



Judicial Council of California
ADMINISTRATIVE OFFICE OF THE COURTS

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TANI G. CANTIL-SAKAUYE
Chief Justice of California
Chair of the Judicial Council

STEVEN JAHR
Administrative Director of the Courts

December 16, 2013

Hon. Mark Leno
Chair, Senate Budget and Fiscal Review Committee
State Capitol, Room 5019
Sacramento, California 95814

and

Chair, Joint Legislative Budget Committee
State Capitol, Room 5100
Sacramento, California 95814

Hon. Nancy Skinner
Chair, Assembly Committee on Budget
State Capitol, Room 6026
Sacramento, California 94249

Re: *Status of the Phoenix Program, 2013*

Dear Senator Leno and Assembly Member Skinner:

The Judicial Council respectfully submits this report on the status of the Phoenix Program, as required by Government Code section 68511.8(a). That section specifies that until project completion, the Judicial Council shall provide an annual status report to the chairperson of the budget committee in each house of the Legislature and to the chairperson of the Joint Legislative Budget Committee with regard to the California Court Case Management System (CCMS) and the Court Accounting and Reporting System, which is now referred to as the *Phoenix Financial System*. The final report on the CCMS project was issued in December 2012 at the conclusion of the project. It can be found online at www.courts.ca.gov/documents/jc-20121214-itemO.pdf.

The Phoenix Financial System has been deployed in all 58 superior courts, thus providing an opportunity for the courts to maximize their resources and promote efficiencies in a variety of ways. The last phase of the Comprehensive Payment Solution program was finalized in August, allowing courts to replace paper checks to certain vendors with an electronic payment process.

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Hon. Nancy Skinner
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This capability has resulted in a savings to the courts of an estimated \$1 million annually in the form of quarterly rebates. The program also underwent a two-phased cost-saving initiative when Phoenix System hardware migrated to a new platform using a more flexible and cost-effective virtualization strategy. Additionally, the Phoenix Financial System now generates the biannual submissions of the Judicial Branch Contracting Law Report to the Legislature, freeing the courts from the responsibility of individually compiling, preparing, and submitting their own financial reports twice each year.

Within existing resources, implementation of the Phoenix Human Resources System (formerly referred to as the *Courts Human Resources Information System* [CHRIS]) was extended to one additional small court since the last report, bringing the total number of courts currently on the system to 8. Because of budgetary constraints, deployment to the remaining 50 courts will resume only after additional resources are secured.

If you have any questions, please contact Mr. Curt Soderlund, Chief Administrative Director, Administrative Office of the Courts (AOC), at curt.soderlund@jud.ca.gov or 916-263-5512.

Very truly yours,



Steven Jahr
Administrative Director of the Courts

SJ/CS

Enclosures

cc: Mr. Gregory P. Schmidt, Secretary of the Senate
Ms. Diane F. Boyer-Vine, Legislative Counsel
Mr. E. Dotson Wilson, Chief Clerk of the Assembly
Vice-Chair, Senate Budget and Fiscal Review Committee
Hon. Jeff Gorell, Vice-Chair, Assembly Committee on Budget
Ms. Margie Estrada, Policy Consultant, Office of Senate President pro Tempore Darrell S. Steinberg
Ms. Fredericka McGee, General Counsel, Office of Assembly Speaker John A. Pérez
Ms. Julie Salley-Gray, Consultant, Senate Committee on Budget and Fiscal Review
Mr. Matt Osterli, Consultant, Senate Republican Fiscal Office
Mr. Marvin Deon II, Consultant, Assembly Committee on Budget

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Mr. Allan Cooper, Consultant, Assembly Republican Fiscal Office
Mr. Drew Liebert, Chief Counsel, Assembly Committee on Judiciary
Ms. Peggy Collins, Principal Consultant, Joint Legislative Budget Committee
Ms. Anita Lee, Fiscal and Policy Analyst, Legislative Analyst's Office
Mr. Jay Sturges, Principal Program Budget Analyst, Department of Finance
Members of the Judicial Council
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Report title: *Status of the Phoenix Program, 2013*

Statutory citation: Sen. Bill 1102 (Stats. 2004, ch. 227) Code section: Gov. Code, § 68511.8(a)

Date of report: December 2013

The Judicial Council has, in accordance with Government Code section 68511.8, submitted its annual status report to the Legislature on the Phoenix Program.

This summary of the report is provided consistent with the requirements of Government Code section 9795.

This status report includes a description and discussion of major activities undertaken in 2012 for the Phoenix Program, project accomplishments to date, activities under way, proposed activities for the future, and annual revenues and expenditures for these projects.

The Phoenix Financial System has been deployed to all 58 superior courts and has focused on continuing its efforts to maximize judicial branch resources and efficiencies in a variety of ways. The last phase of the Comprehensive Payment Solution program was finalized, allowing courts to replace paper checks to certain vendors with an electronic payment process, saving the courts an estimated \$1 million annually in the form of quarterly rebates. Additionally, the Phoenix Financial System now generates the biannual submissions of the Judicial Branch Contracting Law Report to the Legislature. Within existing resources, implementation of the Phoenix Human Resources System was extended to 1 additional small court since the last report, bringing the total of courts currently on the system to 8. Because of budgetary constraints, additional deployments to the remaining 50 courts will not resume until additional resources are secured.

The full report is available at www.courts.ca.gov/7466.htm. A printed copy of the report may be obtained by calling 415-865-7966.

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Hon. Steven Jahr
Administrative Director of the Courts
and Secretary of the Judicial Council

**JUDICIAL COUNCIL OF CALIFORNIA
ADMINISTRATIVE OFFICE OF THE COURTS**

Hon. Tani G. Cantil-Sakauye
*Chief Justice of California and
Chair of the Judicial Council*

Hon. Steven Jahr
Administrative Director of the Courts

Mr. Curt Soderlund
Chief Administrative Officer

**JUDICIAL AND COURT ADMINISTRATIVE
SERVICES DIVISION**

TRIAL COURT ADMINISTRATIVE SERVICES OFFICE

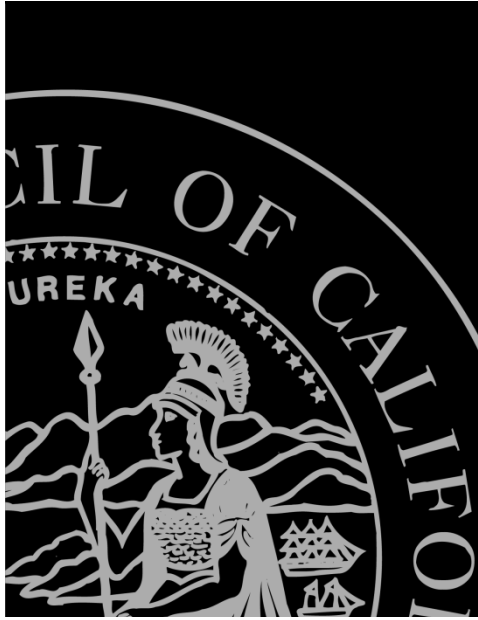
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INFORMATION TECHNOLOGY SERVICES OFFICE

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Senior Information Services Manager



Status of the Phoenix Program 2013

REPORT TO THE LEGISLATURE
DECEMBER 2013



ADMINISTRATIVE OFFICE
OF THE COURTS

Summary

Government Code section 68511.8 requires the Judicial Council to report annually on the status of the California Court Case Management System (CCMS) and the Court Accounting and Reporting System (now referred to as the Phoenix Financial System). The statute specifically requires the report to include, but not be limited to, all of the following:

1. Project accomplishments to date;
2. Project activities under way;
3. Proposed activities; and
4. Annual revenues and expenditures to date in support of these projects, which shall include all costs for the Administrative Office of the Courts (AOC) and incremental court personnel, contracts, and hardware and software.

This report is submitted consistent with that reporting requirement. Because the Phoenix System incorporates human resources services as well, the information provided on Phoenix covers both financial and human resources services. The final report on the CCMS project was issued in December 2012 at the conclusion of the project and is available at www.courts.ca.gov/7466.htm.

Prior reports on the status of CCMS and Phoenix included background on each of the programs as well as descriptions of the vision, capabilities, and benefits of these systems. Those sections are omitted from this year's report to avoid duplication and to focus the current report on changes, updates, progress, and general status in 2013. For additional background information, all prior years' reports are available at www.courts.ca.gov/7466.htm.

Phoenix Program

The Phoenix Program includes the support and deployment of an Enterprise Resource Planning (ERP) system on an SAP technical platform, as well as professional financial and human resources services for California's 58 trial courts. This system is equivalent to the ERP system that the executive branch attempted to deploy using FISCAL and 21st Century Project. The Phoenix Financial System and the Phoenix Human Resources System (together referred to as the "Phoenix System") replace systems and support previously provided to the courts by counties and private entities. This coordinated system provides end users with seamless interaction between the input and retrieval of financial information and support for human resources. The AOC successfully deployed the financial system component of this new technology platform to all 58 courts between 2002 and 2009. In addition, 8 of the 58 courts have implemented the fully integrated system by deploying the human resources system as well.

Phoenix Financial System

The Phoenix Financial System enables the courts to produce a standardized set of monthly, quarterly, and annual financial statements that comply with existing statutes, rules, and regulations and are prepared in accordance with generally accepted accounting principles. The

AOC has been providing professional accounting and business services to the trial courts using the Phoenix Financial System since 2002, with all 58 courts using the services since July 2009. The Phoenix Financial System provides immediate access to data, enabling courts to make informed business decisions, thus improving day-to-day operations.

This year, the Phoenix Program focused on continuing efforts to maximize judicial branch resources and efficiencies in a variety of ways. The last phase of the Comprehensive Payment Solution program was finalized, allowing courts to replace paper checks to certain vendors with an electronic payment process, saving the courts an estimated \$1 million annually in the form of quarterly rebates. The program also underwent a two-phased initiative when it migrated Phoenix System hardware to a more cost-efficient platform using a more flexible and cost-effective virtualization strategy; the hardware selected was less expensive than the previous model, and there was no impact on performance or maintenance. This effort saved the judicial branch approximately \$250,000 in one-time expenses and will save an estimated \$70,000 each year for the next five years. Additionally, Senate Bill 78 (Stats. 2011, ch. 10) requires the biannual submission of a Judicial Branch Contracting Law (JBCL) Report to the Legislature. The JBCL Report contains all payments and contracts from the 58 trial courts for specific reporting periods. This very large and comprehensive report is generated by the Phoenix System, freeing the courts from the responsibility of individually compiling, preparing, and submitting 58 separate financial reports twice per year.

System reconfiguration is often performed (1) to implement new programs that will benefit the trial courts, (2) in response to legislative mandates, or (3) to address change requests associated with contract negotiations. This year, the Phoenix System underwent a number of reconfigurations to add more functionality and security. A new encryption tool was implemented in the Phoenix System to encrypt data from courts' desktops to the California Courts Technology Center (CCTC) to ensure that sensitive data is protected. This implementation was complex because it required customization of the system's current infrastructure and updates on the desktops of the end users.

- The Phoenix System was configured to adjust the mailing release time of checks processed by the system, providing the courts with the ability to take advantage of discounts offered by vendors for timely payment.
- Several system changes were implemented to the Phoenix System Purchase Order functionality to streamline Judicial Branch Contract Legislation reporting.
- Efforts were successful in the migration of all current Phoenix System interfaces (35+) to an upgraded file transfer service (Axway FTP Services) for all participating courts and vendor providers.
- A new Business Warehouse report—the Multi-Year Contract Report—was created for the system's Procurement Module. This report differentiates between contracts for a single fiscal year (FY) and contracts that cross over multiple fiscal years. Its purpose is to assist the courts in tracking contract activity for blanket and contract purchase orders.

- The Phoenix System underwent necessary changes associated with the Public Employees’ Pension Reform Act. Final requirements were also gathered for system configurations related to the Judges’ Retirement System (JRS) pension reform.
- The system reconfigurations covering all of the tax changes expiring on December 31, 2012, were completed to ensure accurate tax calculations.
- The Portal Upgrade Project was completed for all environments. This system upgrade enhances the human resources Employee Self-Service/Manager Self-Service (ESS/MSS) services by improving performance and transports the system to a more current, stable, and supportable software platform.
- Time and Payroll Management Module configurations were implemented to administer court furlough programs, validate accounting codes in timesheet entry according to new financial reporting rules, and allow update of the Phoenix payroll records for employee payments made outside the system.

Courts continue to express interest in various specific functions of the financial and human resources systems. Within existing resources, the Phoenix Program has extended the implementation of the payroll system to one additional small court since the last report, bringing the total of courts currently on the system to eight. Even though several other courts are requesting payroll services and the benefit of a fully integrated system, the program cannot continue expansion to serve more courts until additional judicial branch funding is secured.

Accomplishments to Date 1

The accomplishments of each system are detailed in table 1.

Table 1: Phoenix Financial System

Accomplishment	Date Completed
The AOC surveyed trial courts to determine interest in a statewide trial court financial system.	Early 2001
The AOC launched the implementation of the Phoenix Financial System (then known as the Court Accounting and Reporting System). The Superior Court of Stanislaus County became the first court to use the new system.	Dec 2002
A five-year statewide rollout schedule was released, detailing the trial courts in line for transition to the Phoenix Financial System from fiscal year 2003–2004 through FY 2008–2009.	Feb/Mar 2003
Six trial courts were added to the system: the Superior Courts of Lake, Madera, Placer, San Luis Obispo, Siskiyou, and Tulare Counties.	FY 2003–2004

¹ Only the 2012–2013 entries in tables 1 and 2 are new; all entries for prior-year accomplishments are carried over unchanged from prior reports.

Accomplishment	Date Completed
The Phoenix Financial System was installed at 10 trial courts: the Superior Courts of Alameda, Calaveras, Contra Costa, Kings, Merced, Modoc, San Benito, San Bernardino, Tehama, and Yolo Counties—bringing to 17 the number of courts on the statewide system.	FY 2004–2005
The position of assistant director of the Office of Trial Court Financial Services, in the AOC Finance Division, was established to oversee the Phoenix Financial System on the courts’ behalf. This position was filled in November 2004.	Jul 2004
The system was implemented in an additional 14 courts— the Superior Courts of Colusa, El Dorado, Fresno, Humboldt, Kern, Marin, Napa, Plumas, San Joaquin, Santa Cruz, Solano, Sonoma, Trinity, and Ventura Counties—bringing to 31 the number of courts on the statewide system.	FY 2005–2006
The Phoenix Financial System product was migrated to the newest version of MySAP (4.7c) for the statewide financial system, adding new functionality and reporting capabilities for use by the trial courts.	Apr 2005
Quarterly Phoenix Financial System user group meetings were held to enable the courts to network with the AOC, to improve the level of services received from the accounting processing center, to serve as a forum to raise concerns regarding the functionality of the statewide system, and to help build professional relationships with the newly formed Office of Trial Court Financial Services.	2005
A comprehensive governance structure for the Phoenix Financial System was established, encompassing a steering committee composed of AOC Finance, Human Resources, and Information Services divisions and the three regional administrative directors.	Apr 2005
The function of the Treasury Services unit was expanded to include trust accounting services, cash management, and banking services.	May 2005
A contractor was selected as a result of an RFP to study the court trust accounting processes, analyze court business requirements, and identify processing gaps between MySAP and the Phoenix Financial System environment to assess the latter’s readiness to include the trust accounting business processes within the statewide system.	Jun 2005
A study was conducted of the trial court cashiering processes to determine the impact of pending and subsequently chaptered legislation affecting the collection of civil assessment and uniform civil filing fees (Assem. Bill 139, Stats. 2005, ch. 74; Assem. Bill 145, Stats. 2005, ch. 75).	Jul 2005
The Business Process Management section in the Finance Division was established to provide planning and leadership for the Phoenix Financial System and to develop a strategic direction for the system and its future use by the courts.	Dec 2005

Accomplishment	Date Completed
Based on a study of business requirements and a functional gap analysis beginning in June 2005, the 12-member trial court working group and the AOC resolved to develop a new civil and criminal bail trust processing computer application for statewide implementation within SAP's Public Sector Collections and Disbursement module. This new trust system application will be fully integrated with the Phoenix Financial System, which is also a SAP application. The development of this trust processing and accounting module is under way.	Jun 2006
The Phoenix Financial System was implemented in an additional 13 courts—the Superior Courts of Alpine, Amador, Glenn, Imperial, Inyo, Lassen, Mariposa, Mono, Riverside, Sacramento, San Francisco, Shasta, and Sierra Counties—bringing to 44 the number of courts on the statewide system.	FY 2006–2007
The project was renamed from Court Accounting and Reporting System to Phoenix Financial System, a component of the Phoenix Program that incorporates the Phoenix Financial System and the Phoenix Human Resources System.	Jul 2006
The SAP technical infrastructure was expanded to support higher system availability for users and the statewide implementation of the remaining courts. The new infrastructure also complies with higher security standards established by the AOC.	Dec 2006
The Phoenix Financial System was implemented in 5 additional courts— the Superior Courts of Butte, Monterey, San Diego, San Mateo, and Santa Barbara Counties—bringing to 49 the number of courts on the statewide system since its inception.	Jul 2007
The services provided to the courts by Phoenix Financial Services increased significantly as more courts were added to the system. The Accounts Payable Unit processed approximately 20,000 jury checks per month and printed and issued 20,000 operations checks per month on behalf of the trial courts to pay their bills. The General Ledger and Reports Unit balanced 147 trial court bank accounts per month, and the Trust Services Unit tracked \$500 million in trust monies for the trial courts annually. These numbers reflect the support provided to 49 trial courts on the Phoenix Financial System during that period.	FY 2007–2008
The AOC participated in an RFP process for a system upgrade (both financial and human resources), beginning in July 2008 with a 12-month preparation and testing period before implementation. The upgrade ensures the continuance of technical support of the system software and provides added system functionality such as enhanced statewide reporting and other features.	Jan 2008
The Phoenix Financial System was deployed to the Superior Courts of Del Norte and Mendocino Counties.	Jan 2008
The Phoenix Financial System was deployed to the Superior Courts of Nevada, Sutter, Tuolumne, and Yuba Counties.	Apr 2008

Accomplishment	Date Completed
The Phoenix Financial System was live in all 58 courts, with deployment to the Superior Courts of Los Angeles, Orange, and Santa Clara Counties. In the 58th and final court, the Superior Court of Los Angeles County, implementation is occurring in phases because of the size and complexity of the court.	Jul 2008
The AOC received additional resources for the Phoenix Program through the budget change proposal process to assist with the development and deployment of the project.	Jul 2008
As a result of the RFP process in January 2008, contract services were obtained to assist with a system functionality assessment in preparation for the second phase of the project specific to a system software upgrade and its redeployment. EPI-USE America, Inc. was selected to assist in the final deployment of the Phoenix Financial System to the Superior Court of Los Angeles County and implementation of the Phoenix Human Resources System to the 52 remaining trial courts. That company will also perform the planned Phoenix Financial System SAP upgrade and redeployment to all 58 courts.	Jul 2008
Statistics indicated a significant increase in services provided to the 58 courts on the Phoenix Financial System. The Accounts Payable Unit processed approximately 231,000 jury checks per month and also printed and issued 175,000 operation checks per month on behalf of the trial courts to pay their bills. The General Ledger and Reports Unit balanced 228 trial court bank accounts per month, and the Trust Services Unit tracked more than \$1 billion in trust monies for the trial courts annually.	Oct 2008
Statewide regional forums were held in an effort to ensure that the vision, goals, and objectives of the Phoenix Program were conveyed to stakeholders, affording them the opportunity to provide essential input for various aspects of the project.	Oct 2008
The project's Blueprint Phase was completed in preparation for the SAP software upgrade from version 4.7 to 6.0 in collaboration with court staff.	Mar 2009
The testing and development for the planned statewide software upgrade was completed.	Apr 2009
The Phoenix Financial System software upgrade was successfully launched. The financial component of the Phoenix System was upgraded, migrating from SAP version 4.7 to 6.0. This statewide effort encompassed many months of planning and collaboration between Phoenix Program staff and court subject matter experts and users, as well as lengthy software testing and development and included new functionality.	Jul 2009
The Superior Court of Los Angeles County's phased implementation on the Phoenix Financial System neared completion—a significant milestone that marked the final deployment of this component statewide. The size and complexity of this court presented challenges overcome through the successful partnering of AOC and superior court staff. Plans are currently being developed to complete this effort in 2010.	Jul 2009

Accomplishment	Date Completed
The Procurement Program was initiated in the courts. The Procurement Program provides the courts with the option to elect a specific scenario to review and approve their internal purchase orders using the Phoenix Financial System, ensuring that there are checks and balances in place to meet the requirements of the <i>Trial Court Financial Policies and Procedures Manual</i> .	Aug 2009
Preparation began for the launch of SECUDE, security software designed to protect the data transmitted between the Phoenix System and SAP environments using a single sign-on configuration. This software will be installed on all finance and human resources users' desktops in each court.	Feb 2010
The Bank Account Consolidation project was launched with the goal of seamlessly consolidating the structure of AOC-administered bank accounts, creating cost savings opportunities for the courts, and simplifying the overall cash management process. The collective cost savings is estimated at \$600,000 per year. The phased implementation is planned to take place over seven months.	Feb 2010
The Phoenix Program's flexible reporting project was launched to enhance the Phoenix System's reporting solution to offer faster, more user-friendly, and more flexible online analytical functionality. Court staff benefit by faster data retrieval and an enhanced user interface.	Mar 2010
The deployment of Solution Manager to the Phoenix production landscape was a continuous-improvement initiative designed to increase effective support for the courts, the AOC, and the underlying information technology infrastructure. The initiative centralizes the handling of court-reported systems issues and allows for quick resolution and tracking. It supports a repository of project and maintenance documentation organized by business process and it allows for systems monitoring for the application and its related infrastructure and hardware.	Apr 2010
Efforts to finalize an encryption solution for a single sign-on for the courts were completed. SECUDE was successfully deployed to all 58 courts.	July 2010
The first phase of the bank account consolidation project was successfully concluded in all 58 courts as a cost savings measure to reduce banking fees on AOC-administered bank accounts.	Aug 2010
The Phoenix team worked with the Superior Court of Los Angeles County to modify the 2009 version of the data upload process for their general ledger accounts on the Phoenix System. The new process allows the court to load detailed information from its legacy system (eCAPS) into the Phoenix System, providing a complete picture of the court's financial activity. The Los Angeles court remains on its county system for certain other functions, including procurement and financial investment.	Sept – Dec 2010
Efforts for the update and revision of the current <i>Trial Court Financial Policies and Procedures Manual</i> began with a late-2011 anticipated release date for the 8th edition.	Dec 2010

Accomplishment	Date Completed
New functionality for a Uniform Civil Fee System (UCFS) and Phoenix System interface was developed resulting in the automation of the daily bank balance and capital bank balance reports for each trial court. This interface is used by Treasury Services to determine trial court bank balances to verify that a court has a cash balance sufficient to cover the distribution of fees, and also generates reports for the State Controller's Office and various entities that receive the distributed funds.	Feb 2011
The Phoenix System was reconfigured to enable it to capture court interpreter-specific data including language spoken, case type, and type of proceeding as well as associated interpreter costs, including mileage and per diem rates, to enhance the courts' ability to manage resources and better plan for accommodating local language trends. The Court Interpreter Data Collection program is being offered to the courts as an optional system feature.	May 2011
The AOC is developing interfaces between the Phoenix System and the California Court Case Management System (CCMS). The goal is to gain the ability to extract financial data from CCMS and load it directly into the Phoenix Accounting Module for accounting and reporting purposes	June 2011
Pursuant to Senate Bill 78 and Public Contract Code section 19209 (Mandatory Reporting of Judicial Branch Contracting Information), the Phoenix Financial System has been modified to capture information regarding all trial court vendors or contractors receiving payments. This technical solution will provide the AOC with the ability to generate reports semiannually as mandated by statute.	June 2011
In compliance with GASB Statement 54, <i>Fund Balance Reporting and Governmental Fund Type Definitions</i> , the Judicial Council updated the fund balance policy at the October 2010 business meeting and directed that fund balances be reported using the five distinct classifications of Nonspendable, Restricted, Committed, Assigned, and Unassigned. The Phoenix System was configured to accommodate the council's directive, establishing five GASB General Ledger categories for reporting year-end reserve amounts.	July 2011
New project codes were established in the Phoenix System to help courts that want to track their expenses related to initiatives including Traffic Amnesty, the Criminal Justice Realignment Act, and Judicial Branch Contract Law for both one-time and ongoing costs.	Nov 2011
All Phoenix environments both in the AOC Development and California Court Technology Center (CCTC) Data Centers were successfully upgraded to the latest version of SAP software (EHP 5).	Nov 2011
The complete Disaster Recovery Technical Recovery Plan including network, vendor, and bank interfaces, security, and Phoenix Production data and system recovery was successfully executed.	Nov 2011

Accomplishment	Date Completed
Completed product acceptance testing of the payment and disbursement interface with CCMS V4. This interface automates the recording of deposit information and requests for trust money disbursement, which will reduce trial court staff time in recording this information in the Phoenix System.	Mar 2012
The Server Decommission and Consolidation project will remove several servers from the Phoenix environment by both consolidating functionality from multiple boxes to fewer boxes, and through an advance virtualization strategy. Projected savings for both hardware one-time expenses and ongoing costs will be realized once the project is complete.	Mar 2012
Phase II of the Bank Account Consolidation project was launched. Historically, the trial courts maintained separate bank accounts with Bank of America. Leveraging functionality in the Phoenix System to keep funds separated, all courts can now be part of a single Bank of America (BOA) account. This transition results in significant banking fee savings for the trial courts. The conversion of operations bank accounts has already occurred. This phase II project is to consolidate trust and distribution accounts. The current schedule has all courts converted to this new structure by the end of July 2012.	Mar 2012
Assistance was provided to the Superior Court of Alpine County with its effort to assume administrative functions previously provided by a private certified public accounting firm. Processes are now in place at the court and within Phoenix to fully manage budgetary and financial transactions, employee timekeeping and payroll, and all associated compliance reporting.	Mar 2012
Phoenix Business Warehouse reporting was delivered. New summary financial reporting was developed for court users and management to help meet new fund balance reporting requirements. Annual year-end training was announced and offered to court users. The invitations for training were met with great response, and additional sessions were added to satisfy demand.	Apr 2012
Twenty-seven courts have deployed the new Bank Account Consolidation Phase II structure, and according to the current schedule, the 15 remaining courts with trust and/or distribution accounts will be converted to this new structure by the end of July 2012.	May 2012
As of July 2, all courts were live on the new Bank Account Consolidation Phase II structure. This transition results in significant banking fee savings for the trial courts.	July 2012

Accomplishment	Date Completed
<p>The Storage Area Network (SAN) Conversion from Platinum to Nickel and the Decommission of Expired Non-Production Servers projects were launched. Phoenix realized CCTC hosting expense savings as a result of the two technical cost-savings initiatives. First, Phoenix spearheaded the prototype for SAN conversion of all non-production environments from the more expensive platinum SAN to nickel. This program produced savings without affecting any of the courts' production environments. The second evaluated current non-production environments and proposed both consolidation and decommission, affecting four Phoenix non-production servers, providing ongoing savings and a reduction of capital asset expenses.</p>	July 2012
<p>The Bulk Mailing Software Program was implemented. This is a bulk mailing software program that takes print jobs from the Phoenix System and presorts them by zip code. This new software and sorting process results in a reduction in postage from \$0.45 to \$0.38 per item. In the four-month period from April to August 2012, Phoenix processed approximately 104,000 pieces of mail using this software and saved the courts nearly \$7,300. There are plans to incorporate additional mail items from Phoenix over the next couple of months, increasing the presorted mail from about 20,800 pieces to about 37,300 pieces monthly.</p>	Aug 2012
<p>The accounts payable module in the Phoenix System was configured to leverage an automated payment service offered by BOA. This payment service allows vendors to be paid via BOA's electronic payment network with commercial credit card or Automated Clearing House instead of more costly paper checks. As a benefit of the Comprehensive Payment Solution program, BOA will share a portion of the credit card association fee proceeds with the courts in the form of a rebate. Once the program is fully operational, the total rebate value across all courts has been estimated at \$700,000. With recent assistance from the Superior Courts of Kern, Orange, and Riverside Counties, payments were successfully completed to pilot vendors. The vendor enrollment campaign has begun on a larger scale, and the plan is to begin using the ePayables product to make payments to additional vendors over the next several weeks.</p>	Sep 2012
<p>The Phoenix Grant funds structure was consolidated, reducing over 50 individual grant funds (38 of which are active) to 5 grant funds (AOC, Federal, State, Local, and Private). This change streamlines processing and reporting on grant-related transactions for court and AOC users of the Phoenix System.</p>	Sept 2012
<p>The Phoenix Program was recently awarded SAP's Customer Center of Expertise (COE) primary certification. This was the result of a successful certification audit conducted by SAP, assuring that all obligatory functions performed by the program's COE met or exceeded industry standards.</p>	Sept 2012
<p>The Phoenix System was configured to allow for mail time on checks processed, providing the courts with the ability to take advantage of discounts offered by vendors</p>	Nov 2012

Accomplishment	Date Completed
for timely payment.	
The Orange County Superior Court Bulk Purchase Order Interface project, successfully implemented for the court, enables the automated submittal of bulk purchase order data from its local case management system (CMS) for posting to the Phoenix Financial application.	Nov 2012
The Phoenix 2012 Disaster Recovery exercise was completed successfully and encompassed a full system recovery.	Dec 2012
Efforts began to migrate all current (35+) Phoenix System interfaces to Axway FTP Services, an upgraded file transfer service for all participating courts and vendor providers.	Jan 2013
The proof of concept for the migration from Solaris to Linux operating systems in the development environment is complete. Planning for implementation in all of the CCTC environments is under way. This two-phase project platform transition will save the Phoenix Program in one-time and ongoing expenses with no impacts to performance or operations and maintenance.	Jan 2013
Per Senate Bill 78, the Legislature requires the biannual submission of the Judicial Branch Contracting Law (JBCL) Report. The JBCL Report contains all payments and contracts from the 58 trial courts for the reporting period of June 2012 through December 2012. For the first time, this very large and comprehensive report was generated by the Phoenix System, freeing the courts from the responsibility of individually preparing and submitting separate financial reports.	Jan 2013
Phoenix uses encryption services to encrypt data from the courts' desktops to the CCTC to ensure that sensitive data is protected. Replacement of Phoenix Encryption Services would have been necessary under any circumstance because the existing encryption tool for Phoenix would no longer have had support after November 2013. The technical team completed evaluation and selection of a new encryption service and began initial implementation in the development environments. The project began CCTC implementation in the Spring 2013 quarter, with court desktop changes beginning in the March 2013 timeframe.	Mar 2013
Program staff worked with staff of the Superior Court of Alameda County to transition an interest-bearing trust to Phoenix. The court began depositing to and disbursing from the interest-bearing trust through the Phoenix System on April 5, 2013.	Apr 2013
Program staff worked with staff of the Superior Court of Riverside County to provide accounting for an interface that brought over the court's bail trust so the court could begin depositing to and disbursing from the bail trust through the Phoenix System.	Apr 2013
The new encryption tool, NetWeaver Single Sign-On, was implemented. This implementation was complex because it required customization to the Phoenix System's current infrastructure and updates to the desktops of the end users.	July 2013

Accomplishment	Date Completed
A new Business Warehouse report, the Multi-Year Contract Report, has been created in the Procurement Module. This report differentiates between contracts for a single fiscal year and contracts that cross over multiple fiscal years. Its purpose is to assist the courts in tracking contract activity for blanket and contract purchase orders by pulling information from data fields used in the JBCL Report and other relevant fields in the system.	Aug 2013
The final phase of the Comprehensive Payment Solution campaign was concluded. The Paymode and e-Payables payment processing programs were implemented and began to generate associated quarterly rebates for the trial courts.	Aug 2013
All requested data and documentation for a Phoenix System audit has been forwarded to the Bureau of State Audits (BSA) as requested and is currently under review. The focus of the audit is to ensure that the Phoenix System possesses the proper level of checks and balances for all processes.	Aug 2013
Staff implemented several system changes to the Phoenix System Purchase Order functionality to streamline Judicial Branch Contract Legislation reporting.	Sep 2013
The AOC Trial Court Administrative Services Office, in collaboration with the AOC Information Technology Services Office, has created CMS integration standards that describe how CMSs should interface with the Phoenix Financial System. These standards are being distributed to courts for use in the development of their technology vendor contracts.	Sep 2013
The Trial Court Administrative Services Office and the Information Technology Services Office worked with the Bureau of State Audits as they audited Phoenix System security and controls. A significant portion of this effort was to develop a business and technical solution to allow the BSA auditors access to all data in the Phoenix System. The teams successfully implemented a judicial branch licensed tool that connects ACL Audit Software (used by BSA, as well as the AOC Internal Audit Services Office) to the Phoenix SAP database to assist the auditors with the extraction of the data necessary to complete their review by December 2013.	Sep 2013
The Trial Court Administrative Services Office and the Information Technology Services Office are working on the migration of all Phoenix back-end systems to Linux. As part of the cost-saving effort and hardware upgrade, Phoenix is moving from a Solaris/Sparc to a Linux/x86 platform. The Proof of Concept for the migration from Solaris/Sparc to Linux/x86 in the Sandbox and Development environment is complete. Planning for implementation for all Phoenix CCTC environments is under way. This two-phase platform transition will save the Phoenix Program one-time and ongoing expenses, with no impacts on performance, operations, or maintenance. This project is expected to go live in the first half of 2014.	Oct 2013
The technical development effort for the new Superior Court of Riverside County trust account interfaces is complete. The court is currently completing file modifications	Oct 2013

Accomplishment	Date Completed
and will go live once the development is finalized. The interfaces are in production.	

Phoenix Human Resources System

The Phoenix Human Resources System provides a comprehensive information system infrastructure that supports trial court human resources management and payroll needs. Designed for integration with the Phoenix Financial System and first deployed in July 2006, the system offers standardized technology for human resources administration and payroll processing, provides consistent reporting, ensures compliance with state and federal labor laws, collects data at the source, provides central processing, and provides manager and employee self-service functions to the courts.

Table 2: Phoenix Human Resources System²

Accomplishment	Date Completed
A steering committee formed by the AOC voted to support the Court Human Resources and Information System (CHRIS) project and defined the project scope.	Nov 2004
The AOC completed the development and configuration of a CHRIS prototype.	Jun 2005
CHRIS was renamed as the Phoenix Human Resources System, which joined the Phoenix Financial System as part of an integrated system designed to serve the financial, human resources, and payroll needs of the trial courts.	Jun 2006
First installed in the Superior Court of Sacramento County, the Phoenix Human Resources System enabled electronic management of personnel administration, organizational management, payroll, time management, benefits administration, training and event tracking, and compensation administration.	Jun 2006
Five additional courts—the Superior Courts of Lake, Riverside, Santa Cruz, Siskiyou, and Stanislaus Counties—went live on the Phoenix HR System.	Jan 2007
Further deployment of the Phoenix Human Resources System was temporarily halted pending an upgrade of the system to be conducted during fiscal year 2008–2009 and until additional resources are provided for this component of the project.	Jul 2008
Scheduled to begin after the planned upgrade to the SAP system in 2009, the deployment of the Phoenix Human Resources System to the remaining 52 courts will include additional modules such as recruitment, performance management, personnel cost planning, and e-learning.	Jan 2009

² Only the 2012–2013 entries and one October 2011 entry regarding deployment to the Superior Court of San Bernardino County in table 2 is new; entries for prior-year accomplishments are carried over unchanged from prior reports.

Accomplishment	Date Completed
The project's Blueprint Phase was completed in preparation for the SAP software upgrade from version 4.7 to 6.0 in collaboration with court staff.	Mar 2009
The testing and development for the planned statewide software upgrade was completed.	Apr 2009
The Phoenix System software was successfully upgraded in the six courts using the Phoenix Human Resources System, migrating from SAP version 4.7 to 6.0.	May 2009
Preparation for the statewide deployment of the Phoenix Human Resources System continues. The Global Blueprint phase determines the manner in which the payroll system will be designed and implemented in each of the remaining 51 courts based on the system requirements gathered as part of the extensive planning process. The recent budget reductions have had a significant impact on this critical step, but rather than ceasing the effort completely the Phoenix Program has slowed momentum and extended project completion to future fiscal years, contingent on the availability of resources.	Jul 2009
The Phoenix Human Resources System was initiated in the Superior Court of San Bernardino County. The AOC was approached by the court regarding implementation of the payroll system after receiving notification from San Bernardino County that it would no longer provide the court with payroll services for approximately 1,200 employees. Implementation efforts began in August, and the Trial Court Administrative Services Division anticipates payroll activities to begin in June 2010.	Aug 2009
The Phoenix Maintenance and Operations Stabilization project was launched. The staff of the Phoenix Program collaborated with the six courts already on the system to carry out the redesign of specific technical elements of existing payroll, benefits, and time management functions to ensure the creation of a more stable Human Capital Management (HCM) system with the goal of enhanced flexibility and automation statewide.	Dec 2009
Refinement of the SAP database, comprising information about trial court bargaining contracts and other similar data, continues. Staff will develop additional reports that can be extracted from the database as management tools.	Jan 2010
The Phoenix Steering Committee reached consensus on a number of guidelines for best practices that have an impact on financial and payroll matters. The finalized best practices were shared with the trial courts over the next few months.	Jan 2010
The Phoenix HR System pilot for implementation of the HR system continued in the Superior Court of San Bernardino County. Program staff continued to configure the system according to the business rules necessary to support the day-to-day operations in the court. The system configuration is 50 percent complete.	Feb 2010

Accomplishment	Date Completed
The Phoenix Program launched an initiative to further assist the courts in the area of benefits administration. An online benefits enrollment function will be added to the Phoenix Employee Self-Service (ESS) portal to assist court HR staff in administering qualified life and work events in compliance with federal regulations.	Mar 2010
The AOC completed redesign of specific technical elements of existing payroll, benefits, and time management functions, with the goal of enhanced flexibility and automation in the Phoenix HR System.	Mar 2010
Preparation and testing for the implementation of the Phoenix HR System in the Superior Court of San Bernardino County were successfully completed.	May 2010
The Phoenix Program's Education Support Unit completed the Personnel Administration for Administrators and HR Analysts training for the Superior Court of San Bernardino County in anticipation of their Phoenix HR System launch. Additional training sessions on the payroll attributes of the system were conducted for 1,100 court staff through August 2010.	Jun 2010
Parallel testing was successfully completed in the Superior Court of San Bernardino County. The Phoenix System and the court's legacy system were tested within the same time frame using the same data to ensure that no discrepancies existed in any of the payroll configurations.	Jun 2010
The Phoenix Program implemented a number of improvements within the SAP application for the Phoenix System, reconfiguring the HR component by incorporating the redesign of specific technical elements with the goal of enhancing flexibility and automation uniformly among the courts on the system.	Jul 2010
Before the launch of the Phoenix HR System, Superior Court of San Bernardino County system users engaged in user acceptance testing to determine that the system meets all mutually agreed upon requirements. This testing was successfully completed.	Jul 2010
Phoenix Program staff collaboratively worked with court staff to successfully and seamlessly implement the Phoenix HR System in the Superior Court of San Bernardino County. A total of seven courts benefit from a fully integrated financial and human resources management system. The configuration utilized for the implementation at San Bernardino will serve as a blueprint for any future deployments made to the courts.	Aug 2010
The AOC previously manually logged directly into the CalPERS ACES system to upload and otherwise send data directly for payroll reporting. The ACES system has been decommissioned. A set of myCalPERS interfaces will automate data transfer between the Phoenix System and the new myCalPERS system. All technical automation components were deployed November 2011 along with retirement file extraction for four (4) Phoenix payroll courts.	Oct 2011
The deployment of the Phoenix HR System to the Superior Court of San Bernardino	Oct 2011

Accomplishment	Date Completed
County served as an exercise in configuration that will represent a template for future deployments to the balance of the courts. The AOC awaits resources for the continuance of the system deployments.	
The Phoenix functional and technical teams collaborated on identification, testing, and implementation of appropriate critical year-end updates, including last-minute changes dictated by the Temporary Payroll Tax Cut Continuation Act of 2011. Implementation of these updates made it possible to process court employee payrolls with the most current reduced tax rates rather than wait to correct deductions in future payrolls, as the State Controller's Office was unfortunately forced to do.	Dec 2011
The Phoenix Program established the Phoenix Payroll Advisory Working Group that includes the court executive and human resources officers of the seven courts currently on the Phoenix HR System. This group meets monthly to discuss any proposed Phoenix HR System modifications in the interest of fully understanding the overall effect and impact any implemented change may have on each court. The Phoenix Payroll Advisory Working Group also reviews and comments on Best Practices for HR processing in the Phoenix System.	Jan 2011
Phoenix staff worked with executives of the Phoenix Steering Committee, and the Phoenix Human Resources Courts' Working Group to compile a set of Best Practice Guidelines for administration of certain human resources and payroll functions. These guidelines have helped to cement a common understanding of these functions from administrative and legal points of view, and will assist Phoenix with explanations of these common problem areas as the Phoenix Human Resources/Payroll System is deployed to remaining trial courts. The Best Practice Guidelines are available on the judicial branch website and will be continually updated and improved as needed.	Mar 2012
Phoenix myCalPERS development effort was completed. Interfaces with myCalPERS for employee retirement, 457 savings plans, and the Judges' Retirement System for courts that are currently using the Phoenix Human Resources/Payroll System, are now live. Work with trial courts and CalPERS on the remaining conversion issues has been completed. Transition assistance to courts that subscribe to CalPERS but are not yet on the Phoenix Human Resources/Payroll System is being provided.	June 2012
The application and testing of critical systemwide year-end updates began. This is an annual two-to-three-month project that incorporates technical and functional resources at the AOC and courts to ensure compliance with changes to tax reporting requirements and software maintenance and support agreements.	Oct 2012
Requirements gathering and configuration to accommodate the implementation of the new California Public Employees' Pension Reform Act of 2013 for the seven Phoenix payroll courts began. Phoenix Program staff attended a meeting with the Sacramento County Employees' Retirement System and the Superior Court of Sacramento County to discuss requirements under the act for new employees hired on or after January 1, 2013.	Nov 2012

Accomplishment	Date Completed
Eight new benefit plans and several rate changes were implemented for all courts on the Phoenix HR Payroll System.	Nov 2012
<p>A new time and payroll management system configuration was implemented to:</p> <ul style="list-style-type: none"> • Administer a new furlough program at the Superior Court of Stanislaus County; • Validate accounting codes in timesheet entry according to new financial reporting rules; and • Allow update of the Phoenix HR Payroll System for employee payments made outside the system. 	Nov 2012
The Phoenix System underwent configuration changes meant to encompass necessary pension reform components for the seven Phoenix HR courts. Final requirements were also gathered for system configurations related to JRS pension reform.	Dec 2012
The system reconfigurations covering all of the tax changes expiring on December 31, 2012, were completed to ensure accurate tax calculations.	Dec 2012
The Portal Upgrade Project was completed for all environments. This system upgrade enhances the human resources Employee Self-Service/Manager Self-Service (ESS/MSS) services by improving performance and transports the system to a more current, stable, and supportable software platform.	Dec 2012
The 2012 annual payroll tax process was successfully completed with the distribution of 3,668 Wage and Tax Statements (W-2s) to the employees of superior courts in eight counties: Alpine, Lake, Riverside, Sacramento, San Bernardino, Santa Cruz, Siskiyou, and Stanislaus.	Jan 2013
The annual 1099s for all 58 court vendor and juror payments over \$600, including interest payments of \$10 or more, were compiled, printed, and distributed before the IRS deadline of January 31. In total, 5,163 1099-MISC forms and 260 1099-INT forms were distributed to court payees. The 1099 process included year-end Phoenix System updates and customization that successfully combined different payment types and uploaded juror data into IRS-required forms and files.	Jan 2013
Efforts to migrate all current (35+) Phoenix System interfaces to Axway FTP Services, an upgraded file transfer service for all participating courts and vendor providers, was completed in January.	Jan 2013
The Portal Upgrade Project is under way for all environments. This system upgrade enhances the human resources ESS/MSS services by improving performance and transports the system to a more current, stable, and supportable software platform.	Feb 2013
The technical development effort for the three new Superior Court of Riverside County interfaces is complete. The project is expected to wrap up at the end of March once the court completes necessary file modifications.	Mar 2013

Accomplishment	Date Completed
The Phoenix HR System was deployed to the Superior Court of Alpine County, with the first payroll processed on June 14, 2013. Alpine is the eighth court to implement the system.	Jun 2013
The Trial Court Administrative Services Office began working with the Superior Court of Yuba County on automating its HR and payroll services using the Phoenix System, with an anticipated launch date of April 2014.	Oct 2013
The planning and development of the inclusion of four new vendors participating in the Superior Court of Stanislaus County's open enrollment cycle was completed. The deployment of these new system interfaces was scheduled for October 2013.	Oct 2013

Funding

The Phoenix Program is or has been funded by the Judicial Administration Efficiency and Modernization Fund, the Trial Court Improvement Fund, the State Trial Court Improvement and Modernization Fund, the Trial Court Trust Fund, the state General Fund, and reimbursements from and expenses incurred directly by the trial courts.

Challenges Facing the Phoenix Program

Because of reductions to the judicial branch budget in recent years and other budget priorities, the planned deployment of the Phoenix Human Resources System to the remaining 50 trial courts, originally scheduled to be completed by 2013, was suspended in May 2010. This suspension has required courts that had planned to use Phoenix Human Resources services to instead find alternative solutions for their human resources and payroll needs.

Total Phoenix Program Funding and Expenses to Date

The attachment to this report summarizes Phoenix Program revenues and expenses to date as well as projected expenditures through FY 2014–2015. Estimates reflect the full deployment of the Phoenix Financial System in 58 superior courts and full deployment of the Phoenix Human Resources System in 8 courts.

**Phoenix Human Resources and Financial Services Revenue and Expenses
Through FY 2013–2014 (Estimated for FY 2013–2014 and FY 2014–2015)¹**

FUND SOURCES											Subtotal, FY 2000-01
Fund Allocations	FY 2000–01	FY 2001–02	FY 2002–03	FY 2003–04	FY 2004–05	FY 2005–06	FY 2006–07	FY 2007–08	FY 2008–09	through FY 2008-09	
General Fund	\$ 109,256	\$ 639,450	\$ 1,774,488	\$ 5,646,640	\$ 2,594,877	\$ 3,590,099	\$ 2,344,864	\$ 3,461,267	\$ 2,561,627	\$ 22,722,569	
Modernization Fund	116,865	1,618,242	2,436,594	600,582	4,135,487	2,735,201	23,169	4,124,284	2,944,504	18,734,927	
Trial Court Improvement Fund	-	-	1,275,000	2,142,479	780,730	2,589,879	8,575,439	23,336,617	10,584,036	49,284,180	
State Trial Court Improvement and Modernization Fund	-	-	-	-	-	-	-	-	-	-	
Trial Court Trust Fund	-	-	-	-	-	1,309,669	-	5,243,157	12,208,194	18,761,020	
Trial Court Reimbursements (state expenses reimbursed by courts)	-	-	-	-	1,869,815	1,686,716	4,790,112	7,135,877	8,556,019	24,038,539	
Trial Court Expenditures (court expenses not reimbursed by state)	-	-	-	-	-	-	-	-	-	-	
TOTAL FUNDING	\$ 226,121	\$ 2,257,692	\$ 5,486,082	\$ 8,389,701	\$ 9,380,909	\$ 11,911,564	\$ 15,733,584	\$ 43,301,202	\$ 36,854,380	\$ 133,541,235	
EXPENDITURES											
AOC Administration and M&O Staff	\$ 15,656	\$ 419,021	\$ 862,808	\$ 991,617	\$ 1,028,140	\$ 3,090,099	\$ 1,844,864	\$ 4,093,350	\$ 3,676,747	\$ 16,022,303	
AOC ISD ERP/User Technical Support Staff	93,600	112,320	219,030	500,000	465,000	659,448	1,005,332	1,277,744	1,917,234	6,249,708	
AOC Shared Services Center Staff	-	108,109	692,650	971,159	2,513,953	2,658,866	4,711,244	7,385,649	8,307,925	27,349,554	
AOC AUPR/Internal Audit Staff	-	-	-	94,000	100,000	150,000	-	-	-	344,000	
Subtotal, AOC Staff	\$ 109,256	\$ 639,450	\$ 1,774,488	\$ 2,556,776	\$ 4,107,093	\$ 6,558,413	\$ 7,561,440	\$ 12,756,743	\$ 13,901,906	\$ 49,965,565	
Trial Court Hardware & Software	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Trial Court Consultants	-	-	-	-	-	-	-	-	-	-	
Trial Court Staff	-	-	-	-	-	-	-	-	-	-	
AOC Consultants	116,865	1,457,694	3,447,332	5,281,042	3,336,486	3,834,805	7,628,894	26,300,099	20,759,538	72,162,755	
SAP licenses, hardware, maintenance, tech center support, and end-user training	-	160,548	264,262	551,883	1,937,330	1,518,346	543,250	4,244,360	2,192,935	11,412,915	
TOTAL EXPENDITURES	\$ 226,121	\$ 2,257,692	\$ 5,486,082	\$ 8,389,701	\$ 9,380,909	\$ 11,911,564	\$ 15,733,584	\$ 43,301,202	\$ 36,854,380	\$ 133,541,235	

¹ Expenditures and funding prior to FY 2007-2008 reflect Phoenix Financial System (CARS) costs solely.

² Fund source and amount is subject to modification.

**Phoenix Human Resources and Financial Services Revenue and Expenses
Through FY 2013–2014 (Estimated for FY 2013–2014 and FY 2014–2015)¹**

FUND SOURCES	Subtotal, FY 2000-01					Estimated	Estimated	
Fund Allocations	through FY 2008-09	FY 2009–10	FY 2010–11	FY 2011–12	FY 2012–13	FY 2013–14²	FY 2014–15²	Total
General Fund	\$ 22,722,569	\$ 8,959,484	\$ 5,869,241	\$ 5,518,822	\$ 4,994,482	\$ 5,029,936	\$ 5,029,936	\$ 58,124,470
Modernization Fund	18,734,927	-	530,000	755,540	-	-	-	20,020,467
Trial Court Improvement Fund	49,284,180	10,841,032	7,201,205	5,671,629	-	-	-	72,998,046
State Trial Court Improvement and Modernization Fund	-	-	-	-	11,937,658	11,602,587	13,885,235	37,425,480
Trial Court Trust Fund	18,761,020	4,657,863	-	50,000	2,042	7,000	7,000	23,484,925
Trial Court Reimbursements (state expenses reimbursed by courts)	24,038,539	8,224,564	7,760,749	7,378,893	1,144,397	1,300,000	1,300,000	51,147,141
Trial Court Expenditures (court expenses not reimbursed by state)	-	-	48,665	30,108	18,349	18,349	18,349	133,819
TOTAL FUNDING	\$ 133,541,235	\$ 32,682,943	\$ 21,409,861	\$ 19,404,991	\$ 18,096,927	\$ 17,957,872	\$ 20,240,520	\$ 263,334,348
EXPENDITURES								
AOC Administration and M&O Staff	\$ 16,022,303	\$ 3,791,453	\$ 2,998,085	\$ 3,354,093	\$ 2,906,061	\$ 2,962,934	\$ 2,916,766	\$ 34,951,695
AOC ISD ERP/User Technical Support Staff	6,249,708	1,598,003	1,568,485	1,520,013	1,367,224	1,881,579	1,881,579	16,066,590
AOC Shared Services Center Staff	27,349,554	8,224,563	7,760,749	7,378,893	7,458,012	7,800,000	7,800,000	73,771,771
AOC AUPR/Internal Audit Staff	344,000	-	-	-	-	-	-	344,000
Subtotal, AOC Staff	\$ 49,965,565	\$ 13,614,019	\$ 12,327,319	\$ 12,252,998	\$ 11,731,297	\$ 12,644,513	\$ 12,598,345	\$ 125,134,056
Trial Court Hardware & Software	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Trial Court Consultants	\$ -	\$ -	12,506	-	-	-	-	12,506
Trial Court Staff	\$ -	\$ -	36,159	30,108	18,349	18,349	18,349	121,313
AOC Consultants	\$ 72,162,755	\$ 17,269,614	\$ 4,020,239	1,421,143	2,171,681	2,185,282	3,685,282	102,915,996
SAP licenses, hardware, maintenance, tech center support, and end-user training	11,412,915	1,799,310	5,013,637	5,700,742	4,175,600	3,109,728	3,938,544	35,150,477
TOTAL EXPENDITURES	\$ 133,541,235	\$ 32,682,943	\$ 21,409,860	\$ 19,404,991	\$ 18,096,927	\$ 17,957,872	\$ 20,240,520	\$ 263,334,348

¹ Expenditures and funding prior to FY 2007-2008 reflect Phoenix Financial System (CARS) costs solely.

² Fund source and amount is subject to modification.