

## Superior Court of the County of Lassen

This document contains the court's responses to the questions we included in a survey regarding the services that the Administrative Office of the Courts (AOC) indicates providing to the courts. Our survey asked each of the trial courts, the courts of appeal, and the Supreme Court to indicate which services that each court has used. In addition, our survey asked each court to indicate whether or not it values each service. Other questions in the survey asked about the quality of the services that AOC provides and the importance of the services to the court's operations.

After the courts responded to our survey, we identified, in consultation with the AOC, eight services in our survey that do not apply to the trial courts. We excluded these eight services from the analyses that support the survey-related tables and figures that appear in our audit report.

Finally, for a copy of the survey instrument please follow this [link](#).

**Q3: Access Services**

1. Self-Help legal, training, program, education support	Have used this service, Consider service to be valuable
3. Self-Help Center, Family Law Information Centers, Model Self-Projects Funding	Have used this service, Consider service to be valuable
5. Judicial Branch Self-Help Website and resources	Have used this service, Consider service to be valuable
7. American with Disabilities Act subject matter expertise provided in response to individual court requests for assistance with resolving a specific ADA issue, and ADA training specialized for individual trial courts	Have used this service, Consider service to be valuable
9. Plain language forms and instructions	Have used this service, Consider service to be valuable

**Q4: Please select the rating that best reflects the overall quality of service that you have received for this group of services. If you have not used any of the above services, please select the "no opinion" option.**

(no label) Excellent

**Q5: How important, overall, is this group of services to your trial court operations?**

(no label) Very Important

**Q6: Have cuts to your budget made this group of services, overall, more important or less important to your operations?**

(no label) Somewhat more important

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**Q7: Audit Services**

*Respondent skipped this question*

**Q8: Please select the rating that best reflects the overall quality of service that you have received for this group of services. If you have not used any of the above services, please select the "no opinion" option.**

(no label) No Opinion

**Q9: How important, overall, is this group of services to your trial court operations?**

(no label) Neutral

**Q10: Have cuts to your budget made this group of services, overall, more important or less important to your operations?**

(no label)

No Change

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**Q11: Capital Projects and Facilities Services**

<p>16. Fiscal management, oversight and accountability functions for the judicial branch capital outlay program including cash flow projections for various construction funds</p>	<p>Have used this service, Consider service to be valuable</p>
<p>17. Site selection, due diligence and negotiation of acquisition agreements for capital projects and staff services to Project Advisory Groups comprised of court and justice partner stakeholders</p>	<p>Have used this service, Consider service to be valuable</p>
<p>18. Management of California Environmental Quality Act responsibilities to comply with regulatory statute, including community hearings on capital project impacts</p>	<p>Have used this service, Consider service to be valuable</p>
<p>21. Selection of capital building systems and equipment based on life-cycle analysis of long-term costs</p>	<p>Have used this service, Consider service to be valuable</p>
<p>22. Development and implementation of risk management for capital projects and court facilities</p>	<p>Have used this service, Consider service to be valuable</p>
<p>23. Development and implementation of property and commercial insurance programs for judicial branch entities, and as requested assistance with their property and liability insurance needs</p>	<p>Have used this service, Consider service to be valuable</p>
<p>24. Oversight of the design and installation of audio-visual low voltage technical infrastructure in court facilities, and development of statewide standards for use of video over the technical infrastructure</p>	<p>Have used this service, Consider service to be valuable</p>
<p>26. Operations and maintenance of court facilities which includes physical, financial, and contractual management and delivery of routine operations and maintenance services, and provision of utilities and insurance</p>	<p>Have used this service, Consider service to be valuable</p>
<p>27. Management of 24/7 call center for maintenance of branch facilities</p>	<p>Have used this service, Consider service to be valuable</p>
<p>28. Monitoring of ongoing compliance with state and local environmental regulations which pertain to the operational life of a facility</p>	<p>Have used this service, Consider service to be valuable</p>
<p>36. Maintenance and administration of the Computer Aided Facility Management (CAFM) System to dispatch Service Work Order requests and authorize lease payments</p>	<p>Have used this service, Consider service to be valuable</p>

**Q12: Delivery of professional project management and related services for capital projects, including:**

39. Environmental analyses of potential courthouse construction sites	Have used this service, Consider service to be valuable
40. Construction inspection services program for capital projects, facility modification, and facility management programs	Have used this service, Consider service to be valuable
45. Completion and occupancy and transition planning	Have used this service, Consider service to be valuable

**Q13: Establishment and implementation of policies for the judicial branch capital program, including:**

49. Trial Court Facilities Standards	Have used this service, Consider service to be valuable
50. Site Selection and Acquisition	Have used this service, Consider service to be valuable

**Q14: Please select the rating that best reflects the overall quality of service that you have received for this group of services. If you have not used any of the above services, please select the "no opinion" option.**

(no label) Fair

**Q15: How important, overall, is this group of services to your trial court operations?**

(no label) Very Important

**Q16: Have cuts to your budget made this group of services, overall, more important or less important to your operations?**

(no label) Much more important

**Additional Comments**

As one of the first new courthouses I believe we experienced some very good services however, unfortunately also experienced some failures as well. Due to the decrease or changes in the construction fund monies, once construction began, the budget began to start being cut here and there which led to unintended consequences. We appreciate our facility management team and as time moves forward, good relationships and expectations are being fulfilled, however, initially a transition plan was not evident nor explained well.

**Q17: Collaborative Courts Services**

54. Legal, training, and program assistance to support Community Courts	Have used this service, Consider service to be valuable
55. Legal, training, and program assistance to support Dependency and Juvenile Drug Courts	Have used this service, Consider service to be valuable
57. Legal, training, and program assistance to support Adult and Juvenile Justice Drug Courts	Have used this service, Consider service to be valuable
64. Legal, training, and program assistance to support Youth/Peer Courts)	Have used this service, Consider service to be valuable
65. Substance Abuse Focus Grants funding	Have used this service, Consider service to be valuable
66. Research and analysis assistance	Have used this service, Consider service to be valuable

**Q18: Please select the rating that best reflects the overall quality of service that you have received for this group of services. If you have not used any of the above services, please select the "no opinion" option.**

(no label) Good

**Q19: How important, overall, is this group of services to your trial court operations?**

(no label) Very Important

**Q20: Have cuts to your budget made this group of services, overall, more important or less important to your operations?**

(no label) Much more important

**Q21: Communications Services**

69. Coordination of Judicial Council Meeting communications activities, including the drafting and dissemination of pre- and post-meeting summaries to the judicial branch, drafting of leadership remarks, coordination of photography, video, and audio requirements, and web updates and tweets to promote the meeting

Have used this service, Consider service to be valuable

70. Research, drafting and distribution of the weekly email briefing (Court News Update) on judicial administration and related topics, and urgent updates and briefings as requested (Court News Alerts, Court News Briefs) to the judicial branch

Have used this service, Consider service to be valuable

76. Input on strategy for news releases, drafting and dissemination and monitoring and reporting on coverage

Have used this service, Consider service to be valuable

**Q22: Please select the rating that best reflects the overall quality of service that you have received for this group of services. If you have not used any of the above services, please select the "no opinion" option.**

(no label)

Good

**Q23: How important, overall, is this group of services to your trial court operations?**

(no label)

Very Important

**Q24: Have cuts to your budget made this group of services, overall, more important or less important to your operations?**

(no label)

Much more important

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**Q25: Criminal Justice Services**

*Respondent skipped this question*

**Q26: Please select the rating that best reflects the overall quality of service that you have received for this group of services. If you have not used any of the above services, please select the "no opinion" option.**

(no label)

Poor

**Q27: How important, overall, is this group of services to your trial court operations?**

(no label)

Very Important

**Q28: Have cuts to your budget made this group of services, overall, more important or less important to your operations?**

(no label)

Much more important

**Additional Comments**

These are areas of particular importance to judicial officers where information is necessary and training is needed.

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**Q29: Education and Training Services**

88. Judicial ethics training as required for participants in the Commission on Judicial Performance Insurance Program	Have used this service, Consider service to be valuable
89. Institute for Court Management certification program for court managers	Have used this service, Consider service to be valuable
90. Court Clerk Training Institute	Have used this service, Consider service to be valuable
91. Court manager and supervisor training	Have used this service, Consider service to be valuable
92. ADA Annual Statewide Training and consulting for ADA coordinators	Have used this service, Consider service to be valuable
93. Statewide broadcasts for Trial and Appellate Court judicial officers, CEOs and court staff	Have used this service, Consider service to be valuable
94. Statewide and regional education (i.e., Beyond the Bench)	Have used this service, Consider service to be valuable
95. Development of customized training for the courts (e.g., judicial education, management training, cultural competency training)	Have used this service, Consider service to be valuable
96. Collaborative statewide, regional, and distance education and multi-disciplinary programs with state and national partners	Have used this service, Consider service to be valuable
97. Training on use of the Computer Aided Facility Management (CAFM) application for requesting, monitoring, and evaluating building services	Have used this service, Consider service to be valuable
98. Development of online educational resources for judges, court staff, supervisors and managers	Have used this service, Consider service to be valuable



## 2014-107 AOC Services

99. Technical support and video production for Supreme Court outreach and oral argument, Commission of Judicial Appointments hearings, Chief Justice or judicial argument, Commission of Judicial Appointments hearings, Chief Justice or Judicial Council communications, and provision of AV signals to rooms for the public and media	Have used this service, Consider service to be valuable
100. Judicial publications: Benchguides, Bench Handbooks, Benchbooks, Civil Proceedings Benchbooks	Have used this service, Consider service to be valuable
101. Development of online benchtools for judges to use, including scripts, flow charts and checklists	Have used this service, Consider service to be valuable
102. Development of public guides for children in court, victims' services, and court proceedings for families	Have used this service, Consider service to be valuable
103. Job Aids for court staff, supervisors, and managers	Have used this service, Consider service to be valuable
104. Web Ex programmatic instructional support	Have used this service, Consider service to be valuable
105. Faculty development program, webinars and online resources to prepare and support statewide and local court faculty	Have used this service, Consider service to be valuable
106. Meeting planning, registration and conference services for all education programs, Judicial Council meetings and other AOC meetings	Have used this service, Consider service to be valuable
107. Audio visual support for education and meetings in conference centers, off-site education and outreach, including audio for public broadcast of Judicial Council	Have used this service, Consider service to be valuable
108. Jury education materials in support of successful jury participation	Have used this service, Consider service to be valuable

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### **Q30: Statewide training for new Judicial Officers, including:**

109. New Judge Orientation	Have used this service, Consider service to be valuable
110. Primary Assignment Orientations (civil, criminal, probate, dependency, delinquency, family)	Have used this service, Consider service to be valuable
111. B.E. Witkin Judicial College	Have used this service, Consider service to be valuable

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**Q31: Statewide education for experienced Judicial Officers and Judicial Attorneys, including:**

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113. Criminal Assignment Courses	Have used this service, Consider service to be valuable
114. Qualifying Ethics Training	Have used this service, Consider service to be valuable
115. Complex Civil and Advanced Civil	Have used this service, Consider service to be valuable
117. Domestic Violence courses	Have used this service, Consider service to be valuable
118. Institutes (in civil, criminal, juvenile, family, probate, and rural courts)	Have used this service, Consider service to be valuable
119. Institutes for Appellate and Trial Court Attorneys	Have used this service, Consider service to be valuable

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**Q32: Statewide Education for Judicial Leaders, including:**

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120. PJ/CEO Court Management Program	Have used this service, Consider service to be valuable
121. Supervising Judges Institute	Have used this service, Consider service to be valuable

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**Q33: Please select the rating that best reflects the overall quality of service that you have received for this group of services. If you have not used any of the above services, please select the "no opinion" option.**

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(no label)	Excellent
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**Q34: How important, overall, is this group of services to your trial court operations?**

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(no label)	Very Important
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**Q35: Have cuts to your budget made this group of services, overall, more important or less important to your operations?**

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(no label)	Much more important
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Additional Comments  
One of the most valuable service to trial courts!

**Q36: Family Services**

122. AB 1058 Legal, Program Support and Funding and Administration for Child Support Commissioners and Family Law Facilitators	Have used this service, Consider service to be valuable
123. Access to Visitation Program	Have used this service, Consider service to be valuable
124. Information and technical assistance to Family Courts	Have used this service, Consider service to be valuable
126. Family Law websites (including Families Change and Parent Orientation video) content, maintenance and administration	Have used this service, Consider service to be valuable
127. Family Dispute Resolution support, technical assistance, and education	Have used this service, Consider service to be valuable
128. Domestic Violence Courts	Have used this service, Consider service to be valuable
131. California Courts Protective Orders Registry	Have used this service, Consider service to be valuable

**Q37: Please select the rating that best reflects the overall quality of service that you have received for this group of services. If you have not used any of the above services, please select the "no opinion" option.**

(no label) Excellent

**Q38: How important, overall, is this group of services to your trial court operations?**

(no label) Very Important

**Q39: Have cuts to your budget made this group of services, overall, more important or less important to your operations?**

(no label) Much more important

**Q40: Fiscal Services**

132. Budgeting	Have used this service, Consider service to be valuable
133. Centralized Treasury	Have used this service, Consider service to be valuable
135. Master contracts/procurement assistance	Have used this service, Consider service to be valuable
136. Financial Management - accounting and reporting	Have used this service, Consider service to be valuable
137. Accounts Payable support	Have used this service, Consider service to be valuable
139. Financial policies and procedures	Have used this service, Consider service to be valuable
140. Fiscal training and assistance	Have used this service, Consider service to be valuable
141. Grants Administration	Have used this service, Consider service to be valuable
142. Enhanced Collections guidelines and assistance for courts and counties	Have used this service, Consider service to be valuable
143. Provision and maintenance of financial information available through the judicial branch website	Have used this service, Consider service to be valuable

**Q41: Please select the rating that best reflects the overall quality of service that you have received for this group of services. If you have not used any of the above services, please select the "no opinion" option.**

(no label) Satisfactory

**Q42: How important, overall, is this group of services to your trial court operations?**

(no label) Somewhat Important

**Q43: Have cuts to your budget made this group of services, overall, more important or less important to your operations?**

(no label) Much more important

**Q44: Human Resources Services**

144. Labor relations and collective bargaining services	Have used this service, Consider service to be valuable
149. Recruitment, classification and compensation assistance	Have used this service, Consider service to be valuable
150. Judicial Branch Workers' Compensation program oversight and administration	Have used this service, Consider service to be valuable

**Q45: Please select the rating that best reflects the overall quality of service that you have received for this group of services. If you have not used any of the above services, please select the "no opinion" option.**

(no label) Excellent

**Q46: How important, overall, is this group of services to your trial court operations?**

(no label) Very Important

**Q47: Have cuts to your budget made this group of services, overall, more important or less important to your operations?**

(no label) Much more important

**Q48: Information Technology Services**

152. California Courts Protective Order Registry (CCPOR)	Have used this service, Consider service to be valuable
153. Judicial Branch Statistical Information System (JBSIS)	Have used this service, Consider service to be valuable
154. Phoenix Financial, procurement and HR/Payroll System	Have used this service, Consider service to be valuable
155. Computer- Aided Facilities Management System (CAFM)	Have used this service, Consider service to be valuable
156. Uniform Civil Fees System (UCFS)	Have used this service, Consider service to be valuable
157. Appellate Court Case Management System (ACCMS)	Have used this service, Consider service to be valuable
159. California Courts Technology Center (CCTC) including disaster and security services and data integration services	Have used this service, Consider service to be valuable
160. Network hosting, security, and support	Have used this service, Consider service to be valuable
161. Technology hardware updates program	Have used this service, Consider service to be valuable
164. Development and maintenance of the judicial branch public website, Serranus, and other judicial branch websites	Have used this service, Consider service to be valuable

**Q49: Please select the rating that best reflects the overall quality of service that you have received for this group of services. If you have not used any of the above services, please select the "no opinion" option.**

(no label) Fair

**Q50: How important, overall, is this group of services to your trial court operations?**

(no label) Neutral

**Q51: Have cuts to your budget made this group of services, overall, more important or less important to your operations?**

(no label) Somewhat more important

**Additional Comments**

JBSIS statistical program is a very complicated system that every court must report case statistics and each court would like to be able to have their case management system generate electronic reports and submit to the AOC. The CCPOR roll could have been better organized and streamlined for our court. There was a lot of extra work required by our court, miscommunication, however, it did all come together in the end.

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<b>Q52: Juvenile Services</b>	
167. Court-Appointed Special Advocates (CASA) program administration, funding and education	Have used this service, Consider service to be valuable
169. Court appointed dependency counsel funding, budgeting, and program management	Have used this service, Consider service to be valuable
172. Psychotropic Medication Orders program	Have used this service, Consider service to be valuable
<b>Q53: Please select the rating that best reflects the overall quality of service that you have received for this group of services. If you have not used any of the above services, please select the "no opinion" option.</b>	
(no label)	Satisfactory
<b>Q54: How important, overall, is this group of services to your trial court operations?</b>	
(no label)	Somewhat Important
<b>Q55: Have cuts to your budget made this group of services, overall, more important or less important to your operations?</b>	
(no label)	No Change

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<b>Q56: Language Services</b>	
185. Certified and Registered Master List Maintenance of Court Interpreters	Have used this service, Consider service to be valuable
187. Translations of forms, Web site, signage and other resources	Have used this service, Consider service to be valuable
188. Management of technology to assist in the use of American Sign Language and master contract for telephonic interpreting services	Have used this service, Consider service to be valuable
<b>Q57: Please select the rating that best reflects the overall quality of service that you have received for this group of services. If you have not used any of the above services, please select the "no opinion" option.</b>	
(no label)	Excellent

**Q58: How important, overall, is this group of services to your trial court operations?**

(no label)

Very Important

**Q59: Have cuts to your budget made this group of services, overall, more important or less important to your operations?**

(no label)

Somewhat more important

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**Q60: Legal Services**

193. Legal advice and guidance to courts and education of court staff regarding evolving law affecting employment and labor issues

Have used this service, Consider service to be valuable

194. Legal advice and consultation on a broad spectrum of judicial administration matters

Have used this service, Consider service to be valuable

195. Legal advice and consultation on transactional business issues, including real estate transactions, solicitations, contracting and the procurement of goods and services, and Court/County MOUs

Have used this service, Consider service to be valuable

197. Assistance with responding to subpoenas and disqualification statements

Have used this service, Consider service to be valuable

202. Management of the Commission on Judicial Performance Insurance Program

Have used this service, Consider service to be valuable

**Q61: Subject matter expertise and technical assistance with issues, including:**

211. Judicial ethics

Have used this service, Consider service to be valuable

**Q62: Please select the rating that best reflects the overall quality of service that you have received for this group of services. If you have not used any of the above services, please select the "no opinion" option.**

(no label)

Excellent

**Q63: How important, overall, is this group of services to your trial court operations?**

(no label)

Very Important

**Q64: Have cuts to your budget made this group of services, overall, more important or less important to your operations?**

(no label)

Much more important

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**Q65: Legislative and Budget Advocacy Services**

219. Coordination of legislative information and investigatory hearings that impact branch programs and projects

Have used this service, Consider service to be valuable

**Q66: Please select the rating that best reflects the overall quality of service that you have received for this group of services. If you have not used any of the above services, please select the "no opinion" option.**

(no label)

Good

**Q67: How important, overall, is this group of services to your trial court operations?**

(no label)

Very Important

**Q68: Have cuts to your budget made this group of services, overall, more important or less important to your operations?**

(no label)

Much more important

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**Q69: Mandated Reporting**

221. Access To Visitation Grants Program

Have used this service, Consider service to be valuable

227. Judgeship Needs in the Superior Courts

Have used this service, Consider service to be valuable

230. Annual Trial Court Allocations Report

Have used this service, Consider service to be valuable

233. Trial Court Revenue, Expenditure, and Fund Balance Constraints

Have used this service, Consider service to be valuable

240. Criminal Justice Realignment Data

Have used this service, Consider service to be valuable

**Q70: Please select the rating that best reflects the overall quality of service that you have received for this group of services. If you have not used any of the above services, please select the "no opinion" option.**

(no label)

Satisfactory

**Q71: How important, overall, is this group of services to your trial court operations?**

(no label)

Neutral

**Q72: Have cuts to your budget made this group of services, overall, more important or less important to your operations?**

(no label)

No Change

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**Q73: Operations Support Services**

243. Assigned Judges Program

Have used this service, Consider service to be valuable

250. Vexatious Litigants List administration

Have used this service, Consider service to be valuable

257. Information-sharing through meetings of court leaders

Have used this service, Consider service to be valuable

**Q74: Analytical and administrative support to:**

262. California Court Clerk Association

Have used this service, Consider service to be valuable

264. Court Executives Advisory Committee

Have used this service, Consider service to be valuable

**Q75: Please select the rating that best reflects the overall quality of service that you have received for this group of services. If you have not used any of the above services, please select the "no opinion" option.**

(no label)

Good

**Q76: How important, overall, is this group of services to your trial court operations?**

(no label)

Very Important

**Q77: Have cuts to your budget made this group of services, overall, more important or less important to your operations?**

(no label)

Much more important

Additional Comments

Collaborating courts share experiences and expertise, are able to utilize and leverage resources.

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**Q78: Research and Data Services**

265. Annual Court Statistics Report	Have used this service, Consider service to be valuable
266. Judicial Branch Statistical Information System technical assistance, maintenance and reporting	Have used this service
267. Workload-based Allocation Funding Methodology research support	Have used this service, Consider service to be valuable
268. Judge and staff workload measures and analysis	Have used this service
269. Authorized and filled judgeships data and reporting	Have used this service

**Q79: Please select the rating that best reflects the overall quality of service that you have received for this group of services. If you have not used any of the above services, please select the "no opinion" option.**

(no label) Satisfactory

**Q80: How important, overall, is this group of services to your trial court operations?**

(no label) Somewhat Important

**Q81: Have cuts to your budget made this group of services, overall, more important or less important to your operations?**

(no label) No Change

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**Q82: Security Services**

279. Screening Equipment Replacement Program	Have used this service, Consider service to be valuable
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**Q83: Please select the rating that best reflects the overall quality of service that you have received for this group of services. If you have not used any of the above services, please select the "no opinion" option.**

(no label) Satisfactory

**Q84: How important, overall, is this group of services to your trial court operations?**

(no label) Somewhat Important

**Q85: Have cuts to your budget made this group of services, overall, more important or less important to your operations?**

(no label) Somewhat more important

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<b>Q86: Were you aware that the AOC provides to the trial courts all of the services included in this survey?</b>	Yes
<b>Q87: Are there any services that the AOC does not provide that you believe would be useful to the trial courts?</b>	No

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<b>Q88: Please list any additional services, not currently offered by the AOC, that you believe would be useful to the trial courts.</b>	<i>Respondent skipped this question</i>
<b>Q89: So that we can better understand the extent to which trial courts are currently obtaining support services from entities other than the AOC, please tell us: do you contract with other courts, or have any other working relationships with other courts, in order to receive services?</b>	Yes

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<b>Q90: Please list all of the services that you receive through a contract, or other working relationship, with another court(s):</b>  Collections Services with Shasta Superior Court Procurement Services with Riverside Superior Court
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**Q91: The following is an alphabetized list of all AOC offices. Please evaluate the services that each office provides according to their overall importance to the operations of your court.**

Center for Families, Children & the Courts	Neutral
Center for Judiciary Education and Research	Somewhat Important
Court Operations Special Services Office	Neutral
Criminal Justice Court Services Office	Neutral
Executive Office	Somewhat Important
Fiscal Services Office	Somewhat Important
Human Resources Services Office	Very Important
Information Technology Services Office	Neutral
Internal Audit Services	Somewhat Unimportant
Judicial Branch Capital Program Office	Neutral
Judicial Council Support Services	Neutral
Legal Services Office	Very Important
Office of Administrative Services	Neutral
Office of Appellate Court Services	Somewhat Important
Office of Communications	Neutral
Office of Governmental Affairs	Somewhat Important
Office of Real Estate and Facilities Management	Somewhat Important
Special Projects Office	Neutral
Trial Court Administrative Services Office	Somewhat Important
Trial Court Liaison Office	Neutral

**Q92: Additional Comments**

It would seem logical that the Judicial Council Staff may be more easily streamlined to serve the trial courts and support the Judicial Council if it was less cumbersome.

Over the years many times it has been observed and noted by some that it would make more sense for the JC to be located in the state capitol of Sacramento. Which of course would be less costly, at least for real estate. Secondly, with so many offices or departments listed above, why not consolidate down to 1) Trial Court Services and 2) JC Services within each of those you might then have Administration and Operations and beneath those of course are HR/Payroll/Procurement/Facilities/Security/IT/Legal all under Administration. Operations would have Judicial Support & Research/Appellate, etc. etc.

OR another option is to just have Judicial Council Staff and create an Administrative Dept. that handles all responsibilities related to the appropriate categories whether trial court or JC and so on for Operations, the operational staff would support any judicial officers, attorneys etc.

Just some thoughts "out of the box"....