



JUDICIAL COUNCIL OF CALIFORNIA

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REPORT TO THE JUDICIAL COUNCIL

For business meeting on: October 26, 2015

Title

Judicial Council Report to the Legislature:
Status of the Phoenix Program, 2014

Agenda Item Type

Action Required

Effective Date

October 26, 2015

Rules, Forms, Standards, or Statutes Affected

None

Date of Report

October 14, 2015

Recommended by

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Executive Summary

The staff of the Judicial Council recommends that the Judicial Council approve the report entitled *Status of the Phoenix Program, 2014* to be sent to the chair of the Joint Legislative Budget Committee, the chair of the Senate Committee on Budget and Fiscal Review, and the chair of the Assembly Committee on Budget, as required by Government Code section 68511.8(a).

Recommendation

The staff of the Judicial Council recommends that the Judicial Council, effective October 26, 2015:

1. Approve the report entitled *Status of the Phoenix Program, 2014*; and
2. Direct the staff of the Judicial Council to submit the report to the Legislature.

Previous Council Action

The report on the Phoenix System¹ has been required and submitted pursuant to Government Code section 68511.8 since 2003–2004.

Rationale for Recommendation

Government Code section 68511.8(a) requires that the Judicial Council annually report, until project completion, on the status of the Court Accounting and Reporting System, which is now known as the Phoenix Financial System (the financial component of the Phoenix System; see footnote 1).

Comments, Alternatives Considered, and Policy Implications

Since this report is required by the above referenced section of the Government Code, no alternatives were considered. This report is not required to circulate for public comment.

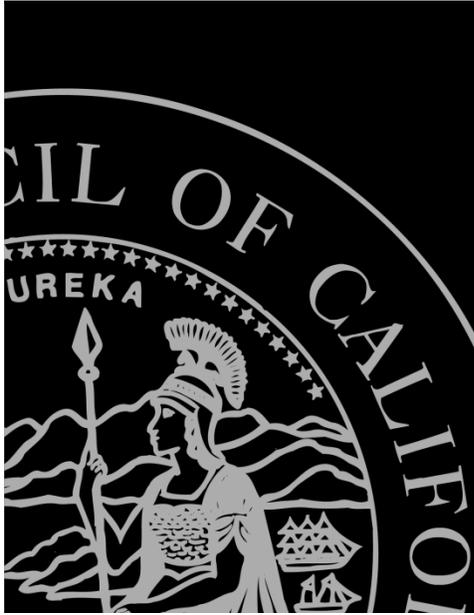
Implementation Requirements, Costs, and Operational Impacts

Submission of this mandated report to the Legislature does not involve any implementation requirements, costs, or operational impacts for the trial courts.

Attachments and Links

1. *Status of the Phoenix Program, 2014*

¹ The Phoenix System consists of two components: the Phoenix Financial System and the Phoenix Human Resources System, which are together referred to as the “Phoenix System.”



Status of the Phoenix Program 2014

REPORT TO THE LEGISLATURE
OCTOBER 2015



JUDICIAL COUNCIL
OF CALIFORNIA

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 underway;
3. Proposed activities; and
4. Annual revenues and expenditures to date in support of these projects, which shall include all costs for the Judicial Council of California and incremental court personnel, contracts, and hardware and software.

This report is submitted consistent with that reporting requirement. As 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 that project and can be found 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 2014. 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 executive branch's efforts to deploy an ERP system with FISCAL and the 21st Century (MyCalPAYS) 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 Judicial Council successfully deployed the financial system component of this new technology platform to all 58 courts between 2002 and 2009. In addition, 10 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, prepared in accordance with generally accepted accounting principles. The Judicial Council has been providing professional accounting and business services to the trial courts using the Phoenix Financial System since 2002, with all 58 courts utilizing 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 primarily focused on continuing to provide each trial court full comprehensive administrative support. The Phoenix Program is organized by areas of service provided to the courts, namely a Shared Services Center and a Center of Excellence.

The Shared Services Center comprises six units that support a diverse range of services including a centralized treasury system, accounting and financial services, trust accounting services, and human capital management services. These units are the central points of contact for trial courts using the Phoenix System.

The four financial services units perform collaboratively in support of the courts on the Phoenix Financial System. In the recent fiscal year, the:

Accounts Payable Unit

- Posted 246,000 payments
- Issued 198,000 operations and trust checks
- Issued 252,000 jury checks
- Issued 46,000 electronic payments
- Issued approximately \$2.5 billion of accounts payable
- Issued 4,800 IRS Tax Form 1099-MISC to court vendors for tax year 2013

General Ledger Unit

- Reconciled approximately 232 bank accounts monthly
- Prepared/assisted in preparation of Year-End Financial Reports for all 58 courts
- Provided training on accounting and/or the Phoenix System to courts
- Assisted 58 courts with creating/reviewing/loading budgets into the Phoenix System
- Monitored over 90 General, Special Revenue, Grant, Capital Project, and Fiduciary Funds
- Monitored over 100 General Ledger accounts for all 58 courts
- Parked and posted over 15,500 journal entries
- Assisted courts with completion of year-end close/open and preparation of year-end reports

- Performed 4 court visits to assist with reconciliations and staff training
- Assisted 58 courts with completion of 1% fund balance calculations
- Assisted 58 courts with completion of Schedule 1 reports
- Assisted courts with grant reconciliations and preparation of invoices for reimbursement

Phoenix Purchasing Support Services Unit

- Processed 11,192 purchase orders (PO) with a value of \$385,246,454.00 for all trial courts using the Phoenix System
- Reviewed and released 1,176 purchase orders in the Phoenix System
- Created 701 purchase orders, valued at \$5,847,854, for 21 courts participating in the Virtual Buyer Program
- Maintained over 61,000 Vendor Master Data Records
- Processed an average of 131 Vendor Master Data Records (new and changes) weekly
- Processed 78 vendor garnishments
- Managed 1,126 surplus material postings

Trust and Treasury Services Unit

- Reconciled and processed 74,557 deposits totaling \$4 billion
- Processed 829 electronic funds transfers (EFTs), totaling \$994 million, through Bank of America online
- Reviewed and reconciled 58 Daily Cash Reports providing cash balances for all 240 Bank of America bank accounts, including 193 zero-balance sweep accounts
- Reviewed 75,374 trust disbursements entered by court staff totaling \$126 million
- Processed 4,381 trust disbursements and transfers totaling \$43 million
- Calculated interest on 462 court case trust account disbursements
- Performed monthly interest allocations for all trust and distribution Bank of America bank accounts

The Shared Services Center provides centralized administrative services to the trial courts on the Phoenix System and promotes best practices and operational consistency statewide. The center provides this diverse range of financial and human capital management services on a daily basis.

Accomplishments to Date¹

The accomplishments of each system are detailed below.

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 (FY) 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 |
| 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 |

¹ Only the 2014–2015 entries in each of the following charts are new; all entries for prior-year accomplishments are carried over unchanged from prior reports.

| Accomplishment | Date Completed |
|---|----------------|
| 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 cashing 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 |
| 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 underway. | 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 |

| Accomplishment | Date Completed |
|---|---------------------|
| <p>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.</p> | <p>FY 2007–2008</p> |
| <p>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.</p> | <p>Jan 2008</p> |
| <p>The Phoenix Financial System was deployed to the Superior Courts of Del Norte and Mendocino Counties.</p> | <p>Jan 2008</p> |
| <p>The Phoenix Financial System was deployed to the Superior Courts of Nevada, Sutter, Tuolumne, and Yuba Counties.</p> | <p>Apr 2008</p> |
| <p>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.</p> | <p>Jul 2008</p> |
| <p>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.</p> | <p>Jul 2008</p> |
| <p>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.</p> | <p>Jul 2008</p> |
| <p>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.</p> | <p>Oct 2008</p> |
| <p>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.</p> | <p>Oct 2008</p> |

| 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 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 |
| 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 |

| Accomplishment | Date Completed |
|--|-----------------|
| 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 |
| 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 |

| Accomplishment | Date Completed |
|--|------------------|
| <p>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.</p> | <p>July 2011</p> |
| <p>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.</p> | <p>Nov 2011</p> |
| <p>All Phoenix environments both in the AOC Development and California Courts Technology Center (CCTC) Data Centers were successfully upgraded to the latest version of SAP software (EHP 5).</p> | <p>Nov 2011</p> |
| <p>The complete Disaster Recovery Technical Recovery Plan including network, vendor, and bank interfaces, security, and Phoenix Production data and system recovery was successfully executed.</p> | <p>Nov 2011</p> |
| <p>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.</p> | <p>Mar 2012</p> |
| <p>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.</p> | <p>Mar 2012</p> |
| <p>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 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.</p> | <p>Mar 2012</p> |
| <p>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.</p> | <p>Mar 2012</p> |

| Accomplishment | Date Completed |
|---|----------------|
| 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 |
| The Storage Area Network (SAN) Conversion from Platinum to Nickel and Decommission of Expired Non-Production Servers projects were launched. Phoenix realized CCTC hosting expense savings as the result of 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 produces savings without impacting any of the courts' production environments. The second evaluated current non-production environments and proposed both consolidation and decommission impacting four Phoenix non-production servers providing ongoing savings and a reduction of capital asset expenses. | July 2012 |
| The Bulk Mailing Software Program was implemented. This is a bulk mailing software program that takes print jobs from the Phoenix System and pre-sorts 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 pre-sorted mail from about 20,800 pieces to about 37,300 pieces monthly. | Aug 2012 |

| Accomplishment | Date Completed |
|---|----------------|
| <p>The accounts payable module in the Phoenix System was configured to leverage an automated payment service offered by Bank of America (BOA). This payment service allows vendors to be paid via BOA's electronic payment network via commercial credit card or Automated Clearing House (ACH) instead of more costly paper check issuance. 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 Kern, Orange, and Riverside superior courts, 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> | Sept 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, Private). This 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 certificate. 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 the ability to take advantage of discounts offered by vendors for timely payment.</p> | Nov 2012 |
| <p>Orange Superior Court Bulk Purchase Order Interface project, successfully implemented for the court, enables the automated submittal of bulk purchase order data from its local CMS system for posting to the Phoenix Financial application.</p> | Nov 2012 |
| <p>The Phoenix 2012 Disaster Recovery exercise was completed successfully and encompassed a full system recovery.</p> | Dec 2012 |
| <p>Migration of 35+ Phoenix System interfaces to Axway FTP Services: Efforts began to migrate all current Phoenix System interfaces to an upgraded file transfer service for all participating courts and vendor providers.</p> | Jan 2013 |
| <p>Migration of all Phoenix back-end systems to Linux: 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 underway. 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.</p> | Jan 2013 |
| <p>Judicial Branch Contracting Law (JBCL) Report: Per Senate Bill 78, the Legislature requires the bi-annual submission of the JBCL report. The JBCL report contains all</p> | Jan 2013 |

| Accomplishment | Date Completed |
|---|----------------|
| 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. | |
| Replacement of Phoenix Encryption Services: Phoenix uses encryption services to encrypt data from the courts' desktops to the CCTC to ensure that sensitive data is protected. This replacement 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 time frame. | Mar 2013 |
| Worked with Alameda Superior Court staff to transition an interest-bearing trust to Phoenix. Court began depositing to and disbursing from the interest-bearing trust through the Phoenix System on April 5, 2013. | Apr 2013 |
| Worked with Riverside Superior Court staff 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 as it required customization to the Phoenix System's current infrastructure and required updates to the desktops of the end users. | July 2013 |
| A new Business Warehouse report has been created in the Procurement Module named the Multi-Year Contract Report. 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 |
| Phoenix System Audit: All requested data and documentation has been forwarded to the Bureau of State Audits 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 Law reporting. | Sep 2013 |
| The Trial Court Administrative Services Office, in collaboration with the Information Technology Services Office, has created case management systems (CMS) integration standards which describe how CMSes should interface with the Phoenix Financial System. These standards are being distributed to courts for use in the development of | Sep 2013 |

| Accomplishment | Date Completed |
|---|----------------|
| their technology vendor contracts. | |
| 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 is 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 backend 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 (POC) 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 underway. 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 Riverside Superior Court trust account interfaces is complete. The court is currently completing file modifications and will go live once the development is finalized. The interfaces are in production stage. | Oct 2013 |
| Reporting of Contract and Payment Data: The Phoenix Purchasing Support Unit provided training and one-on-one support to the superior courts in preparing the contract data portion of the required Judicial Branch Contracting Law semiannual report to the Legislature for period January 1 – June 30, 2014. This report is based on data generated from the Phoenix Financial System. | June 2014 |

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.

The human resources/payroll services component of the Shared Services Center comprises two units that provide HR Structure, Personnel Administration, Organizational Management, Benefits, Time Management, Payroll, and Employee and Manager Self-Service.

The HR Payroll Services Unit and the Payroll Financial Services Unit work collaboratively in support of the courts on the Phoenix Human Resources System, as well as those utilizing other payroll service providers. This recent fiscal year, the:

Payroll Financial Services Unit:

- Reconciled payroll and third party remittance postings for 10 courts weekly (courts using the Phoenix HR system)
- Assisted with payroll file postings and reconciliations for 48 courts daily (courts not yet converted to the Phoenix HR system)
- Reconciled payroll benefit liabilities and expenditures for 33 courts monthly
- Validated 200 system changes
- Conducted 13 continuous and advanced training workshops
- Received and responded to approximately 20,000 court payroll and tax inquiries
- Printed and distributed 60,380 checks and remuneration statements (e.g., employee payments)
- Prepared 380 benefit reconciliations for 8 courts in 2013 calendar year
- Prepared 66 payroll quarterly tax filings and corrections for 8 courts in 2013 calendar year
- Reconciled 48,146 employee tax records for 8 courts in 2013 calendar year
- Printed and mailed 3,439 Wage and Tax Statements (W-2s) for 10 HR courts

Although only 10 courts currently utilize the Phoenix HR System, all 58 courts receive assistance with the financial aspects of payroll matters through these Shared Services Center units.

HR Payroll Services Unit (in support of the 10 courts currently on the payroll system):

- Reviewed 461 tested system changes
- Created 2 new quick references, 34 work instructions and 20 internal quick references
- Updated the Court Reference Manuals for all 10 courts and created new ones where needed
- Provided 220 main payrolls and 588 off-cycle payrolls for the 10 HR courts
- Processed 105,526 Direct Deposit Checks
- Responded to approximately 10,000 inquiries from a combination of e-mails and phone calls
- Processed payroll for 198 assigned judges

- Processed 1,144 Organizational Action Requests for 10 HR 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 |
| 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 |

² Entries for prior year accomplishments are carried over unchanged from prior reports.

| Accomplishment | Date Completed |
|---|----------------|
| 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 |
| 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 |

| Accomplishment | Date Completed |
|--|----------------|
| 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 San Bernardino Superior Court 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. | Oct 2011 |
| 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 |

| Accomplishment | Date Completed |
|---|----------------|
| 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 system-wide 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 Employee Pension Reform Act for the seven Phoenix payroll courts began. Phoenix Program staff attended a meeting with the Sacramento County Retirement System and the Sacramento Superior Court to discuss requirements under the act for new employees hired on or after January 1, 2013. | Nov 2012 |
| Eight new benefit plans and several rate changes were implemented for all courts on the Phoenix HR Payroll System. | Nov 2012 |
| <p><i>Time and Payroll Management:</i> New system configuration was implemented to</p> <ul style="list-style-type: none"> ○ Administer a new furlough program at Stanislaus Superior Court; ○ Validate accounting codes in timesheet entry according to new financial reporting rules; and ○ Allow update of Phoenix HR Payroll 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 |

| Accomplishment | Date Completed |
|---|----------------|
| 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 |
| Phoenix HR/Payroll Courts: 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 eight Superior Courts: Alpine, Lake, Riverside, Sacramento, San Bernardino, Santa Cruz, Siskiyou, and Stanislaus. | Jan 2013 |
| The annual 1099's for all 58 court vendor and juror payments over \$600, including interest payments of \$10 or more, were compiled, printed, and distributed prior to the IRS deadline of January 31st. 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 |
| Migration of 35+ Phoenix System Interfaces to Axway FTP Services: Efforts to migrate all current Phoenix System interfaces to an upgraded file transfer service for all participating courts and vendor providers was completed in January. | Jan 2013 |
| The Portal Upgrade Project: This project is underway 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. | Feb 2013 |
| Three new Riverside Superior Court interfaces: The technical development effort for the new Riverside Superior Court interfaces is complete. The project is expected to wrap up at the end of March once the court completes necessary file modifications. | Mar 2013 |
| The Phoenix HR System was deployed to the Alpine Superior Court with the first payroll processed on June 14, 2013. Alpine is the 8th court to implement the system. | Jun 2013 |
| The Trial Court Administrative Services Office began working with Yuba Superior Court on automating their 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 Stanislaus Superior Court's open enrollment cycle was completed. The deployment of these new system interfaces was scheduled for October 2013. | Oct 2013 |
| The Phoenix HR System was successfully implemented in the Yuba Superior Court in April 2014 making it the ninth court to utilize the AOC's human resources management system for their payroll needs. Their first payroll was processed in May 2014 and the transition from their county's system was seamless. | Apr 2014 |
| The Phoenix deployment team began work on the implementation of the Phoenix payroll system in Lassen Superior Court in May 2014 and anticipates completion in | May 2014 |

| Accomplishment | Date Completed |
|---|----------------|
| October 2014. | |
| The Phoenix HR System was successfully implemented in the Lassen Superior Court in September 2014 making it the 10th court to utilize the Judicial Council's human resources management system for their payroll needs. | Sep 2014 |

Center of Excellence

The Phoenix Program's Center of Excellence (COE) performs complex analysis of the technical aspects of accounting/human resources/payroll processes, business procedures, and operations to produce efficiencies and promote consistency in trial court administrative functions. It also assists in formulation of new or revised policies and/or procedures to meet court administrative and business operations needs, and implements automated processes where possible. The COE includes a technical unit that maintains the SAP environment and programming. SAP technical skills are a unique field in the Information Technology industry.

The Phoenix System runs on SAP Enterprise Resource Planning (ERP) software that integrates accounting, procurement, accounts payable, budgeting, human resource management, and payroll processing. This integration provides extreme efficiencies because accounting postings and personnel actions are automated based on industry and judicial branch standards. While this efficiency is recognized by all the trial courts, it does require the coordination of many skill sets to properly configure the system. Experts with knowledge in accounting, HR/payroll, SAP functional configuration, and technical development/architecture all exist within the COE. The Center of Excellence managed several improvement projects to enhance court finance/HR and procurement administration.

This recent fiscal year, the COE:

- Deployed the Phoenix HR System to the Yuba Superior Court in May 2014
- Deployed the Phoenix HR System to Lassen Superior Court in September 2014
- Developed and deployed new standards to existing HR interfaces: SBCERA, SCERS, and Great West Life
- Upgraded and deployed Employee Self Services for all HR courts on the Phoenix System
- Published additional procurement reports to the Business Warehouse providing a more robust solution for courts to monitor and reconcile purchasing activities
- Upgraded the Phoenix online help site to version 5.0 and restructured the HR online help. Total documents affected by both projects: 1,595
- Developed the Business Process Repository: Revisited, refined, and documented core Business Processes, including:
 - HR and Payroll Process documents created or amended: 39

- HR and Payroll Configuration and Functional Specification documents created or amended: 154
- Finance and Procurement Process documents created or amended: 9
- FI and Procurement Configuration and Functional Specification documents created or amended: 99
- Implemented automatic transfer of check information to and from SAP to Riverside Superior Court's Bail Trust Checking (BTC) system
- Automated tracking of courts' Small Business and Seller's Permit Certification
- Processed 1,611 tickets for issues ranging from adding system users or authorization-level modifications to major configuration changes

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

Courts continue to express interest in various specific functions of the financial and human resources system. Within existing resources, the Phoenix Program has extended the implementation of the payroll system to 2 additional small courts since the last report, bringing the total of courts currently on the system to 10. While there are several other larger courts requesting payroll services and the benefit of a fully integrated system, the program can only accommodate deploying small courts on the payroll system with existing resources. To fully continue expansion to serve more courts, additional judicial branch funding is needed.

Total Phoenix Program Funding and Expenses to Date

The attachment 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 all 58 superior courts and full deployment of the Phoenix Human Resources System in 10 courts.

**Phoenix Human Resources and Financial Services Revenue and Expenses
Through FY 2016–2017 (Estimated for FY 2015–2016 and FY 2016–2017)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, fees | - | 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 2016–2017 (Estimated for FY 2015–2016 and FY 2016–2017)¹**

| FUND SOURCES | Subtotal, FY 2000-01 | | | | | | | Estimated | Estimated | Total |
|---|-----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-------------------------------|-------------------------------|-----------------------|
| Fund Allocations | through FY 2008-09 | FY 2009–10 | FY 2010–11 | FY 2011–12 | FY 2012–13 | FY 2013–14 | FY 2014–15 | FY 2015–16² | FY 2016–17² | |
| General Fund | \$ 22,722,569 | \$ 8,959,484 | \$ 5,869,241 | \$ 5,424,287 | \$ 4,796,330 | \$ 4,647,404 | \$ 4,777,424 | \$ 4,826,183 | \$ 4,826,183 | \$ 66,849,106 |
| 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 | 5,649,881 | - | - | - | - | - | \$ 72,976,298 |
| State Trial Court Improvement and Modernization Fund | - | - | - | - | 11,795,605 | 10,813,868 | 10,359,134 | 12,121,114 | 12,496,300 | \$ 57,586,022 |
| Trial Court Trust Fund | 18,761,020 | 4,657,863 | - | - | 2,408 | 4,787 | 4,626 | - | - | \$ 23,430,704 |
| Trial Court Reimbursements (state expenses reimbursed by courts) | 24,038,539 | 8,224,564 | 7,760,749 | 7,369,889 | 1,139,046 | 1,238,453 | 1,200,091 | 1,467,000 | 1,468,757 | \$ 53,907,087 |
| Trial Court Expenditures (court expenses not reimbursed by state) | - | - | 48,665 | 30,108 | 18,349 | 15,055 | 14,064 | 14,064 | 14,064 | \$ 154,368 |
| TOTAL FUNDING | \$ 133,541,235 | \$ 32,682,943 | \$ 21,409,861 | \$ 19,229,704 | \$ 17,751,738 | \$ 16,719,567 | \$ 16,355,339 | \$ 18,428,361 | \$ 18,805,304 | \$ 294,924,050 |
| EXPENDITURES | | | | | | | | | | |
| AOC Administration and M&O Staff | \$ 16,022,303 | \$ 3,791,453 | \$ 2,998,085 | \$ 3,364,943 | \$ 2,711,094 | \$ 2,777,025 | \$ 2,940,619 | \$ 3,201,386 | \$ 3,201,386 | \$ 41,008,293 |
| AOC ISD ERP/User Technical Support Staff | 6,249,708 | 1,598,003 | 1,568,485 | 1,520,013 | 1,361,037 | 1,629,688 | 1,895,455 | 1,955,628 | 1,955,628 | \$ 19,733,644 |
| AOC Shared Services Center Staff | 27,349,554 | 8,224,563 | 7,760,749 | 7,369,889 | 7,445,824 | 7,619,307 | 7,661,920 | 8,218,850 | 8,218,850 | \$ 89,869,506 |
| AOC AUPR/Internal Audit Staff | 344,000 | - | - | - | - | - | - | - | - | \$ 344,000 |
| Subtotal, AOC Staff | \$ 49,965,565 | \$ 13,614,019 | \$ 12,327,319 | \$ 12,254,844 | \$ 11,517,955 | \$ 12,026,020 | \$ 12,497,993 | \$ 13,375,864 | \$ 13,375,864 | \$ 150,955,443 |
| Trial Court Hardware & Software | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Trial Court Consultants | \$ - | \$ - | 12,506 | - | - | - | - | - | - | \$ 12,506 |
| Trial Court Staff | \$ - | \$ - | 36,159 | 30,108 | 18,349 | 15,055 | 14,064 | 14,064 | 14,064 | \$ 141,862 |
| AOC Consultants | \$ 72,162,755 | \$ 17,269,614 | \$ 4,020,239 | \$ 4,308,354 | \$ 1,459,701 | \$ 2,227,249 | \$ 1,784,608 | \$ 2,932,953 | \$ 3,309,896 | \$ 109,475,368 |
| SAP licenses, hardware, maintenance, tech center support, and end-user training, fees | 11,412,915 | 1,799,310 | 5,013,637 | 2,636,398 | 4,755,733 | 2,451,243 | 2,058,674 | 2,105,480 | 2,105,480 | \$ 34,338,871 |
| TOTAL EXPENDITURES | \$ 133,541,235 | \$ 32,682,943 | \$ 21,409,860 | \$ 19,229,704 | \$ 17,751,738 | \$ 16,719,567 | \$ 16,355,339 | \$ 18,428,361 | \$ 18,805,304 | \$ 294,924,050 |
| | | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

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.