



# Annual Report of the Director

# 2006

Administrative Office  
of the United States Courts

James C. Duff, Director



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# 2006

## **ACTIVITIES OF THE ADMINISTRATIVE OFFICE OF THE U.S. COURTS JAMES C. DUFF, DIRECTOR**

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# Director's Message



Chief Justice John G. Roberts, Jr., announced the appointment of James C. Duff as Director of the Administrative Office in April 2006.

The Year 2006 has been one of transition for the Administrative Office of the U.S. Courts (AO). The Judiciary is fortunate to have the steady leadership of Chief Justice John G. Roberts, Jr. during this time of change. His appointment of Jill Sayenga as Deputy Director of the AO will be of great benefit to the Judiciary, as she brings valuable experience from the courts to the AO and will enhance our ongoing efforts to be responsive to the courts. Thanks also to the efforts of retired Director Leonidas Ralph Meham and retired Associate Director Pete Lee, my transition in the Director's Office has been a smooth one. Their assistance this past summer reflects their decades of dedication to public service and to the Judiciary.

Although it has been a year of change, it also has been a very productive year for the AO. In 2006, the Administrative Office has made significant progress with the General Services Administration (GSA) in identifying overcharges and finding a long-term solution to the Judiciary's rent calculations in its courthouses; has facilitated the nationwide installation of intrusion-detection systems in judges' homes; has continued to spearhead Judiciary-wide cost-containment efforts; and has helped implement the sweeping reforms in the Bankruptcy Abuse Prevention and Consumer Protection Act. The AO staffed Judicial Conference committees, drafted congressional testimony, and continued to deploy the latest version of the case management/electronic case filing system. The AO also played a significant role in coordinating efforts in Judicial Conference committees to initiate and implement important ethics reforms within the Judiciary, including the use of automated procedures for determining whether a judge has a financial conflict of interest in a pending case.

This year also has been a natural time to review the structure and services within the AO. We are engaged in an examination of our core mission as defined by statutes and directives from the Judicial Conference to determine if internal adjustments are needed to improve efficiency and responsiveness to our courts. And even if the period of transition were not a convenient time to undertake such a review, it is likely that budget constraints—which have affected the entire Judiciary—would have required such an examination. I have assembled a small advisory group of judges along with leaders from court personnel to assist Deputy Director Sayenga and me in this effort. We will report on our conclusions later in 2007.

Upon arriving at the AO this past summer, I sent a survey to all judges and circuit executives to obtain a sense of the courts' priorities. I am grateful for the responses. As may have been expected, they confirmed and reiterated the Judicial Conference priorities of securing adequate funding, increasing judges' pay, reducing GSA rent charges, preserving judicial independence, and improving the Judiciary's relationship with Congress. These are broad and general goals and, of course, we will seek to accomplish all of them. Frankly, however, what has proved more helpful than the general guidance in the surveys have been the specific suggestions judges, court executives, and other personnel have made in the many face-to-face meetings we have had. I appreciate the opportunities you have given me to meet with many of you at circuit conferences, Judicial Conference committee meetings, association conferences, AO advisory group meetings, and meetings in the courts. Your candid observations and suggestions are not only always welcomed,



they are also essential to our ability to serve you better. Several have led to adjustments within the AO already, such as working to make our written communications and guidance more concise; and others, such as observations about the procurement process, are being reviewed for streamlining purposes.

In addition to its service to the courts, the Administrative Office also works very closely with Congress and our Executive Branch partners. These entities must rely on the AO for accurate and responsive information. Cooperative relationships and open lines of communication with them are crucial to solving problems that may arise. The Administrative Office also plays an important role in serving the public, making certain that taxpayers' resources are used as efficiently as possible. We take this responsibility very seriously. I support the delegation of certain financial and administrative authorities to the courts, and it is also important for the AO to ensure that our national internal control measures are functioning well. The AO's comprehensive audit program plays a vital role in accomplishing this objective. It also renders unnecessary any intrusion from other branches, through an Inspector General or otherwise, into the management of the Judiciary.

The following report—my first as Director—provides an overview of major Administrative Office activities in 2006. I look forward to hearing your reactions to this report. ■



James C. Duff joined the Administrative Office of the U.S. Courts as Director in July 2006.

# Changes and Challenges

The Administrative Office (AO) began fiscal year 2006 helping members of the Judiciary family cope after the Gulf Coast hurricanes of August and September 2005. Storm damage to homes and businesses made Hurricane Katrina one of the most devastating natural disasters in U.S. history, with more than one million people displaced. But, like their communities, the federal courts in the Fifth Circuit, Eastern District of Louisiana, and the Southern District of Mississippi regrouped and were able to return to the work of the courts with remarkable speed, particularly considering the personal losses experienced by judges, attorneys, and court employees.

During FY 2006, extraordinary staff effort and time were devoted to supporting courts' responsibilities to follow requirements of the Bankruptcy Abuse Prevention and Consumer Protection Act of 2005 (BAPCPA). Developing work processes and procedures to follow under the law were tasks that cut across many offices throughout the AO.

Information about bankruptcy filing requirements, public access to court records, probation and pretrial services, and other public information from the Judiciary is made available on the public web site, [uscourts.gov](http://uscourts.gov), which averaged well over 400,000 visits a month for most of FY 2006. An important public service, electronic public access to court information, has grown dramatically in the past several years. During FY 2006, Public Access to Court Electronic Records (PACER) user accounts surpassed the 500,000 mark. AO staff work round the clock to support the technology requirements of public access, to ensure security of information, and assist court, attorney,

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**The AO has sought congressional support for rent relief and has forged a stronger working relationship with GSA to find a longer-term solution to rent calculations.**

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Director James C. Duff

and public users with questions about the system.

AO staff focused attention on planning and carrying out all major program initiatives in keeping with the Judicial Conference long-term cost-containment strategy. Information technology (IT) server aggregation will help courts meet their information management requirements while containing cost increases in IT maintenance and upgrades. The Human Resources Transformation program has brought together managers throughout the Judiciary to plan for the workforce of the future within a constrained funding environment. Rent relief and control have driven efforts to contain the Judiciary's rent bill of nearly \$1 billion, or 20 percent of the courts' operating budget. The AO initially has sought congressional support for rent relief and more recently has forged a stronger working relationship with the General Services Administration (GSA) to find a longer-term solution to rent calculations. It also has involved the courts in a nationwide rent validation, in conducting budget checks of all space requests, and in developing annual rent budget caps for the circuits.

Ensuring quality legal representation to indigent defendants and supervising and monitoring federal offenders so their needs are met and the public is safe are two more functions of great public significance that the Judiciary performs and the Administrative Office supports.

Efforts to address these and other challenges and opportunities during fiscal year 2006 are discussed throughout this report. ■

Thurgood Marshall  
Federal Judiciary  
Building atrium,  
Washington, D.C.





# Congressional Activity



Working with Congress continues to be a top priority of the Administrative Office. The AO supports the priorities of the Judicial Conference of the United States and its committees by explaining to Congress policies adopted by the Conference, drafting statements for judges testifying on behalf of the Conference, monitoring legislation that could affect federal court operations, and responding to congressional contacts about legislative proposals and constituent concerns.

During its second session, the 109<sup>th</sup> Congress considered several bills of interest to the Judiciary. Judicial Conference representatives testified at hearings to voice support for legislative proposals and to address issues that could affect Judiciary operations and workload. As the congressional session came to a close, a number of proposals with negative implications for the courts had been blocked. However, the 109<sup>th</sup> Congress did not complete several important legislative initiatives in support of the Judiciary's mission, including its appropriations and court security measures.

**Capital Gains Tax Rollover.** On the last day of the session, Congress cleared a major tax credits extension bill, which included the Judiciary's long-sought request for capital gains tax rollover authority. This provision is similar to what is already provided to executive branch employees. All federal judges may now defer payment of capital gains taxes when they sell stock or other financial holdings to avoid a conflict of interest that arises in a case. The taxes will be due when the substitute holding is eventually sold.

**Emergency Leave Transfer Authority.** Legislation was enacted in May 2006 to allow employees of the Judicial Branch to participate in emergency annual leave transfer programs when a major disaster or other emergency results in severe adverse effects for a substantial number of federal employees.

**Court Security.** The Judiciary presented numerous important court security related measures to Congress: extension of the Judicial Conference's authority to redact sensitive information from judges' annual financial disclosure forms, a requirement for the U.S. Marshals Service to consult and coordinate with the Judiciary regarding the security requirements of the federal courts, the criminalization of malicious filing of fictitious liens, as well as the extension of the "FEGLI fix" for bankruptcy, magistrate and territorial court judges. In response to the operational difficulties caused by Hurricane Katrina, Congress did enact a Judiciary proposal giving the courts emergency authority to conduct proceedings outside the territorial jurisdiction

of a particular court. AO staff were successful in getting the other measures attached to the Senate version of the Defense Authorization Act of 2007, but these provisions were dropped before that bill was passed.

The House succeeded in passing its own separate court security bill, which included the above-mentioned measures. However, an impasse resulted when the non-controversial court security provisions were packaged with highly contentious provisions that would have expanded federal criminal jurisdiction to include juvenile gang members. The Senate passed a clean version of the Court Security Bill in December—in the lame duck session of Congress—but the House failed to pass the bill. Renewed efforts to get the crucial legislation passed will begin immediately in the 110<sup>th</sup> Congress.

**Inspector General.** Rep. James Sensenbrenner (R-WI) introduced the Judicial Transparency and Ethics Enhancement Act of 2006, to establish an Inspector General (IG) for the Judiciary. Sen. Charles Grassley (R-IA) introduced a similar bill in the Senate. Under either bill, the Chief Justice would appoint an IG after consultation with the Speaker and minority leader of the House of Representatives and the majority and minority leaders of the Senate. The results of IG audits and reviews would be reported directly to Congress and the Chief Justice.

The Judicial Conference expressed its strong opposition to establishment of an IG for the Judiciary because of separation of powers issues and the impact the bill would have on independence of federal judicial decision-making. The Administrative Office immediately

  
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Judge Diarmuid O'Scannlain and Judge Jan E. DuBois testified at a Senate Judiciary Committee hearing on cameras in courtrooms, November 2005.

established a task force to ensure that the Judiciary's position against establishing an IG was communicated broadly and forcefully. The leadership of the House and Senate were educated about the dangers inherent in the proposal. The AO also provided evidence about the Judiciary's rigorous, substantial, and effective systems for audit, review, and investigation. Judges were also encouraged to contact the members of their congressional delegation to express opposition. None of the Inspector General proposals were taken to the floor of the House or Senate before adjournment.

**Cameras in the Courtroom.** The 109<sup>th</sup> Congress considered legislation that would permit the use of cameras in all federal courts for all cases—criminal as well as civil. Two such bills were reported favorably by the Senate Judiciary Committee in March 2006: S. 829, which would have provided discretion to the “presiding judge” in proceedings in the U.S. Supreme Court, courts of appeals, and district courts to permit cameras in the courtroom; and S. 1768, which would have required the Supreme Court to permit camera coverage in its proceedings. The House had earlier passed a court security bill that contained a provision to authorize cameras in all federal courts (including the Supreme Court) at the discretion of the presiding judge.

AO staff informed congressional Members and staff regarding the Judicial Conference's opposition to legislation that would allow the broadcasting of trial court proceedings (civil and criminal), even if discretion were to be provided to the trial court judge. The Judicial Conference also wrote to Senate Judiciary Committee

leadership to communicate its strong opposition to S. 829 because it would allow the use of cameras in federal trial courts. Although this issue did not proceed further in the 109<sup>th</sup> Congress, it is likely to be the subject of renewed attention in the next session.

**Courts Improvements.** In the second session of the 109<sup>th</sup> Congress, legislators did not pass any of the more than 40 pending Judicial Conference proposals intended to improve the general operation of the federal courts. (One proposal, the Emergency Special Sessions Act, was enacted separately last year, in response to critical needs recognized during Hurricanes Katrina and Rita.) These proposals range from administrative and benefit provisions to substantive jurisdictional amendments.

**Asbestos.** Early in the second session of the 109<sup>th</sup> Congress, the Senate considered the Fairness in Asbestos Injury Resolution Act, which was introduced by the chair and ranking member of the Senate Judiciary Committee. The bill would have established a non-adversarial administrative processing system for the resolution of asbestos personal injury claims, administered by the Department of Labor, with review of such decisions in the regional courts of appeals. The legislation would generally have applied to pending asbestos cases in federal and state courts. Although there was bipartisan support for the legislation, the sponsors were unable to overcome significant opposition. Ultimately, the 109<sup>th</sup> Congress adjourned without completing action on asbestos litigation reform legislation.



**Immigration.** At the close of the first session of the 109<sup>th</sup> Congress, the House passed an immigration bill focused primarily on border enforcement. The bill also included provisions requiring employers to verify the work status of employees, and a provision that would require a single circuit judge to issue a certificate of reviewability before a three-judge panel could hear a petition for review of an immigration appeal. The Judiciary opposed the certificate of reviewability provision.

In the second session, the Senate passed a more comprehensive bill, which included not only border enforcement provisions but also provisions addressing the status of undocumented workers, including the creation of a guest-worker program. The Senate bill also included a provision requiring a study to consider consolidating all immigration appeals within one specific Article III appellate court. The Judiciary has expressed its opposition to consolidating certain immigration actions in a single Article III court. Congress was unable to reach agreement on comprehensive immigration legislation.

**Habeas Corpus.** In the 109<sup>th</sup> Congress, members of the House and Senate introduced and considered “streamlining” legislation that would significantly limit federal court review of constitutional claims raised in state prisoners’ habeas corpus petitions. The federal Judiciary expressed opposition to key provisions of this legislation. Although Congress did not enact the more comprehensive measures, it did pass certain provisions as part of the reauthorization of the USA PATRIOT Act. The approved provisions authorize the Attorney General of



Five federal judges appeared before the Senate Judiciary Committee in April 2006 to express their views on proposals in the Senate that would consolidate all immigration appeals in the U.S. Courts of Appeals for the Federal Circuit. Testifying before the committee were, left to right, Chief Judge Paul R. Michel, Chief Judge John M. Walker, Jr., Judge Carlos T. Bea, Judge Jon O. Newman, and Judge John McCarthy Roll. In a March letter to the Judiciary Committee, the Judicial Conference noted its opposition to concentrating appellate review of actions of administrative agencies and decisions of Article I courts in a single Article III court, and said it prefers dispersed review in the courts of appeals.



**A**  
 AO staff informed congressional Members and staff about Judicial Conference opposition to legislation that would allow the broadcasting of trial court proceedings (civil and criminal), even if discretion were provided to the trial court judge.

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the United States to determine whether or not adequate counsel has been provided to indigent defendants in state post-conviction proceedings for capital cases, under chapter 154 of title 28, U.S. Code. This shifts that determination from the federal Judiciary, and limited judicial review would apply.

Congress also approved provisions relating to the rights of state crime victims in federal habeas corpus proceedings. In legislation to authorize military tribunals, Congress included provisions related to the filing of habeas corpus petitions by enemy combatants detained by the United States.

**Ninth Circuit Split.** Late in the session, the Senate Judiciary Committee held a hearing on a specific proposal to split the Ninth Circuit Court of Appeals into two new circuits and to create new judgeships for the various circuits. Several judges from the Ninth Circuit testified at the hearing on both sides of the issue. The chairman of the House Judiciary Committee kept the fate of the Ninth Circuit split and the Judicial Conference request for new Article III judgeships intertwined, and efforts to separate the two issues were unsuccessful. The 109<sup>th</sup> Congress did not act on either issue.

**Criminal Law.** Relatively little criminal justice-related legislation was enacted in the second session of the 109<sup>th</sup> Congress. Perhaps the most significant of these for the federal courts was the Adam Walsh Child Protection and Safety Act, which contains a number of new criminal justice provisions related to child protection and sex offenders, and includes many new mandatory

minimum sentences. Other criminal law related bills passed during the second session addressed trafficking in persons, counterfeit trademarks, animal enterprise terrorism, trade in military medals, and videotaping movies in a movie theater.

In response to the Supreme Court's *Booker/Fanfan* decisions invalidating mandatory sentencing guidelines, legislation was introduced late in the session that would have directed courts to impose a sentence at the minimum of the sentencing guideline range up to the statutory maximum and to reinstate a de novo review standard for all downward departures. Judge Paul Cassell (D. Utah), chair of the Judicial Conference Committee on Criminal Law, testified in March 2006 that there was no need for such legislation because federal judges' practices in sending convicted criminals to prison remain much the same as they were before *Booker*. These bills were not acted upon before adjournment.

Several bills were introduced to prevent and deter gang violence, some of which would also have authorized the prosecution of juveniles in federal court for certain offenses and would have established mandatory minimums. Other than the Adam Walsh Act, none of the bills opposed by the Conference passed.

**Rent Relief/Courtroom Sharing.** In April, the Senate Judiciary Committee approved the Judiciary Rent Reform Act of 2006, which, if enacted, would have reduced the Judiciary's rent to GSA by about \$500 million. A similar bill was introduced in the House. In the meantime, the AO began a series of negotiations with GSA on revised rent calculations. Progress is being made

in those ongoing discussions. These reforms are expected to translate into tens of millions of dollars in annual rent reductions for the Judiciary.

In June 2006, the Government Accountability Office (GAO) issued a report, *Federal Courthouses: Rent Increases Due to New Space and Growing Energy and Security Costs Require Better Tracking and Management*. The report was prepared for the House Committee on Transportation and Infrastructure, prompted by the Judiciary's request for rent relief. The report did not reflect the impact of rent on the Judiciary's budget or incorporate any related input from the Judiciary. The Judiciary, therefore, expressed its concerns about the reduced scope of the GAO rent study and other deficiencies in the final report during a June 2006 hearing held by the House Transportation and Infrastructure Committee's Subcommittee on Economic Development, Public Buildings and Emergency Management.

As recommended in the GAO report, the Judiciary has begun working with GSA to track and analyze rent trends; establish incentives for circuits and districts to use space more efficiently; and to establish space allocation criteria for appellate courtrooms, chambers, and other areas, and for senior district judges.

In response to the Judiciary's rent concerns, the same House Subcommittee suggested that the Judiciary reconsider courtroom sharing as a means of cutting costs. The subcommittee asked that the Judiciary conduct a feasibility study of courtroom usage, in consultation with GAO. The Judicial Conference Committee on Court Administration and Case Management (CACM) asked the Federal Judicial Center (FJC) to conduct the study. The

FJC has already designed the study, consulted with GAO on the methodology, and selected 27 districts to participate. Data will be collected from January through June 2007, and the study results will then be made available for CACM review.

### SECURING ADEQUATE FUNDING

**Fiscal Year 2007 Budget.** The Judiciary and most federal agencies began fiscal year 2007 operating under a continuing resolution. Congress enacted only two of the 12 appropriations bills for which it is responsible—for Defense and Homeland Security—before recessing in late September for the mid-term elections.

Post-election, Congressional work on the spending bills stalled during the lame duck session, and in early December Congress enacted a third continuing resolution through February 15, 2007, before adjourning. Unfinished spending bills were left for the new 110<sup>th</sup> Congress to complete.

Administrative Office staff worked with the Congressional Appropriations Subcommittees to address concerns resulting from a continuing resolution into February, including seeking a waiver to provide judges an Employment Cost Index (ECI) cost-of-living adjustment (COLA) on January 1, 2007. After legislation was enacted to delay the COLA for members of Congress until February, however, the 109<sup>th</sup> Congress adjourned without addressing the judges' COLA. Prospects for a retroactive judges' COLA for 2007 appear good, if Congress allows the delayed COLA for senators and representatives to take effect.



Judge Julia Gibbons told a House Appropriations subcommittee in April 2006 that while the courts were in better shape financially than in recent years, court staffing remains well below the level needed to address all workload requirements. Gibbons appeared as chair of the Judicial Conference Committee on the Budget.

This end-of-session culminated a full calendar year of work by the Judicial Conference Budget Committee and AO staff to secure sufficient funding for the Judiciary. The Judiciary transmitted its fiscal year 2007 budget request to Congress in February 2006 as part of the President's budget. Judge Julia Smith Gibbons, chair of the Budget Committee of the Judicial Conference, and the AO Director testified on behalf of the Judiciary's budget request before the House Appropriations Subcommittee in April. As in the past several years, the Judiciary did not receive a hearing in the Senate.

The House and the Senate approved overall spending increases for the Judiciary amounting to 6.3 percent and 6.9 percent, respectively—a major achievement given the President's call for a 0.5 percent cut in non-defense and non-security funding. However, the House bill would have underfunded current court staffing levels while the Senate bill would have enabled some courts to hire staff to address some of the critical law enforcement-related workload requirements facing the Judiciary, especially along the southwest border. In addition, both bills underfund the Defender Services account, which would result in a three-to-five-week deferral of panel attorney payments.

Anticipating a fifth year of across-the-board reductions by Congress to final funding levels for most federal agencies, the Judicial Conference Executive Committee in August approved an interim financial plan based on the midpoint of the House and Senate funding levels less an assumed 1 percent across-the-board cut.

Temporary allotments were issued on September 29, 2006, with instructions to all courts and federal defender

organizations to restrict hiring and refrain from purchasing non-essential goods and services until a final financial plan was in place. With the continuing resolution extended through February 15, 2007, additional temporary allotments to the courts were planned for December 2006. The Judiciary's two-pronged financial management strategy brought results: Congressional outreach efforts resulted in appropriation marks better than most executive branch agencies; and, cost-containment helped realize lower than historical growth rates in the short-term uncontrollable areas of the Salaries and Expenses account—including GSA rent charges.

The new Democratic Appropriations Committee leaders in December 2006 announced plans to adopt a full-year continuing resolution to address the nine unfinished fiscal year 2007 appropriations bills, including funding for the Judiciary. AO staff were in regular contact with House and Senate Appropriations Committee staff about the possibility of a full-year CR, and they provided a report to the committees describing the severe impact that such a level of funding would have on the Judiciary. The AO also submitted proposed language for inclusion in a full-year CR that addresses the Judiciary's most pressing FY 2007 funding requirements.

**Fiscal Year 2008 Budget.** The Judicial Conference approved a budget request for FY 2008 of \$6.2 billion for the courts of appeals, district courts, and Other Judicial Services, which includes the Salaries and Expenses, Defender Services, Court Security, and Fees of Jurors accounts. This budget request reflects significant and difficult work by the Conference Budget Committee and

its Economy Subcommittee, the program committees of the Conference, and AO staff. The request protects the core mission of the courts and includes funding for additional court support staff to handle critical workload increases. The Judiciary's cost-containment program continues to be critical in dealing with the long-term budget outlook and in helping the Budget Committee justify budget requests to Congress. ■



AO Director Leonidas Ralph Mecham, at his last budget hearing before his retirement, urged the House Appropriations Subcommittee on Transportation, Treasury, Housing and Urban Development, the Judiciary, District of Columbia and Independent Agencies to pass the Judiciary's FY 2007 budget, as he did on behalf of the courts for more than 20 years.



# Support to Judges



The Administrative Office supports the work of the Judicial Conference and its committees by designing programs and business processes that support Conference policy. Serving the needs of judges in delivering justice and defending the needs of federal judges nationwide before Congress are primary objectives of the AO. Staff continued to pursue improved compensation and benefits for judges during FY 2006 and sought to secure judgeships commensurate with court workloads. Staff developed and delivered varied training to judges related to technology, financial management, human resources management, and stringent ethics requirements.

## JUDICIAL RESOURCES

**Judgeships.** The Judicial Conference transmitted to Congress its request for the creation of additional judgeships: nine permanent and three temporary judgeships for the courts of appeals; 44 permanent and 12 temporary judgeships for the district courts; conversion of three existing temporary judgeships to permanent positions; and extension of one temporary judgeship for an additional five years. The judgeships were reported out of the House Judiciary Committee at the end of the first session, but the legislation was conjoined with Chairman James Sensenbrenner's proposal to split the Ninth Circuit Court of Appeals. AO staff worked with members of Congress to separate the two issues—or at a minimum, obtain authorization for judgeships in the severely overburdened Southwest border districts or those districts in jeopardy of losing desperately needed

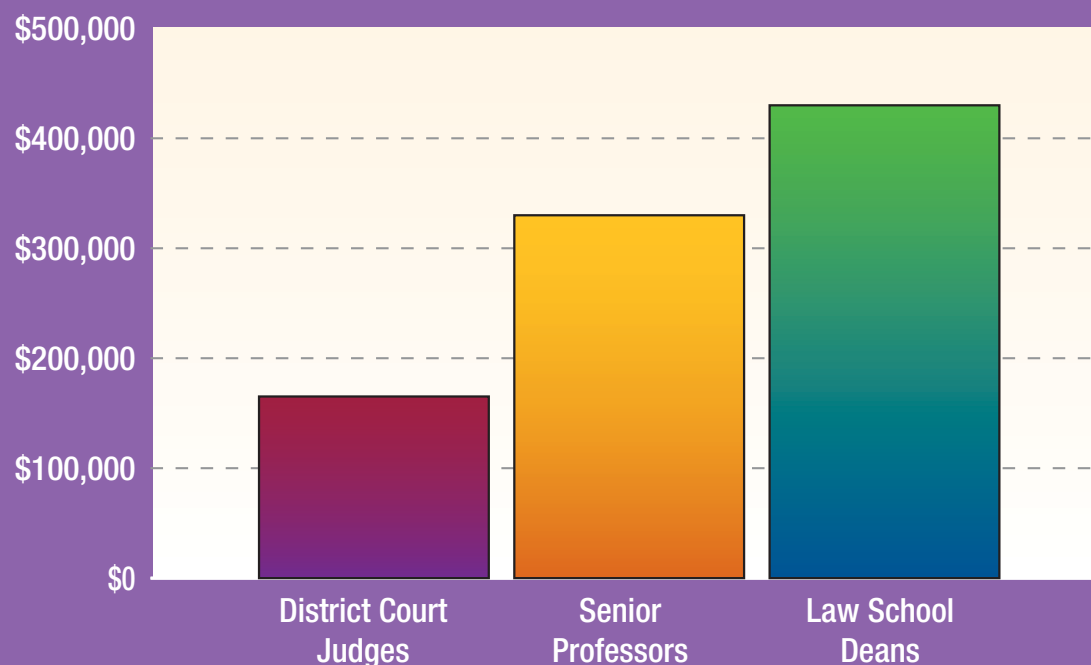
temporary judgeship positions—but could not convince Sensenbrenner and the House and Senate leadership to take any of these necessary actions.

**Judicial and Executive Pay.** The 109<sup>th</sup> Congress postponed its COLA until February 15, 2007, in order to pass an increase in the minimum wage first. It therefore also delayed the statutorily-established 1.7 percent Employment Cost Index (ECI) adjustment for federal judges. The Judiciary expects to receive the ECI adjustment when Congress receives its COLA.

During FY 2006, Judge D. Brock Hornby, chair of the Judicial Conference Committee on the Judicial Branch, and Chief Judge Philip M. Pro testified before the House Government Reform Committee's Subcommittee on the Federal Workforce and Agency Organization regarding how denials of judicial and senior-level pay increases have created pay compression in the Judiciary, and how the overall compensation of federal judges continues to lag seriously behind the substantial growth of salaries and benefits for legal positions in private firms and academia. They also discussed the drawbacks of a proposal for a new commission to review and recommend changes in the federal pay structure.

The only realistic opportunity to obtain a salary increase in an election year would have been in a lame-duck session after the election. Congress, however, did not finish the appropriations bills in the lame duck session, passing a continuing resolution instead; and thus, there was no opportunity for a pay raise this past year.

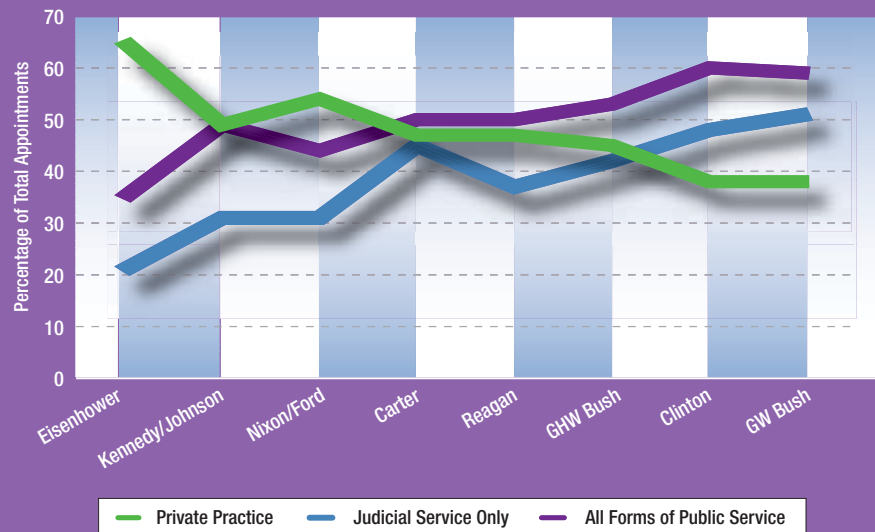
### Comparison of 2006 Salaries of Deans and Senior Professors of Top Law Schools with U.S. District Court Judges



Note: Based on an informal and confidential survey of law school administrators and most recent available data. Professors' salaries based on 11-month-long teaching/research schedule.

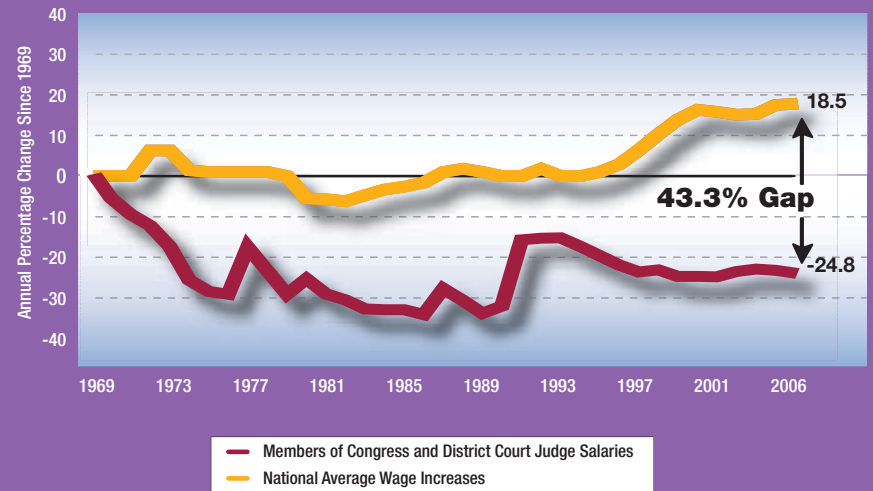
Prepared by: Administrative Office of the U.S. Courts

## Professional Background of District Court Judges 1953–2004



Prepared by: Administrative Office of the U.S. Courts

## Decline in Salaries of Members of Congress and District Court Judges Compared to Average U.S. Worker Wage Gains, Adjusted for Inflation 1969–2006



Note: Data derived from the Bureau of Labor Statistics' CPI-U Index and Inflation Calculator, and the Social Security Administration's National Average Wage Indexing Series.

Prepared by: Administrative Office of the U.S. Courts

**Retirement and Benefits Information.** AO staff conducted more than 30 benefits and retirement programs for more than 350 judges at various stages in their careers, along with spouses. These programs provided information on benefit options such as health and life insurance, including the flexible benefits program and long-term care insurance, the Judicial Survivors' Annuities System, and the Thrift Savings Plan. In addition, many of the programs offered extensive information on the Judges Retirement Systems, the Federal Employees Retirement System, and the Civil Service Retirement System, and how benefits continue into retirement.

**Orientation Programs.** Staff hosted Chief Judge Orientation Programs for two new appellate chief judges and for 15 new district chief judges. The two-day programs provide detailed information about support the Administrative Office offers, and information targeted to the attending chief judge's individual circuit or district in relation to their management oversight responsibilities.

During FY 2006, staff also conducted 20 judicial nominee orientations for individuals nominated for Article III judgeships and for one individual nominated for a non-Article III judgeship. These one-day programs share information on such topics as judicial governance, court personnel, procurement management, chambers staffing, judicial ethics, and personal security.

**Intercircuit Assignments.** The Chief Justice approved a total of 157 intercircuit assignments for 85

Article III judges in FY 2006, a 15 percent increase over 2005. AO staff supported the work of the Judicial Conference Committee on Intercircuit Assignments by processing requests for Article III judges to serve outside their circuits. Staff continued to collect cost information to keep the Intercircuit Assignment Committee and Judicial Resources Committee informed about travel costs associated with the use of visiting judges. The Committee had concluded that fiscal year 2005 data demonstrated clearly that the benefits of the visiting judge program outweigh its costs.

Staff also continued to disseminate information about intercircuit assignments to raise awareness and use of visiting judges.

**Financial Disclosure.** The Administrative Office and the Judicial Conference Committee on Financial Disclosure launched new software for filing financial disclosure reports as part of the 2005 annual filing packet.

As part of the committee's ongoing educational outreach, staff and committee members gave presentations to newly appointed district, magistrate, and bankruptcy judges, and to groups of judicial secretaries and judicial assistants. AO staff also prepared a short video offering filing tips and a reminder of the May 15, 2006 filing deadline. The clip was broadcast on the Federal Judicial Television Network 45 times between April 21 and May 15, 2006; a link to the clip was added to the financial disclosure web site and was accessed by 169 filers during the same time period.

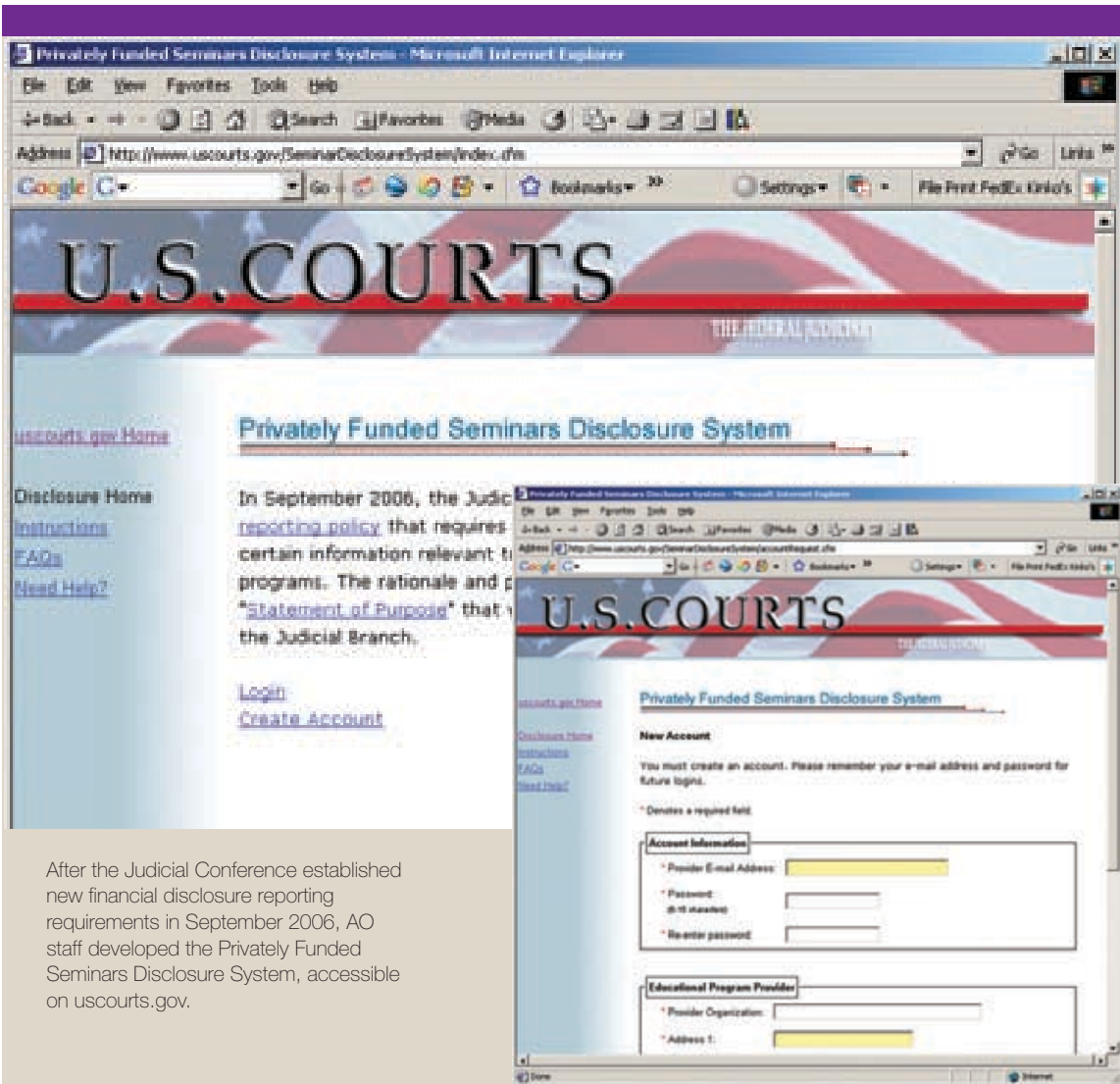
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**A fair reading of the Judiciary's record shows that federal judges take their recusal obligations very seriously, and this commitment will be underscored by adoption of a mandatory automated conflict screening policy.**

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Judicial Conference Committee  
on Codes of Conduct





After the Judicial Conference established new financial disclosure reporting requirements in September 2006, AO staff developed the Privately Funded Seminars Disclosure System, accessible on uscourts.gov.

**Ethics.** In September 2006, the Judicial Conference adopted mandatory automated conflict checking for all judges for their financial interests. AO staff are working with the courts to establish guidelines and to assist the judges in following this policy. The Conference voted to require all federal courts to use conflict-checking computer software to identify cases in which judges may have a financial conflict of interest and should disqualify themselves. It also approved a new policy requiring greater disclosure by both those who provide privately funded educational programs for judges and the judges who attend such programs.

In recommending the mandatory conflict-checking policy, the Conference's Committee on Codes of Conduct said it seeks to reassure the public of the Judiciary's commitment to maintaining the highest standards of ethical conduct. According to the Committee report, "A fair reading of the Judiciary's record shows that federal judges take their recusal obligations very seriously, and this commitment will be underscored by adoption of a mandatory automated conflict screening policy."

Automated conflict screening is available for district and bankruptcy courts through the Case Management/Electronic Case Files (CM/ECF) system. A similar mechanism is available for the courts of appeals in the Appellate Information Management System (AIMS) and will be provided in the appellate version of CM/ECF, now being installed.

The second new Conference policy requires non-government educational program providers (other than bar and judicial associations, and co-sponsors of pro-

grams offered by the Federal Judicial Center or National Judicial College) to disclose certain information about their programs and their sources of funding. A full discussion of the policy appears on the Judiciary's public web site at [http://www.uscourts.gov/Press\\_Releases/judicialconference091906.html](http://www.uscourts.gov/Press_Releases/judicialconference091906.html).

**International Judicial Relations.** In support of the Judicial Conference Committee on International Judicial Relations during FY 2006, AO staff coordinated briefings for 53 international delegations, including 460 judges, court administrators, and other officials from 60-plus countries.

United States judges and court administrators participated in some of these briefings by video conference. Also, through sponsorship from the Open World Program at the Library of Congress, AO staff hosted orientation programs for 210 Russian and Ukrainian judges in Washington, D.C. The Russian and Ukrainian judges were then hosted in U.S. courts and communities throughout the country. At the request of the Open World Program, AO staff addressed delegates of the program's civic component about the structure and administration of the U.S. judicial system.

**Federal Law Clerk Information System.** The Federal Law Clerk Information System (FLCIS) continues to be a resource for information about available federal judicial clerkships. Close to three-fourths of Article III judges provide information about clerkships in the FLCIS. Last year, the average number of daily inquiries on the web site was more than 2,000. The web site was



AO Director James C. Duff addressed attendees at the Open World Program about the structure and administrative functions of the U.S. judicial system.

## Opinion Writing: Macros & Keyboard Mapping

### JUDGES' TECH TIPS

New training courses for judges include videos featuring information technology tips from judges for judges.

most active in August, with 132,979 hits. The FLCIS has proven to be particularly helpful for new judges who must recruit and hire law clerks in the short time period between confirmation and taking office.

**Law Clerk Assistance Program.** Several district, bankruptcy, and magistrate judges have used the Law Clerk Assistance Program (LCAP) this year to search for cost-free support from law clerks employed by other federal judges. A borrowing judge can assign legal research and writing tasks electronically to currently employed federal law clerks with the lending judge's permission. Since no travel is involved, this program does not require any additional expenditure of funds. Information is available on the J-Net, where users can also request support.

**Reporting of Delayed-Notice Search Warrant Requests.** The USA PATRIOT Improvement and Reauthorization Act of 2005 imposed new reporting requirements on judges and the Administrative Office. Judges must inform the AO of action they take on any application for a delayed-notice search warrant or for an extension of such a warrant's notice period. As a provisional measure, the AO developed and distributed a form for judges to use for this purpose, and staff are in the process of automating the reporting procedure. The Act also requires the AO to submit a summary report of these data to Congress annually beginning with the fiscal year ending September 30, 2007.

**Budget Management and Oversight.** Three teams of judges and clerks of court presented financial man-



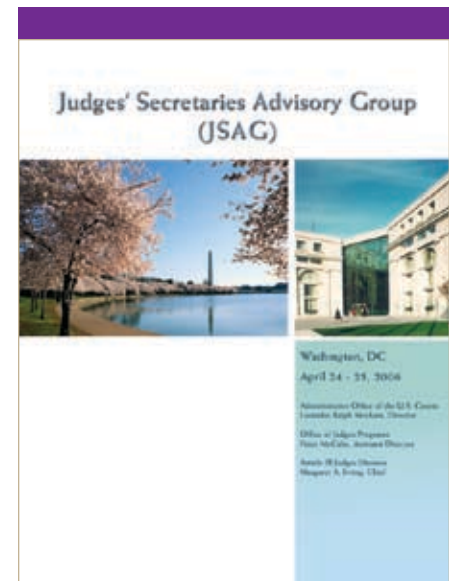
agement advice and best stewardship practices to chief judges attending the Federal Judicial Center's Chief District Judge Conference in April 2006. AO staff supported the teams by helping prepare and moderate the presentation in collaboration with the Federal Judicial Center's education team. A similar program was provided to Chief Judges attending the FJC's Chief Bankruptcy Judge Conference in June 2006.

**Technology Needs of Judges and Chambers.** As technology has transformed court administration, judges have demonstrated a growing interest in technology tools to perform their work. Many judges are now using a variety of computer applications, such as case management systems and e-mail, to conduct judicial business in chambers and remotely. The ability to work remotely in a wireless environment has broad appeal among judges, in terms of security and efficiency.

To initiate a push toward meeting the IT needs of judges, AO staff are working on new training courses for judges that focus specifically on information technology tools to help them accomplish their daily work. Judges are directly involved in curriculum development, as faculty in the delivery of programs, and as mentors to assist in local training activities. In FY 2006, AO staff produced videos of judges providing IT work tips to other judges. These videos became part of a prototype training curriculum presented during the year.

**Judicial Assistants and Judicial Secretaries Training.** Two in-person, instructor-led training workshops were hosted for judicial assistants. More than 80

judicial assistants from appellate, district, and bankruptcy courts attended, including several assistants employed by newly appointed judges. The workshops provided information on judicial travel regulations, ethics, financial disclosure reporting, personal security, computer security, and case management and electronic case filing. ■



Judicial assistants and judges' secretaries benefited from in-person training about various aspects of administrative procedures required of judges and the workings of the federal courts.



# Helping the Courts Deliver Quality Service to the Public



Each day, as judges and court employees across the country ensure that citizens receive due consideration under the law, the AO supports that commitment by designing and carrying out programs and initiatives in a manner that reflects good stewardship of public funds. Throughout the year, AO staff collaborate with the courts to design and implement smart business practices in response to Judicial Conference directives and congressional mandates.

## **BANKRUPTCY ACTIVITIES**

**Implementing the Bankruptcy Abuse Prevention and Consumer Protection Act of 2005.** Throughout the year, the Bankruptcy Abuse Prevention and Consumer Protection Act of 2005 (BAPCPA) required the AO to support many legal, procedural, and technical changes, including new rules, forms, noticing practices, and case management procedures. In efforts to ensure successful implementation of the law, the AO has worked with various court groups appointed by the Director to identify needs and options, as well as the best methods for performing new tasks. Enacted April 20, 2005, BAPCPA had a six-month general effective date. Although work on implementing BAPCPA began even before it was passed, the short time for implementation posed a serious challenge to the AO and the bankruptcy system.

In the 16 days immediately before BAPCPA took effect, more than 600,000 bankruptcy cases—roughly 40 percent of a typical year's cases—were filed in the bankruptcy courts. Implementing BAPCPA and preparing for its immediate

impact were landmark accomplishments of the bankruptcy courts, the AO, and the entire Judiciary in FY 2006.

The AO provided substantial support to the Advisory Committee on Bankruptcy Rules and its subcommittees as they developed rules and forms to implement BAPCPA on an expedited basis. Ultimately, 40 new or amended bankruptcy rules were developed, nine new official forms were issued, and virtually all of the official bankruptcy forms were changed to address requirements concerning BAPCPA provisions involving cross-border insolvency, attorney conduct, health care, privacy, public access, appeals, forms, consumer, and business issues.

All bankruptcy courts adopted the uniform interim rules as local court rules before the deadline of October 17, 2005. Permanent rules were also developed for promulgation on the three-year cycle specified in the Rules Enabling Act. The AO assisted the FJC in making eight national audio and video presentations to the court community on implementation of BAPCPA and the development of new rules and forms.

BAPCPA imposed substantial new duties on bankruptcy administrators. AO staff worked diligently during the year to support the Judicial Conference and bankruptcy administrators in efforts to comply with the new law.

Under the guidance of the Bankruptcy Committee of the Judicial Conference, the Administrative Office consulted with the bankruptcy administrators to amend the national bankruptcy administrator regulations; implement the means-testing provision of BAPCPA; revise internal procedures in bankruptcy administrator offices; draft new operational forms; certify financial management training and credit counseling programs; devise

procedures for future monitoring of debtor filings; select a contractor to conduct the new debtor audits required; and provide training on BAPCPA for bankruptcy administrator staff.

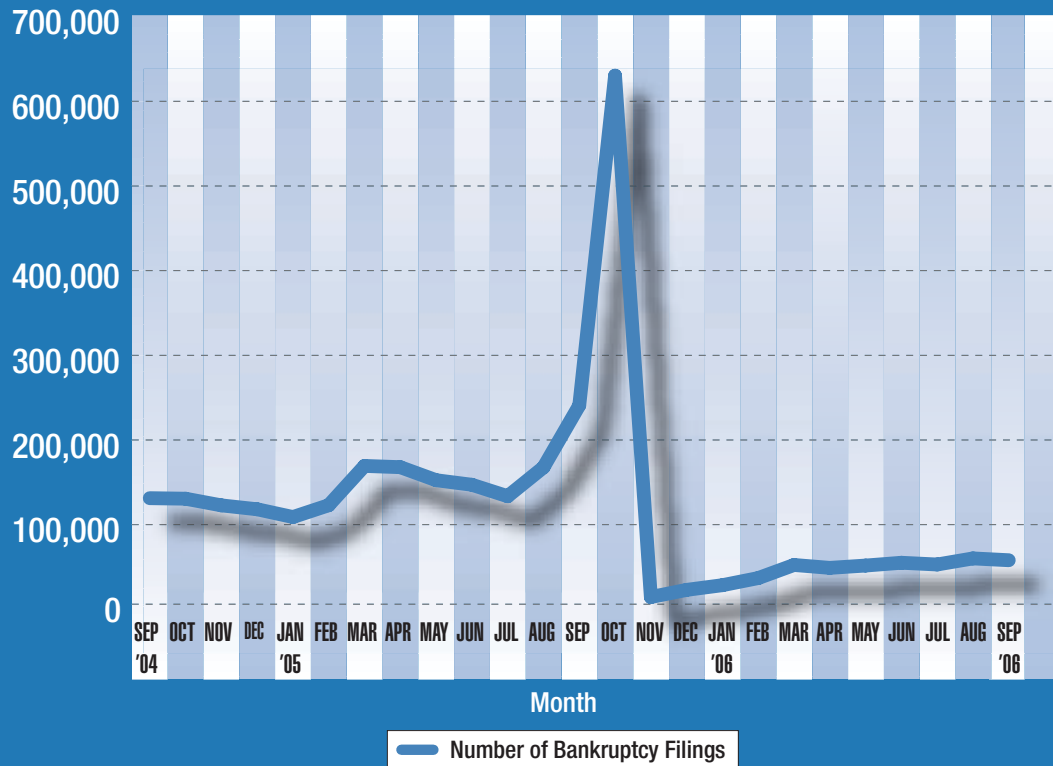
The AO continues to develop a new electronic case management system (BACMS) to help bankruptcy administrators track cases and oversee financial matters. Current plans call for the system to be tested and deployed during fiscal year 2007.

**Bankruptcy Court System: Case Management/Electronic Case Files Project.** During the year, AO staff, working in cooperation with the CM/ECF Working Group, provided three versions of CM/ECF software tailored to the specific requirements of bankruptcy courts. In addition, the AO guided a major shift moving bankruptcy courts to the Linux operating system, paving the way for CM/ECF version 3.1. These significant changes helped meet several needs, including the new statistical reporting requirements of BAPCPA that began in October 2006.

The bankruptcy courts continue to use electronic filing to its best advantage. As shown in the following graphic, at least 80 percent of cases are being opened electronically by attorneys in about 80 percent of the bankruptcy courts, and in many bankruptcy courts nearly all of the cases are being filed electronically.

To further enhance the effectiveness of CM/ECF, the Administrative Office hosted two CM/ECF conferences for the bankruptcy court community during the year. Court staff attendees exchanged views on electronic case filing methods, operations, and best practices under the new law.

## Total Bankruptcy Filings in Federal Courts September 2004 - September 2006



### Bankruptcy Methods Analysis Program

**Working Group.** The AO formed the Bankruptcy Methods Analysis Program (BMAP) Working Group to advise bankruptcy court clerk’s offices about improving operational efficiencies and using limited resources more effectively. During FY 2006, this working group developed or updated more than 170 best practices for bankruptcy clerk offices to reflect the impact of the Bankruptcy Abuse Prevention and Consumer Protection Act. The updated recommendations are posted on the J-Net and are available for use by the courts.

**Bankruptcy Noticing Center.** Operated under a contract managed by the Administrative Office, the Bankruptcy Noticing Center (BNC) electronically retrieves data from participating courts’ case management systems and automates the printing, addressing, batching, and mailing process. In FY 2006, the BNC produced and mailed over 136 million bankruptcy notices. Working with the courts and the BNC contractor, the AO helped courts meet additional noticing requirements introduced by BAPCPA. AO efforts helped avoid an onerous local court workload burden and better supported creditors through a centralized preferred mailing address registry. The BNC handled an unprecedented surge in case filings in the weeks prior to the October 17 Bankruptcy Act effective date, processing and mailing up to 1.8 million sheets per day.

In addition, a program enhancement boosted postal permit bulk discounts, saving more than \$2 million in postage. Since the program’s inception in 1993, the BNC has saved the Judiciary well over \$40 million

and has provided better service to courts and notice recipients over court-based noticing.

**Electronic Bankruptcy Noticing.** The EBN program eliminates the production and mailing of traditional paper notices, and associated postage costs, while speeding public service. Available options have included Internet e-mail and fax services, and Electronic Data Interchange for large-volume notice recipients. In FY 2006, the Bankruptcy Noticing Center contractor incorporated AO and court input to launch the *E-Mail Link* service that offers access to notices in PDF format. As a result, a major increase in EBN participation rates and lower bankruptcy courts BNC postage expenditures are expected.

In FY 2006, more than 15 million notices, or 11 percent of all notices sent through the BNC, were sent electronically. Participation in the electronic noticing program by creditors or other recipients is voluntary.

## PUBLIC ACCESS TO COURT INFORMATION

**The Electronic Public Access (EPA) Program** provides electronic public access to court information at a reasonable cost, in accordance with legislative and Judiciary policies, security requirements, and user demands; manages the development and maintenance of electronic public access systems in the Judiciary; and, through the PACER (Public Access to Court Electronic Records) Service Center (PSC) provides centralized billing, registration, and technical support services for the Judiciary and the public.

Congress has directed the Judiciary to set fees to recoup the costs of providing public access to information available in electronic form. Thus, the EPA Program is funded entirely through user fees set by the Judicial Conference. The modest fees for electronic public access are published in the *Electronic Public Access Fee Schedule*, available on the Judiciary's public web site at <http://www.uscourts.gov/fedcourtfes/epafeeschedule092006.pdf>.

PACER customers include members of the bar; federal Judiciary staff; city, state, and federal employees; and the general public. The PSC collected \$58 million in PACER revenue in FY 2006. Along with the collections, PSC staff established over 120,000 new accounts, fielded more than 120,000 help desk calls, and responded to almost 30,000 support e-mails.

The PSC outsourced the printing and mailing of statements and delinquency letters to improve the service of these functions and to free staff to respond to the ever-increasing number of requests for information and assistance from PACER customers.

Information on the PACER J-Net web site has been expanded to provide guidance for judges and court staff on the EPA Fee Exemption policy; the appropriate use of the PACER-Net; and the use and protection of EPA assets—password protection, software patches, and system updates.

The AO conducted two security posture assessments of the PACER-Net in FY 2006. These assessments assist the AO and the courts by maintaining the security of the Judiciary's public access services.

The PSC developed a new PACER registration and usage tracking process for the Department of Justice



In one of a series of programs aired last year on the Judiciary's own Federal Judicial Television Network, AO staff discuss the many successes of the Electronic Public Access program that have dramatically enhanced public access to court information.



(DOJ). The changes allow DOJ to batch multiple account requests as one, streamlining their registrations. Authorized DOJ employees also manage accounts better by downloading full transaction and usage details for all DOJ accounts.

The PSC developed a centralized filer registration and maintenance program for the Appellate CM/ECF courts. The PSC will maintain a system to manage CM/ECF appellate filer registrations and maintenance, which will offload work in the appellate courts to the PSC and will eliminate redundant processes for attorneys who seek to file in multiple appellate courts.

The Centralized Authentication Project (CAP) was incorporated into CM/ECF. CAP improves system security by allowing the Judiciary to authenticate PACER users at one of two national gateways rather than distributing the PACER passwords to each site.

The PACER software has been modified so that customers can require a client code upon data entry, and the format of the client code can be specified by each account holder, if desired. In addition, customers will have the capability to turn off the display of transaction receipts.

## **DISTRICT COURT SERVICES TO THE PUBLIC**

**Juror Utilization and Management.** The federal Judiciary continued its efforts to improve juror management practices and make better use of jurors. After peaking at 40 percent for fiscal year 2003, the percentage of jurors reporting for jury service but not selected, serving or challenged (NSSC) declined to 36.6 percent for the 12 months ended June 30, 2005. While the

percentage of jurors NSSC rose to 37.8 percent for the 12 months ended December 30, 2005, it has declined slightly to 37.4 percent for the 12 months ended June 30, 2006. The Administrative Office has resumed issuing the *Report on Juror Utilization* twice a year. The Judicial Conference and the AO consider efficient juror utilization to be a high priority and will continue to encourage courts to be proactive in reviewing and modifying their juror management practices for the best use of jurors.

Eighty-eight courts now use the Jury Management System (JMS), the Judiciary's automated system for collecting and managing jury data. Another court is expected to implement the system in 2007. Once approved by the Judicial Conference IT Committee, each court's CM/ECF database server will host the JMS database as JMS courts convert to the Linux operating system. This will save \$2.1 million the first year, \$4.7 million over five years, and \$7.5 million over 10 years. The AO will assist courts in managing this transition and in learning how to manage jury data. The JMS Working Group prioritized existing software modification requests in 2006 and began developing web forms for jury qualification questionnaires and other related functions.

**Support During High-Profile Proceedings.** The AO provided significant support to the District Court for the Eastern District of Virginia in carrying out the mandate in Section 203 of P.L. 107-206 requiring transmission of proceedings in *United States v. Zacarias Moussaoui* to remote sites convenient to victims of the September 11, 2001 terrorist attacks. The AO coordinated with the five courts hosting the remote sites, provid-

ed equipment, transmission, and credentials, and made arrangements for support personnel as necessary.

**Interpreter Certification.** In fiscal year 2006, 81 newly certified court interpreters were added to the National Court Interpreters Database after passing the two-part Federal Court Interpreter Certification Examination in Spanish/English in 2005. The total number of interpreters certified has reached 960.

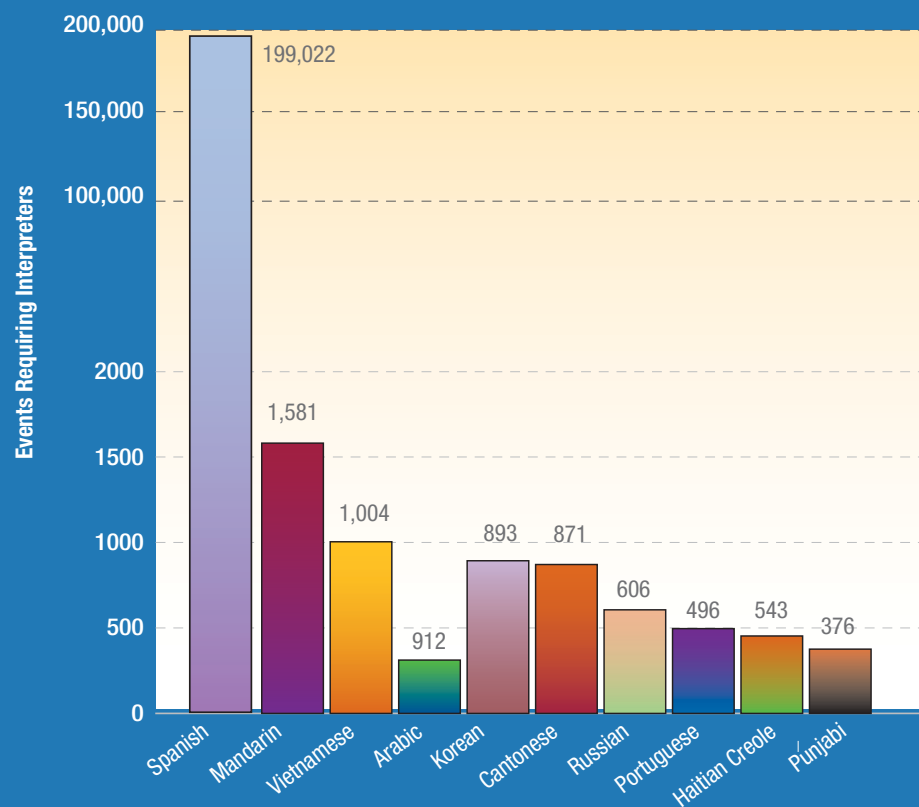
After a full and open-source competition, a contract was awarded to the National Center for State Courts in May for a 10-year contract to administer the Spanish/English Federal Court Interpreter Certification Examination (FCICE). The written examination was offered in August 2006 in 33 locations nationwide.

**Contract Court Interpreter Services Terms and Conditions.** The *Contract Court Interpreter Services Terms and Conditions* and related documents were revised for use by the courts in fiscal year 2006 under the delegation of procurement authority to chief judges. Interpreters who provide service in different districts are finding more consistent standards; courts and interpreters are protected by having terms settled before service is provided; and the centralized contract court interpreter general authorization account is more effectively managed.

**National Court Interpreter Database.** In fiscal year 2006, half of the 960 certified interpreters updated their web-based contact information in the National Court Interpreter Database (NCID) using a new feature implemented by the AO. At the end of fiscal year 2006,

## Use of Court Interpreters

In fiscal year 2006, the number of events requiring the use of interpreters in the courts continued at a high rate. District courts reported use of interpreters in 210,336 events, compared to 227,461 events reported in fiscal year 2005. The number of languages requiring interpretation remained at 111 in 2006.



the database contained the names of 960 active certified interpreters and 2,475 otherwise qualified interpreters in 168 languages. The number of otherwise qualified interpreters listed in the NCID has grown by 600 since fiscal year 2005.

**Telephone Interpreting.** The Telephone Interpreting Program (TIP) provides remote interpretation in short proceedings where certified or otherwise qualified court interpreters are not locally available. In fiscal year 2006, TIP services were used in more than 3,770 events in 47 languages, with Spanish used for 91 percent of events. Forty-three district courts used TIP services in fiscal year 2006. In fiscal year 2006, there were seven provider courts: the District of New Mexico, Central District of California, Southern District of Florida, District of Columbia, Northern District of Illinois, District of Rhode Island, and the Southern District of California. Staff interpreters handled 70 percent of the telephone interpreting proceedings, and the other 30 percent of the proceedings were handled by contract interpreters. The TIP saved an estimated \$1.1 million in interpreter travel and contract costs in fiscal year 2006, and \$4.7 million over the life of the program.

**Central Violations Bureau.** The Central Violations Bureau (CVB) provides participating U.S. district courts and federal law enforcement agencies with an efficient processing system for handling petty offenses and some misdemeanor cases initiated by a violation notice. During FY 2006, the CVB processed more than 350,000 citations and collected approximately \$25 million in fines and

forfeitures. For this effort, the CVB fielded nearly 350,000 telephone calls and e-mails from the public, courts, and law enforcement agencies. Additionally, during this fiscal year the CVB fully instituted a \$25 processing fee for each violation notice issued. The CVB stocked and distributed more than 500,000 new violation notices to law enforcement agencies during the fiscal year. The processing fee generated more than \$4 million in revenue for the Judiciary and is expected to generate close to \$7 million on an annual basis. Most payments made to the CVB via mail were processed through a lockbox facility contract managed by the U.S. Treasury Department.

The CVB installed a new Voice Case Information System that offers better and more reliable service to the public.

## PROBATION AND PRETRIAL SERVICES

**Continued Work Toward Measuring Results.** An independent strategic assessment, jointly sponsored by the Administrative Office and the Judicial Conference Committee on Criminal Law and completed in September 2004, contained an overarching recommendation that the Judiciary develop a comprehensive outcome measurement system for the probation and pretrial services program. The initial focus of this long-term undertaking is to assess whether and to what extent probation officer supervision of offenders in the community reduces offender risk and thus contributes to public safety during the period of supervision and beyond. The effort to date has focused on updating policies to define desired outcomes, identifying appro-

appropriate measurement methodologies, and creating the information technology infrastructure to collect the necessary data. The goal is to put in place a framework that will enable decision makers, including the Judicial Conference and individual district courts, to make policy and resourcing decisions based on empirical evidence about which approaches work best to accomplish mission-critical outcomes.

**Increased Remote Access for Officers Working in the Community.** The Administrative Office continues to provide probation and pretrial services officers with various wireless technologies so that they can be more productive while in the community interacting with defendants and offenders. Officers now have all critical information about persons under their supervision at their fingertips via “smart phones” and wireless-equipped hand-held devices and laptops. Not only do officers working in the community have access to all of the information that is available in their offices, they also are able to transmit information from remote locations back to the office. These technologies save travel time and expense and make it possible for officers to spend more time supervising offenders.

**Focus on Employment as a Key to Supervision Success.** Recognizing employment as a key to success for persons under supervision, the Administrative Office focused on the vitally important area of defendant and offender workforce development. The AO formed a working group of chief probation officers to identify promising workforce development initiatives and to

provide advice on putting programs into action in the courts. A network of officers nationwide now are points of contact on employment issues.

The AO continued to work with the Department of Labor, the Bureau of Prisons, and other agencies in a federal partnership addressing employment, specifically, to help inmates transition from prison to the community through placement in vocational and apprenticeship programs. The goal of the partnership is to help individuals find meaningful long-term employment that enables them to live as productive members of the community.

**Addressing Risk Factors in Post-Conviction Supervision.** The Judiciary is monitoring closely the increasing risk level of persons under post-conviction supervision. Research by the Federal Judicial Center and U.S. Sentencing Commission has produced two actuarial devices that help gauge risk. The first is the risk prediction index (RPI) that reflects the statistical likelihood a person will recidivate, defined in this context as any revocation, any arrest by federal, state, or local jurisdictions while under supervision, or absconding from supervision. The second device, the criminal history category, reflects the statistical likelihood the person will be re-arrested on new charges within two years. Between 2000 and 2005, the number of persons with the most severe RPI score grew seven times faster than persons with the least severe score. Similarly, the number of persons with the most severe criminal history grew by 73 percent. The increase was only 14 percent for persons in the least severe category.



Federal probation and pretrial services officers receive standardized and consistent training at the Federal Law Enforcement Training Center in South Carolina. Originally, officers received safety training at the center. In 2006, the Administrative Office added classroom instruction in core responsibilities of pretrial, presentence, and supervision work. AO staff plan and schedule the training for officers nationwide.



**DEFENDER SERVICES**

**Improving Program Management and Cost-Effectiveness.** A report entitled “Good Practices for Panel Attorney Programs in the U.S. Courts of Appeals” identifies suggested “good practices” that promote quality representation and efficient administration of circuit CJA panel attorney programs. The report was produced by the Vera Institute of Justice under a contract with the Administrative Office and was distributed in February 2006 to all courts of appeals and district courts, federal defenders, and panel attorney district representatives.

**Case-Budgeting Assistance.** Judiciary guidelines encourage courts to utilize case budgeting for high-cost panel attorney representations. Three circuits were selected to participate in a pilot project approved by the Judicial Conference in September 2005. Three circuit positions will be established for up to three years to support the case-budgeting process in courts within the Second, Sixth, and Ninth circuits. In addition, the Administrative Office contracted with two expert litigators, who have substantial case-budgeting experience, to assist judges in assessing whether CJA case budget estimates are reasonable.

**Enhancing the Quality of Representation.** The Administrative Office presented and supported more than 30 training events for federal defender staff and CJA panel attorneys in FY 2006.

Federal defender organizations were established in the District of Maine and the Western District of



AO staff publish Judiciary news in print and web formats, and advise the courts on working with the media.

Virginia. In addition, the federal defender organization for the District of Vermont, which had been aligned with the Northern District of New York, became an independent entity.

The Administrative Office notified the courts of a revised CJA voucher review guideline, approved by the Judicial Conference in March 2006, which provides that if a court determines a compensation or reimbursement claim is to be reduced, appointed counsel should be provided prior notice with a brief statement of the reasons(s) and an opportunity to respond.

### COMMUNICATION WITH THE PUBLIC

**News and Information.** The Office of Public Affairs continued to serve as the primary liaison between the federal Judiciary and the news media, responding to some 750 questions from news reporters about the courts, advising dozens of judges and court executives on media-related matters, and issuing more than a dozen news releases and news media advisories.

As it has in past years, the AO helped coordinate a Justice and Journalism seminar co-sponsored by the Judicial Conference Committee on the Judicial Branch and the Freedom Forum's First Amendment Center. A day-long meeting of a dozen federal judges and a like number of journalists was held in Nashville, TN in April.

Staff completed a new publication, *Dealing With The News Media, A Primer for Chief Probation and Pretrial Services Officers*, and posted it on the Judiciary's internal network, the J-Net.

*The Third Branch*, the Judiciary's newsletter of record for 38 years, continued to explain major Judicial Conference actions and key initiatives to judges, court managers, and the public. Results of an FY 2006 reader survey are proving helpful in story planning. Increasingly, readers gain access to the newsletter online, at [uscourts.gov](http://uscourts.gov), the Judiciary's public web site.

[Uscourts.gov](http://Uscourts.gov) drew the public to its popular Bankruptcy Statistics page, which was revised in advance of the new law's effective date. Other frequently viewed pages were federal rulemaking information and a new feature, the Court Links page, which helped 1.3 million visitors find their local federal court in the first six months the feature was available. Users also relied on the site's weekly Newsroom updates, Probation and Pretrial Services information, and employment listings.

**Video Production.** AO videos illustrate requests to Congress for appropriations. Projects generating the most impact on Capitol Hill—and within the Judiciary—included “The Judiciary After Katrina” and “Crisis on the Border: Case Overload 2006.” Using dramatic footage and personal accounts, the Katrina video captured valuable lessons learned and educated Judiciary employees about emergency preparedness and disaster recovery. “Crisis on the Border” explained the impact increasing immigration caseloads are having on states along the U.S.-Mexico border. Prosecutors and judges explored how their daily decisions could impact cases throughout the rest of the country. Security, due process, inmates' rights, and effective criminal investigation are areas of concern for border court staffs.



The AO produced “Crisis on the Border: Case Overload 2006,” a video that illustrated how the burgeoning immigration caseload has overwhelmed federal courts in states along the U.S.-Mexican border.



Judges host thousands of high school teachers and students in courtrooms across the country every year for the Open Doors to Federal Courts programs. Teachers are shown here with Judge Royce C. Lamberth after a 2006 courtroom simulation that exposed them to the federal courts' role in balancing liberties and safety.

**Educational Outreach.** Judges in circuits across the nation hosted more than 1,200 students in the 2006 Open Doors to Federal Courts outreach event. Every year the program allows students to participate in a different jury simulation.

The Judiciary's outreach programs are designed to improve court literacy, put a human face on the Judiciary and, ultimately, increase participation in jury duty. Research shows that while 40 states require a high school government class, civics knowledge is declining. National civic education organizations including Street Law, Close Up, Presidential Classroom, and People to People Law Summit have come to rely on the federal courts' topical courtroom simulations as a highlight of their national and international programs.

In 2006, these AO programs reached more than 1,500 students and their teachers. By involving teachers in such programs, the reach is much greater. Two programs for 100 teachers made it possible for teachers to reach more than 12,000 students in just one day.

Timely resources for judges and teachers are available through the Educational Outreach pages of the federal Judiciary's Internet site, [uscourts.gov](http://uscourts.gov), and a new CD-ROM. Programs and materials support the Supreme Court's Constitution Day broadcast and DVD. ■



# Guiding and Enhancing Court Business Practices



The Administrative Office supports and guides the courts in sound business practices as they fulfill the Judiciary's mission and strive for good stewardship of public funds. When managing human resources, facilities, technology, budget allotments, and a host of other responsibilities and functions, the federal courts turn to the AO for guidance, expertise, and assistance.

## LONG-RANGE PLANNING PROCESS

Judge Charles R. Breyer led long-range planning meetings of committee chairs and Executive Committee members in 2006. As long-range planning coordinator for the Executive Committee, he has emphasized the Judiciary's need to effectively address crosscutting strategic issues. During the year, Breyer asked each committee to consider how to ensure that the distinct needs of the appellate, district, and bankruptcy courts, the probation and pretrial services system, and the defender services program are relevant to committee planning efforts. The committees identified strategic issues and planned how to address them. Late in the year, committee chairs discussed planning issues related to conformance with the Bankruptcy Abuse Prevention and Consumer Protection Act of 2005. The chairs also discussed planning implications of an anticipated increase in the number of senior judges over the next five to 10 years.

## STUDIES AND REPORTS

**Government Accountability Office Studies.** The GAO conducted 10 studies involving the Judiciary on





A group of court unit representatives from across the country met with AO staff in late 2006 to begin reassessing court staffing requirements. They learned about new approaches to work measurement to guide objective recommendations about staffing needs to the Judicial Conference Committee on Judicial Resources.

behalf of Congress. A couple of noteworthy studies completed during FY 2006 include a study of executive and judicial pay, and a study on the Judiciary's request for rent relief. Studies now underway include the impact of asylum cases appealed to the courts of appeals, and three bankruptcy studies in follow-up to or mandated by the Bankruptcy Abuse Prevention and Consumer Protection Act of 2005 on reaffirmations, child support enforcement, and credit counseling.

The AO coordinates with the Judicial Conference to respond to GAO requests for information and to comment on GAO draft reports.

**Audits and Program Reviews.** The Administrative Office conducts financial audits, program audits, reviews, assessments, and evaluations to promote effectiveness, efficiency, and economy in both AO and court operations. A comprehensive program of financial audits covering all court units is conducted on a four-year cycle for most courts, and on a 30-month cycle for larger courts. In 2006, the Administrative Office issued final reports for 55 cyclical financial audits of the courts and 50 other financial audits. They included Chapter 7 trustees, Criminal Justice Act grantees, and special audits such as audits to follow up on prior reviews, when there is a change of clerk, or when an audit of particular financial activities is requested by a court.

Each year, on-site reviews of various kinds are conducted in the courts. Reviews may cover jury administration, court reporting, program operations and management, human resources management, property management, procurement, information technology

operations, security, and continuity of operations plans and disaster preparedness. Review procedures generally include observations of office operations, interviews with key staff, and the evaluation of appropriate court records and files. An exit interview to discuss preliminary findings and recommendations is usually held with either the chief judge or the court unit executive. During fiscal year 2006, on-site reviews were conducted involving three appellate courts, seven district courts, 14 federal defender organizations, and 12 probation offices.

**Impact of the *Booker* Case on the Judiciary.** The Supreme Court in *Blakely v. Washington*, 542 U.S. 296 (2004), invalidated a sentence imposed by a state court under the state's sentencing guidelines system. In doing so, it cast serious doubt on the constitutionality of the federal sentencing guidelines system. The *Booker* decision, issued a year later, rendered the federal sentencing guidelines advisory in nature, rather than mandatory.

The AO documented in a June 2006 report to Congress that the Supreme Court decisions in *Blakely* and *United States v. Booker*, 543 U.S. 220 (2005), had significantly impacted the workload of the federal courts, as thousands of convicted defendants filed appeals or habeas corpus petitions contesting the legality of their sentences. Meanwhile, thousands of cases already on appeal had to be remanded back to the trial courts for resentencing.

In the report to congressional appropriations committees, the AO showed that between July 2004 and March 2006, 10,300 additional federal and state habeas corpus cases based on *Blakely* or *Booker* were filed in the

district courts. During the same period, the courts of appeals reversed or remanded 5,000 criminal and habeas corpus appeals back to the district courts.

The caseloads of the courts of appeals also increased. During the same period, 11,600 additional appeals were filed in the courts of appeals as a result of *Blakely* and *Booker*. Also, the Supreme Court remanded an additional 843 cases back to the courts of appeals. The influx of *Blakely* and *Booker* cases also contributed to a sharp jump in the overall backlog of the courts of appeals, from 46,975 to 58,801 between March 2004 and March 2006, and in the median times to dispose of appeals, from 11 to 12.2 months, or 36 days, over the same period.

As the report pointed out, judges, court staff, and federal defenders assumed a great deal of additional work as a result of *Blakely* and *Booker*, but despite the additional efforts, case disposition times lengthened, backlogs grew, and other important tasks were deferred. The report emphasized that staff attorney offices were particularly hard hit because they focus on criminal appeals and prisoner cases, and they perform much of the substantive legal analysis to assist the courts in addressing the new issues presented by *Blakely* and *Booker*.

The report stated that since *Booker*, district judges have asked probation officers to gather additional information during their presentence investigations and to prepare lengthier presentence reports addressing the additional sentencing factors listed in 18 U.S.C. § 3553(a) that before *Booker* had been discouraged or prohibited. The wider scope of sentencing factors requires officers to conduct more interviews and make more home inspec-



Judge Paul G. Cassell told the House Subcommittee on Crime, Terrorism, and Homeland Security in March 2006 that data showed 93 percent of cases were being resolved the same way as they had been before *Booker*. Cassell, chair of the Judicial Conference Committee on Criminal Law, is shown here, right, with Judge Lawrence L. Piersol, member of the Judicial Conference.

## Cost-Containment Highlights



Judiciary Cost-Containment Highlights for 2006 have included:

- reductions of the Judiciary’s rent payments because of an extensive effort to scrutinize rent bills from the General Services Administration;
- changes to Judiciary space requirements in the *U.S. Courts Design Guide* to lower future rental costs without adversely impacting court functionality;
- the development of benchmark job descriptions and the completion of labor market research to assist in considering potential changes to court classification and compensation systems;
- business process re-engineering support to help clerks’ offices identify and adopt more efficient practices; and
- evaluation and testing of alternative information technology service-delivery mechanisms, including the implementation of central hosting for the probation and pretrial services case management system.

The Administrative Office implemented a number of cost-containment initiatives within its own operations, including:

- staffing restrictions;
- business process re-engineering for increased efficiencies;
- shifting appropriate publications to electronic format whenever possible;
- reducing library materials in favor of electronic resources; and
- replacing desktop automation equipment based on necessity rather than on a cyclical basis.

Several cost-containment initiatives are described throughout this report.

tions. In addition, federal defenders and CJA panel attorneys are conducting mitigation investigations and making additional arguments. Thus, sentencing hearings generally are longer, and it will take longer for court staff to prepare required judgment forms and statement of reasons forms.

### STEWARDSHIP OF PUBLIC FUNDS

**Judiciary Cost-Containment.** Cost containment continues to be an important priority of the Administrative Office and the Judicial Conference Committees it supports. The Judiciary is guided by the Cost-Containment Strategy for the Federal Judiciary: 2005 and Beyond, which the Judicial Conference approved in September 2004. Cost containment has been critical to the Judiciary’s success in communicating with Congress about the resource needs of the Judiciary. *Innovation in Lean Times: How Federal Court Operations Are Changing to Meet Demands*, a report prepared for the House and Senate Appropriations Committees, lets Congress know that the Judiciary is actively seeking to contain the growth in costs.

The Economy Subcommittee of the Budget Committee plays a leadership role in the coordination of cost-containment initiatives. The subcommittee, led by Judge Robert C. Broomfield, works with other Judicial Conference committees to monitor the progress of individual initiatives and consider additional opportunities for savings.

The AO continued to contain compensation costs by managing vacancies aggressively. Management carefully review each vacancy, and last year denied



or deferred more than 50 requests to fill positions. When positions are filled, every attempt is made to hire entry-level or lower-level candidates. Following Judicial Conference action, AO managers recruit for positions from within the Judiciary. Additional options to contain costs are being considered. Use of low-or no-cost Cooperative Education students and Workforce Investment Program volunteers continues to address short-term staffing needs and is a workforce planning tool.

**District Methods Analysis Program.** The DMAP identifies better practices in court operations and shares them among the courts. The 2006 DMAP Working Group expanded to 37 court staff from 16 courts, an increase from 14 staff from six courts the previous year. This past year, the working group addressed several work topics and generated baseline function analyses, articulated better practices, and produced benefit analyses for general review. A cost-benefit analysis and a report of the streamlined best practices in criminal case management are posted on the J-Net for courts to review and consider adopting; the analysis and report for the civil cases was posted by the end of calendar year 2006.

**Case Management/Electronic Case Files System (CM/ECF).** The federal Judiciary's Case Management/Electronic Case Files System (CM/ECF) is up and running in almost all district and bankruptcy courts. There are currently 93 bankruptcy courts and 91 district courts using the CM/ECF system, plus the U.S. Court of International Trade and the Court of Federal Claims.

Administrative Office staff currently support the CM/ECF-related legal, policy, and chambers needs of these courts, as well as the implementation needs of two new district courts and the appellate courts.

Software developers continued to help bankruptcy courts by modifying CM/ECF software to comply with the new bankruptcy reform legislation, including new statistical requirements.

A major new release of the district software was made available to the courts in May 2006. Among the enhancements, district courts may now save personal report options, schedule certain reports to run on a regular basis, allow the filing of ex parte motions, and electronically transfer civil cases between district courts. Efforts also began to provide enhancements that will specifically benefit judges and chambers staff. Appellate CM/ECF software was made available to the appellate courts and Bankruptcy Appeal Panels.

The importance of CM/ECF conflict-screening capabilities was highlighted in 2006 with the Judicial Conference requiring electronic screening. Staff engaged in a variety of educational efforts to highlight the capabilities of CM/ECF conflict screening and to facilitate compliance with the new Conference mandate. Developers continue to pursue ways to make the software more useful for judges.

**Adding Cash Receipting and Civil/Criminal Accounting into FAS<sub>4</sub>T.** The Civil/Criminal Accounting Module (CCAM) enhancement to FAS<sub>4</sub>T that supports civil and criminal accounting and cash receipting was fully implemented in an additional 14

▲  
The Administrative  
Office continued  
to contain  
compensation  
costs by managing  
vacancies  
aggressively.  
▼



district courts during FY 2006. Work was begun in 13 more. Prior to FY 2006, CCAM was implemented in nine courts. Via memo and web conferencing, the remaining 58 district courts were provided guidance on how to prepare for the implementation of CCAM in their districts, including resource requirements, data preparation, and a schedule of activities. Data preparation continues to require significant effort. Courts are encouraged to have this effort well underway before scheduling implementation.

**Replacing the Administrative Office's Central Accounting System.** The AO is working to replace its Central Accounting System (CAS) with Momentum™, the same accounting system (FAS<sub>4</sub>T) that is used in all the courts. With this upgrade, the AO hopes to avoid the obsolescence of its aging current system and to meet a variety of new financial management requirements, some mandated by the Treasury Department's Government-wide Accounting Initiative (GWA). The new financial system will also include procurement functionality to service the Procurement Management Division (PMD). Implementation is scheduled for October 1, 2007.

**Appropriations Law Training Course.** The AO released an eight-hour, web-based appropriations law training course in spring 2006. It is now available to all Judiciary personnel via the J-Net. With an emphasis on Judiciary-specific information, the federal appropriations law course covers the history of appropriations law and the elements of purpose, time, and amount. It

includes information about accountable and certifying officer responsibilities and liability.

**Budget Web-Based Training.** A total of 240 court budget management staff registered for a self-paced, self-assessment online training program, Managing the Local Court Budget, during FY 2006. About 80 percent of registrants completed the program. New court budget management staff can now access the somewhat modified program on the J-Net.

**Court Budget Management Training.** In 2006, the AO began implementation of the National Court Budget Management Training Program and delivered this skills-based, face-to-face training to most court units in the Third, Fourth, and Tenth circuits. Courts developed the program curriculum and training materials, and 15 court managers serve as faculty for the two-and-a-half-day program with AO support. Eighty-five percent of last year's participants rated the program as "excellent" or "superior."

It had been 10 years since any significant budget training program had been provided to the courts on a national basis. In 2004, the consulting firm KPMG identified budget training for court unit executives and budget analysts as a priority when it assessed the Judiciary's budget decentralization program. The Budget Committee of the Judicial Conference has endorsed this mission-critical training. Plans are to deliver this training program to all court units on a circuit-by-circuit basis over the next three years.

## FACILITIES MANAGEMENT AND SECURITY

**National Rent Validation Program.** The AO began a national GSA rent validation in 2006 after discovery of rent overcharges to the Judiciary in the Northern and Southern Districts of New York amounting to about \$20 million in retroactive credits and \$10 million in cost avoidance in 2006. A team of court and AO employees is verifying the accuracy of the rent bills, challenging rent bills where applicable, and educating court employees to sustain long-term the accuracy of the rent bills.

The AO sponsored a two-day training session on rent validation methods for circuit contacts and GSA representatives, and staff continued to train court employees during onsite visits.

Divided into two phases, the rent validation program involves verifying that the Judiciary is charged for space the courts legitimately occupy and that its space classifications are correct. The 175 court locations being checked represent approximately 60 percent of the federal space occupied by the courts, or 17 million square feet, which equates to about \$630 million in annual rent. Then, GSA's real estate appraisal methodology will be compared with GSA's stated policy. A preliminary review of 15 appraisals identified a potential \$7.6 million in annual rent savings and approximately \$16 million in retroactive rent credit.

**Review of the U.S. Courts Design Guide.** The Judiciary completed its comprehensive review of the *U.S. Courts Design Guide* and revisions endorsed during the September 2006 Judicial Conference. Revision of the *Design Guide* was intended to reduce future rent

costs through the modifications to courthouse space standards while maintaining functionality. The new edition will apply to the design and construction of new courthouses and annexes, all new leases, and repair and alteration of new space planned for an entire court unit, such as a bankruptcy court or probation offices. Publication of the 2007 edition of the *Design Guide* is planned for spring 2007.

### Space Budget Check Process and Rent Budget Caps.

As another method of rental cost containment, the September 2006 Judicial Conference determined that the budget check process includes GSA requests for input for feasibility studies. The check process applies to all prospectus and non-prospectus courthouse projects until an allocation method for rent budget caps is approved. The September 2006 Judicial Conference also approved an abbreviated process for reviewing chambers space requests for judges taking senior status within the next two years and for replacement judges. In 2006, space rental budget caps were also approved in concept by the Judicial Conference, which subsequently set an average annual growth rate of 4.9 percent for fiscal years 2009–2016. To implement the rent budget caps, the AO and circuit executives are developing and discussing alternative methods for allotting rent budget caps to circuit judicial councils.

### Enhancement of the Long-Range Facilities Planning Process.

To enhance the long-range facilities planning process, the Judiciary adopted asset management planning in March 2006. It is a new way to help en-



By adopting new strategies in long-range facilities planning, the Judiciary is working to maximize available courthouse space while containing costs.

sure that adequate facilities projects are available through renovation, construction, and other means. The methodology involves the costs (rent, relocation, forced moves, telecommunications and data conversions, courtroom audio and video costs, and furniture on a present value basis) and benefits (in terms of improved functionality) of alternate housing strategies. It can identify the most cost-effective housing solution by examining both the life-cycle costs and the benefits for each facility or city. Work on the implementation of asset-management planning has begun. It involves circuit judicial council staff and a working group of court unit executives.

**Emergency Preparedness Planning.** Courts expanded their readiness planning in 2006 to include a pandemic-like or pandemic influenza occurrence. Based on guidance from the AO Director in December 2005, seven courts—the U.S. Court of Appeals for the Second Circuit, New York-Southern, Florida-Northern, West Virginia-Northern, Indiana-Southern, the District of Nebraska, and Missouri-Western developed essential information for such readiness. Before 2006 ended, the AO issued templates to courts with relevant information on preparing for a pandemic. Various court advisory groups provided feedback during the development of the template, a Pandemic Annex to be added to continuity of operations plans (COOPs). This document will become a critical component of a court's COOP and the Judiciary's emergency preparedness program.

Other work in this area in 2006 included the publication of several informational articles on emergency preparedness, the posting on the intranet of a memo-

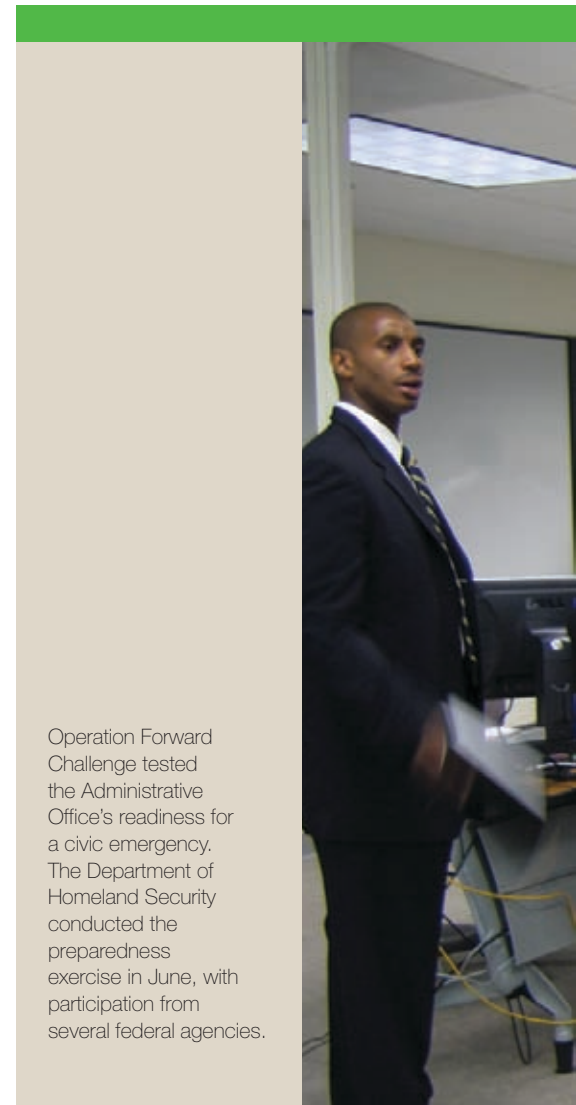
randum on best practices from the hurricane season of 2005, and the broadcast of two programs on hurricane preparedness by the Federal Judicial Television Network during 2006.

**Forward Challenge Exercise 2006.** On June 21, 2006, the Administrative Office, the U.S. Court of Appeals for the Federal Circuit, and the Court of Federal Claims participated in the readiness exercise sponsored by the Department of Homeland Security for federal government entities in Washington, D.C. Forward Challenge tested the AO's alert and notification procedures during an emergency situation, the deployment to alternate facilities, the ability to operate at an alternate facility, and communications capabilities. The AO also tested how it receives, processes, analyzes, disseminates, and reports information from internal and external entities during an emergency.

The next Forward Challenge exercise is anticipated to take place in 2008.

**Vital Records Initiative.** As part of its emergency and business resumption planning, the AO launched an important new initiative in FY 2006 to establish a Judiciary-wide employee vital records program to help identify and contact all staff during emergencies. Planning and assessment phases were well underway by year's end.

**Home Intrusion Detection Security Systems.** Nationwide installation of home intrusion detection systems in the homes of judges began in March 2006,



Operation Forward Challenge tested the Administrative Office's readiness for a civic emergency. The Department of Homeland Security conducted the preparedness exercise in June, with participation from several federal agencies.



after negotiations among the AO, the Judicial Conference Committee on Judicial Security, and the Department of Justice. At the Judiciary's urging, Congress provided a 2005 supplemental appropriation of \$11.9 million to the U.S. Marshals Service (USMS) for enhanced judicial security outside of court facilities. It also has provided the funding to acquire and install these systems for judges. More than 1,600 judges have requested these systems, and the USMS planned to complete installation by the end of 2006.

## TECHNOLOGY

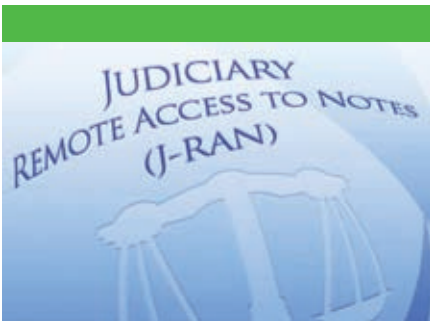
### **Cost-Containment Initiative for Server**

**Aggregation.** The AO has focused on consolidating local court servers into several managed service centers, and identifying and implementing better and more economical service delivery models for national IT applications. These service centers would provide and support end-user applications, with improved security and continuity of operations when systems fail or emergencies occur.

The server aggregation initiative reached several important milestones in 2006. They included awarding contracts for centralized services in the case management system for probation and pretrial services offices, conducting an alternatives analysis for the national e-mail system, streamlining server hosting for the Judiciary's financial management system, and testing the jury management system to verify that it works.

The proof-of-concept for consolidating the Probation and Pretrial Services Automated Case Tracking System (PACTS)—with 15 district offices—was completed





Remote access to work e-mail from almost any computer with Internet access increasingly connected Judiciary managers and staff to their work during the year. Users also received instructions on security measures to use with the service.

in April. Users recommended consolidating PACTS servers into two central hosting facilities, and a contract was awarded for that service. Migration of remaining districts will be completed by the summer of 2007.

The analysis comparing service delivery alternatives for the Lotus Notes e-mail system resulted in the lowest-cost–best value solution of keeping primary e-mail servers in the 125 court locations, but consolidating the replication servers into a single back-up site for improved disaster recovery and redundancy.

With the approval of the Judicial Conference’s Committee on Information Technology, the Office of Finance and Budget is conducting a proof-of-concept for aggregation of servers that host the Judiciary’s financial system, FAS<sub>4</sub>T. Currently, FAS<sub>4</sub>T is housed on 94 servers, hosted by as many court districts. The goal of server aggregation is to allow the courts to adopt new technical and business models more rapidly while significantly reducing costs of licensing, managing, and upgrading 94 sites. A mix of 10 large and small courts are participating in the testing, which will assess the numerous configuration, performance, and reliability issues associated with aggregation. The assessment period is expected to conclude in June 2007, with results presented to the Committee on Information Technology.

#### **Tools for Improved Access and Collaboration.**

**J-RAN.** To help the Judiciary’s more mobile workforce stay connected, the Administrative Office in 2006 introduced the Judiciary Remote Access to Notes, or J-RAN. Any Judiciary staff person can access their Lotus Notes e-mail accounts from any location with an Internet con-

nection at any time. Staff can readily open their e-mail, calendars, and even download attachments from home or while on travel. By the end of the year, use of the new service was well established throughout the Judiciary.

Other remote access tools supported by the AO include a national infrastructure for Blackberry wireless devices and a web conferencing system. All of these tools have become invaluable for use on a daily and emergency basis.

**Specialized Internal Web Sites.** As electronic tools for collaboration have become available, AO staff have employed them to enhance communication and collaboration with judges, court unit executives, and systems managers. Across the Judiciary, tools are being used that take advantage of the Judiciary’s national e-mail system and web technology to improve the efficiency of small workgroups. One example has to do with the formerly paper-intensive process of providing agenda item materials to judges for various regular meetings of the Judicial Conference and its Committees. In 2006, AO staff who support Judicial Conference committees and the Executive Committee used web-related collaboration tools for the first time. Members can now log on to specialized internal web sites to get the information they need instead of relying on paper documents or optical disks being mailed to them.

#### **Measures to Block Unwanted E-mail Messages.**

Judiciary e-mail users requested help with burdensome spam, or unwanted messages, which were a major annoyance, a waste of resources, and a potential security risk.

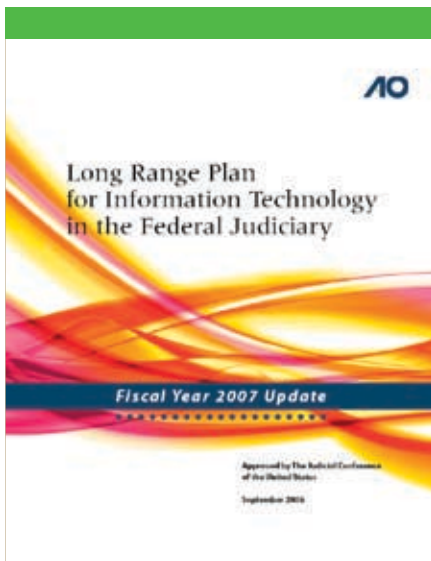
At the request of the Judicial Conference Committee on Information Technology, Judiciary network engineers tested spam prevention software during 2006. After positive reports from users, deletion of unwanted messages began. During September 2006 alone, almost 9 million Internet e-mail messages passed through the DCN gateways; more than four million of them, or 46 percent, were identified as spam. This action has reduced the burden on the Judiciary's national network and technical support staff. Additional anti-spam software tools are being evaluated for possible use at the local court level.

**Distance Learning.** In light of the critical role that training plays as new systems and technologies are introduced in the Judiciary, the AO has streamlined and modernized its delivery of information technology training to Judiciary staff. Many courses that have traditionally been offered in the classroom are now being provided via various distance learning formats. Examples include converting classroom application training on both bankruptcy and district case management systems to computer based training modules. Training is also available via web conferencing, and several technical courses are now offered using the online tool Blackboard. The result has been that more Judiciary staff are now receiving much needed IT training faster and much more cost-effectively.

**MJSTAR.** Many district courts are now reporting magistrate judge workload statistics using Magistrate Judge Statistics Through Automated Records (MJSTAR), the



AO technology professionals discuss some of the collaborative online tools that help eliminate the need for some committee and work group meetings.



AO attention to essential information technology upgrades provides the courts with an efficient and progressive communications network.

automated reporting function in the CM/ECF system. MJSTAR improves the consistency and reliability of magistrate judge statistical information nationwide by minimizing the manual entry of data and standardizing data collection methods throughout the courts. As of November 1, 2006, 37 district courts were live on MJSTAR. Many of the remaining courts will convert within the next year.

#### **Information Technology Support to the Courts.**

During 2006, the Administrative Office's IT service desk provided essential technical support to every court/office throughout the Judiciary. More than 113,000 telephone calls from the courts were received, more than 42,000 technical customer-support requests were processed, and 289 support announcements were provided to Judiciary customers. Staff provided critical software support to the courts for major systems in case management, finance and accounting, jury management, and e-mail. This included processing more than 1,000 requests from the courts for modifications or enhancements to national applications. Other support was for such key infrastructure components as operating systems. In addition, service desk staff helped complete the Judiciary-wide implementations of case management systems, and managed the national migration to the Judiciary's operating system for the future, Redhat Linux.

#### **Continued Work on Archival Portable**

**Document Format.** During the year, the AO received an award from Adobe Systems Inc. for its work

in developing an archival portable document format (PDF/A). The AO has taken a leadership role in helping the private sector define and gain international approval for PDF/A, an archival version of the popular PDF. PDF/A is a formal standard published by the International Standards Organization (ISO) based in Geneva, Switzerland. The Judiciary's intent is to use the system for convenient retrieval of court documents many decades after filing. The Judiciary uses the portable document format extensively in its electronic case management systems.

**Network Improvements.** AO staff are working to make improvements to the nationally supported data communications network. In 2006, bandwidth, or speed of access to the network, was increased by 20 percent, primarily at the larger court headquarters sites. Additionally, 167 sites received new improved routing equipment to improve reliability and performance. The upgrades provide better performance with the current traffic plus additional growth for traffic across the DCN.

Access to the Judiciary's intranet web site, the J-Net, was expanded to court units not connected to the DCN. These court units benefit from the J-Net information access which has speeded the dissemination of policy and procedures. The Community Defender Organizations, part of the Office of Defenders Services, were also granted access. The Court of Appeals for Veterans Claims, the U.S. Tax Court, and the U.S. Court of Appeals for the Armed Forces now have limited access to the J-Net web site through the national gateways from the Internet.

**Statistics Modernization Project.** Initial phases of the New Streamline Timely Access to Statistics (NewSTATS) project were implemented in fall 2006. Designed to permit the AO and authorized chambers and court personnel to make more flexible and more comprehensive use of caseload statistics, the new system's hardware and software environment helps manage civil docket data and efforts associated with the Civil Justice Reform Act. In addition, the AO now uses NewSTATS to collect the significantly large amount of new data mandated by the Bankruptcy Abuse Prevention and Consumer Protection Act of 2005, according to requirements developed by the Judicial Conference Committee on Administration of the Bankruptcy System.

While the NewSTATS relational database will make it easier for agency and court users to conduct research, to analyze data, and to produce reports and tables, the system will also facilitate the use and utility of data by other AO planners and trial and appellate court managers. Once fully implemented, NewSTATS will allow these decision makers to pose customized inquiries to address specific tasks and responsibilities. The project team is currently working with members of the Technology and Advisory Council to explore further and augment the system's full capabilities.

## HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT

**Human Resources (HR) Transformation.** In FY 2006, the HR Transformation Subcommittee of the

Committee on Judicial Resources (JRC), the Human Resources Advisory Council (HRAC), the HR Specialists' Advisory Group (HRSAG), and representatives from the Administrative Office participated in a Future Search Conference designed to create a vision for HR service delivery in 2020. The stakeholders developed the following four goals: automate transactions, provide expanded and accessible HR guidance, establish competency-based HR training, and develop a flexible compensation and benefits system. The Committee on Judicial Resources endorsed these goals in June 2006.

**Automation of HR processes.** Building on the HR Management Information System (HRMIS) was the number one priority coming from the Future Search Conference. An initial version of remote data entry (RDE) allows courts to submit critical personnel actions via HRMIS that represent approximately 32 percent of the more than 35,000 personnel actions processed annually. Full implementation will be made available to the courts during FY 2007. This initiative eliminates what has been primarily a paper-driven process, reduces processing time, creates an audit trail for personnel actions, and allows both court and AO HR staff to turn their focus to providing substantive advisory services to the courts.

**Court Compensation Study.** Entering its second phase, this study is focused on identifying potential changes in the Judiciary's biweekly pay delivery system that will enable the Judiciary to remain an employer of choice while also reducing compensation costs in the



Judiciary human resource (HR) professionals and other management stakeholders developed a vision for future HR service delivery for the courts that was endorsed by the Judicial Conference Committee on Judicial Resources.



long term. Extensive participation by all stakeholders has been the hallmark of this study since it began in 2005. If all proceeds on schedule, the JRC will review alternatives and propose a solution to the Judicial Conference in September 2007.

**Work Measurement.** Work measurement initiatives provided updated formulas for district and bankruptcy clerks' offices. In FY 2006, these studies accounted for the impact of Case Management/Electronic Case Files transactions, uncompensated overtime and "work not done," and the initial impact of the Bankruptcy Abuse Prevention and Consumer Protection Act. The bankruptcy clerks formula yielded a 4.7 percent reduction, while the district clerks showed a 6.7 percent addition to requirements.

**Buyout and Early Retirement Program.** The buyout and early retirement program assists court units and public defender offices in their efforts to retool and streamline operations and lessen restructuring impacts on their staff. During FY 2006, a total of 180 plans were approved, covering 817 buyout and/or early retirement requests, with buyout costs totaling approximately \$3.7 million. This program will continue in FY 2007.

#### **Background Checks and Investigations**

**Program.** Fiscal year 2006 marks the completion of the first full year for the expanded Background Checks and Investigations Program in the courts. During FY 2006, 7,970 background check and investigation report results were completed. The AO negotiated and manages

a contract for courts to purchase electronic fingerprinting equipment to improve fingerprinting quality and efficiency; fingerprint checks make up approximately 90 percents of all checks and investigations. To date, 63 court units and federal public defender organizations have purchased the equipment.

**Telework.** In FY 2006, the Judiciary demonstrated its ongoing commitment to a successful telework program and increased communications with the courts about successful use of telework. By year-end, data from courts showed 84,710 total days teleworked by eligible Judiciary employees, who account for 18.9 percent of the workforce. Telework has been included as a component of the continuity of operations plans for 64.2 percent of the courts and federal public defender organizations. It is considered an integral part of emergency preparedness in the event of a pandemic health crisis.

The AO completed its first year of a formal telework program with 16 percent of AO staff teleworking on either a recurring or situational basis. Also, the AO established a telework center at its Court Operations Support Center. The Center, remotely located outside the nation's capital, will host essential support to the courts if an emergency closes down the Thurgood Marshall Federal Judiciary Building in Washington, D.C.

**Flexible Benefit Program.** Nearly 11,000 judges and employees enrolled in the Flexible Benefit Program for 2006, marking the sixth straight year of increased enrollment since the program began in 2000, as the chart on page 48 of this report shows. The Judiciary's



Telework is now widely used throughout the courts and the AO. It has proven to be an effective way to maintain operations during severe weather and other emergencies.

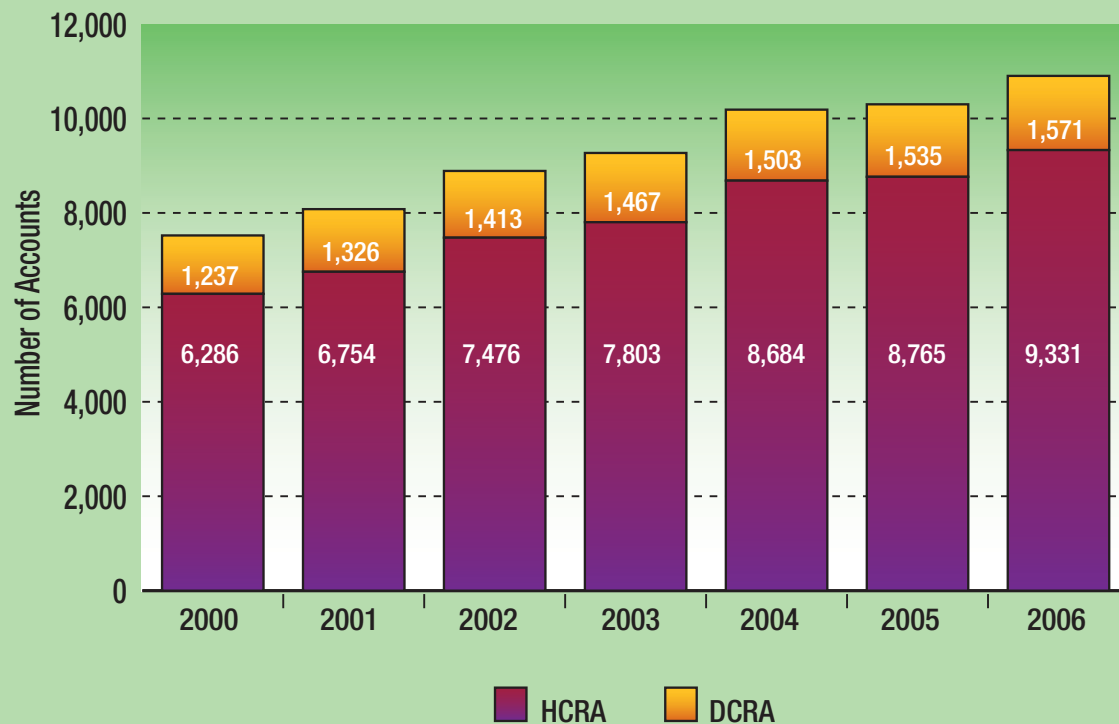


Telework has been included as a component of the continuity of operations plans for 64.2 percent of the courts and federal public defender organizations. It is considered an integral part of emergency preparedness.



## Judiciary Flexible Spending Accounts Total Participants

*Health Care Reimbursement Accounts/Dependent Care Reimbursement Accounts*



participation rate of 33 percent continues to be far in excess of typical rates for other employers. Judges and employees realized nearly \$35 million in tax savings in 2006 through this program, with an average increase in take-home pay of \$2,700 for judges and \$2,300 for Judiciary employees.

**New Federal Dental and Vision Benefits.** Judiciary employees will benefit from new supplemental dental and vision benefits programs established in FY 2006 and being implemented in FY 2007. Premiums will be paid on a pre-tax basis, and individuals will have the option to enroll in either the new dental or vision benefits plan (or both) on a *self-plus-one* basis, as well as the traditional options of self-only and family.

**Reasonable Accommodation.** The *Reasonable Accommodation Road Map* posted on the J-Net debuted to provide federal Judiciary employees with procedural and resource information to meet the needs of employees and applicants with disabilities.

**Training.** The National Training Spending Plan (NTSP) is the foundation for developing and delivering administrative and operational training to Judiciary employees. In FY 06, certain initiatives focused on maximizing web-based training.

Judiciary On-Line University (JOU) expanded this year from 500 to 2,400 registered users in 355 different locations throughout the Judiciary. Employees accessed JOU more than 7,303 times and completed 2,383 courses. The total training time logged by employees was 10,955

hours. Consistently throughout the year, the highest usage of JOU occurred on Saturdays. The cost to provide this service, \$122,000, is minimal compared to the savings in instructor time, travel time, and attendance.

Two transitions from strictly instructor-led training to a blended training solution were introduced: Contracting Officers Certification and Court Personnel System Training. The blended solution combines web-based and instructor-led training to save costs and be more efficient for learners. Almost 800 employees from across the country completed the Contracting Officers Certification and 90 participated in Court Personnel System Training.

**Pre-Employment Suitability Checks.** In 2006, the AO began using electronic fingerprint scans to conduct a pre-employment criminal history check on new hires, volunteers, and contractors. Through an interagency agreement with the Department of Justice, and using commercial software, fingerprints are recorded and electronically checked via a secure line against the Federal Bureau of Investigation database to reveal an individual's criminal history record. The fingerprint process was put in place in advance of a draft employment suitability policy, which is going through internal Judiciary review and comment.

**Procurement Training.** Procurement liaison officers and contracting officers began taking a cost-effective series of blended distance-learning courses in procurement that meet the Judiciary's Contracting Officers Certification Program training requirements. Employees

can access procurement training from their desktops, reducing training and travel costs for the courts and allowing employees to pace their training based on workload demands. Future training will include a two-day classroom program to help participants apply procurement principles learned online.

**Procurement Delegation System.** Tracking and managing procurement officer and contracting officer data will be easier with a new electronic Judiciary procurement delegation system. The system was developed to provide accurate, up-to-date information about the status of appointments, certification, and training.

**Recognition.** The Director's Awards Program recognizes the accomplishments of outstanding Judiciary employees whose creativity, ingenuity, resourcefulness, and dedication have benefited the Judiciary. In FY 2006, two employees received the award for Outstanding Leadership:

- Paul W. DeFelice, Chief United States Probation Officer for the Northern District of New York, was selected for his significant contributions to the Access to Law Enforcement Systems (ATLAS) network that has increased probation and pretrial officers' access to criminal history from their desktops and for his development of the High Impact Incarcerations Program (HIIP), which has saved \$3 million in detention costs.
- John Matthew Domurad, Chief Deputy Clerk for the United States District Court in the Northern





Displaying certificates they received as Director's Award winners are Management Analyst Laura Simon and Assistant Director for Automation and Technology Christopher Warner, U.S. District Court for the District of Columbia. Celebrating the honor with them are Clerk of Court Nancy Mayer-Whittington, left; Bankruptcy Judge S. Martin Teel, center; and Chief Judge Thomas F. Hogan, right.

District of New York, was selected for his leadership in creating the National Rent Cost Containment and Validation Program. He helped create a process that ensures that Judiciary rent payments are in compliance with the Code of Federal Regulations, and that has resulted in more than \$23 million in savings to the Judiciary.

Awards for Excellence in Court Operations (Court Technology) were awarded to:

- Domenic J. D'Alessio, Programmer/Analyst, at the United States Bankruptcy Court for the Southern District of California. He was recognized for developing, testing, implementing, and administering the CashRegister/ECF Program (CR/ECF) that automates receipt writing and improves service Judiciary wide. This program is in use in over two-thirds of the bankruptcy courts that use CM/ECF.
- Laura W. Simon, Management Analyst, and Christopher Warner, Assistant Director for Automation and Technology, of the United States District Court for the District of Columbia, and Paul Mark Soltys, Assistant Circuit Executive for Automation, at the United States Court of Appeals for the Third Circuit, for developing, testing, implementing, and administering the Online System for Clerkship Application and Review (OSCAR). Using this program, judges can receive, screen, and sort law clerk applications online.
- Kirk T. McDonough, Assistant Manager, Department of Information and Technology,

United States Bankruptcy Court for the Eastern District of Missouri. He received an award for developing, testing, implementing, and administering the Automated Inventory Reporting System (AIRS), a positive means to maintain accurate property listings and requirements for audit purposes.

In addition:

- Eighty-nine employees from various courts in the Fifth Circuit were commended for their extraordinary actions during Hurricanes Katrina and Rita.

**The Leonidas Ralph Mecham Awards for Exemplary Service to the Courts** by AO employees were awarded for the first time in fiscal year 2006. Administrative Office employees George Reynolds and Andy Sirotta were selected for “significant accomplishment on a specific project or effort that has improved court administration, internal controls, program effectiveness, communications, or efficiency in the courts or Administrative Office.” The award is named for retired AO Director Mecham and can be given annually to no more than two AO employees.

Sirotta was recognized for his outstanding contributions in developing, implementing, and supporting CM/ECF for district and bankruptcy courts. Reynolds received the award for his exceptional work in implementing and improving the Judiciary’s management of the financial disclosure provisions of the Ethics in Government Act of 1978.



Two AO employees were recognized for their outstanding service to the courts. From left, Andy Sirotta and George Reynolds received the first Leonidas Ralph Mecham Award from Judge Robert B. Kugler, far right. AO Director James C. Duff shared in recognizing the recipients.



The J-Net intranet site has made it possible for the Judiciary to shift much of its publishing from print to the web for quicker communication at greatly reduced cost.

## COMMUNICATION WITH THE COURTS

**The J-Net, the Judiciary’s Intranet Service**, serves as the hub of court communications. Communications broadcast to the court are posted on the J-Net for future reference. The J-Net has made it possible for the AO to shift much of its publishing from print to the web, which has resulted in major savings and in quicker delivery of news and information to the courts.

To improve the J-Net, the AO tested the site with more than 100 staff in 10 courts. Following a philosophy of user-centered design for web sites, staff make decisions regarding site architecture, navigation, and labeling based on what works for the intended audiences. By applying feedback from users, AO staff launched a completely revised jobs page that is a model for future dynamic applications. It allows court personnelists to input their own notices. Also during FY 2006, the J-Net search site screens were changed to speed user searches.

**Newsletters.** The AO publishes several online newsletters to inform various specialized court audiences about initiatives and deadlines relevant to their areas of expertise. The *Federal Court Management Report*, which became all-electronic as a cost-cutting measure in 2005, continued to share news of court programs, initiatives, and accomplishments with interested court employees nationwide. It links extensively to supporting documents on the intranet that managers may need and was repeatedly among the top viewed J-Net pages during 2006.

Several other Judiciary newsletters for niche audiences publish strictly online to meet AO goals of keeping publishing costs low and distributing information quickly.



**Video.** The AO produced more than 40 news, information, and educational videos in 2006. Through a variety of delivery methods, the staff produced programs broadcast to courts nationwide on the Federal Judicial Television Network (FJTN) and videos to be shown at various Judiciary meetings and conferences.

Other projects focused on the Judiciary's telework program, highlighting court managers' best practices for maintaining schedules, quality standards, productivity, customer satisfaction, and continuity of operations during natural or manmade disasters.

Launched in 2006, Judiciary Now provides court employees with weekly video news reports delivered to their desktop computers. Reports on new legislation, pay, technology, and best practices are helping Judiciary employees keep current with issues that may affect court operations.

**Outreach Support to Courts.** Extensive outreach programs and materials are available to courts for their local efforts to invite the public into federal courthouses. AO Outreach staff have developed complete program templates and scripts to guide courts in personalizing their outreach program planning. Staff also answer court questions and offer guidance to local efforts. The AO maintains a catalog on J-Net featuring descriptions of more than 20 programs initiated by local courts. ■



A new display for meetings and conferences provides an attractive backdrop for AO Public Affairs staff to discuss the federal courts with students, teachers, and other visitors.





## THE ADMINISTRATIVE OFFICE OF THE U.S. COURTS

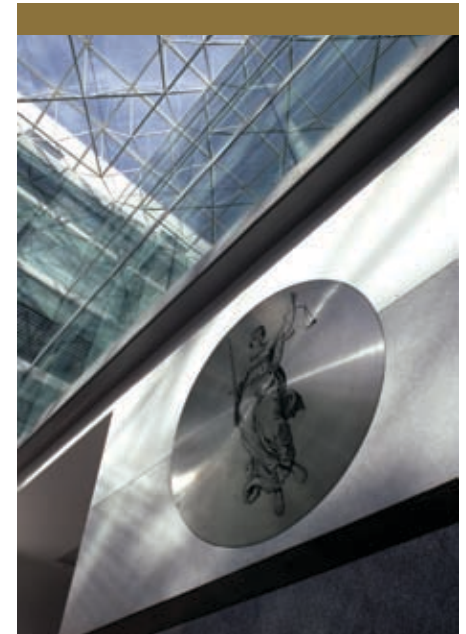
**Statutory Authority.** 28 U.S.C. §§ 601-612. Congress established the Administrative Office of the U.S. Courts in 1939 to provide administrative support to federal courts.

**Supervision.** The Director of the Administrative Office carries out statutory responsibilities and other duties under the supervision and direction of the principal policy-making body of the Judiciary, the Judicial Conference of the United States.

**Responsibilities.** All responsibility for the Administrative Office of the U.S. Courts is vested in the Director, who is the chief administrative officer for the federal courts. Under his direction, the agency carries out the following functions:

- Implements the policies of the Judicial Conference of the United States and supports its network of 24 committees (including advisory and special committees) by providing staff to plan meetings, develop agendas, prepare reports, and provide substantive analytical support to the development of issues, projects, and recommendations.
- Supports about 2,000 judicial officers, including active and senior appellate and district court judges, bankruptcy judges, and magistrate judges.
- Advises court administrators regarding procedural and administrative matters.

- Provides program leadership and support for circuit executives, clerks of court, staff attorneys, probation and pretrial services officers, federal defenders, panel attorneys, circuit librarians, conference attorneys/circuit mediators, bankruptcy administrators, and other court employees.
- Provides centralized core administrative functions such as payroll, personnel, and accounting services.
- Administers the Judiciary's unique personnel systems and monitors its fair employment practices program.
- Develops and executes the budget and provides guidance to courts for local budget execution.
- Defines resource requirements through forecasts of caseloads, work-measurement analyses, assessment of program changes, and reviews of individual court requirements.
- Provides legislative counsel and services to the Judiciary; acts as liaison with the legislative and executive branches.
- Prepares manuals and a variety of other publications.
- Collects and analyzes detailed statistics on the workload of the courts.
- Monitors and reviews the performance of programs and use of resources.
- Conducts education and training programs on administrative responsibilities.
- Audits the courts' financial operations and provides guidance on management oversight and stewardship issues.
- Handles public affairs for the Judiciary, responding to numerous inquiries from Congress, the media, and the public.
- Develops new ways for handling court business, and provides assistance to court employees to help them implement programs and improve operations.
- Develops and supports automated systems and technologies used throughout the courts.
- Coordinates with the General Services Administration the construction and management of the Judiciary's space and facilities.
- Monitors the U.S. Marshals Service's implementation of the Judicial Facilities Security Program, including court security officers, and executes security policy for the Judiciary.



First and foremost, the Administrative Office implements the policies of the Judicial Conference of the United States and supports the work of Conference committees.

## ORGANIZATION

### Director

James C. Duff

Serves as the chief executive of the Administrative Office, secretary to the Judicial Conference and ex officio member of the Executive Committee of the Judicial Conference, and ex officio member of the Board of Directors of the Federal Judicial Center.

### Deputy Director

Jill C. Sayenga

Chief advisor to the Director on day-to-day management, strategic, and tactical planning, and operational matters; ensures that activities of all agency elements are functioning in support of stated management goals.

### Associate Director and General Counsel

William R. Burchill, Jr.

Robert K. Loesche, *Deputy*

Provides legal counsel and services to the Director and staff of the Administrative Office and to the Judicial Conference; responds to legal inquiries from judges and other court officials regarding court operations; and represents agency in bid protests and other administrative litigation.

### Judicial Conference Executive Secretariat

Laura C. Minor, *Assistant Director*

Wendy Jennis, Jeffrey A. Hennemuth, *Deputies*

Coordinates the agency's performance of the staff functions required by the Judicial Conference and its committees; maintains the official records of the Judicial Conference; responds to judges and other court personnel regarding Conference activities; and coordinates the advisory group process.

### Legislative Affairs

Cordia A. Strom, *Assistant Director*

Daniel Cunningham, *Deputy*

Provides legislative counsel and services to the Judiciary; maintains liaison with the legislative branch; manages the coordination of matters affecting the Judiciary with the states, legal entities, and other organizations; and develops and produces judicial impact statements.

### Public Affairs

David A. Sellers, *Assistant Director*

Carries out public information, community outreach, and communications programs for the federal Judiciary; manages publishing efforts for the Administrative Office.

### Court Administration

Noel J. Augustyn, *Assistant Director*

Glen K. Palman, *Deputy*

Provides support to the courts for clerks of court, circuit executives, court librarians, staff attorneys, conference attorneys, court reporters, and interpreters, including the development of budgets, allocation of resources, and management of national programs.

### Defender Services

Theodore J. Lidz, *Assistant Director*

Steven G. Asin, *Deputy*

Provides policy guidance and administrative, analytical, training, and evaluative services relating to the Criminal Justice Act and support to federal public and community defender organizations.

### **Facilities and Security**

Ross Eisenman, *Assistant Director*  
William J. Lehman, *Deputy*

Manages services provided to the courts in the areas of court security and space and facilities, and serves as the primary contact on real property administration matters with the General Services Administration and on court security matters with the U.S. Marshals Service.

### **Finance and Budget**

George H. Schafer, *Assistant Director*

Marguerite R. Moccia, *Deputy*

Manages the budget, accounting, and financial systems of the Judiciary; prepares financial analyses on Judiciary programs; manages relocation and travel services for the courts; and serves as the Judiciary's point of contact for Congress on budget matters.

### **Human Resources**

Charlotte G. Peddicord, *Assistant Director*

Nancy E. Ward, *Deputy*

Manages services provided to the courts in the areas of personnel, payroll, health and retirement benefits, workforce development, and employee dispute resolution.

### **Information Technology**

Melvin J. Bryson, *Assistant Director*

Barbara C. Macken, *Deputy*

Administers the information resources management program of the Judiciary; oversees the development, delivery/deployment, security, and management of all national IT systems.

### **Internal Services**

Doreen G.B. Bydume, *Assistant Director*

Manages the Judiciary's procurement function; provides administrative support and services to the Administrative Office in areas such as budget, facilities, personnel, information technology and information management; and administers the Administrative Office's Equal Employment Opportunity programs.

### **Judges Programs**

Peter G. McCabe, *Assistant Director*

R. Townsend Robinson, *Deputy*

Provides support and services for judges in program management and policy development, and assists judges and their chambers staff in obtaining support and services from other components of the Administrative Office; gathers, analyzes, and reports statistical data.

### **Probation and Pretrial Services**

John M. Hughes, *Assistant Director*  
Matthew Rowland, *Deputy*

Determines the resource and program requirements of the probation and pretrial services system, and provides policy guidance, program evaluation services, management and technical assistance, and training to probation and pretrial services officers. ■





## **PHOTO CREDITS**

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