



**MINNESOTA
JUDICIAL
BRANCH**

First Judicial District

Mission: To provide justice through a system that assures equal access for the fair and timely resolution of cases and controversies.

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The First Judicial District has 36 judges and more than 250 staff that handle nearly 200,000 cases annually in the counties of Carver, Dakota, Goodhue, Le Sueur, McLeod, Scott and Sibley.

The First Edition

A Newsletter about the First Judicial District of the State of Minnesota

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Minnesota Judicial Council Approves 2012-13 Strategic Plan

Last month, the Minnesota Judicial Council formally approved the FY2012-13 Judicial Branch Strategic Plan as the Branch’s blueprint for the future, with three overarching goals of improving access to justice, administering justice for more effective results, and strengthening public trust and accountability.

The Plan, developed by a committee led by First Judicial District Chief Judge Edward Lynch, includes several significant initiatives that use new information management technologies to streamline case processing and improve service to the public.

A major project called **eCourt MN** will build on organizational and technology advancements initiated in the Branch over the last decade, including the Second and Fourth Judicial District’s civil e-filing project and Dakota County’s Minnesota Court Information System (MNCIS) imaging pilot this past year. The goal of the project is to move from the current paper-centric environment to an all-electronic court record. An eCourt Steering Committee, appointed by Chief Justice Lorie S. Gildea, will guide the effort. A detailed budget, timeline, and implementation plan will be considered by the Council in January.

“This will be a challenging project. While there are individual courts around the country that have made this transition, Minnesota would be among the very few to accomplish this statewide,” said State Court Administrator Sue Dosal. “As was done with the development and rollout of MNCIS and the Court Payment Center, we will be involving many

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judges and district court staff in the planning and implementation to ensure that the final result accomplishes the dual goals of increased efficiency and a more productive work environment.”

The transition to an eCourt environment will require some new tools. For example, **SessionWorks**, a work station technology, will be implemented which gives judges touch-screen access in their courtrooms and chambers to all digital documents within a case and to court calendars with drill down features to cases and case documents. The First Judicial District has been a pioneer in the use of SessionWorks.

In addition, as the courts increasingly rely on electronic records, the Strategic Plan calls for an enhanced disaster recovery capacity to ensure courts will continue operating in the event that the central computer facility in the Minnesota Judicial Center is destroyed or damaged by a man-made or natural event.

Last biennium, the first phase of centralizing the processing of payable citations in 85 counties was

accomplished with the creation of the Minnesota Court Payment Center (CPC). The FY12-13 Plan calls for the completion of the second phase - the merger of citation processing in the Second and Fourth Judicial Districts (Ramsey and Hennepin counties) into the CPC. When completed, the Court Payment Center project will consolidate the processing of one million payable citations filed each year and the collection of over \$100 million in revenue for state and local government. The CPC was recently recognized by the Atlanta based Foundation for the Improvement of Justice Center as one of its six 2011 national award winners for efforts which have significantly improved the administration of justice in the country.

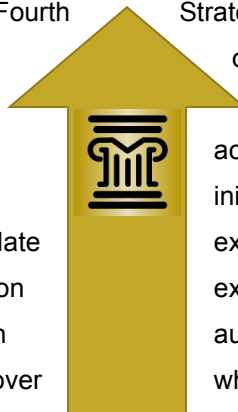
The Judicial Branch has spent the past two years developing a first-in-the-country statewide online conservator account management program (**CAMPER**) that became mandatory for annual conservator account reporting beginning January 1, 2011. Currently, Minnesota

courts have over 8000 pending conservator cases involving more than \$400 million in assets. To enhance the judiciary’s oversight for these important cases, the 2012-13 Strategic Plan calls for the creation of a small central staff with specialized auditing and accounting expertise to review initial account filings and annual examinations for accounts in excess of \$3,000 and perform audits upon county request and where CAMPER staff identify potential problems.

The Plan also calls for sustaining and expanding, where appropriate, innovative adjudicatory strategies such as problem-solving courts (drug and DWI, domestic abuse, mental health and veterans courts) that have proven effective at reducing recidivism, and expanding statewide the Early Case Management/Early Neutral Evaluation (ECM/ENE) process, designed to speed settlements and reduce the cost and acrimony in divorce cases.

Exploring the use of pro bono (volunteer) attorneys serving as

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Strategic Plan (Continued from page 2)

judicial officers for conciliation (small claims) court cases and examining case processing of both complex and simple civil litigation to determine if changes in court rules and practices could speed processing and reduce expenses for litigants are additional strategic initiatives to be undertaken in this biennium. "This is an ambitious

plan, but one the Judicial Council believes is needed to position the Judicial Branch for the next decade, and to take fullest advantage of the information technologies that have been developed for court related work," said Chief Justice Gildea. "The Minnesota Judicial Branch has developed a national reputation for innovative ap-

proaches to court and case management. This 2012-13 Strategic Plan reflects our commitment to continuing in that tradition."

The full Judicial Branch FY12-13 Strategic Plan can be found at the Minnesota Judicial Branch public web site (www.mncourts.gov) at this link:

[MN Judicial Branch FY12-13 Strategic Plan](#).

Measuring Court Performance—Timeliness

By Jerry Winter, First District Administrator

As a judge or court employee, how do you know if you are doing a good job? Do you wait for a defendant to thank you for convicting him so quickly? Do you hope a driver tells you that you fined him or her just the right amount and made it easy to pay over the phone? After losing custody of a child, do you expect the parent to say nice job of the child support obligation? Chances are you would be waiting a very long time for any meaningful feedback of your performance. But there are other ways of measuring judicial branch performance that are less subjective.

In an effort to put some objectivity into the review of what we do as a system, the Judicial Council has established a set of core performance goals to monitor pro-

gress toward ensuring accountability, improving overall court operations, and enhancing the public's trust and confidence in their courts.



These six core judicial branch goals are as follows:

1. Access to Justice:

The Minnesota Judicial Branch will be open, affordable and understandable to ensure access to justice. Do participants perceive the courts to be available to them in terms of cost, physical and language barrier and proximity?

2. Timeliness:

The Minnesota Judicial Branch will resolve cases and controversies in a timely and expeditious way without unnecessary delays. Are trial courts handling cases in a timely manner?

3. Integrity and Accountability:

The Minnesota Judicial Branch will ensure the integrity and accountability of its performance by maintaining a record system that is accurate, complete and timely. Is the record and record keeping system accurate, complete, accessible and timely?

4. Excellence:

The Minnesota Judicial Branch will achieve excellence in the resolution of cases by making decisions that are fair, reasoned, understandable, and that resolve the controversy at issue.

5. Fairness and Equity:

The Minnesota Judicial Branch will provide due process and equal protection of the law, and will ensure that individuals called for jury duty are representative of the population from which the jury is drawn. Do participants perceive they were treated fairly, listened to and are they satisfied with the Court's decision?

6. Quality Court Workplace Environment:

The Minnesota Judicial Branch will ensure that judicial officers, court personnel and jurors are qualified to perform their duties and have the materials, motivation and knowledge to do them. Do employees and judicial officers express satisfaction in their positions and the work that they do?

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Measuring Court Performance
(Continued from page 3)

Early in my career with the courts, I was regularly reminded that “justice delayed is justice denied”. This does not mean that the only good justice is quick justice. I would contend that proper, deliberate and appropriate speed in handling cases is the true hallmark of the well administrated system of justice. As a performance goal, timeliness is one of the easier measures of the judicial process because it deals with a quantifiable entity. The primary timeliness measures used by the Judicial Council are age of pending cases and time to disposition. To measure whether the court is falling behind, the clearance rate is used. The clearance rate is simply the number of cases disposed of in a period of time divided by the number of cases filed during that same period. If the resulting number is less than one we are falling behind and a backlog is building

Age of Pending Cases

Age of pending cases is the measure of pending cases measured from the date of first appearance or initial filing to the present. Periods of time when a case is considered inactive/dormant (for example when a warrant is outstanding in criminal case) are deducted from that pending age of a case because the delay is outside the

control of the court. The objective for each of these case types is that no more than 1% of the cases fall in the 99th percentile. Looking at the table below and taking major criminal as an example, the goal is that no more than 1% of the pending cases have been pending for more than 12 months. In the First District 11% of major criminal cases were pending for greater than 12 months in February of this year. By September, the number had increased to 13% compared to a statewide average of cases pending greater than 12 months of 11%. So in this category we can surmise that the age of our active criminal caseload is getting older. Our juvenile delinquency caseloads are also getting older but our major civil, family and minor criminal cases are ageing less.

Comparison of Current to February 2011

	February 2011	Current	Statewide
Major Criminal (Pending > 12 months)	11%	13%	11%
Major Civil (Pending > 24 months)	3%	2%	5%
Family (Pending > 24 months)	2%	1%	2%
Juvenile Delinquency (Pending > 5 months)	6%	9%	7%
Minor Criminal (Pending > 9 months)	4%	4%	6%

Time to Disposition

While age of pending is a measure of active caseloads, the time to disposition is a

historic measure of the time it took to dispose of cases that were concluded during a specific time period. Again, using the 99th percentile as the point of comparison, only major criminal showed a significant problem with almost 12% of the disposition over 12 months from first appearance in February of 2011 rather than the target of no more than 1% older than 12 months at disposition. A significant improvement was made when measured in September but we still remain above the statewide average. In all other case types, the First District remains below the statewide average and showing improvement from February to September.

Comparison of Current to February 2011

	February 2011	Current	Statewide
Major Criminal (Pending > 12 months)	11.9%	8.6%	8.1%
Major Civil (Pending > 24 months)	1.3%	0.7%	1.4%
Family (Pending > 24 months)	1.0%	0.7%	1.0%
Juvenile Delinquency (Pending > 5 months)	4.8%	3.5%	4.4%
Minor Criminal (Pending > 9 months)	1.2%	0.8%	1.8%

Clearance Rates

The clearance rate measures whether we are falling behind in managing our caseload. In other words are we disposing of at least as many cases coming into the

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Measuring Court Performance
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system during a specified time period. Despite being under judged, the First has been able to stay relatively current in all case types. In reviewing county by county clearance rates, a number of concerns

Carver County

Two of the six case types currently have a clearance rate under 100% meaning a backlog is building. Fortunately, at juvenile-99.8% and minor civil-98.6%, these numbers are close to 100%. A greater concern is that the juvenile backlog has been growing over the last three years. In two of three years, permanency cases appear to be driving the lower clearance rates.

Dakota County

Four of the six case types currently have clearance rates under 100%. Minor criminal cases have consistently seen backlog increase in each of the last four years with clearance rates averaging 95% during that period.

Goodhue County

Three of the six case types currently have clearance rates under 100%. This is an improvement over the last year when all six case types showed an increase in backlog. Major criminal is the greatest concern at this time with a clearance rate of only 94.5% following a year with a clearance rate of 97.4%.

Le Sueur County

Three of the six case types currently have clearance rates under 100%. Major criminal is the greatest concern at this time with a clearance rate of only 94.6%

McLeod County

Three of the six case types currently have clearance rates under 100%. Major criminal at 90.6%, major civil at 91.2%, and juvenile at 97.2% are concerns. Major criminal also had a significant backlog increase last in 2010.

Scott County

All case type clearance rates are above 100% with the exception of major criminal (99.9%).

Sibley County

Only one of the six case types currently has clearance rates under 100%. Juvenile cases have a current clearance rate of 93.3%

surface:

Overview of Overall Performance

Several internal and external factors contribute to increases in our time to disposition statistics in the major criminal area.

- **Shortages of judges** caused by judicial vacancies and lack of authorized positions (creation of new positions) have been a chronic problem in the First District. In recent months
- **Reductions in public defender staffing** (in recent months) in the district has caused delays in handling calendars.
- **Recent implementation of in-court updating of court records** has increased the efficiency of court administration work processing but it has slowed court hearings as judges, attorneys and staff learn the new process.
- **These changes come to court administration staff that is significantly below the most efficient norm.**

As noted earlier in this report, there are only a limited number of significant differences between counties in the district. In those counties, direct correlations can be draw between the judicial and justice system resources available to hear matters and the delays that have occurred. Additional efforts are being made to balance the judicial time available between counties in an effort to

equalize the relative need of all counties of the district.

- The First District has implemented **Early Case Management/Early Neutral Evaluation (ECM/ENE)** programs in Dakota, Scott and Carver Counties. Early reviews of these programs point to success in reducing family court disposition times.
- For the past year, Dakota County has gone to a **“continuance judge”** concept that funnels requests through a small group of judges promoting consistency and greater compliance with a stricter review of these requests.
- This spring, Dakota County implemented a pilot test of a **pro bono attorney conciliation court referee program** with the Lindquist and Venum law firm.
- The district is also **exploring** the development of a **family court contested special term referee program** and a **housing court referee program**.
- Like other districts, we are looking at expanding the use of **ITV** to reduce judge travel time, to maximize court time and to deal with emergencies.
- The district will be expanding the **Minnesota Court Information System (MNCIS) document scanning** program in Dakota County to all other counties in the district.

These are some of the efforts underway or in the planning phase for development and implementation in the coming month. We think all of them have or potentially will have either a direct or indirect impact on improving the First Judicial District’s performance over the coming year.

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Measuring Court Performance
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Planned Improvement

- The First District undertook a **major data quality audit** when the performance measures were originally adopted. We reviewed all cases aged over the 99th percentile to determine if we had any data quality errors and if found, corrected them. Cases legitimately aged beyond the 99th percentile were either set for hearing or trial or the attorney of record was contacted to determine the next appropriate action on the case. We have started moving this review down to the 95th and 90th percentile
- Implementation of in-court updating of cases, pilot testing **SessionWorks** software that allows judges to retrieve case file documents electroni-

cally while in court, and delaying the filling of vacancies has resulted in a temporary suspension of the expansion of this data quality effort. We hope to continue it in the coming months.

- The First District will be expanding its **Early Case Management/Early Neutral Evaluation (ECM/ENE)** programs.
- The district has developed “**ITV Calendars**” which can be heard either routinely or on short notice using ITV equipment. We see this has a viable option to canceling calendars when emergencies arise due to weather or judge shortages.
- We are also developing “**Senior Judge Friendly Calendars**” that can be heard by

retired judges without the need for court reporters and law clerks.

- The **Pro Bono Attorney Conciliation Court Referee Pilot program** in Dakota County’s Northern Service Center has gone extremely well and will be expanded to the two Dakota County facilities in the coming months.
- Finally, the district continues to enforce a **strict continuance policy**.

In future newsletters, we will continue to report on progress in meeting these time objectives. We will also take a look at the other performance measures noted earlier in this article.

Creating Efficiencies in the Court Interpreter Program

By Vicky Carlson, Carver County Court Administrator

Chief Judge Edward Lynch recently wrote an editorial about the importance of providing language interpreters in the Minnesota Judicial Branch so that non-English speakers receive meaningful access to the courts. (St. Paul Pioneer Press, August 28, 2011). You probably have heard the saying “Justice Delayed is Justice Denied.” The same could be said regarding language access to the courts, “Justice Misunderstood is Justice Denied.”

The District Courts in the First Judicial District work diligently to ensure that all parties with limited English proficiency receive interpreters for all court hearings so they leave the court with full knowledge and understanding of the proceedings that took place. How-

ever, providing language interpreters can be costly. In 2010, the First Judicial District spent nearly \$321,000 for interpreters for court hearings.

To ensure that all non-English speakers who appear in court in the First Judicial District continue to receive high quality interpretation while maintaining and controlling costs, the district recently made changes to the interpreter process. Up until



Erica Mendoza Interpreting. Judge Kevin Eide in background.

recently, Carver, Goodhue, Le Sueur, McLeod, Scott and Sibley counties used to schedule their own interpreters. With multiple counties ordering and scheduling interpreters, there were varying practices among the coun-

ties in how and where interpreters were ordered. In early 2011, the Court Administrators in the First Judicial District worked together to streamline the interpreter schedul-

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*Court Interpreter Program
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ing process. Now, all counties (excluding Dakota which due to its size and volume continues to schedule its own interpreters) make entries into MNCIS, the court’s database, and an existing Carver County Court employee runs reports and completes the interpreter scheduling and necessary entries into MNCIS for all counties.

Regionalizing the scheduling of interpreters has resulted in several efficiencies including:



Alex Moreno, Senior Court Clerk, Carver County is the lead interpreter scheduler and has been instrumental in the development and maintenance of the new process. “The success of the program is definitely due to Alex’s diligence in making sure that the most qualified interpreters are scheduled and utilized in the most efficient way,” said Vicky Carlson, Carver County Court Administrator.



Alex Moreno, Senior Court Clerk

“Alex has piloted sharing an interpreter between locations and other changes that have helped save money in the interpreter budget.”

Following the rollout of the regionalized interpreter scheduling process, the First Judicial District began piloting the hiring of a temporary Spanish interpreter as an employee versus a contractor. Spanish is the most

- **Maximizing the use of contract interpreters as well as newly hired temporary staff interpreter Erika Mendoza, between locations in order to reduce costs and downtime for the interpreter;**
- **One central location that maintains all of the data on scheduling interpreters including: where to locate interpreters, requirements of ordering an interpreter, and associated costs; thereby limiting the number of staff who must maintain interpreter information that may be rarely used and most often forgotten and;**
- **An individual(s) whose responsibility and goal lies in controlling and monitoring costs, which helps to maximize efficiencies and decrease costs.**

requested language in the First Judicial District and accounts for two thirds of the interpreter budget or over \$203,000.

After several months, a cost benefit analysis was completed and it became apparent that the district could reduce costs long term by hiring a permanent full time Spanish interpreter. In addition to a reduction in costs in the interpreter budget, there were other benefits of hiring a staff interpreter that were realized: an additional person could assist with the time consuming job of scheduling interpreters, the interpreter could assist Court

Administration with over the counter interpretations, and the interpreter could provide form translations.

Regionalized interpreter scheduling and the hiring of a staff interpreter were recommendations Vicky Carlson made in a research paper she wrote on *Remote Language Interpreting in the Minnesota Trial Courts* for a Fellowship Program at the National Center

for State Courts. “At the time I chose remote interpreting for my research paper, costs were increasing and new technology had been introduced on the market that made simultaneous remote interpreting a possibility in the courtroom,” said Carlson.

An additional recommendation included the expanded use of remote interpreting for court hearings short in duration. Remote interpreting can help reduce costs and provide the non-English

speaker with timely access to an interpreter. Minnesota courts currently pay a two hour minimum or \$100 for an on-site Minnesota certified interpreter plus travel costs which can be substantial if there isn’t an interpreter located close by.

The First District is currently in the process of filling the Spanish interpreter position that was made permanent as a result of the pilot study that was conducted. With this hiring, the First Judicial District hopes to explore further the usage of remote interpreting to provide a high quality interpretation while maintaining and controlling interpreter costs.

Pro Bono Conciliation Court Referees Begin Hearing Cases in Dakota County

By Becky Schneider, Court Operations Manager, Dakota County District Court

On June 2nd, Chief Judge Edward Lynch, of the First Judicial District signed an order appointing 10 attorneys to act as referees in Dakota County. The attorneys, from the law firm of Lindquist & Vennum in Minneapolis, are part of a pilot program in the West St. Paul office of Dakota County District Court.

other civil filings. The majority of litigants in conciliation court represent themselves.

The Catalyst for Change

On-going projected government budget shortfalls prompted judicial administration to solicit cost-saving and efficiency-building

ideas from all employees of the Minnesota judicial system. The use of adjunct judicial officers in conciliation court was one of the suggestions.

Candee Goodman, Pro Bono Director at Lindquist & Vennum, along with David Allgeyer, the chair of their litigation department met with Sue Dosal, the State Court Administrator to discuss how their firm might be able to assist the judiciary.

Dosal mentioned the idea of having volunteer attorneys pre-
side over conciliation court cal-

endars and suggested that Dakota County might be interested in piloting the project.

A Pro Bono Culture

The law firm of Lindquist & Vennum has a strong history of pro bono work. They are part of the Pro Bono Institute's Pro Bono Challenge—promising to give back 3% of their billable time every year, to pro bono work. The firm boasts 100% participation from all of their lawyers and paralegals.

The Pilot

The idea of the pilot was met with some reservations. According to Judge Lynch, "I realized that the proposal would provide some needed relief to the judges of Dakota County where judge resources always have been less than the weighted case load need. I was concerned, however, that judges, and others, might resist the re-introduction of a tiered court system of judges and adjunct judicial officers of limited jurisdiction."

Several meetings were held with representatives from the First Judicial District, including Chief Judge Edward Lynch; District Administrator, Jerry Winter; Dakota County Court Administrator, Carol Renn; supervisors from the West St. Paul office and Allgeyer and Goodman from the law firm. After working out the logistics of the program, such as possible conflicts of interest, training options and judge ride-alongs, the decision was made to move forward with the pilot.

The response from the attorneys at Lindquist & Vennum was overwhelming, according to Goodman, many of their senior litigators "... jumped at the chance to use their background and experience in aid of the court and as a way for them to take on new professional challenges and opportunities."

Judge Lynch signed the order appointing the referees on June 2, 2011 and on June 6th,

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The Pilot Project team at Lindquist & Vennum
(seated) Pro Bono Director, Candee Goodman; Michael Warren; and George Singer.
(top row) Jonathan Harris; John Laravuso; David Allgeyer; Nell Mathews; Ronald Vaske; Kim Ruckdaschel-Haley; Ansis Viksnins; and James Lockhart.

The program involves the installation of adjunct judicial officers, in this case referees, to preside over conciliation court matters.

Conciliation court, sometimes referred to as "small claims" court, enables litigants to file claims of up to \$7500.00. Conciliation court procedures are easier for pro se (self-represented) litigants to follow and the filing fees are substantially lower than those of



*Pro Bono Conciliation Court Referees
(Continued from page 8)*

Michael Warren was the first pro bono referee to preside over conciliation court in Dakota County under the new program.

Challenges

The referees face several challenges in administering conciliation calendars. Although conciliation court is often referred to as “small claims” court, they must apply the law in the same manner as in major civil cases.

Conciliation court calendars often include cases involving different areas of law, many outside the scope of an individual lawyer’s usual area of practice.

“One of the biggest challenges for our attorneys is wanting to be thorough and make fair decisions,” said Goodman, “...some of the cases are pretty involved and it can take

some time to sort out the issues and facts in order to come to a fair result.”

Another challenge for the attorneys is removing themselves from the role of advocate for their clients and placing them in the role of an impartial judge of issues and law.

Rewards

To date, referees have heard over 150 cases in conciliation court.

The addition of the referees has enabled West St. Paul to add a family court session to their weekly calendar.

Judge Lynch is pleased that the firm “has provided experienced litigators to serve as referees,” and believes that has been an important factor in gaining bench accep-

tance. The program has provided relief to Dakota County judges and quality service to the people of our community.

The referees know they are helping people resolve their problems in an amicable manner and have gained a greater appreciation for the judges and court personnel with regard to how they professionally handle challenging matters of such a diverse nature.

Looking Forward

Lindquist & Vennum has added two more attorneys to their roster and is looking forward to expansion of the program.

Based upon the success of the pilot project in West St. Paul, Judge Lynch is hopeful that the program can be expanded to the Apple Valley office by January.

Court Payment Center Honored

The Minnesota Judicial Branch has been honored for its innovative Court Payment Center with the Paul H. Chapman Award from the Foundation for Improvement of Justice. The award is given out each year to recognize and reward individuals or organizations whose innovative programs and work have made improvements in the justice system. The award was presented at the Foundation’s awards banquet on September 24, 2011.



The Court Payment Center project “is recognized for centralizing the processing of payable citations, such as traffic violations, ordinance violations, or Department of Natural Resources violations, for 85 of Minnesota’s 87 counties,” the Foundation said in announcing the award. “When fully implemented (following the transition of Hennepin and Ramsey counties in the next several years), it will be responsible for processing two-thirds of the state’s caseload and receiving

approximately \$100,000,000 in revenue annually.”
 “We’re gratified that the Foundation recognized the innovative nature of the Court Payment Center,” said Chief Justice Lorie S. Gildea. “Creating a virtual, centralized payment center for the state has been one of the most ambitious and complex process reengineering efforts undertaken by the Minnesota Judicial Branch.”
 The Court Payment Center allows the
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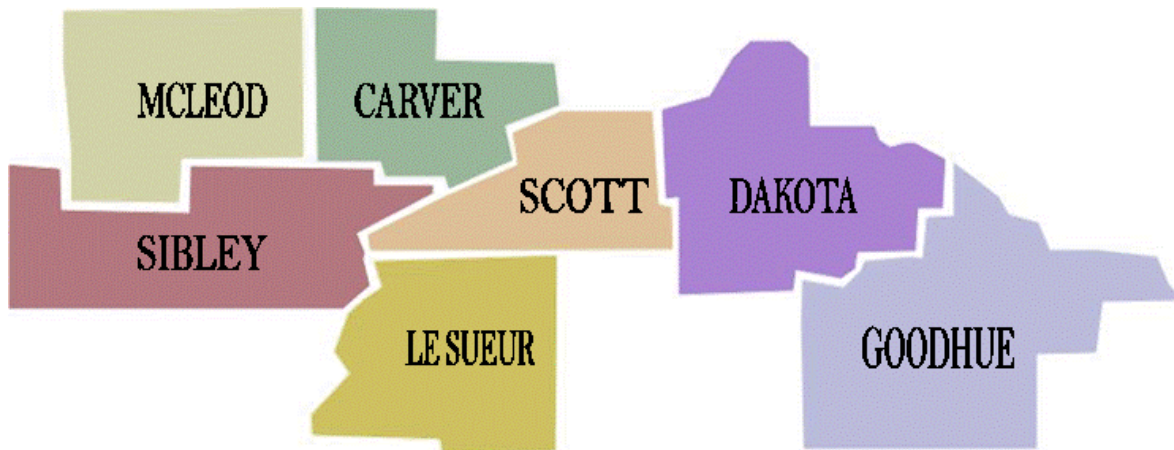
Court Payment Center (Continued from page 9)

Judicial Branch to process the approximately one million payable citations filed each year in district courts with fewer staff, allows for the payment of fines by credit card through the Judicial Branch Website or over the phone, automates the calculation and distribution of fees to state and local government, and automates the referral of overdue fines to the Judicial Branch's collections agent. "We expect it will also lead to an increase in collections of fine payments, money that is badly needed by state and local governments," said State Court Administrator Sue Dosal.

Before the creation of the Court Payment

Center, citations were processed manually by clerks in 85 local courthouses. Most of the work is now done by Payment Center employees working from remote offices. The project included the creation of a toll-free, statewide call center staffed by employees also working from remote offices. By June 30 of this year, 397,000 calls had been placed to the information and payment number, and more than 107,000 callers had been personally assisted by call center staff. "That's work that is no longer taking up the time of the staff in local courts, freeing them up to work on higher-priority casework," Dosal said.

The Foundation for Improvement of Justice is a private, non-profit, Atlanta-based organization founded in 1984 for the purpose of encouraging the improvement of local, state, and federal systems of justice within the United States.



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