Crowley		✓	✓				✓	
Denham Springs		✓		✓			✓	
Eunice		✓		✓			✓	
Franklin						✓		
Hammond		✓					✓	✓
Houma		✓					✓	
Jeanerette	✓							
Jefferson - 1st Parish Ct		✓		✓		✓		
Jefferson - 2nd Parish Ct		✓		✓	✓		✓	
Jennings								
Kaplan		✓						✓
Lafayette		✓		✓			✓	
Lake Charles		✓					✓	
Leesville								
Marksville		✓					✓	
Minden								
Monroe		✓					✓	
Morgan City		✓		✓				



**ACTIONS TAKEN IN FY 2006-2007 TO PROMPTLY IMPLEMENT CHANGES IN LAW
AND PROCEDURE-Exhibit 9**

OBJECTIVE 2.3	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Designated a person to monitor rules and legislation and to communicate promptly all changes in law and procedure to appropriate and relevant persons	Designated a committee to monitor rules and legislation and to communicate promptly all changes in law and procedure to appropriate and relevant persons	Instituted en banc judicial review of all changes in law and procedure	Obtained and circulated updated bench books, checklists, and other materials to ensure prompt implementation of changes in law and procedure	Other
CITY/PARISH COURT								
Natchitoches		✓					✓	
New Iberia		✓				✓	✓	
N.O. - 1st City Ct		✓		✓	✓	✓		
N.O. - 2nd City Ct				✓				
N.O. - Municipal Ct		✓		✓		✓		✓
N.O. - Traffic Ct		✓		✓		✓	✓	
Oakdale							✓	
Opelousas		✓					✓	
Pineville		✓					✓	
Plaquemine	✓							
Port Allen	✓							
Rayne	✓			✓			✓	
Ruston								✓
Shreveport		✓		✓			✓	
Slidell		✓	✓	✓			✓	✓
Springhill				✓				
Sulphur			✓					✓
Thibodaux		✓						✓
Vidalia		✓				✓	✓	
Ville Platte							✓	
West Monroe		✓					✓	
Winnfield	✓							
Winnsboro		✓						✓
Zachary				✓				
TOTALS	10	28	3	16	2	7	23	9

**ACTIONS TAKEN IN FY 2006-2007 TO GIVE INDIVIDUAL ATTENTION TO CASES,
DECIDING THEM WITHOUT UNDUE DISPARITY AMONG LIKE CASES AND UPON
LEGALLY RELEVANT FACTORS -Exhibit 10**

OBJECTIVE 3.2	Did not address this objective in FY 2004-2005	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Developed and continues to use a standardized bail bond schedule	Developed and continues to use a standardized boykin language	Developed and continues to use some form of sentencing or dispositional guidelines	Developed and continues to use some method of monitoring and reporting on cases to analyze and communicate disparities in sentencing or civil awards	Other
CITY/PARISH COURT								
Abbeville				✓	✓			
Alexandria				✓	✓			
Ascension Parish Ct				✓	✓	✓		
Baker				✓	✓	✓		
Bastrop		✓		✓	✓	✓		
Baton Rouge								
Bogalusa		✓		✓	✓	✓	✓	
Bossier City		✓		✓	✓	✓		
Breaux Bridge		✓		✓	✓			
Bunkie	✓							
Crowley		✓	✓		✓	✓	✓	
Denham Springs		✓		✓	✓	✓	✓	
Eunice		✓		✓	✓			
Franklin		✓						
Hammond		✓		✓	✓	✓		
Houma		✓						
Jeanerette		✓			✓	✓		
Jefferson - 1st Parish Ct		✓		✓	✓	✓		
Jefferson - 2nd Parish Ct		✓		✓	✓	✓	✓	
Jennings								
Kaplan		✓		✓	✓	✓		
Lafayette		✓		✓	✓	✓	✓	
Lake Charles		✓			✓	✓		
Leesville								
Marksville	✓							
Minden					✓			
Monroe		✓				✓		
Morgan City		✓		✓	✓			



**ACTIONS TAKEN IN FY 2006-2007 TO GIVE INDIVIDUAL ATTENTION TO CASES,
DECIDING THEM WITHOUT UNDUE DISPARITY AMONG LIKE CASES AND UPON
LEGALLY RELEVANT FACTORS -Exhibit 10**

OBJECTIVE 3.2	Did not address this objective in FY 2004-2005	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Developed and continues to use a standardized bail bond schedule	Developed and continues to use a standardized boykin language	Developed and continues to use some form of sentencing or dispositional guide lines	Developed and continues to use some method of monitoring and reporting on cases to analyze and communicate disparities in sentencing or civil awards	Other
CITY/PARISH COURT								
Natchitoches		✓		✓	✓			
New Iberia		✓		✓	✓			
N.O. - 1st City Ct								
N.O. - 2nd City Ct								
N.O. - Municipal Ct		✓		✓	✓	✓	✓	
N.O. - Traffic Ct		✓	✓		✓	✓	✓	
Oakdale		✓		✓	✓			
Opelousas		✓					✓	
Pineville		✓		✓	✓	✓		
Plaquemine	✓							
Port Allen				✓	✓	✓		
Rayne		✓		✓	✓	✓		
Ruston		✓		✓	✓	✓		
Shreveport		✓		✓	✓	✓	✓	
Slidell		✓	✓	✓	✓	✓	✓	✓
Springhill	✓			✓	✓			
Sulphur		✓			✓	✓		
Thibodaux		✓		✓	✓	✓		
Vidalia		✓		✓	✓	✓		
Ville Platte				✓				
West Monroe		✓		✓	✓	✓		
Winnfield				✓	✓	✓		
Winnsboro		✓		✓	✓	✓		
Zachary		✓			✓	✓		
TOTALS	4	35	3	33	39	30	10	1

**ACTIONS TAKEN IN FY 2006-2007 TO ENSURE THAT ALL COURT RECORDS OF
RELEVANT COURT DECISIONS AND ACTIONS ARE ACCURATE AND PRESERVED
PROPERLY-Exhibit 11**

OBJECTIVE 3.5	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Developed policies or rules relating to the issue	Developed an automated case management system	Developed a system of bar-coding to track location of manual files and documents	Met with clerk on continuing basis to improve procedures and address problems	Standardized and automated minute entries	Used real-time court reporting	Developed and implemented a records retention plan	Other
CITY/PARISH COURT											
Abbeville							✓				
Alexandria							✓				
Ascension Parish Ct								✓			✓
Baker							✓				
Bastrop		✓					✓	✓			
Baton Rouge											
Bogalusa		✓						✓			
Bossier City		✓				✓		✓			
Breaux Bridge		✓						✓			
Bunkie	✓										
Crowley		✓	✓				✓	✓			
Denham Springs		✓					✓	✓	✓	✓	
Eunice		✓		✓			✓			✓	
Franklin		✓					✓				
Hammond		✓						✓		✓	✓
Houma		✓		✓			✓	✓			
Jeanerette		✓		✓			✓	✓			✓
Jefferson - 1st Parish Ct		✓		✓			✓	✓		✓	✓
Jefferson - 2nd Parish Ct		✓		✓			✓	✓			✓
Jennings											
Kaplan		✓					✓	✓			✓
Lafayette		✓					✓	✓		✓	
Lake Charles		✓					✓			✓	
Leesville											
Marksville	✓										
Minden							✓		✓	✓	
Monroe		✓					✓			✓	
Morgan City		✓			✓		✓	✓			



**ACTIONS TAKEN IN FY 2006-2007 TO ENSURE THAT ALL COURT RECORDS OF
RELEVANT COURT DECISIONS AND ACTIONS ARE ACCURATE AND PRESERVED
PROPERLY-Exhibit 11**

OBJECTIVE 3.5	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Developed policies or rules relating to the issue	Developed an automated case management system	Developed a system of bar-coding to track location of manual files and documents	Met with clerk on continuing basis to improve procedures and address problems	Standardized and automated minute entries	Used real-time court reporting	Developed and implemented a records retention plan	Other
CITY/PARISH COURT											
Natchitoches	✓										
New Iberia			✓							✓	
N.O. - 1st City Ct		✓						✓	✓		
N.O. - 2nd City Ct							✓				
N.O. - Municipal Ct		✓		✓	✓	✓	✓	✓		✓	
N.O. - Traffic Ct		✓					✓	✓			
Oakdale		✓		✓							
Opelousas		✓					✓	✓		✓	✓
Pineville		✓					✓	✓		✓	
Plaquemine	✓										
Port Allen					✓	✓		✓			
Rayne		✓			✓		✓	✓			✓
Ruston			✓		✓		✓		✓		
Shreveport		✓			✓	✓	✓	✓	✓	✓	
Slidell		✓	✓	✓		✓	✓	✓		✓	✓
Springhill	✓										
Sulphur	✓										
Thibodaux		✓						✓			✓
Vidalia		✓					✓	✓			
Ville Platte							✓	✓			
West Monroe	✓										
Winnfield	✓										
Winnsboro		✓					✓				
Zachary	✓										
TOTALS	9	30	4	8	6	5	30	25	7	14	10

ACTIONS TAKEN IN FY 2006-2007 TO IMPROVE EMPLOYEE TRAINING AND DEVELOPMENT-Exhibit 12

OBJECTIVE 4.3	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Provided technology training	Provided in-house training	Provided courtesy and customer service training	Provided ADA training	Provided harassment training	Provided workplace violence training	Used training videos/CDs, etc.	Paid for continuing education and training	Provided supervisory and management training	Sent employees to conferences	Other
CITY/PARISH COURT														
Abbeville													✓	
Alexandria													✓	
Ascension Parish Ct				✓		✓					✓		✓	
Baker											✓		✓	
Bastrop		✓						✓			✓		✓	
Baton Rouge														
Bogalusa		✓									✓		✓	
Bossier City			✓								✓		✓	✓
Breaux Bridge		✓			✓									
Bunkie	✓													
Crowley		✓	✓										✓	
Denham Springs		✓		✓		✓					✓	✓	✓	
Eunice		✓		✓							✓	✓	✓	
Franklin													✓	
Hammond		✓			✓	✓					✓		✓	✓
Houma		✓			✓						✓	✓	✓	
Jeanerette		✓		✓	✓	✓								
Jefferson - 1st Parish Ct		✓		✓		✓				✓	✓	✓	✓	
Jefferson - 2nd Parish Ct		✓		✓	✓	✓				✓	✓	✓	✓	✓
Jennings														
Kaplan		✓											✓	
Lafayette		✓		✓	✓	✓					✓	✓	✓	
Lake Charles		✓									✓	✓	✓	
Leesville														
Marksville		✓										✓		
Minden				✓							✓		✓	
Monroe		✓		✓	✓						✓	✓	✓	
Morgan City		✓		✓										



ACTIONS TAKEN IN FY 2006-2007 TO IMPROVE EMPLOYEE TRAINING AND DEVELOPMENT-Exhibit 12

OBJECTIVE 4.3	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Provided technology training	Provided in-house training	Provided courtesy and customer service training	Provided ADA training	Provided harassment training	Provided workplace violence training	Used training videos/CDs, etc.	Paid for continuing education and training	Provided supervisory and management training	Sent employees to conferences	Other
CITY/PARISH COURT														
Natchitoches		✓									✓		✓	
New Iberia		✓									✓		✓	
N.O. - 1st City Ct		✓		✓	✓						✓			
N.O. - 2nd City Ct					✓	✓								
N.O. - Municipal Ct			✓	✓	✓						✓	✓	✓	
N.O. - Traffic Ct				✓		✓						✓	✓	
Oakdale											✓			
Opelousas		✓											✓	✓
Pineville		✓									✓		✓	
Plaquemine		✓									✓			
Port Allen				✓	✓						✓		✓	
Rayne		✓		✓	✓						✓		✓	
Ruston			✓	✓	✓	✓					✓			
Shreveport		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Slidell		✓	✓	✓	✓	✓					✓	✓	✓	✓
Springhill											✓		✓	
Sulphur		✓			✓						✓		✓	
Thibodaux														
Vidalia		✓									✓		✓	
Ville Platte				✓				✓			✓		✓	
West Monroe		✓									✓		✓	
Winnfield	✓													
Winnsboro		✓											✓	
Zachary		✓											✓	
TOTALS	2	31	5	19	16	12	1	3	1	3	32	13	37	5



ACTIONS TAKEN IN FY 2006-2007 TO ADOPT, IMPLEMENT, OR UPDATE
PERSONNEL POLICIES-Exhibit 13

OBJECTIVE 4.3	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	ADA/reasonable accommodations	Workplace violence/weapons	Harassment	Discipline	Recruitment/hiring	Vacation/sick leave	Equal Employment	Family medical leave	Confidentiality	Grievance	Nepotism	Compensation/pay	Technology	Drug-free workplace	Other
CITY/PARISH COURT																		
Abbeville	✓								✓									
Alexandria	✓																	
Ascension Parish Ct	✓																	
Baker	✓																	
Bastrop		✓				✓			✓		✓				✓	✓		
Baton Rouge																		
Bogalusa	✓																	
Bossier City	✓																	
Breaux Bridge	✓																	
Bunkie	✓																	
Crowley	✓																	
Denham Springs		✓													✓			
Eunice		✓					✓		✓		✓	✓			✓			
Franklin	✓																	
Hammond			✓	✓			✓		✓	✓		✓	✓		✓			
Houma	✓																	
Jeanerette																		✓
Jefferson - 1st Parish Ct		✓								✓					✓			✓
Jefferson - 2nd Parish Ct		✓		✓	✓	✓	✓		✓	✓	✓						✓	✓
Jennings																		
Kaplan		✓							✓				✓	✓	✓			
Lafayette		✓																✓
Lake Charles		✓		✓	✓	✓			✓	✓				✓		✓	✓	
Leesville																		
Marksville	✓																	
Minden								✓								✓		
Monroe		✓							✓				✓					✓
Morgan City	✓																	



**ACTIONS TAKEN IN FY 2006-2007 TO ADOPT, IMPLEMENT, OR UPDATE
PERSONNEL POLICIES-Exhibit 13**

OBJECTIVE 4.3	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	ADA/reasonable accommodations	Workplace violence/weapons	Harassment	Discipline	Recruitment/hiring	Vacation/sick leave	Equal Employment	Family medical leave	Confidentiality	Grievance	Nepotism	Compensation/pay	Technology	Drug-free workplace	Other
CITY/PARISH COURT																		
Natchitoches		✓							✓	✓								
New Iberia	✓																	
N.O. - 1st City Ct		✓				✓	✓		✓	✓						✓		
N.O. - 2nd City Ct	✓																	
N.O. - Municipal Ct		✓		✓					✓	✓					✓		✓	
N.O. - Traffic Ct		✓	✓				✓	✓		✓		✓				✓		
Oakdale		✓						✓	✓	✓							✓	
Opelousas		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓
Pineville		✓							✓	✓	✓							
Plaquemine															✓		✓	
Port Allen	✓																	
Rayne									✓	✓					✓			
Ruston			✓												✓		✓	
Shreveport		✓		✓	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓		
Slidell		✓	✓						✓						✓			✓
Springhill	✓																	
Sulphur	✓																	
Thibodaux		✓							✓	✓							✓	
Vidalia	✓																	
Ville Platte																✓		
West Monroe	✓																	
Winnfield	✓																	
Winnsboro		✓							✓	✓								
Zachary	✓																	
TOTALS	22	20	5	6	4	6	7	4	19	8	12	6	4	3	13	8	7	7

ACTIONS TAKEN IN FY 2006-2007 TO ADOPT, IMPLEMENT, OR UPDATE
PERSONNEL POLICIES-Exhibit 14

Objective 4.3	Are your policies posted or disseminated to all employees?		Did you obtain signed acknowledgment of receipt of these policies from your employees?	
CITY/PARISH COURT	Yes	No	Yes	No
Abbeville	✓			✓
Alexandria				
Ascension Parish Ct	✓			✓
Baker	✓			
Bastrop	✓			✓
Baton Rouge				
Bogalusa		✓		✓
Bossier City	✓		✓	
Breaux Bridge				
Bunkie	✓			✓
Crowley	✓		✓	
Denham Springs	✓		✓	
Eunice	✓			✓
Franklin	✓			✓
Hammond	✓		✓	
Houma	✓		✓	
Jeanerette		✓		✓
Jefferson - 1st Parish Ct	✓		✓	
Jefferson - 2nd Parish Ct	✓		✓	
Jennings				
Kaplan	✓			✓
Lafayette	✓		✓	
Lake Charles	✓			✓
Leesville				
Marksville				
Minden	✓			
Monroe	✓			
Morgan City				



ACTIONS TAKEN IN FY 2006-2007 TO ADOPT, IMPLEMENT, OR UPDATE
PERSONNEL POLICIES-Exhibit 14

Objective 4.3	Are your policies posted or disseminated to all employees?		Did you obtain signed acknowledgment of receipt of these policies from your employees?	
CITY/PARISH COURT	Yes	No	Yes	No
Natchitoches	✓		✓	
New Iberia		✓		✓
N.O. - 1st City Ct	✓			
N.O. - 2nd City Ct				
N.O. - Municipal Ct	✓			✓
N.O. - Traffic Ct		✓	✓	
Oakdale	✓			✓
Opelousas		✓		✓
Pineville	✓		✓	
Plaquemine	✓			✓
Port Allen	✓			✓
Rayne	✓			✓
Ruston			✓	
Shreveport	✓		✓	
Slidell	✓		✓	
Springhill	✓			✓
Sulphur	✓			✓
Thibodaux				
Vidalia	✓			✓
Ville Platte	✓			
West Monroe		✓		✓
Winnfield	✓			✓
Winnsboro	✓			✓
Zachary				
TOTALS	35	6	14	23

**ACTIONS TAKEN IN FY 2006-2007 TO EDUCATE THE PUBLIC ABOUT THE COURT,
THE LAW, OR THE ADMINISTRATION OF JUSTICE-Exhibit 15**

OBJECTIVE 4.4	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Provided a newsletter	Appeared on radio and TV shows	Visited classrooms	Sponsored a teen court program	Gave talks at various forums	Sponsored tours of the court	Participated in Judicial Ride-Along programs	Participated in shadow programs	Other
CITY/PARISH COURT												
Abbeville							✓		✓		✓	
Alexandria						✓						
Ascension Parish Ct												✓
Baker	✓											
Bastrop		✓							✓			
Baton Rouge												
Bogalusa		✓									✓	
Bossier City		✓					✓	✓	✓		✓	✓
Breaux Bridge	✓											
Bunkie		✓				✓	✓	✓				
Crowley		✓	✓					✓	✓			
Denham Springs		✓									✓	✓
Eunice		✓				✓		✓				
Franklin			✓					✓				
Hammond		✓	✓		✓	✓		✓	✓	✓		✓
Houma		✓				✓		✓			✓	
Jeanerette		✓				✓		✓	✓		✓	
Jefferson - 1st Parish Ct						✓		✓	✓			✓
Jefferson - 2nd Parish Ct		✓				✓	✓	✓	✓			✓
Jennings												
Kaplan	✓											
Lafayette		✓			✓	✓		✓	✓		✓	
Lake Charles	✓											
Leesville												
Marksville	✓											
Minden							✓	✓				
Monroe		✓										✓
Morgan City		✓				✓		✓	✓			



**ACTIONS TAKEN IN FY 2006-2007 TO EDUCATE THE PUBLIC ABOUT THE COURT,
THE LAW, OR THE ADMINISTRATION OF JUSTICE-Exhibit 15**

OBJECTIVE 4.4	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Provided a newsletter	Appeared on radio and TV shows	Visited classrooms	Sponsored a teen court program	Gave talks at various forums	Sponsored tours of the court	Participated in Judicial Ride-Along programs	Participated in shadow programs	Other
CITY/PARISH COURT												
Natchitoches	✓											
New Iberia		✓				✓		✓	✓		✓	
N.O. - 1st City Ct		✓		✓	✓	✓		✓				
N.O. - 2nd City Ct		✓						✓	✓			
N.O. - Municipal Ct		✓						✓	✓			
N.O. - Traffic Ct		✓		✓				✓				
Oakdale						✓						
Opelousas		✓						✓				✓
Pineville		✓							✓		✓	
Plaquemine		✓				✓		✓	✓		✓	
Port Allen						✓						
Rayne		✓				✓		✓				✓
Ruston		✓						✓				✓
Shreveport						✓		✓			✓	
Slidell		✓	✓		✓			✓	✓	✓		✓
Springhill	✓											
Sulphur		✓			✓	✓		✓	✓			
Thibodaux		✓						✓	✓			✓
Vidalia		✓						✓	✓		✓	
Ville Platte												
West Monroe			✓			✓			✓		✓	✓
Winnfield	✓											
Winnsboro		✓				✓						
Zachary		✓				✓					✓	
TOTALS	8	30	5	2	5	21	5	27	20	2	14	13

**ACTIONS TAKEN IN FY 2006-2007 TO INSTALL OR IMPLEMENT
COURT TECHNOLOGIES-Exhibit 16**

OBJECTIVE 4.5	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Bought additional personal computers	Installed a LAN system	Installed video-conferencing/arraignment system	Installed real-time reporting	Installed electronic monitoring	Installed e-mail/internet	Installed and used Power Point software	Upgraded word processing software	Installed new audio-visual equipment	Installed digital audio/video	Installed legal research software	Installed automated security system	Other
CITY/PARISH COURT																
Abbeville	✓															
Alexandria	✓															
Ascension Parish Ct							✓									
Baker	✓															
Bastrop	✓															
Baton Rouge																
Bogalusa															✓	
Bossier City		✓		✓												✓
Breaux Bridge	✓															
Bunkie	✓															
Crowley		✓	✓						✓		✓					
Denham Springs		✓		✓							✓					
Eunice		✓						✓	✓		✓	✓		✓		
Franklin			✓												✓	
Hammond		✓	✓	✓		✓			✓	✓		✓				✓
Houma		✓		✓												
Jeanerette		✓		✓	✓				✓		✓					
Jefferson - 1st Parish Ct		✓		✓				✓								✓
Jefferson - 2nd Parish Ct		✓		✓				✓		✓	✓	✓	✓		✓	
Jennings																
Kaplan			✓	✓												
Lafayette		✓		✓						✓						✓
Lake Charles		✓		✓		✓										
Leesville																
Marksville	✓															
Minden		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Monroe			✓													✓
Morgan City		✓		✓		✓			✓		✓					



**ACTIONS TAKEN IN FY 2006-2007 TO INSTALL OR IMPLEMENT
COURT TECHNOLOGIES-Exhibit 16**

OBJECTIVE 4.5	Did not address this objective in FY 2006-2007	Continued to address this objective through the actions indicated	Implemented the following new actions in FY 2006-2007 to address this objective as indicated	Bought additional personal computers	Installed a LAN system	Installed video-conferencing/arraignment system	Installed real-time reporting	Installed electronic monitoring	Installed e-mail/internet	Installed and used Power Point software	Upgraded word processing software	Installed new audio-visual equipment	Installed digital audio/video	Installed legal research software	Installed automated security system	Other
CITY/PARISH COURT																
Natchitoches		✓											✓	✓		
New Iberia			✓						✓						✓	✓
N.O. - 1st City Ct		✓					✓		✓		✓			✓		
N.O. - 2nd City Ct				✓	✓											
N.O. - Municipal Ct		✓		✓												✓
N.O. - Traffic Ct		✓		✓											✓	
Oakdale	✓															
Opelousas		✓		✓										✓		✓
Pineville		✓		✓				✓			✓	✓		✓	✓	
Plaquemine		✓													✓	
Port Allen				✓							✓					✓
Rayne		✓		✓							✓					✓
Ruston			✓												✓	✓
Shreveport																
Slidell		✓	✓	✓		✓				✓	✓			✓		✓
Springhill	✓															
Sulphur			✓													✓
Thibodaux		✓						✓			✓					
Vidalia		✓		✓					✓		✓			✓		
Ville Platte				✓					✓							
West Monroe		✓		✓					✓					✓		
Winnfield	✓															
Winnsboro		✓														✓
Zachary		✓							✓							
TOTALS	10	27	10	23	3	5	3	6	12	5	14	5	3	9	9	14





PERFORMANCE REPORTS:

**SUPREME COURT DATA
GATHERING SYSTEMS**

SUPREME COURT DATA GATHERING SYSTEMS

The Supreme Court has either developed or is in the process of developing the following twelve automated and manual systems for gathering data on itself, the courts of appeal, and the district courts:

- The Clerk of Court's Case Management Information System
- CMIS Criminal Disposition Data System
- The Louisiana Protective Order Registry (LPOR)
- The Drug Court Information System
- The Traffic Violation System
- The Court of Appeal Reporting System (CARS)
- The Trial Court Reporting System
- The Juvenile and Family Court Reporting System
- The Parish and City Court Reporting System
- The Integrated Juvenile Justice Information System (IJJIS)

Each of these systems is briefly described below.

LOUISIANA SUPREME COURT CASE MANAGEMENT SYSTEM (CMS)

The Louisiana Supreme Court's current Case Management System (CMS) was originally built and deployed in 1999 to become a Y2K compliant system and to update to a PC based environment using client server technology. This included an Oracle data base as the back end and a Visual Basic Graphical User Interface (GUI) as the end user front end.

In 2003 the court began work on its Intranet (Portal) and planning for the upgrade of the current CMS suite to a Web Based tool that continued to use an Oracle data base as its back end but will be using a traditional web browser as its end user GUI. This will provide for much better query and reporting ability, notable ease in use, allow it to be integrated into the Intranet and decrease the learning curve significantly. Work on this new CMS tool began in July of 2005 and the BETA (first version) was released and in testing by selected users in the Fall of 2005.

The new system allows the court to pursue its initiative to provide Electronic Filing (e-filing) to the public in the Portal as well as allowing Attorneys to query selected fields in CMS for data on their respective case filings.

The e-filing initiative was also the first step in a completely paperless archiving system and assuming the industry recognizes electronic media, doing away with the current microfilm process for any item filed via e-filing.

The five-year goals are to have a functional e-filing system, completely web based CMS suite, both an Intranet for the court staff to work on court materials from any location and an Extranet for Attorneys to login and e-file or query the CMS suite for information on an already filed case. Finally to have a digital archival system tied to the e-filing process that allows for complete backup and safeguarding of all filed data.



CMIS CRIMINAL DISPOSITION DATA SYSTEM

The Court Management Information System (CMIS) criminal disposition data system, when completed, will be a complete database of all dispositions and sentences from the district courts. Currently, the CMIS staff is receiving criminal filing information, dispositions, and sentencing information from 60 parishes. Currently there are approximately 1.7 million criminal history records in the CMIS criminal history repository. The four district courts not transmitting criminal justice information to CMIS, for varying reasons, are located in Beauregard, Bossier, East Carroll, and Lafourche parishes.

The CMIS staff continues working with the State Police to develop an automated procedure for matching dispositions in the CMIS database to CCH criminal history records. Only those arrest charges where the disposition charge exactly matches the arrest charge (i.e. the prosecutor has not modified the charge at billing) will be initially attached to the State Police CCH rap sheet. Once CMIS dispositions are accepted by State Police for attachment to their criminal history records, these same records will be forwarded to the FBI for inclusion in their Interstate Identification Index (III) database.

CMIS has also developed a telephonic interface for the FBI National Instant Check System (NICS) to check dispositions for denial of firearms from those courts forwarding disposition information to CMIS. CMIS is also currently programming and developing a file transfer procedure for forwarding criminal disposition information to the FBI for inclusion in their NICS database. This will allow other states to search the FBI NICS file for denial of firearms for convicted felons.

THE LOUISIANA PROTECTIVE ORDER REGISTRY (LPOR)

The Louisiana Protective Order Registry (LPOR), which is a statewide repository of court orders issued to prohibit domestic abuse and dating violence, and to aid law enforcement, prosecutors and the courts in handling such matters, was established by legislative act (La. R.S. 46:2136.2) in 1997. The Judicial Administrator's Office of the Louisiana Supreme Court was given responsibility for developing standardized forms titled, 'Uniform Abuse Prevention Order' forms, and for collecting the data from all courts and entering it into the registry.

After a pilot phase, which began in late 1997 and continued through 1998, the registry was officially launched in April, 1999. Courts were expected to begin using the standardized forms and transmitting their orders of protection to the registry no later than January 1, 2000.

Records contained in the registry are made available to state and local law enforcement agencies, district attorney offices, the Department of Social Services, office of family support, support enforcement services, office of community services, the Department of Health and Hospitals, bureau of protective services, the Governor's Office of Elderly Affairs, elderly protective services, the office of the attorney general, and the courts.

In addition, certain qualifying records from the registry are transmitted to the FBI's National Crime Information Center (NCIC) Protection Order File (POF) and their National Instant Criminal Background Check System (NICS).

Education and Training

At the time the registry was launched in 1999, the LPOR offered a multi-disciplinary training program, which was brought to cities across the state and covered relevant state and federal laws, the registry's policies and pro-



cedures, and specific instructions regarding the use of the standardized order forms. All judges, commissioners, magistrates, hearing officers, district attorneys, court administrators, clerks of court, legal services and pro bono program providers, domestic violence victim advocates, and attorneys, as well as others with a need-to-know, were encouraged to attend one of the scheduled seminars.

As annual training of those who play a role in preparing, issuing and/or enforcing orders of protection has been identified as a priority, a four-member training team continues to provide regional seminars and by-request workshops across the state. In 2007, a new program was added to the schedule and designed specifically for judges, magistrates, commissioners, and hearing officers. Initially launched as the ‘Dinner and Discussion Program,’ this session is currently referred to as the ‘Round Table Discussion Program’ and is offered the evening before the half-day regional seminar, in the same city.

In 2007, the registry’s training team provided seven (7) evening programs, which were attended by forty-four (44) judges, magistrates, commissioners, and hearing officers, and provided seven (7) half-day regional seminars, which were attended by five hundred fifty eight (558) participants.

Orders Entered Into the Registry

From the pilot phase of the project through the close of 2007, registry staff received and entered a total of 168,795 orders. Of these, 127,534 (76%) were civil orders and 41,261 (24%) were criminal orders of protection. The following tables provide a breakdown of the orders entered into the registry, by order type, for each year since the program was piloted in 1997.

Table One: Civil Orders

Civil Orders:	1997	1998	1999	2000	2001	2002	Subtotal
Temporary Restraining Order	9	1,492	2,865	6,904	8,428	11,726	31,424
Protective Order	0	641	1,244	2,925	3,172	4,105	12,087
Preliminary Injunction	0	16	35	144	106	70	371
Permanent Injunction	0	34	23	97	199	127	480
Total Civil Orders	9	2,183	4,167	10,070	11,905	16,028	44,362

Table One: Civil Orders (Continued)

Civil Orders:	2003	2004	2005	2006	2007	2008	Total*
Temporary Restraining Order	12,066	12,872	12,041	12,097	12,480	0	92,980
Protective Order	4,299	4,209	3,776	4,030	4,093	0	32,494
Preliminary Injunction	115	102	83	71	58	0	800
Permanent Injunction	248	210	163	86	73	0	1,260
Total Civil Orders	16,728	17,393	16,063	16,284	16,704	0	127,534

Table Two: Criminal Orders

Criminal Orders:	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>Subtotal</u>
Bail Restrictions	15	1,373	1,408	2,269	2,760	2,258	10,083
Peace Bond	0	519	1,382	1,635	2,722	2,294	8,552
Combined Bail/Peace Bond	0	7	53	174	164	314	712
Sentencing Order	0	0	0	0	0	0	0
Probation Conditions	0	0	0	0	0	0	0
Combined Sentencing/Probation	0	70	111	97	82	70	430
Total Criminal Orders	15	1,969	2,954	4,175	5,728	4,936	19,777

Table Two: Criminal Orders (Continued)

Criminal Orders:	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>Total*</u>
Bail Restrictions	2,224	2,325	1,909	1,914	1,859	0	20,314
Peace Bond	2,241	2,421	1,629	361	745	0	15,949
Combined Bail/Peace Bond	598	680	389	181	660	0	3,220
Sentencing Order	0	0	0	0	0	0	0
Probation Conditions	0	0	0	0	0	0	0
Combined Sentencing/Probation	214	440	399	106	189	0	1,778
Total Criminal Orders	5,277	5,866	4,326	2,562	3,453	0	41,261

Table Three: Totals by Year

	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>Subtotal</u>
Total Civil and Criminal Orders	24	4,152	7,121	14,245	17,633	20,964	64,139

Table Three: Totals by Year (Continued)

	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>Total*</u>
Total Civil and Criminal Orders	22,005	23,259	20,389	18,846	20,157	0	168,795

*Please note that the "Total" figures include orders entered from January, 1997 through December, 2007.



THE DRUG COURT INFORMATION SYSTEM

The Supreme Court Drug Court Office (SCDCO) initiated development of an automated data management system in 2002. The database, called the Drug Court Case Management system (DCCM), was developed by the SCDCO with significant input from representatives of the state's drug courts to ensure local case management needs would be met. Unique among the database systems currently in use around the country, the Supreme Court's DCCM provides an important statewide linkage between criminal justice, treatment, corrections and other professionals in the drug court arena. The web-based system allows multiple users to input and access critical offender data in a real-time format.

Launched in January 2004, the DCCM is designed to assist drug courts with tracking their clients through the drug court process by providing a single database in which demographic, program status, treatment and discharge data can be maintained, quickly accessed and easily shared. The system has also been designed to generate data related to key performance indicators such as recidivism, relapse and social functioning as measured by changes in education, employment, and other variables.

The DCCM will allow for objective monitoring and evaluation of drug court programs to ensure accountability of the entire system, to educate the public, the legislature and other key stakeholders about the efficacy of treatment and to identify, through research, the most effective approaches to the rehabilitation of offenders.

The DCCM was enhanced in 2007 to include refined case management functionality and more sophisticated reporting capabilities.

THE TRAFFIC VIOLATION SYSTEM

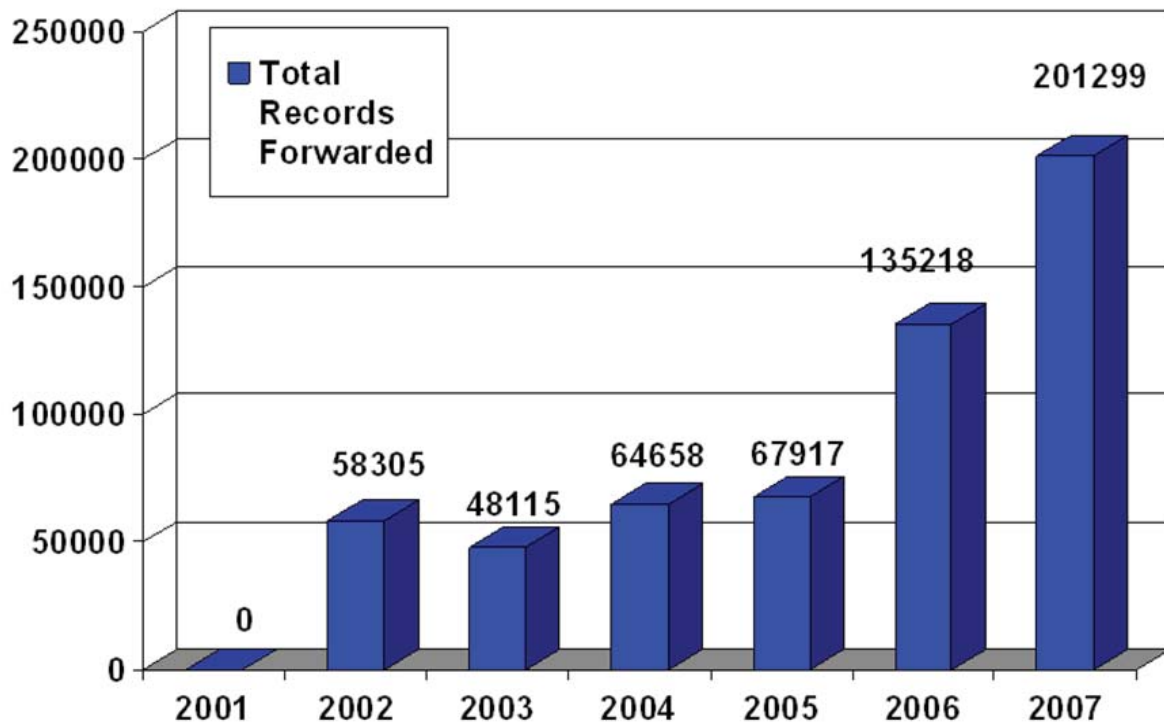
The purpose of the Traffic Project is to update driver history records at the Office of Motor Vehicles (OMV) through electronic transmission of traffic filings and related disposition data. To achieve this goal, district courts, as well as city and mayor's courts, transmit traffic case data to CMIS. CMIS then error checks the data for accuracy and completeness and then places the data on a server for retrieval by OMV. When completed, the system will quicken the process by which OMV, as well as judges and prosecutors around the state, receive traffic case data.

The project is steadily moving forward. Currently, forty-two (42) courts (32 district, 8 city, and 2 mayor's courts) have agreed to participate in the traffic project, twenty-eight (28) of which are already transmitting traffic data which is being retrieved by OMV and posted to OMV driver history records. Further, more courts intend to participate in the project and are currently at various stages of updating their systems in order to capture and transmit traffic data.

Benefits of the project include decreased paperwork on behalf of the clerks of court, faster flow of information, and accurate driver history records for judges and prosecutors. In the past, most courts have sent traffic information to OMV via physical mail (a task no longer necessary when participating in the traffic project), and OMV was then required to key this data into their driver history records, a time consuming and often error prone process. Finally, participating courts have reported that defendants who fail to appear to court are quickly notified that their driver's license has been suspended. This reduces the time by which those defendants appear in court to settle their ticket.



Traffic Records Sent from CMIS to OMV



CMIS Division

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CMIS has very recently received grant funding from the Federal Motor Carrier Safety Association (FMCSA). Funding will be used to encourage more district courts to participate in this traffic project and, if there is enough interest, to develop a Supreme Court hosted, web interfaced, case management system for the city courts so that traffic violations can be captured by CMIS and forwarded to OMV in a timely manner. The Commercial Motor Vehicle Safety Act of 1986 and the Motor Carrier Safety Improvement Act of 1999 require that states forward electronic Commercial Driver License (CDL) violations to federal databases within thirty days (ten days by 2008) after the court disposition has been rendered or jeopardize losing highway funding for the state. Turnaround time for driver history records to be attached to state driver history records for those courts participating in the CMIS traffic project has averaged approximately five days. OMV is then responsible for forwarding CDL convictions to the federal database.

Once completed, the traffic database will also be able to generate performance indicators on workloads, types of traffic violations, and recidivism.

THE COURT OF APPEALS REPORTING SYSTEM (CARS)

CMIS continues to work with the appellate courts in the design of their new systems and the collection of common data elements for both the appellate courts and CMIS. An agreement has been reached with the appellate courts on the reporting of case types, dispositions, manners of disposition, common data elements and event triggers for the automation of CARS, all in alignment with reporting criteria for the National Center for State Courts (NCSC). Four of the five appellate courts are electronically transmitting their filings and actions for monthly



reporting. The appellate courts may now implement these standards in their respective databases. Additionally, CMIS will be collecting the same information for reporting to NCSC.

THE TRIAL COURT REPORTING SYSTEM

The Trial Court Reporting System is essentially a manual system through which the Supreme Court receives at the end of each calendar year from the clerks of court data on juvenile, civil, and criminal case filings, and the number of civil and criminal jury trials. In all but four of the parishes, traffic filings are separated from criminal filings. Total criminal filings are able to be broken down into felonies and misdemeanors by fifty-three (53) of sixty-four (64) parishes. Jury trial data is reported monthly by each judge to the Supreme Court via manual forms on the number of civil and criminal jury trials. The data derived from the manual forms submitted by the clerks of court and the judges are later computerized by the Supreme Court using Excel Spreadsheet software. The performance indicators potentially available from the system in its current form would consist of the number of juvenile, civil and criminal filings and the number of civil and criminal jury trials for each judicial district, and all district courts, and the percentage of filings and jury trials of each district compared to the sum of all districts.

THE JUVENILE AND FAMILY COURT REPORTING SYSTEM

The Juvenile and Family Court Reporting System is a manual system through which the Supreme Court has been receiving from the four juvenile courts within the state data on juvenile delinquency cases, juvenile traffic cases, adoption cases, child support cases, and other cases, and from the one family court in the state data on family court filings by type of case. The juvenile court data includes information on formal and informal case processes and dispositions and other data. The data derived from the manual forms submitted monthly by each court are computerized on Excel spreadsheets by the court staff, aggregated by year, and reported in the Court's annual report. Next year, the Court intends to revise the data collected from the juvenile courts and to provide a simpler system of reporting in the Annual Report.

Electronic reporting to the Supreme Court will commence once the Integrated Juvenile Justice Information System (IJJIS) has been implemented.

THE PARISH AND CITY COURT REPORTING SYSTEM

The Parish and City Court Reporting System is a manual system through which the Supreme Court receives from each parish and city court data on the number of civil, criminal, traffic, and juvenile cases filed and terminated in the previous calendar year. The data derived from the manual forms submitted by each court is computerized on Excel spreadsheets by the Court staff and maintained by year. The performance indicators potentially available from the system in its current form would consist of the number and percentage of filings by case type.

THE INTEGRATED JUVENILE JUSTICE INFORMATION SYSTEM (IJJIS)

The Integrated Juvenile Justice Information System (IJJIS) is being developed to accomplish three levels of integration:

- (1) the integration of all functions within the juvenile court, i.e. intake and assessment, docketing, calendaring, case management, notice and document generation, appeals tracking, warrant tracking, automated minute entry, and financial record keeping;



- (2) the integration of all case types (child abuse and neglect, delinquency, families in need of services, adoption, child support, etc.) by the use of common family identifiers; and
- (3) the integration of information from all agencies involved in juvenile court proceedings (the protective services agency, law enforcement agencies, the district attorney, the indigent defender, the probation and parole agencies, treatment facilities, corrections agencies, the public school system, and other agencies).

The system will be built on a PC-server platform using a web-based format and a SQL database. Once completed, the system will be in the public domain and can be adapted, enhanced, and changed as needed.

Currently, the IJJIS consists of the following components:

- A Child in Need of Care component that is being enhanced to include termination of parental rights, voluntary surrender and adoption case management;
- An informal FINS component that is being enhanced to eliminate errors and facilitate user friendliness;
- A truancy component that is being developed and enhanced by the Judicial Administrator's Office and the LSU Office of Social Service Research and Development (OSSRD);
- An offender component (juvenile delinquency, juvenile traffic, formal FINS that is being developed by the Children's Cabinet and the Judicial Administrator's Office with all of the functionalities needed by other case type components.
- A Juvenile Drug Court component that will be imported from the Drug Court Information System, DCCM, described above.

Each of these components is expected to be completed within one to two years and will be made available to all interested courts. Other components that will have to be developed include: child support, mental health, and other case types.





PERFORMANCE REPORTS:

**DATA
STANDARDS**

DATA STANDARDS

The data standards upon which the completed systems have been built and the standards guiding the development of future systems are indicated in the chart below:

System	Basis of Standards
• Clerk of Court Case Management Information System	• State
• CMIS Criminal Disposition Data System	• National Center of Crime Information (NCIC); State
• The Louisiana Protective Order Registry	• NCIC; State
• The Drug Court Information System	• Drug Court Program Office
• The Traffic Violation System	• State
• The Court of Appeal Reporting System (CARS)	• National Center for State Courts (NCSC)
• The Trial Court Reporting System	• NCSC; State
• The Juvenile and Family Court Reporting System	• NCSC
• The Parish and City Court Reporting System	• State
• The Integrated Juvenile Justice Information System (IJJIS)	• Louisiana Children’s Code

BARRIERS TO DATA GATHERING AND DEVELOPMENT

Many of the problems impairing the development of information systems capable of producing meaningful indicators on judicial performance are deeply rooted in the chaotic way in which the judicial system is structured, governed, and financed.

The present set of fragmented arrangements involves more than 747 elected judges and justices of the peace spread over five layers of courts – the Supreme Court, courts of appeal, district courts, parish and city courts, and justices of the peace. It also involves 41 elected district attorneys, 69 elected clerks of court, 65 elected sheriffs, 64 coroners, approximately 390 elected constables serving justices of the peace, 50 elected city court marshals or constables, and 250 mayors or their designees managing mayors’ courts ~ all of whom exercise individual, independent authority and are funded through different financing mechanisms.

The current set of financial arrangements is equally bewildering and problematic. As part of these arrangements, local governments are required to carry the heavy burden of funding a large part of the operations of the courts, the district attorneys, and the coroners ~ all of which are state constitutional functions. Citizens are also required to pay rather high fees, fines, court costs and assessments to help pay for the costs of judicial branch functions.



These arrangements create a condition of “rich” offices and “poor” offices, and force agencies that should work together to compete with one another for limited resources. Furthermore, the present funding arrangements prevent uniformity and consistency in judicial services, and threaten judicial impartiality by making judicial functions too dependent on local governments and user-generated income. In addition, the current financing arrangements make it impossible for citizens and the legislature to understand the total amount of financing being provided to each agency, thus making public accountability nearly impossible.

The fragmentation of the structure of the judicial branch and the fragmentation of its funding seriously affect the Supreme Court’s ability to gather data, to achieve effective coordination and collaboration within the system, and to improve judicial performance and the administration of justice.

As a result of the fragmented structure and financing of the judicial branch, the judicial system lacks many types of data that would help the Supreme Court and the lower courts to manage and expedite cases and improve the administration of justice. This is particularly true in the district courts. In most judicial districts, the reason for the lack of data is the general lack of appropriate automated case management systems for capturing and reporting the information. To report data manually for hundreds and thousands of cases per month is time consuming and costly. Another factor is the time and cost of reprogramming. Even where information systems do exist, they may not be programmed to provide the type of information being requested. Because of the constitutional and other factors affecting the structure and financing of the judicial branch, many judicial districts do not have, under the present system, the resources or the ability to generate the types of data needed to allocate resources properly, reduce delays, and, in general, manage cases more effectively. Some examples of the types of data that are currently not available within judicial district courts are provided in Exhibit 1 of this part of the Supreme Court’s Strategic Plan.

The ability of family, juvenile, city and parish courts to generate needed data is also limited. Only a few of these types of courts have sophisticated management information systems capable of generating needed data. The great majority of these courts are very limited in the types of data they can produce. Most are able to generate filing data on certain types of cases in terms of number filed and number terminated but the case typing is very limited, and case management information and specific disposition data are generally unavailable in an automated form.

The capacity to generate automated case management and disposition information is virtually non-existent within the jurisdictions of justices of the peace and the mayors’ courts, primarily because of the lack of financial, staffing, and technological resources in these jurisdictions.





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