

North Carolina Commission on the Administration of Law and Justice

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**Daniel J. Hall
Vice President
National Center for State Courts**

OPPORTUNITY

- Moving North Carolina courts from good to great
- Heavy lifting
- Instilling a vision of innovation

YOU ARE NOT ALONE

COURTS THAT HAVE SIGNIFICANTLY RESIGNED THEIR SERVICES

- **States where significant work has been done:**
 - Minnesota, Vermont, New Hampshire, Nebraska, Oregon, Maine, Michigan, Utah, Arizona, Iowa
- **Trial courts where significant work has been done:**
 - Wayne County, Flint, Michigan; Orange County, Sacramento, California

VALUES: MAINTAIN AND IMPROVE QUALITY WHILE.....

1. Improving **CONVENIENCE** to litigants
2. Reducing **COST** and **COMPLEXITY** to litigants
3. Improving **ACCESS** to justice for litigants
4. Improving case **PREDICTABILITY** for litigants

NEW HAMPSHIRE

- Unification of probate, family and district courts
- Restructure the management of the circuit court (implemented)
- Create a call center
- Abandon paper-bound processes in favor of digital

MINNESOTA

- Centralize payable processing (e-citations, call center, payment entry of receipts)
- E-courts
 - Traffic citations and electronic filing
 - Civil e-filing
 - Document scanning
- Centralize/regionalize jury management

UTAH

- E-everything
- Comprehensive clerical reorganization
- Centralized self-help center
- Performance management

VERMONT

- Integrate the probate court into the trial court and require probate judges to be lawyers
- Comparable pay and benefits and management of all court employees
- Reduce middle management
- Venue set by Vermont Supreme Court

NORTH CAROLINA

- What is best and feasible

LESSONS FROM OTHER STATES

THE GENERIC PROCESS SIX STEPS

1. The right scope and the right people
2. Creating a sense of urgency and innovation
3. Focus on values and priorities
4. Options and opportunities

VALUES AND PRIORITIES

- Better services
- Increased efficiencies
- Feasibility
- Funding-savings and costs

OPTIONS AND OPPORTUNITIES

- Staffing efficiencies
- Electronic solutions
- Legislative and policy changes
- Structural changes within the existing administrative framework

THE GENERIC PROCESS

SIX STEPS

(CONTINUED)

5. Organize solutions into waves
6. Follow up-this is a marathon not a sprint

**WHAT STRATEGIES HAVE
OTHER STATES USED?**

SIX STRATEGIES TO INCREASE EFFICIENCY AND IMPROVE QUALITY

1. Automate appropriate functions to the maximum
2. Centralize processes
3. Regionalize processes
4. Standardize processes
5. Outsource processes
6. Systematically and aggressively apply case management

AUTOMATE SERVICES

- Filing and docketing of documents and motions
- Payments
- Document access and retrieval
- Litigant self-help
- Notifications and service
- Creation of the official court record
- Archiving
- Jury services (partial)
- Provision of the record on appeal

CENTRALIZE PROCESSES

- Filing
- Payments
- Collections
- Document access
- Data queries
- Jury services (partial)
- Interpreters (partial)

REGIONALIZE SERVICES

- Jury services (partial)
- Videoconferencing
 - Expert witnesses
 - Interpreters
 - Hearing officers
- Document access

STANDARDIZE SERVICES

- Every administrative process statewide?
- Disaggregate by size?
- All technology statewide?
 - External interfaces only?
 - Services only?
 - Applications, systems, infrastructure?

OUTSOURCE SERVICES

- Technology infrastructure
 - Network
 - Servers
 - Email
 - Security
- Collections
- E-filing
- Data entry

AGGRESSIVE CASE MANAGEMENT

- Reimaging courts
- Significant savings across the justice system
- Better service to litigants

COURT STRATEGIES TO IMPROVE EFFICIENCY AND QUALITY OF SERVICES (Examples)

Centralization/Regionalization	Video Conferencing	Process Improvement	Structural Changes	E-Everything
Electronic Payables (fines, fees, restitution, etc.)	Arraignments for incarcerated defendants	Statewide fines schedule	Consolidation of judicial districts	E-file with an electronic document management system
Automated referrals to collections	Detention hearings for detained juveniles	Expand the list of misdemeanors and ordinance violations that are fines only	Court consolidation—single tier trial court or single tier limited jurisdiction court	Electronic workflow
Traffic citations	Child support hearings	Courtroom docket entry into the case management system to prepare sentencing orders with electronic signatures (e.g., in court updating of files)	Review jurisdiction and venue as related to centralized, regionalized filing or cases and centralized issuance of orders	E-filing <ul style="list-style-type: none"> • Centralize/regionalize filing centers • Self help software • Electronic citation by all law enforcement
Call centers	Simple motions hearings	Digital recording of court proceedings	Expand use of subordinate judicial officers	Electronic signatures on orders, notices, etc.
Jury Management <ul style="list-style-type: none"> • Summons • Qualification questionnaires 	Motions in civil cases not involving testimony		Consolidation of clerks/management	Availability of e case files from every court and at one or more call centers
Processing and issuance of default judgment orders	Interpreters			Virtual web-based information centers providing direct access to records, etc.

NORTH CAROLINA COMMITTEE EXAMPLES

1. Legal Professionalism
2. Technology
3. Public Trust and Confidence
4. Civil Justice
5. Criminal Investigation and Adjudication

CONCLUSION