ATTACHMENT 5
REFERENCE DOCUMENTS

The following references are intended to orient proposers as to the types of standards and policies that may be incorporated into the workload study as well as copies of the previous judicial workload assessment and court staff workload study.

The list is not meant to be exhaustive, but is indicative of the types of recommendations from Judicial Council Task Forces that consultants will be asked to draw upon to create standards and measures of workload and caseweights.

a. Juvenile Dependency Rule 5.05 Implementation Guide (January 2009); performance measures found on pages 11-12: http://www.courtinfo.ca.gov/programs/cfcc/pdffiles/Combined-impguide010709.pdf

b. Domestic Violence Practice and Procedure Task Force recommended guidelines (January 2008): http://www.courtinfo.ca.gov/jc/documents/com/dvpp_rec_guidelines.pdf

c. Probate and Conservatorship Task Force recommended practices (October 2007): http://www.courtinfo.ca.gov/jc/documents/reports/102607itemD.pdf

d. Court staff workload standards for conservatorship cases (2007): a more detailed caseweight for conservatorship cases, developed by OCR staff with input from 12 courts who participated in a Delphi group. (See page 5-2)

e. California Judicial Workload Assessment (May 2002) (129 pages).

f. Resource Allocation Study: Assessing the Need for Court Staff in California (March 2005) (116 pages).

Item d: Court Staff Workload Standards for Conservatorship Cases

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			Median time (in miniutes)	Comments
Conservatorship			**2,860**	
Part I: Conservatorship: Establishment			**1,812**	An increase of 735 minutes (1,077)
New Filings (Include in processing time both temporary and permanent petitions)			**102**	No change
A	**Opening New Files Case Processing-Clerical**		**102**	
	Court Clerk (General File)		**77**	
	1	Receive & review documents, assign case number, stamp, collect fees, route to/do data entry	15	
	2	Update case registers and indexes: record required data regarding parties, documents and events in CMS	15	
	3	Assemble case: create files, add documents to files, and route/shelve files	15	
	4	Misc. counter services: provide information to petitioners/public, duplicate and conform copies, provide forms and/or direct customers.	20	
	5	Other activities: Reciprocals, Phones	12	
	Court Investigator Clerk (Confidential File)		**25**	
	6	Receive & review documents, update registers and indexes	10	
	7	Assemble confidential file: create files, add documents to files, and route/shelve files	10	
	8	Other activities (only activities related to opening the file)	5	
Pre-Establishment Case Procesing			**1460**	Increase from 747 minutes
B	**Pre-Establishment Case Processing-Clerical**		**170**	
	9	Provide notices to parties of necessary court dates and requirements, including form notices linked to calendars, custom notices to individuals, and notices of order appointing counsel	8	
	10	Court-appointed attorney processing	23	
	11	Filing of subsequent documents and related clerical	35	
	12	Other activities:	105	
C	**Initial Investigation on Permanent Petition**		**652**	
	Investigator Functions		622	Note: This category reduced to 60% occurrence
	13	Plan and schedule interivews	29	
	14	Conduct review investigation; review pleadings	504	
	15	Prepare investigator reports	79	Increase due to new interviews; financial review
	16	Other activities: APS referrals, consult with judicial officer and/or attorneys; phone calls	9	
	Clerical Functions		**30**	
	17	Related clerical work: CLETs, mailing, prepare assessments, recipricals (DO NOT include opening file)	30	
D	**Investigations Pursuant to Temporary Petitions**		**336**	40% occurrence rate. Like the general.
	new	Temporary investigation	300	
	new	Follow-up investigation, which renders a full general investigation on the 40%	36	
New		Six-Month Investigation Review	**408**	Includes investigation and attorney review
E	**Mediation / Arbitration**		**4**	
	18	Formal Mediation/Arbitration-- clerical	1	
	19	Informal Mediation/Arbitration-- staff other than clerical (attorney, investigator, examiner)	3	
F	**Ex Parte Petitions (other than Temporary Petitions)**		**46**	Increased hearings related to moving conservatee.
New		Response to Ex Parte Communications	**15**	Includes time for attorney/clerical staff response

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				Comments
Calendar (Establishment)			**128**	Increase by 1 minute
G	**Calendar--Temporary Petitions--Examiner/Attorney Functions**		**32**	
	20	Review case files prior to establishment hearing/trial, ensure required actions are complete and information needed by the court is available and conforms to court policy, and statutory requirements re: due process have been met.	24	Includes review of investigation report
	21	Prepare probate notes/Consult with Judicial Officer	8	
H	**Calendar--Permanent Petitions**		**96**	Note: Reduced to 60% occurrence
	Examiner/Attroney and/or Investigator Functions		**69**	
	22	Review case files prior to establishment hearing/trial, ensure required actions are complete and information needed by the court is available and conforms to court policy, and statutory requirements re: due process have been met. Monitor readiness of parties for hearings/trials, confirm appearances; notify parties prior to hearing/trial about missing/non-compliant forms and information.	47	
	new	Review of follow-up on temporary investigation--temporary and follow-up = general investigation.	4	
	23	Prepare probate notes/Consult with Judicial Officer	18	includes notes for follow-up investigation.
	Clerical Functions		**27**	
	24	Assign cases to regularly scheduled calendars, produce calendars, publish and post calendars.	10	

	25	Locating and pulling files	15	
	26	Other activities: Handling Continuances	2	
Courtroom			**94**	
I	**Hearing on Establishment on Temporary Petition**		**23**	
	27	General Courtroom (done by courtroom clerks): file documents; deliver/return files; prepare minutes; clerical support	23	
J	**Hearing on Establishment on Permanent Petition**		**63**	
	28	General Courtroom (done by courtroom clerks): file documents; deliver/return files; prepare minutes; clerical support	38	
	29	Investigator/Examiner Appearance	25	
K	**Trial on Establishment on Permanent Petition**		**8**	
	30	General Courtroom (done by courtroom clerks): file documents; deliver/return files; prepare minutes; clerical support	4	
	31	Manage Exhibits (when trial is requested)	0	
	32	Juror Management (when jury trial is requested): create juror source list; prepare summons; manage juror reporting; payment; stats.	0	
	33	Investigator/Examiner Appearance	4	
	34	Other activities: Settlement Conferences	0	
Judgment/Order on Establishment of Permanent Conservatorship			**28**	
L	**Judgment/Order on Establishment of Permanent Conservatorship**		**28**	
	35	Maintain records/process paperwork related to judgment (e.g., issue Letters)	13	
	36	Record essential data regarding parties, due dates on I&A and first accounting, etc.	9	
	37	Other activities: Examiners/attorney review of orders submitted right after hearing.	6	

				Comments
Part II: Conservatorship: Under Court's Control/Monitoring			**1048**	Increase of 325 minutes (723)
Ongoing Filings			**82**	
A	**Ongoing Filings--Clerical**		**82**	
	Court Clerk (General File)		**82**	
	1	Receive & review subsequent filings/documents, stamp, collect fees, order/pull files; give to examiner/investigator/judge; notifications (filings might include accountings, investigation reports, subsequent petitions, change of address, etc)	30	
	2	Update case registers and indexes: record required data regarding parties, documents and events in CMS	10	
	3	Assemble case: add documents to files, and route/shelve files	10	
	4	Misc. counter services: provide information to petitioners/public, duplicate and conform copies, provide forms and/or direct customers	6	
	5	Processing Orders To Show Cause (OSCs)	6	
	6	Other activities: Daily/Monthly Stats	20	
Oversight (Mandated Functions)			**746**	Increase by 298 minutes (448)
B	**Accountings--Examiner/Attorney Function**		**148**	
	7	Review: review submitted accounts, communicate errors and omissions to conservator, monitor compliance, review objections	148	increase financial review (= around 2 hrs. per)
	8	Prepare reports and recommendations for the court		row eliminated for this evaluation
C	**Reviews**		**532**	
	Investigator Functions		**524**	
	9	Plan, schedule, review file		row eliminated for this evaluation
	10	Conduct review investigation		row eliminated for this evaluation
	11	Write reports		row eliminated for this evaluation
	new	Review--Biennial (60% of the UCCs)	180	
	new	Review--Annual (40% of the UCCs)	156	
	new	Status Review (60% of the UCCs)	92	
	new	Investigations pursuant to Ex Parte communications	96	
	Clerical Functions		**8**	
	12	Associated clerical activity: mailing reports, phone calls, etc.	8	
D	**Successor Petitions**		**56**	
	13	Successor Initial Investigation: scheduling interviews, conducting investigation, reporting (Investigator)	48	
	14	Associated clerical work on investigations. (Clerical)	2	
	15	Review case files prior to establishment hearing/trial, ensure the information needed by the court is available and conforms to court policy, and statutory requirements re: due process have been met. (Examiner/Attorney)	6	
E	**Other activities: Registry Maintenance**		**10**	
Pre-Judgment/Order--Examiner/Attorney and/or Investigator Functions			**102**	
F	**Pre-Judgment/Order**		**68**	
	Subsequent Petitions and Orders to Show Cause		**38**	
	16	Prepare file for court, including review for completeness, legal research	8	
	17	Prepare Probate Notes/Consult with Judicial Officer	29	
	18	Other Activities: Posting	1	
	Motions		**30**	
	19	Legal Research, Prepare Research Memorandum	30	

	18	Other Activities: Posting	1	
	Motions		**30**	
	19	Legal Research, Prepare Research Memorandum	30	

				Comments
G	**Mediation / Arbitration**		**1**	
	20	Formal Mediation/Arbitration--Clerical functions	1	
	21	Informal Mediation/Arbitration--Examiner/Investigator/Attorney functions	0	
H	**Ex Parte Applications Processing**		**19**	
I	**Special Investigations Ordered by the Court**		**57**	
J	**Special Accountings Ordered by the Court**		**7**	
Calendar (Under Court's Control/Monitoring)			**68**	
K	**Calendaring**		**68**	
	Examiner/Attorney Functions and/or Investigator Functions		**52**	
	22	Review case files prior to hearing/trial, ensure required actions are complete and information needed by the court is available and conforms to court policy, and statutory requirements. Monitor readiness of parties for hearings/trials, confirm appearances; notify parties prior to hearing/trial about missing/non-compliant forms and information.	44	
	23	Prepare Probate Notes/Consult with Judicial Officer		Eliminated for this analysis
	24	Attendance at accounting hearings	8	
	Clerical Functions		**16**	
	25	Assign cases to regularly scheduled calendars, produce calendars, publish and post calendars.	10	
	26	Locate and pull files	5	
	27	Other activities: Prepare Tentative Rulings	1	
Courtroom (Under Court's Control)				
L	**Courtroom--Event Hearings**		**18**	
	28	General Courtroom (done by courtroom clerks): file documents; deliver/return files; prepare minutes; clerical support	18	
M	**Courtroom--Trial**		**7**	
	29	General Courtroom (done by courtroom clerks): file documents; deliver/return files; prepare minutes; clerical support	6	
	30	Manage Exhibits	1	
	31	Juror Management (when jury trial is requested): create juror source list; prepare summons; manage juror reporting; payment; stats.	1	
N	**Other activities:**		**0**	
Judgments/Orders			**11**	
O	**Judgments/Orders**		**11**	
	32	Maintain records/process paperwork related to judgment/Orders	7	
	33	Other activities:	4	
Post-Judgment			**1**	
P	**Post-Judgment on Trials**		**1**	
	34	Motion for New Trial: receive and send to courtroom; fees; set date; notify parties	0	
	35	Monitor and document compliance with Court-ordered judgments, report non-compliance	0	
	34	Appeals: receive & file; notice; fees; prepare record; forward to judge	0	
Termination of Conservatorship			**14**	
Q	**Termination**		**14**	

California Judicial Workload Assessment

Final Report

Submitted by the National Center for State Courts

Project Staff:

Brian J. Ostrom, Ph.D., Project Director
Charles W. Ostrom, Ph.D.
Daniel J. Hall
William E. Hewitt
Robert C. LaFountain
Matthew Kleiman
Melissa T. Cantrell

Presented to:

The California Administrative Office of the Courts

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Executive Summary

Providing a reasonable level of judicial services to the people of California is directly related to the number of judicial officers available to handle the nearly 9 million cases filed in the California courts each year. Over the last decade, few additional judges have been authorized by the California Legislature. Over this time, California has accommodated a growing caseload primarily through additional subordinate judicial officers and using pro tem and retired judges.

The California Administrative Office of the Courts (AOC) contracted with the National Center for State Courts (NCSC) to help measure the workload in the California courts and to recommend a reasonable set of workload standards that would allow judges[1] the necessary time to resolve disputes in a quality fashion. The goal is to accurately determine the amount of time required by judges to resolve different types of cases in an efficient and effective manner. The methodology used in this study is being adopted by an increasing number of states to determine the need for judges and other resources.

Like other state courts, California's caseload varies in complexity. Different types of cases require different amounts of time and attention from judges, other judicial officers, and court support staff. For example, a serious felony case has greater impact on judicial resources than a typical divorce case. Therefore, a comprehensive and cost-effective workload assessment strategy was developed using multiple methods that

[1] Throughout this report, the term "judges", unless otherwise indicated, refers to all judicial officers: judges, subordinate judicial officers, and pro tem judges.

accommodate different case types, to determine judge needs. Workload standards were constructed from current practices (as measured by a time study) and adjusted for quality of justice where needed through a rigorous Delphi decision-making process. This final set of quality adjusted workload standards can be applied statewide.

Final Workload Standards and the Implications for Judge Need

The Workload Assessment Policy Committee (WAPC) directed the project through two phases. Phase I involved four courts—Butte, San Mateo, Sacramento, and Los Angeles. These courts participated in a state-of-the-art time study to capture the time currently spent resolving disputes; engaged in multiple Delphi exercises to garner the expert opinions of judges and court administrators with respect to the workload; and responded to three "quality of justice" surveys to identify where judges needed more time to do a better job for California court users. Phase I resulted in an initial set of quality-adjusted workload standards.

Phase II reviewed and validated these initial workload standards through a structured Delphi process in seven additional courts—Del Norte, Merced, Orange, San Bernardino, Santa Clara, Sutter, and Ventura. Representatives from both Phase I and Phase II courts met in July 2001 to reach consensus and recommend a final set of workload standards. These workload standards can serve as the foundation for use by the California Judicial Council as it assesses judicial workload and requests and allocates judges in California. The final adjusted workload standards are shown in Exhibit 1. For example, a typical Family case requires an average of 84

minutes of judicial officer time from filing to resolution, including post judgment activity.

Exhibit 1: Recommended Workload Standards (minutes)

Case Type	Workload Standard
Probate	52
Family (divorce and dissolution)	84
Juv. Dependency	224
Juv. Delinquency	60
Mental Health	148
Other Civil Petition	70
Motor Vehicle Torts	79
Oth. Personal Injury Torts	390
Other Civil Complaints	70
Appeals from Lower Courts	95
Criminal Habeas Corpus	37
Other Civil (<$25k)	21
Unlawful Detainer	16
Small Claims	15
Felony	197
Class A & C Misdemeanor	43
Class B & D Misdemeanor	5
Infractions	1.06

Workload assessment is essentially a study of supply and demand. How does the workload demand generated by different types of cases compare to the supply of judge time available to do the work? Three fundamental pieces of information are needed to answer this question: 1) case filings; 2) the judge year value; and 3) individual case workload standards.

1) Filings data was collected and compiled by the AOC for all 58 counties. FY 1999-2000 filing data was used to determine filings for the different case types.
2) The case-related judge year value of 77,400 minutes is an estimate of the average amount of time a judge has available each year to process his or her workload. This

value is reached after careful consideration of the typical number of days per year and hours per day that a judge should be available for case related work. First, WAPC determined that judges have available, on average, 215 days per year for case resolution, which was reached by removing weekends and applying a standard deduction for vacation, sick leave, and participation in judicial conference and education programs from the calendar year. Second, a distinction is made between case related and non-case related work during the eight-hour workday. Like other states, California judges are assumed to spend an average of 6 hours a day on case specific responsibilities and 2 hours per day on non-case related administration, community activities, travel, etc. These standards (215 days per year and 8 hours per day) result in a total work year of 103,200 minutes, which breaks down into a case-related judge year value of 77,400 minutes (215 days, 6 hours per day) and a non-case-related judge year value of 25,800 minutes (215 days, 2 hours per day).

3) Individual case workload standards, shown in Exhibit 1, represent the average amount of time sufficient for judges to resolve each type of case in an efficient and effective manner.

The number of judges need to process a particular type of case in a reasonable way is derived by combining information on the number of case filings, the specific workload standard, and the judge year value. For example, assume there were 10,020 juvenile dependency cases filed in California. Judge need is determined by applying the juvenile dependency standard to the filing total (224 x 10,020) and dividing by the case-related judge year standard (77,400 minutes per year). The calculation ((224 x 10,020)/77,400) = 29 judges) shows that 29 judges are needed to resolve 10,020 juvenile dependency cases.

Each workload standard is constructed by compiling information on three distinct case event categories: pretrial time, trial time, and post judgment time. It is possible to assess the validity and reasonableness of

each workload standard by examining this event-level information. Exhibit 2 shows how the family workload standards are broken into these various categories of work. Similar tables for civil and criminal case types are shown in the full report. For example, the typical juvenile dependency case takes 224 minutes of judge time. This can be broken down as follows. Pre-trial work takes 85 minutes and happens in 100% of the cases. Trials, jurisdictional, and dispositional hearings in dependency cases take 240 minutes, but they only occur in 23% of the cases. Finally, post-judgment work takes 88 minutes, on average, and occurs in 95% of the cases. The overall workload standard of 224 minutes is a "weighted average" of the separate event time and event occurrence measures. That is, ((85 x 1)+(240 x .23)+(88 x .95)) = 224 minutes.

Exhibit 2: Family Workload Standards—Pre-trial, Trial, and Post Trial Work (minutes)

Event	Probate	Family	Juvenile Dependency	Juvenile Delinquency	Mental Health
Occurrence rate					
Pre-trial	100%	100%	100%	100%	100%
Trial	8%	5%	23%	5%	10%
Post	7%	25%	95%	10%	10%
Time in minutes					
Pre-trial	41	54	85	45	43
Trial	110	360	240	63	1,000
Post	30	51	88	117	50
Judge Day (case-related hours)	6.0	6.0	6.0	6.0	6.0
Judge Year	215	215	215	215	215
Workload Standard	52	84	224	60	148

The final workload standards displayed in Exhibit 1 and the event-level detail shown in Exhibit 2 are grounded in current practice as measured by a

time study. Participants in Phase I and Phase II used the time study results as a starting point for their quality of justice discussions. Exhibit 3 compares current practice (as measured by the time study) with the final workload standards and their implication for judge need in California. In fiscal year 1999/2000, there were approximately 2,000 Judicial Position Equivalents (JPE) actually processing cases in California. The time study results measure how much time, on average, these JPE currently spend resolving each type of case. For example, juvenile dependency cases are currently resolved, on average, in about 128 minutes. Of the total JPE currently available, about 67 JPE are being used to process the juvenile dependency workload.

The participants in Phase I and Phase II made adjustments to the time study-based workload standards when current practice was deemed to provide less than adequate time for the effective resolution of cases. In other words, although judges were getting the cases disposed, WAPC members believe ample time, attention, and service as demanded by the public was not being provided. Adjustments made to current practice (as measured by time study workload standards) reflect changes required to comply with court rules, mandated legislation, and effective case processing strategies so as to improve the quality of justice in California courts. For example, in the case of juvenile dependency, WAPC felt that the standards relating to the time for pre-trial activity and trials should be increased in these very important cases. In addition, WAPC decided that the standards generated from current practice relating to post judgment were inadequate. The committee felt that the occurrence rate and time for post judgment

should be increased to accommodate mandated conferences and allow sufficient time to conduct them. As such, the final workload standard for juvenile dependency increased from 128 to 224. The final standards adjusted for quality suggest a need for 2,254 judges statewide.

Exhibit 3: Implications For Statewide Judge Need

		Time Study (Adjusted)		Final Standards (Adjusted)	
Case Type	**1999/2000 Filings**	**Workload Standard (minutes)**	**Implied Judge Need**	**Workload Standard (minutes)**	**Implied Judge Need**
Probate	50,750	47	31	52	34
Family (divorce and dissolution)	156,078	84	170	84	169
Juv. Dependency	40,672	128	67	224	118
Juv. Delinquency	93,649	50	60	60	73
Mental Health	7,671	285	28	148	15
Other Civil Petition	327,337	70	296	70	296
Sub-Total, Family Case Types			**653**		**704**
Motor Vehicle Torts	45,782	62	37	79	47
Oth. Personal Injury Torts	25,359	351	115	390	128
Other Civil Complaints	129,557	70	117	70	117
Appeals from Lower Courts	14,562	69	13	95	18
Criminal Habeas Corpus	5,509	10	1	37	3
Other Civil (<$25k)	272,083	14	48	21	74
Unlawful Detainer	198,685	9	24	16	41
Small Claims	320,650	10	39	15	62
Sub-Total, Civil Case Types			**394**		**489**
Felony	238,685	174	535	197	608
Class A & C Misdemeanor	609,611	36	286	43	339
Class B & D Misdemeanor	624,053	4	33	5	40
Infractions	5,373,713	1.40	97	1.06	74
Sub-Total, Criminal Case Types			**953**		**1,060**
Total	**8,534,406**		**2,000**		**2,254**

WAPC believes that these recommended workload standards are an accurate representation of the amount of work required of judges to provide reasonable judicial services to the citizens of California.

Maintaining the Integrity of the System

The workload standards adopted by WAPC represent the initial step in establishing a judicial need assessment system for California. From this

starting point, California needs to move forward on two tracks. First, it is necessary to design a process to oversee the application of the standards to county level filing data and ensure equitable cross-county comparisons. Second, AOC staff must develop a process to periodically review and update the judicial workload standards so that they continue to accurately represent judicial workload. Each track is discussed below:

1. The NCSC recommends the following steps for applying the standards to county level data in a fair and accurate fashion:

    - *Review current filings data:* AOC staff will review current filings data to ensure that they are a valid and accurate representation of a court's caseload.
    - *Determination of statewide judicial need:* The judicial workload standards will be applied to the adjusted filings data, which will provide an estimate of the total number of judges necessary to handle the workload of the courts.
    - *Develop prioritized list for current year:* Courts showing a need for additional judicial resources will be ranked based on their priority in order to develop a preliminary list of new judgeships for the current year. This will ensure that additional judicial officers will be allocated to those courts whose need is the greatest.
    - *Send results to courts and provide opportunity to comment:* AOC Staff will provide the courts a summary of the current assessment of statewide judicial need, as well as the prioritized list described above. This will allow the courts to verify the accuracy of the filings numbers used in the methodology, and provide any feedback that could affect their placement on the prioritized list for the current year.
    - *Review comments and develop final list of new judgeships for approval by the Judicial Council:* Staff will review the courts' feedback and revise the preliminary list, as necessary. This final list of new judgeships for the current year will be presented to the Judicial Council for their approval.

2. For the workload standards to remain reliable and accurate over time, the NCSC and AOC recommend the following:

- *Annual review of factors impacting workload standards for specific types of cases.* We recommend that a working group be convened within the next six months, and meet on an annual basis to review the impact of new legislation or other contextual factors on the judicial workload standards. This review process will serve to identify areas in which specific research may be needed to quantify the impact of new laws, policy, or court procedures on the standards for specific types of cases. Because this process will target for review only those standards where there is evidence of recent change, it will be more cost effective than updating the entire set of workload standards.
- *Periodic update of entire set of workload standards*. We also recommend that that AOC conduct a systematic update of the entire set of workload standards approximately every five years (with the actual timing being determined by the working group). The NCSC recommends a process similar to the one discussed in the body of this report.

Chapter 1: Introduction

The Research and Planning (R&P) Unit of the California Administrative Office of the Courts (AOC) contracted with the National Center for State Courts (NCSC) to help develop a means to measure judicial workload in the California courts. A clear measure of court workload is central to determining how many judges and judicial officers are needed to resolve all cases coming before the court. Adequate resources are essential if the California judiciary is to effectively manage and resolve court business without delay while also delivering quality service to the public. Meeting these challenges involves assessing objectively the number of judges required to handle the caseload and whether judicial resources are being allocated and used prudently. In response, judicial leaders are increasingly turning to sophisticated techniques to provide a strong empirical foundation of judicial resource need in the state trial courts.

State court caseloads vary in complexity, and different types of cases require different amounts of time and attention from judges, other judicial officers, and court support staff. While case counts have a role in determining the demands placed on our state judicial systems, they are silent about the judicial resources needed to effectively process this vast array of cases. That is, raw, unadjusted case filing numbers offer only minimal guidance as to the amount of judicial *work* generated by those case filings. Moreover, the inability to differentiate the work associated with each case type creates the potential for the misperception that equal numbers of cases filed for two different case types result in equivalent workloads. For

example, a “typical” serious felony case has a greater impact on judicial resources than the “typical” uncontested divorce case. For this reason, the NCSC believes that a comprehensive program of judicial workload assessment is the *best* method for measuring case complexity and determining the need for judges.[2]

The NCSC worked closely with the AOC staff to develop a comprehensive and cost-effective workload assessment strategy to:

- Design and implement a multi-method approach for determining judicial need based on judicial workload.
- Construct a set of judicial workload standards that incorporate current practice (as measured by a time study).
- Develop a method to assess and, where needed to improve the quality of justice, revise the time study standards based on expert judicial opinion (the Delphi decision-making process).
- Validate the workload standards.
- Produce a final set of quality-adjusted workload standards that can be applied statewide.

To meet the above project goals, the NCSC, in close collaboration with the R&P and the Workload Assessment Policy Committee (WAPC), designed the process to be straightforward and easy to understand; to make extensive use of existing data sources; to minimize the impact on the judiciary and the need for original data collection; to produce a measure of judicial workload that is clear; to be grounded in experience and easy to update; to include the participation of many judges; and to lead to the support and “ownership” by legislators and judges. Based on the results of this project, the Judicial Council of California will be able to assess the need for judges based on

[2] V. Flango and B. Ostrom, *Assessing the Need for Judges and Court Support Staff* (National Center for State Courts, 1996).

judicial workload, with differences in workload tied to differences in case complexity.

Defining case complexity is neither easy nor obvious. One basic issue is that the study of complexity remains in its infancy—there is no previous research that actually measures this concept. Undoubtedly, many judges know that some cases are more "complex" than others. However, several unanswered questions must be addressed if our understanding of case complexity is to move beyond the simple assertion "I know it when I see it." What are possible measures of complexity? Are some measures more closely related to the variation in case processing time than others?

One can distinguish between at least three dimensions of case complexity:

- *Substantive complexity*. This emerges from the substantive law that creates, defines, and regulates the rights and duties of the parties. These rights and duties vary across the substantive areas of law such as criminal law, tort law, and the law of wills.
- *Procedural complexity*. This aspect of complexity refers to the proceedings by which a legal right is enforced: the formal steps or events that a court is to administer (e.g., arraignment in a criminal case). The machinery is distinguished from the product of the law.
- *Individual case complexity*. This dimension of complexity refers to the idiosyncratic flow and/or treatment of specific cases. Within the context of substantive and procedural law, each individual case will proceed faster or slower depending on court organization and management as well as the goals and personalities of the litigants and court personnel involved.

Measuring judicial workload with reference to case complexity means that a study must focus on different areas of law, distinguish the different types of

procedural events involved, and monitor the variation in how cases are actually processed in practice. The study design adopted by the AOC and WAPC took all three dimensions of case complexity into account explicitly. Fundamentally, the rationale for moving the determination of judicial need from a focus on court *caseload* to court *workload* is based upon case complexity.

The NCSC and AOC approached this project in nine phases:

1. Establishment of an advisory committee of judges, judicial officers, and court administrators to oversee and guide all aspects of the study design, implementation, and interpretation. This group was called the Workload Assessment Policy Committee (WAPC).
2. Obtaining the cooperation of four counties—Butte, San Mateo, Sacramento, and Los Angeles—to participate in the full study (called Phase I) during 2000.
3. A comprehensive orientation workshop for the Workload Assessment Policy Committee on the Delphi and time study methodology and validation techniques for assessing judicial workload, including: (a) the roles and responsibilities of participating California judges; (b) benefits and shortcomings of the Delphi and time study methodologies; and (c) identification and resolution of preliminary issues related to the project plan.
4. A two-day Delphi decision-making exercise to obtain subjective judicial estimates of case-related workload. Participants included the members of WAPC augmented by additional members from the four Phase I courts.
5. Two-month time study that measured objectively the workload (distinguishing between substantive areas of law and key procedural events) of a representative sample of judges and judicial officers from the four Phase I courts.
6. The design of three “quality of justice” survey instruments that were completed by a large number of participants in each of the four Phase I courts. Project

staff analyzed all survey results and reported the findings to court staff in separate site visits to the four Phase I courts.

7. Phase I concluded with a final meeting of WAPC designed to review and adopt a set of "reasonable" workload standards based on a review of the time study, Delphi, and quality of justice results.
8. During Phase II, held in May, 2001, seven additional counties—Del Norte, Merced, Orange, San Bernardino, Santa Clara, Sutter, and Ventura—validated the Phase I results.
9. Representatives from both Phase I and Phase II met in July 2001 to recommend a final set of workload standards that will serve as the foundation for use by the California Judicial Council in assessing judicial workload and the allocation of judges in California.

The plan of this report is as follows. Chapter 2, Project Overview, discusses the basic steps and assumptions of the model. Chapter 3, Delphi, reviews the purpose and structure of the Delphi decision-making process used during the study. Chapter 4, The Time Study, outlines the approach used to gather objective data. Chapter 5, Quality Adjustment, discusses how quality was assessed in the participating courts and incorporated into the workload standards. Chapter 6, Final Workload Standards, covers the process used to reconcile the Delphi and Time Study results through quality adjustments and shows the judicial need based on the final recommended standards. Chapter 7, Future Considerations, offers a set of recommendations for keeping the standards reliable and concomitant resource and staffing needs and implications.

Chapter 2: Project Overview

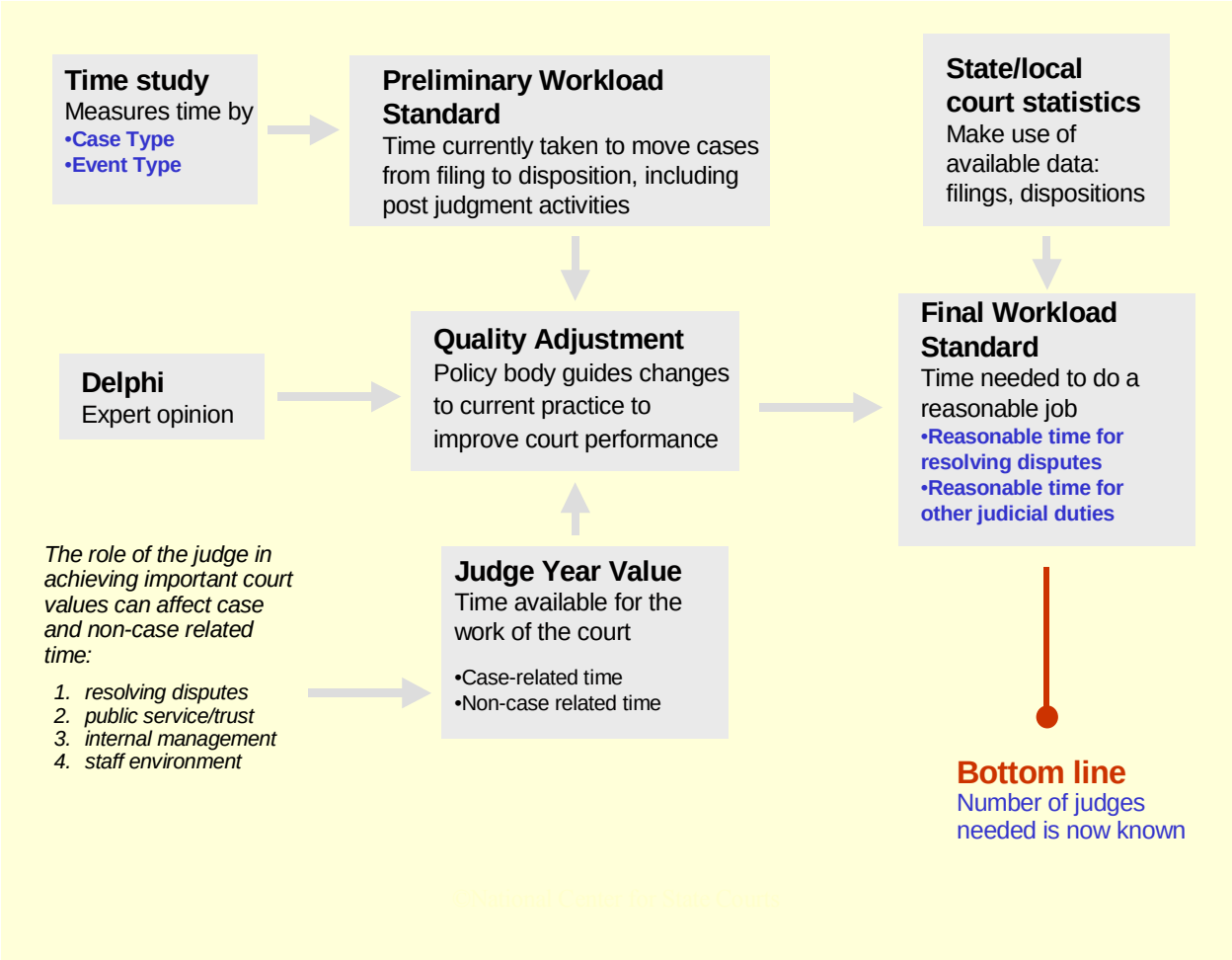
Introduction

Judicial Workload Assessment is a resource assessment methodology that is being adopted by an increasing number of states to determine the need for judges and other judicial officers. The goal is to accurately determine the amount of time required by judges to resolve different types of cases in an efficient and effective manner. The judicial workload approach is a structured process that allows judges, judicial officers, and court managers to assess the reasonableness of current case processing practices. Over time, it is often the case that workload rises more quickly than judicial resources so that the judicial branch is increasingly being asked to do more with less. As a result, the average amount of time judges currently have to spend may or may not be sufficient to provide fair and equitable service to the public. Developing workload standards offers the judicial branch the opportunity to engage in a systematic and structured process to assess the reasonableness of current practice; that is, do judges and judicial officers have sufficient time to resolve cases in a satisfactory and timely manner? Moreover, workload-based models have the advantage of providing objective and standardized assessments of judicial resource needs among jurisdictions that vary in population and caseload.

Workload assessment is essentially a study of supply and demand. How does the workload demand generated by the different types of cases entering the court compare to the supply of judge time available to do the work? Exhibit 2-1 shows that the answer is based on three fundamental

factors: case filings, individual case workload standards, and the average judge year.

Exhibit 2-1: Project Overview



Workload standards are developed for each type of case examined (e.g., probate, juvenile dependency, motor vehicle tort). The workload standard represents the average bench and non-bench time (in minutes) required to resolve each case type (from filing through disposition and any post-judgment activity). In a nutshell, the number of raw case filings is combined with the workload standards (time required to handle cases) to arrive at workload. Total workload entering a particular court is then divided

by the "standard" amount of time each judge has available to complete case-related work per year to determine an estimate of the number of judges needed to resolve the cases. This approach, which involves few complicated procedures, is sufficiently rigorous to measure resource needs and evaluate resource allocations.

Issues related to participation, case filing data, and the average judge year are discussed below. Separate chapters discuss the multi-method approach to constructing workload standards: a structured Delphi exercise (Chapter 3), event-based time study (Chapter 4), quality assessment (Chapter 5), and the development of final workload standards (Chapter 6).

Judicial participation. This study is designed to measure the statewide need for "judges" in California. Because both judges and judicial officers (i.e., commissioners, referees, pro tems, assigned judges, and hearing officers) hear a wide variety of cases in California, both types of decision maker are included in the study. For expositional purposes in this report, we often use the term "judges" to mean both judges and judicial officers.

Filing data. Nearly 9 million cases were filed during fiscal year 1998-1999 in California's 58 counties. Case filing data is gathered and compiled annually for the Judicial Council of California by the AOC. All filing data used in this report comes from this official source.

The confidence in conclusions drawn from this study of judicial workload depends on the completeness and accuracy of the data collected. For example, different courts across the state may count filings and

dispositions differently. One court may count all charges against one defendant filed on the same day as one filing (and hence one disposition), while another court may count each charge as a separate filing (and hence separate dispositions). The AOC should seek to ensure that case counting procedures are uniform throughout the state. As the NCSC recommends in a later section, the AOC should seek resources sufficient to audit the filing data—in its entirety—on a regular basis.

The judge year value. The judge year value is an estimate of the average amount of time a judge has available to process his or her workload. It is a subset of the amount of time that the average judge works. The judge year value reflects how much time is available to each judge to process the case-related events (both in court activities and in chambers case-related activities) that are accounted for in the workload standards.

Calculating available judge time requires answering the question: How much time do judges have available each day for (1) case-related work and (2) non-case-related work? This is a two-stage process that entails calculating how many days per year are available to judges to hear cases and then determining how the business hours of each day are divided between case-related and non-case-related work. Multiplying the number of available workdays by the number of available case-related hours in a day gives the "judge year value." The judge year value is an estimate of the amount of time the "average" judge has to process cases during the year.

In establishing the "average" judge year, one must accurately describe the various factors that reduce the days available for a judge to hear cases.

To correctly portray a judge year, the number of days available to hear cases must take into account factors such as weekends, holidays, and time related to illness, vacation, and judicial education. This calculation is not straightforward because judges are not allotted a set amount of days for vacation and illness, or even told how long a day they should work, as are other state employees. Instead the amount of time a judge has must be estimated. *WAPC determined that judges have an average of 215 days available each year to hear cases.*

The judge day is separated into two parts: the amount of judge time devoted to (a) case-related matters and (b) non-case-related matters. A judge may work a nine-hour day, but only part of the day is devoted to hearing cases. Although judicial time available to process cases will vary daily, the typical day will include the number of hours in the workday minus deductions for the basic non-case-related events, including:

- Non-case-related administration
- Community activities and education
- Travel time
- Other non-case-related activities not covered in the above categories

WAPC adopted a 6-hour judge day (on specified case-related work) for California judges and judicial officers. It is important to note that the formula utilized reflects time actually spent on the bench or in chambers presiding over specific cases. It does not include other time spent by judges and judicial officers to handle administrative duties, management responsibilities, and non-case specific functions.

The calculation started with an average 9 hour work day, and by

extension, total available time of 116,100 minutes (9 hours x 215 days x 60 minutes). *Case related* time is calculated by subtracting:

- 1 hour for lunch
- 2 hours of administrative time (includes requisite travel time)

The nine-hour day does not take into account judges who work extra evening hours because of crowded dockets or spend weekends handling responsibilities related to domestic violence, criminal, or other cases. Exhibit 2-2 shows how the *case-related judge year value* of 77,400 minutes was calculated.

Exhibit 2-2: Determining Case-Related Time

Workday	Lunch	Non-case-related time	Case-related time		Judge year	Total case-related time for one year
(hours)		(hours)	(hours)		(days)	(minutes)
9	1	2	6.0	x	215	= 77,400

Non- case-related time is 25,800 (2 hours x 215 days x 60 minutes).

As can be seen in Exhibit 2-3, California's choice of a 215-day judge year places the state at the average point of the 25 states that have established an "official judge year." The adoption of an 8-hour workday by WAPC (9 hours less an hour for lunch), split into 77,400 minutes of case related time and 25,800 minutes of non-case related time, establishes an ambitious standard for California judges. As seen in Exhibit 2-4, the assumption that each judge in California has 77,400 minutes available each year explicitly for resolving cases is above the national norm.

Exhibit 2-3

Comparison of Judge Years in Selected States

State	Judge Year (in days)	State	Judge Year (in days)
Kansas	224	Michigan	215
Missouri	224	New Mexico	214
Delaware	222	Washington	214
New York	221	Connecticut	213
Colorado	220	Wisconsin	213
Georgia	220	Nebraska	211
Oregon	220	Utah	211
Rhode Island	220	Louisiana	209
Arkansas	218	West Virginia	209
Hawaii	218	North Dakota	205
South Dakota	216	Minnesota	202
Florida	215	Alabama	200
California	215		
		25 state average	**215**

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Exhibit 2-4

Comparing Available Judge Time

		Working day (hours)	Non-case-related time (hours)	Case-related time (hours)		Judge year (days)		Total case-related time for one year (minutes)
Colorado	County	8	1.4	6.6	x	220	=	87,240
(District)	Urban	8	1.66	6.33	x	220	=	83,640
	Rural	8	2.5	5.5	x	220	=	72,480
Nebraska	Metro	7	1.33	5.67	x	211	=	71,740
(District)	Low Travel	7	1.5	5.5	x	211	=	69,630
	Hi Travel	7	2.5	4.5	x	211	=	56,970
Wisconsin	Milwaukee	7.5	2.2	5.3	x	213	=	67,655
(Circuit)	Dist. 2-10	7.5	3	4.5	x	213	=	57,325
Washington	8+ judge	6.67	1.27	5.4	x	214	=	69,486
(Superior)	2-7 judge	6.67	1.57	5.1	x	214	=	65,838
	Single	6.67	2.67	4	x	214	=	51,754
Florida	Circuit	7.50	1.50	6.0	x	215	=	77,400
	County	7.50	2.00	5.5	x	215	=	70,950

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It is important to remember that even the most widely used and accepted resource assessment techniques, including the judicial workload assessment, will not objectively determine the *exact* number of judges

needed to stay current with caseloads. No quantitative resource assessment *model* by itself can accomplish that goal. Instead, a quantitative model can only *approximate* the need for judicial resources and provide a benchmark for comparison among judicial jurisdictions. The results can then be used in concert with other considerations, including budget constraints, population trends, and other more qualitative, court-specific factors that may differentially affect the need for judicial resources statewide. For example, based on the number of case filings the model may indicate that a rural, less densely settled district needs fewer judicial FTE than are currently there. This quantitative estimate must be tempered with the knowledge that a rural court has more scheduling gaps than an urban court for a variety of reasons. Workload standards should be viewed as a planning tool—not a straightjacket—for resource assessment.

Chapter 3: Scenario-Based Delphi Workload Standards

There are two important attributes that any workload standard must possess. First, it must be firmly based in the reality of the court. By doing so, the workload standard builds on current practice – the average amount of time judges currently spend processing all cases of a particular type. Second, the standards must be credible in the eyes of the judges and the AOC. In other words, the workload standards should allow judges sufficient time to resolve cases in a reasonable manner. While the importance of these two attributes is clear, the challenge is developing a strategy for judges to assess whether current practice allows sufficient time for equitable case resolution.

The assessment problem arises because "current practice" is an average time calculated using *all* filings entering the court; regardless of how the case is resolved. On the other hand, judges only see a subset of all cases filed and these cases tend to have greater procedural complexity. That is, judges spend little time with the cases that are resolved quickly and more time with cases that require the most judicial attention. As a consequence, their perception of the "average" case tends to be skewed toward the more complex end of the case spectrum simply because they neither see nor remember all instances of a particular type of case. This phenomenon is not unique to the world of courts.[3] Given these likely limitations, an important

[3] Tversky and Kahneman (1982, 1) – in their landmark study of decision-making under uncertainty – note that "many decisions are based on beliefs concerning the likelihood of uncertain events." Their research (1982, 3) shows that "people rely on a limited number of heuristic principles which reduce the complex tasks of assessing probabilities and predicting values to simpler judgmental operations." They go on to assert (1982, 3) that "…judgments are based on data of limited validity, which are processed according to heuristic rules."

question arises: how do you structure a process for judges to assess the reasonableness of current practice? Our strategy builds on a three-step process. First, as discussed in this chapter, we use a structured Delphi process designed to gather judicial perception on what is the average amount of judge time actually spent in resolving all cases of a particular type. Second, as discussed in chapter 4,we conduct a time study to obtain (as closely as possible) an objective measure of what current practice actually is. Third, as discussed in chapters 5 and 6, the quality adjustment process allows judges to identify the case types where current practice does not allow sufficient time to resolve cases in a reasonable way.

Sometimes these rules lead to incorrect judgments; other times they lead to correct judgments. The three most-frequently used heuristic rules are availability, representativeness, and anchoring.

The basic strategy underlying representativeness is captured in the following proposition:

> Many of the probabilistic questions with which people are concerned belong to one of the following types: what is the probability that object A belongs to class B? What is the probability that event A originates from process B? What is the probability that process B will generate event A? In answering these questions, people generally rely on the representativeness heuristic, in which probabilities are evaluated by the degree to which A resembles B.

In the context of workload standards, judges, lacking other information, are likely to rely on the prior experience in the courtroom. However, they only focus on the prior experience that is easily available. To Tversky and Kahneman, availability refers to "…situations in which people assess the frequency of a class or the probability of an event by the *ease* with which instances or occurrences can be brought to mind (emphasis added, p.11) The cases that were the most complex are likely to be the cases that are remembered with more clarity than the run-of-the-mill cases handled in a wholesale fashion. The most important of the heuristics is anchoring. Tversky and Kahneman (1982, 14) note that "…[i]n many situations, people make estimates by starting from an initial value that is adjusted to yield the final answer…. Different starting points yield different estimates, which are biased toward the initial values." It is our contention that starting from the anchor of those cases that are most memorable, makes it likely that judges will over-estimate the length of time the typical case will take. We anticipate that this phenomenon will be pervasive because as Karl Weick (1995, 57) notes, "people need … to separate signal from noise … if they are not to be overwhelmed with data." Each judge's remembered cases provide a relatively straightforward way to separate the signal from the noise. Weick (1995, 60-61) goes on to argue that making sense requires … something that preserves plausibility and coherence, something that is reasonable and memorable, something that embodies past experience and expectations, something that resonates with other people, something that can be constructed retrospectively but can also be used prospectively, something that captures both feeling and thought, something that allows for embellishment to fit current oddities, something that is fun to construct.

But why ask judges to estimate the length of time a typical case requires from filing to completion when we also plan to measure time through a time study? There are at least three reasons for the Delphi exercise. First, the Delphi experience gives judges an in-depth understanding of all that is involved in the process of judicial workload assessment and the opportunity to discuss and potentially resolve any issues of concern. Second, the Delphi process provides each judge with a court-wide perspective on the total volume of cases entering the court so that those with specialized dockets are reminded of the full range of court business. Third, because judges tend to remember the more complex (and thus memorable) cases, the Delphi process is a chance to review disposition data and show that many cases are resolved with little or no judicial involvement. The bottom line is that the Delphi process is critical to making the final workload standards plausible to all who will be affected by them and their implications. To reach something that is both representative of reality and plausible leads us to use an iterative, scenario-based Delphi process that is captured in the following five steps.

1. Develop scenarios for typical classes of each case type. Particular types of cases (e.g., motor vehicle tort) vary in procedural complexity (e.g., some are default judgments and some go to a jury trial). The idea is for judges and court managers to engage in a structured discussion of how the amount of judge time and attention required to resolve cases will vary by the manner of disposition. Basic variation in the complexity of a particular type of case is illustrated through the use of

multiple scenarios. Each scenario is designed to represent a "class" of cases with a different level of procedural complexity. The purpose of the scenarios is to help ground the participant discussion of complexity by providing concrete examples of how procedural complexity can vary within a given case type. The scenarios also attempt to insure that the judges consider the non-memorable cases.

The number of scenarios varies according to the data available to estimate the percentage of all dispositions that are similar to the particular class. The typical structure was as follows:

> **Case Scenario #1:** The typical "run-of-the-mill" case, requiring the least amount of judicial time. For example, a motor vehicle tort that is settled.
>
> **Case Scenario #2:** This was an example of a somewhat more complex case, requiring a moderate amount of judicial time but is settled prior to trial. For example, a motor vehicle tort that has a number of hearings and motions, is set on the trial calendar, but settled just prior to jury selection.
>
> **Case Scenario #3:** This was an example of the most complex version of a particular type of case, requiring a large amount of judge time as evidenced by the occurrence of a trial. For example, a motor vehicle tort that is disposed by jury trial.

The design and content of the scenarios were overseen by the judges participating in the Workload Assessment Policy Committee meeting in March 2000.

2. Round 1—Filling out the scenarios individually. Each respondent was asked to complete a set of scenarios within each of three major groupings of case types: Criminal, Civil, and Family. The scenarios were sent via mail and each respondent was asked to complete the scenarios

and mail them to the AOC. Each of the Delphi participants was asked to estimate the total amount of case-related time required to perform the various judicial functions in one of these three categories of case types. Each case scenario provided a brief description of the case and a list of the judicial events that *might* be part of such a case. The case scenarios varied in complexity depending on the number of tasks and the amount of time required to complete each of the tasks. We asked that each participant read through each case scenario, imagine that they have been assigned a case that is typical of that level of complexity, and then estimate the total judge time required to complete the case. The instructions also encouraged each participant to read the descriptions of all of the case scenarios for that type to develop an understanding of the differences among the scenarios prior to completing the scenarios.

As each participant completed the scenarios, they were asked to keep the following in mind:

- Each case scenario is designed to illustrate a "class" or "set" of cases that will vary, on average, in the amount of judge time required to resolve the case. We ask you to think of a *typical* version of a case from within each class of cases—while recognizing that some cases will take more time and some cases less time than the average or typical case.
- Each scenario asks you to estimate the *Total Time* required to process the case. The specific event information is shown simply as a reminder of what *might* occur in a case like the one described in the scenario. You are not being asked to estimate time for each separate event.
- The time entered on a case scenario should reflect how much time you *actually* spend over the life of a case like the one described in the scenario. At the April meeting of the Delphi Committee, you will have

the opportunity to distinguish between the time you actually spend and the amount of time you would like to spend if time and resource constraints were reduced.

- The various events that might occur in the case scenario may take place over a short period of time or they make take place over several months or even years (depending on the life of the case).
- Please record your total time estimate for each case scenario in *minutes*.

Finally, each participant was encouraged to use the "comments" section on each scenario if they would like to clarify the rationale for their time estimate or to note issues/questions about the content of the scenario. Comments were addressed when WAPC met together in person.

The AOC then passed the completed forms on to the NCSC. After receiving all of the Delphi surveys, we calculated the median amount of time for each of the scenarios. Since we know the percentage of disposed cases that fall into each of scenario types, we can weight the scenario median by its overall percentage of cases of that type.

Exhibit 3-1
How are Delphi Times Calculated?

Scenario	Time		Percent		Total
1	50	x	.6	=	30
2	90	x	.3	=	30
3	100	x	.1	=	10
Overall Estimate					70

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Exhibit 3-1 shows that the "Delphi workload standard" is a weighted average of the median time estimates for a particular class of cases and the percent that each class of cases makes up of total dispositions.

3. Round 2—the Delphi Meeting. The Delphi process proceeds in stages and incorporates several design features to encourage informed decision-making. The first of the design features is that we view the process as iterative. We expect that the Round 1 estimate will be somewhat skewed – drawing as it does on the most memorable cases of a particular type. In order to evaluate the workload standards from Round 1, we calculate the implications of those standards for judge need. The judge need is given both statewide and broken down for each county. In this way, each Delphi participant sees not only the composite workload standard, but also its implications for the number of judges statewide and in their own court. The more extreme the Round 1 workload standards, the greater the gap between the implied number of judges and the actual number of judges that have been processing the cases. On the basis of this information, Round 2 asks the participants to come together into a group and discuss the Round 1 estimates.

All who completed Delphi forms were invited to a two-day meeting in San Francisco. After a short presentation of the "logic" of the Delphi process, the participants were given the composite weights along with the judicial need implications for all of the counties in California. The participants were then divided into three groups – Criminal, Civil, and Family. The task of Round 2 was to discuss the Round 1 composite workload standards. They

are encouraged to change any of the workload standards they choose. Round 2 results are used to recalculate the composite workload standards and their judicial need implications. In addition, we provide the participants with a "forced workload standard".[4]

4. Round 3. The Delphi participants are asked to reconvene in their Delphi working groups and discuss the Round 2 estimates and workload implications. Their charge is to insure that the resulting standards are "reasonable."

5. Completion. Once Round 3 is completed, a revised composite standard is calculated. If the difference between Rounds 2 and 3 is small, the process is terminated. If the differences are substantial, the staff puts together the material for Round 4. This iterative process continues until there is convergence between rounds.

The WAPC Delphi Process

Table 3-1 presents an overview of the results from the Delphi process in California. Prior to discussing the results, we will provide a short overview of what is contained in each column of the table.

[4] The forced workload standard is calculated as follows. At the end of Round 2, we multiply the Round 2 Delphi workload standard by the number of filings during the previous year. While dispositions would be preferable, our experience shows that dispositions are often not reliable and even when reliable tend to lag behind the collection of filings. Taking all of the workload numbers together, we add them together to determine the overall judicial workload for the State of California implied by the Round 2 workload standards. Using this overall total, we determine the percentage of the overall total that comes from each of the case types. This percentage is then multiplied by the existing complement of judges to determine the number of judges statewide that would be required to handle the case type workload. Finally, the number of implied judges for each case type is multiplied by the number of minutes in the judge year and then divided by the number of filings in the particular case type. While complicated, this forced standard provides the Delphi committees with a "target" based on the conjunction of the Round 2 estimates and the existing complement of judges.

Table 3-1

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
			Delphi Workload Standards			Based Upon Round 1 Delphi Standards				Based Upon Round 3 Delphi Standards			
Case Types	Total Filings	% Filings	Round 1	Round 2	Round 3	Total Workload	% Workload	# Judge Years	Forced Weight	Total Workload	% Workload	# Judge Years	Forced Standard
Probate	50,452	0.59%	65	37	37	3,277,042	0.80%	42	25	1,866,724	1.00%	24	31
Family	155,920	1.81%	108	79	103	16,802,068	4.11%	217	42	16,059,760	8.58%	207	88
Juvenile Dependency	41,890	0.49%	146	132	168	6,115,940	1.49%	79	57	7,037,520	3.76%	91	143
Juvenile Delinquency	100,560	1.17%	97	50	63	9,771,684	2.39%	126	38	6,335,280	3.38%	82	54
Mental Health	6,602	0.08%	78	78	80	512,907	0.13%	7	30	528,160	0.28%	7	68
Other Civil Petition	345,257	4.00%	51	21	21	17,638,800	4.31%	228	20	7,250,397	3.87%	94	18
Family Subtotal	**700,681**	**8.13%**	**77**	**46**	**56**	**54,118,441**	**13.23%**	**699**	**30**	**39,077,841**	**20.87%**	**505**	**47**
Motor Vehicle Torts	44,576	0.52%	161	73	73	7,185,651	1.76%	93	63	3,254,048	1.74%	42	62
Other Personal Injury Torts	25,090	0.29%	214	194	194	5,357,719	1.31%	69	83	4,867,460	2.60%	63	165
Other Civil Complaints	108,017	1.25%	341	327	327	36,788,430	8.99%	475	133	35,321,559	18.86%	456	278
Appeals from Lower Courts	16,179	0.19%	106	72	72	1,720,214	0.42%	22	41	1,164,888	0.62%	15	61
Criminal Habeas corpus	5,049	0.06%	62	80	80	312,125	0.08%	4	24	403,920	0.22%	5	68
Gen Juris Civil Subtotal	**198,911**	**2.31%**	**258**	**226**	**226**	**51,364,138**	**12.55%**	**664**	**101**	**45,011,875**	**24.04%**	**582**	**193**
Other civil (<$25k)	295,558	3.43%	113	59	59	33,468,988	8.18%	432	44	17,437,922	9.31%	225	50
Unlawful Detainers	213,350	2.47%	100	17	17	21,288,063	5.20%	275	39	3,626,950	1.94%	47	14
Small Claims	352,748	4.09%	30	17	17	10,443,824	2.55%	135	12	5,996,716	3.20%	77	14
Municipal Civil Subtotal	**861,656**	**9.99%**	**76**	**31**	**31**	**65,200,875**	**15.93%**	**842**	**29**	**27,061,588**	**14.45%**	**350**	**27**
Total Civil Workload	**1,060,567**	**12.3%**	**110**	**68**	**68**	**116,565,014**	**28.5%**	**1,506**	**43**	**72,073,463**	**38.5%**	**931**	**58**
Capital Murder	246	0.003%	4,179	10,253	10,253	1,029,313	0.25%	13	1,628	2,525,375	1.35%	33	8,725
Homicide	2,463	0.03%	1,281	637	678	3,155,180	0.77%	41	499	1,669,955	0.89%	22	577
Felony Against Person	58,867	0.68%	390	360	360	22,958,182	5.61%	297	152	21,192,168	11.32%	274	306
Property Crimes	59,335	0.69%	179	117	117	10,620,986	2.60%	137	70	6,942,209	3.71%	90	100
Drug	96,749	1.12%	158	107	107	15,286,341	3.74%	197	62	10,352,143	5.53%	134	91
Other Felony	28,842	0.33%	159	117	117	4,585,947	1.12%	59	62	3,374,565	1.80%	44	100
General Jurisdiction Felony	**246,503**	**2.86%**	**234**	**186**	**187**	**57,635,949**	**14.08%**	**745**	**91**	**46,056,414**	**24.59%**	**595**	**159**
Class A and C Misdemeanors	656,624	7.62%	68	28	18	44,433,746	10.86%	574	26	11,819,232	6.31%	153	15
Class B and D Misdemeanors	682,245	7.91%	64	19	19	43,643,213	10.67%	564	25	12,962,655	6.92%	167	16
Infractions	5,276,025	61.19%	18	3	1	92,805,280	22.68%	1199	7	5,276,025	2.82%	68	1
Misdemeanors and Infractions	**6,614,894**	**76.72%**	**27**	**7**	**5**	**180,882,238**	**44.20%**	**2337**	**11**	**30,057,912**	**16.05%**	**388**	**4**
Total Criminal Workload	**6,861,397**	**79.6%**	**35**	**14**	**11**	**238,518,187**	**58.29%**	**3082**	**14**	**76,114,326**	**40.65%**	**983**	**9**
Total All Case Types	**8,622,645**	**100.0%**	**47**	**23**	**22**	**409,201,642**	**100.0%**	**5,287**	**18**	**187,265,630**	**100.0%**	**2,419**	**18**
Total JPE								**2,059**				**2,059**	
Difference--Surplus (Deficit)								**3,228**				**360**	

(1) Case Types – this column contains all of the case types used in the California workload study.

(2) Total Filings – this column contains the total filings for the fiscal year 1998/1999

(3) % Filings – this column calculates the percentage of the total number of filings contributed by each of the case types

(4) Round 1 – this column contains the Round 1 composite workload standard

(5) Round 2 – this column contains the Round 2 composite workload standard

(6) Round 3 – this column contains the Round 3 composite workload standard

(7) Total Workload – this column contains an estimate of the total workload for the particular case type based on Round 1 the Delphi workload standard – it is obtained by multiplying (2) and (4)

(8) % of Workload – this column calculates the percentage of the total workload in column (7) contributed by the case type based on Round 1 the Delphi workload standard.

(9) # Judge Years – this column calculates the number of judges – statewide – required to handle all of the filings based on Round 1 the Delphi workload standard. It is obtained by dividing column (7) by 77,400 minutes (which is the number of minutes that judges have to handle case-related matters)

(10) Forced Weight – this column calculates a workload standard that multiplies column (8) by 2,059 – which is the number of judicial officers handling cases in California in 1999 – and divides by 77,400 – which is the agreed upon judge year divided by column (2).

(11) Total Workload – this column contains an estimate of the total workload for the particular case type based on Round 3 the Delphi workload standard – it is obtained by multiplying (2) and (6)

(12) % of Workload – this column calculates the percentage of the total workload in column (11) contributed by the case type based on the Round 3 Delphi workload standard.

(13) # Judge Years – this column calculates the number of judges – statewide – required to handle all of the filings based on the Round 3 Delphi workload standard. It is obtained by dividing column (11) by 77,400 minutes

(which is the number of minutes that judges have to handle case-related matters)

(14) Forced Weight – this column calculates a workload standard that multiplies column (12) by 2059 – which is the number of judicial officers handling cases in California in 1999 – and by 77,400 – which is the agreed upon judge year divided by column (2). This forced workload standard based on the percentages obtained from Round 3.

Having described the contents of Table 3-1, we now turn to a discussion of the results. At a very general level, it can be seen that the Delphi workload standards move in the predicted direction from Round 1 to Round 3.

Family Case Types. There are six case types in the Family grouping. As can be seen, they account for 8.13% of all filings in 1999. The Round 1 estimates suggest that on average Family cases take 77 minutes and that this results in about 54 million minutes of work. Thus a group of cases that constitutes 8% of the filings constitutes 13% of the workload. On the basis of the Round 1 feedback, the Family group substantially lowered the workload standards in Round 2 – moving the average from 77 to 46 minutes. However, in Round 3, the group moved to a point midway between the first two rounds.

Looking at the Delphi process in the Family case types, we see two advantages of the Delphi process. First, the multiple rounds of the process allow the group to reach a plausible standard. Second, the process also allows the participants to include an element of how much time should be allocated to a particular case type.

Civil Case Types. There are eight case types in the Civil grouping. As can be seen, they account for 12.3% of all filings in 1999. Turning first to

the five case types that were previously adjudicated in the Superior Court, we find that the Round 1 estimates suggest that an average General Jurisdiction Civil case takes 258 minutes which results in about 51 million minutes of work. Thus this group of cases that constitutes 2.31% of the 1999 filings, constitutes 12.55% of the total workload. On the basis of the Round 1 feedback, the group reduced the average workload standard from 258 to 226 in Round 2. As can be seen, in four of the five case types, the Round 1 estimates were reduced in Round 2 and then Round 3 is identical to Round 2. There is convergence.

Turning to the Limited Jurisdiction Civil cases, we find a similar pattern – a reduction from Round 1 to Round 2 and then convergence in Round 3. The implied average in Round 3 is 68 minutes a case.

Criminal Case Types. There are six case types that make up the General Jurisdiction Felony group. With the exception of Capital Murder, we see that the Round 1 estimates fall in Round 2 and then remain nearly identical in Round 3. In capital murder, the Delphi group was not satisfied with the Round 1 estimate and doubled it after discussing all of the ins and outs of a Capital case. Together these six case types – which make up 2.86% of the total filings – are estimated to account for 14.08% of the total workload.

Turning to the three case types in the Limited Jurisdiction Felony category, we find the biggest changes in the Delphi process. In Round 1 the average standard was 27 minutes that implied that Limited Jurisdiction Felonies account for 44.2% of the entire workload. As can be seen, the

Criminal group lowered the average to 5 minutes that, in turn, implies that these offences account for 16% of the workload.

Overall. The bottom line of the Delphi process is quite interesting. After the Round 1 process was completed, the "average" case was estimated to require 47 minutes of judge time and resulted in 409 million minutes of judicial work or – based on a judge year of 77,400 minutes – the need for 5,287 judges. After Round 3, the average case was estimated to require 22 minutes of judge time that results in 187 million minutes of judge work or the need for 2,419 judicial officers.

Validity

The final Delphi-based workload shows an estimated need for an additional 360 judicial officers statewide (from 1999 JPE). This result raises the question of why the Delphi-based weights show such a sizeable need for judges. The NCSC speculates that the Delphi process tends to produce an overestimate of judge need for four related reasons: (1) judges may use the Delphi process as a chance to express their views on how much time *should* be spent rather than how much time is *actually* spent on cases, (2) judges tend to remember cases that are relatively more time consuming, (3) judges see only a subset of all cases disposed by the court, and (4) assumptions made about measuring the time spent by quasi-judicial hearing officers.

Delphi is a way to substitute subjective opinion for objective measurement. Naturally, the reliability and validity of opinion is always constrained by the depth and breadth of experience of the opinion holder and her reasoning ability, and perhaps colored by her biases. To mitigate these

limitations, the Scenario-based Delphi process employed in California used various strategies to both inform and constrain the time estimates, including:

- gathering the opinions of many people, not just one, so that breadth and depth of experience is increased and biases offset each other;
- garnering and offering appropriate caseload data to reason from;
- calculating the implications of tentative conclusions so that their plausibility could be tested;
- repeating the opinion gathering process several times so that implications of earlier estimates can be considered by the group in framing later ones.

Regardless of how effective the foregoing devices turn out to be, the reliability and validity of the Delphi process is constrained by how well the judges recall the set of cases that come before them. First, even though judges are asked to estimate the actual amount of time spent on specific types of cases, they may blend their estimates of "what is" with "what ought to be." Second, and related, is that the most memorable cases will be the ones that stand out from the rest due to an extra measure of contentiousness, unusual or interesting issues, frequency of hearings and duration of hearings. It is apparent that all of these characteristics will be more common to cases that require more judge time than the average case. Thus, there is a built-in tendency for the Delphi process to overestimate the *overall average* amount of time judges spend on cases because the judges are focusing on a subset of the more unusual cases.

A third factor that may inflate the Delphi estimates is that many cases flow through the court with little judicial involvement. This includes cases where appearances of the parties are pro forma and entirely for the record; it

includes matters where quasi-judicial officers oversee the appearances and judges merely ratify decisions or don't see them at all. Signing agreed orders and even signing orders of dismissal in cases dismissed for want of prosecution comprise all of the "judge-time" in some cases.

Although the Delphi-derived workload standards may be somewhat inflated relative to current practice, the process has given WAPC a broader perspective on (1) the full spectrum of cases entering the court, (2) the fact that many cases are disposed with little or no judicial involvement, and (3) the likelihood that the *actual* judge time per case, on average when *all* cases are considered, will be lower than their initial expectation. This perspective paves the way for the time study discussed in the next chapter.

Chapter 4: The Event-Based Time Study

The Time Study Approach

The time study measures case complexity in terms of the average amount of judicial time actually spent processing different types of cases from the initial filing to disposition to post-judgment activity (if any). The steps involved in calculating and applying the *Event-Based Time Study Methodology* used in this project are stated below:

(1) Choose a set of representative courts to participate in the study;

(2) Select the set of case types and events to be used in the construction of the workload standards;

(3) In each of the participating courts, record the total amount of judge time spent on each of the selected events within each of the case types for a period of two months;

(4) In each of the participating courts, calculate the average number of each type of case during the data collection period;

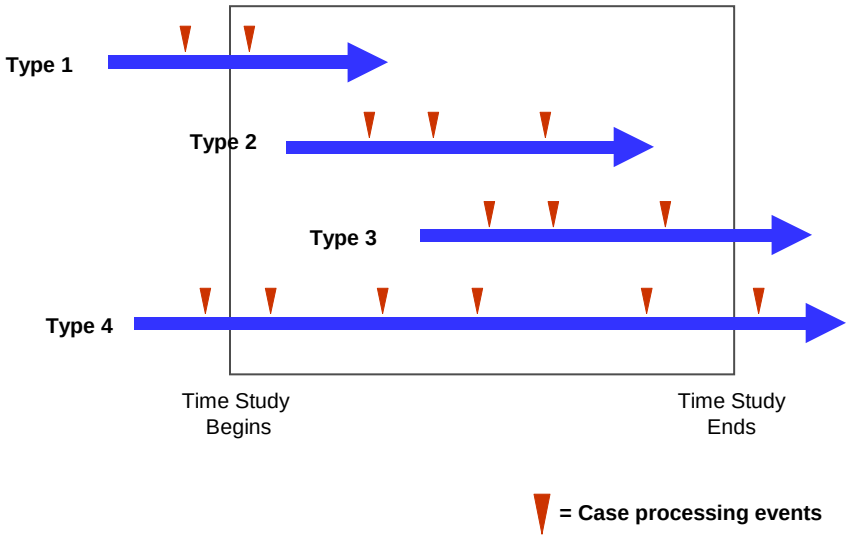
(5) Calculate the workload standards by dividing the total amount of judge time expended during the study period on each of the selected case types by the monthly average of the corresponding filings for each case type.

The Event-Based Methodology is designed to take a snapshot of court activity and compare the judge time spent on primary case events to the number of cases entering the court. As such, the study measures the total amount of judicial time in an average month devoted to processing each particular type of case for which standards will be developed (e.g., capital murder, motor vehicle tort, small claims). Because it is a snapshot, few cases will actually complete the journey from filing to final resolution during the study period.

However, each participating court will be processing a number of each type of case in varying *stages* of the case lifecycle (i.e., some particular types of cases will be in the pre-trial phase, other similar types of cases will be in the trial phase, while still others of the same type of case will be in the post-trial stage). For example, during a given month, a court will handle the initiation of a number of new dissolution cases, while the same court will also have other dissolution cases (perhaps filed months earlier) on the trial docket, and still other dissolution cases in the post-judgment phase. Moreover, if the sample period is representative, the mix of new, trial, and post-judgment activities conducted for each type of case as well as the time devoted to each type of activity will be representative of the type of work entering the court throughout the year. Therefore, data collected during the study period will provide a direct measure of the amount of judicial time devoted to the full range of key case processing events.

The average number of cases filed and disposed each month in each participating court is also compiled. For example, if a court spent 400 hours processing serious felony cases during the two months and there was an average of 100 felony cases filed during the same two months, this would be an average of four hours per felony (400 hours / 100 felony filings). This four-hour "workload standard" would be interpreted as the average time to process a felony case from filing to final resolution—even though no individual case is tracked from start to finish. Rather, the workload standard is a composite of separate (though likely similar) cases observed at various points in the case life cycle. Exhibit 4-1 illustrates this concept:

Exhibit 4-1: Building Time Study Case Weights



Assume the chart shows the progress of four separate cases of a similar type through a given court during the period of the time study (June 1 to July 30). It is not necessary that cases be tracked from start to finish. Instead, for each type of case examined, the study tracks the time spent on key case processing events during each case's life cycle. When the time spent on each event for these four cases is summed up for the two-month period, the result is an estimate of the total amount of time needed to process a case from start to finish—even though no particular case is tracked from start to finish. Type 1 contributes time required to process the closing segment of case life; Type 2 provides the time required to complete an entire case of minimal complexity; Type 3 focuses on the beginning segment of case life; and Type 4 provides the time required to process the middle segment of case life.

To estimate the average amount of time required to process a given

type of case, the total time is divided by the average number of filings during the study period. If the sample of cases is large enough and the study period is representative of the year, the results from this event-based methodology will provide a reasonable estimate of the time needed to process each type of case. In the California study, the time estimates were based on observations from thousands of individual case events for each case type and, therefore, have a great deal of reliability.

The Process

The following sections contain a detailed description of the five major tasks needed to complete the *Event-Based Methodology.*

***Step 1: Choose a set of representative courts to participate in the study*.** The California AOC chose the four sites for the time study – Butte, Los Angeles Central, Sacramento, and San Mateo courts. Exhibit 4-2 presents a complete list of California counties along with the population in 1998 and 1999. The 58 counties have been divided into six similarity groupings using a host of demographic information. The four counties in the present study all come from different clusters. We believe that Los Angeles provides an excellent representative for the three largest counties in the state (i.e., clusters 1 and 2). Sacramento represents the third cluster while San Mateo represents the fourth cluster. Butte, which sits right on the edge between clusters 5 and 6 represents the smaller counties of California. As a consequence, we believe that the four counties included in the time study provide an adequate representation of the state as a whole.

Exhibit 4-2: California Counties and Population

County / Court	1999 Population	1998 Population	Change 1998-1999	% Change
Los Angeles	**9,329,989**	**9,223,807**	**106,182**	**1.2%**
San Diego	2,820,844	2,766,123	54,721	2.0%
Orange	2,760,948	2,723,782	37,166	1.4%
San Bernardino	1,669,934	1,635,967	33,967	2.1%
Santa Clara	1,647,419	1,641,848	5,571	0.3%
Riverside	1,530,653	1,480,708	49,945	3.4%
Alameda	1,415,582	1,397,050	18,532	1.3%
Sacramento	**1,184,586**	**1,166,699**	**17,887**	**1.5%**
Contra Costa	933,141	917,970	15,171	1.7%
Fresno	763,069	755,051	8,018	1.1%
San Francisco	746,777	745,756	1,021	0.1%
Ventura	745,063	732,143	12,920	1.8%
San Mateo	**702,102**	**701,080**	**1,022**	**0.1%**
Kern	642,495	631,615	10,880	1.7%
San Joaquin	563,183	549,684	13,499	2.5%
Sonoma	439,970	433,777	6,193	1.4%
Stanislaus	436,790	426,872	9,918	2.3%
Santa Barbara	391,071	389,472	1,599	0.4%
Solano	385,723	376,748	8,975	2.4%
Monterey	371,756	366,631	5,125	1.4%
Tulare	358,470	354,527	3,943	1.1%
Santa Cruz	245,201	243,200	2,001	0.8%
Placer	239,485	229,216	10,269	4.5%
San Luis Obispo	236,953	234,074	2,879	1.2%
Marin	236,768	236,377	391	0.2%
Merced	200,746	197,261	3,485	1.8%
Butte	**195,220**	**194,347**	**873**	**0.4%**
Shasta	164,530	164,156	374	0.2%
El Dorado	161,358	158,322	3,036	1.9%
Yolo	155,573	153,293	2,280	1.5%
Imperial	145,287	143,735	1,552	1.1%
Kings	123,241	118,667	4,574	3.9%
Humboldt	121,358	122,163	(805)	-0.7%
Napa	120,962	119,540	1,422	1.2%
Madera	116,760	114,523	2,237	2.0%
Nevada	92,014	91,114	900	1.0%
Mendocino	84,085	83,754	331	0.4%
Sutter	78,423	77,069	1,354	1.8%
Yuba	59,607	59,953	(346)	-0.6%
Lake	55,405	55,076	329	0.6%
Tehama	54,012	54,016	(4)	0.0%
Tuolumne	53,764	53,029	735	1.4%
San Benito	51,276	48,984	2,292	4.7%
Siskiyou	43,570	44,024	(454)	-1.0%
Calaveras	40,051	39,642	409	1.0%
Amador	34,153	33,415	738	2.2%
Lassen	33,028	33,281	(253)	-0.8%
Del Norte	26,477	27,006	(529)	-2.0%
Glenn	26,328	26,176	152	0.6%
Plumas	20,370	20,362	8	0.0%
Colusa	18,844	18,596	248	1.3%
Inyo	17,958	18,071	(113)	-0.6%
Mariposa	15,605	15,786	(181)	-1.1%
Trinity	12,927	13,043	(116)	-0.9%
Mono	10,512	10,307	205	2.0%
Modoc	9,210	9,338	(128)	-1.4%
Sierra	3,334	3,376	(42)	-1.2%
Alpine	1,161	1,192	(31)	-2.6%
Total	**33,145,121**	**32,682,794**	**462,327**	**1.4%**

http://www.census.gov/population/estimates/county/co-99-1/99C1_06.txt

Once the clusters were identified, project staff developed a recommendation for the actual number of judges to be asked to participate in the time study. The selection was based on factors such as differences in judicial calendaring, the number of judges working in each court, as well as the pragmatic issue of cost. We asked all judges and judicial officers in Butte, Sacramento, and San Mateo to participate in the time study. In Los Angeles, we restricted our attention to a sample of LA Central judges along with all of the judges working at the countywide dependency facility. Exhibit 4-3 presents the number of judges who participated in the two-month time study.

Exhibit 4-3: Number of Judges Participating in 2 Month Time Study

County	Judges	Commis-sioners	Referees	Lawyer/ Judge pro tems	Assigned Judges	Hearing Officers	Total
Butte	10	6	0	12	4	1	33
Los Angeles	47	26	47	2	1	1	124
Sacramento	48	9	7	5	17	0	86
San Mateo	34	6	1	49	4	0	94
Total	139	47	55	68	26	2	337

Step 2: Select the set of case types and events to be used in building the standards. Selecting the number of case types and case events to be used in a weighted caseload study involves a tradeoff between having enough information to ensure the accuracy of the workload standards and minimizing the data collection burden on the participating judges and judicial officers. The more case types and events that are included in a weighted caseload study, the larger the data samples need to be to guarantee statistical accuracy. As determined by the WAPC, time study data were

collected on 23 case types for both case-related and non-case-related events.

Exhibit 4-4: Case Types

Family Case Types

- Probate
- Family (divorce and dissolution)
- Juv. Dependency
- Juv. Delinquency
- Mental Health
- Other Civil Petition

Civil Case Types

- Motor Vehicle Torts
- Oth. Personal Injury Torts
- Other Civil Complaints
- Appeals from Lower Courts
- Criminal Habeas Corpus
- Other Civil (<$25k)
- Unlawful Detainer
- Small Claims

Criminal Case Types

- Capital Murder
- Homicide
- Felony Against Person
- Property Crimes
- Drug
- Other Felony
- Class A & C Misdemeanor
- Class B & D Misdemeanor
- Infractions

Case types. Determining the appropriate types of cases to be weighted was particularly important because the workload standards must eventually be attached to readily available case filing and disposition data to determine workload. That is, the standards must correspond to the specificity of filing and disposition data available from every court throughout

the state. For this reason, the WAPC voted to develop workload standards based on the major case type reporting categories currently used by the AOC—with one exception. The felony category was expanded to provide more specificity and move toward the felony distinctions that will be made under JBSIS. Exhibit 4-4 shows the 23 case types for which workload standards were developed.

Event Codes. The workload standards were constructed from the total time spent on seven case-related events. Again, the goal was to gather enough information to account for all judicial activity without so finely delineating events as to make data collection unnecessarily burdensome. The case-related events studied are shown in Exhibit 4-5:

Exhibit 4-5: Event Types

Preliminary Proceedings, Arraignments, Pleas, etc
Bench Trial
Contested Jurisdictional/Dispositional hearing (juvenile)
Jury Trial
Sentencing
Post-judgment Activity
Case-Related Administration

Step 3: Record the total amount of judge and judicial officer time spent on each of the selected events within each of the case types for each of the two study months. The data collection took place during June and July 2000 in the four participating circuits. Following approval by the WAPC on the types of cases and case events to be involved in the workload standard process, data collection materials were designed by

the NCSC project team. Forms for both judicial case-related activity and for non-case-related activity were constructed as were a set of instructions to clearly explain the data collection process for all judges and judicial officers engaged in the study. A complete set of time study data collection materials is available from the AOC on request.

The NCSC project staff worked together with the AOC staff to develop a training program for all individuals involved in the time study data collection. All participating courts were visited by the AOC staff (in LA, NCSC staff visited in conjunction with AOC staff) to acquaint the judges and judicial officers with the workload assessment concept, the proposed project design, and the data collection requirements, and to answer any questions related to the study and its implications.

The two-month data collection effort was very successful. The level of participation throughout the time study corresponded almost identically to the parameters set in the sampling plan. During the two months of study, participants recorded 108,808 separate lines of information related to case-related activity corresponding to over two million minutes of case-related work.

Step 4: Compile the total number of each type of case filed during each month of the two-month data collection period. The event-based methodology employed by the NCSC divides the total amount of time recorded for each case type by the number of cases filed during the time study period. Given the tight project time frame, the NCSC made the decision to use <u>average</u> monthly filings (during the period January 1999 to

December 1999) in calculating the workload standards.

Step 5: Calculate the individual workload standards. The time study workload standards are calculated by dividing the total amount of case-related judge time expended during the study period on each of the selected case types by the corresponding average number of filings for each case type. The time study workload standards are displayed and discussed in the following section.

Results of the Time Study

The time study provided the *raw* number of *case-related* minutes that judges spent on each of the 23 case types. Exhibit 4-6 shows the total minutes of case-related time collected from those judges that participated in the two-month study. As can be seen in Exhibit 4-6, there are 2,222,792 raw case-related minutes in the sample.

Exhibit 4-6: Total Minutes of Case-Related Time

Crime Type	June/July Unweighted Minutes				
	Butte	Los Angeles	Sacramento	San Mateo	Total
Probate	4,092	35,292	10,164	8,874	58,422
Family (divorce and dissolution)	17,740	51,733	53,382	47,951	170,806
Juv. Dependency	6,848	118,514	65,196	3,856	194,414
Juv. Delinquency	8,247	60,949	72,975	18,789	160,960
Mental Health	749	140,047	8,885	816	150,497
Other Civil Petition	5,269	27,332	22,497	14,478	69,576
Motor Vehicle Torts	2,855	8,239	20,072	3,765	34,931
Oth. Personal Injury Torts	8,173	38,815	28,190	7,991	83,169
Other Civil Complaints	11,918	143,944	80,499	70,282	306,643
Appeals from Lower Courts	1,131	14,160	4,354	317	19,962
Criminal Habeas Corpus	58	347	3,162	89	3,656
Other Civil (<$25k)	623	17,258	7,203	5,286	30,370
Unlawful Detainer	1,312	8,664	15,357	3,369	28,702
Small Claims	3,702	14,731	25,683	13,772	57,888
Capital Murder	78	20,164	20,160	6,868	47,270
Homicide	8,464	18,691	25,663	1,779	54,597
Felony Against Person	10,220	43,228	99,679	21,021	174,148
Property Crimes	5,866	25,048	30,434	9,722	71,070
Drug	11,213	24,757	51,655	25,545	113,170
Other Felony	6,235	14,972	23,946	12,034	57,187
Felony Subtotal	42,076	146,860	251,537	76,969	517,442
Class A & C Misdemeanor	25,352	44,854	90,273	51,827	212,306
Class B & D Misdemeanor	2,822	5,691	20,341	17,188	46,042
Infractions	10,362	7,330	36,202	23,112	77,006
Total	153,329	884,760	815,972	368,731	2,222,792

The minutes for each case type in each court were then weighted to obtain an estimate of the number of minutes statewide for the two months in the sample period. The weighting involves the following two-step procedure. First, it was necessary to weight the minutes in each court where less than the full bench participated. For example, recorded minutes would be doubled if only 50% of the judges in a court participated. Second, it was necessary to weight the data to reflect the fact that some judges in LA Central only participated for a single month (by design).

Applying the calculated weights to the raw minutes for each of the months yields a set of weighted minutes. The total weighted minutes are presented in Exhibit 4-7. When weighted, the 2.2 million raw case-related minutes become 4.6 million minutes for the four courts for two months.

Exhibit 4-7: Weighted Minutes

Case Type	June/July Weighted Minutes				
	Butte	**LA**	**Sac**	**SM**	**Total**
Probate	4,710	48,534	12,990	10,928	77,162
Family (divorce and dissolution)	20,417	290,226	69,829	60,114	440,586
Juv. Dependency	7,882	347,309	85,522	4,731	445,444
Juv. Delinquency	9,496	93,056	94,886	22,981	220,419
Mental Health	862	163,458	11,504	947	176,771
Other Civil Petition	6,065	77,144	29,646	17,984	130,839
Motor Vehicle Torts	3,285	43,166	25,701	4,490	76,642
Oth. Personal Injury Torts	9,412	212,422	37,625	9,331	268,790
Other Civil Complaints	13,718	756,602	104,439	86,947	961,706
Appeals from Lower Courts	1,301	16,482	5,707	379	23,869
Criminal Habeas Corpus	67	835	4,161	112	5,175
Other Civil (<$25k)	717	120,041	9,489	6,277	136,524
Unlawful Detainer	1,510	27,271	20,376	4,113	53,270
Small Claims	4,261	18,387	33,718	16,842	73,208
Capital Murder	90	22,664	26,059	8,418	57,231
Homicide	9,726	41,217	35,272	2,272	88,487
Felony Against Person	11,764	201,302	127,351	25,936	366,353
Property Crimes	6,753	72,630	40,215	11,940	131,538
Drug	12,907	136,625	67,546	30,625	247,703
Other Felony	7,179	113,901	31,356	14,655	167,091
Felony Subtotal	**48,329**	**565,675**	**301,740**	**85,428**	**1,001,172**
Class A & C Misdemeanor	29,183	233,525	117,258	63,423	443,389
Class B & D Misdemeanor	3,248	25,492	26,706	21,173	76,619
Infractions	11,930	82,864	47,114	28,544	170,452
Total	**176,393**	**3,122,489**	**1,038,411**	**444,744**	**4,782,037**
Total *(minus infractions)*	**164,463**	**3,039,625**	**991,297**	**416,200**	**4,611,585**

Having determined the appropriate number of weighted case-related minutes, the next step is obtaining data on the number of filings in each court for 1999. With the assistance of the AOC staff, data were obtained on the *total* number of filings in each case type for each court in the sample. These data are presented in Exhibit 4-8. As can be seen, there are 1,211,974 filings in these courts during the year – we divided the total number by 6 to obtain a two-month average.

Exhibit 4-8: Total Number of Filings

Case Type	1999 Filings Butte	LA Central	Sac	SM	Total
Probate	590	5,676	1,642	1,279	9,187
Family (divorce and dissolution)	1,253	17,314	7,906	2,832	29,305
Juv. Dependency	443	16,584	1,999	436	19,462
Juv. Delinquency	1,248	15,381	3,931	4,341	24,901
Mental Health	46	3,124	141	183	3,494
Other Civil Petition	4,283	81,927	16,355	2,512	105,077
Motor Vehicle Torts	268	2,737	3,128	842	6,975
Oth. Personal Injury Torts	131	2,469	1,285	414	4,299
Other Civil Complaints	505	16,290	3,875	2,768	23,438
Appeals from Lower Courts	56	1,335	361	180	1,932
Criminal Habeas Corpus	18	2,404	425	58	2,905
Other Civil (<$25k)	1,641	23,737	26,377	4,455	56,210
Unlawful Detainer	923	28,257	233	1,739	31,152
Small Claims	1,320	22,403	13,178	4,679	41,580
Capital Murder					
Homicide	*5*	*194*	*123*	*27*	*349*
Felony Against Person	*380*	*3,477*	*3,020*	*653*	*7,530*
Property Crimes	*424*	*3,692*	*2,808*	*682*	*7,606*
Drug	*511*	*6,061*	*4,655*	*1,548*	*12,775*
Other Felony	*210*	*2,626*	*1,058*	*227*	*4,121*
Felony Subtotal	**1,530**	**16,050**	**11,664**	**3,137**	**32,381**
Class A & C Misdemeanor	4,407	30,454	23,096	10,552	68,509
Class B & D Misdemeanor	1,088	70,357	28,609	3,664	103,718
Infractions	26,391	356,050	137,948	127,060	647,449
Total	**46,141**	**712,549**	**282,153**	**171,131**	**1,211,974**
Total *(minus infractions)*	**19,750**	**356,499**	**144,205**	**44,071**	**564,525**

To obtain the workload standards, we divide the number of weighted case-related minutes (see Exhibit 4-7) by the number of filings for that case type (see Exhibit 4-8). The resulting workload standards are displayed in Exhibit 4-9.

Exhibit 4-9: Workload Standards

Case Type	Workload Standard (in minutes)
Probate	50
Family (divorce and dissolution)	90
Juv. Dependency	137
Juv. Delinquency	53
Mental Health	304
Other Civil Petition	7
Motor Vehicle Torts	66
Oth. Personal Injury Torts	375
Other Civil Complaints	246
Appeals from Lower Courts	74
Criminal Habeas Corpus	11
Other Civil (<$25k)	15
Unlawful Detainer	10
Small Claims	11
Capital Murder	
Homicide	1,522
Felony Against Person	292
Property Crimes	104
Drug	116
Other Felony	243
Felony Combined	186
Class A & C Misdemeanor	39
Class B & D Misdemeanor	4
Infractions	2
Overall (including infractions)	24
Overall (excluding infractions)	49

Assessing the Validity of the Workload Standards

To assess the validity of the time study workload standards, we propose three types of considerations. First, we compare the time study standards to those coming from the Delphi study. While we expect some differences, they should be highly correlated if the two processes of estimating workload have been done in a valid fashion. Second, we apply the time study standards to the 1999 data in each of four sites to see

whether the standards imply that the work actually completed could have been completed with the judges currently in place. Third, we break down each of the workload standards into event components – pre-trial, trial, post-trial – to determine if the standards make sense when we go "inside the numbers."

Delphi Comparison. Exhibit 4-10 presents the Delphi and Time Study workload standards in a side-by-side comparison. Looking first at the six Family case types, we find that the Delphi standards are higher for Family, Dependency, Delinquency, and Other Civil Petitions while the Time Study standards are higher for Probate and Mental Health. Since we believe that data problems are responsible for the rather high mental health time study workload standard, it seems clear that the Delphi process – as expected – generated somewhat higher workload standards. Ignoring the Mental Health standard, the two sets of standards are correlated at .98. In addition, all are of the same order of magnitude. With respect to the family workload standards, the time study and Delphi processes have led to very similar results.

Exhibit 4-10: A Comparison of Delphi and Time Study Workload Standards

Case Type	Delphi	Time Study
Probate	37	50
Family (divorce and dissolution)	103	90
Juv. Dependency	168	137
Juv. Delinquency	63	53
Mental Health	80	304
Other Civil Petition	21	7
Motor Vehicle Torts	73	66
Oth. Personal Injury Torts	194	375
Other Civil Complaints	327	246
Appeals from Lower Courts	17	74
Criminal Habeas Corpus	59	11
Other Civil (<$25k)	72	15
Unlawful Detainer	80	10
Small Claims	17	11
Capital Murder	10,253	
Homicide	678	1,522
Felony Against Person	360	292
Property Crimes	117	104
Drug	107	116
Other Felony	117	243
Felony	187	186
Class A & C Misdemeanor	18	39
Class B & D Misdemeanor	19	4
Infractions	1.30	1.58

Turning to the Civil case types, we find that the Delphi process led to higher standards in Motor Vehicle torts, Other Civil Complaints, Habeas, Other Civil, Civil < $25,000, and Unlawful Detainers. Only in Other Personal Injury Torts and Lower Court Appeals does the time study process lead to higher workload standards. The two sets of standards are correlated at .80. Unlike the Family case types, however, there are some rather substantial order of magnitude differences between the two sets of standards. Most notable are Other Personal Injury Torts (Delphi = 194, Time Study = 375) and Civil under $25K (Delphi = 72, Time Study = 15). In a later chapter we discuss some approaches to reconciling these differences.

In the criminal category for General Jurisdiction Felonies, the first thing to note is the absence of a Capital Murder time study standard and the large difference between the time study and Delphi standards in Homicide. It is imperative to note that the Homicide time study standard is a composite of both Homicide and Capital Murder and hence is not comparable to the Delphi standard. The other dissimilarity of note occurs in Other Felony where the Delphi standard is much smaller than the time study standard (177 to 243). The remaining General Jurisdiction Felony case types are remarkably similar between the two processes. In the three types of Limited Jurisdiction criminal, we find differences in the two misdemeanor types and great similarity in the infraction type.

All told, the two processes have led WAPC to two sets of standards that have more similarities than differences. The two sets of standards are correlated at approximately .90.

Could the Courts Have Done the Work? As a second approach to assess the validity of the workload standards, the individual workload standards were applied to the 1999 data in each of the courts in the sample to see whether the work could have been accomplished with the judges currently in place. The crucial question is: could all of the cases filed and disposed in 1999 have been processed according to the workload standards assigned? If the answer is affirmative, this lends considerable credence to the resulting standards. If, however, the answer is negative, the workload standards may need further revision.

With the assistance of the AOC and the local court administrators, project staff compiled data on the number of judges in the four participating courts. For purposes of this validity check, the average judge year adopted by the WAPC was used: it was assumed that judges devote approximately 77,400 minutes to case-related activity. Having determined how much judge time was available to work on case-related matters, the number of 1999 filings in each case type (for each court) were multiplied by their Time Study workload standard.

Exhibit 4-11 presents the workload estimates for each of the four courts. As can be seen, the time study workload standards fit the participating courts well. In Butte County, the workload standards imply that there is enough work for 12.9 judges – they have 13.7 JPE. In Los Angeles Central, the workload standards imply the need for 227.6 judges – they have 230 JPE. In San Mateo, the workload standards imply the need for 37.9 judges – they have 36. Applying the workload standards to Sacramento

County shows a need for 91.1 judges. Internal communication with the Sacramento courts shows they have a JPE of 80 (although the JPE reported in state documents is 67.8).

Exhibit 4-11: Workload Estimates for Circuit and County Courts

Case Type	Workload Standards	Estimated Judge Need			
		Butte	LA Central	Sacramento	San Mateo
Probate	**50**	0.4	3.7	1.1	0.8
Family (divorce and dissolution)	**90**	1.5	20.2	9.2	3.3
Juv. Dependency	**137**	0.8	29.4	3.5	0.8
Juv. Delinquency	**53**	0.9	10.5	2.7	3.0
Mental Health	**304**	0.2	12.3	0.6	0.7
Other Civil Petition	**7**	0.4	7.4	1.5	0.2
Motor Vehicle Torts	**66**	0.2	2.3	2.7	0.7
Oth. Personal Injury Torts	**375**	0.6	12.0	6.2	2.0
Other Civil Complaints	**246**	1.6	51.8	12.3	8.8
Appeals from Lower Courts	**74**	0.1	1.3	0.3	0.2
Criminal Habeas Corpus	**11**	0.0	0.3	0.1	0.0
Other Civil (<$25k)	**15**	0.3	4.5	5.0	0.8
Unlawful Detainer	**10**	0.1	3.7	0.0	0.2
Small Claims	**11**	0.2	3.2	1.9	0.7
Felony	**186**	3.7	38.6	28.0	7.5
Class A & C Misdemeanor	**39**	2.2	15.3	11.6	5.3
Class B & D Misdemeanor	**4**	0.1	4.0	1.6	0.2
Infractions	**1.58**	0.5	7.3	2.8	2.6
Estimated Need		**13.7**	**227.6**	**91.1**	**37.9**
Actual JPE 1999/2000		***12.9***	***230***	***80***	***36***
Actual - Estimated		**-0.8**	**2.4**	**-11.1**	**-1.9**

On the whole, it seems clear that the Time Study Workload Standards pass the plausibility test—they appear to be an accurate representation of the time judges are actually spending in current practice.

Inside the Numbers. As a final validity check, we propose looking "inside" each of the workload standards to understand what its implications are for pre-trial, trial, and post-trial times in each of the case types. Exhibit 4-12 provides an illustration of the process using results from the felony against person standard.

As noted earlier, during the time study, participating judges recorded their time spent on one of seven distinct case-processing events (see Exhibit 4-5). For this analysis, the seven events are collapsed into 3 basic events: pretrial, trial, and post-trial. Column (a) in Exhibit 4-12 shows the three event categories used to describe the type of judicial activity. Column (b) shows the percentage of all of the case-related minutes collected during the time study that fall into the three categories. In Column (c), we multiply the percentage from Column (b) by the time study workload standard to determine the contribution of each event type to the final standard; as can be seen, 158 of the minutes are a function of pre-trial events, 118 minutes are associated with trial events, and 16 minutes are associated with post-judgment activities. The workload standard for felony against person is 292 minutes, with 158 minutes coming from pre-trial, 118 from trial, and 16 from post-trial.

These numbers do not imply that a typical trial in a felony against person case takes 118 minutes. Rather, to get an estimate of the average

trial time it is necessary to factor in data on the frequency with which trials actually occur. As shown in Column (e), a perusal of manner of disposition data for felony against person cases shows that 100% of all such filings have some pre-trial activity, 6% of the cases are resolved at trial (94% reach an initial disposition prior to trial), and 20% have some form of post-trial activity. To obtain an estimate of the amount of time each event takes – when it occurs – we divide the Column (d) by Column (e). This leads to the conclusion that each felony against person filing requires 158 minutes of pre-trial time on average. A typical trial takes 1,971 minutes (5.4 days) when it occurs. Finally, post-trial activity takes an average of 78 minutes when it occurs.

Exhibit 4-12: Illustration of "Inside the Numbers"

Case Type		(a) Total Case-Related Minutes from Time Study	(b) Percent of Total Case-Related Time	(c) Event's Contribution to Workload Standard *(in minutes)*	(d) % Time an Event Occurs in Typical Case	(e) Average Event time When Event Occurs *(in minutes)*
Felony Against Person	***Pre-trial***	**199,591**	54.1%	158	100%	158
	Trial	**149,297**	40.5%	118	6%	1,955
	Post	**19,780**	5.4%	16	20%	78
	Total minutes	**368,668**				
	Annual filings	**7,530**				
	Case Weight	**292**				

The advantage of going “inside the numbers” is that it gives an idea of how long particular phases of a case take when they occur. In the example in Exhibit 4-12, when we say that a typical Felony Against a Person takes 292 minutes it would be easy to think about cases that take a lot longer – especially those requiring a trial. Going inside the numbers shows that a weight of 292 minutes accommodates an average trial of 5.4 days – when it occurs. Since it occurs in only 6% of the filings, it only adds 118 minutes to the overall average for each case. Looking at the results in Exhibit 4-12, the plausibility of the workload standard can be evaluated by thinking about the implied event times.

Exhibits 4-13 through 4-15 provide the inside the numbers information for the cases types in Family, Civil, and Criminal respectively. We will return to these tables when we describe the quality adjustment process in the next chapter.

Exhibit 4-13: Inside the Numbers in Family Case Types

Event	Probate	Family	Juvenile Dependency	Juvenile Delinquency	Mental Health	Other Civil
Occurrence rate						
Pre-trial	100%	100%	100%	100%	100%	100%
Trial	8%	5%	23%	11%	17%	5%
Post	5%	25%	70%	10%	10%	10%
Time in minutes						
Pre-trial	41	54	68	35	92	4
Trial	110	477	87	63	1,208	29
Post	8	51	69	117	64	13
Judge Day	6.0	6.0	6.0	6.0	6.0	6.0
Workload Standard	**50**	**90**	**137**	**53**	**304**	**7**
Cases/Judge each year	1,549	857	567	1,452	255	11,467

Exhibit 4-14: Inside the Numbers in Civil Case Types

Event	Motor Vehicle	Other Personal Injury	Other Civil Complaint	Lower Court Appeals	Habeas Corpus	Civil Under $25K	Unlawful Detainer	Small Claims
Occurrence rate								
Pre-trial	100%	100%	100%	100%	100%	100%	100%	100%
Trial	3%	4%	5%	15%	26%	7%	15%	30%
Post	5%	5%	5%	20%	20%	5%	10%	20%
Time in minutes								
Pre-trial	40	221	161	63	7	9	3	2
Trial	1,027	3,756	1,582	36	1	78	39	27
Post	14	83	126	30	19	8	15	2
Judge Day	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Workload Standard	**66**	**375**	**246**	**74**	**11**	**15**	**10**	**11**
Cases/Judge each year	1,166	206	314	1,040	6,998	5,209	7,478	7,200

Exhibit 4-15: Inside the Numbers in Criminal Case Types

Event	Homicide	Felony Against Person	Property	Drug	Other Felony	Class A & C	Class B & D	Infractions
Occurrence rate								
Pre-trial	100%	100%	100%	100%	100%	100%	100%	100%
Trial	17%	6%	3%	2%	3%	3%	3%	6%
Post	20%	20%	20%	20%	20%	10%	10%	10%
Time in minutes								
Pre-trial	607	158	74	82	152	18	3	1.05
Trial	5,211	1,955	685	899	2,375	465	25	8.34
Post	144	78	45	81	97	74	3	0.45
Judge Day	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Workload Standard	**1,522**	**292**	**104**	**116**	**243**	**39**	**4**	**1.58**
Cases/Judge each year	51	265	747	666	318	1,967	19,111	49,007

Taken together, these results provide strong support for the validity of the time study workload standards as an accurate measure of current practice. The time study workload standards are highly valid and reliable. By a number of measures, these results indicate that the two-month time study is sufficient to reach correct conclusions about the average time currently being spent by California judges on key events across all the case types examined. The sampling procedures and the subsequent responses from each of the various courts suggest that if the study were repeated similar results would occur.

Chapter 5: Quality and Court Performance

Webster's Dictionary suggests that quality has two aspects. First, quality refers to a distinguishing attribute or characteristic. Second, quality refers to a degree of excellence. Any discussion of quality in the courts needs to consider both aspects of quality. To accomplish this, we offer a two-pronged approach. First we consider which attributes or characteristics of court performance should be considered. Second, we develop a set of methods designed to determine if these characteristics are being performed with a degree of excellence.

Characteristics of Performance

Courts are legal institutions. Administering the law is their business and the law consists of a set of rules. Despite similar rules, there is a tremendous amount of variation in the way that legal professionals undertake their tasks. To understand why courts differ it is important to realize that courts are also organizations. The primary role of courts is to settle disputes in an impartial fashion after presentation of evidence by contending parties with the decisions being based upon pre-existing rules. Organizations use human effort and other resources to produce an identified product. In the case of the courts, the "product" of courts is the effective resolution of cases – hence a court is an organization. Consequently, when detailing the characteristics that are germane to court performance, it is necessary to consider both the settling of disputes as well as the organizational processes that lead to and support such resolution. In terms of managing toward results, we look to the Trial Court Performance

Standards. In terms of managing by process, we look to the literature on organizational effectiveness. From the available sources on performance criteria, we isolated in excess of 100 possible factors. Since there was substantial overlap between them, there was considerable redundancy. Eliminating redundancy and covering both the process and outcome aspects of performance, we reduced the set of 100 to 16 performance factors. For each of the 16 performance factors, we developed definitions/examples that tie the attribute to a court context. The sixteen concepts and definitions are displayed in Exhibit 5-1.

Exhibit 5-1: Court Performance Attributes

Accessibility—usable, easy to access, obtainable; open by location, physical structure, procedures, and responsiveness of personnel

Accountability—explainable, responsible, answerable; control proper functions; responsibly uses and accounts for its public resources

Clarity—the nature of and reasons for decisions are clear; orders unambiguously specify consequences; how compliance can be measured is apparent

Communication—all relevant information is transmitted either verbally or in writing

Continuous Improvement—anticipate new conditions or emergent events and adjust operations as necessary

Efficiency—productive without waste; obtaining the most of what you value out of the available resources

Equality—people are treated alike in status before the court without regard for race, religion, ethnicity, gender, sexual orientation, color, age, handicap, or political affiliation

Fairness—process is marked by impartiality; procedures faithfully adhere to laws and procedural rules

Human Resource Development—priority is given to maximizing the potentialities of those who work in the court; there is adequate training

Independence—maintain distinctiveness as separate branch of government through the use of appropriate boundaries

Integrity—adherence to a code of values; adhere to obligations imposed or ethical standards

Morale—sense of common purpose, confidence in the future

Public Trust and Confidence—to rely on the truth or accuracy of the court; recognized by the public as meeting or exceeding all performance standards

Resource Acquisition—success in acquiring staff and other resources when requested or perceived as needed

Teamwork—the work is done by a number of associates each doing a part but all subordinating personal prominence to the efficiency of the whole

Timeliness—appropriate to articulated time standards; operates according to required schedules

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The next step is to determine whether these values provide a way to elucidate alternative facets of court performance. To accomplish this, we asked each respondent to tell us the extent to which the sixteen values, concerning court performance/quality, are related one to the other.

Exhibit 5-2: An Example of the Data Collection Form

Timeliness compared to:		**Very Dissimilar**						**Very Similar**
1	Communication	1	2	3	4	5	6	7
2	Public Trust	1	2	3	4	5	6	7
3	Equality	1	2	3	4	5	6	7
4	Accessibility	1	2	3	4	5	6	7
5	Efficiency	1	2	3	4	5	6	7
6	Clarity	1	2	3	4	5	6	7
7	Resource Acquisition	1	2	3	4	5	6	7
8	Continuous Improvement	1	2	3	4	5	6	7
9	Human Resource Development	1	2	3	4	5	6	7
10	Integrity	1	2	3	4	5	6	7
11	Independence	1	2	3	4	5	6	7
12	Fairness	1	2	3	4	5	6	7
13	Morale	1	2	3	4	5	6	7
14	Accountability	1	2	3	4	5	6	7
15	Teamwork	1	2	3	4	5	6	7

The exercise asks each respondent to judge how each of the sixteen values either complements or competes with the other values. In this context, each

respondent was asked to make the 120 pair-wise comparisons. As can be seen in Exhibit 5-1, we provided short definitions for each of the sixteen performance attributes. For this exercise, we asked the respondents to accept our definitions. We recognize that a trial court might very well pursue many of these performance goals.

On the enclosed data collection sheet, we asked each respondent to circle the number that corresponds to the degree of similarity (i.e., 1 = very dissimilar and 7 = very similar) between the performance attributes listed in bold at the top of the column and the alternative attributes listed directly below. For example, in the sample data collection form, we asked each respondent how similar is the attribute of "Timeliness" to the attribute of "Teamwork?" While making the paired comparisons, we asked each respondent to conduct their own "thought experiment." Our discussions with judges and other court personnel underscore the conclusion that different attributes of quality are valued differently among different individuals and among different local legal cultures. Consequently, we asked each respondent to evaluate the different attributes based solely on the conceptual similarity or dissimilarity of the criteria. In making the comparisons, we provide the following definitions of similar and dissimilar: (a) Are the two quality attributes ***similar*** in that they emphasize related or analogous aspects of quality court performance? That is, do some quality attributes appear to be tapping into the same basic dimension of quality? (b) Are the two quality attributes ***dissimilar*** in that they emphasize contradictory or divergent aspects of quality court performance? That is, do some

performance attributes appear to be competing or in conflict with one another?[5]

In an effort to illustrate how one might assess conceptual similarity, we offered the following examples. When comparing *Morale* and *Teamwork*, one might conclude that the two attributes of performance are quite similar to one another in that both have something to do with working together. This would lead one to look at the high end of the similarity scale and give this a "5", "6", or "7." When comparing *Fairness* and *Efficiency*, one might conclude that these are quite different attributes of quality since fairness is an attribute of an outcome and efficiency is an attribute of process. In addition, one might conceivably view efforts to improve efficiency to be in conflict with the perceived fairness of the court. This would lead one to look at the lower end of the similarity scale and give this comparison a "1", "2" or "3."

We targeted 25 individuals (including all members of WAPC) with considerable experience in courts; of these, twenty-two individuals returned the completed questionnaire. Respondents were drawn from four counties in California – Butte, Los Angeles, Sacramento, and San Mateo. The

[5] In addition, we offered the following advice: In some instances, two attributes may seem similar in the sense that one attribute supports the attainment of another although they are not conceptually similar. If the attributes often co-exist even though they are not conceptually similar, we ask that you consider the two attributes to be conceptually dissimilar. As an example of co-existing without conceptual similarity, consider the attributes of *Teamwork* and *Accessibility*. At first blush, you may feel that these two attributes occur together since a court with a high degree of teamwork will often have a high degree of accessibility. Table 6 defines *Accessibility*, in part, as being open by location, physical structure, procedures, and responsiveness of personnel." Table 6 defines *Teamwork* as situations where "the work is done by a number of associates each doing a part but all subordinating personal prominence to the efficiency of the whole." Only part of the attribute of accessibility concerns the responsiveness of personnel, the rest focuses on location, structure and procedures. You will have to decide how much conceptual similarity there is due to the personnel piece. In doing so, we ask that you explicitly ignore the fact that a well-performing court will likely exhibit both effective teamwork and accessibility.

questionnaire was filled out under conditions of anonymity – all we know is that approximately 10-12 of the individuals were trial court judges or commissioners and the remaining 10-12 were court executives/ administrators. We received responses from each of these individuals and used the resulting proximity matrices as the primary data input into our analysis. Each element of the proximity matrix is an ordinal measure of how similar/dissimilar two performance factors are perceived to be by the respondent.

Scaling Results

To analyze the paired comparison data, we used the SPSS ALSCAL multidimensional scaling algorithm. We computed two, three, and four-dimensional solutions and found the two-dimensional solution to be quite good: the squared correlation coefficient between the scaled distances and the input dissimilarities is .82 and the Kruskal $Stress_1$ measure is .19. We employ the two-dimensional solution in our work.[6]

- Dimensions one taps an *internal versus external* orientation on the part of the court—at one end are many of the basic attributes of the TCPS (e.g., Equality, Accessibility, Fairness, Integrity, Clarity, Public Trust, Independence, and Accountability) while at the other are attributes oriented toward the internal management of the court (e.g., Resource Acquisition, Teamwork, HRD, Continuous Improvement, Efficiency, and Morale).
- Dimension two is oriented toward the structure of the court, with values related to flexibility and discretion on one end (e.g., Independence, Morale, Fairness, HRD, Integrity, Resources, and Equality) and values related to stability and control at the other end (e.g., Timeliness, Efficiency, Clarity, Communication, Accountability and Accessibility).

[6] We also compared our WMDS solution to the straightforward MDS solution (i.e., not allowing individual judge weights). The WMDS solution is preferable on both statistical and substantive grounds.

Taking the two dimensions together creates four quadrants each consisting of four performance attributes. Exhibit 5-3 presents a visual display of the four quadrants. As can be seen in Exhibit 5-3, the four quadrants are characterized as follows:

Quadrant 1: External/Control—Public Trust, Accountability, Accessibility, Clarity

Quadrant 2: Internal/Control—Timeliness, Efficiency, Communication, Teamwork

Quadrant 3: Internal/Discretion—Resource Acquisition, HRD, Continuous Improvement, Morale

Quadrant 4: External/Discretion—Integrity, Equality, Independence, Fairness

Exhibit 5-3: Four Quadrants

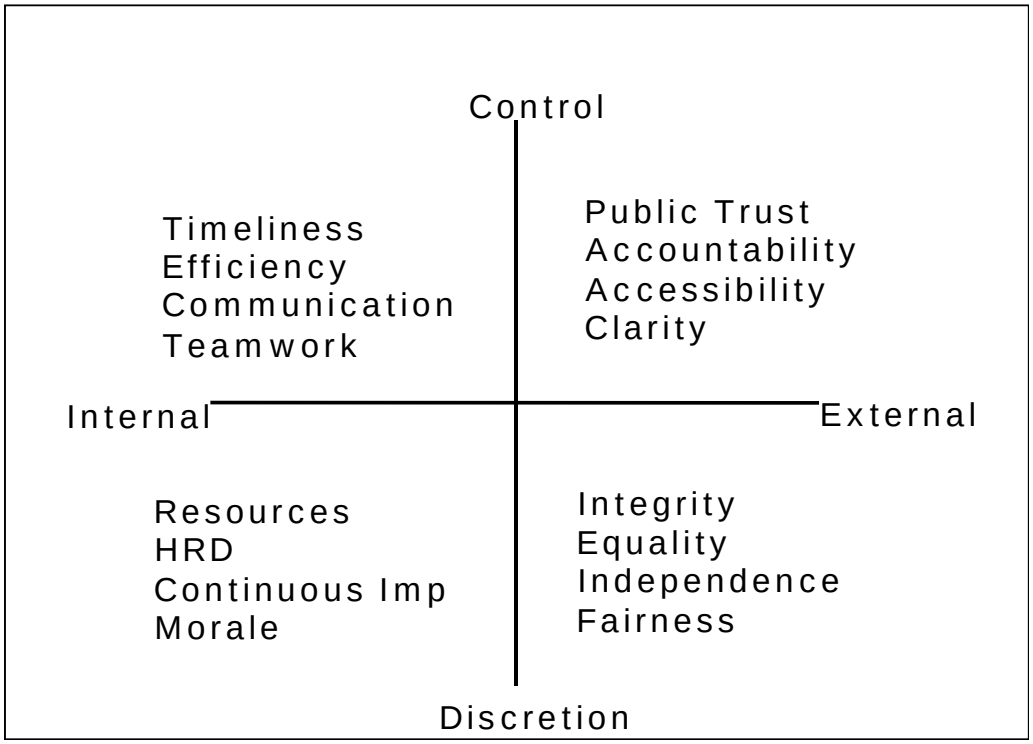
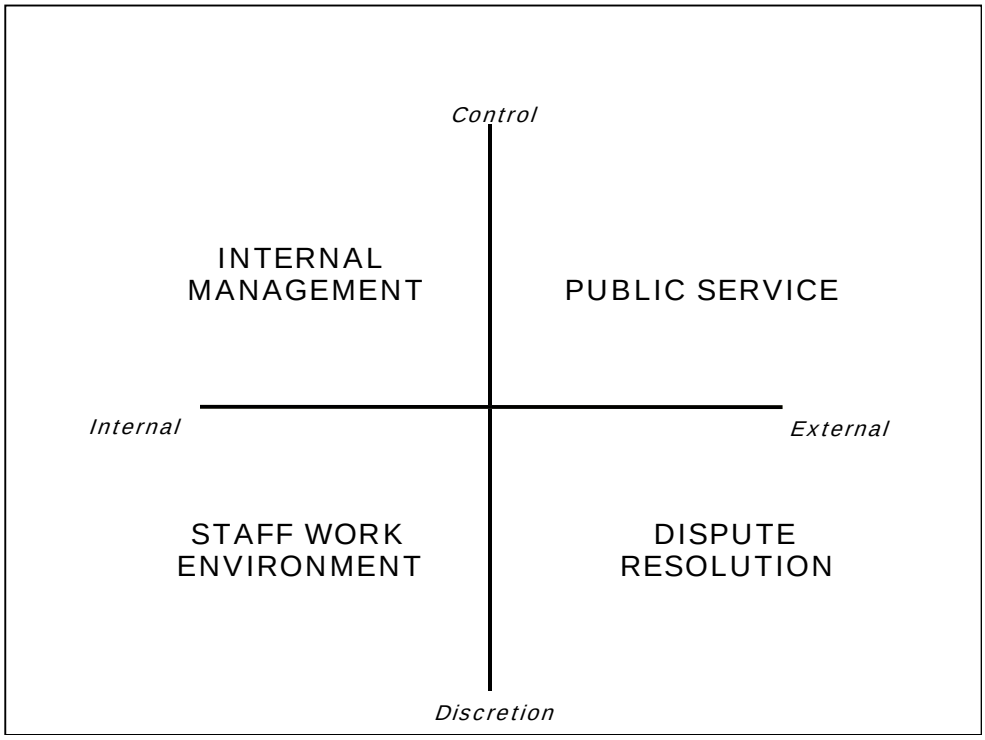


Exhibit 5-4 presents a general thematic descriptor for each of the four quadrants.

Exhibit 5-4: Four Quadrants – General



On the basis of our analysis of performance characteristics, we created a court performance construct highlighting four primary types of performance—Dispute Resolution, Public Service, Internal Management, and Staff Work Environment. It is our contention that each of these four aspects represents a cluster of related performance values:

Dispute Resolution – emphasizing effective judicial case processing and individual attention to cases

Public Service – emphasizing public access, accountability, clarity, and public trust

Internal Management – emphasizing teamwork, organization, and efficiency

Staff Work Environment – emphasizing a productive and supportive work environment

It is our interpretation that these four sets of values underlying performance are captured by the four quadrants. While all four value sets are likely to be

on each court's radar screen, it will be a rare court that pays equal attention to all four. Most courts are likely to give a preponderance of their attention to emphasizing the resolution of disputes. A more complete view of performance, however, acknowledges that the "behind the scenes" work in management and staff work environment are also important considerations.

To assess an organization's performance emphasis, we build on the work of Quinn and his associates who have developed an Organization Culture Assessment Instrument (OCAI). The format of OCAI has been used numerous times and its validity and reliability have been established (Quinn and Spreicher, 1991, Kalliath, 1999). The OCAI consists of a series of tables like the following presented as Exhibit 5-5:

Exhibit 5-5: An Example of an Organization Culture Assessment Instrument

1. Key Content Dimension #1		**Now**
Culture Type A	Description of the way in which Content Dimension #1 is handled in Culture Type A	
Culture Type B	Description of the way in which Content Dimension #1 is handled in Culture Type B	
Culture Type C	Description of the way in which Content Dimension #1 is handled in Culture Type C	
Culture Type D	Description of the way in which Content Dimension #1 is handled in Culture Type D	
	Total	**100**

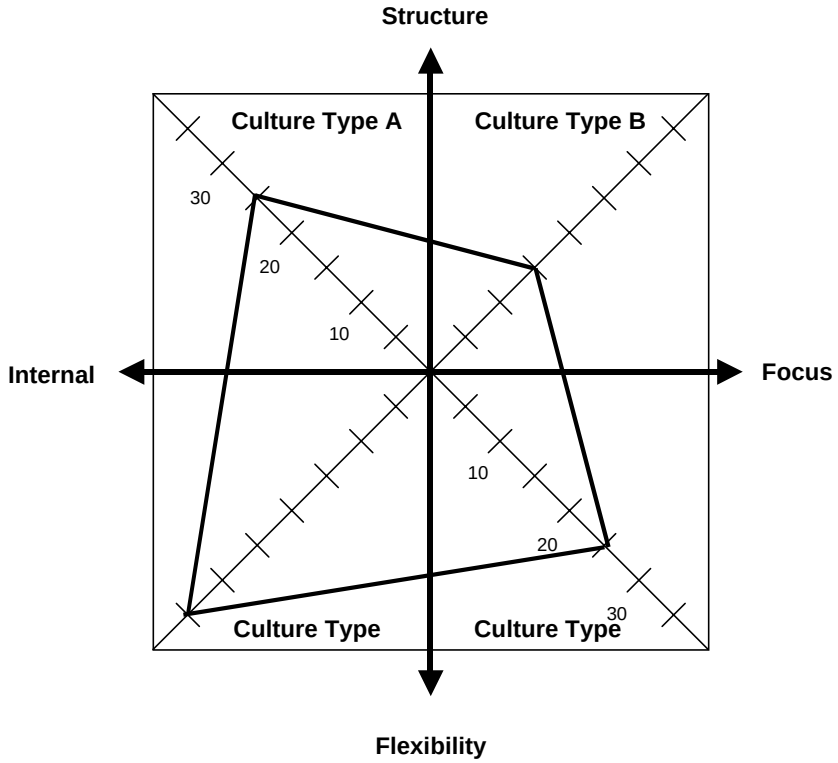
Each question has four alternatives – one for each culture type. The respondents are asked to divide 100 points among the four alternatives depending on the extent to which each of the alternatives is similar to their organization. Each respondent will be instructed to give a higher number of points to the alternative that is most similar to their organization. For example, in the above table, if a respondent thinks that C is most similar to their organization, s/he might assign 50 points to alternative C. If A is hardly

similar it may get 5 points. If B is the second most similar it may get 25 points. The remaining 20 points would go to D. No matter how the points are distributed, it is essential that the total is 100.[7]

On the basis of the responses to the OCAI, a researcher has a set of data from each member of a given organization. Cameron and Quinn (1999, 55) note – drawing upon the work of John Tukey – that "insight and understanding is best created, not by submitting data to statistical tests, but by creating pictures of the data…. It is possible to see more relationships, do more comparisons, and identify more interesting patterns by analyzing images and representations than by simply looking at the results of numerical analyses." It is important to realize that the gains in insight and understanding from creating the pictures comes at the cost of having any mechanical way (e.g., statistical significance) of interpreting them.

[7]One question that needs to be addressed concerns the validity of this type of scale. In a statistical appendix, Cameron and Quinn (1999) indicate that the type of scale we propose is an ipsative rating scale. The most frequently used alternative is the Likert scale. In comparing these two scale types, the ipsative scale has two advantages and one disadvantage (Cameron and Quinn, 1999). The ipsative scale provides an ideal way to differentiate between courts of different culture types. The primary disadvantage of the proposed scale is that it does not produce independent responses—the response to alternative A in question 1 are related to the response to alternative B and so on. Consequently, normal correlational analyses are not usually appropriate. There are several sources that provide alternative statistical techniques for use with this kind of data (Cameron and Freeman, 1991; Zammuto and Krakower, 1991). In the policy field, McIver and Ostrom (1976) use a similar type of ipsative scale in their analysis of police services. They provide a detailed appendix illustrating appropriate ways of using correlation between ipsative scale ratings and an independent variable. Our decision to use the ipsative ratings from the OCAI does not pose a problem for our research. First, we are interested in highlighting cultural differences between courts. Second, we recognize that courts—due to resource limitations—have to make trade-offs concerning which performance measures are most important. We feel the proposed OCAI will make this possible.

Exhibit 5-6: Culture Diagram



While the validity of the methodology and instruments that will be used in this study have been established by Quinn and his colleagues, the development and labeling of actual organizations is not an exact science. To get some idea of what we have in mind, consider the hypothetical profile in Exhibit 5-6.

We do not anticipate that courts will fall exclusively into one quadrant, but rather that they will show a relative emphasis toward one or more of the quadrants. In the above figure, the primary emphasis falls into the Culture Type D quadrant. However, aspects of both Culture Types A and C are also represented in the court. While one might be tempted to identify this hypothetical court as having Culture Type D, it is important to remember

both that each court will take something from each of the culture types and that there will be many different versions of a Type D court.

As part of the quality assessment process, we developed a Court Performance Assessment Instrument (CCAI) based on the model offered by Cameron and Quinn (1999). The CCAI consist of four questions. For each question, we asked the respondents to divide 100 points across each of the court performance emphases. For example, the dominant characteristic is 60% like performance type A (hence A receives 60 points), 20% like D, 10% like B, and 10% like C. In addition, we asked each participant to formulate two sets of responses—(a) how would you describe the court as of today? and (b) how would you like the court to be in five years? Exhibit 5-7 illustrates the basic structure of the questionnaire. Appendix 5-A presents the CCAI questionnaire in its entirety.

Exhibit 5-7: Court Performance Assessment Instrument

Organizational Values		Relative degree of emphasis
A	Employees work together to accomplish operational requirements and the court's mission	
B	Court operations are controlled responsibly and court management publicly accounts for the court's performance	
C	People who come to the court are treated alike in status regardless of race, religion, ethnicity, gender, sexual orientation, color, age, handicap, or political affiliation	
D	Court leaders and staff introduce new ideas and methods to adjust and improve operations	
Total		100

Organizational Values		Relative degree of emphasis
A	Relevant information court personnel need to know is transmitted effectively either verbally or in writing	
B	The court removes barriers to use of its services, including physical and procedural ones	
C	The court if organizationally free of external pressure or bias that improperly influences judicial decision making	
D	The court acquires staff and other resources as needed	
Total		100

Organizational Values		Relative degree of emphasis
A	The court is productive and avoids waste; it gets the most it can out of the available resources	
B	The court's decisions and orders are clear and understandable	
C	The court impartially adheres to laws and rules in all its procedures and processes	
D	The potential of those who work in the court is maximized through training and other job enrichment activities	
Total		100

Organizational Values		Relative degree of emphasis
A	The court resolves disputes according to articulated time standards; adheres to schedules; acts without unnecessary delay	
B	The public has confidence that the court efficiently and fairly resolves disputes	
C	The court adheres to obligations imposed by law and ethical standards	
D	Court staff have a common sense of purpose and job satisfaction	
Total		100

The CCAI was administered to judges, subordinate judicial officers, court executives and managers, courtroom staff, and operations/clerical staff in each of the four sites – Butte, Los Angeles, Sacramento, and San Mateo.

Specific county level results have been kept confidential at the request of WAPC. However, it is possible to summarize the primary findings. Not surprisingly, judges in all four counties emphasize dispute resolution over the other areas of court performance. However, most judges would also prefer more emphasis on work environment and public service, while many subordinate judicial officers would prefer a balance between the four performance areas.

Management and court executives show a similar pattern to judges in their perception that the primary emphasis of courts is on dispute resolution. However, unlike judges, most court managers would like to see the court increase its emphasis on internal elements of management and work environment. Similarly, judicial and courtroom staff see the primary emphasis on dispute resolution and would prefer the court to emphasize a balance between the performance areas. Finally, clerical staff and other court staff members also see the primary emphasis being placed on dispute resolution and would prefer a greater balance across performance areas.

A word of caution in interpreting the calls for greater "balance" between performance areas. Effective dispute resolution is the primary reason courts exist and it is not surprising to see that this is the primary area of emphasis. When results indicate that a particular set of court employees would "prefer" a greater emphasis on public service, management, or work environment, this does not imply that they want to see less emphasis on dispute resolution. Rather, our interpretation is that all agree on the primacy of judicial attention to dispute resolution, but that the effectiveness of

dispute resolution can be enhanced by paying attention to the other three areas of court performance. That is, many court employees see greater attention to staff morale and teamwork in conjunction with effective court management practices and a willingness to listen to the courts' customers as a means to continuously improve the dispute resolution process.

In summary, it can be seen that most actors in the four courts feel that the current emphasis of the court is directed towards dispute resolution—as it should be. But when individuals from throughout the court are asked, in affect, how overall court performance can be improved, they tend to emphasize the need to pay attention to multiple attributes of performance. Therefore, many court managers and executives, judicial and courtroom staff, clerical staff and other staff would prefer a more balanced approach that increases the emphasis on aspects internal to courts such as management and the work environment. While definitely a challenge, the results appear to ask court leaders to adopt a more expansive notion of performance as the path to overall improvement in dispute resolution.

Connecting Performance and Quality

From research and years of experience, W. Edwards Deming developed fourteen principles that he believed would result in both quality and effectiveness in education. These factors emphasize the internal management of an organization and they include[8]:

1. Create constancy of purpose toward improvement of product and service, with the aim to become competitive and to stay in business, and to provide jobs.

[8] http://www.goalqpc.com/RESEARCH/deming.html.

2. Adopt the new philosophy. We are in a new economic age. Western management must awaken to the challenge, must learn their responsibilities, and take on leadership for change.

3. Cease dependence on inspection to achieve quality. Eliminate the need for inspection on a mass basis by building quality into the product in the first place.

4. End the practice of awarding business on the basis of price tag. Instead, minimize total cost. Move toward a single supplier for any one item, on a long-term relationship of loyalty and trust.

5. Improve constantly and forever the system of production and service, to improve quality and productivity, and thus constantly decrease costs.

6. Institute training on the job.

7. Institute leadership (see Point 12). The aim of supervision should be to help people and machines and gadgets to do a better job. Supervision of management is in need of overhaul as well as supervision of production workers.

8. Drive out fear, so that everyone may work effectively for the company.

9. Break down barriers between departments. People in research, design, sales, and production must work as a team, to foresee problems of production and in use that may be encountered with the product or service.

10. Eliminate slogans, exhortations, and targets for the work force asking for zero defects and new levels of productivity. Such exhortations only create adversarial relationships, as the bulk of the causes of low quality and low productivity belong to the system and thus lie beyond the power of the work force.

11. a. Eliminate work standards (quotas) on the factory floor. Substitute leadership. b. Eliminate management by objective. Eliminate management by numbers, numerical goals. Substitute leadership.

12. a. Remove barriers that rob the hourly worker of his right to pride of workmanship. The responsibility of supervisors must be changed from sheer numbers to quality. b. Remove barriers that rob people in management and in engineering of their right to pride of workmanship. This means, *inter alia*, abolishment of

the annual merit rating and of management by objective.

13. Institute a vigorous program of education and self-improvement.
14. Put everybody in the company to work to accomplish the transformation. The transformation is everybody's job.

In Exhibit 5-8, we provide a comparison of see how Deming's fourteen points mesh with the sixteen attributes of performance:

Exhibit 5-8: Comparing the Performance Attributes to Deming's Quality Attributes

Quadrant	Deming Concept	Performance Attribute
Internal Management	Remove barriers and work as a team	Teamwork
	Improve supervision	Communication
	Minimize total cost	Efficiency
	Eliminate quotas	Timeliness
	Emphasize leadership	
Staff Environment	Continous innovation and improvement	Resource Acquisition
	Do not accept old mistakes and defects	Continuous Improvement
	Use modern methods of training and re-training	HRD
	Drive out fear	Morale
	Create trust	
Dispute Resolution	Do what is right	Equality
	Avoid numerical quotas	Fairness
	Building quality into the product	Integrity
		Independence
Public Service	Improve service	Accountability
	Eliminate slogans	Accessibility
		Public Trust
		Clarity

As can be seen, Deming's quality attributes correlate nicely with the performance aspects. Consequently, the quest for excellence in each of the four primary aspects of performance is synonymous with quality.

Keeping in mind our concept of multi-attribute of court performance, quality is doing the right thing, at the right time, in the right way for the

right person, while maintaining positive working conditions. Using this definition it is possible to pursue excellence in each of the four quadrants of performance:

Resolving Disputes – doing the right thing

Internal Management – at the right time (or in the right amount of time)

Public Service – for the right person in the right way

Staff Environment – maintain positive working conditions

Assessing Quality

To introduce quality into the formulation of workload standards, we developed an instrument that was given to judges, administrators, and staff in each of the four counties. The purpose of the instrument was to provide cues – tied to the sixteen performance attributes – that would enable judges and court staff to evaluate their court's performance on each of the sixteen attributes.[9] The instrument is structured so that it presents a statement and asks each respondent to respond using a 7-point scale where 1 is Never and 7 is Always. The instrument is presented in its entirety in Appendix 5-B.

Exhibit 5-9 presents the quality survey results from the four participating counties. The primary features of the Exhibit are as follows:

1. Question ID – refers to the question number on the instrument in Appendix 5-B.
2. Quality Prompt – is an abridged version of the prompt given in the instrument. At the bottom of the column are the four performance quadrants.
3. Mean – the arithmetic average of responses on the seven-point scale for each of the questions.

[9] The instrument has seventeen rather than sixteen statements. WAPC and the AOC recommended splitting HRD into two aspects—"In general, our court provides education and training opportunities" and "In general, our court provides effective performance evaluations."

4. N – the number of respondents answering the question.
5. Std. Dev. – provides an indication of how varied the responses to the question are – the smaller the standard deviation, the more inter-person agreement there is in the responses.

Exhibit 5-9

Current Court Perfomance Inventory -- Results from Four Counties

Question ID	Quality Prompt	4 County Total		
		Mean	N	Std. Dev
a	Our court uses resources efficiently and does not waste $	4.9	649	1.4
b	Our court receives a level of funding that is needed	4.1	576	1.7
c	Our court achieves teamwork and cooperatino among crt staff	5.1	668	1.4
d	Judges in our court give individual attention to cases	6.1	611	1.0
e	Our court resolves disputes in a timely manner	5.4	639	1.2
f	Our management conduct regular reviews of court policies	4.4	653	1.7
g	Our court uses effective record keeping and mgmt info tools	5.0	637	1.5
h	Our court attains a high level of public trust	5.1	633	1.4
I	Our court provides education and training opportunities	5.0	666	1.7
j	Our staff are responsive to everyone who comes to court	6.0	646	1.1
k	Our personnel adhere to the law and maintain ethical stdrds	5.9	660	1.1
l	Our court is free of outside pressure or bias	5.9	605	1.1
m	Our court is free of barriers to the use of court services	5.5	648	1.3
n	Our court effectively communicates relevant info among judges	4.9	663	1.6
o	Personnel in our court exhibit a sense of common purpose	4.6	663	1.5
p	Our court provides effective performance evaluation	3.9	651	1.8
q	Judges in our court produce decisions that are clear	5.5	638	1.0
a, c, e, n	Management Outcomes	5.1	655	1.4
g, h, m, q	Service Outcomes	5.3	639	1.3
d, j, k, l	Justice Outcomes	6.0	631	1.1
b, f, l, o, p	Working Conditions Outcomes	4.4	642	1.7

Quality perspective. Most respondents are satisfied with the level of quality in three of the four performance areas – Resolving Disputes, Public Service, and Internal Management (See bottom of Exhibit 5.9). Each of the questions in these areas shows that most judges and court staff report that "most of the time" or "always" they perform effectively in these areas. It is in the area of Staff Environment where the greatest differences of opinion lie. When looked at by the breakdown of responses by the position of the respondent it is found that judges are quite satisfied with working conditions in the court, individuals from the remaining job types are less satisfied. One interpretation of this finding is that resource constraints within the court do not allow sufficient time for judges and court managers to effectively train, evaluate, and communicate with staff.

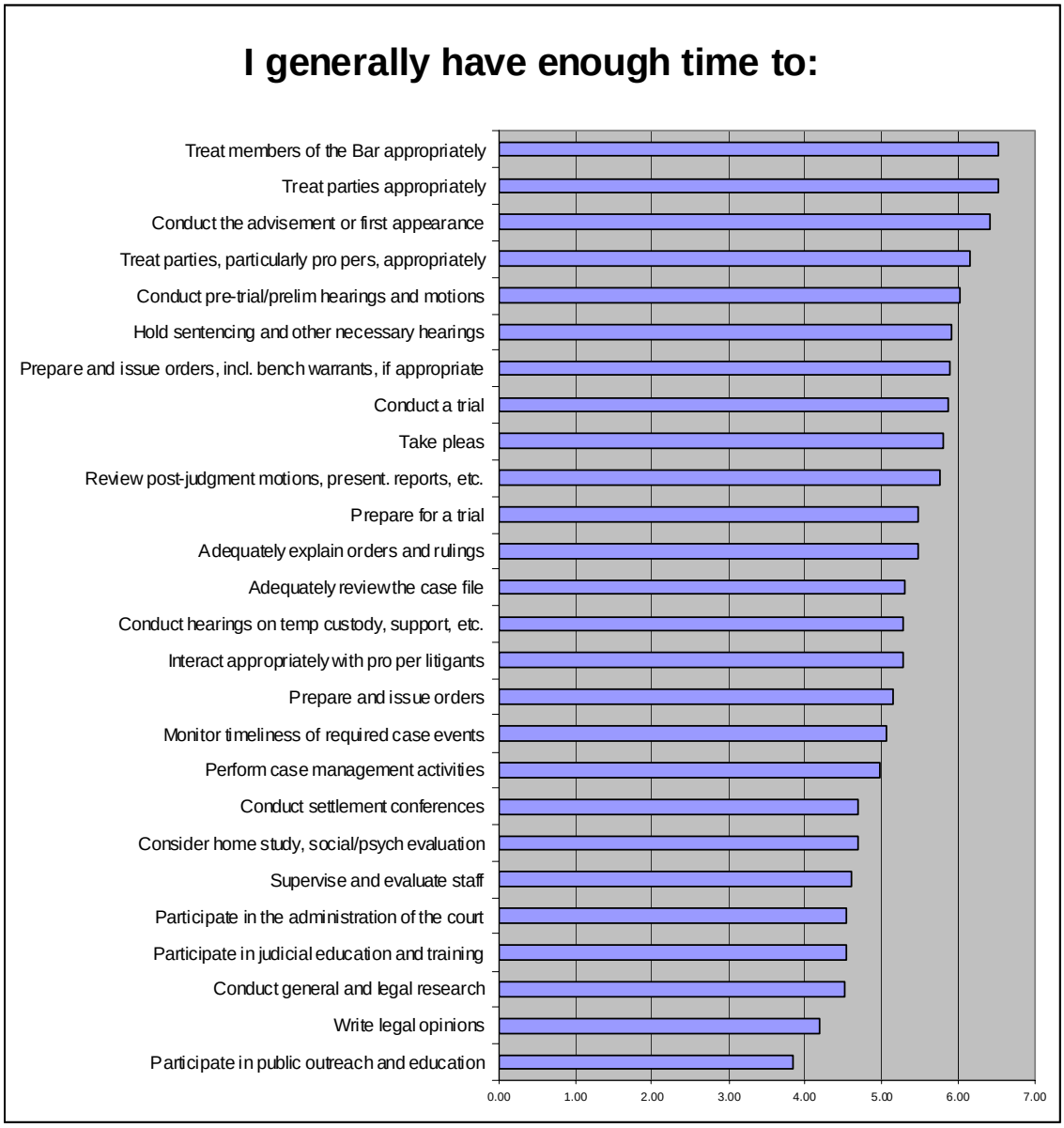
Quality and Time

The goal of this project is the development of a set of workload standards for California courts. As noted earlier, the workload standards are enumerated in the average time it takes to handle a given type of case from start to finish. Having developed a quality construct and conducted a quality assessment in each of the four courts, it makes sense to connect quality and time. The focus of Chapter 6 will be on the process of quality adjustments to the workload standards. The focus of this section is to determine whether individuals in each of the four courts feel they have sufficient time to handle their current caseload.

To assess the connection between quality and time, the NCSC staff prepared a sufficiency of time questionnaire for Family, Civil, and Criminal

case types. Appendix 5-C contains the Civil questionnaire. While filling out the questionnaire, we asked each respondent to assess whether they currently have adequate time to perform the necessary functions of their office. There are three parts of the assessment. In the first part they are asked to assess whether they need more or less time in the three phases of civil case resolution (pre-trial, trial, and post-trial) to do a reasonable job. In the second part, we asked them to assess if adequate time is available for them to perform the non-case related aspects of the work of the court. In the third part the respondents have the opportunity to note if there are other areas where more or less judicial time is needed to do a reasonable job. The results from the survey are displayed in Exhibit 5-10.

Exhibit 5-10: Sufficiency of Time



It is noteworthy that among the 75 respondents to the survey there is a remarkable consensus with respect to having enough time to: treat members of the bar/parties/pro pers appropriately, conduct first appearances, conduct pre-trial hearings, sentence, prepare and issue orders, conduct trials, take please, review post-judgment motions, and review case files. In short, the

responding judges report that they have adequate time for the Dispute Resolution type of court performance.

When it comes to the internal management of the court – supervise and evaluate staff, participate in the administration of the court, participate in judicial education, conduct legal research, write opinions, and participate in outreach – judges report not having enough time. It would appear that judges have sufficient time to conduct the "legal" part of their jobs while having insufficient time to manage the organization that supports the administration of justice. This finding supports the interpretation from the last section that discontent among court staff over the work environment may rest largely on resource constraints and the lack of time for effective staff management.

Conclusions

The overall conclusions are as follows:

- Performance has four facets.
- Quality refers to excellence in performance.
- Quality in the context of courts can be defined as doing the right thing, for the right person in the right way, at the right time, and maintaining positive working conditions.
- Each of the four courts in the sample report that they place heavy emphasis on the Dispute Resolution facet of court performance.
- Other than the judges and judicial officers, all remaining court staff would like to see the overall emphasis expanded to include the management and working conditions aspects of performance.
- This desire for change in emphasis is supported by the results from the Quality Attribute Questionnaire. All personnel believe that courts are doing a quality job is Dispute Resolution and Public Service. Fewer personnel are as satisfied with Court Management. Finally, very few personnel – outside of judges – are satisfied with the job the court is doing in maintaining a positive working environment.
- Courts appear to have sufficient time to do the "external" part of their job (i.e., Dispute Resolution, Public Service). Less than sufficient time is available to handle the "internal" part of the job.

Chapter 6: The Adjustment Process

In early January 2001, WAPC convened to first review the results of the Delphi Process, Time Study, and Quality Assessment and then to develop a set of final workload standards. To be sure, the focus of the meeting was on arriving at a set of 23 workload standards – one for each case type – to recommend to the California Judicial Council. The implicit assumption was that the Time Study workload standards were the default or baseline standards. If the group decides that an adjustment is necessary, the logical question is how much of an adjustment. As noted in Chapter 4, each workload standard is a composite indicator that incorporates a wide range of judicial activity over an extended period of time. As a consequence of having collected event data during the time study, WAPC has at is disposal information about the occurrence of specific types of events as well as the average amount of time such events take.

The committee was divided into three groups – Family, Civil, Criminal – and was given the task of evaluating the Time Study workload standards. Their charge was to determine if the Time Study workload standards made sense and if they allowed the judges to do a reasonable job with the typical case. Each group was given an expanded version of Exhibits 4-13, 4-14, 4-15. The expansion was to include a row with the agreed upon judge year of 215 days.

The evaluation/adjustment process was structured so that the committee was able to make adjustments to specific components of a workload standard (for specific reasons) – rather than simply adjust the

bottom line. In evaluating each workload standard, WAPC members were able to examine the following eight components of a workload standard:

a) Occurrence rate of Pre-trial
b) Occurrence rate of Trial
c) Occurrence rate of Post-Trial
d) Time (in minutes) of Pre-trial activity for the typical case
e) Time (in minutes) of Trial activities for the typical case
f) Time (in minutes) of Post-Trial activities for the typical case
g) Judge day of six hours of case-related work
h) Judge year of 215 days (average of 18 days per month in which judge worked the typical judge day)

The committee was able to adjust any and all of the above factors in their effort to obtain a plausible and reasonable workload standard.

To get an idea of the range of options open to the committee consider the example of juvenile dependency in Exhibit 6-1. The first column of the table includes all of the adjustable factors of a workload standard. The second column contains the Time Study information for the Juvenile Dependency workload standard along with their implications – the workload standard, the number of filings that a judge could be expected to handle, and the implications for judge need per 1,000 filings.

Exhibit 6-1: Example of Adjustment Process--Juvenile Dependency

Adjustable Factors	Time Study Standard	Scenarios (a)	(b)	(c)	(d)
Occurrence rate					
Pre-trial	100%	100%	100%	100%	100%
Trial	23%	**25%**	25%	25%	25%
Post	70%	**100%**	100%	100%	100%
Time in minutes					
Pre-trial	68	68	68	**90**	90
Trial	87	87	87	**120**	120
Post	69	69	**180**	180	180
Judge Day (case-related hours)	6.0	6.0	6.0	6.0	**5.5**
Judge Year	215.0	215	215	215	**210**
Workload Standard (minutes)	137	159	270	300	300
Filings/Judge each year	567	488	287	258	231
Implied Judge Need 1000 Filings	2	2	3	4	4

The third column (scenario (a)) contains two hypothetical changes to the occurrence rate of specific events—a small increase in the number of juveniles who have a trial (i.e., hearing) and a substantial increase in the number of juveniles requiring post-judgment attention from the judge. All else remains constant. The implications are that the workload standard increases from 137 to 159 while the number of cases a judge could handle in a typical year falls from 567 to 488. The number of judges required to handle 1,000 juvenile dependency filings remains constant at 2.

The fourth column (scenario (b)) incorporates the changes from the previous column and makes one change to the total post-judgment time required in juvenile dependency cases – from 69 minutes to 180 minutes – to

accommodate three required six-month hearings. The implications are that the workload standard increases from 159 to 270 while the number of cases a judge could handle in a typical year falls from 488 to 287. The addition of this change to those in scenario (a) is to increase judge need – for 1,000 juvenile dependency filings – from 2 to 3.

The fifth column incorporates the changes from the previous two columns and changes the time of pre-trial – from 68 to 90 minutes – and of Trial/Hearing – from 87 to 120 minutes. The implications are that the workload standard increases from 270 to 300 while the number of cases a judge could handle in a typical year falls from 287 to 258. The addition of this change to those in scenarios (a) and (b) is to increase judge need – for 1,000 juvenile dependency filings – from 3 to 4.

The final column incorporates the changes from the previous three columns and changes the case-related hours – from 6 to 5.5 per day – and the judge year – from 215 to 210 – to accommodate additional continuing education. As can be seen, these changes have no effect on the workload standard. They do, however, decrease the number of filings per judge. The number of required judges remains steady at 4. This latter scenario suggests that some accommodations can be made in judge day and year to facilitate judicial education in this complex aspect of the justice system.

With this introduction and set of tools, the three groups met to evaluate and, if necessary, adjust the time study workload standards for the case types that fall into their groups. The groups were given Exhibits 4-13, 4-14, 4-15 along with Exhibit 4-10 that contains the comparison of the time

study and Delphi workload standards. We turn now to a review of the final results from each of the three groups.

Family Case Types

The results from the Family group are presented in Exhibit 6-2. As can be seen, this subgroup made changes to four of the six workload standards under their review. A short discussion of their changes follows.

Exhibit 6-2: Workload Standard Adjustment -- Family Case Types

Event	Probate	Family	Juvenile Dependency	Juvenile Delinquency	Mental Health	Other Civil
Occurrence rate						
Pre-trial	100%	100%	100%	100%	100%	100%
Trial	8%	5%	23%	11%	17%	5%
Post	5%	25%	70%	10%	10%	**25%**
Time in minutes						
Pre-trial	41	54	**85**	**45**	**41**	**5**
Trial	110	477	**93**	63	**1,000**	**31**
Post	8	51	**88**	117	**50**	**14**
Judge Day (case-related hours)	6.0	6.0	6.0	6.0	6.0	6.0
Judge Year	215	215	215	215	215	215
Workload Standard	**50**	**90**	**168**	**63**	**216**	**10**
Cases/Judge each year	1,549	857	461	1,222	358	7,701

As noted earlier, four of the six Family case type workload standards were altered during the adjustment process. In juvenile dependency, the committee made changes in all three of the event times with the net result of raising the standard from 137 to 168 minutes. The committee made one change in the event time for Juvenile Delinquency—setting the average pre-trial time to 45 minutes. The net result is an increase from 53 to 63 in the Delinquency workload standard. Changes were also made to all three of the Mental Health event times with a net result of changing the standard from 304 to 216. Finally, the committee changed the occurrence rate for post-trial activities as well as the three event times for Other Civil. The net result is that the workload standard moves from 7 to 10 minutes.

To ascertain the net impact of these changes, we have calculated the change in implied judge need using the 1999/2000 filing data recently made available to us by the California AOC. The changes for all case types are presented in Exhibit 6-3. As can be seen, the changes in the Family set of cases types is to add 32 judge years to the statewide total moving from 410 to 442 – a 7.8% increase in workload.

Exhibit 6-3: Implied Judge Need—A Comparison of Time Study and Adjusted Workload Standards

			Implied Judge Need (1999/2000 data)		
Case Type	**Time Study**	**Adjusted**	**Time Study**	**Adjusted**	**Change**
Probate	50	50	33	33	0
Family (divorce and dissolution)	90	90	181	181	0
Juv. Dependency	137	168	72	88	16
Juv. Delinquency	53	63	64	76	12
Mental Health	304	216	30	21	-9
Other Civil Petition	7	10	30	42	13
			410	442	32
Motor Vehicle Torts	66	69	39	41	2
Oth. Personal Injury Torts	375	390	123	128	5
Other Civil Complaints	246	254	412	425	13
Appeals from Lower Courts	74	75	14	14	0
Criminal Habeas Corpus	11	22	1	2	1
Other Civil (<$25k)	15	15	53	53	0
Unlawful Detainer	10	16	26	41	15
Small Claims	11	15	46	62	17
			712	765	53
Capital Murder					
Homicide	1,522	2,250			
Felony Against Person	292	292			
Property Crimes	104	104			
Drug	116	120			
Other Felony	243	216			
Felony	186	191	574	589	15
Class A & C Misdemeanor	39	39	299	299	0
Class B & D Misdemeanor	4	4	32	32	0
Infractions	1.58	1.58	110	110	0
			441	441	0
Total			2,137	2,238	101

Civil Case Types

On the basis of their deliberations, the committee evaluating the Civil Case Types made changes that led to the adjustment of seven of the eight workload standards. The logic underlying these adjustments is presented in Exhibit 6-4. In four of the case types – Motor Vehicle, Other Personal Injury Tort, Other Civil Complaint, and Lower Court Appeals – the only change was to the Trial time. These changes led to marginal increases in the resulting workload standards. The committee made changes to all three of the occurrence times in Habeas Corpus leading to a doubling of the Time Study standard form 11 to 22. In Unlawful Detainer and Small Claims, the committee made changes to the trial rate; these changes led to small increases in the workload standards. The judge need consequences of these changes lead to increasing the need from 712 to 756 or a net increase of 53 judge years – an increase of 6.2%.

Exhibit 6-4: Workload Standard Adjustment—Civil Case Types

Event	Motor Vehicle	Other Personal Injury	Other Civil Complaint	Lower Court Appeals	Habeas Corpus	Civil Under $25K	Unlawful Detainer	Small Claims
Occurrence rate								
Pre-trial	100%	100%	100%	100%	100%	100%	100%	100%
Trial	3%	4%	5%	15%	26%	7%	**30%**	**40%**
Post	5%	5%	5%	20%	20%	5%	10%	20%
Time in minutes								
Pre-trial	40	221	161	63	**10**	9	3	**4**
Trial	**1,130**	**4,132**	**1,740**	**40**	**30**	78	39	26
Post	14	83	126	30	**19**	8	15	2
Judge Day (case-related hours)	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Judge Year	215	215	215	215	215	215	215	215
Workload Standard	**69**	**390**	**254**	**75**	**22**	**15**	**16**	**15**
Cases/Judge each year	1,123	198	304	1,033	3,583	5,209	4,778	5,230

Criminal Case Types

The Criminal committee reviewed the eight workload standards under their purview and made adjustments to three—Homicide, Drug, and Other Felony. The results are presented in Exhibit 6-5. In Homicide the committee increased the trial rate and the length of time for the average trial. This leads to an increase in the standard from 1,522 to 2,250. In Drug, the committee made changes to the trial and post-trial rates as well as the amount of time required for post-judgment attention. The result is an increase in the standard form 116 to 120. Finally, the committee made a change in the length of time for a trial in the Felony Against Person case type; the result drops the standard from 243 to 216. The judge need consequences of these changes lead to increasing the need from 574 to 589 or a net increase of 15 judge years – an increase of 2.6%.

Exhibit 6-5: Workload Standard Adjustment—Criminal Case Types

Event	Homicide	Felony Against Person	Property	Drug	Other Felony	Class A & C	Class B & D	Infractions
Occurrence rate								
Pre-trial	100%	100%	100%	100%	100%	100%	100%	100%
Trial	**50%**	6%	3%	**2%**	3%	3%	3%	6%
Post	20%	20%	20%	**50%**	20%	10%	10%	10%
Time in minutes								
Pre-trial	713	159	74	82	153	18	3	1.04
Trial	**3,000**	1,983	684	902	**1,440**	465	25	8.33
Post	186	70	45	**40**	97	74	3	0.52
Judge Day (case-related hours)	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Judge Year	215	215	215	215	215	215	215	215
Workload Standard	**2,250**	**292**	**104**	**120**	**216**	**39**	**4**	**1.58**
Cases/Judge each year	34	265	748	645	358	1,967	19,111	49,138

Another Look at Judge Need

Having evaluated and adjusted – where necessary – the twenty-three workload standards, we then applied them to the four Phase I courts on a case type – by – case type basis. The results are shown in Exhibit 6-6. As can be seen, the Phase I workload standards provide a solid fit for the four courts who participated in the Time Study. All four courts show evidence of need based upon these standards.

Exhibit 6-6: Judge Need Implications in Four Phase I Courts

Case Type	Phase I Adjusted Standards	Estimated Judge Need (using 1999/2000 Filings) Butte	LA Central	Sacramento	San Mateo
Probate	**50**	0.4	3.7	1.1	0.8
Family (divorce and dissolution)	**90**	1.4	20.2	8.7	3.6
Juv. Dependency	**168**	0.9	36.0	4.4	1.2
Juv. Delinquency	**63**	0.9	12.5	3.3	3.7
Mental Health	**216**	0.1	8.7	0.3	0.4
Other Civil Petition	**10**	0.3	10.6	1.5	0.4
Sub-Total, Family Case Types		**4.0**	**91.7**	**19.2**	**10.1**
Motor Vehicle Torts	**69**	0.2	2.4	2.9	0.8
Oth. Personal Injury Torts	**390**	0.6	12.4	7.1	1.9
Other Civil Complaints	**254**	1.6	53.5	11.0	7.6
Appeals from Lower Courts	**75**	0.1	1.3	0.5	0.1
Criminal Habeas Corpus	**22**	0.0	0.7	0.1	0.0
Other Civil (<$25k)	**15**	0.3	4.5	4.2	0.4
Unlawful Detainer	**16**	0.2	5.8	0.0	0.2
Small Claims	**15**	0.3	4.3	2.2	0.8
Sub-Total, Civil Case Types		**3.3**	**85.0**	**28.1**	**11.8**
Felony	**191**	3.9	39.6	27.6	7.3
Class A & C Misdemeanor	**39**	2.5	15.3	4.6	5.1
Class B & D Misdemeanor	**4**	0.1	4.0	0.7	0.2
Infractions	**1.58**	0.5	7.3	1.3	2.4
Sub-Total, Criminal Case Types		**6.9**	**66.2**	**34.2**	**15.0**
Total Implied Judge Need		**14.3**	**242.8**	**81.6**	**36.9**
1999/2000 JPE		**12.9**	**230.0**	**80.0**	**36.0**

Statewide Judge Need

Exhibit 6-7 applies the Phase I workload standards to all of California's courts. The bottom line is that the workload standards imply a need for 2,238 judges while the current JPE is 1996. To meet the need would require a 12% increase in the number of judgeships. The increase is likely to be somewhat higher since it is unlikely that judges will be taken away from a court. Looking only at positive need we find a need of 298 as opposed to the 242 that results from adding the pluses and minuses.

Exhibit 6-7 arrays the court in descending order of need – with those courts showing the largest implied need at the top. As can be seen, there are several counties – Riverside, San Bernardino, Fresno, San Joaquin, Sonoma, Sacramento, and Contra Costa – that appear to need at least a 20% increase in judges. Before drawing any conclusions about judge need, however, it is imperative that one assess the quality of the data being used to generate these predictions.

Exhibit 6-7: Implied Judge Need (Phase I Standards)

		Final Phase I Standards		
County/Court	Actual JPE 1999/2000	Implied Judges	Implied Minus Actual	Implied % Change
Riverside	70.8	138.4	67.6	95%
San Bernardino	79.7	119.1	39.4	49%
Fresno	45.0	81.1	36.1	80%
San Joaquin	30.4	57.2	26.8	88%
Sonoma	20.3	36.7	16.4	81%
Sacramento	67.8	81.5	13.7	20%
Contra Costa	47.2	58.9	11.7	25%
Orange	153.2	163.4	10.2	7%
Stanislaus	21.9	31.0	9.1	42%
Alameda	91.5	100.1	8.6	9%
Madera	7.1	15.0	7.9	111%
Monterey	18.6	26.2	7.6	41%
Merced	10.2	16.1	5.9	58%
Tulare	21.1	25.6	4.5	21%
Kern	41.8	46.3	4.5	11%
Solano	22.3	26.7	4.4	20%
Humboldt	8.6	11.7	3.1	36%
San Luis Obispo	15.0	18.1	3.1	20%
Shasta	12.4	15.2	2.8	22%
Santa Clara	90.7	93.4	2.7	3%
Placer	13.6	15.9	2.3	17%
Santa Cruz	13.5	15.5	2.0	15%
Yolo	10.7	12.3	1.6	15%
Butte	12.9	14.3	1.4	11%
Sutter	5.5	6.8	1.3	23%
San Diego	159.7	160.8	1.1	1%
San Benito	2.0	2.9	0.9	46%
San Mateo	36.0	36.8	0.8	2%
Del Norte	2.5	3.2	0.7	29%
Yuba	5.2	5.6	0.4	8%
Tehama	4.6	4.8	0.2	5%
Kings	8.5	8.7	0.2	2%
Lake	4.8	4.7	(0.1)	-3%
Napa	8.7	8.5	(0.2)	-2%
Colusa	2.3	1.9	(0.4)	-19%
Amador	3.2	2.7	(0.5)	-14%
Modoc	2.2	1.5	(0.7)	-32%
Lassen	3.1	2.4	(0.7)	-23%
Santa Barbara	24.9	24.0	(0.9)	-4%
Tuolumne	4.3	3.3	(1.0)	-22%
Calaveras	3.0	1.9	(1.1)	-35%
Marin	16.0	14.9	(1.1)	-7%
Ventura	37.2	36.1	(1.1)	-3%
Mariposa	2.1	1.0	(1.1)	-52%
Mono	2.3	1.2	(1.1)	-48%
Plumas	2.8	1.7	(1.1)	-40%
Alpine	1.8	0.4	(1.4)	-80%
El Dorado	9.2	7.7	(1.5)	-16%
Inyo	3.5	1.8	(1.7)	-49%
Siskiyou	5.6	3.9	(1.7)	-31%
Nevada	7.4	5.6	(1.8)	-24%
Sierra	2.2	0.4	(1.8)	-82%
Glenn	2.3	0.3	(2.0)	-85%
Trinity	2.3	0.0	(2.3)	-100%
Imperial	12.7	9.6	(3.1)	-25%
Mendocino	9.0	3.8	(5.2)	-58%
San Francisco	68.1	60.1	(8.0)	-12%
Los Angeles	604.9	589.7	(15.2)	-3%
Total	**1996.2**	**2238.1**	**241.9**	**12%**

Phase II

In May 2001, the California AOC convened a group of representatives from seven additional courts to evaluate and – if possible – validate the Phase I workload standards. The seven Phase II courts are Del Norte, Merced, Orange, San Bernardino, Santa Clara, Sutter, and Ventura. We engaged the Phase II participants in a shortened Delphi process in order to acquaint them with the case types, event types, and workload standards. After two rounds, we gave them the Phase I workload standards – in the form of Exhibits 6-2, 6-4, and 6-5. As can be seen, the members of the Phase II committees made changes – most of them minor – to each of the twenty-three workload standards.

Family Case Types

As noted earlier, all of the six Family case type workload standards were altered during the Phase II adjustment process. What follows is a summary of the changes – shown in Exhibit 6-8 – by case type:

- Probate – Post-Trial occurrence rate, Post-Trial time
- Family – Trial time
- Juvenile Dependency – Post-Trial occurrence rate, Trial time
- Juvenile Delinquency – Trial occurrence rate, Trial time
- Mental Health – Pre-Trial and Trial times
- Other Civil – Trial time

Exhibit 6-8: Phase II Workload Standard Adjustment -- Family Case Types

Event	Probate	Family	Juvenile Dependency	Juvenile Delinquency	Mental Health	Other Civil
Occurrence rate						
Pre-trial	100%	100%	100%	100%	100%	100%
Trial	8%	5%	23%	8%	17%	5%
Post	7%	25%	95%	10%	10%	25%
Time in minutes						
Pre-trial	41	54	85	45	43	5
Trial	110	360	220	120	187	40
Post	30	51	88	117	50	14
Judge Day (case-related hours)	6.0	6.0	6.0	6.0	6.0	6.0
Judge Year	215	215	215	215	215	215
Workload Standard	52	84	219	66	80	10.5
Cases/Judge each year	1,498	916	353	1,167	970	7,371

Civil Case Types

Exhibit 6-9 provides a detailed overview of the changes made by the Phase II Civil committee. What follows is a summary of the changes made to the components of the eight Civil case types:

- Motor Vehicle – Pre-Trial time
- Other Personal Injury – Pre-trial and Trial times
- Other Civil Complaints – Pre-trial, Trial, and Post-trial times
- Lower Court Appeals – Pre-trial and Trial times
- Habeas Corpus – Pre-trial time
- Civil under $25,000 – Pre-trial time
- Unlawful Detainer – Pre-trial, Trial, and Post-trial times
- Small Claims – Pre-trial

Exhibit 6-9: Phase II Workload Standard Adjustment -- Civil Case Types

Event	Motor Vehicle	Other Personal Injury	Other Civil Complaint	Lower Court Appeals	Habeas Corpus	Civil Under $25K	Unlawful Detainer	Small Claims
Occurrence rate								
Pre-trial	100%	100%	100%	100%	100%	100%	100%	100%
Trial	3%	4%	5%	15%	26%	7%	30%	40%
Post	5%	5%	10%	20%	20%	5%	10%	20%
Time in minutes								
Pre-trial	90	140	220	165	39	30	2	6
Trial	1,130	2,260	2,260	90	30	78	15	26
Post	14	83	90	30	19	8	10	2
Judge Day (case-related hours)	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Judge Year	215	215	215	215	215	215	215	215
Workload Standard	119	235	342	185	51	36	8	17
Cases/Judge each year	651	330	226	420	1,530	2,158	10,320	4,607

Criminal Case Types

Exhibit 6-10 provides a detailed overview of the changes made by the Phase II Criminal committee. What follows is a summary of the changes made to the components of the nine Criminal case types:

- Capital Murder – Pre-trial, Trial, and Post-trial times
- Homicide – Pre-trial and Trial times
- Felony Against Person – Pre-trial and Trial times
- Property – Pre-trial and Trial times
- Drug – Pre-trial time
- Other Felony – Pre-trial and Trial times
- Class A & C Misdemeanors – Pre- trial, Trial, and Post-trial times
- Class B & D Misdemeanors – Pre-trial and Trial occurrence rates, Trial time
- Infractions – Pre-trial, Trial, and Post-trial occurrence rates, Trial time.

Exhibit 6-10: Phase II Workload Standard Adjustment -- Criminal Case Types

Event		Capital Murder	Homicide	Felony Against Person	Property	Drug	Other Felony	Class A & C	Class B & D	Infractions
Occurrence rate										
	Pre-trial	100%	100%	100%	100%	100%	100%	100%	81%	27%
	Trial	64%	50%	6%	3%	2%	3%	3%	0.7%	4%
	Post	50%	20%	20%	20%	50%	20%	10%	10%	0%
Time in minutes										
	Pre-trial	3,479	616	141	66	87	100	10	3	1.04
	Trial	6,000	1,800	1,500	600	902	1,200	720	360	15.00
	Post	1,000	186	70	45	40	60	30	3	0.52
Judge Day (case-related hours)		6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Judge Year			215	215	215	215	215	215	215	215
Workload Standard		7,819	1,553	246	93	125	149	35	5	0.82
Cases/Judge each year		10	50	315	832	619	521	2,237	14,709	94,418

Comparing Phase I and Phase II

Exhibit 6-11 presents a side-by-side comparison of the Phase I and Phase II workload standards. The case types with differences in excess of 30% in either direction are as follows:

- Juvenile Dependency (+30%)
- Mental Health (-63%)
- Motor Vehicle Tort (+72%)
- Other Personal Injury Tort (-40%)
- Other Civil Complaints (+35%)
- Appeals from Lower Courts (+147%)
- Criminal Habeas Corpus (+132%)
- Civil Under $25,000 (+140%)
- Unlawful Detainers (-50%)
- Homicide (-31%)
- Other Felony (-31%)
- Infractions (-48%)

While there are a number of differences between the two groups, it is noteworthy that sometimes the Phase I group is higher and sometimes it is lower. In fact, half of the differences are positive and half are negative.

Exhibit 6-11: Comparing Phase I and Phase II Workload Standards

Case Type	Phase I	Phase II
Probate	50	52
Family	90	84
Juvenile Dependency	168	219
Juvenile Delinquency	63	66
Mental Health	216	80
Other Civil Petition	10	10.5
Family Overall Average	**51**	**52**
Motor Vehicle Tort	69	119
Other Personal Injury Tort	390	235
Other Civil Complaints	254	342
Appeals from Lower Courts	75	185
Criminal Habeas Corpus	22	51
Gen. Jurisdiction Civil Overall Average	**214**	**266**
Other Civil (<$25k)	15	36
Unlawful Detainers	16	8
Small Claims	15	17
Lim. Jurisdiction Civil Overall Average	**15**	**21**
Capital Murder		7819
Homicide	2250	1553
Felony Against Person	292	246
Property Crimes	104	93
Drug	120	125
Other Felony	216	149
Gen. Jurisdiction Felony Overall Average	**191**	**171**
Class A and Class C Misdemeanors	38	35
Class B and Class D Misdemeanors	4	5
Infractions	1.58	0.82
Lim. Jurisdiction Criminal Overall Average	**5**	**4**

Comparing Judicial Need

Exhibit 6-12 displays the judicial need implications for all counties in California using both the Phase I and Phase II workload standards. As can be seen, at the aggregate level there are few significant differences between the overall estimated judge need for any of the 58 counties. In the next

section, we use the workload standards to estimate judicial need for each case type in each of the Phase I and Phase II courts.

Exhibit 6-12: Comparing Judge Need -- Phase I and II
(using 1999/2000 data)

County/Court	Phase I	Phase II	Difference
Alameda	100.1	107.4	7.3
Alpine	0.4	0.4	0.0
Amador	2.7	3.0	0.3
Butte	14.3	14.7	0.4
Calaveras	1.9	2.0	0.1
Colusa	1.9	1.7	-0.1
Contra Costa	58.9	64.0	5.1
Del Norte	3.2	3.4	0.2
El Dorado	7.7	7.7	0.0
Fresno	81.1	87.4	6.4
Glenn	0.3	0.3	0.0
Humboldt	11.7	12.9	1.1
Imperial	9.6	9.4	-0.2
Inyo	1.8	1.7	-0.1
Kern	46.3	46.0	-0.2
Kings	8.7	8.7	0.0
Lake	4.7	4.6	0.0
Lassen	2.4	2.3	0.0
Los Angeles	589.7	610.1	20.4
Madera	15.0	16.4	1.5
Marin	14.9	15.8	0.8
Mariposa	1.0	1.0	0.0
Mendocino	3.8	3.7	-0.1
Merced	16.1	15.9	-0.2
Modoc	1.5	1.7	0.2
Mono	1.2	1.1	-0.1
Monterey	26.2	28.0	1.8
Napa	8.5	9.1	0.5
Nevada	5.6	5.6	0.0
Orange	163.4	166.9	3.6
Placer	15.9	16.2	0.3
Plumas	1.7	1.6	0.0
Riverside	138.4	153.6	15.2
Sacramento	81.5	88.9	7.4
San Benito	2.9	2.9	0.0
San Bernardino	119.1	120.2	1.1
San Diego	160.8	164.8	4.0
San Francisco	60.1	61.8	1.7
San Joaquin	57.2	63.8	6.7
San Luis Obispo	18.1	18.0	-0.1
San Mateo	36.8	37.9	1.1
Santa Barbara	24.0	23.7	-0.4
Santa Clara	93.4	95.1	1.7
Santa Cruz	15.5	15.7	0.1
Shasta	15.2	15.1	-0.1
Sierra	0.4	0.4	0.1
Siskiyou	3.9	3.6	-0.3
Solano	26.7	25.8	-0.9
Sonoma	36.7	38.6	2.0
Stanislaus	31.0	31.4	0.3
Sutter	6.8	6.7	0.0
Tehama	4.8	4.7	-0.1
Trinity	0.0	0.0	0.0
Tulare	25.6	26.0	0.3
Tuolumne	3.3	3.3	0.0
Ventura	36.1	36.8	0.7
Yolo	12.3	11.8	-0.5
Yuba	5.6	5.5	-0.1
Total	**2238.1**	**2326.8**	**88.7**

Final Resolution

On July 17, 2001 a subset of WAPC members who had previously participated in the Phase I or Phase II meetings assembled to finalize the workload standards. The members, who included judges and court managers, were divided into three groups relating to family, civil, and criminal case types based on their experience and expertise. Using a Delphi process, the three groups were asked to review the workload standards generated from (1) the time study, (2) the Phase I results, and (3) the Phase II results. The groups were asked to review the three sets of alternative standards and reach consensus on a final set of 'reasonable' workload standards that take into account quality and accommodate resource constraints. Members of the NCSC team and staff from the California AOC facilitated this process. Changes that were made to the workload standards were presented to the WAPC committee as a whole and were accepted as the final standards. These changes are outlined below.

Family Cases:

The family case group used the Phase I standards as a baseline and made several modifications to these preexisting standards. The changes that were made to the Phase I standards can be seen in Exhibit 6-13. For probate cases the higher Phase II standards were accepted for the time of post judgment activity and the post judgment occurrence rate to allow for quality enhancements in this phase of the judicial process. Similarly, the reduction in the amount of trial time in family cases was based on the Phase II standards. For juvenile dependency cases the family group felt that the

time study standard of 84 minutes for a trial was inadequate for 'this very important case type that deserves more judicial attention.' As such, the trial time was increased to 240 minutes. Finally, for juvenile delinquency cases and mental health cases the family group felt that these case types were often settled before trial and, as a result, the trial occurrence rate was reduced for both types of cases.

Exhibit 6-13: Workload Standards—Family

Event	Probate	Family	Juvenile Dependency	Juvenile Delinquency	Mental Health
Occurrence rate					
Pre-trial	100%	100%	100%	100%	100%
Trial	8%	5%	23%	5%	10%
Post	7%	25%	95%	10%	10%
Time in minutes					
Pre-trial	41	54	85	45	43
Trial	110	360	240	63	1,000
Post	30	51	88	117	50
Judge Day (case-related hours)	6.0	6.0	6.0	6.0	6.0
Judge Year	215	215	215	215	215
Workload Standard	52	84	224	60	148

Civil Cases:

All of the changes made to the workload standards relating to civil case types occurred in the amount of time necessary for pre-trial activity. When making these adjustments the civil group primarily relied on the Phase I standards and current practice as reflected in the time study as baselines. In several cases the civil group felt that the Phase II standards were too high in comparison to the time study results. As such, a compromise was made

between the Phase I and Phase II standards to reflect quality adjustments. For example, the time study listed pre-trial activity for motor vehicle cases as 38 minutes. Previous quality adjustments made in Phase I and Phase II increased this time to 40 minutes and 90 minutes respectively. The group felt that 90 minutes was excessive for what are often routine cases with little judge attention, so a final time of 50 minutes was settled on. All of the changes that were made in the civil group to the Phase I adjustments can be seen in Exhibit 6-14. In addition to motor vehicle cases, changes were made to cases pertaining to lower court appeals, habeas corpus, and civil under $25,000. For lower court appeals and habeas corpus cases, adjustments were made to Phase I standards to accommodate for the time needed by judges for pre-trial activity in courts that do not have research attorneys.

Exhibit 6-14: Workload Standards—Civil Case Types

Event	Motor Vehicle	Other Personal Injury	Lower Court Appeals	Habeas Corpus	Civil Under $25K	Unlawful Detainer	Small Claims
Occurrence rate							
Pre-trial	100%	100%	100%	100%	100%	100%	100%
Trial	3%	4%	15%	26%	7%	30%	40%
Post	5%	5%	20%	20%	5%	10%	20%
Time in minutes							
Pre-trial	50	221	83	25	15	3	4
Trial	1,130	4,132	40	30	78	39	26
Post	14	83	30	19	8	15	2
Judge Day (case-related hours)	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Judge Year	215	215	215	215	215	215	215
Workload Standard	79	390	95	37	21	16	15

Criminal Cases:

Changes to the criminal case standards were made to more accurately reflect current practice and to account for quality (see Exhibit 6-15). For

example, in felony against person cases the Phase I trial time was lowered to the time study standard to reflect current practice. For infractions, the pre-trial time was increased from 1.04 minutes (Phase I) to 2 minutes as a quality adjustment to allow more time for people before the judge to state their reasons for the situation. Additional changes were made to times and occurrence rates for drug cases, class A and C misdemeanors, class B and D misdemeanors, and infractions to reflect quality-of-justice considerations.

Exhibit 6-15: Workload Standards—Criminal Case Types

Event	Homicide	Felony Against Person	Property	Drug	Other Felony	Class A & C	Class B & D	Infractions
Occurrence rate								
Pre-trial	100%	100%	100%	100%	100%	100%	81%	27%
Trial	50%	6%	3%	2%	3%	3%	0.50%	4%
Post	20%	20%	20%	50%	20%	10%	10%	0.50%
Time in minutes								
Pre-trial	713	159	74	82	153	18	3	2.00
Trial	3,000	1,829	684	902	1,440	720	360	13.00
Post	186	70	45	76	97	30	3	0.52
Judge Day (case-related hours)	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Judge Year	215	215	215	215	215	215	215	215
Workload Standard	2,250	284	104	138	216	43	5	1.06

Impact of Final Adjustments:

The impact of the final adjustments can be seen in Exhibit 6-16. This exhibit compares current resource levels with the need implied by the final workload standards. The column labeled Time Study (adjusted) represents the NCSC's best estimate, based on the time study, of how the current complement of California judges is deployed. The column labeled Final shows the WAPC final workload standards and overall judge need based on these final standards. Overall the final adjustment suggests the need for an

additional 254 judges. This represents an increase of 13% from the current JPE and 19% from the AJP. As can be seen, the final WAPC workload standards represent an 8% increase in Family, 24% in Civil, and 11% in Criminal over the time study standards. These results suggest that California requires across-the-board marginal adjustments to provide a reasonable level of service to the people of California.

Exhibit 6-16: Implications for Statewide Judge Need

		Time Study (Adjusted)		FINAL	
Case Type	1999/2000 Filings	Workload Standard	Implied Judge Need	Workload Standard	Implied Judge Need
Probate	50,750	47	31	52	34
Family (divorce and dissolution)	156,078	84	170	84	169
Juv. Dependency	40,672	128	67	224	118
Juv. Delinquency	93,649	50	60	60	73
Mental Health	7,671	285	28	148	15
Other Civil Petition	327,337	70	296	70	296
Sub-Total, Family Case Types			**653**		**704**
Motor Vehicle Torts	45,782	62	37	79	47
Oth. Personal Injury Torts	25,359	351	115	390	128
Other Civil Complaints	129,557	70	117	70	117
Appeals from Lower Courts	14,562	69	13	95	18
Criminal Habeas Corpus	5,509	10	1	37	3
Other Civil (<$25k)	272,083	14	48	21	74
Unlawful Detainer	198,685	9	24	16	41
Small Claims	320,650	10	39	15	62
Sub-Total, Civil Case Types			**394**		**489**
Felony	238,685	174	535	197	608
Class A & C Misdemeanor	609,611	36	286	43	339
Class B & D Misdemeanor	624,053	4	33	5	40
Infractions	5,373,713	1.40	97	1.06	74
Sub-Total, Criminal Case Types			**953**		**1,060**
Total	**8,534,406**		**2,000**		**2,254**

The impact of the final adjustments on each of the counties is shown in Exhibit 6-17. For each county the implied judge need based on the final adjustment, the number of actual judicial positions (AJP), the number of judicial position equivalents (JPE), and the percent change in the population from 1990 to 1999 are displayed. The number of AJP's and JPE's are subtracted from the implied judge need to reflect how many judges are needed over the present allocation in each county. The counties with the

greatest need for additional judges are Fresno, Los Angeles, Riverside, Sacramento, San Bernardino, and San Joaquin. All of these counties, with the exception of Los Angeles, have large percentage increases in their populations over the last decade. Los Angeles, although having a small percentage change in population over the last decade (5%), actually had the highest population increase (466,937). Overall, approximately 60% of the 58 counties show a need for additional judges when both need minus AJP and need minus JPE are examined.

Exhibit 6-17: Implications for Statewide Judge Need—County Projections

County/Court	Final Adjustment Implied Judge Need	AJP	JPE	Need - AJP	Need-JPE	% Change in Population 1990-1999
Alameda	88.8	84	91.5	5	-3	8.5
Alpine	0.3	3	1.8	-3	-2	4.3
Amador	2.2	3	3.2	-1	-1	13.7
Butte	15.7	11	12.9	5	3	7.2
Calaveras	2.2	3	3	-1	-1	25.2
Colusa	2.0	3	2.3	-1	0	15.8
Contra Costa	48.7	44	47.2	5	1	16.1
Del Norte	3.3	3	2.5	0	1	12.9
El Dorado	8.3	8	9.2	0	-1	28.1
Fresno	68.9	43	45	26	24	14.3
Glenn	0.4	3	2.3	-3	-2	6.2
Humboldt	9.6	8	8.6	2	1	1.9
Imperial	11.0	12	12.7	-1	-2	32.9
Inyo	1.8	2	3.5	0	-2	-1.8
Kern	51.7	40	41.8	12	10	17.9
Kings	10.4	9	8.5	1	2	21.5
Lake	5.6	5	4.8	1	1	9.4
Lassen	2.7	3	3.1	0	0	19.7
Los Angeles	633.7	578	604.9	56	29	5.3
Madera	12.9	8	7.1	5	6	32.5
Marin	12.9	16	16	-3	-3	2.9
Mariposa	1.1	3	2.1	-2	-1	9.1
Mendocino	3.7	11	9	-7	-5	4.7
Merced	18.5	10	10.2	9	8	12.5
Modoc	1.1	2	2.2	-1	-1	-4.8
Mono	1.1	2	2.3	-1	-1	5.6
Monterey	23.7	20	18.6	4	5	4.5
Napa	7.4	8	8.7	-1	-1	9.2
Nevada	6.0	7	7.4	-1	-1	17.2
Orange	159.9	141	153.2	19	7	14.5
Placer	16.9	12	13.6	5	3	38.6
Plumas	1.9	2	2.8	0	-1	3.2
Riverside	110.6	69	70.8	42	40	30.8
Sacramento	86.6	63	67.8	24	19	11
San Benito	3.2	3	2	0	1	39.7
San Bernardino	135.8	70	79.7	66	56	17.7
San Diego	166.8	151	159.7	16	7	12.9
San Francisco	56.7	63	68.1	-6	-11	3.2
San Joaquin	55.4	28	30.4	27	25	17.2
San Luis Obispo	15.5	14	15	2	1	9.1
San Mateo	33.9	33	36	1	-2	8.1
Santa Barbara	24.9	25	24.9	0	0	5.8
Santa Clara	94.2	89	90.7	5	3	10
Santa Cruz	15.9	14	13.5	2	2	6.7
Shasta	17.2	11	12.4	6	5	11.9
Sierra	0.3	3	2.2	-3	-2	0.5
Siskiyou	4.4	5	5.6	-1	-1	0.1
Solano	27.9	22	22.3	6	6	13.6
Sonoma	30.0	21	20.3	9	10	13.3
Stanislaus	33.2	22	21.9	11	11	17.9
Sutter	7.8	6	5.5	2	2	21.8
Tehama	5.5	5	4.6	1	1	8.8
Trinity	0.0	3	2.3	-3	-2	-1
Tulare	31.7	20	21.1	12	11	14.9
Tuolumne	3.8	5	4.3	-1	0	11
Ventura	38.1	31	37.2	7	1	11.4
Yolo	13.6	11	10.7	3	3	10.2
Yuba	6.5	6	5.2	1	1	2.4
Total	**2,254**	**1,900**	**1996.2**	**354**	**258**	

http://www.census.gov/population/estimates/county/co-99-2/99C2_06.txt

Chapter 7: Future Considerations

The workload standards adopted by WAPC represent the initial step in establishing a judicial need assessment system for California. These standards are grounded in current practice (as measured by the time study) and adjusted for quality through a structured Delphi process. The workload standards developed during the course of this study should be accurate for many years. But periodic updating is necessary to ensure that the standards continue to accurately represent judicial workload. Five recommendations are made below that identify a course of action to be taken by the AOC to maintain the integrity of the workload standards through ongoing and structured oversight as well as appropriate case auditing practices.

Over time, the integrity of workload standards are affected by multiple influences, including changes in legislation, court rules, legal practice, technology and administrative factors. Examples of such factors include legislative mandates that increase the number of required hearings (e.g., additional review hearings in dependency cases), the development of specialized courts (e.g., drug courts), and the introduction of more efficient case management practices. In addition, of critical importance to the effective use of workload standards is complete and accurate case filing and disposition data collected in comparable fashion from all 58 California counties. California should develop a procedure to periodically review and update the workload standards and data collection system so as to preserve the validity of the proposed judicial needs assessment process.

The AOC has primary responsibility for maintaining the judicial needs

model and should make sufficient staff resources available to keep up-to-date on factors (such as those discussed above) that may affect the accuracy of the standards. The following two strategies address the periodic review process and resources needed to keep the workload standards valid.

> **Recommendation 1:**
>
> The AOC should calculate costs and provide in its budget for the convening of a Working Group charged with assessing the likely impact of new legislation or other contextual factors on the judicial needs assessment system. The annual review also will serve to identify areas in which specific research may be needed to quantify the implications of new laws, policy or social trends on workload standards for specific types of cases.

An annual review of this kind will require AOC research staff commitment to gathering and analyzing relevant data and estimating the likely impact of change within state's justice system. There should be no reason to redo the study or to undertake a complete, statewide sampling of time-study data on an annual basis. Instead, efforts should be made to identify only those case types for which time data may have changed significantly from the initial study results. Relatively small-scale samples then can be taken to assess whether any adjustments to selected workload standards are warranted.

However, over time, there will be sufficient changes in legislation, case processing, court structure, and/or jurisdiction to justify a complete study.

> **Recommendation 2:**
>
> The AOC should plan to conduct a systematic update of the workload standards approximately every five years, depending on the judgment of the Working Group. Funding for this should be part of the regular legislative agenda related to the process of assessing the need for new judgeships.

Integrity of the workload standards depends also on maintaining the

quality of record keeping and statistical reporting. In simplest terms, the calculation of workload standards requires knowing both how much time typical cases take and how many cases of each type there are. Specifically, accurate calculation of judicial workload requires knowing 1) how many cases of each type are filed; 2) the manner of disposition of each case (e.g., was the case disposed after a trial, or was the case dismissed or settled?); and, finally, 3) how many cases involved post-judgment activity. If the records of case filings and manner of disposition include significant variations in event classification from county to county, or if misclassifications or over- or under-counts regularly occur in some counties, then the estimate of judge need will be unreliable and inaccurate. Regular and thorough auditing and feedback for correcting data collection problems is critical for achieving reliability in reporting across the courts.

> **Recommendation 3:**
>
> The AOC should institute a process to conduct county-level audits of the data collected and reported that are the source for California's case statistics. A multi-year audit scheme could be developed and integrated with the planned multi-year rollout of JBSIS. The funding of additional AOC staff is critical to increasing the validity of the data and ensuring the maintenance of the accuracy promised by the judicial workload assessment project.

Post-judgment activity is a substantial part of judges' workload and needs to be captured accurately. Unfortunately, data on post-judgment activity is not currently available. There is general agreement among judges, the AOC, and NCSC staff that accurate identification and reporting of relevant post-judgment activity (activity that has workload significance for judges) requires a degree of experience and judgment that the majority of record-

processing clerks do not have. This may require additional clerk training.

Recommendation 4:

As the implementation of JBSIS progresses, accurate gathering of post-judgment data should be made a priority. One method would be to assess the feasibility of defining post-judgment litigation in a way that parallels case reporting for "new" case filings. A careful auditing of current practice (Recommendation 3, above) will be central to this inquiry.

Recommendation 5:

The AOC should review its data entry training procedures and incorporate the proper processes to capture accurate post-judgment activity. Again, this has staff implications for the AOC and will require a requisite increase in funding.

It is important to realize that the Judicial Needs Assessment system will require additional funding to use and maintain. Reliance on filing and disposition data collected at the county level requires a commitment to case counting audits by the AOC. The additional staffing and expense related to the audit process will not be inexpensive, but is essential to ensure the success of this judicial needs methodology.

These recommendations reflect the need to maintain accurate statistics, provide for a process to validate those statistics, and recognize that resources are required to maintain a valid judicial need process for the State of California.

Resource Allocation Study:
Assessing the Need for Court Staff in California

Interim Final Report

National Center for State Courts

Brian Ostrom, Project Director
Charles Ostrom
Matthew Kleiman
Neil LaFountain

Administrative Office of the Courts

Kristin Nichols, Project Lead
Dag MacLeod
Ron Pi
David Smith

March 2005

Resource Allocation Study Working Group

Ms. Tamara Beard, Executive Officer, Superior Court of Fresno County

Mr. Bryan Borys, Executive Director (CASA), Superior Court of Los Angeles County

Mr. Adam Byer, Principal Analyst, Superior Court of Alameda County

Mr. Stephen Cascioppo, Executive Officer, Superior Court of El Dorado County

Mr. Jake Chatters, Manager (Research and Planning), Superior Court of Sacramento County

Mr. John Clark, Executive Officer, Superior Court of Los Angeles County

Ms. Rosa Junqueiro, Executive Officer, Superior Court of San Joaquin County,

Ms. Tressa Kentner, Executive Officer, Superior Court of San Bernardino County

Mr. Terry McNally, Executive Officer, Superior Court of Kern County

Ms. Susan Null, Executive Officer, Superior Court of Shasta County

Ms. Jody Patel, Executive Officer, Superior Court of Sacramento County

Mr. Jim Perry, Executive Officer, Superior Court of Yolo County

Mr. Michael Planet, Executive Officer, Superior Court of Ventura County

Mr. Mike Roddy, Regional Director, Northern/Central Region

Mr. Art Sims, Executive Officer, Superior Court of Alameda County

Ms. Sharol Strickland, Executive Officer, Superior Court of Butte County

Mr. Hugh Swift, Executive Officer, Superior Court of Amador County

Ms. Peggy Thompson, Executive Officer (retired), Superior Court of San Mateo County

Ms. Mary Beth Todd, Executive Officer, Superior Court of Calaveras County

Mr. Michael Tozzi, Executive Officer, Superior Court of Stanislaus County

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Introduction

The overarching purpose of this project is to determine the number of court staff needed by California courts to provide effective service to the public. To accomplish this goal, the California Administrative Office of the Courts (AOC) contracted with the National Center for State Courts (NCSC) to develop a court staffing model for California. This report describes the initial phases of this project which document current practice in the trial courts. The work done to date makes it possible to compare relative need of the trial courts and, thus to take into account the equitable allocation of resources.

The value of staffing standards lies in providing uniform and comparable measures of staff workload while eliminating the uncertainty surrounding budget requests. In the absence of standards, trial court administrators have no way to know whether budget-change requests for additional staff are likely to be approved and AOC analysts must develop criteria for the evaluation of such requests on an *ad hoc* and piecemeal basis.

This study was undertaken with the purpose of establishing a transparent formula to remove the uncertainty of the budget-change request process and ensure that appropriate staff resources are available for quality case processing. The objective of this report and the proposed staffing standards is to assist the AOC in evaluating:

- Statewide case processing staffing requirements based on a thorough assessment of workload
- Alternative strategies for assessing the need for supervisors, managers, and administrative staff
- The equitable allocation of court staff among trial courts

Clarity on court workload is a key ingredient in establishing the number of staff needed to support the resolution of cases coming before the court.

The principal difficulty that needs to be overcome in the creation of staffing standards is, quite simply, that different trial courts operate differently. A primary reason is the legacy of county funding. In addition, differences may relate to the technology employed in the court, the organization of work, the number of court locations, or the extent to which statutory requirements are being met or even exceeded by different courts. All of these factors create problems of comparability among courts that, in turn, create problems for the creation of statewide standards.

At the same time, a number of recent changes in the organization of the trial courts make the development of staffing standards both more imperative and more feasible. First, state funding of the trial courts makes it more important than ever that the JC/AOC establish statewide standards for determining staffing needs. Historically, the level of case processing staff in California developed on the basis of local funding and local operations. Consequently, specific support functions performed in one court location may not be provided in another; furthermore, there may be considerable variation in how well similar functions are performed.

Second, as the AOC has put into place the mechanisms to administer state funding of the trial courts, it has begun to accumulate the information necessary for the creation of staffing standards (i.e., the Schedule 7A Salary and Position Worksheet inaugurated in 2000). This schedule, updated annually, provides the most comprehensive picture of staffing levels in California trial courts ever available. Finally, the judicial needs assessment methodology adopted by the Judicial Council in August 2001 establishes clear, filings-driven workload measures of the need for judicial officers. With new judgeships tied to workload, it makes good sense to develop a staffing model that also determines workload through filings.

This challenging study has benefited greatly from the guidance, oversight, and critical decision-making provided by the Resource Allocation Study Working Group. This Working Group, composed of 16 Court Executive Officers, reviewed and approved the overall project design and reconvened at key points during the study to review, modify, and ratify findings and recommendations of the project study team.

Methodology Overview

The staffing model was developed using multiple methods and analytic strategies to measure staff workload and assess equity. By equity, we mean how fairly and equally staffing resources are distributed among the different trial courts. The three primary phases are summarized below and addressed in detail in the body of this report.

Phase 1: Case Processing Staff Time Study

Selecting Staff to Participate. For the purposes of this study, *case processing staff* is defined as individuals who have job titles associated with the type of work performed by the office of the court clerk (e.g., legal process clerks) and those traditionally associated with providing direct support for judicial officers (e.g., courtroom clerks, research attorneys, and judicial secretaries). This definition makes a distinction between *case related court staff* (e.g., court clerks and judicial officer support) and *non-case related court staff* (e.g., human resources, accounting and information technology). Case processing staff comprise the majority of court staff in California and were the primary focus of the study.

Determining scope of staff responsibilities. A challenge in developing a set of workload standards is gaining clarity on the primary type of work (function) performed by court support staff. We used the concept of functional area to group basic job responsibilities into categories such as courtroom support, calendaring and caseflow management, records management, jury services and financial management. The next step in the process was to assign case processing staff to the seven case types distinguished in Schedule 7A (Traffic and other Infractions; Other Criminal; Civil; Family Law; Probate, Guardianship, and Mental Health; Juvenile Dependency; and Juvenile Delinquency).

Site selection. A representative sample of nine courts agreed to participate in this study: Amador, Calaveras, Los Angeles, Sacramento, San Bernardino, San Joaquin, San Mateo, Shasta, and Stanislaus.

Staffing inventory. AOC and NCSC project staff worked with the Court Executive Officer and the Schedule 7A Salary and Position Worksheet from each site to compile an accurate count of current staffing levels. The goal was to determine the way participating courts allocate courtroom support (program 10-10), case type services (program 10-20), operational support (program 10-30), and administration (program 90) support. In addition, project staff estimated how judicial officer FTEs are allocated by case type.

Time study. A two-week time study of court staff workload was conducted in the nine courts. More than 2,800 court staff tracked how they spent their time at work, carefully differentiating by case type and functional area. Drawing together information on total court filings (using the 7A categories), current staffing levels and the time study results, we calculate an estimate of the average amount of time (in minutes per filing) taken by court staff to support the resolution of different kinds of cases. The results tell us current practice; that is, how staff actually spends their time (differentiated by case type and functional area).

RAS Working Group Meeting. Phase I results were reviewed and discussed during the September 2004 RAS Working Group meeting. There was unanimous support by the Working Group for using the time study results as the foundation for the staffing model. In addition, the Working Group recommended that the model be refined so as to distinguish central clerk staff from judicial officer support staff, and to use different methods to estimate need.

Phase 2: Differentiating Central Clerk Services Staff and Judicial Officer Support Staff

Central clerk services staff. Project staff constructed a set of case weights that applied solely to the work of central clerk staff. The calculation backed out all time spent by judicial officer support staff from the case weights developed in Phase I.

Delphi session. Once the central clerk staff case weights were developed, a Delphi process was designed to expand the number of cases beyond the original seven Schedule 7A case types. During a three-day Delphi meeting in October 2004, participants from 14 courts helped develop 16 separate case weights to be used in assessing the need for central clerk staff.

Judicial officer support staff. To estimate the need for judicial officer support staff, project staff linked staff need directly to the number of judicial officers through the use of staff per judge ratios.

RAS Working Group Meeting. The Working Group met in December 2004 to review the results of Phase II. There was unanimous agreement among the Working Group members regarding the success of efforts to produce an expanded set of case weights for central clerk services staff and a set of judicial officer support staff per JPE ratios. Multiple recommendations were made by the Working Group to further enhance and refine the model, including adjustments to incorporate supervisors and managers, program 90 staff, and variation in court size.

Phase 3: Finalizing the Resource Allocation Study Model

The primary goals of Phase 3 were to augment the existing staffing model to incorporate (1) the full range of court staff (i.e., central clerk services, judicial officer support, supervisors, managers, and administrative staff) and (2) an enhanced capacity to adjust relevant model parameters (e.g., court size, staff year value, alternative measures of judge need and availability). The result is a comprehensive statewide staffing model that flexibly supports a wide range of court staffing-related analyses.

Comprehensive staffing standards can be used to determine the *average* complement of staff needed in a court to meet the needs of expedition, timeliness, and quality in case processing. The average takes into account the fact that different calendars require different levels of staff support while leaving local court administrators the discretion needed to allocate resources within the court as needed. This report describes each aspect of the study and serves as a reference for all data upon which the findings and recommendations are based.

Development of Staffing Standards

Because of the different ways that trial courts are organized, the assumption that specific staff positions perform specific functions may not hold up. Small, rural courts with a single location will – and should – organize staff work differently from large, multi-location, urban courts. Over time, we also expect the organization and content of work to change. For example, courtroom clerks increasingly work both inside and outside of the courtroom and may be required to take on increasing caseflow management responsibilities. New technology can blur the distinction between courtroom and non-courtroom clerks altogether. Computer terminals in some courtrooms allow clerks to monitor caseflow activity as well as enter data into case files. The evolving nature of staff responsibilities transforms the work of the courtroom clerk to

include job duties that were once handled exclusively by legal process clerks outside of the courtroom.

We begin from the assumption that local court administrators are the best qualified to determine how to organize court operations to ensure timely, efficient, and quality case processing. Statewide standards must determine the optimal number of staff needed for case processing *without* depriving local court administrators of the discretion needed to meet the challenges of changing technology, the case mix, the number of court locations, or other conditions unique to their court.

The challenge, then, is to create standards that take into account valid differences in operational practices of different courts while, at the same time, capturing those aspects of case processing that are common to all courts and that, allow for the modeling and comparison of workload across courts. We believe the six tasks in Phase 1 lay the groundwork necessary to help balance and attain these competing goals.

Phase 1: Case Processing Staff Time Study

1.1. Selecting Staff to Participate

The initial step was to define, identify and select the range of case processing staff to participate in the study. The Schedule 7A provides comprehensive information on the number of Full-Time Equivalent (FTE) staff working in specific job categories as well as information on the program budget area to which staff are assigned. NCSC and AOC staff used the Model Classification Codes (MCC) and job classification titles (see Appendix A) to identify case processing staff. Individuals were included if they fell within the appropriate Program, Element, Component, and Task (PECT) categories. Specifically, the decision was made to focus on Courtroom Support and Central Clerks Office staff as defined below:

- *Courtroom support*: Defined as staff from Program Budget Areas 10-10, 10-20, and 10-30. All staff except commissioners and referees would be included from Program 10-10, "Judges and Courtroom Support."

- *Central clerks office*: Defined as staff with appropriate job titles in Program 10-20 (Case Type Services) in addition to individuals with the proper MCC codes from Program 10-30 (Operational Support). Court interpreters were excluded from Program 10-30.

- *Managers and supervisors.* Because the focus is on all staff involved in case processing activities, the project also included the people who supervise line staff, but not the people who supervise supervisors.

Staff members that work *outside* of the area of judicial officer support or central clerks office (e.g., technology, administration, human resources, fiscal services) as well as judges, commissioners and referees and staff funded in a different manner such as security and interpreters were excluded.

1.2. Determining scope of staff responsibilities (case type and function)

A guiding principle of this study is to make maximum use of readily available data collected and reported by the trial courts to the AOC. Thus, the initial selection of case types was governed by the seven case types embedded in the Program-Element-Component-Task (PECT) budget reporting structure: Traffic and Other Infractions, Other Criminal, Civil, Probate-Mental Health-Guardianship, Family Law, Dependency, and Delinquency.

The number of case processing staff needed will vary depending upon the types of cases coming before the court. Court administrators are expected to allocate staff as needed to meet the different needs of judicial officers and the different calendars to which judicial officers are assigned. Given that job titles do not always provide a clear indication of job duties and responsibilities, this research project examined *tasks* performed rather than assuming any specific trial court position performed that task. This approach makes no assumption about

which staff performs the functions necessary for case processing. Rather, it identifies essential tasks that are common to all courts and groups them into broad functional categories.

To determine the substance and pattern of work in each of the case types, we created a comprehensive list of 80 tasks that are regularly performed by court staff (Appendix B). The 80 specific tasks are organized into eleven functional areas.

- Case Processing
- Records Management
- Calendaring and Caseflow Management
- Courtroom Support
- Case Monitoring and Enforcement
- Financial Management
- Jury Services and Management
- Legal Research
- Court Reporting
- Dispute Resolution, Mediation, Evaluation Services
- Managerial/Supervisory

In conjunction with the seven case types, these eleven functional areas were used to classify staff time during the time study. The eleven functional areas are defined in Appendix C.

1.3. Site Selection

The staffing standards project was designed to balance the cost of the research to the AOC and the local courts with the need to obtain a representative sample of the 58 California Superior Courts. Based upon previous research looking at key demographic and court characteristics, the trial courts in California were placed into six clusters of similarity.[1] This initial clustering allowed us to select a representative sample of California trial courts. The participating courts are highlighted and displayed in Table 1.

[1] California Judicial Needs Assessment: Final Report, National Center for State Courts, 2001

Table 1: Participating Courts by Cluster

Cluster	County		Cluster	County
6	Los Angeles		1	Alpine
			1	Amador
5	Orange		1	Calaveras
5	San Diego		1	Colusa
			1	Del Norte
4	Alameda		1	El Dorado
4	Riverside		1	Glenn
4	Sacramento		1	Humboldt
4	San Bernardino		1	Imperial
4	Santa Clara		1	Inyo
			1	Kings
3	Contra Costa		1	Lake
3	Fresno		1	Lassen
3	Kern		1	Madera
3	San Francisco		1	Mariposa
3	San Joaquin		1	Mendocino
3	San Mateo		1	Modoc
3	Ventura		1	Mono
			1	Napa
2	Butte		1	Nevada
2	Marin		1	Plumas
2	Merced		1	San Benito
2	Monterey		1	Shasta
2	Placer		1	Sierra
2	San Luis Obispo		1	Siskiyou
2	Santa Barbara		1	Sutter
2	Santa Cruz		1	Tehama
2	Solano		1	Trinity
2	Sonoma		1	Tuolumne
2	Stanislaus		1	Yolo
2	Tulare		1	Yuba

The nine courts in our sample were purposively chosen to represent the variation in the California courts. Los Angeles, a unique court in the United States, defines its own cluster, Cluster 1. San Bernardino and Sacramento represent Clusters 4 and 5 consisting of seven large courts. San Joaquin and San Mateo represent the seven medium-sized courts (Cluster 3); Stanislaus represents the twelve courts in Cluster 2; and Shasta, Amador and Calaveras represent the thirty-one smallest courts (Cluster 1). Taken together, these nine courts are geographically dispersed and span the range of court sizes in California and hence we believe provide a solid basis for the empirical study of staffing patterns and levels.

1.4. Staffing Inventory

AOC and NCSC staff worked with each of the court executive officers (CEO) in the nine participating sites to build a comprehensive profile of current staffing levels and allocation. The process of arriving at the *current* staffing levels in each court was an iterative process. Drawing on the Schedule 7A – Salary and Position Worksheet, each CEO was asked to confirm and/or modify the list of case processing staff meeting the criteria defined in Phase 1. The active participation of the CEOs was necessary because Schedule 7A was never designed to capture detailed information on court staff assignment. Table 2 shows the total potential relevant staff members in each of the nine courts.

Table 2: Participation Rate by Court

County	Total Potential Participants	Total Actual Participants	Participating Rate	Total FTE Court Staff
Amador	36	36	100.0	30.05
Calaveras	27	27	100.0	22.30
Los Angeles				4,068.00
--Central	146	112	76.7	
--Central Mediators	17	13	76.5	
--Delinquency	33	31	93.9	
--Dependency	92	80	87.0	
--Northwest	184	159	86.4	
--Other Family	35	9	25.7	
--Southeast	229	209	91.3	
Sacramento	621	619	99.7	591.00
San Bernardino	666	665	99.8	655.00
San Joaquin	260	250	96.2	237.50
San Mateo	335	327	97.6	328.50
Shasta	117	116	99.1	113.00
Stanislaus	199	194	97.5	185.40

In addition to the total number of potential participants (both full and part time), Table 2 identifies the total number of actual staff members who reported time during the ten day time study, the participation rate in terms of individuals, and finally the total FTE count for each of the sites (based upon the lists given to us by each court). Taking San Joaquin as an example, the original list contained 260 names of project-relevant case processing support staff and 250 of these individuals participated in the time study (96.2%). The material from the CEOs also provided the full-time equivalent (FTE) status of each staff member (part time, full time).

Combining our information on full and part time employees produced an estimate of 237.5 FTE staff in San Joaquin.

1.5. Time Study

The purpose of the time study was to measure the amount of staff time expended to process cases through the Superior courts. By developing separate workload standards for different case types, the model accounts for the fact that case types vary in complexity, and require different amounts of staff time and attention. As with the judicial needs assessment study, relying solely on case counts to determine the demands placed on staff ignores the varying levels of staff resources needed to handle cases effectively. Both case related and non-case related staff time is measured, regardless of whether the activity occurs in the courtroom, at the counter, or in another location. All case processing staff identified in the staff inventory (Phase 4) were asked to participate in the time study.[2]

The California case processing staff time study was a comprehensive and challenging undertaking. Many decisions and design issues needed to be resolved including, a data collection system, a staff year value and a staff day value. In addition, it was necessary to assemble accurate filing data for each court. Finally, the data from the time study needed to be appropriately weighted and analyzed prior to calculating the staffing standards. Each aspect is discussed below. Details of the time study methodology are presented in the training materials included in Appendix D.

[2] See discussion under Los Angeles Time Study for Los Angeles sampling strategy.

Recording time

A two-week time study was conducted in September 2003. Participating staff in the nine courts were asked to keep account of their entire workday, and to include both case related and non-case specific activities. Case processing staff used a *Daily Time Log*, a *Multiple Event Tally Sheet*, and an online data entry screen to track and record their time.[3] We asked them to account for their time in discrete 10-minute blocks, and to identify either a non-case specific activity or a case type and a functional area for each block.[4] All data were compiled and analyzed at the National Center for State Courts in Williamsburg, VA.

Staff year and day

To calculate available staff time we needed to know how much time court staff have available each day for all duties and responsibilities (e.g., case related work, staff meetings, work related travel). This is a two-stage process that entailed calculating how many days per year are available for staff to handle and process cases, and then the length of the business day. Multiplying the number of available workdays by the number of available work-related hours in a day gives us a staff-year value. The staff-year value is an estimate of the amount of time the average staff has to process cases during the year.

To establish an average staff year, one must accurately describe the various factors that reduce the days available for court staff to handle and process cases. Thus we must account for such factors as weekends, holidays, and time related to illness, and vacation. A staff year of 225 days was established in the following manner:

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[3] We refined the time study instruments through a pretest held in August 2003.

[4] To assist court staff in tracking their time during the time study, we held "train the trainer" sessions in San Francisco, Sacramento, Burbank, and Los Angeles Over 130 individuals attended the training session. AOC and NCSC staff reviewed the case types, non-case specific activities and functional areas. Trainers were shown how to use the two manual tally sheets and how court staff was to enter data on the online data entry screens. To facilitate the learning, trainers used a series of eight scenarios thought to be representative of the type of data entry combinations.

Days in the Year:	365 days
Less Weekends:	105
Less Holidays:	13
Less Vacation:	15
Less Sick leave:	7
Total days available:	225 days

The staff day combines time spent handling the full range of staff duties and responsibilities. Available staff time is conceptualized as including both the time spent daily to process and handle cases as well as time spent on non-case specific activities, such as staff meetings and conferences, training and staff development, maintaining equipment, and work-related travel. A full day was determined to be 8.5-hours. Removing one hour for lunch and breaks leaves us with a 7.5-hour workday. Additional time was removed for non-case specific activities, including training and staff development (organizational development).

Full day:	8.5	hours
Less Lunch:	0.50	(30 minutes)
Less Breaks:	0.50	(30 minutes)
Less Organizational Development	0.37	(20 minutes)
Work Day:	7.13	hours

Multiplying 225 days by 7.13 hours per day by 60 minutes (to convert the standard into minutes), we obtain a staff work year standard of 96,300 minutes. We expect that a typical court employee will work 96,300 minutes per year in the processing of the filings coming into the court.

Annual Filings

Once the time study was complete, filing data was needed to calculate the case weights. With assistance from the staff of the AOC, NCSC staff obtained data on the *total* number of

filings for each case type in each court. Case filing data was mapped into the seven case types in the 7A budget structure according to the following rules:

- Traffic and Other Infractions – Traffic & Non-Traffic Infractions, Traffic Misdemeanor
- Criminal – Felony, Non-Traffic Misdemeanor
- Civil – Motor Vehicle Torts, Personal Injury Torts, Civil Complaints, Unlawful Detainers, Civil under $25,000, Lower Court Appeals, Small Claims
- Family – Family Law, Civil Petitions
- Probate – Probate, Mental Health, Guardianship
- Dependency – Juvenile Dependency
- Delinquency – Juvenile Delinquency

To iron out year-to-year fluctuations in the filing data, an average from fiscal years 2000/01 and 2001/02 was used to evaluate the implications of the staffing standards. The average filings by case type for the two-year period for each of the nine participating courts are presented in Table 3. A more detailed comparison of case type by court is provided in Appendix E.

Table 3: Average Filings by Case Type

Average Yearly Filings Fiscal Years 2000 and 2001

Court	Traffic	Crim	Civil	Probate	Family	Depend	Delinq	Total
Amador	6,025	1,026	736	80	338	24	81	**8,308**
Calaveras	4,774	857	1,083	110	771	97	75	**7,765**
Los Angeles	1,884,167	194,479	351,551	13,807	146,730	11,846	21,664	**2,624,242**
Sacramento	187,228	27,835	44,811	1,927	26,705	1,462	4,201	**294,168**
San Bernardino	285,616	49,028	56,781	2,313	33,595	3,289	5,425	**436,046**
San Joaquin	84,706	17,090	17,484	1,381	9,365	867	1,816	**132,707**
San Mateo	110,480	9,506	13,057	1,378	6,088	487	4,227	**145,220**
Shasta	27,363	5,517	6,600	469	3,731	253	1,310	**45,242**
Stanislaus	47,307	11,579	13,436	924	7,111	363	1,442	**82,160**
Total	**2,637,663**	**316,915**	**505,538**	**22,386**	**234,431**	**18,686**	**40,239**	**3,775,856**

Percentage Yearly Filings Fiscal Years 2000 and 2001

Court	Traffic	Crim	Civil	Probate	Family	Depend	Delinq	Total
Amador	72.5%	12.3%	8.9%	1.0%	4.1%	0.3%	1.0%	100.0%
Calaveras	61.5%	11.0%	13.9%	1.4%	9.9%	1.2%	1.0%	100.0%
Los Angeles	71.8%	7.4%	13.4%	0.5%	5.6%	0.5%	0.8%	100.0%
Sacramento	63.6%	9.5%	15.2%	0.7%	9.1%	0.5%	1.4%	100.0%
San Bernardino	65.5%	11.2%	13.0%	0.5%	7.7%	0.8%	1.2%	100.0%
San Joaquin	63.8%	12.9%	13.2%	1.0%	7.1%	0.7%	1.4%	100.0%
San Mateo	76.1%	6.5%	9.0%	0.9%	4.2%	0.3%	2.9%	100.0%
Shasta	60.5%	12.2%	14.6%	1.0%	8.2%	0.6%	2.9%	100.0%
Stanislaus	57.6%	14.1%	16.4%	1.1%	8.7%	0.4%	1.8%	100.0%
Mean	**65.9%**	**10.8%**	**13.1%**	**0.9%**	**7.2%**	**0.6%**	**1.6%**	**100.0%**
Std. Deviation	**6.2%**	**2.5%**	**2.6%**	**0.3%**	**2.1%**	**0.3%**	**0.8%**	
Lower Bound	**53.7%**	**5.8%**	**8.0%**	**0.3%**	**3.0%**	**0.0%**	**0.0%**	
Upper Bound	**78.1%**	**15.8%**	**18.1%**	**1.5%**	**11.3%**	**1.1%**	**3.1%**	

As can be seen in Table 3, the pattern in the distribution of filings on a case type basis is quite similar across the nine participating courts. While there are some differences in the overall percentages (e.g., San Mateo 6.5% Criminal, Stanislaus 14.1% Criminal), the rank order relationships are very strong. All in all, we conclude that the filing patterns – across the seven case types – are more similar than they are different.

General Weighting Scheme

At the end of the two-week time study, the raw minutes of staff time for each site were placed into a court-specific database. A multi-stage weighting scheme was used to weight the raw minutes to be representative of a typical year. The weighted time study minutes were then used to estimate the percentage of staff effort across seven case types and eleven functional categories. The procedures reported in this section were applied to all courts, but as will be seen

in the following section, there were several additional steps required for Los Angeles. In general, a three-stage weighting scheme was employed.

Stage one of the weighting process was used to determine what each employee does in ten working days. To accurately reflect the activities of a full time employee, the recorded time for these individuals was weighted up to ten days if they reported between five and ten days of time. For example, if an individual reported time for eight days, we weighted that person's time by 1.25 (10 divided by 8). This weighting procedure was applied on an individual basis across all of the sites. If the individual was a part-time employee, we did not make any adjustments to their time, assuming that the time they reported reflected their actual work time.

In stage two, the data was weighted again to account for all applicable staff scheduled to participate in the time study (see Table 2). Based on the list of relevant employees received earlier from each CEO and the results from the time study, we calculated actual participation rates and a court specific weighting factor. Given the high participation rate in all nine courts, the weights necessary to get the sample up to full participation are quite close to 1.00. For example, the minutes in San Mateo were weighted by 1.024 (335 divided by 327). Note that we are weighting up to the number of people (both part-time and full-time) who scheduled to participate in the project. In most cases, the impact of weighting stage was minimal.

Stage three weighted the data so that it encompassed all of the case-related minutes in an entire year. As noted earlier, the staff year standard was set at 225 workdays (after removing holiday, vacation and sick leave). Because time related to vacation and sick leave was included in the time study, these days were added back yielding a work year of 247 days. Therefore, an estimate for the full year was obtained from 10 days of time study data by multiplying all minutes by 24.7 (247 divided by 10).

Turning Minutes into Staff FTE

Application of the three-stage weighting scheme produced an estimate of the number of minutes worked in a typical year in eight courts in California based upon the two-week time study. The implications of this analysis for determining the distribution of court staff in each court are contained in separate tables in Appendix F. For purposes of discussion, we use results from San Bernardino (shown in Table 4) to illustrate the available data and the procedures employed to estimate the number of staff by case type and functional area.

Table 4: Estimating the San Bernardino Staffing Distribution, Panels A and B

A: TOTAL MINUTES FROM TIME STUDY

Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total	Overall Percent	7A Percent
	Functional Area														
Traffic and Other Infractions	4,079,409	635,347	561,041	653,529	210,975	1,028,951	24,803	34,510	2,227		15,895		7,246,686	9.0%	13%
Criminal	5,266,144	1,451,757	1,771,384	5,974,008	370,324	395,121	624,923	105,154	3,260,142	9,157	29,533		19,257,647	23.8%	35%
Civil	4,673,885	1,404,297	916,494	2,071,068	28,771	634,394	397,213	1,468,290	1,295,565		102,847		12,992,824	16.1%	24%
Prob., Ment. Hlth, and Grdnship	1,079,680	344,643	157,163	284,860	990	52,887		325,607	153,199	423,833	495		2,823,357	3.5%	5%
Family	3,788,979	1,201,349	459,505	1,539,361	9,244	231,788	495	137,877	1,015,833	1,491,977	138,485		10,014,892	12.4%	18%
Dependency	351,365	185,015	9,624	393,015		3,300			235,989	81,837	13,446		1,273,591	1.6%	2%
Delinquency	553,530	212,075	49,333	463,167	26,234			2,227	185,454		275		1,492,296	1.8%	3%
Total Case Specific Minutes													**55,101,294**	**68.1%**	**100%**
Customer Service												3,109,560	**3,109,560**	**3.8%**	0%
Personnel												1,454,490	1,454,490	1.8%	0%
Organization and System Devel.												1,085,523	1,085,523	1.3%	0%
Facilities and Equipment Mgmt												176,464	176,464	0.2%	0%
Work-related Travel												437,496	437,496	0.5%	0%
Administration													**3,153,972**	**3.9%**	**0%**
Leave (Vacation, Sick, etc.)												10,205,942	10,205,942	12.6%	0%
Breaks and Lunch												10,515,856	10,515,856	13.0%	0%
NCSC Project												1,958,301	1,958,301	2.4%	0%
Excluded Minutes													**22,680,100**	**28.0%**	**0%**
Total	**19,792,992**	**5,434,482**	**3,924,543**	**11,379,010**	**646,538**	**2,346,440**	**1,047,434**	**2,073,666**	**6,148,409**	**2,006,804**	**300,975**	**28,943,632**	**80,935,366**	**100.0%**	**100%**
Overal Percentage	**24.5%**	**6.7%**	**4.8%**	**14.1%**	**0.8%**	**2.9%**	**1.3%**	**2.6%**	**7.6%**	**2.5%**	**0.4%**	**35.8%**	**100.0%**		
Functional Category Percentage	**35.9%**	**9.9%**	**7.1%**	**20.7%**	**1.2%**	**4.3%**	**1.9%**	**3.8%**	**11.2%**	**3.6%**	**0.5%**		**100.0%**		

B: % DISTRIBUTION OF CASE SPECIFIC MINUTES

Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total
	Functional Area												
Traffic and Other Infractions	7.4%	1.2%	1.0%	1.2%	0.4%	1.9%	0.0%	0.1%	0.0%	0.0%	0.0%		13.2%
Criminal	9.6%	2.6%	3.2%	10.8%	0.7%	0.7%	1.1%	0.2%	5.9%	0.0%	0.1%		34.9%
Civil	8.5%	2.5%	1.7%	3.8%	0.1%	1.2%	0.7%	2.7%	2.4%	0.0%	0.2%		23.6%
Prob., Ment. Hlth, and Grdnship	2.0%	0.6%	0.3%	0.5%	0.0%	0.1%	0.0%	0.6%	0.3%	0.8%	0.0%		5.1%
Family	6.9%	2.2%	0.8%	2.8%	0.0%	0.4%	0.0%	0.3%	1.8%	2.7%	0.3%		18.2%
Dependency	0.6%	0.3%	0.0%	0.7%	0.0%	0.0%	0.0%	0.0%	0.4%	0.1%	0.0%		2.3%
Delinquency	1.0%	0.4%	0.1%	0.8%	0.0%	0.0%	0.0%	0.0%	0.3%	0.0%	0.0%		2.7%
Total Case Specific Minutes	**35.9%**	**9.9%**	**7.1%**	**20.7%**	**1.2%**	**4.3%**	**1.9%**	**3.8%**	**11.2%**	**3.6%**	**0.5%**		**100.0%**

Table 4: Estimating the San Bernardino Staffing Distribution, Panels C, D, E, and F

C: DISTRIBUTION OF NON-CASE SPECIFIC MINUTES

	Functional Area												
Case Type	**Case Processing**	**Records Mgmt**	**Calendaring & Csflow Mgmt**	**Courtroom Support**	**Case Monitoring & Enforcmnt**	**Financial Mgmt**	**Jury Services & Mgmt**	**Legal Research**	**Court Reporting**	**Disp. Resol/ Mediation/ Eval. Serv's**	**Managerial/ Supervisory**	**Admin**	**Total**
Traffic and Other Infractions	230,215	35,855	31,662	36,881	11,906	58,067	1,400	1,948	126	0	897	414,797	823,753
Criminal	297,187	81,928	99,965	337,134	20,899	22,298	35,267	5,934	183,981	517	1,667	1,102,299	2,189,075
Civil	263,764	79,249	51,721	116,878	1,624	35,801	22,416	82,861	73,113	0	5,804	743,703	1,476,934
Prob., Ment. Hlth, and Grdnship	60,930	19,449	8,869	16,076	56	2,985	0	18,375	8,646	23,918	28	161,608	320,940
Family	213,825	67,796	25,931	86,872	522	13,081	28	7,781	57,327	84,198	7,815	573,248	1,138,423
Dependency	19,829	10,441	543	22,179	0	186	0	0	13,318	4,618	759	72,900	144,773
Delinquency	31,238	11,968	2,784	26,138	1,480	0	0	126	10,466	0	16	85,418	169,634
Total	**1,116,988**	**306,687**	**221,476**	**642,158**	**36,486**	**132,418**	**59,110**	**117,024**	**346,976**	**113,251**	**16,985**	**3,153,972**	**6,263,532**

D: ESTIMATED DISTRIBUTION OF TOTAL MINUTES

	Functional Area												
Case Type	**Case Processing**	**Records Mgmt**	**Calendaring & Csflow Mgmt**	**Courtroom Support**	**Case Monitoring & Enforcmnt**	**Financial Mgmt**	**Jury Services & Mgmt**	**Legal Research**	**Court Reporting**	**Disp. Resol/ Mediation/ Eval. Serv's**	**Managerial/ Supervisory**	**Admin**	**Total**
Traffic and Other Infractions	4,309,624	671,201	592,702	690,410	222,881	1,087,018	26,203	36,457	2,353	0	16,792	414,797	8,070,439
Criminal	5,563,332	1,533,685	1,871,349	6,311,143	391,222	417,419	660,190	111,088	3,444,123	9,674	31,200	1,102,299	21,446,723
Civil	4,937,649	1,483,546	968,215	2,187,946	30,395	670,195	419,629	1,551,151	1,368,679	0	108,651	743,703	14,469,758
Prob., Ment. Hlth, and Grdnship	1,140,610	364,092	166,032	300,936	1,046	55,872	0	343,982	161,844	447,751	523	161,608	3,144,297
Family	4,002,804	1,269,146	485,437	1,626,233	9,766	244,868	523	145,658	1,073,160	1,576,174	146,300	573,248	11,153,315
Dependency	371,193	195,456	10,167	415,194	0	3,486	0	0	249,307	86,456	14,205	72,900	1,418,364
Delinquency	584,768	224,043	52,117	489,305	27,715	0	0	2,353	195,920	0	290	85,418	1,661,929
Total	**20,909,980**	**5,741,169**	**4,146,019**	**12,021,168**	**683,025**	**2,478,858**	**1,106,544**	**2,190,690**	**6,495,386**	**2,120,055**	**317,960**	**3,153,972**	**61,364,826**

E: % DISTRIBUTION TOTAL MINUTES

	Functional Area												
Case Type	**Case Processing**	**Records Mgmt**	**Calendaring & Csflow Mgmt**	**Courtroom Support**	**Case Monitoring & Enforcmnt**	**Financial Mgmt**	**Jury Services & Mgmt**	**Legal Research**	**Court Reporting**	**Disp. Resol/ Mediation/ Eval. Serv's**	**Managerial/ Supervisory**	**Admin**	**Total**
Traffic and Other Infractions	7.0%	1.1%	1.0%	1.1%	0.4%	1.8%	0.0%	0.1%	0.0%	0.0%	0.0%	0.7%	13.2%
Criminal	9.1%	2.5%	3.0%	10.3%	0.6%	0.7%	1.1%	0.2%	5.6%	0.0%	0.1%	1.8%	34.9%
Civil	8.0%	2.4%	1.6%	3.6%	0.0%	1.1%	0.7%	2.5%	2.2%	0.0%	0.2%	1.2%	23.6%
Prob., Ment. Hlth, and Grdnship	1.9%	0.6%	0.3%	0.5%	0.0%	0.1%	0.0%	0.6%	0.3%	0.7%	0.0%	0.3%	5.1%
Family	6.5%	2.1%	0.8%	2.7%	0.0%	0.4%	0.0%	0.2%	1.7%	2.6%	0.2%	0.9%	18.2%
Dependency	0.6%	0.3%	0.0%	0.7%	0.0%	0.0%	0.0%	0.0%	0.4%	0.1%	0.0%	0.1%	2.3%
Delinquency	1.0%	0.4%	0.1%	0.8%	0.0%	0.0%	0.0%	0.0%	0.3%	0.0%	0.0%	0.1%	2.7%
Total	**34.1%**	**9.4%**	**6.8%**	**19.6%**	**1.1%**	**4.0%**	**1.8%**	**3.6%**	**10.6%**	**3.5%**	**0.5%**	**5.1%**	**100.0%**

F: ESTIMATED STAFFING PATTERN

	Functional Area												
Case Type	**Case Processing**	**Records Mgmt**	**Calendaring & Csflow Mgmt**	**Courtroom Support**	**Case Monitoring & Enforcmnt**	**Financial Mgmt**	**Jury Services & Mgmt**	**Legal Research**	**Court Reporting (Steno)**	**Disp. Resol/ Mediation/ Eval. Serv's**	**Managerial/ Supervisory**	**Admin**	**Total**
Traffic and Other Infractions	46.0	7.2	6.3	7.4	2.4	11.6	0.3	0.4	0.0	0.0	0.2	4.4	86.1
Criminal	59.4	16.4	20.0	67.4	4.2	4.5	7.0	1.2	36.8	0.1	0.3	11.8	228.9
Civil	52.7	15.8	10.3	23.4	0.3	7.2	4.5	16.6	14.6	0.0	1.2	7.9	154.4
Prob., Ment. Hlth, and Grdnship	12.2	3.9	1.8	3.2	0.0	0.6	0.0	3.7	1.7	4.8	0.0	1.7	33.6
Family	42.7	13.5	5.2	17.4	0.1	2.6	0.0	1.6	11.5	16.8	1.6	6.1	119.0
Dependency	4.0	2.1	0.1	4.4	0.0	0.0	0.0	0.0	2.7	0.9	0.2	0.8	15.1
Delinquency	6.2	2.4	0.6	5.2	0.3	0.0	0.0	0.0	2.1	0.0	0.0	0.9	17.7
Total	**223.2**	**61.3**	**44.3**	**128.3**	**7.3**	**26.5**	**11.8**	**23.4**	**69.3**	**22.6**	**3.4**	**33.7**	**655.0**

Panel A: Total Minutes from Time Study. Using the three weights discussed previously, Panel A displays the total weighted minutes from the time study. The upper rows in Panel A display minutes by the seven case types used in this study – Traffic and Other Infractions, Criminal, Civil, Probate/Mental Health, Guardianship, Family, Dependency, and Delinquency. Time study instructions asked staff to distinguish work based on whether it applied to a particular case type or was administrative (e.g., customer service, leave or breaks). Altogether, participants placed 68.1% of reported minutes into one of the seven case types (column labeled "overall percent"). When working on a case type, staff were also asked to indicate the functional area within which their work fell – General Case Processing, Records Management, Calendaring and Caseflow Management, Courtroom Support and Management, Case Monitoring and Enforcement, Financial Management, Jury Service, Legal Research, Court Reporting, Dispute Resolution/Mediation/Evaluation, and Managerial/Supervisory.

Lower rows of Panel A show staff time spent on Customer Service and Administration. In these administrative categories, we differentiated between Personnel, Organizational Development, Facilities and Equipment Management, Work-Related Travel, Leave, Breaks and Lunch, and the time filling in the time study forms ("NCSC Project"). Time recorded in the Leave, Breaks/Lunch, and NCSC Project categories was not included in the development of the staff workload standards; rather this time was used to validate the assumptions of the staff year value about the average number of days staff take for vacation and sick leave. Time recorded in the remaining categories (Customer Service, Organization and System Development, Facilities and Equipment Management and Work-Related Travel) was re-allocated to case types as discussed below.

Panel B: Percentage Distribution of Minutes. As a base for adding the Administrative minutes into the time study, Panel B shows the percentage distribution of all minutes with both a case type and a functional area designation. To obtain these percentages, we take the individual cell minutes (e.g., 4,079,409 in Traffic/Case Processing) and divide by the total number of minutes in the entire matrix that have both a case type and a functional area designation (e.g., 55,101,294). The entries in the Panel B matrix show the percentage of all minutes with both a case type and a functional area designation that are reported in each cell of the 7 (case types) x11 (functional areas) matrix.

Panel C: Distribution of Non-Case Specific Minutes. Two steps were used to allocate the minutes collected under the administrative categories (Customer Service, Personnel, Organization and System Development, Facilities and Equipment Management, and Work-Related Travel) to the seven case types. First, we separated the Customer Service minutes based on the assumption that they are likely to be related to case types. Making the assumption that Customer Service could occur in any case type or functional area, we used the percentages in Panel B to apportion the 3,109,560 minutes of customer service time across the seven case types and 11 functional areas. Second, the remaining Administrative minutes were distributed among the seven case types according to the marginal percentages in Panel B (column labeled "Total"). As can be seen under the Total column in Panel B, 13.2% of all minutes are in Traffic; therefore Traffic received 13.2% of all of the Administrative minutes (e.g., 414,797 minutes). The column to the left in Panel C labeled "Admin" (the new twelfth functional area) shows the actual distribution of administrative minutes by case type.

Panel D: Estimated Distribution of Total Minutes. This panel takes the minutes from Panel A with a case type designation (top seven rows) and adds them to the minutes in Panel C.

For example, the total of 4,309,624 minutes in the cell for the functional area "case processing" for the case type "traffic and other infractions" is reached by adding 4,079,409 minutes from the same location in Panel A to 230,215 from the same location in Panel C. The result is the estimated distribution of court staff minutes across seven case types and twelve functional areas.

Panel E: Percentage Distribution of Total Minutes. This panel calculates the percentage of minutes from Panel D that are in each cell of the 7x12 cell matrix. For example, the value of 8% under the functional area of "case processing" and the case type "civil" is calculated by dividing the value of 4,937,649 minutes from the same location in Panel D by the total number of minutes recorded in the bottom left corner of Panel D (i.e., 61,364,826 minutes).

Panel F: Estimated Staffing Pattern. This panel presents our estimate of the number of FTE staff members that work in each case type by functional area for San Bernardino. Staff allocation is estimated by taking "Total FTE Court Staff" for San Bernardino from Table 2 (i.e., 655) and placing it in the bottom right hand corner of Panel F. We then apply the percentages in Panel E to the total FTE staff to obtain the estimated number of FTE staff in each cell of our matrix. For example, in the Traffic and Other Infractions case type, 7.0% of all minutes were reported in the Case Processing functional area. Multiplying the total staff (655) by 7%, we obtain our estimate of 46.0 FTE court staff performing the Case Processing function in the Traffic and Other Infractions case type.

The procedure for estimating the case processing staff across the seven case types and twelve functional areas is identical for all of the remaining courts with the exception of Los Angeles. We will compare and contrast the results shortly, but first it is necessary to discuss the way in which the Los Angeles estimated distribution was constructed.

Los Angeles Methodology

The Superior Court of Los Angeles County is the largest court in the United States, with over 600 judges and 4,000 full-time staff. To compound the complexity, the court is divided into 12 districts with approximately 50 separate courthouses across the county. Some case types (e.g., criminal) are handled in courthouses throughout the county, while other case types (e.g., dependency) are heard in a single specialized courthouse. Some functions (e.g., Records Management) are performed primarily in a centralized manner, as an administrative service to the branch locations, while other functions (e.g., case processing) are handled in the individual courthouses. To account for the complex centralized/decentralized system, project staff determined, after a two-day site visit and consultation with local court management in August 2003, that it was necessary to develop a hybrid sampling model to cover all aspects of the court's work. The Los Angeles (LA) staff analysis was conducted through a number of integrated steps beginning with site selection.

Project goals were to develop an accurate estimate of the number of case processing staff working in the Los Angeles court system, how staff are allocated by case type and the average amount of time staff spend processing various types of cases. A representative sample of staff from multiple Los Angeles courthouses was chosen for participation in the study.

- *Los Angeles Central.* The largest number of participants worked in the Central District (primarily the downtown courthouses). A large sample of courtroom staff (e.g., judicial assistants and courtroom assistants) assigned to criminal, civil, traffic, probate and family dockets took part in the time study. In addition, staff in Central Mediation and Central Other Family was asked to participate in the time study. Finally, the number and allocation of staff providing centralized services, such as records management, jury services, legal research and court reporting, was provided by division supervisors.

- *Juvenile-Dependency Court*. Located in the Central District, this court (the Edmund D. Edelman Children's Court) hears all juvenile dependency cases for the county. All staff were asked to participate in the time study.

- *Juvenile-Delinquency Court.* A sample of court staff handling juvenile delinquency cases in the Eastlake Juvenile Courthouse (Central District) and the Pomona Courthouse (East District) participated in the time study.

- *Northwest District and Southeast District.* Courthouses in these two districts agreed to participate in the time study. They were chosen to be representative of court activity in courts outside of Los Angeles Central.

The results from this comprehensive, multi-stage sampling process are presented in Panels A through N in Table 5.

Table 5: Estimating the Los Angeles Staffing Distribution, Panels A, B, and C

A: Supervisor Survey

Functional Area

Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total	Overall Percent
Traffic and Other Infractions	71	10	8	3	1	12	0	0	8	0	4	0	**117**	9.2%
Criminal	56	13	3	7	0	3	37	3	271	0	3	0	**395**	31.1%
Civil	123	36	11	12	1	13	37	98	141	4	11	0	**486**	38.1%
Prob., Ment. Hlth, and Grdnship	25	10	4	4	1	1	0	10	10	0	3	0	**68**	5.3%
Family	38	16	9	3	0	4	0	3	51	5	1	0	**130**	10.2%
Dependency	1	1	0	1	0	0	0	2	25	0	0	0	**30**	2.4%
Delinquency	1	1	0	1	0	0	0	1	44	0	0	0	**48**	3.7%
Total	**315**	**86**	**35**	**30**	**3**	**33**	**73**	**116**	**550**	**9**	**23**	**0**	**1,274**	**100.0%**
Percent	24.7%	6.8%	2.8%	2.4%	0.2%	2.6%	5.7%	9.1%	43.2%	0.7%	1.8%	0.0%	100.0%	

B: Central Time Study

Functional Area

Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total	Overall Percent
Traffic and Other Infractions	2	0	1	2	0	2	0	0	0	0	0	0	**8**	2.6%
Criminal	36	10	21	49	1	0	0	0	0	0	0	1	**119**	37.1%
Civil	31	17	19	80	1	0	0	1	0	0	0	2	**151**	47.1%
Prob., Ment. Hlth, and Grdnship	3	1	2	5	1	0	0	0	0	0	0	0	**12**	3.7%
Family	11	3	4	12	0	0	0	0	0	0	0	0	**30**	9.5%
Dependency	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.1%
Delinquency	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.0%
Total	**84**	**31**	**47**	**148**	**3**	**3**	**0**	**1**	**0**	**0**	**0**	**3**	**321**	**100.0%**
Percent	26.1%	9.8%	14.7%	46.3%	0.8%	0.9%	0.0%	0.4%	0.0%	0.0%	0.0%	1.0%	100.0%	

C: Dependency Court Time Study

Functional Area

Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total	Overall Percent
Traffic and Other Infractions	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.0%
Criminal	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.2%
Civil	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.0%
Prob., Ment. Hlth, and Grdnship	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.2%
Family	2	0	1	0	0	0	0	0	0	0	0	0	**3**	3.6%
Dependency	26	14	9	28	0	0	0	0	0	8	0	2	**88**	95.9%
Delinquency	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.1%
Total	**28**	**15**	**9**	**29**	**0**	**0**	**0**	**0**	**0**	**9**	**0**	**3**	**92**	**100.0%**
Percent	30.2%	16.0%	10.2%	31.0%	0.3%	0.4%	0.0%	0.0%	0.0%	9.3%	0.0%	2.8%	100.0%	

Table 5: Estimating the Los Angeles Staffing Distribution, Panels D, E, and F

D: Delinquency Time Study

Functional Area

Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total	Overall Percent
Traffic and Other Infractions	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.0%
Criminal	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.0%
Civil	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.0%
Prob., Ment. Hlth, and Grdnship	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.0%
Family	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.0%
Dependency	0	0	0	0	0	0	0	0	0	0	0	0	**1**	1.0%
Delinquency	16	3	9	12	0	0	0	0	0	0	3	8	**51**	99.0%
Total	**17**	**3**	**9**	**12**	**0**	**0**	**0**	**0**	**0**	**0**	**3**	**8**	**52**	**100.0%**
Percent	31.9%	6.2%	17.5%	23.9%	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%	5.2%	15.1%	100.0%	

E. Central Mediators Time Study

Functional Area

Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total	Overall Percent
Traffic and Other Infractions	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.3%
Criminal	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.0%
Civil	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.0%
Prob., Ment. Hlth, and Grdnship	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.4%
Family	0	0	0	0	0	0	0	0	0	10	1	0	**12**	99.3%
Dependency	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.0%
Delinquency	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.0%
Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**10**	**1**	**0**	**12**	**100.0%**
Percent	0.3%	0.3%	1.9%	0.0%	0.1%	0.0%	0.0%	0.0%	0.4%	86.6%	10.3%	0.0%	100.0%	

F. Central Other Family Time Study

Functional Area

Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total	Overall Percent
Traffic and Other Infractions	2	0	0	0	0	1	0	0	0	0	0	0	**3**	11.4%
Criminal	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.0%
Civil	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.8%
Prob., Ment. Hlth, and Grdnship	0	0	0	0	0	0	0	0	0	0	0	0	**0**	1.0%
Family	0	0	0	0	0	0	0	0	0	24	0	0	**24**	86.8%
Dependency	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.0%
Delinquency	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.0%
Total	**2**	**0**	**0**	**0**	**0**	**1**	**0**	**0**	**0**	**24**	**0**	**0**	**28**	**100.0%**
Percent	7.0%	1.2%	1.0%	0.0%	0.0%	2.1%	0.0%	0.0%	0.9%	87.7%	0.0%	0.0%	100.0%	

Table 5: Estimating the Los Angeles Staffing Distribution, Panels G, H, and I

G: SUBTOTALS

Functional Area

Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total	Overall Percent
Traffic and Other Infractions	76	10	9	5	1	15	0	0	8	0	4	0	**128**	7.2%
Criminal	92	23	25	57	1	3	37	3	271	0	3	1	**514**	28.9%
Civil	154	54	30	91	1	14	37	99	141	4	11	2	**637**	35.8%
Prob., Ment. Hlth, and Grdnship	28	11	6	9	2	1	0	10	10	0	3	0	**80**	4.5%
Family	51	19	14	16	0	4	0	3	51	39	2	0	**200**	11.2%
Dependency	27	15	9	29	0	0	0	2	25	8	0	3	**119**	6.7%
Delinquency	17	4	9	13	0	0	0	1	44	0	3	8	**99**	5.6%
Total	**445**	**136**	**101**	**220**	**6**	**37**	**73**	**118**	**550**	**52**	**27**	**14**	**1,778**	**100.0%**
Percent	25.0%	7.6%	5.7%	12.4%	0.3%	2.1%	4.1%	6.6%	31.0%	2.9%	1.5%	0.8%	100.0%	

H: ADJUSTMENTS TO INITIAL ESTIMATES

Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total	Overall Percent
Traffic and Other Infractions				20							20	7	**47**	2.6%
Criminal				26							23	17	**65**	3.7%
Civil				21						9	31	18	**80**	4.5%
Prob., Ment. Hlth, and Grdnship				0							1	3	**4**	0.2%
Family				9						18	6	3	**36**	2.0%
Dependency				1						1	9	0	**11**	0.6%
Delinquency				11							6	0	**17**	1.0%
Total	**0**	**0**	**0**	**88**	**0**	**0**	**0**	**0**	**0**	**28**	**96**	**47**	**260**	**14.6%**
Percent	0.0%	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.6%	5.4%	2.7%	14.6%	

I: ADJUSTED TOTAL FOR LA CENTRAL

Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total	Overall Percent
Traffic and Other Infractions	76	10	9	25	1	15	0	0	8	0	24	7	**175**	8.6%
Criminal	92	23	25	83	1	3	37	3	271	0	26	18	**579**	28.4%
Civil	154	54	30	112	1	14	37	99	141	14	42	20	**717**	35.2%
Prob., Ment. Hlth, and Grdnship	28	11	6	9	2	1	0	10	10	0	4	3	**84**	4.1%
Family	51	19	14	25	0	4	0	3	51	57	9	3	**236**	11.6%
Dependency	27	15	9	30	0	0	0	2	25	9	9	3	**130**	6.4%
Delinquency	17	4	9	25	0	0	0	1	44	0	8	8	**116**	5.7%
Total	**445**	**136**	**101**	**308**	**6**	**37**	**73**	**118**	**550**	**80**	**122**	**61**	**2,037**	**100.0%**
Percent	21.8%	6.7%	5.0%	15.1%	0.3%	1.8%	3.6%	5.8%	27.0%	3.9%	6.0%	3.0%	100.0%	

Table 5: Estimating the Los Angeles Staffing Distribution, Panels J, K, and L

J: NORTHWEST TIME STUDY

	Functional Area													
Case Type	**Case Processing**	**Records Mgmt**	**Calendaring & Csflow Mgmt**	**Courtroom Support**	**Case Monitoring & Enforcmnt**	**Financial Mgmt**	**Jury Services & Mgmt**	**Legal Research**	**Court Reporting**	**Disp. Resol/ Mediation/ Eval. Serv's**	**Managerial/ Supervisory**	**Admin**	**Total**	**Overall Percent**
Traffic and Other Infractions	26	0	1	7	0	1	0	0	0	0	1	1	**38**	20.8%
Criminal	14	3	4	26	1	2	2	0	0	0	0	1	**53**	28.7%
Civil	35	7	7	19	0	2	1	0	0	1	2	1	**75**	41.0%
Prob., Ment. Hlth, and Grdnship	2	1	1	0	0	0	0	0	0	0	0	0	**4**	2.1%
Family	4	2	1	5	0	0	0	0	0	0	0	0	**13**	6.9%
Dependency	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.0%
Delinquency	1	0	0	0	0	0	0	0	0	0	0	0	**1**	0.5%
Total	**82**	**13**	**14**	**58**	**1**	**5**	**2**	**0**	**0**	**1**	**4**	**4**	**184**	**100.0%**
Percent	44.3%	7.2%	7.9%	31.3%	0.5%	3.0%	1.2%	0.1%	0.0%	0.3%	2.3%	1.9%	100.0%	

K: SOUTHEAST TIME STUDY

	Functional Area													
Case Type	**Case Processing**	**Records Mgmt**	**Calendaring & Csflow Mgmt**	**Courtroom Support**	**Case Monitoring & Enforcmnt**	**Financial Mgmt**	**Jury Services & Mgmt**	**Legal Research**	**Court Reporting**	**Disp. Resol/ Mediation/ Eval. Serv's**	**Managerial/ Supervisory**	**Admin**	**Total**	**Overall Percent**
Traffic and Other Infractions	19	4	5	3	1	12	0	0	0	0	1	3	**48**	20.7%
Criminal	41	13	8	28	0	7	2	0	0	0	0	7	**105**	45.4%
Civil	27	6	5	14	0	4	0	0	0	0	0	4	**60**	26.0%
Prob., Ment. Hlth, and Grdnship	1	1	0	1	0	0	0	0	0	0	0	0	**4**	1.9%
Family	4	2	2	4	0	1	0	0	0	0	0	1	**14**	6.0%
Dependency	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.0%
Delinquency	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.0%
Total	**91**	**26**	**19**	**51**	**1**	**24**	**2**	**0**	**0**	**0**	**2**	**14**	**232**	**100.0%**
Percent	39.4%	11.2%	8.4%	21.9%	0.6%	10.5%	0.9%	0.0%	0.0%	0.1%	0.9%	6.2%	100.0%	

L: WEIGHTING TO REMAINING DISTRICTS

	Functional Area													
Case Type	**Case Processing**	**Records Mgmt**	**Calendaring & Csflow Mgmt**	**Courtroom Support**	**Case Monitoring & Enforcmnt**	**Financial Mgmt**	**Jury Services & Mgmt**	**Legal Research**	**Court Reporting**	**Disp. Resol/ Mediation/ Eval. Serv's**	**Managerial/ Supervisory**	**Admin**	**Total**	**Overall Percent**
Traffic and Other Infractions	221	19	30	51	4	66	0	0	0	0	13	18	**423**	20.8%
Criminal	269	80	57	265	5	45	17	0	0	0	2	37	**777**	38.3%
Civil	305	65	56	163	3	28	4	1	0	3	14	25	**666**	32.8%
Prob., Ment. Hlth, and Grdnship	15	8	6	8	0	1	0	0	0	0	1	2	**40**	2.0%
Family	34	19	15	41	0	5	0	1	0	0	1	5	**120**	5.9%
Dependency	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0.0%
Delinquency	3	0	1	0	0	0	0	0	0	0	0	0	**4**	0.2%
Total	**845**	**191**	**165**	**528**	**11**	**146**	**21**	**1**	**0**	**3**	**30**	**87**	**2,030**	**100.0%**
Percent	41.6%	9.4%	8.1%	26.0%	0.6%	7.2%	1.1%	0.1%	0.0%	0.2%	1.5%	4.3%	100.0%	

Table 5: Estimating the Los Angeles Staffing Distribution, Panels M and N

M: SUPERIOR COURT OF LOS ANGELES FTE ESTIMATES

	Functional Area													
Case Type	**Case Processing**	**Records Mgmt**	**Calendaring & Csflow Mgmt**	**Courtroom Support**	**Case Monitoring & Enforcmnt**	**Financial Mgmt**	**Jury Services & Mgmt**	**Legal Research**	**Court Reporting**	**Disp. Resol/ Mediation/ Eval. Serv's**	**Managerial/ Supervisory**	**Admin**	**Total**	**Overall Percent**
Traffic and Other Infractions	297	29	39	76	5	81	0	0	8	0	37	25	**598**	14.7%
Criminal	361	102	81	348	6	48	54	3	271	0	28	55	**1,356**	33.3%
Civil	458	119	86	275	4	42	40	99	141	17	56	45	**1,382**	34.0%
Prob., Ment. Hlth, and Grdnship	43	19	12	17	2	3	0	10	10	0	4	5	**124**	3.1%
Family	84	38	29	66	0	9	0	4	51	57	9	8	**356**	8.8%
Dependency	27	15	9	30	0	0	0	2	25	9	9	3	**130**	3.2%
Delinquency	20	4	10	25	0	0	0	1	44	0	8	8	**121**	3.0%
Total	**1290**	**327**	**266**	**836**	**17**	**183**	**94**	**119**	**550**	**83**	**153**	**148**	**4,068**	**100.0%**
Percent	31.7%	8.0%	6.5%	20.6%	0.4%	4.5%	2.3%	2.9%	13.5%	2.0%	3.8%	3.6%	100.0%	

N: SUPERIOR COURT OF LOS ANGELES PERCENTAGES

	Functional Area													
Case Type	**Case Processing**	**Records Mgmt**	**Calendaring & Csflow Mgmt**	**Courtroom Support**	**Case Monitoring & Enforcmnt**	**Financial Mgmt**	**Jury Services & Mgmt**	**Legal Research**	**Court Reporting**	**Disp. Resol/ Mediation/ Eval. Serv's**	**Managerial/ Supervisory**	**Admin**	**Total**	**Overall Percent**
Traffic and Other Infractions	7.3%	0.7%	1.0%	1.9%	0.1%	2.0%	0.0%	0.0%	0.2%	0.0%	0.9%	0.6%	**14.7%**	14.7%
Criminal	8.9%	2.5%	2.0%	8.6%	0.1%	1.2%	1.3%	0.1%	6.7%	0.0%	0.7%	1.3%	**33.3%**	33.3%
Civil	11.3%	2.9%	2.1%	6.8%	0.1%	1.0%	1.0%	2.4%	3.5%	0.4%	1.4%	1.1%	**34.0%**	34.0%
Prob., Ment. Hlth, and Grdnship	1.1%	0.5%	0.3%	0.4%	0.0%	0.1%	0.0%	0.2%	0.2%	0.0%	0.1%	0.1%	**3.1%**	3.1%
Family	2.1%	0.9%	0.7%	1.6%	0.0%	0.2%	0.0%	0.1%	1.3%	1.4%	0.2%	0.2%	**8.8%**	8.8%
Dependency	0.7%	0.4%	0.2%	0.7%	0.0%	0.0%	0.0%	0.0%	0.6%	0.2%	0.2%	0.1%	**3.2%**	3.2%
Delinquency	0.5%	0.1%	0.3%	0.6%	0.0%	0.0%	0.0%	0.0%	1.1%	0.0%	0.2%	0.2%	**3.0%**	3.0%
Total	**31.7%**	**8.0%**	**6.5%**	**20.6%**	**0.4%**	**4.5%**	**2.3%**	**2.9%**	**13.5%**	**2.0%**	**3.8%**	**3.6%**	**100%**	**100.0%**

Panel A: Supervisor Survey. For the large centralized functions in Central, such as records management, jury services, legal research and court reporting, division supervisors were asked to document the number of people working for them and to assign the FTEs to functional categories according to the usual work patterns. This approach was adopted because these centralized staff tend to perform a regular and consistent set of duties. Rather than ask these staff to participate in the two-week time study, NCSC, AOC and senior Los Angeles managers determined that an accurate profile of staffing patterns could be assembled through a supervisor survey. The distribution of staff FTE, by case type and functional area, for centralized services is presented in Panel A of Table 5.

Panel B: Central Time Study. To understand and clarify staff workload in the courtrooms, a comprehensive sampling plan was developed with assistance of division supervisors. Supervisory staff in Los Angeles Central identified total types of courtrooms as well as total number of each type of courtroom. From that, a sample from each type of courtrooms was identified. The stratified sample designated which courtrooms in Central were to participate in the two-week time study. Once the results were completed,[5] a four-stage weighting procedure was used where the first, second, and fourth weights correspond to the three weights used for the other eight (non-LA) sites. First, we weighted the time submitted by all full-time staff who participated in the time study up to 10 days (if they submitted time for less than 10 days.) Second, we weighted the participants up to the total number of staff scheduled to participate in the study. Third, because we used a stratified sample of courtrooms in Central, it was necessary to weight each set of courtrooms up to the total of that type of courtroom. The fourth weight takes the overall minutes for the two-week time study and weights them up to an

[5] In all Los Angeles Court time studies, Customer Service minutes were apportioned using the methodology reported earlier. The previous methodology was also used to apportion the remainder of the administrative minutes.

entire year. Once weighted, the resulting minutes were then divided by the standard staff year (i.e., 101,250 minutes per year based on the standard of 7.5 hour per day and 225 days per year) to obtain an estimate of the number of staff working in each of the case types and functional areas. The results are presented in Panel B.

Panel C: Dependency Court Time Study. The resolution of juvenile dependency cases in the Superior Court of Los Angeles County is centralized in the Edmund D. Edelman Children's Court. All staff members working in the court were asked to participate in a two-week time study, with 80 of the 92 staff actually reporting time. To obtain the overall staffing estimates, the three-stage weighting scheme used in the eight non-LA sites was employed. Once weighted, the resulting minutes were divided by the standard staff year to obtain an estimate of the number of staff working in each of the case types and functional areas. The results are presented in Panel C.

Panel D: Delinquency Time Study. Staff from the Eastlake Juvenile Courthouse (Central District) and the Pomona Courthouse (East District) participated in a two-week time study. The majority of staff countywide assigned to the area of juvenile delinquency work in these two locations (36 of a total of 52 delinquency staff). Time collected from staff in Eastlake and Pomona was weighted up to full participation (10 days), then to the total of 52 staff and then weighted up to an entire year. Once weighted, the resulting minutes were then divided by the standard staff year to obtain an estimate of the number of staff working in each of the case types and functional areas. The results are presented in Panel D.

Panel E: Central Mediators Time Study. All staff in Central Mediation was asked to participate in a two-week time study, with time reported by 13 of the 17 staff on the original list.

We employed a weighting scheme identical to that used in Panels B, C, and D to obtain the final staffing numbers.

Panel F: Central Other Family Time Study. All staff in Central Other Family were asked to participate in a two-week time study, with active participation by 9 of the 35 on the original list. We employed a weighting scheme identical to that used in Panels B, C, D, and E to obtain the final staffing numbers.

Panel G: Subtotals. Panel G adds together the staff estimates from the previous panels (panels A-F). The data collected through the supervisor survey, the time studies and weighting process was used to determine the number of staff working in Los Angeles Central. The analysis produced an estimated total of 1,779 staff working in Los Angeles Central.

Panel H: Adjustments to Initial Estimates. Following the calculations contained in Table 5, Panels A-G, NCSC and AOC staff met in Los Angeles with key court administrators and managers to review and revise the estimates. Drawing on all available internal documentation[6] and in-depth discussion with division managers, several adjustments were made to the initial estimates. Specifically, we added 88 courtroom staff, 28 mediators, 96 managers, and 47 staff with an administrative type of role role. Panel H shows the location of these additional 260 FTE in the matrix.

Panel I: Adjusted Total for Los Angeles Central. Panel I presents the NCSCs best estimate of the number of court staff working in Los Angeles Central. Using all sources, we estimate there is a total of 2,038 case processing staff. This number corresponds with the actual count from Los Angeles Central we obtained during the aforementioned meeting.

[6] Documents such as a Case Type Staffing Report, provided by Barry Goldstein, Management Statistics and Analysis Unit, Superior Court of California, Los Angeles County, December 2003.

Panel J: Northwest Time Study. Twelve districts comprise the Los Angeles Superior Court, with Los Angeles Central being the largest. To develop an accurate estimate of the total number of staff *countywide* and their allocation by case type and functional area, it was necessary to look more closely at the other eleven district courts. In consultation with senior Los Angeles Superior Court administrative staff, it was decided that not all districts needed to participate directly in the project. A sample of two appropriately selected districts could be used to estimate staffing patterns in the remaining districts. A final decision was made jointly by NCSC, AOC and senior Los Angeles administrative staff to request participation from the Northwest District and Southeast District. The two districts agreed to fully participate in the project and a two-week time study was conducted. Identical staff participation protocols, data collection methods and weighting procedures were used in Northwest and Southeast as in Los Angeles Central and the other eight non-LA sites. Panel J presents the results from the Northwest District.

Panel K: Southeast Time Study. The results from the Southeast District court are displayed in Panel K.

Panel L: Weighting the Remaining Districts. Relying on a staff census from senior Los Angeles court administrators and managers, NCSC staff determined that these two districts contain approximately 20.4% of the court staff not located in Los Angeles Central. After weighting the results from Northwest and Southeast by 4.91 (1/.204), the estimated distribution of staff working in the remaining nine districts is displayed in Panel L.

Panel M: Superior Court of Los Angeles County FTE Estimates. Results from Panels I and L were summed to obtain an estimate of the number and distribution of all court staff in the

Superior Court of Los Angeles County. NCSC staff estimated a total of approximately 4,068 court staff engaged in case-related work in the Superior Court of Los Angeles County.

Panel N: Superior Court of Los Angeles County Percentages. The estimated staff FTE numbers from Panel M were used to calculate the percentage of court staff in each of the cells of the 7 case types by 12 functional area matrix.

The methodology used in Los Angeles required a great deal of flexibility in research design and considerable cooperation from the staff and management in Superior Court of Los Angeles County. Given the enormity of their job and the geographical spread of their operations, we believe that our findings represent a valid and accurate estimate of case-related staff.

1.6. RAS Working Group Meeting

The project Working Group met in September 2004 to review the Phase 1 time study design, analysis, and results. The Working Group unanimously agreed that Phase 1 produced a comprehensive and accurate measure of current staffing levels, staff allocation, and staff time spent by case type and functional area for each of the nine courts in our sample. Using the time study results as a foundation, project staff and the Working Group discussed and determined the next steps related to the ongoing refinement and implementation of the Resource Allocation Study. Tasks were to include:

- Developing a process to expand the number of case types included in the RAS model beyond the seven case types integral to the 7A classification scheme.
- Expanding court participation beyond the original nine courts.
- Determining the feasibility of using case weights to estimate the need for central clerk staff.
- Determining the feasibility of using staff per judge ratios to estimate the need for judicial officer support staff.

The Working Group recommended that we distinguish between two general types of staff in the trial court: (1) Central Clerk Services (functions include case processing, records management, calendaring and caseflow, case monitoring and enforcement, mediation and evaluation, and jury services), and (2) Judicial Officer Support (functions include courtroom support, court reporting, legal research, and secretarial support). The Working Group believed that while Central Clerk staff work is primarily driven by filings, Judicial Officer Support staff work is driven by judicial officers. Therefore, the need for each of the staff types would be tied to different "drivers" (or measures of workload).[7]

Phase 2: Distinguishing the Need for Central Clerk Services Staff and Judicial Officer Support Staff

The decision by the Working Group to distinguish central clerk staff from judicial officer support staff, and to use different methods to estimate need had important implications for the development of the RAS Model. First, project staff constructed a set of case weights that applied solely to the work of central clerk staff. This step required backing out all time spent by judicial officer support staff from the case weights. Second, once the central clerk staff case weights were developed, a Delphi method was designed to expand the number of cases beyond the original seven 7A case types (the Delphi process is described later in this report). Third, to estimate the need for judicial officer support staff, project staff linked staff need directly to the number of judicial officers through the use of staff-per-judge ratios.

Multiple analyses of the time study data were conducted to assess the consistency among the nine courts in terms of staff allocation by case type and function and staff time spent handling the full range of case-related responsibilities. Information contained in Appendix H provides a detailed review of staff workload, differentiating between central clerk services staff

[7] In practice, the distinction may be increasingly problematic but that from a modeling standpoint this is key to finding appropriate drivers.

and judicial officer support staff. The first two sections of Appendix H examine staffing patterns for both central clerk services and judicial officer support staff. The final two sections focus exclusively on central clerk services staff and the development of case weights. NCSC staff found strong support within these comparative results for the development of statewide staffing estimates.

2.1. Central Clerk Services Case Weights

Staffing estimates for Central Clerk Services are based on the average amount of staff time required to process a given type of case. The Working Group's decision was that central clerk staff workload was best estimated by the volume of filings, appropriately weighted by case type to measure differences in the amount of required staff time and attention. Workload estimates denominated in minutes have several positive attributes. The primary driver is case filings, the most readily available and consistently compiled source for cross-court workload comparisons. While the original estimates were tied to the seven 7A categories, the linkage to filings means that the standards can later be disaggregated to finer case type distinctions. Staffing levels can be tied more directly to staff workload. Minutes-per-filing values for central clerk services for each of the seven case types across the nine courts are presented in Table 6.

Table 6: Minutes per Filing from 9 Court Time Study for Central Staff Services

	Minutes per Filing from 9 Court Time Study for Central Staff Services							
County	Traffic	Criminal	Civil	Probate	Family	Dependency	Delinquency	Total
Amador	53	571	482	641	1,616	622	349	263
Calaveras	52	291	403	298	297	359	138	169
Los Angeles	29	173	234	616	169	544	201	94
Sacramento	42	182	193	755	228	1,820	310	122
San Bernardino	33	129	174	950	243	232	217	99
San Joaquin	48	178	193	316	238	390	224	120
San Mateo	35	468	337	722	449	617	186	133
Shasta	79	292	233	1,433	403	809	150	185
Stanislaus	46	236	264	851	430	605	274	152
Median	**46**	**236**	**234**	**722**	**297**	**605**	**217**	**133**

Note: The above time study weights are based upon the nine courts in the time study. The minutes used in the calculation are based upon the following functional categories: case processing, records management, calendaring and caseflow, case monitoring, jury services

As can be seen, there are certain similarities (e.g., traffic has the lowest minutes per filing), but also variation (e.g., minutes per filing in dependency). The observed variation in average minutes of staff time per case likely reflects the history of county funding, specific local priorities and, for small courts, a minimal "keep the doors open" staffing level. In general, courts that historically benefited from relatively higher staff resource levels under county funding will have higher numbers of staff allocated to particular case types than less well-funded courts (although staff allocation examined in percentage terms may be similar). Relatively more staff means the relatively better funded courts can spend more staff time per filing. In addition, less populated jurisdictions may require a minimum number of staff to keep the courthouse operating even though caseload alone does not justify a particular staffing level.

Although some variation exists in minutes per filing in the nine courts, there are several reasons to believe these time values are suitable for developing statewide central clerk staff case weights. First, the time values for each case type tend to be highly correlated across courts. That is, the case types taking more central clerk time (e.g., probate) tend to be high in all courts and case types requiring less staff time (e.g., traffic) tend to be low in all courts (See Appendix H for more details). Second, no court consistently has the highest or the lowest time values for all seven case types; there are no consistent outliers. Third, some variation is expected and desired at this stage of the analysis. As discussed earlier in this report, the nine courts participating in this study were selected to be representative of the variation in California's 58 trial courts. The results in Table 6 reinforce that assertion, while also showing that more similarities than differences exist across courts. In addition, recall that results from Phase 1 (reviewed in detail in Appendix H) found considerable consistency across the nine courts in terms of relative staff

allocation by case type and function.[8] Thus, the evidence suggests the project is drawing on workload patterns likely representative of patterns throughout the state.

In building the proposed central clerk staffing estimates, we combine the finding of some consistency in average staff minutes per case with the finding of greater consistency in staff allocation. That is, despite differences in size and geographic location, the nine courts are relatively similar in terms of case mix and the percentage of staff apportioned by case type and functional area. We conclude there is basic consistency in filing and staff allocation patterns in all courts across the state. There is no evidence of major structural differences in the cases coming before the courts or in how court managers choose to deploy their resources. Therefore, we believe a central clerk staff estimate denominated in staff minutes per filing is both a valid measure of central tendency and flexible enough to accommodate variation in local practice.[9]

2.2. Delphi Process

To further refine the central clerk case weights, a Delphi session[10] was convened in October 2004. The goals of the Delphi process were to draw on the knowledge of staff in the working group courts to expand participation in the project beyond the nine courts involved in the original time study; further assess the results of the time study with court staff; and arrive at expert estimates for the average amount of central clerk staff time spent handling case types for

[8] Although staff allocation patterns by case type are similar they are not the same. Differences in local priorities for court staff (e.g., exemplary service in the area of dependency) or justice system practices (e.g., prosecutor charging policies) may lead to a relative shift of staff among case types as compared to other courts.

[9] This study uses median minutes per case as the measure of central tendency. See Appendix 2 for an analysis of median minutes per case for the seven 7A case types.

[10] The RAND Corporation developed the modern Delphi approach in the late 1960s as a forecasting methodology. Later, it began to be used as a group decision-making process through which a group of experts comes to a consensus of opinion when the decisive factors are subjective and/or data is not readily or economically available. The tool works formally or informally, in large or small contexts, and reaps the benefits of group decision-making while insulating the process from outside interference.

which time study data was not available. A primary purpose of the Delphi was to disaggregate the seven case types to obtain time estimates for the following 16 case types[11]:

- Criminal: Felony, Misdemeanor
- Civil: Unlimited Civil, Limited Civil, Unlawful Detainer, Small Claims
- Infractions: large court and small court standards
- Family: Dissolution, Child Support, Other Family, Domestic Violence
- Probate: Probate/Guardianship, Mental Health
- Juvenile Delinquency
- Juvenile Dependency

To assist in determining court staff time for the sixteen case types, the total staff time was differentiated into six phases:

- New Filing
- Pre Judgment
- Calendaring
- Courtroom
- Judgment
- Post Judgment

Each of the six phases was defined and clarified through reference to key case activities occurring in that phase. In this way, we obtained substantial detail in a limited amount of time with an efficient use of court staff resources at the Delphi meeting.

Because the time study took place in a sample of nine courts, the Delphi process was also used to validate the findings of the time study by including the expert views of staff from additional courts.

Design of the Delphi process. AOC and NCSC project staff began by designing a set of forms to provide a clear statement of the information sought for each of the 16 case types. These forms were then mailed to each of the participating courts two weeks prior to the Delphi

[11] Case weights were developed for fifteen case types. Two separate case weights (larger court and smaller court) were created for Infractions making a total of sixteen case weights.

meeting. Participants were asked to fill out each of the forms based upon their court and experience, providing the following information:

- Occurrence rate by activity—staff were asked to estimate how frequently each activity was undertaken, on average, per case
- Time in minutes—staff were asked to estimate the average number of minutes spent on each activity when it occurs

Once completed, the forms were returned to the AOC and time estimates were calculated for each of the events in each of the case types (median time as well as the 25th and 75th percentiles). This advance data collection constituted the first round of the Delphi process and was used to start and structure the subsequent three-day interactive Delphi process held at the AOC.

Following considerable discussion and adjustments to the first-round findings, consensus was reached on a set of central clerk weights for the 16 case types. These revised estimates constitute the second round of the Delphi process. An example of the second-round results for the Felony case type is shown in Table 7.[12]

- Court staff estimated that it takes 15 minutes to "Receive and review document . . .", and that this activity takes place one time in the life of each case (100%).
- For activities that do not take place for each case, the frequency will be less than 100%, while for activities that take place more than once in the life of each case the frequency will be greater than 100 percent.
- The time for each individual activity (e.g., 10 minutes for "Misc. counter services") is multiplied by the specific event occurrence rate (50%) to produce the number of weighted minutes associated with the specific activity (10 x .5 = 5 minutes).
- Weighted minutes per activity are summed to produce an estimate of the time needed, on average, to handle each phase (e.g., 32 minutes for New Filing).
- The same estimation process was used for each major activity in each phase.
- The total staff time over the life of the average Felony case is 337 minutes.

[12] Complete results for each case type are available upon request.

Table 7: Delphi Results – Felony

Superior Court of California, County of *(please fill-in)* **:** **337**

Directions:

Please write your estimated time in the "Estimated Minutes per Filing" column. The column "Reference Time" is offered as a reference point for your estimates. Your estimates may vary.

	Felony				
	Weighted Minutes per Filing	**Rate of Occurrence**	**11 Court Median Time from Survey**	**25th Percentile**	**75th Percentile**
New Filings					
Total for New Filing	**32**	**53%**	**60**	47	68
Receive & review documents (initial filing), assign case number, stamp, route to/do data entry.	15	100%	**15**	10	22
Update case registers and indexes: record required data regarding parties (e.g., bail), documents and events in the CMS	10	100%	**10**	8	10
Create files, add documents to files, and shelve files	0	0%	**10**	9	10
Misc. counter services: provide information to litigants/public, duplicate/conform copies, provide forms and/or direct customers	5	50%	**10**	10	12
Other activities (e.g., mail, fax, phone, warrants)	2	10%	**15**	11	15
Pre-Judgment					
Total for Pre-judgment*	**42**	**76%**	**56**	53	66
Arraignments: Provide notices to relevant parties of necessary court dates and requirements, receive/copy/file documents, update CMS.	16	100%	**16**	12	20
Bond & Warrant management: receive/copy/file documents, update CMS.	3	30%	**10**	10	11
Dismissals: review documents, judge sign, certify, route, update CMS, file.	1	22%	**5**	5	12
Prepare files for court, including review for file completeness	8	78%	**10**	10	11
Other activities (e.g., records management)	15	100%	**15**	14	15
Calendar Preparation					
Total for Calendar	**75**	**208%**	**36**	31	44
Motions calendar: paperwork, check calendar, file & conform, update CMS	12	78%	**15**	10	15
Monitor readiness of parties for hearings/trials, confirm appearances; notify parties about missing/non-compliant forms & information	4	78%	**5**	5	7
Assign cases to regularly scheduled calendars, produce calendars, publish and post calendars	0	0%	**6**	5	13
Review case files prior to hearings	56	936%	**6**	4	6
Other activities (e.g., document control, data entry)	3	78%	**4**	2	5
Courtroom					
Total for Courtroom*	**98**	**217%**	**45**	48	206
General Courtroom (not done by courtroom clerks): file documents; deliver/return files; prepare minutes; clerical support; manage exhibits	94	936%	**10**	15	25
Juror management: create juror source list; prepare summons; manage juror reporting; payment; stats	0	0%	**30**	30	60
Other activities (please list)	4	78%	**5**	5	7

Judgment					
Total for Judgment	**23**	**78%**	**30**	30	38
Sentencing: judgments, jail/prison documents, copy documents, certify, transportation of defendants, notifications	20	78%	**25**	24	25
Other activities (please list)	4	78%	**5**	5	8
Post-Judgment					
Total for Post-Judgment*	**67**	**12%**	**565**	186	323
Set up case for monitoring court ordered sentences, deferred prosecutions, diversion conditions, etc.	16	78%	**20**	18	25
Monitor and document compliance with court-ordered sentences, diversion agreements, time-payment orders, behavioral terms of orders	18	78%	**23**	16	27
Appeals: receive & file; notice; fees; prepare record; forward to judge	17	3%	**500**	120	225
Motion activity	4	78%	**5**		
Reports					
Other activities (please list)	14	78%	**18**	13	30

*Results from the Delphi process***.** Outcomes are displayed in Table 8. The first column of Table 8 contains the seven 7A case types as well as the sub-case types subsumed under each. The second column contains the time study results for the average amount of staff time spent on handling each of the seven case types. The third column contains the estimated staff time spent on each of the 16 case types that emerged through the Delphi process. Using the Filings and % Filings columns we weighted each of the sub-case types to obtain an overall case weight based on the individual sub-case type weights. For example, when the felony weight of 337 is applied to total felony filings (138,987) and the misdemeanor weight of 240 is applied to total misdemeanor filings (707,568), it implies an overall criminal weight of 256. This Delphi weight (256) can then be compared to the time study weight of 236.

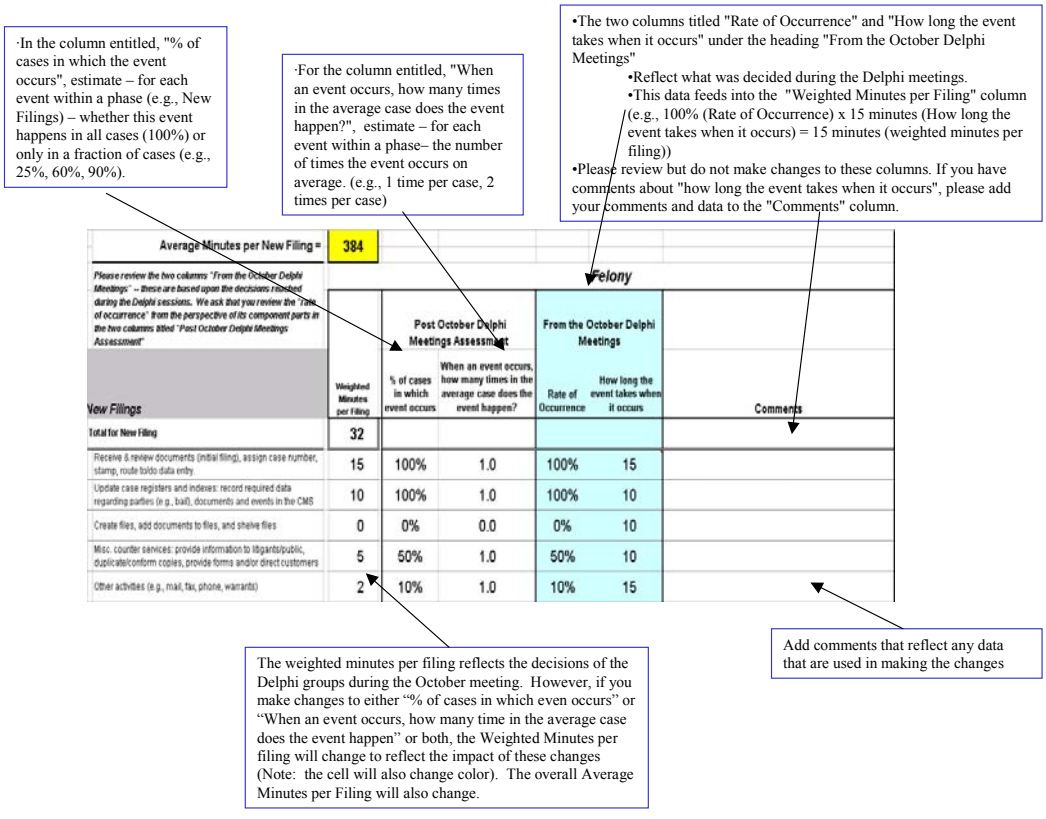
Table 8 – Time Study and Delphi Minutes per Filing

	Time Study	Delphi	16 Court Filings	% Filings	Time/Delphi Ratio	Time Study 16
Infractions	46	48	3,007,190	100%	0.97	
> 75,000 infractions	34	48				34
< 75,000 infractions	52	48				52
Criminal	236	256	846,555	100%	0.92	236
Felony		337	138,987	16%		311
Misdemeanor		240	707,568	84%		222
Civil	234	206	616,325	100%	1.13	234
General		469	105,651	17%		532
Limited		248	197,595	32%		281
Unlawful Det.		97	124,532	20%		110
Small Claims		86	188,548	31%		99
Probate	722	999	30,811	100%	0.72	722
Probate/Guardian		999	27,222	88%		722
Mental Health		999	3,589	12%		722
Family	297	362	283,613	100%	0.82	297
Dissolution		376	85,985	30%		309
Child Support		432	133,573	47%		355
Domestic Violence		197	36,924	13%		161
Other Family		197	27,131	10%		161
Dependency	605	1,228	23,287	100%	0.49	605
Delinquency	217	355	52,447	100%	0.61	217

The final column uses the relative magnitude of the Delphi weights to develop sub-case type case weights that are consistent with the time study weights. For example, in the criminal category, the Delphi criminal weight (256) is larger than the time study criminal weight (236). Another way to say this is that the time study weight is 92% of the Delphi weight (the column labeled Time/Delphi ratio). By taking the Time Study/Delphi ratio, it is possible to use the Delphi weights to determine what the time study weights for the sub-case types would have been, had we been able to gather data on them during the time study. That is, following this adjustment, the implied staff need is roughly the same using either the seven case weights from the time study or the 16 revised case weights.

Follow-up to the Delphi process. Because the Delphi process is an iterative one, project staff wanted to give participants an opportunity to further review and comment on the second round estimates derived during the three-day session at the AOC. Project staff developed a follow-up form that was sent to each court that participated in the Delphi process. The instructions for the follow-up form are shown in Table 9. A primary goal was to augment the activity occurrence rate estimates with actual occurrence rates available from court automated systems. Based on recommendations from the participating court staff, adjustments were made to incorporate statewide appeal rates and statewide dismissal rates. In most cases, the original occurrence rate estimates were close to the actual statewide values—further supporting the validity of the process. No changes were made to the Delphi time estimates.

Table 9: Delphi Revision Overview



Interpreting the results. A striking result is the high level of consensus among participants and the accuracy of their individual estimates (when they can be confirmed by additional data). Project staff believes using the Time/Delphi Ratios (Table 8) provide a credible means to move from seven to 16 case types. In addition, another aspect of the Delphi process was for court staff to consider when current practice ("what is") differed substantially from preferred practice (or "what should be"). A means to assess this issue is the extent to which the Delphi time estimates differ from the time study results. Using this measure, for most participating staff:

- Estimates of current practice were about right for criminal, traffic and other infractions, and civil.
- Estimates of current practice were inadequate for probate, family, dependency, and delinquency.

The Delphi process was designed to allow the participants to clarify how case processing should proceed in each type of case and be explicit about the staff time needed to do a reasonable job. In practice, staff believe some of the steps identified are not satisfactorily completed due to insufficient staff resources or local court practices. However, due to limited time and complexity of the task, the Delphi process allowed us to primarily address "what is" in terms of time and occurrence for the 16 case types. Further work is needed to adequately address "what should be". The Delphi process identified perception of court staff as to where potential problems are greatest for probate, family, dependency, and delinquency cases. Detailed results for each case type by phase (i.e., New Filing, Pre-Judgment, Calendar, Courtroom, Judgment, and Post-Judgment) are shown in Table 10. The primary virtue of this table is that it is possible to look closely at the constituent elements of each individual workload standard.

Table 10: 16 Workload Standards, Central Staff Services

FELONY			310.6
Phase	Time	% Occur	Weighted Time
New Filing	55	53%	29.1
Pre Judgment	51	76%	39.1
Calendar	33	208%	69.0
Courtroom	42	217%	89.9
Judgment	28	78%	21.6
Post Judgment	521	12%	62.0

PROBATE			722.4
Phase	Time	% Occur	Weighted Time
New Filing	45	100%	45.2
Pre Judgment	27	183%	49.7
Calendar	61	394%	242.3
Courtroom	13	500%	65.1
Judgment	22	100%	21.7
Post Judgment	58	516%	298.4

MISDEMEANOR			221.7
Phase	Time	% Occur	Weighted Time
New Filing	50	58%	28.9
Pre Judgment	51	84%	43.1
Calendar	31	101%	30.8
Courtroom	42	125%	51.9
Judgment	18	75%	13.8
Post Judgment	385	14%	53.1

DISSOLUTION			308.7
Phase	Time	% Occur	Weighted Time
New Filing	34	108%	36.3
Pre Judgment	43	82%	35.3
Calendar	35	453%	160.1
Courtroom	25	203%	50.1
Judgment	15	56%	8.5
Post Judgment	273	7%	18.4

UNLIMITED CIVIL			532.1
Phase	Time	% Occur	Weighted Time
New Filing	54	100%	54.5
Pre Judgment	96	85%	82.2
Calendar	43	400%	172.4
Courtroom	130	44%	57.3
Judgment	45	100%	45.4
Post Judgment	809	15%	120.3

CHILD SUPPORT			354.5
Phase	Time	% Occur	Weighted Time
New Filing	27	100%	27.1
Pre Judgment	33	73%	24.1
Calendar	31	621%	193.7
Courtroom	12	500%	61.6
Judgment	29	53%	15.2
Post Judgment	283	12%	32.8

LIMITED CIVIL			281.8
Phase	Time	% Occur	Weighted Time
New Filing	54	92%	49.9
Pre Judgment	96	68%	65.8
Calendar	43	84%	36.0
Courtroom	68	16%	10.8
Judgment	37	20%	7.4
Post Judgment	424	26%	111.9

DOMESTIC VIOLENCE & OTHER FAM			161.3
Phase	Time	% Occur	Weighted Time
New Filing	28	150%	41.9
Pre Judgment	35	53%	18.5
Calendar	26	191%	50.1
Courtroom	25	133%	32.8
Judgment	12	100%	12.3
Post Judgment	21	28%	5.7

UNLAWFUL DETAINER			110.5
Phase	Time	% Occur	Weighted Time
New Filing	32	82%	26.1
Pre Judgment	49	53%	25.7
Calendar	24	44%	10.5
Courtroom	19	51%	9.5
Judgment	14	106%	14.4
Post Judgment	68	36%	24.3

DEPENDENCY			605.0
Phase	Time	% Occur	Weighted Time
New Filing	27	93%	25.1
Pre Judgment	20	168%	33.0
Calendar	19	685%	131.5
Courtroom	20	1768%	357.2
Judgment	6	100%	5.9
Post Judgment	229	23%	52.2

SMALL CLAIMS			96.8
Phase	Time	% Occur	Weighted Time
New Filing	22	100%	21.6
Pre Judgment	15	115%	17.0
Calendar	17	66%	11.5
Courtroom	9	84%	7.7
Judgment	17	83%	14.2
Post Judgment	51	49%	25.0

DELINQUENCY			217.3
Phase	Time	% Occur	Weighted Time
New Filing	34	66%	22.8
Pre Judgment	17	64%	10.8
Calendar	26	192%	50.7
Courtroom	16	345%	56.9
Judgment	17	0%	0.0
Post Judgment	64	118%	76.2

INFRACTIONS			51.8
Phase	Time	% Occur	Weighted Time
New Filing	15	81%	12.0
Pre Judgment	33	34%	11.1
Calendar	9	45%	4.0
Courtroom	16	45%	7.3
Judgment	8	49%	3.7
Post Judgment	67	20%	13.7

INFRACTIONS			34.0
Phase	Time	% Occur	Weighted Time
New Filing	10	81%	7.9
Pre Judgment	21	34%	7.3
Calendar	6	45%	2.6
Courtroom	11	45%	4.8
Judgment	5	49%	2.5
Post Judgment	44	20%	9.0

2.3. Judicial Officer Support Staff Ratios

With respect to the Judicial Officer Support functions, the primary driver is the number of judicial officers. There are at least three possible measures of judicial officers that could be used. First, Authorized Judicial Positions (AJP) represent the number of judicial officers authorized by law. A concern with this measure is that it may not reflect the actual number of judicial officers at work in a particular court (e.g., AJP may be augmented by other temporary judicial resources or a position may be authorized but vacant). Second, Judicial Position Equivalent (JPE) represents the number of judicial officer full-time equivalents that are currently being used by each court. This number includes authorized judicial officers as well as temporary judicial officers and judges from the judicial assignment program. In theory, this is likely a more correct measure of the judicial officers being used in a particular court, despite some minor inconsistency in reporting to the AOC. In addition, the use of assigned and temporary judges may be constrained by fiscal limitations. Finally, Assessed Judge Need (AJN) represents the number of judicial positions needed based on the California judicial workload standards. AJN is determined by application of the workload standards to filings.[13] This measure of judicial officers has the virtue of not being affected by political or fiscal considerations – it is simply the number of judges required to do the work of the court in a satisfactory manner. One issue with the use of AJN is that in some instances it differs substantially from AJP and JPE due to historical, political, and fiscal factors. A related issue arises in some smaller jurisdictions where AJN is less than AJP or JPE.

Although no measure is perfect, judicial officer support staff ratios were initially developed using JPE as the primary driver. The JPE for each of the nine courts is obtained for the 2002/2003 fiscal year. The left side of Table 11 includes the number of FTE staff in the

[13] California Judicial Workload Assessment: Final Report, NCSC, May 2002.

Courtroom Support, Court Reporting, and Legal Research functions by both case type and court as determined through the time study.[14] Using these inputs, the ratios of judicial support staff to JPE are calculated for each functional type. The top right panel of Table 11 shows the average number of judicial officer support staff per JPE by case type. As expected, there are differences in the level of judicial officer staff support by case type (e.g., 3.41 courtroom support staff per JPE in traffic cases and .64 courtroom support staff per JPE in family). The row labeled Total shows the overall average by function. The average value summarizes and takes into account the variation that exists among the individual case types. For example, the overall average for courtroom support staff per JPE of 1.39 incorporates the observed differences across case types and ensures sufficient courtroom support staff to accommodate the higher staff-per-JPE ratios in traffic and the lower ratios in family.

[14] We did not include Judicial Secretary as a separate category in our time study. Instead, it was captured through one or more other categories.

Table 11: Estimating Judicial Officer Support Ratios

Case Type	Time Study Estimate of Staff: Courtroom Support	Legal Research	Court Reporting	Judicial Secretary	Total	Judicial Officer Support Ratios: JPE 02-03	Courtroom Support	Legal Research	Court Reporting	Judicial Secretary	Total
Infractions	96.9	0.6	8	0	106	28	3.41	0.02	0.29	0.00	3.71
Criminal	534.4	18.8	408	0	961	382	1.40	0.05	1.07	0.00	2.52
Civil	347.8	147.0	186	0	681	192	1.81	0.76	0.97	0.00	3.54
Prob., Ment. Hlth, and Grdnship	23.9	19.5	13	0	56	17	1.38	1.12	0.73	0.00	3.23
Family	112.4	13.2	66	0	192	176	0.64	0.07	0.38	0.00	1.09
Dependency	43.0	3.8	37	0	83	44	0.97	0.09	0.83	0.00	1.89
Delinquency	44.7	1.8	57	0	103	27	1.66	0.07	2.11	0.00	3.84
Total	1203.0	204.7	**775**	**0**	**2,182**	**867**	**1.39**	**0.24**	**0.89**	**0.00**	**2.52**
8 Court Study							**1.39**	**0.30**	**0.88**	**0.12**	**2.69**

County	Time Study Estimate of Staff: Courtroom Support	Legal Research	Court Reporting	Judicial Secretary	Total	Judicial Officer Support Ratios: JPE 02-03	Courtroom Support	Legal Research	Court Reporting	Judicial Secretary	Total
Amador	4.8	0.4	3	0	8	3	1.55	0.13	0.83	0.00	2.50
Calaveras	5.1	0.6	2	0	8	3	1.55	0.18	0.55	0.00	2.28
Los Angeles	836.5	118.8	550	0	1,506	597	1.40	0.20	0.92	0.00	2.52
Sacramento	104.4	34.0	63	0	201	77	1.35	0.44	0.82	0.00	2.61
San Bernardino	128.3	23.4	69	0	221	84	1.53	0.28	0.83	0.00	2.63
San Joaquin	39.9	5.6	22	0	67	31	1.30	0.18	0.70	0.00	2.18
San Mateo	39.2	15.1	40	0	95	38	1.04	0.40	1.07	0.00	2.51
Shasta	16.4	0.3	8	0	24	12	1.33	0.02	0.62	0.00	1.97
Stanislaus	28.3	6.6	18	0	53	21	1.32	0.31	0.83	0.00	2.46
Total Staff	1203.0	204.7	**775**	**0**	**2,182**	**867**	**1.39**	**0.24**	**0.89**	**0.00**	**2.52**

The bottom right panel of Table 11 shows there is considerable consistency across the nine courts in terms of the overall average levels of judicial officer support staff per JPE. For example, eight of the nine courts are between 1.30 and 1.55 courtroom support staff per JPE. Similar regularity in staffing levels is found for the other judicial officer support functions (i.e., legal research and court reporting). Additional confirmation of the overall ratios of judicial officer support staff per JPE emerging from the time study is found through a comparison to the results obtained in an earlier eight-court Delphi-based study conducted by the NCSC in 2003.[15] As seen in the shaded row of Table 11, there is remarkable consistency between the findings of the eight-court Delphi study and those derived from the nine-court time study. In addition, because it was not possible to disentangle the need for judicial secretaries from the time study data, project staff integrated the ratio of .12 judicial secretary per JPE obtained from the eight-court Delphi study into the judicial officer support ratios. Given the high degree of correspondence between the eight-court Delphi study and the nine-court time study, this step seems warranted. Therefore, the following ratios were employed in Phase 2: 1.39 courtroom support staff per JPE, .24 Legal Research staff per JPE, .89 court reporting staff per JPE, and .12 judicial secretary per JPE.

2.4. RAS Working Group Meeting

The project Working Group met in December 2004 to review the results of Phase 2. There was unanimous agreement among the Working Group members regarding the success of efforts to produce an expanded set of case weights for central clerk services staff and a set of judicial officer support staff-per-JPE ratios. The model underlying the Resource Allocation Study was determined to be an effective, flexible, and practical tool to assist in the determination

[15] Judicial Officer Support Staff, A Report on the Need for Support Staff in California's Trial Courts: Final Report, National Center for State Courts, 2002.

and allocation of court staff. The primary elements of the RAS model design, including the use of 16 separate case weights for central clerk staff and four separate ratios for judicial officer support staff, were adopted by the Working Group. From this foundation, project staff and the Working Group discussed additional ways to refine the model and prepare for implementation. Tasks were to include:

- Develop a means to incorporate supervisory and managerial positions into the model.
- Develop a means to incorporate Administrative (Program 90) staff into the model.
- Investigate the use of AJN (rather than JPE) as the driver for legal research staff.
- Investigate model refinements to assist severely under-judged courts (i.e., courts where AJN significantly exceeds JPE).
- Investigate model refinements to assist small courts establish adequate staffing levels not based solely on the annual number of case filings.

Efforts to integrate these recommended additions into the model were the focus of Phase 3 of the Resource Allocation Study.

Phase 3: Finalizing the Resource Allocation Study

The primary goals of Phase 3 were to augment the existing staffing model to incorporate (1) the full range of court staff (i.e., central clerk services, judicial officer support, supervisors, managers, and administrative (Program 90) staff) and (2) an enhanced capacity to adjust relevant model parameters (e.g., court size, staff year value, relation between AJN and JPE). The result is a comprehensive statewide staffing model that flexibly supports a wide range of court staffing-related analyses. Primary adjustments to the model are discussed below.

3.1. Judicial Officer Support Staff

The Working Group asked that staff investigate two refinements related specifically to the judicial officer support staff ratios.

Legal Research. The Working Group recommended adjusting the model to make Assessed Judge Need (AJN) the primary driver for legal research. The Working Group rationale was that a more refined approach better addressed the need for judicial officer support staff. Most of these staff positions, including courtroom clerks, court reporters, and judicial secretaries, work directly with judges and it makes sense to base their need on the actual number of judicial position equivalents (JPE) in the court. On the other hand, the work of and need for legal research staff is more closely linked to judicial workload as measured by the mix and complexity of incoming case filings, that is, Assessed Judge Need. As a consequence, the Working Group recommended the need for legal research staff be determined using a ratio based on AJN.

Courtroom Support. The need for judicial officer support staff is affected by the extent to which a court is under-judged. Courts that are significantly under-judged typically shift additional courtroom responsibilities to the courtroom clerks thereby increasing their workload. Members of the Working Group stated that the problem is most severe and primarily manifests itself in the area of criminal cases. Judicial officers handling criminal caseloads in under-judged courts typically face very full dockets. To complete their work in reasonable fashion, the Working Group recommended that these judicial officers be supported by at least two courtroom clerks.

To develop a measure of the extent to which a court is under-judged, project staff compared AJN to JPE. When AJN (the measure of judicial workload) exceeds JPE (the measure of the number of judicial position equivalents working in a court), the evidence suggests the

court is under-judged. A court is deemed to be significantly under-judged when AJN exceeds JPE by at least 25 percent. In addition, using the data underlying Table 11, staff calculated that an overall ratio of 1.65 Courtroom Support staff per JPE is sufficient to accommodate two courtroom clerks in criminal. The model has been adjusted to increase the ratio of courtroom clerks from 1.39 per JPE to 1.65 per JPE whenever assessed judge need (AJN) is 25% greater than what is currently available (as captured through JPE)

Final ratios. The following judicial officer support staff ratios reflect the Advisory Committee recommendations from the December 2004 meeting:

- Courtroom Support – 1.39 staff per JPE; 1.65 staff per JPE when AJN > 1.25*JPE
- Court Reporter -- .89 staff per JPE
- Judicial Secretary -- .12 staff per JPE
- Legal Research -- .24 staff per AJN

As the model moves toward implementation, the ratios can be easily adjusted in size and/or in terms of the judicial officer driver (e.g., AJN or JPE).

3.2. Managers and Supervisors

During the time study, managers and supervisors were asked to participate and provide information only if they spent time processing cases. Time spent on non-case-related activities and responsibilities was not collected. Therefore, the time study results were not used to assess the need for managers and supervisors. Instead, information on the number and type of these positions was obtained for each court from the Schedule 7A database. With respect to supervisors, staff-per-supervisor ratios were calculated for all 58 courts (Table 12). Project staff examined statewide as well as court cluster ratios. Court clusters used for this analysis, differ from the six clusters described earlier in this report. The four clusters used for this analysis are the same as those used by AOC's Finance Division and are based primarily on JPE's. Due to

variation in ratios across clusters, as well as some variation within clusters, project staff incorporated a supervisor ratio for each of the four cluster's using the median: 1 supervisor for every 8.30 staff (Cluster 1); 1 supervisor for every 9.85 staff (Cluster 2); 1 supervisor for every 12.45 staff (Cluster 3); 1 supervisor for every 15.86 (Cluster 4).

Table 12: Supervisor, Manager, and Administrative (Program 90) Staffing Ratios

	Program 10 Central Clerk Staff	Program 10 Central Staff Supervisors	Program 10 Courtroom Support Staff	Program 10 Courtroom Supervisors	Program 10 Managers	All Program 10 Staff (staff, sup, mng)	All Program 90 Staff	Grand Total (10 & 90, excluding SJO, interpreters, CA, CEO)	**Program 10:90 Ratio**	**Manager/Sup Ratio**	Program 10 Staff *(combined)*	Program 10 Supervisors *(combined)*	**Staff to Supervisor ratio**	**Cluster Median Supervisor Ratios**	**Cluster Median Program 90 Ratios**
Alpine	1.0	1.0	0.0	0.0	0.0	2.0	2.0	4.0	1.00		1.0	1.0	1.00		
Amador	15.6	1.0	9.0	0.0	1.0	26.6	7.0	33.6	3.79	1.00	24.6	1.0	24.56		
Calaveras	10.6	1.3	8.5	1.0	0.9	22.3	4.3	26.6	5.16	2.56	19.1	2.3	8.30		
Colusa	8.3	0.0	2.8	0.0	0.0	11.0	1.5	12.5	7.33		11.0	0.0			
Del Norte	13.8	1.0	6.0	1.0	1.0	22.8	3.5	26.3	6.50	2.00	19.8	2.0	9.88		
Glenn	12.0	0.8	3.3	0.3	0.3	16.5	3.3	19.8	5.08	4.00	15.3	1.0	15.25		
Inyo	7.8	0.0	5.3	0.0	2.0	15.0	2.0	17.0	7.50	0.00	13.0	0.0			
Lassen	11.3	1.5	3.3	0.5	0.8	17.3	3.5	20.8	4.93	2.67	14.5	2.0	7.25		
Mariposa	7.0	0.0	0.0	0.0	0.8	7.8	2.3	10.0	3.44	0.00	7.0	0.0			
Modoc	6.0	0.0	1.0	0.0	0.0	7.0	1.0	8.0	7.00		7.0	0.0			
Mono	6.5	0.0	0.8	0.0	1.0	8.3	1.8	10.0	4.71	0.00	7.3	0.0			
Plumas	6.8	2.0	4.0	0.5	0.0	13.3	2.5	15.8	5.30		10.8	2.5	4.30		
San Benito	17.7	1.8	2.7	0.4	0.0	22.6	3.3	25.9	6.85		20.4	2.2	9.27		
Sierra	3.0	0.0	0.9	0.0	0.5	4.4	0.4	4.8	11.00	0.00	3.9	0.0			
Trinity	4.9	1.0	2.5	0.0	0.0	8.4	0.8	9.1	11.13		7.4	1.0	7.35	8.30	5.30
Butte	48.7	6.6	30.5	1.4	2.7	89.9	16.3	106.2	5.51	2.97	79.2	8.0	9.87		
El Dorado	45.4	0.0	21.3	0.0	4.0	70.6	6.6	77.2	10.70	0.00	66.6	0.0			
Humboldt	36.8	4.0	23.0	0.0	4.0	67.8	7.5	75.3	9.03	1.00	59.8	4.0	14.94		
Imperial	45.0	9.0	16.0	0.0	0.0	70.0	11.0	81.0	6.36		61.0	9.0	6.78		
Kings	43.5	5.0	15.6	1.0	2.0	67.1	12.5	79.6	5.37	3.00	59.1	6.0	9.85		
Lake	23.4	1.0	7.5	0.0	1.9	33.8	4.1	37.9	8.20	0.52	30.9	1.0	30.86		
Madera	40.3	5.0	23.3	2.0	1.0	71.5	6.8	78.3	10.59	7.00	63.5	7.0	9.07		
Marin	76.0	8.0	40.0	3.0	3.0	130.0	20.0	150.0	6.50	3.67	116.0	11.0	10.55		
Mendocino	36.8	5.3	18.1	1.5	0.0	61.7	11.5	73.2	5.36		54.9	6.8	8.07		
Merced	50.5	7.0	26.3	1.0	1.0	85.8	16.5	102.3	5.20	8.00	76.8	8.0	9.59		
Napa	35.4	5.8	24.6	1.0	1.0	67.8	13.0	80.8	5.21	6.80	60.0	6.8	8.82		
Nevada	28.3	1.9	12.2	0.0	3.0	45.4	9.6	55.0	4.76	0.63	40.5	1.9	21.33		
Placer	69.0	8.0	31.3	0.0	0.0	108.3	18.5	126.8	5.85		100.3	8.0	12.53		
San Luis Obispo	72.4	7.0	35.5	1.0	8.0	123.9	20.5	144.4	6.04	1.00	107.9	8.0	13.48		
Santa Cruz	58.8	7.0	43.5	1.0	3.0	113.3	15.1	128.4	7.49	2.67	102.3	8.0	12.78		
Shasta	72.3	8.5	24.3	1.8	4.0	110.8	16.3	127.0	6.82	2.56	96.5	10.3	9.41		
Siskiyou	26.8	6.3	3.5	1.0	4.5	42.0	10.3	52.3	4.10	1.61	30.3	7.3	4.17		
Sutter	24.6	4.0	6.0	0.0	1.0	35.6	13.1	48.7	2.72	4.00	30.6	4.0	7.65		
Tehama	20.3	0.0	13.5	0.0	3.0	36.8	2.3	39.0	16.33	0.00	33.8	0.0			
Tuolumne	16.0	1.8	12.0	0.0	4.0	33.8	3.3	37.0	10.38	0.44	28.0	1.8	16.00		
Yolo	37.4	4.5	30.0	2.5	0.0	74.4	14.0	88.4	5.31		67.4	7.0	9.63		
Yuba	27.5	0.0	11.5	0.0	4.0	43.0	5.0	48.0	8.60	0.00	39.0	0.0		9.85	6.20
Contra Costa	157.5	12.0	122.1	2.0	7.0	300.5	31.0	331.5	9.69	2.00	279.5	14.0	19.96		
Fresno	235.7	12.0	109.4	4.0	21.5	382.5	36.5	419.0	10.48	0.74	345.0	16.0	21.56		
Kern	203.0	14.0	114.0	3.0	2.0	336.0	57.0	393.0	5.89	8.50	317.0	17.0	18.65		
Monterey	90.5	10.0	47.0	2.0	5.0	154.5	32.5	187.0	4.75	2.40	137.5	12.0	11.46		
San Joaquin	157.3	13.0	71.3	4.0	9.0	254.5	21.0	275.5	12.12	1.89	228.5	17.0	13.44		
San Mateo	139.5	37.0	94.2	3.0	4.0	277.6	38.7	316.4	7.17	10.00	233.6	40.0	5.84		
Santa Barbara	122.1	18.1	64.7	1.0	5.0	210.9	33.8	244.6	6.25	3.82	186.8	19.1	9.78		
Solano	107.0	16.0	82.0	2.0	0.0	207.0	17.0	224.0	12.18		189.0	18.0	10.50		
Sonoma	79.6	11.0	65.4	3.0	5.0	164.0	21.8	185.8	7.54	2.80	145.0	14.0	10.36		
Stanislaus	115.5	14.8	46.0	2.0	1.0	179.3	22.0	201.3	8.15	16.75	161.5	16.8	9.64		
Tulare	112.3	2.0	62.8	0.0	12.0	189.0	19.0	208.0	9.95	0.17	175.0	2.0	87.50		
Ventura	126.8	12.0	101.5	4.0	8.0	252.3	51.2	303.5	4.93	2.00	228.3	16.0	14.27	12.45	7.84
Alameda	350.0	35.0	228.0	12.0	34.0	659.0	123.6	782.6	5.33	1.38	578.0	47.0	12.30		
Los Angeles	2048.9	190.0	1606.6	12.0	82.0	3939.5	696.4	4635.9	5.66	2.46	3655.5	202.0	18.10		
Orange	664.5	44.5	436.0	19.5	1.0	1165.5	276.3	1441.8	4.22	64.00	1100.5	64.0	17.20		
Riverside	406.8	35.8	212.8	11.8	8.0	675.0	68.5	743.5	9.85	5.94	619.5	47.5	13.04		
Sacramento	296.7	24.0	213.9	1.0	12.2	547.8	118.1	665.8	4.64	2.05	510.6	25.0	20.42		
San Bernardino	424.5	54.5	249.5	4.0	8.0	740.5	77.8	818.3	9.52	7.31	674.0	58.5	11.52		
San Diego	702.6	57.0	473.0	3.0	24.0	1259.6	173.2	1432.8	7.27	2.50	1175.6	60.0	19.59		
San Francisco	224.8	23.0	187.6	3.0	13.0	451.4	62.0	513.4	7.28	2.00	412.4	26.0	15.86		
Santa Clara	352.4	35.0	219.0	17.0	15.0	638.4	78.7	717.1	8.12	3.47	571.4	52.0	10.99	15.86	7.27
Total	8184.6	787.5	5325.4	135.1	339.9	14772.5	2348.4	17120.9	6.29	2.71	13510.0	870.6	15.52	10.99	6.50

With respect to managers, project staff recommend using a supervisor-per-manager ratio. Information from the Schedule 7A database was used to calculate supervisor-per-manager ratios in each of the 58 courts as well as the statewide average (Table 12). Project staff examined both statewide and cluster ratios and found very little variation across or within clusters. The statewide average of one manager for every 2.54 supervisors has been incorporated into the model. All supervisor and manager ratios can be easily adjusted within the context of the model as new information becomes available or relevant policy decisions are made.

3.3. Administrative (Program 90) Staff

The Schedule 7A database was used to examine the current level of Program 90 staff by court and statewide (Table 12). For purposes of model development, project staff examined both statewide and cluster ratios. Due to variation across clusters as well as within clusters, project staff incorporated a Program 90 ratio for each of the four cluster's using the median: 1 Program 90 staff for every 5.30 Program 10 staff (Cluster 1); 1 Program 90 staff for every 6.20 Program 10 staff (Cluster 2); 1 Program 90 staff for every 7.84 Program 10 staff (Cluster 3); 1 Program 90 for every 7.27 Program 10 staff (Cluster 4). .

3.4. Small Court Adjustment

The Working Group recommended that project staff investigate alternative strategies to ensure sufficient staffing levels for small courts. The rationale was to build in to the model explicit recognition that smaller courts cannot be as efficient as larger courts. Some minimal level of staff is required to keep the doors open and adequately support each judicial officer assigned to the court. Not all staff are perfectly fungible or infinitely divisible, and in the smallest courts the Working Group recommended that the need for staff be disconnected from an exclusive reliance on judicial workload.

The goal was to ensure staffing levels in the smaller courts sufficient to meet the public's need for reasonable access and to be able to adequately manage fluctuations in caseloads throughout the year. Although, on average, a smaller court may not have the continuous workload to support a given level of staff, they typically face workload cycles (peaks and valleys) throughout the year. At peak times, these courts will need more staff to keep current with work flow and provide effective service.

Project staff have defined a "small court" as having less than 30 full-time equivalent (FTE) staff. The need for staff in these small courts is initially calculated in the same fashion as all other courts. However, because average case filing levels are deemed not to be a sufficient indicator of staff need in small courts, project staff recommend an additional adjustment to estimated staff need in these courts. Therefore, the model has been augmented to include an upward adjustment of 20 percent in estimated staff need for courts having fewer than 30 FTE staff. The 20 percent adjustment is based on examining filings' trends over multiple years and finding dramatic fluctuations in filings from month to month for the small courts.

3.5. Additional Policy Considerations

As the RAS moves toward implementation, three additional adjustments have been made to the model.

- *Average filings.* To account for and smooth annual fluctuations in case filings, the model employs a three-year average for filings in determining the need for central clerk services (FY 2001/02, 2002/03, 2003/04).

- *Judicial resources.* For all 58 courts, judicial resources are measured using AJN and JPE. The ratio of judicial officer support staff per judicial officer is calculated using both AJN and JPE. In the model, the need for judicial officer support staff is determined using the lesser of AJN and JPE.

3.6. Applying Statewide Standards to All California Courts

Incorporating the results from Phases 1, 2, and 3 produces the final version of the staffing model. Table 13 summarizes all relevant model parameters and serves to clarify the exact specification of each model driver. As can be seen, there are many "moving parts" in the proposed model. It is important to remember that most inputs, standards, and ratios incorporated into the model are based upon existing statewide averages. One of the virtues of the proposed model is that it makes explicit all of the underlying assumptions. This means that it is possible to make changes in one or more of the assumptions and assess the "sensitivity" of the model to each of the parameters.

Table 13: Court Staffing Model Parameters

	Standard	Driver
Inputs		
JPE/AJN % Gap	25%	rounded up
Infractions Cutoff	75,000	infractions
Standards		
Staff Work Year Standard (Minutes)	96,300	minutes/FTE/year
Central Clerk Services Workload Standards		
Infractions		
Small Court (Infractions < 75,000)	51.75	minutes/filing
Large Court (Infractions > 75,000)	34.00	minutes/filing
Felony	310.61	minutes/filing
Misdemeanor	221.71	minutes/filing
Unlimited Civil	532.07	minutes/filing
Limited Civil	281.76	minutes/filing
Unlawful Detainer	110.51	minutes/filing
Small Claims	96.81	minutes/filing
Probate & Guardianship	722.43	minutes/filing
Mental Health	722.43	minutes/filing
Dissolution	308.71	minutes/filing
Child Support	354.53	minutes/filing
Domestic Violence	161.32	minutes/filing
Other Family	161.32	minutes/filing
Dependency	604.98	minutes/filing
Delinquency	217.32	minutes/filing
Judicial Officer Support Staffing Ratios		
Courtroom Support (JPE/AJN % Gap < 25%)	1.39	smaller of JPE or AJN
Courtroom Support (JPE/AJN % Gap > 25%)	1.65	smaller of JPE or AJN
Court Reporter	0.89	smaller of JPE or AJN
Judicial Secretary	0.12	smaller of JPE or AJN
Legal Research	0.24	AJN
Supervisors		
Cluster 1	8.30	Program 10 Staff
Cluster 2	9.85	Program 10 Staff
Cluster 3	12.45	Program 10 Staff
Cluster 4	15.86	Program 10 Staff
Managers	2.71	Program 10 Supervisors
Small Court Program 10 Adjustment (FTE < 30)	20%	Program 10 FTE
Program 90 Ratio - Cluster 1		
Cluster 1	5.30	Program 10 FTE
Cluster 2	6.20	Program 10 FTE
Cluster 3	7.84	Program 10 FTE
Cluster 4	7.27	Program 10 FTE

A series of four tables shows how the model builds to produce an estimate of court staff need in all 58 courts. Table 14a applies the standards and ratios to the Central Clerk Services functions in all 58 courts in California (using the most recent three-year average of filings as the driver). The application of the standards is straightforward with the exception of using two infraction weights based upon the number of infractions: courts with more than 75,000 traffic filings use 34 minutes and courts with less than 75,000 traffic filings use 51 minutes. The belief is that economies of scale emerge when a Traffic operation reaches a certain size. Table 14b applies the standards and ratios to Judicial Officer Support functions. Table 14c summarizes the previous two tables and shows total central clerk services staff, total judicial officer support staff, and total supervisors and managers.

Table 14d takes the Program 10 Staffing total from Table 14c, applies the small court staff adjustment where appropriate, calculates the Program 90 addition, and finally displays the total court staff implied by the model. The bottom line is—after applying a set of empirically based standards—the model estimates a total of 20,510.0 Program 10 and 90 staff in the trial courts

CONCLUSIONS

Based on a thorough and rigorous analysis of staffing patterns in nine trial courts and further research with staff from an additional six courts, case weights and staff to judge ratios have been developed in California. The model employs a broad set of inputs, standards, and ratios to produce a detailed estimate of staff need in all 58 courts. While the model parameters reflect current average staffing practices in the state, all are adjustable to incorporate best practices or other policy considerations. Moreover, the model can easily be expanded to include additional

factors relevant to staffing decisions and allocation. While there is no reason to believe the current staffing standards are sufficient for courts to consistently deliver effective and high quality service, they do provide a strong foundation for evaluating the relative need for resources among courts and for further research to determine the number of staff needed to provide specific levels of service.

Table 14A: Applying the Model to Central Services Staff

	Central Staff Estimate Using Time Study 16 Standards (w/ Differential Traffic)																		
		Criminal		Civil				Probate		Family									
Court	Infractions	Felony	Misdem.	Unlimited	Limited	UD	Small Claims	Probate	Mental Health	Dissolution	Child Support	Domestic Violence	Other Family	Depend	Delinq	Total	Supervisor Ratio	Manager Ratio	Total
Alameda	90.9	29.1	104.7	59.8	36.4	6.8	11.5	20.7	0.5	11.9	20.9	2.8	2.3	6.8	6.2	411.2	25.9	9.6	446.7
Alpine	0.9	0.1	0.6	0.2	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.9	0.2	0.1	2.3
Amador	3.3	1.3	3.4	1.0	0.7	0.1	0.2	0.7	0.1	0.2	0.4	0.1	0.0	0.2	0.2	11.9	1.4	0.5	13.9
Butte	13.9	5.8	15.2	5.3	5.5	1.2	1.4	4.5	0.2	3.9	6.9	0.9	0.8	2.9	2.8	71.3	7.2	2.7	81.2
Calaveras	2.8	0.8	3.5	1.3	1.0	0.1	0.3	0.7	0.1	0.7	1.4	0.2	0.1	0.6	0.2	13.8	1.7	0.6	16.1
Colusa	4.6	0.9	2.6	0.4	0.3	0.0	0.1	0.3	0.0	0.3	0.5	0.0	0.0	0.2	0.3	10.6	1.3	0.5	12.3
Contra Costa	47.2	14.5	49.6	40.9	19.5	4.2	6.6	10.6	5.1	8.6	15.1	2.0	1.7	8.0	4.1	237.8	19.1	7.0	263.9
Del Norte	4.4	1.2	3.5	2.8	0.5	0.1	0.1	0.5	0.0	0.5	0.9	0.1	0.1	0.5	0.7	15.9	1.9	0.7	18.5
El Dorado	11.7	3.8	12.9	4.3	3.0	0.5	1.9	2.1	0.4	2.1	3.7	0.5	0.4	0.4	0.8	48.6	4.9	1.8	55.4
Fresno	40.4	38.5	95.9	22.8	27.9	5.6	5.6	8.7	1.8	12.3	21.3	2.9	2.4	6.5	8.6	301.3	24.2	8.9	334.4
Glenn	5.3	1.1	3.1	0.4	0.3	0.1	0.1	0.5	0.0	0.6	1.1	0.2	0.1	0.3	0.2	13.4	1.6	0.6	15.6
Humboldt	10.7	3.7	11.9	4.7	1.9	0.6	0.8	2.9	0.3	1.8	3.1	0.4	0.3	0.6	0.6	44.5	4.5	1.7	50.7
Imperial	22.7	5.9	19.4	2.3	3.2	0.5	1.1	1.3	0.1	1.8	4.7	0.8	0.3	1.1	0.7	65.8	6.7	2.5	75.0
Inyo	7.1	0.8	3.4	0.5	0.3	0.1	0.1	0.3	0.0	0.3	0.6	0.1	0.1	0.1	0.4	14.2	1.7	0.6	16.5
Kern	47.6	21.6	92.3	12.6	19.8	4.8	4.7	7.5	3.9	12.3	21.4	2.9	2.4	8.6	6.2	268.6	21.6	8.0	298.1
Kings	10.5	5.2	10.7	1.4	5.3	0.7	0.6	1.3	0.2	2.7	4.6	0.6	0.5	1.4	1.2	46.8	4.8	1.8	53.3
Lake	4.1	2.3	7.6	2.2	1.2	0.4	0.4	1.6	0.1	1.4	1.9	0.4	0.6	0.7	0.7	25.4	2.6	1.0	29.0
Lassen	5.1	1.3	2.8	1.3	1.2	0.1	0.2	0.5	0.1	0.5	1.2	0.2	0.1	0.6	0.4	15.5	1.9	0.7	18.1
Los Angeles	596.7	192.9	831.9	326.7	311.7	78.8	108.6	95.0	8.1	128.1	224.4	30.1	24.6	72.1	47.8	3,077.7	194.1	71.6	3,343.3
Madera	8.1	6.5	12.3	12.8	3.0	0.6	0.6	1.7	0.3	2.2	4.1	0.5	0.7	1.2	1.6	56.0	5.7	2.1	63.8
Marin	20.2	2.9	16.0	9.5	4.2	0.5	1.6	3.7	1.5	2.0	3.5	0.5	0.4	0.4	1.5	68.4	6.9	2.6	77.9
Mariposa	1.1	0.6	1.1	0.7	0.1	0.0	0.1	0.3	0.1	0.3	0.5	0.1	0.1	0.1	0.3	5.3	0.6	0.2	6.1
Mendocino	8.3	3.1	11.2	1.7	1.9	0.4	0.5	1.1	0.1	1.4	2.4	0.3	0.3	1.4	0.9	34.9	3.5	1.3	39.7
Merced	23.0	10.9	29.3	3.0	7.1	1.2	1.9	2.7	0.2	3.6	6.3	0.8	0.7	1.8	2.0	94.6	9.6	3.5	107.7
Modoc	0.8	1.5	1.1	0.3	0.2	0.0	0.1	0.0	0.1	0.2	0.4	0.1	0.0	0.4	0.1	5.4	0.7	0.2	6.3
Mono	3.5	0.5	2.4	0.8	0.1	0.0	0.1	0.1	0.0	0.1	0.2	0.0	0.0	0.0	0.1	7.9	1.0	0.4	9.3
Monterey	25.1	10.7	41.9	15.7	3.3	1.1	2.2	4.1	0.4	5.0	8.4	1.1	0.8	1.2	3.3	124.1	10.0	3.7	137.7
Napa	8.3	3.4	12.4	6.7	1.7	0.3	0.6	2.1	0.2	1.0	1.8	0.2	0.2	0.6	1.2	40.6	4.1	1.5	46.3
Nevada	8.8	2.3	8.8	3.1	1.8	0.3	0.6	1.7	0.2	1.1	1.9	0.3	0.2	0.4	0.5	32.1	3.3	1.2	36.5
Orange	161.5	48.1	170.3	92.7	80.2	14.8	29.4	12.6	13.1	28.1	48.9	6.6	5.4	13.4	13.1	738.4	46.6	17.2	802.2
Placer	27.7	8.0	38.5	9.9	5.8	1.0	2.1	2.8	0.5	4.1	5.1	1.2	1.3	3.5	3.5	115.1	11.7	4.3	131.1
Plumas	2.7	0.8	1.8	0.4	0.4	0.1	0.1	0.5	0.0	0.5	0.8	0.1	0.1	0.3	0.2	8.7	1.1	0.4	10.2
Riverside	84.2	52.9	140.5	65.0	44.3	12.4	16.1	20.8	2.1	25.5	42.5	7.8	3.7	21.7	12.7	552.3	34.8	12.9	600.0
Sacramento	62.7	38.7	113.8	51.6	81.5	9.6	10.9	13.7	1.6	26.6	46.6	6.3	5.1	8.5	10.0	487.0	30.7	11.3	529.1
San Benito	4.6	1.4	3.7	2.1	1.2	0.1	0.5	0.5	0.0	0.7	0.9	0.1	0.1	0.4	0.4	16.8	2.0	0.7	19.6
San Bernardino	87.5	57.3	188.7	36.2	46.6	18.9	16.7	18.8	1.4	34.5	60.2	8.2	6.7	21.4	13.2	616.2	38.8	14.3	669.3
San Diego	147.3	53.6	187.9	83.1	58.6	14.6	25.3	30.0	4.1	35.2	61.5	8.3	6.8	13.9	11.5	741.7	46.8	17.3	805.7
San Francisco	37.7	21.9	26.2	54.8	22.5	3.1	5.9	22.0	14.7	5.6	9.8	1.3	1.1	6.5	2.4	235.6	14.9	5.5	255.9
San Joaquin	27.1	17.9	74.2	20.1	18.6	3.7	6.0	8.2	8.4	9.6	17.8	2.3	1.6	5.4	4.2	224.9	18.1	6.7	249.6
San Luis Obispo	21.4	5.4	31.0	6.7	4.8	0.6	1.6	3.1	3.6	3.3	4.2	0.5	0.5	1.6	1.5	89.9	9.1	3.4	102.4
San Mateo	42.2	9.6	30.6	16.3	15.6	1.9	4.1	9.0	1.3	5.8	10.0	1.4	1.1	4.3	8.6	161.6	13.0	4.8	179.4
Santa Barbara	37.1	8.2	39.5	10.1	8.4	0.6	2.6	4.8	1.9	4.3	7.6	1.0	0.8	1.2	4.1	132.2	10.6	3.9	146.7
Santa Clara	80.0	38.2	150.3	45.2	31.7	5.4	10.0	17.9	2.3	16.5	24.2	2.8	3.1	6.9	6.4	440.9	27.8	10.3	479.0
Santa Cruz	21.4	7.4	18.6	5.5	4.1	0.5	1.8	3.1	0.0	2.9	5.0	0.7	0.6	1.2	1.5	74.4	7.6	2.8	84.8
Shasta	15.6	6.7	16.7	14.5	4.2	1.0	1.6	3.0	0.7	3.7	6.5	0.5	0.8	1.6	3.0	80.0	8.1	3.0	91.2
Sierra	0.6	0.1	0.5	0.3	0.0	0.0	0.0	0.1	0.0	0.1	0.1	0.0	0.0	0.0	0.1	2.0	0.2	0.1	2.4
Siskiyou	11.3	2.0	4.5	1.4	1.0	0.2	0.2	1.1	0.0	0.9	1.9	0.3	0.2	0.3	0.4	25.6	2.6	1.0	29.2
Solano	34.7	15.2	31.9	10.6	10.6	2.3	2.4	4.7	0.5	7.6	13.3	1.8	1.5	1.6	2.7	141.4	11.4	4.2	157.0
Sonoma	30.3	9.5	40.0	19.6	8.0	1.4	2.5	6.6	3.9	4.9	6.9	1.0	0.8	1.6	4.0	141.0	11.3	4.2	156.5
Stanislaus	26.7	18.7	22.8	12.4	13.7	2.9	3.5	5.5	1.3	7.1	12.3	2.1	1.2	2.2	3.2	135.7	10.9	4.0	150.6
Sutter	6.9	3.9	8.7	2.4	1.9	0.4	0.7	1.1	0.2	1.6	2.5	0.3	0.2	0.7	0.6	32.2	3.3	1.2	36.6
Tehama	7.8	2.5	7.9	1.5	1.1	0.3	0.6	1.3	0.0	1.2	2.3	0.2	0.2	0.9	0.7	28.6	2.9	1.1	32.5
Trinity	1.5	1.0	1.0	0.5	0.2	0.0	0.1	0.3	0.0	0.2	0.4	0.1	0.0	0.2	0.2	5.7	0.7	0.3	6.7
Tulare	21.2	15.8	43.4	9.3	14.7	1.5	2.0	3.5	0.4	6.6	11.6	1.5	1.2	3.6	4.4	140.6	11.3	4.2	156.1
Tuolumne	4.1	1.7	4.5	1.5	0.8	0.2	0.7	1.1	0.4	1.1	2.0	0.3	0.2	1.7	0.3	20.8	2.1	0.8	23.7
Ventura	46.5	10.0	48.2	18.5	13.8	2.4	6.7	8.0	0.0	9.6	16.7	2.3	1.8	2.4	5.1	192.0	15.4	5.7	213.1
Yolo	11.5	10.4	16.0	4.1	2.9	0.6	0.8	2.7	0.2	2.6	4.7	0.6	0.4	1.5	0.9	60.1	6.1	2.3	68.5
Yuba	4.6	2.9	7.8	1.5	1.4	0.6	0.4	1.1	0.6	1.4	4.2	0.3	0.2	0.8	0.4	28.2	2.9	1.1	32.1
Total	**2,105.6**	**843.0**	**2,880.9**	**1,143.1**	**961.8**	**210.1**	**308.0**	**385.5**	**87.3**	**458.7**	**794.3**	**109.2**	**87.0**	**248.2**	**212.7**	10,835.2	**775.3**	**286.1**	**11,896.6**

Table 14B: Applying the Model to Judicial Officer Support Staff

Court	JPE	AJN	% Gap	Courtroom (1.39:JPE or AJN)	Court Reporter (.89:JPE or AJN)	Legal Research** (.24:AJN)	Judicial Secretary (.12:JPE or AJN)	Total JS Staff	JS Supervisor	JS Manager	Total
				1.65							
Ratio				**1.39**	**0.89**	**0.24**	**0.12**	**2.64**		**2.71**	
Alameda	92.7	81.8	-13%	113.7	72.8	19.6	9.8	216.0	13.6	5.0	234.6
Alpine	1.9	0.2	-675%	0.3	0.2	0.1	0.03	0.7	0.1	0.0	0.8
Amador	3.1	2.5	-26%	3.4	2.2	0.6	0.29	6.5	0.8	0.3	7.5
Butte	13.4	16.5	18%	18.7	12.0	4.0	1.61	36.2	3.7	1.4	41.3
Calaveras	3.3	2.8	-16%	3.9	2.5	0.7	0.34	7.4	0.9	0.3	8.7
Colusa	2.2	1.7	-27%	2.4	1.5	0.4	0.21	4.6	0.6	0.2	5.4
Contra Costa	48.0	51.7	7%	66.8	42.8	12.4	5.77	127.7	10.3	3.8	141.8
Del Norte	3.6	3.2	-13%	4.4	2.8	0.8	0.38	8.3	1.0	0.4	9.7
El Dorado	9.7	9.0	-8%	12.5	8.0	2.2	1.08	23.7	2.4	0.9	27.0
Fresno	48.3	67.0	28%	79.9	43.0	16.1	5.8	144.8	11.6	4.3	160.7
Glenn	2.6	2.4	-12%	3.3	2.1	0.6	0.3	6.2	0.7	0.3	7.2
Humboldt	8.6	9.0	4%	12.0	7.7	2.2	1.0	22.8	2.3	0.9	26.0
Imperial	13.1	11.6	-13%	16.1	10.3	2.8	1.4	30.7	3.1	1.1	34.9
Inyo	2.5	1.9	-37%	2.6	1.7	0.4	0.2	4.9	0.6	0.2	5.7
Kern	41.8	55.9	25%	69.1	37.2	13.4	5.0	124.7	10.0	3.7	138.5
Kings	8.8	11.2	21%	12.3	7.9	2.7	1.1	23.9	2.4	0.9	27.2
Lake	5.5	5.7	3%	7.6	4.9	1.4	0.7	14.5	1.5	0.5	16.5
Lassen	2.9	2.9	2%	4.0	2.6	0.7	0.3	7.6	0.9	0.3	8.9
Los Angeles	614.4	620.5	1%	854.1	546.9	148.9	73.7	1,623.6	102.4	37.8	1,763.7
Madera	8.0	13.1	39%	13.2	7.1	3.1	1.0	24.4	2.5	0.9	27.8
Marin	15.0	12.1	-24%	16.9	10.8	2.9	1.5	32.0	3.3	1.2	36.5
Mariposa	1.6	1.3	-20%	1.8	1.2	0.3	0.2	3.5	0.4	0.2	4.1
Mendocino	9.4	7.3	-29%	10.2	6.5	1.8	0.9	19.3	2.0	0.7	22.0
Merced	10.8	19.5	45%	17.8	9.6	4.7	1.3	33.3	3.4	1.2	38.0
Modoc	1.1	0.7	-67%	1.0	0.6	0.2	0.1	1.8	0.2	0.1	2.1
Mono	2.3	1.1	-101%	1.6	1.0	0.3	0.1	3.0	0.4	0.1	3.5
Monterey	22.1	25.5	13%	30.7	19.7	6.1	2.7	59.2	4.8	1.8	65.7
Napa	8.5	7.9	-7%	11.0	7.0	1.9	0.9	20.8	2.1	0.8	23.7
Nevada	6.9	5.8	-19%	8.0	5.1	1.4	0.7	15.2	1.5	0.6	17.4
Orange	151.8	155.2	2%	211.0	135.1	37.2	18.2	401.5	25.3	9.3	436.2
Placer	15.0	17.1	13%	20.8	13.3	4.1	1.8	40.1	4.1	1.5	45.7
Plumas	2.6	1.8	-40%	2.6	1.6	0.4	0.2	4.9	0.6	0.2	5.7
Riverside	78.3	121.2	35%	129.3	69.7	29.1	9.4	237.5	15.0	5.5	258.0
Sacramento	77.3	102.9	25%	127.7	68.8	24.7	9.3	230.5	14.5	5.4	250.4
San Benito	3.1	3.0	-3%	4.2	2.7	0.7	0.4	8.0	1.0	0.4	9.3
San Bernardino	84.0	139.2	40%	138.7	74.7	33.4	10.1	256.9	16.2	6.0	279.1
San Diego	160.3	162.4	1%	222.9	142.7	39.0	19.2	423.8	26.7	9.9	460.4
San Francisco	68.0	63.9	-6%	88.8	56.9	15.3	7.7	168.7	10.6	3.9	183.3
San Joaquin	30.9	46.5	33%	51.1	27.5	11.2	3.7	93.6	7.5	2.8	103.9
San Luis Obispo	15.4	16.8	8%	21.4	13.7	4.0	1.8	40.9	4.2	1.5	46.6
San Mateo	37.7	33.1	-14%	46.0	29.5	7.9	4.0	87.4	7.0	2.6	97.1
Santa Barbara	25.7	24.3	-5%	33.8	21.7	5.8	2.9	64.2	5.2	1.9	71.3
Santa Clara	91.9	90.3	-2%	125.6	80.4	21.7	10.8	238.5	15.0	5.5	259.1
Santa Cruz	14.0	15.8	11%	19.5	12.5	3.8	1.7	37.5	3.8	1.4	42.7
Shasta	12.3	17.1	28%	20.4	11.0	4.1	1.5	36.9	3.7	1.4	42.0
Sierra	2.4	0.3	-696%	0.4	0.3	0.1	0.0	0.8	0.1	0.0	0.9
Siskiyou	6.2	4.2	-47%	5.8	3.7	1.0	0.5	11.1	1.1	0.4	12.6
Solano	23.1	29.5	22%	32.1	20.6	7.1	2.8	62.5	5.0	1.9	69.4
Sonoma	22.2	29.4	25%	36.6	19.7	7.1	2.7	66.1	5.3	2.0	73.4
Stanislaus	21.4	34.0	37%	35.3	19.0	8.2	2.6	65.1	5.2	1.9	72.2
Sutter	6.2	7.6	18%	8.6	5.5	1.8	0.7	16.6	1.7	0.6	18.9
Tehama	4.6	5.6	17%	6.4	4.1	1.3	0.6	12.4	1.3	0.5	14.1
Trinity	2.5	1.2	-110%	1.6	1.0	0.3	0.1	3.1	0.4	0.1	3.6
Tulare	21.3	32.3	34%	35.2	19.0	7.8	2.6	64.5	5.2	1.9	71.6
Tuolumne	4.5	4.5	-1%	6.3	4.0	1.1	0.5	11.9	1.2	0.4	13.5
Ventura	35.7	39.4	9%	49.7	31.8	9.5	4.3	95.2	7.6	2.8	105.7
Yolo	11.3	13.0	13%	15.7	10.1	3.1	1.4	30.2	3.1	1.1	34.4
Yuba	5.2	6.6	22%	7.2	4.6	1.6	0.6	14.0	1.4	0.5	15.9
Total	2047.0	2270.2							388.4	143.3	6,003.7

Table 14C: Summarizing 14A and 14B

	Court Staff			Supervisors			Managers			Total Program 10		
Court	Central	Judicial Support	Total	Central	Judicial Support	Total	Central	Judicial Support	Total	Central	Judicial Support	Total
Alameda	411.2	216.0	627.2	25.9	13.6	39.5	9.6	5.0	14.6	446.7	234.6	681.4
Alpine	1.9	0.7	2.6	0.2	0.1	0.3	0.1	0.0	0.1	2.3	0.8	3.0
Amador	11.9	6.5	18.4	1.4	0.8	2.2	0.5	0.3	0.8	13.9	7.5	21.4
Butte	71.3	36.2	107.5	7.2	3.7	10.9	2.7	1.4	4.0	81.2	41.3	122.4
Calaveras	13.8	7.4	21.2	1.7	0.9	2.6	0.6	0.3	0.9	16.1	8.7	24.8
Colusa	10.6	4.6	15.2	1.3	0.6	1.8	0.5	0.2	0.7	12.3	5.4	17.7
Contra Costa	237.8	127.7	365.5	19.1	10.3	29.4	7.0	3.8	10.8	263.9	141.8	405.7
Del Norte	15.9	8.3	24.2	1.9	1.0	2.9	0.7	0.4	1.1	18.5	9.7	28.2
El Dorado	48.6	23.7	72.3	4.9	2.4	7.3	1.8	0.9	2.7	55.4	27.0	82.3
Fresno	301.3	144.8	446.1	24.2	11.6	35.8	8.9	4.3	13.2	334.4	160.7	495.1
Glenn	13.4	6.2	19.6	1.6	0.7	2.4	0.6	0.3	0.9	15.6	7.2	22.8
Humboldt	44.5	22.8	67.3	4.5	2.3	6.8	1.7	0.9	2.5	50.7	26.0	76.7
Imperial	65.8	30.7	96.5	6.7	3.1	9.8	2.5	1.1	3.6	75.0	34.9	109.9
Inyo	14.2	4.9	19.1	1.7	0.6	2.3	0.6	0.2	0.8	16.5	5.7	22.2
Kern	268.6	124.7	393.3	21.6	10.0	31.6	8.0	3.7	11.7	298.1	138.5	436.6
Kings	46.8	23.9	70.7	4.8	2.4	7.2	1.8	0.9	2.6	53.3	27.2	80.5
Lake	25.4	14.5	40.0	2.6	1.5	4.1	1.0	0.5	1.5	29.0	16.5	45.5
Lassen	15.5	7.6	23.1	1.9	0.9	2.8	0.7	0.3	1.0	18.1	8.9	27.0
Los Angeles	3,077.7	1,623.6	4,701.2	194.1	102.4	296.4	71.6	37.8	109.4	3,343.3	1,763.7	5,107.0
Madera	56.0	24.4	80.5	5.7	2.5	8.2	2.1	0.9	3.0	63.8	27.8	91.6
Marin	68.4	32.0	100.4	6.9	3.3	10.2	2.6	1.2	3.8	77.9	36.5	114.3
Mariposa	5.3	3.5	8.8	0.6	0.4	1.1	0.2	0.2	0.4	6.1	4.1	10.2
Mendocino	34.9	19.3	54.2	3.5	2.0	5.5	1.3	0.7	2.0	39.7	22.0	61.7
Merced	94.6	33.3	127.9	9.6	3.4	13.0	3.5	1.2	4.8	107.7	38.0	145.7
Modoc	5.4	1.8	7.2	0.7	0.2	0.9	0.2	0.1	0.3	6.3	2.1	8.4
Mono	7.9	3.0	11.0	1.0	0.4	1.3	0.4	0.1	0.5	9.3	3.5	12.8
Monterey	124.1	59.2	183.3	10.0	4.8	14.7	3.7	1.8	5.4	137.7	65.7	203.5
Napa	40.6	20.8	61.5	4.1	2.1	6.2	1.5	0.8	2.3	46.3	23.7	70.0
Nevada	32.1	15.2	47.3	3.3	1.5	4.8	1.2	0.6	1.8	36.5	17.4	53.9
Orange	738.4	401.5	1,140.0	46.6	25.3	71.9	17.2	9.3	26.5	802.2	436.2	1,238.4
Placer	115.1	40.1	155.2	11.7	4.1	15.8	4.3	1.5	5.8	131.1	45.7	176.8
Plumas	8.7	4.9	13.6	1.1	0.6	1.6	0.4	0.2	0.6	10.2	5.7	15.9
Riverside	552.3	237.5	789.8	34.8	15.0	49.8	12.9	5.5	18.4	600.0	258.0	858.0
Sacramento	487.0	230.5	717.6	30.7	14.5	45.2	11.3	5.4	16.7	529.1	250.4	779.5
San Benito	16.8	8.0	24.8	2.0	1.0	3.0	0.7	0.4	1.1	19.6	9.3	28.9
San Bernardino	616.2	256.9	873.1	38.8	16.2	55.0	14.3	6.0	20.3	669.3	279.1	948.4
San Diego	741.7	423.8	1,165.5	46.8	26.7	73.5	17.3	9.9	27.1	805.7	460.4	1,266.1
San Francisco	235.6	168.7	404.3	14.9	10.6	25.5	5.5	3.9	9.4	255.9	183.3	439.2
San Joaquin	224.9	93.6	318.4	18.1	7.5	25.6	6.7	2.8	9.4	249.6	103.9	353.4
San Luis Obispo	89.9	40.9	130.9	9.1	4.2	13.3	3.4	1.5	4.9	102.4	46.6	149.0
San Mateo	161.6	87.4	249.1	13.0	7.0	20.0	4.8	2.6	7.4	179.4	97.1	276.5
Santa Barbara	132.2	64.2	196.4	10.6	5.2	15.8	3.9	1.9	5.8	146.7	71.3	218.0
Santa Clara	440.9	238.5	679.4	27.8	15.0	42.8	10.3	5.5	15.8	479.0	259.1	738.0
Santa Cruz	74.4	37.5	111.9	7.6	3.8	11.4	2.8	1.4	4.2	84.8	42.7	127.4
Shasta	80.0	36.9	116.9	8.1	3.7	11.9	3.0	1.4	4.4	91.2	42.0	133.2
Sierra	2.0	0.8	2.8	0.2	0.1	0.3	0.1	0.0	0.1	2.4	0.9	3.3
Siskiyou	25.6	11.1	36.7	2.6	1.1	3.7	1.0	0.4	1.4	29.2	12.6	41.8
Solano	141.4	62.5	203.9	11.4	5.0	16.4	4.2	1.9	6.0	157.0	69.4	226.4
Sonoma	141.0	66.1	207.1	11.3	5.3	16.6	4.2	2.0	6.1	156.5	73.4	229.8
Stanislaus	135.7	65.1	200.7	10.9	5.2	16.1	4.0	1.9	5.9	150.6	72.2	222.8
Sutter	32.2	16.6	48.7	3.3	1.7	4.9	1.2	0.6	1.8	36.6	18.9	55.5
Tehama	28.6	12.4	41.0	2.9	1.3	4.2	1.1	0.5	1.5	32.5	14.1	46.7
Trinity	5.7	3.1	8.8	0.7	0.4	1.1	0.3	0.1	0.4	6.7	3.6	10.3
Tulare	140.6	64.5	205.1	11.3	5.2	16.5	4.2	1.9	6.1	156.1	71.6	227.7
Tuolumne	20.8	11.9	32.7	2.1	1.2	3.3	0.8	0.4	1.2	23.7	13.5	37.3
Ventura	192.0	95.2	287.2	15.4	7.6	23.1	5.7	2.8	8.5	213.1	105.7	318.8
Yolo	60.1	30.2	90.3	6.1	3.1	9.2	2.3	1.1	3.4	68.5	34.4	102.9
Yuba	28.2	14.0	42.2	2.9	1.4	4.3	1.1	0.5	1.6	32.1	15.9	48.0
Total	10,835.2	5,471.9	16,307.1	775.3	388.4	**1,163.7**	286.1	143.3	**429.4**	**11,896.6**	**6,003.7**	**17,900.3**

Table 14D: Total Staff Implied by RAS Model

Court	Central	Courtroom	Program 10 Total	Small Court 20% Staff Buffer Adjustment*	Program 10 Total (Rounded Up)	Program 90 Total (Rounded Up)	Total
Alameda	446.7	234.6	681.4	0.0	682.0	94.0	776.0
Alpine	2.3	0.8	3.0	0.6	4.0	1.0	5.0
Amador	13.9	7.5	21.4	4.3	26.0	5.0	31.0
Butte	81.2	41.3	122.4	0.0	123.0	20.0	143.0
Calaveras	16.1	8.7	24.8	5.0	30.0	6.0	36.0
Colusa	12.3	5.4	17.7	3.5	22.0	5.0	27.0
Contra Costa	263.9	141.8	405.7	0.0	406.0	52.0	458.0
Del Norte	18.5	9.7	28.2	5.6	34.0	7.0	41.0
El Dorado	55.4	27.0	82.3	0.0	83.0	14.0	97.0
Fresno	334.4	160.7	495.1	0.0	496.0	64.0	560.0
Glenn	15.6	7.2	22.8	4.6	28.0	6.0	34.0
Humboldt	50.7	26.0	76.7	0.0	77.0	13.0	90.0
Imperial	75.0	34.9	109.9	0.0	110.0	18.0	128.0
Inyo	16.5	5.7	22.2	4.4	27.0	6.0	33.0
Kern	298.1	138.5	436.6	0.0	437.0	56.0	493.0
Kings	53.3	27.2	80.5	0.0	81.0	14.0	95.0
Lake	29.0	16.5	45.5	0.0	46.0	8.0	54.0
Lassen	18.1	8.9	27.0	5.4	33.0	7.0	40.0
Los Angeles	3,343.3	1,763.7	5,107.0	0.0	5,108.0	703.0	5,811.0
Madera	63.8	27.8	91.6	0.0	92.0	15.0	107.0
Marin	77.9	36.5	114.3	0.0	115.0	19.0	134.0
Mariposa	6.1	4.1	10.2	2.0	13.0	3.0	16.0
Mendocino	39.7	22.0	61.7	0.0	62.0	10.0	72.0
Merced	107.7	38.0	145.7	0.0	146.0	24.0	170.0
Modoc	6.3	2.1	8.4	1.7	11.0	3.0	14.0
Mono	9.3	3.5	12.8	2.6	16.0	4.0	20.0
Monterey	137.7	65.7	203.5	0.0	204.0	27.0	231.0
Napa	46.3	23.7	70.0	0.0	70.0	12.0	82.0
Nevada	36.5	17.4	53.9	0.0	54.0	9.0	63.0
Orange	802.2	436.2	1,238.4	0.0	1,239.0	171.0	1,410.0
Placer	131.1	45.7	176.8	0.0	177.0	29.0	206.0
Plumas	10.2	5.7	15.9	3.2	20.0	4.0	24.0
Riverside	600.0	258.0	858.0	0.0	858.0	119.0	977.0
Sacramento	529.1	250.4	779.5	0.0	780.0	108.0	888.0
San Benito	19.6	9.3	28.9	5.8	35.0	7.0	42.0
San Bernardino	669.3	279.1	948.4	0.0	949.0	131.0	1,080.0
San Diego	805.7	460.4	1,266.1	0.0	1,267.0	175.0	1,442.0
San Francisco	255.9	183.3	439.2	0.0	440.0	61.0	501.0
San Joaquin	249.6	103.9	353.4	0.0	354.0	46.0	400.0
San Luis Obispo	102.4	46.6	149.0	0.0	150.0	25.0	175.0
San Mateo	179.4	97.1	276.5	0.0	277.0	36.0	313.0
Santa Barbara	146.7	71.3	218.0	0.0	218.0	28.0	246.0
Santa Clara	479.0	259.1	738.0	0.0	739.0	102.0	841.0
Santa Cruz	84.8	42.7	127.4	0.0	128.0	21.0	149.0
Shasta	91.2	42.0	133.2	0.0	134.0	22.0	156.0
Sierra	2.4	0.9	3.3	0.7	4.0	1.0	5.0
Siskiyou	29.2	12.6	41.8	0.0	42.0	7.0	49.0
Solano	157.0	69.4	226.4	0.0	227.0	29.0	256.0
Sonoma	156.5	73.4	229.8	0.0	230.0	30.0	260.0
Stanislaus	150.6	72.2	222.8	0.0	223.0	29.0	252.0
Sutter	36.6	18.9	55.5	0.0	56.0	10.0	66.0
Tehama	32.5	14.1	46.7	0.0	47.0	8.0	55.0
Trinity	6.7	3.6	10.3	2.1	13.0	3.0	16.0
Tulare	156.1	71.6	227.7	0.0	228.0	30.0	258.0
Tuolumne	23.7	13.5	37.3	0.0	38.0	7.0	45.0
Ventura	213.1	105.7	318.8	0.0	319.0	41.0	360.0
Yolo	68.5	34.4	102.9	0.0	103.0	17.0	120.0
Yuba	32.1	15.9	48.0	0.0	49.0	8.0	57.0
	11,896.6	**6,003.7**	**17,900.3**	**51.4**	**17,980.0**	**2,530.0**	20,510.0

APPENDICES

Appendix A: PECT categories and MCC codes

Appendix B: 85 tasks

Appendix C: Functional Areas

Appendix D: Training materials

Appendix E: Filings by court (bar chart)

Appendix F: Eight tables showing steps in weighting

Appendix G: Staff minutes per filing by 7 case types in 9 pilot courts

Appendix H: Support for Statewide Staffing Standards

Appendix A: AOC 7A Classification Scheme

Program	Element	Component	Task	Program Name
10	00	000	000	**Trial Court Operations**
10	10	000	000	Judges and Courtroom Support
10	20	000	000	**Case Type Services**
10	20	010	000	**Criminal**
10	20	010	010	Traffic and Other Infractions
10	20	010	020	Other Criminal Cases
10	20	020	000	**Civil**
10	20	030	000	Families and Children
10	20	030	010	Families and Children Services
10	20	030	020	Probate, Guardianship & Mental Health Services
10	20	030	030	Juvenile Dependency Services
10	20	030	040	Juvenile Delinquency Services
10	30	000	000	**Operational Support**
10	30	010	000	Other Support Operations
10	30	020	000	Court Interpreters
10	30	030	000	Jury Services
90	10	000	000	**Court Administration Program**
90	20	000	000	Executive Office
90	30	000	000	Fiscal Services
90	40	000	000	Human Resources
90	50	000	000	Business and Facilities Services
90	60	000	000	Information Technology
90	70	000	000	Distributed Administration

Appendix B: 83 Tasks by Functional Area

General Case Processing

1 Receive new case filings and documents, assign case number, stamp, collect fees, route to data entry, etc.

2 Update case registers and indexes, record required data regarding parties, documents and events in the automated or manual case management system.

3 Prepare/process/record all post proceeding orders/judgments/sentences, notices, executions, and writs

4 Judgment processing and recording: maintain records relating to judgments, including assignment of judgment number/case number/identifier; index/record in appropriate registers; issue notices to judgment debtors/creditors; prepare abstracts and satisfaction of judgments, etc.

5 Prepare documents for appeals (e.g., transcript or tape, clerks papers and index, notification to court reporters); maintain internal case tracking records, compute costs of appeals processing, forward case records to other court, record and process higher court judgments, etc.

6 Provide notices to parties regarding court dates and requirements, including form notices linked to calendars, custom notices to individuals and change-of-venue correspondence.

7 Prepare files for court, including routine review for apparent completeness of the file, check for documents in process that may not be in the file, search for related cases where necessary.

8 Process warrants and return of service on warrants, process warrant cancellations and notify law enforcement; monitor action on cancellations.

9 Maintain records of in-custody defendants, process documents for jail release, coordinate with custodial officials, and monitor in-custody cases.

10 Process/prepare cost bills for trial costs and bills for case processing services provided by the court

11 Process/prepare special case certification records for state and federal executive branch agencies and representatives in probate and guardianship cases (e.g., licensing, adoption, marriage dissolution, etc.).

12 Miscellaneous counter services: provide files or case-specific information to litigants and the public, duplicate/certify/conform copies of case documents; provide forms and/or direct customers to appropriate offices/units.

13 Respond to phone and/or e-mail requests for case-specific information.

Records Management

14 File folder management: create file folders, shelve files, add documents to files after they are processed, pull and re-shelve files, consolidate/coordinate files of related cases.

15 Make files available for court hearings,identify, pull and transport files to courtrooms.

16 Maintain file check out system: record file check out/delivery; track and retrieve all case files when they are not on the shelves including from off-site locations; locate misplaced case files.

17 Record retention: archive and microfilming case documents and files, reconstruct and/or purge files when necessary.

18 Maintain exhibits: index, store, provide notification to reclaim; return to owner, destroy when appropriate.

19 Sealing and purging: identification and processing of sealed records; processing expungement orders.

20 Optical records processing: scanning and related services to support digital record storage.

21 Provide audio recorded records of proceedings when requested by judges or lawyers for trial, decision preparation, or other purposes

Calendaring and Case-flow Management

22 Assign cases to regularly scheduled calendars, produce calendars, publish and post calendars.

23 Schedule individually set trials and hearings (lengthy motions, conferences, etc.)

24 Coordinate with law enforcement agencies regarding schedules for traffic and other high volume calendars

25 Coordinate with jail/transportation officers to assure timely and reliable appearance of in-custody defendants

26 Review case files prior to hearings, ensure that required actions are complete, and that information needed by court is available and conforms to court policy.

27 Monitor readiness of parties for hearings and trials and confirm appearances; notify relevant individuals prior to hearings about missing information/documents or non-compliant legal forms Including default judgments on paperwork that must be corrected.

28 Research/monitor status of individual cases, and follow-up with lawyers/parties when cases are "off track"

29 Maintain accurate inventory of cases pending: distinguish inactive (e.g., interlocutory appeals; fugitive status) from active cases; produce list of active cases, consult with managing judges when cases are "off track."

30 Monitor continuances, scheduled vs. actual appearances; and implement correctives.

31 Identify and dismiss inactive cases.

32 Collect and use statistical data to help judges maintain timely case processing

33 Determine needed frequency and scheduling formulas for periodic regularly scheduled hearing sessions

34 Track cases referred to alternative dispute resolution and initiate reminders or other actions when case resolution exceeds standards for timely processing

Courtroom Support and Administrative Support for Judges

35 Minute taking: record information and prepare documents summarizing significant facts about court hearings (e.g., date, judge, purpose, appearances, orders/judgments)

36 Manage exhibits: identify, mark, and record status; maintain inventory of all received; deliver admitted to jury; oversee custody and return

37 Manage documents: ensure that files/documents are available in the courtroom when needed; documents filed in courtroom are accounted for and returned to central clerk's unit

38 Record and update results of group-scheduled hearing calendars to ensure case status is accurate and current

39 Provide clerical and administrative follow-through after court hearings to issue required notifications and orders to parties, service providers or executive branch agencies (e.g., jail, bondsmen)

40 Prepare paperwork required for forfeiture or exoneration of bonds; warrant-related notices, etc.

41 Jury related duties: call/seat jurors for voir dire; record juror status (seated, excused, reasons); administer oaths, maintain attendance record; poll jurors

42 Courtroom order and protocol: maintain quiet and order in courtroom before, during, and after court hearings; direct and provide information to participants and public

43 Administrative support duties for judges: prepare correspondence, opinions; answer phones; maintain office files; receptionist duties

44 Operate and monitor electronic recording (E-R) equipment in court sessions (including: daily equipment checks; make log of proceeding; supplies and equipment maintenance; index and store tapes or files)

Case Monitoring/ Enforcement

45 Set up case for monitoring court ordered sentences, judgments, probate reports, deferred prosecutions, diversion conditions, etc.

46 Monitor and document compliance with court-ordered payments and/or behavioral terms of orders.

47 Implement informal compliance enforcement measures when appropriate (e.g., written and telephone notices, interview or mediation, revised payment plan, community service alternatives, etc.)

48 Report non-compliance to enforcing authority with documentation.

49 Monitor special traffic or motor vehicle cases including traffic school, civil motor vehicle judgments for satisfaction and report non-compliance to authorities with documentation.

Financial Management

50 Receive filing fees, cost, sentence/judgment payments, etc. and issue receipt for monies received

51 Identify and process irregular checks received (e.g., improperly tendered, illegible, returned for non-sufficient funds), including notification of tender, adjustment of payment records, etc.

52 Reconcile daily receipts and cash registers

53 Process deposits: determine appropriate accounts (general, trust, etc.), prepare deposit slips for appropriate accounts, transmit deposits, maintain deposit records, etc.

54 Distribute and disburse payments: determine appropriate distribution of payments (e.g., statutory fund accounts, child support accounts, individual payees, etc.) and disburse funds to treasurer and other payees as appropriate.

55 Bail/bond accounting: e.g., receipt and post, apply bail/bond monies held in trust to fine/penalty accounts, refund monies, disburse unclaimed funds to appropriate account, follow up on bond payments when partially satisfied.

56 Identify and determine of ownership and disposition of apparently abandoned cash trust monies and cash exhibits.

57 Accept, endorse and forward wage withholding checks for deposit to appropriate account.

58 Maintain time payment agreement records and statements.

Specialized Tasks

Jury Services and Management

59 Create juror source lists, prepare jury summons lists and summon jurors.

60 Process juror correspondence and calls regarding excuse requests, questions, etc.

61 Create and manage juror call-in information system.

62 Manage juror appearance/reporting/utilization procedures: record attendance, provide juror orientation; assign jurors to cases and track assignments.

63 Maintain records for juror payment, prepare cost bills for civil jury trials and track payment.

Legal Research

64 Assist judicial officers and/or court attorneys with research; prepare standard legal documents; conduct screening interviews.

65 File and document review: provide procedural and paralegal review of case files and documents to ensure case files are complete and accurate

66 Case-related legal research and analysis: review and summarize written motions; brief cases; provide recommendations for issue resolution & case management

67 Analyze new legislation or rules, emerging issues or new program plans and make recommendations to the court regarding policy.

68 Provide information to unrepresented persons about court requirements and assist unrepresented litigants with procedural compliance (e.g., domestic violence, child support)

Court Reporting (Stenotype)

69 Take down in shorthand/stenotype the verbatim record of proceedings.

70 Store stenotyped notes in centrally available storage location or medium to ensure accessibility of notes to court officials in absence of the original reporter

71 Provide "working" transcripts (non-certified) for judges or lawyers for special purposes (e.g., decision deliberation/writing, trial preparation.)

72 Provide real time versions of computer-transcribed notes on-screen in the courtroom as requested by judges, counsel or parties for use during a trial

73 Prepare certified transcripts for appeal as required by law or rule of court.

74 Prepare transcript management reports for administration: lists of transcript orders with case number, order date, ordering party, scheduled completion date, delivery date, number of pages.

Dispute Resolution/Mediation/Evaluative Services

75 Bail/release screening

76 Investigate, evaluate and assess individuals for specific problems and make recommendations for referral (e.g., substance abuse, parental fitness, etc.).

77 Prepare investigative/evaluative/diagnostic reports and recommendations for judges; testify in court.

78 Provide information and intervention services to individuals or groups to effect compliance with orders and/or assist them to enhance capacity for social functioning

79 Screen and refer cases to alternative dispute resolution; provide alternative dispute services; track cases in ADR

80 Mediate disputes between parties to facilitate voluntary settlement or narrow issues for judge including child custody, juvenile dependency, probate and guardianship cases.

Appendix C: Description of Functional Areas

A. GENERALCASE PROCESSING — Staff working in this area perform tasks that relate to case and document filing and maintaining accurate summary records of cases and court decisions related to them. Other duties include: update the computerized case record summary; provide general counter services and information; prepare cases for appeal or transfer; prepare cost bills; maintain judgment records; process warrants, executions, writs, bail documents; keep jail status records, and provide special case certifications and agency notices (e.g., licensing, adoption, vital statistics.).

B. RECORDS MANAGEMENT — Staff performing services in this area pull and reshelve files, add documents to files in a timely manner; make files available for court hearings in a reliable and timely manner; keep track of the location of all case files; set-up case and document files; store verbatim records of proceedings, exhibits and other physical evidence; microfilm, scan, and archive records; seal and purge records.

C. CALENDARING AND CASEFLOW MANAGEMENT — Staff working in this area help set judicial calendars as well as help judges meet established case processing time standards and avoid court delay. Specific responsibilities include: plan court calendars and assign cases to calendars; create scheduling formulas and keep records to evaluate their reliability; monitor the progress of cases, and notify judges of cases that are "off track"; maintain accurate records of case inventories and case status; coordinate court scheduling with schedules of outside agencies to avoid conflicts.

D. COURTROOM SUPPORT AND ADMINISTRATIVE SUPPORT FOR JUDGES — Judicial support in this area involve the duties traditionally associated with the "courtroom clerk" that are essential for judges to convene proceedings in open court. Specific staff responsibilities include preparing minutes; managing exhibits; accepting and filing documents presented by attorneys in court; ensuring that court files are available when they are needed; assisting with jury selection and support; calling cases and recording outcomes; performing clerical follow through after court hearings to ensure that required notices to parties or agencies are prepared and issued; other necessary "on-demand" and essential in-court duties.

E. CASE MONITORING AND ENFORCEMENT— Staff who work in this area improve the court's ability to hold individuals and outside agencies accountable for compliance with court orders. Specific staff responsibilities include monitor court ordered sentences, judgments, diversion agreements, probate reports; monitor compliance with time-payment orders; implement informal compliance enforcement measures when appropriate (e.g., written and telephone notices, revised payment plan, etc.); report non-compliance to appropriate authority; monitor civil motor vehicle judgments for satisfaction and reporting non-compliance to appropriate authorities with documentation.

F. FINANCIAL MANAGEMENT — Staff working in this area receive payments and fees and issue receipts for monies received; process irregular checks; reconcile daily receipts and cash registers; determine appropriate accounts and process deposits; distribute payments to appropriate accounts and disburse funds accordingly; provide bail/bond accounting; and maintain time payment agreement records.

G. JURY SERVICES AND MANAGEMENT — Court staff working in jury services create the jury source lists; select juror pools and summon jurors; process jury correspondence and calls regarding excuse requests or to answer questions; conduct orientations; assign jurors to panels and keep track of assignments and utilizations; create and manage juror call-in systems; maintain records for payment; maintain juror utilization statistics and financial records.

H. LEGAL RESEARCH — Judicial support staff in this area help judges assess the legal and evidentiary issues in cases and to frame appropriate legal decisions. Specific staff responsibilities are those tasks that require specialized training as a lawyer or a paralegal and may also include providing legal staff support to court managers and administrators in regard to contracts, court policy and organizational operations.

I. COURT REPORTING (STENOTYPE) — Judicial support staff in this area conduct all tasks needed to create the verbatim record of court proceedings and convert that record into intelligible and useful outputs. Specific staff responsibilities include all of the work done by stenotype court reporters to record and transcribe their stenotype notes into readable formats, the work required to make audio or video recordings; providing transcript "on demand" for decision writing in a timely fashion; and being sufficiently available to support the flexible scheduling of in-court proceedings.

J. DISPUTE RESOLUTION/MEDIATION/EVALUATIVE SERVICES — Judicial support staff in this area help judges make well informed sentencing decisions and other interim or final dispositive judgments. Specific staff responsibilities include providing judges with reliable and timely information for bail/release screening; preparing reliable and timely diagnostic or social reports in family law, juvenile, probate, mental health cases; helping frame judgments that eliminate or reduce problems requiring repeated court intervention. Additional responsibilities include screening and referring cases to alternative dispute resolution and mediating disputes between parties to facilitate voluntary settlement or narrow issues for judges.

K. MANAGERIAL/SUPERVISORY — The focus of the time study is on all staff involved in case processing activities. Staff in this functional area are those individuals who are in a supervisory or managerial role and who are directly involved in case processing activities. Examples might be assisting staff with questions related to specific cases such as the proper forms or procedures to follow or how to enter specific case data into case management system.

Appendix D: Training Materials[16]

California
Staffing Standards Project 2003
Timing Study

Reporting Instructions
For
Court Staff

Reporting Period:
September 15-28

NEED FORMS? GENERAL INFORMATION?

See the Time Study Web Entry Form at
http://www.ncscsurveys.org/ca_staff/aoc.html

QUESTIONS?

Email the Time Study Help Desk at
Dag.MacLeod@jud.ca.gov

[16] Only a sample of the training materials are provided in Appendix D.

TABLE OF CONTENTS

OVERVIEW

The purpose of the California Staffing Standards project is to determine the appropriate number of case-related staff needed to support the California Courts. The assessment is comprised of three main components: 1) a statewide staff inventory; 2) a survey of staff performance; and 3) a time study of staff functions. This document provides instructions for the third component of the staff assessment, the time study. The time study is being conducted in a sample of nine counties throughout the state. These counties are: Amador, Calaveras, Los Angeles, Sacramento, San Bernardino, San Joaquin, San Mateo, Stanislaus, and Shasta. The purpose of the time study is to measure the amount of staff time expended in order to process cases through the courts. Both case related and non-case related staff time is measured, regardless of whether the activity occurs in the courtroom, at the counter, or in another location.

All courtroom support and clerks office line staff who are directly involved in case processing and the people who supervise line staff are to participate in the time study. People who supervise supervisors are not to participate in the time study.

The information gathered during the survey period will be used, in part, to calculate staffing norms that will then be applied to case filings to calculate staff need and assess resource needs for individual jurisdictions. **It is critical that staff time be recorded <u>comprehensively, accurately and consistently</u>, according to the directions outlined in this manual.**

Staff Time– Beginning September 15, 2003 through September 28, 2003, all staff time on court activity is to be reported to the National Center for State Courts in Williamsburg, VA. The NCSC has been retained to conduct the California Staffing Standards project. Staff will record their time daily on special data collection forms designed for this purpose and at the end of each workday will be required to send that day's information to the NCSC via the internet. A link to the NCSC's web site, where staff data is to be reported daily, will be provided. See Chapter 1 for specifics.

Non-Case Specific Activities – All case-related and non-case specific activities must be reported during the Time Study. A list of Non-Case Specific Activities is included in Appendix A.

Case Types – It is particularly important that cases processed during the survey period be identified correctly by case type. The staffing norms will be less accurate if cases are misclassified. See Appendix B for a listing of the Staff Timing Study case types.

Functions – Each case-specific activity reported must be described by a function. The functions used in this study are the same general functions used in the online Adequacy of Time Survey, which was conducted in August/September 2003. A list of examples, describing the functions is included in Appendix C.

General Instructions

1. Record all staff activity, identifying the case type and function or non-case specific activity.

2. Use the Daily Time Log provided to record all of your time throughout the workday, including any leaves or sick time.

3. At the end of each workday send your data (from the crib sheets) to the NCSC via the internet. The NCSC web site, into which your data should be entered, is accessible at: http://www.ncscsurveys.org/ca_staff/aoc.html. Reserve at least 10 minutes at the end of each day to update and send your daily information to the NCSC.

4. Direct your questions to:

   Time Study help desk: Dag.MacLeod@jud.ca.gov

   Or contact your local staff timing study trainer.

5. General information about the project including forms and data collection instructions may be found on the Time Study Web Entry Form.

6. A cheat sheet including all functions, case types, and a time conversion table is included in Appendix D.

NOTE: ***It is important that all staff activity be recorded for inclusion in the survey. If you have any questions regarding any staff activity that may be going unrecorded, or that may be difficult to record, please contact the Time Study help desk, as listed above.***

CHAPTER 1. STAFF TIME RECORDING AND REPORTING

Recording and Reporting Overview

All staff time, for the two weeks of the study, is to be reported to the National Center for State Courts. In order to do this, a two-step process is used. First, throughout the day staff time is recorded on crib sheets, that are described below. Second, at the end of each day, the data on the crib sheets is transcribed onto a web-based Time Entry Form. Be sure to report all staff time, including any time spent working overtime or weekends. The online form transfers the data directly into a database at the National Center for State Courts. You will be asked on the online form to enter an I.D. code. This provides site security and allows the system to keep track of your daily time. Note that the identification code is used only to monitor data entry quality and ensure site security. The time data will not be analyzed by individual staff, but rather as a whole, to produce the staffing norms.

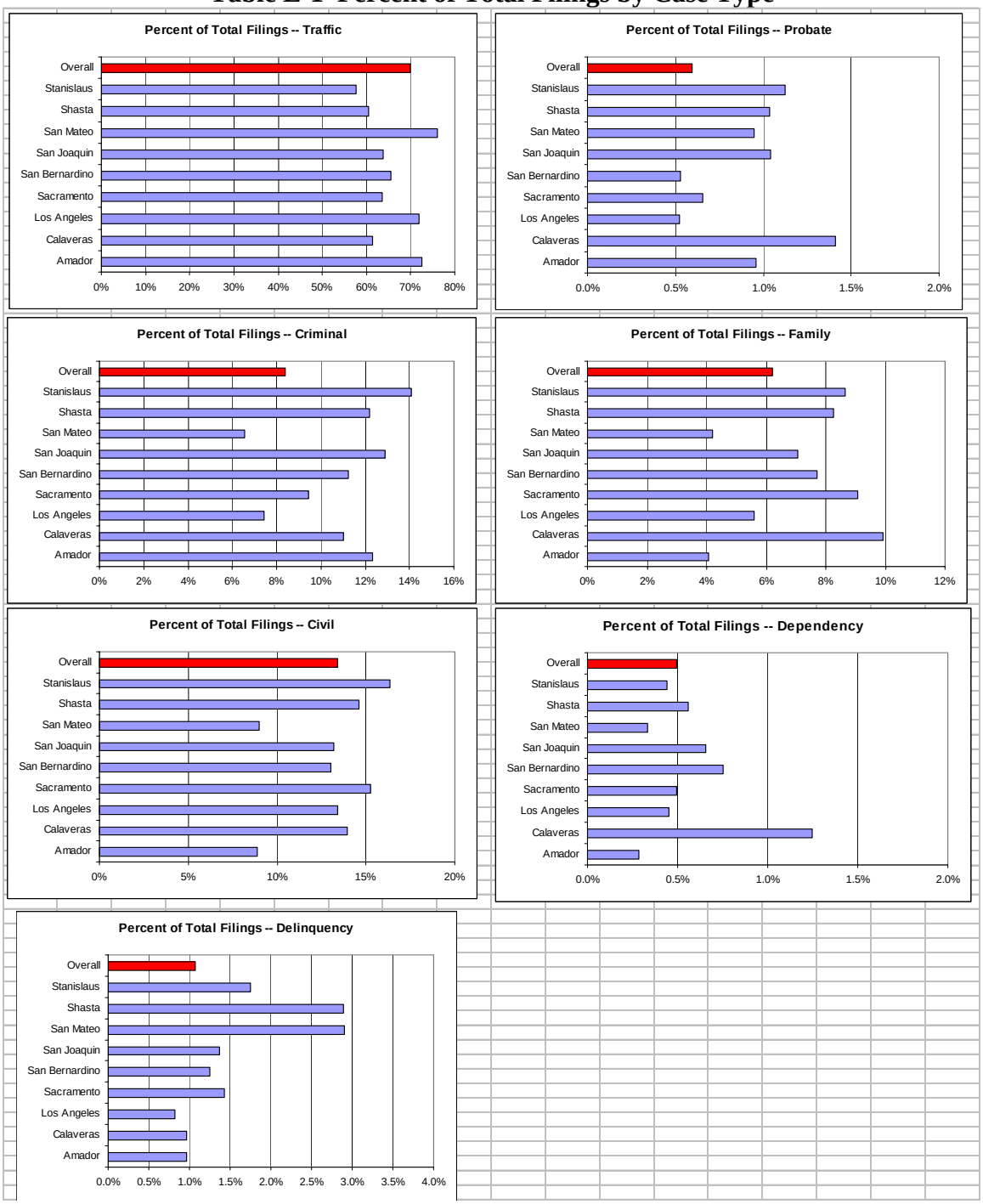
Recording Time – Daily Time Log

The Daily Time Log is the form from which you transfer data to the Time Study Web Entry Form at the end of the day. It is recommended that you carry the Daily Time Log with you throughout the day and update it each time you start a new activity. You should use a minimum of one form for each day, although additional sheets may be used if needed. Copies of the Daily Time Log are available on the Time Study Web Entry Form.

The Daily Time Log is divided into three columnar sections, and has many rows. The first columnar section is where time for each activity is recorded. Elapsed time for an activity should be recorded in minutes or in hours and minutes. The second columnar section is to indicate non case-related activity. The third columnar section is to indicate case-related activity. Note that the case-related activity has two parts: a section to indicate the case type, and a section to indicate the task or function being performed. Both the case type and the function will need to be indicated for each case related activity recorded. Each unique activity is to be recorded by row. In other words, each row must indicate either a non-case-related activity or a case type and function for each case-related activity.

Appendix E: Filings and Assessed Judge Need by Court

Table E-1 Percent of Total Filings by Case Type



Assessed Judge Need (AJN)

One important benchmark for assessing staffing levels based upon a comprehensive time study is to compare the staffing levels to both filings and the number of judges needed to do the work of the court. The AOC and its partner the National Center for State Courts conducted a time study of judicial workload in 1999-2000. After vetting the estimates with a Delphi process with groups of experts and making desired quality adjustments, case weights were developed for eighteen types of filings.

In California there are several different ways to report the number of judges in a particular court. The first is the actual number of judicial positions authorized by the Legislature known as Authorized Judicial Position (AJP). The second is the number of judicial officers (including commissioners, referees, and judges pro tem) that are actually working on the disposition of cases known as Judicial Position Equivalent (JPE). A third possible measure is the assessed judge need based upon the results of the judicial needs assessment project study (Assessed Judge Need or AJN).

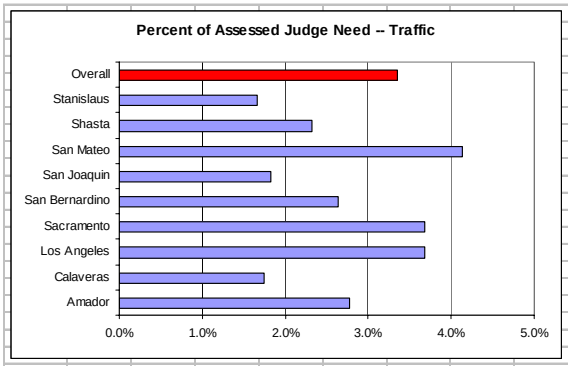
Using a methodology similar to that described for the filings, we have developed case weights for the seven 7A case type groupings. We determined the 2001 judge need for each of the eighteen used in the Judicial Needs Assessment Project case types in each court. We then aggregated the Judicial Needs Assessment Project case types into the seven 7A categories. The results of this calculation are presented in Table 4.

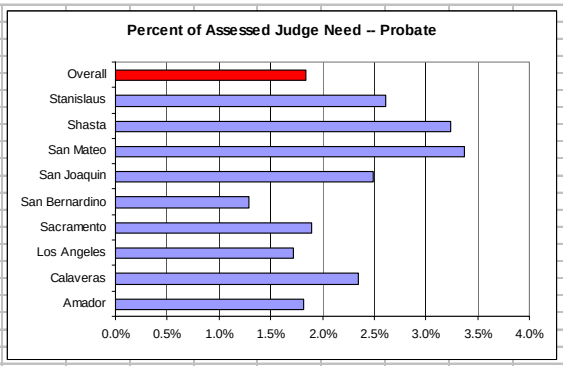
Table E-2: Assessed Judge Need

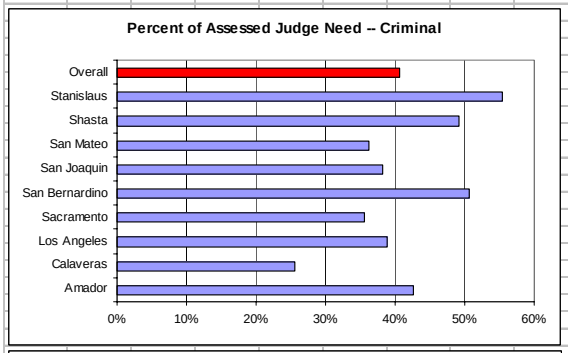
Assessed Judge Need (2001)								
Court	**Traffic**	**Crim**	**Civil**	**Probate**	**Family**	**Depend**	**Delinq**	**Total**
Amador	0.08	1.25	1.11	0.05	0.29	0.07	0.08	2.94
Calaveras	0.06	0.81	1.48	0.07	0.36	0.30	0.08	3.16
Los Angeles	22.34	235.98	233.10	10.41	56.12	33.03	16.65	607.63
Sacramento	3.00	28.94	32.87	1.55	11.03	4.04	3.05	81.47
San Bernardino	3.22	62.09	28.97	1.58	12.46	9.78	4.32	122.42
San Joaquin	1.03	21.53	25.42	1.40	3.38	2.24	1.43	56.44
San Mateo	1.45	12.73	10.96	1.18	3.72	1.68	3.41	35.15
Shasta	0.32	6.71	3.32	0.44	1.13	0.78	0.94	13.65
Stanislaus	0.56	18.50	8.43	0.87	2.97	0.94	1.14	33.41
Total	32.06	388.54	345.67	17.57	91.46	52.86	31.09	956.25
Percentage	**3.4%**	**40.6%**	**36.1%**	**1.8%**	**9.6%**	**5.5%**	**3.3%**	**100.0%**

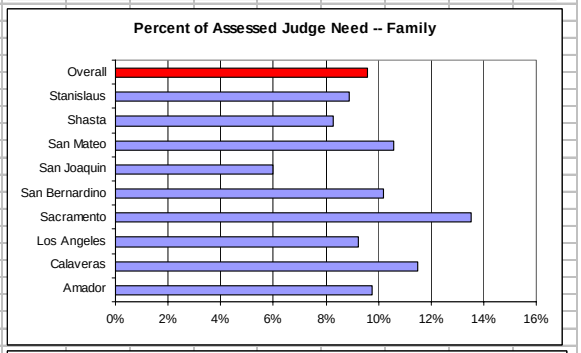
To gain better insight into the numbers in Table E-2, we have calculated the percentage of Assessed Judge Need for each of the seven 7A case types by court. The results are displayed in Table E-3. As can be seen in Table E-3, some noticeable variation exists in terms of the number of FTE judges needed to handle each court's incoming filings.

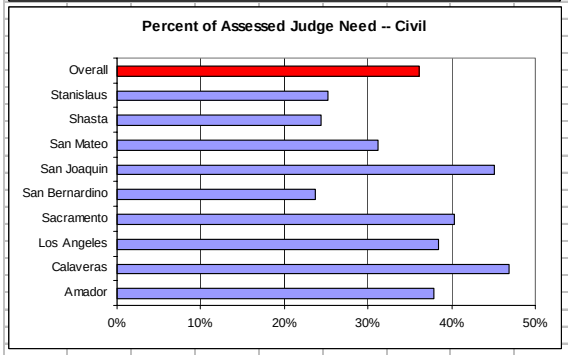
Table E-3: Percent of AJN by Case Type

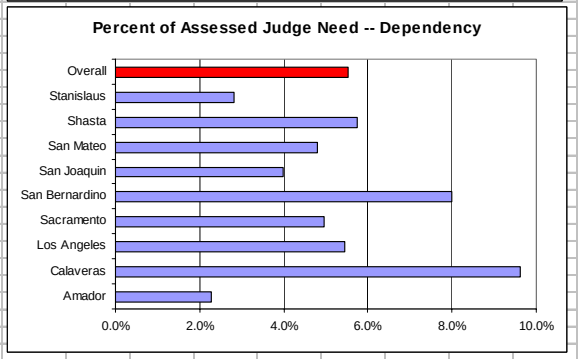


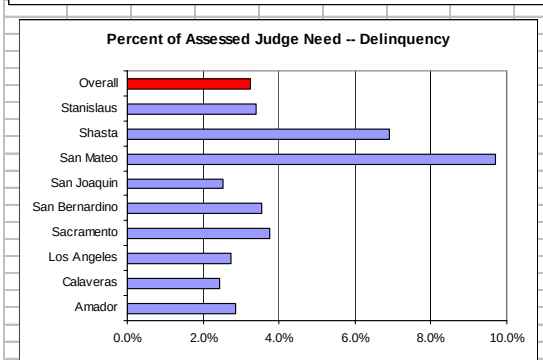












Appendix F:

Table F-1: Estimating the Amador Staffing Distribution, Panels A and B

A: TOTAL MINUTES FROM TIME STUDY

	Functional Area														
Case Type	**Case Processing**	**Records Mgmt**	**Calendaring & Csflow Mgmt**	**Courtroom Support**	**Case Monitoring & Enforcmnt**	**Financial Mgmt**	**Jury Services & Mgmt**	**Legal Research**	**Court Reporting**	**Disp. Resol/ Mediation/ Eval. Serv's**	**Managerial/ Supervisory**	**Admin**	**Total**	**Overall Percent**	**7A Percent**
Traffic and Other Infractions	116,711	4,822	36,094	13,115		56,126			496	5,456	992		233,812	6.2%	10%
Criminal	361,452	34,527	215,797	286,109	16,698	32,955	59,024	8,680	230,640		4,216		1,250,097	33.1%	54%
Civil	199,254	42,904	15,624	23,064	5,704	5,704	992	26,784			2,480		322,510	8.5%	14%
Prob., Ment. Hlth, and Grdnship	14,880	6,448	992	9,424				248		20,088	744		52,824	1.4%	2%
Family	191,208	12,400	61,504	98,456		5,952		1,240	1,736	30,008	992		403,496	10.7%	17%
Dependency	7,688	1,984	248	3,472		1,488			1,736				16,616	0.4%	1%
Delinquency	9,424	4,464	2,232	19,592					8,432		496		44,640	1.2%	2%
Total Case Specific Minutes													**2,323,996**	**61.6%**	**100%**
Customer Service												175,589	**175,589**	**4.7%**	0%
Personnel												194,442	194,442	5.2%	0%
Organization and System Devel.												277,522	277,522	7.4%	0%
Facilities and Equipment Mgmt												11,656	11,656	0.3%	0%
Work-related Travel												71,947	71,947	1.9%	0%
Administration													**555,567**	**14.7%**	**0%**
Leave (Vacation, Sick, etc.)												403,412	403,412	10.7%	0%
Breaks and Lunch												406,545	406,545	10.8%	0%
NCSC Project												85,546	85,546	2.3%	0%
Excluded Minutes													**895,503**	**23.7%**	**0%**
Total	**900,617**	**107,549**	**332,491**	**453,232**	**22,402**	**102,225**	**60,016**	**36,952**	**243,040**	**55,552**	**9,920**	**1,626,659**	**3,775,066**	**100.0%**	**100%**
Overal Percentage	**23.9%**	**2.8%**	**8.8%**	**12.0%**	**0.6%**	**2.7%**	**1.6%**	**1.0%**	**6.4%**	**1.5%**	**0.3%**	**43.1%**	**100.0%**		
Functional Category Percentage	**38.8%**	**4.6%**	**14.3%**	**19.5%**	**1.0%**	**4.4%**	**2.6%**	**1.6%**	**10.5%**	**2.4%**	**0.4%**		**100.0%**		

B: % DISTRIBUTION OF CASE SPECIFIC MINUTES

	Functional Area												
Case Type	**Case Processing**	**Records Mgmt**	**Calendaring & Csflow Mgmt**	**Courtroom Support**	**Case Monitoring & Enforcmnt**	**Financial Mgmt**	**Jury Services & Mgmt**	**Legal Research**	**Court Reporting**	**Disp. Resol/ Mediation/ Eval. Serv's**	**Managerial/ Supervisory**	**Admin**	**Total**
Traffic and Other Infractions	5.0%	0.2%	1.6%	0.6%	0.0%	2.4%	0.0%	0.0%	0.0%	0.2%	0.0%		10.1%
Criminal	15.6%	1.5%	9.3%	12.3%	0.7%	1.4%	2.5%	0.4%	9.9%	0.0%	0.2%		53.8%
Civil	8.6%	1.8%	0.7%	1.0%	0.2%	0.2%	0.0%	1.2%	0.0%	0.0%	0.1%		13.9%
Prob., Ment. Hlth, and Grdnship	0.6%	0.3%	0.0%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%	0.0%		2.3%
Family	8.2%	0.5%	2.6%	4.2%	0.0%	0.3%	0.0%	0.1%	0.1%	1.3%	0.0%		17.4%
Dependency	0.3%	0.1%	0.0%	0.1%	0.0%	0.1%	0.0%	0.0%	0.1%	0.0%	0.0%		0.7%
Delinquency	0.4%	0.2%	0.1%	0.8%	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	0.0%		1.9%
Total Case Specific Minutes	**38.8%**	**4.6%**	**14.3%**	**19.5%**	**1.0%**	**4.4%**	**2.6%**	**1.6%**	**10.5%**	**2.4%**	**0.4%**		**100.0%**

Table F-1: Estimating the Amador Staffing Distribution, Panels C, D, E, and F

C: DISTRIBUTION OF NON-CASE SPECIFIC MINUTES

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total
Traffic and Other Infractions	8,818	364	2,727	991	0	4,241	0	0	37	412	75	55,894	73,560
Criminal	27,309	2,609	16,304	21,617	1,262	2,490	4,460	656	17,426	0	319	298,844	393,295
Civil	15,055	3,242	1,180	1,743	431	431	75	2,024	0	0	187	77,098	101,465
Prob., Ment. Hlth, and Grdnship	1,124	487	75	712	0	0	0	19	0	1,518	56	12,628	16,619
Family	14,447	937	4,647	7,439	0	450	0	94	131	2,267	75	96,458	126,945
Dependency	581	150	19	262	0	112	0	0	131	0	0	3,972	5,228
Delinquency	712	337	169	1,480	0	0	0	0	637	0	37	10,671	14,044
Total	**68,046**	**8,126**	**25,121**	**34,244**	**1,693**	**7,724**	**4,534**	**2,792**	**18,363**	**4,197**	**750**	**555,567**	**731,156**

D: ESTIMATED DISTRIBUTION OF TOTAL MINUTES

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total
Traffic and Other Infractions	125,529	5,186	38,821	14,106	0	60,366	0	0	533	5,868	1,067	55,894	307,373
Criminal	388,761	37,136	232,101	307,726	17,959	35,445	63,484	9,336	248,066	0	4,535	298,844	1,643,392
Civil	214,309	46,146	16,804	24,807	6,135	6,135	1,067	28,808	0	0	2,667	77,098	423,976
Prob., Ment. Hlth, and Grdnship	16,004	6,935	1,067	10,136	0	0	0	267	0	21,606	800	12,628	69,443
Family	205,655	13,337	66,151	105,895	0	6,402	0	1,334	1,867	32,275	1,067	96,458	530,441
Dependency	8,269	2,134	267	3,734	0	1,600	0	0	1,867	0	0	3,972	21,844
Delinquency	10,136	4,801	2,401	21,072	0	0	0	0	9,069	0	533	10,671	58,684
Total	**968,663**	**115,675**	**357,612**	**487,476**	**24,094**	**109,948**	**64,550**	**39,744**	**261,403**	**59,749**	**10,670**	**555,567**	**3,055,152**

E: % DISTRIBUTION TOTAL MINUTES

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total
Traffic and Other Infractions	4.1%	0.2%	1.3%	0.5%	0.0%	2.0%	0.0%	0.0%	0.0%	0.2%	0.0%	1.8%	10.1%
Criminal	12.7%	1.2%	7.6%	10.1%	0.6%	1.2%	2.1%	0.3%	8.1%	0.0%	0.1%	9.8%	53.8%
Civil	7.0%	1.5%	0.6%	0.8%	0.2%	0.2%	0.0%	0.9%	0.0%	0.0%	0.1%	2.5%	13.9%
Prob., Ment. Hlth, and Grdnship	0.5%	0.2%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	0.4%	2.3%
Family	6.7%	0.4%	2.2%	3.5%	0.0%	0.2%	0.0%	0.0%	0.1%	1.1%	0.0%	3.2%	17.4%
Dependency	0.3%	0.1%	0.0%	0.1%	0.0%	0.1%	0.0%	0.0%	0.1%	0.0%	0.0%	0.1%	0.7%
Delinquency	0.3%	0.2%	0.1%	0.7%	0.0%	0.0%	0.0%	0.0%	0.3%	0.0%	0.0%	0.3%	1.9%
Total	**31.7%**	**3.8%**	**11.7%**	**16.0%**	**0.8%**	**3.6%**	**2.1%**	**1.3%**	**8.6%**	**2.0%**	**0.3%**	**18.2%**	**100.0%**

F: ESTIMATED STAFFING PATTERN

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total
Traffic and Other Infractions	1.2	0.1	0.4	0.1	0.0	0.6	0.0	0.0	0.0	0.1	0.0	0.5	3.0
Criminal	3.8	0.4	2.3	3.0	0.2	0.3	0.6	0.1	2.4	0.0	0.0	2.9	16.2
Civil	2.1	0.5	0.2	0.2	0.1	0.1	0.0	0.3	0.0	0.0	0.0	0.8	4.2
Prob., Ment. Hlth, and Grdnship	0.2	0.1	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.2	0.0	0.1	0.7
Family	2.0	0.1	0.7	1.0	0.0	0.1	0.0	0.0	0.0	0.3	0.0	0.9	5.2
Dependency	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.2
Delinquency	0.1	0.0	0.0	0.2	0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.1	0.6
Total	**9.5**	**1.1**	**3.5**	**4.8**	**0.2**	**1.1**	**0.6**	**0.4**	**2.6**	**0.6**	**0.1**	**5.5**	**30.1**

Table F-2: Estimating the Calaveras Staffing Distribution, Panels A and B

A: TOTAL MINUTES FROM TIME STUDY

Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total	Overall Percent	7A Percent
	Functional Area														
Traffic and Other Infractions	85,890	11,215	12,979	47,667	43,510	47,864	1,984	744	4,960		2,728		259,540	9.0%	14%
Criminal	95,617	88,163	74,235	208,312	54,615	41,168	16,533	11,904	138,384		3,224		732,155	25.5%	38%
Civil	155,850	20,135	67,226	189,073	6,448	6,200	19,362	30,752	6,944	13,888	37,200		553,079	19.3%	29%
Prob., Ment. Hlth, and Grdnship	14,660	248	1,736	3,225	744	1,984		4,960		4,464			32,020	1.1%	2%
Family	100,605	15,164	11,834	26,034	3,968	992		4,960		60,512	744		224,812	7.8%	12%
Dependency	8,818	1,426	7,564	35,284	496			4,216	29,760				87,564	3.0%	5%
Delinquency	3,472		2,976	8,221				2,232	3,720				20,621	0.7%	1%
Total Case Specific Minutes													**1,909,791**	**66.5%**	**100%**
Customer Service												63,883	**63,883**	**2.2%**	0%
Personnel												81,718	81,718	2.8%	0%
Organization and System Devel.												229,531	229,531	8.0%	0%
Facilities and Equipment Mgmt												10,801	10,801	0.4%	0%
Work-related Travel												39,173	39,173	1.4%	0%
Administration													**361,223**	**12.6%**	**0%**
Leave (Vacation, Sick, etc.)												256,980	256,980	8.9%	0%
Breaks and Lunch												273,471	273,471	9.5%	0%
NCSC Project												70,441	70,441	2.5%	0%
Excluded Minutes													**600,892**	**20.9%**	**0%**
Total	**464,911**	**136,351**	**178,549**	**517,815**	**109,781**	**98,208**	**37,879**	**59,768**	**183,768**	**78,864**	**43,896**	**1,025,998**	**2,871,906**	**100.0%**	**100%**
Overal Percentage	**16.2%**	**4.7%**	**6.2%**	**18.0%**	**3.8%**	**3.4%**	**1.3%**	**2.1%**	**6.4%**	**2.7%**	**1.5%**	**35.7%**	**100.0%**		
Functional Category Percentage	**24.3%**	**7.1%**	**9.3%**	**27.1%**	**5.7%**	**5.1%**	**2.0%**	**3.1%**	**9.6%**	**4.1%**	**2.3%**		**100.0%**		

B: % DISTRIBUTION OF CASE SPECIFIC MINUTES

Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total
	Functional Area												
Traffic and Other Infractions	4.5%	0.6%	0.7%	2.5%	2.3%	2.5%	0.1%	0.0%	0.3%	0.0%	0.1%		13.6%
Criminal	5.0%	4.6%	3.9%	10.9%	2.9%	2.2%	0.9%	0.6%	7.2%	0.0%	0.2%		38.3%
Civil	8.2%	1.1%	3.5%	9.9%	0.3%	0.3%	1.0%	1.6%	0.4%	0.7%	1.9%		29.0%
Prob., Ment. Hlth, and Grdnship	0.8%	0.0%	0.1%	0.2%	0.0%	0.1%	0.0%	0.3%	0.0%	0.2%	0.0%		1.7%
Family	5.3%	0.8%	0.6%	1.4%	0.2%	0.1%	0.0%	0.3%	0.0%	3.2%	0.0%		11.8%
Dependency	0.5%	0.1%	0.4%	1.8%	0.0%	0.0%	0.0%	0.2%	1.6%	0.0%	0.0%		4.6%
Delinquency	0.2%	0.0%	0.2%	0.4%	0.0%	0.0%	0.0%	0.1%	0.2%	0.0%	0.0%		1.1%
Total Case Specific Minutes	**24.3%**	**7.1%**	**9.3%**	**27.1%**	**5.7%**	**5.1%**	**2.0%**	**3.1%**	**9.6%**	**4.1%**	**2.3%**		**100.0%**

Table F-2: Estimating the Calaveras Staffing Distribution, Panels C, D, E, and F

C: DISTRIBUTION OF NON-CASE SPECIFIC MINUTES

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total
Traffic and Other Infractions	2,873	375	434	1,594	1,455	1,601	66	25	166	0	91	49,090	57,772
Criminal	3,198	2,949	2,483	6,968	1,827	1,377	553	398	4,629	0	108	138,482	162,972
Civil	5,213	674	2,249	6,325	216	207	648	1,029	232	465	1,244	104,611	123,111
Prob., Ment. Hlth, and Grdnship	490	8	58	108	25	66	0	166	0	149	0	6,056	7,127
Family	3,365	507	396	871	133	33	0	166	0	2,024	25	42,522	50,042
Dependency	295	48	253	1,180	17	0	0	141	995	0	0	16,562	19,491
Delinquency	116	0	100	275	0	0	0	75	124	0	0	3,900	4,590
Total	**15,551**	**4,561**	**5,973**	**17,321**	**3,672**	**3,285**	**1,267**	**1,999**	**6,147**	**2,638**	**1,468**	**361,223**	**425,106**

D: ESTIMATED DISTRIBUTION OF TOTAL MINUTES

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total
Traffic and Other Infractions	88,763	11,590	13,413	49,261	44,965	49,465	2,050	769	5,126	0	2,819	49,090	317,312
Criminal	98,815	91,112	76,718	215,280	56,442	42,545	17,086	12,302	143,013	0	3,332	138,482	895,127
Civil	161,063	20,809	69,475	195,398	6,664	6,407	20,010	31,781	7,176	14,353	38,444	104,611	676,190
Prob., Ment. Hlth, and Grdnship	15,150	256	1,794	3,333	769	2,050	0	5,126	0	4,613	0	6,056	39,148
Family	103,970	15,671	12,229	26,905	4,101	1,025	0	5,126	0	62,536	769	42,522	274,854
Dependency	9,113	1,474	7,817	36,464	513	0	0	4,357	30,755	0	0	16,562	107,055
Delinquency	3,588	0	3,076	8,496	0	0	0	2,307	3,844	0	0	3,900	25,211
Total	**480,463**	**140,912**	**184,522**	**535,136**	**113,453**	**101,493**	**39,146**	**61,767**	**189,915**	**81,502**	**45,364**	**361,223**	**2,334,897**

E: % DISTRIBUTION TOTAL MINUTES

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total
Traffic and Other Infractions	3.8%	0.5%	0.6%	2.1%	1.9%	2.1%	0.1%	0.0%	0.2%	0.0%	0.1%	2.1%	13.6%
Criminal	4.2%	3.9%	3.3%	9.2%	2.4%	1.8%	0.7%	0.5%	6.1%	0.0%	0.1%	5.9%	38.3%
Civil	6.9%	0.9%	3.0%	8.4%	0.3%	0.3%	0.9%	1.4%	0.3%	0.6%	1.6%	4.5%	29.0%
Prob., Ment. Hlth, and Grdnship	0.6%	0.0%	0.1%	0.1%	0.0%	0.1%	0.0%	0.2%	0.0%	0.2%	0.0%	0.3%	1.7%
Family	4.5%	0.7%	0.5%	1.2%	0.2%	0.0%	0.0%	0.2%	0.0%	2.7%	0.0%	1.8%	11.8%
Dependency	0.4%	0.1%	0.3%	1.6%	0.0%	0.0%	0.0%	0.2%	1.3%	0.0%	0.0%	0.7%	4.6%
Delinquency	0.2%	0.0%	0.1%	0.4%	0.0%	0.0%	0.0%	0.1%	0.2%	0.0%	0.0%	0.2%	1.1%
Total	**20.6%**	**6.0%**	**7.9%**	**22.9%**	**4.9%**	**4.3%**	**1.7%**	**2.6%**	**8.1%**	**3.5%**	**1.9%**	**15.5%**	**100.0%**

F: ESTIMATED STAFFING PATTERN

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total
Traffic and Other Infractions	0.8	0.1	0.1	0.5	0.4	0.5	0.0	0.0	0.0	0.0	0.0	0.5	3.0
Criminal	0.9	0.9	0.7	2.1	0.5	0.4	0.2	0.1	1.4	0.0	0.0	1.3	8.5
Civil	1.5	0.2	0.7	1.9	0.1	0.1	0.2	0.3	0.1	0.1	0.4	1.0	6.5
Prob., Ment. Hlth, and Grdnship	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.4
Family	1.0	0.1	0.1	0.3	0.0	0.0	0.0	0.0	0.0	0.6	0.0	0.4	2.6
Dependency	0.1	0.0	0.1	0.3	0.0	0.0	0.0	0.0	0.3	0.0	0.0	0.2	1.0
Delinquency	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.2
Total	**4.6**	**1.3**	**1.8**	**5.1**	**1.1**	**1.0**	**0.4**	**0.6**	**1.8**	**0.8**	**0.4**	**3.4**	**22.3**

Table F-3: Estimating the Sacramento Staffing Distribution, Panels A and B

A: TOTAL MINUTES FROM TIME STUDY

Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total	Overall Percent	7A Percent
	Functional Area														
Traffic and Other Infractions	3,566,714	753,606	965,270	352,338	145,671	978,967		12,442	2,477		203,506		6,980,991	9.6%	14%
Criminal	4,504,572	1,767,530	1,408,104	4,582,045	102,923	289,928	493,459	769,043	4,138,160		180,770		18,236,533	25.1%	36%
Civil	4,115,462	1,249,497	743,903	2,147,849	58,727	586,631	154,652	1,627,756	570,402	101,574	76,494		11,432,947	15.7%	22%
Prob., Ment. Hlth, and Grdnship	425,716	85,605	181,827	54,633	13,818	54,252		226,296		487,711	5,450		1,535,308	2.1%	3%
Family	2,194,342	1,080,518	691,909	1,203,712	151,307	278,321		259,018		1,058,090	63,587		6,980,806	9.6%	14%
Dependency	1,410,397	521,542	118,329	446,695	3,468	1,734		182,160	521,567	8,257	495		3,214,644	4.4%	6%
Delinquency	686,190	158,486	196,386	787,021		2,993		39,471	543,053		109,469		2,523,070	3.5%	5%
Total Case Specific Minutes													**50,904,299**	**70.0%**	**100%**
Customer Service												4,372,398	**4,372,398**	**6.0%**	0%
Personnel												1,638,546	1,638,546	2.3%	0%
Organization and System Devel.												1,659,779	1,659,779	2.3%	0%
Facilities and Equipment Mgmt												111,557	111,557	0.2%	0%
Work-related Travel												140,959	140,959	0.2%	0%
Administration													**3,550,842**	**4.9%**	**0%**
Leave (Vacation, Sick, etc.)												7,692,432	7,692,432	10.6%	0%
Breaks and Lunch												9,310,282	9,310,282	12.8%	0%
NCSC Project												1,303,393	1,303,393	1.8%	0%
Excluded Minutes													**18,306,108**	**25.2%**	**0%**
Total	**16,903,393**	**5,616,784**	**4,305,728**	**9,574,292**	**475,914**	**2,192,827**	**648,111**	**3,116,187**	**5,775,659**	**1,655,633**	**639,771**	**26,229,347**	**72,761,249**	**100.0%**	**100%**
Overal Percentage	**23.2%**	**7.7%**	**5.9%**	**13.2%**	**0.7%**	**3.0%**	**0.9%**	**4.3%**	**7.9%**	**2.3%**	**0.9%**	**36.0%**	**100.0%**		
Functional Category Percentage	**33.2%**	**11.0%**	**8.5%**	**18.8%**	**0.9%**	**4.3%**	**1.3%**	**6.1%**	**11.3%**	**3.3%**	**1.3%**		**100.0%**		

B: % DISTRIBUTION OF CASE SPECIFIC MINUTES

Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total
	Functional Area												
Traffic and Other Infractions	7.0%	1.5%	1.9%	0.7%	0.3%	1.9%	0.0%	0.0%	0.0%	0.0%	0.4%		13.7%
Criminal	8.8%	3.5%	2.8%	9.0%	0.2%	0.6%	1.0%	1.5%	8.1%	0.0%	0.4%		35.8%
Civil	8.1%	2.5%	1.5%	4.2%	0.1%	1.2%	0.3%	3.2%	1.1%	0.2%	0.2%		22.5%
Prob., Ment. Hlth, and Grdnship	0.8%	0.2%	0.4%	0.1%	0.0%	0.1%	0.0%	0.4%	0.0%	1.0%	0.0%		3.0%
Family	4.3%	2.1%	1.4%	2.4%	0.3%	0.5%	0.0%	0.5%	0.0%	2.1%	0.1%		13.7%
Dependency	2.8%	1.0%	0.2%	0.9%	0.0%	0.0%	0.0%	0.4%	1.0%	0.0%	0.0%		6.3%
Delinquency	1.3%	0.3%	0.4%	1.5%	0.0%	0.0%	0.0%	0.1%	1.1%	0.0%	0.2%		5.0%
Total Case Specific Minutes	**33.2%**	**11.0%**	**8.5%**	**18.8%**	**0.9%**	**4.3%**	**1.3%**	**6.1%**	**11.3%**	**3.3%**	**1.3%**		**100.0%**

Table F-3: Estimating the Sacramento Staffing Distribution, Panels C, D, E, and F

C: DISTRIBUTION OF NON-CASE SPECIFIC MINUTES

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	**Total**
Traffic and Other Infractions	306,361	64,731	82,911	30,264	12,512	84,088	0	1,069	213	0	17,480	486,961	1,086,589
Criminal	386,918	151,821	120,948	393,572	8,840	24,903	42,385	66,057	355,445	0	15,527	1,272,094	2,838,511
Civil	353,495	107,325	63,897	184,488	5,044	50,388	13,284	139,815	48,994	8,725	6,570	797,508	1,779,535
Prob., Ment. Hlth, and Grdnship	36,567	7,353	15,618	4,693	1,187	4,660	0	19,438	0	41,892	468	107,096	238,970
Family	188,482	92,811	59,431	103,392	12,996	23,906	0	22,248	0	90,884	5,462	486,948	1,086,560
Dependency	121,145	44,798	10,164	38,369	298	149	0	15,647	44,800	709	43	224,238	500,358
Delinquency	58,940	13,613	16,868	67,601	0	257	0	3,390	46,645	0	9,403	175,997	392,715
Total	**1,451,908**	**482,451**	**369,838**	**822,379**	**40,878**	**188,352**	**55,669**	**267,663**	**496,097**	**142,210**	**54,953**	**3,550,842**	**7,923,239**

D: ESTIMATED DISTRIBUTION OF TOTAL MINUTES

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	**Total**
Traffic and Other Infractions	3,873,075	818,337	1,048,181	382,602	158,183	1,063,055	0	13,511	2,690	0	220,986	486,961	8,067,580
Criminal	4,891,490	1,919,351	1,529,052	4,975,617	111,763	314,832	535,844	835,100	4,493,605	0	196,297	1,272,094	21,075,044
Civil	4,468,958	1,356,821	807,800	2,332,337	63,771	637,019	167,936	1,767,572	619,396	110,298	83,064	797,508	13,212,482
Prob., Ment. Hlth, and Grdnship	462,283	92,958	197,445	59,325	15,005	58,911	0	245,733	0	529,603	5,918	107,096	1,774,278
Family	2,382,824	1,173,328	751,341	1,307,104	164,304	302,228	0	281,267	0	1,148,975	69,048	486,948	8,067,366
Dependency	1,531,542	566,340	128,493	485,063	3,766	1,883	0	197,806	566,367	8,966	538	224,238	3,715,003
Delinquency	745,130	172,099	213,255	854,622	0	3,251	0	42,861	589,698	0	118,872	175,997	2,915,785
Total	**18,355,301**	**6,099,235**	**4,675,566**	**10,396,671**	**516,792**	**2,381,179**	**703,780**	**3,383,850**	**6,271,756**	**1,797,842**	**694,724**	**3,550,842**	**58,827,538**

E: % DISTRIBUTION TOTAL MINUTES

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	**Total**
Traffic and Other Infractions	6.6%	1.4%	1.8%	0.7%	0.3%	1.8%	0.0%	0.0%	0.0%	0.0%	0.4%	0.8%	13.7%
Criminal	8.3%	3.3%	2.6%	8.5%	0.2%	0.5%	0.9%	1.4%	7.6%	0.0%	0.3%	2.2%	35.8%
Civil	7.6%	2.3%	1.4%	4.0%	0.1%	1.1%	0.3%	3.0%	1.1%	0.2%	0.1%	1.4%	22.5%
Prob., Ment. Hlth, and Grdnship	0.8%	0.2%	0.3%	0.1%	0.0%	0.1%	0.0%	0.4%	0.0%	0.9%	0.0%	0.2%	3.0%
Family	4.1%	2.0%	1.3%	2.2%	0.3%	0.5%	0.0%	0.5%	0.0%	2.0%	0.1%	0.8%	13.7%
Dependency	2.6%	1.0%	0.2%	0.8%	0.0%	0.0%	0.0%	0.3%	1.0%	0.0%	0.0%	0.4%	6.3%
Delinquency	1.3%	0.3%	0.4%	1.5%	0.0%	0.0%	0.0%	0.1%	1.0%	0.0%	0.2%	0.3%	5.0%
Total	**31.2%**	**10.4%**	**7.9%**	**17.7%**	**0.9%**	**4.0%**	**1.2%**	**5.8%**	**10.7%**	**3.1%**	**1.2%**	**6.0%**	**100.0%**

F: ESTIMATED STAFFING PATTERN

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting (Steno)	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	**Total**
Traffic and Other Infractions	38.9	8.2	10.5	3.8	1.6	10.7	0.0	0.1	0.0	0.0	2.2	4.9	81.0
Criminal	49.1	19.3	15.4	50.0	1.1	3.2	5.4	8.4	45.1	0.0	2.0	12.8	211.7
Civil	44.9	13.6	8.1	23.4	0.6	6.4	1.7	17.8	6.2	1.1	0.8	8.0	132.7
Prob., Ment. Hlth, and Grdnship	4.6	0.9	2.0	0.6	0.2	0.6	0.0	2.5	0.0	5.3	0.1	1.1	17.8
Family	23.9	11.8	7.5	13.1	1.7	3.0	0.0	2.8	0.0	11.5	0.7	4.9	81.0
Dependency	15.4	5.7	1.3	4.9	0.0	0.0	0.0	2.0	5.7	0.1	0.0	2.3	37.3
Delinquency	7.5	1.7	2.1	8.6	0.0	0.0	0.0	0.4	5.9	0.0	1.2	1.8	29.3
Total	**184.4**	**61.3**	**47.0**	**104.4**	**5.2**	**23.9**	**7.1**	**34.0**	**63.0**	**18.1**	**7.0**	**35.7**	**591.0**

Table F-4: Estimating the San Joaquin Staffing Distribution, Panels A and B

A: TOTAL MINUTES FROM TIME STUDY

Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total	Overall Percent	7A Percent
	Functional Area														
Traffic and Other Infractions	2,272,330	214,092	334,023	302,006	18,671	237,416	2,202	1,284			42,641		3,424,665	11.0%	16%
Criminal	3,520,469	613,182	1,139,535	2,227,636	38,604	44,296	18,390	234,452	1,436,130		74,884		9,347,578	30.1%	44%
Civil	2,108,889	287,854	380,844	590,799	52,404	153,354	1,798	132,096	374,191		26,972		4,109,201	13.2%	19%
Prob., Ment. Hlth, and Grdnship	315,514	33,983	70,156	81,684	111,835	4,224		2,202	19,266	5,139			644,005	2.1%	3%
Family	1,176,517	154,164	286,302	361,726	19,794	102,694	1,541	162,605	11,181	331,669	3,340		2,611,535	8.4%	12%
Dependency	91,304	45,466	79,143	99,755		856			91,706				408,232	1.3%	2%
Delinquency	222,657	29,455	92,605	126,321		11,387	257		129,468		257		612,406	2.0%	3%
Total Case Specific Minutes													**21,157,622**	**68.1%**	**100%**
Customer Service												2,666,826	**2,666,826**	**8.6%**	0%
Personnel												549,366	549,366	1.8%	0%
Organization and System Devel.												886,747	886,747	2.9%	0%
Facilities and Equipment Mgmt												42,578	42,578	0.1%	0%
Work-related Travel												100,494	100,494	0.3%	0%
Administration													**1,579,184**	**5.1%**	**0%**
Leave (Vacation, Sick, etc.)												4,330,716	4,330,716	13.9%	0%
Breaks and Lunch												3,443,835	3,443,835	11.1%	0%
NCSC Project												574,405	574,405	1.8%	0%
Excluded Minutes													**8,348,956**	**26.9%**	**0%**
Total	**9,707,680**	**1,378,197**	**2,382,610**	**3,789,928**	**241,308**	**554,227**	**24,189**	**532,639**	**2,061,942**	**336,808**	**148,093**	**12,594,966**	**31,085,762**	**100.0%**	**100%**
Overal Percentage	**31.2%**	**4.4%**	**7.7%**	**12.2%**	**0.8%**	**1.8%**	**0.1%**	**1.7%**	**6.6%**	**1.1%**	**0.5%**	**40.5%**	**100.0%**		
Functional Category Percentage	**45.9%**	**6.5%**	**11.3%**	**17.9%**	**1.1%**	**2.6%**	**0.1%**	**2.5%**	**9.7%**	**1.6%**	**0.7%**		**100.0%**		

B: % DISTRIBUTION OF CASE SPECIFIC MINUTES

Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total
	Functional Area												
Traffic and Other Infractions	10.7%	1.0%	1.6%	1.4%	0.1%	1.1%	0.0%	0.0%	0.0%	0.0%	0.2%		16.2%
Criminal	16.6%	2.9%	5.4%	10.5%	0.2%	0.2%	0.1%	1.1%	6.8%	0.0%	0.4%		44.2%
Civil	10.0%	1.4%	1.8%	2.8%	0.2%	0.7%	0.0%	0.6%	1.8%	0.0%	0.1%		19.4%
Prob., Ment. Hlth, and Grdnship	1.5%	0.2%	0.3%	0.4%	0.5%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%		3.0%
Family	5.6%	0.7%	1.4%	1.7%	0.1%	0.5%	0.0%	0.8%	0.1%	1.6%	0.0%		12.3%
Dependency	0.4%	0.2%	0.4%	0.5%	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	0.0%		1.9%
Delinquency	1.1%	0.1%	0.4%	0.6%	0.0%	0.1%	0.0%	0.0%	0.6%	0.0%	0.0%		2.9%
Total Case Specific Minutes	**45.9%**	**6.5%**	**11.3%**	**17.9%**	**1.1%**	**2.6%**	**0.1%**	**2.5%**	**9.7%**	**1.6%**	**0.7%**		**100.0%**

Table F-4: Estimating the San Joaquin Staffing Distribution, Panels C, D, E, and F

C: DISTRIBUTION OF NON-CASE SPECIFIC MINUTES

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	**Total**
Traffic and Other Infractions	286,417	26,985	42,102	38,067	2,353	29,925	278	162	0	0	5,375	255,614	687,278
Criminal	443,740	77,289	143,633	280,784	4,866	5,583	2,318	29,552	181,018	0	9,439	697,694	1,875,916
Civil	265,816	36,283	48,004	74,468	6,605	19,330	227	16,650	47,165	0	3,400	306,707	824,654
Prob., Ment. Hlth, and Grdnship	39,769	4,283	8,843	10,296	14,096	532	0	278	2,428	648	0	48,068	129,242
Family	148,295	19,432	36,087	45,594	2,495	12,944	194	20,496	1,409	41,805	421	194,922	524,095
Dependency	11,509	5,731	9,976	12,574	0	108	0	0	11,559	0	0	30,470	81,926
Delinquency	28,065	3,713	11,672	15,922	0	1,435	32	0	16,319	0	32	45,709	122,901
Total	**1,223,611**	**173,716**	**300,318**	**477,704**	**30,416**	**69,858**	**3,049**	**67,137**	**259,899**	**42,453**	**18,667**	**1,579,184**	**4,246,010**

D: ESTIMATED DISTRIBUTION OF TOTAL MINUTES

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	**Total**
Traffic and Other Infractions	2,558,747	241,077	376,126	340,073	21,024	267,341	2,480	1,446	0	0	48,015	255,614	4,111,943
Criminal	3,964,208	690,471	1,283,169	2,508,420	43,470	49,880	20,708	264,003	1,617,148	0	84,322	697,694	11,223,494
Civil	2,374,705	324,137	428,848	665,267	59,009	172,683	2,025	148,746	421,356	0	30,372	306,707	4,933,855
Prob., Ment. Hlth, and Grdnship	355,283	38,267	78,999	91,980	125,932	4,757	0	2,480	21,694	5,787	0	48,068	773,247
Family	1,324,812	173,596	322,389	407,320	22,289	115,638	1,736	183,101	12,591	373,475	3,761	194,922	3,135,630
Dependency	102,813	51,197	89,119	112,329	0	964	0	0	103,265	0	0	30,470	490,157
Delinquency	250,722	33,168	104,278	142,243	0	12,823	289	0	145,786	0	289	45,709	735,307
Total	**10,931,291**	**1,551,913**	**2,682,927**	**4,267,632**	**271,723**	**624,085**	**27,238**	**599,776**	**2,321,841**	**379,261**	**166,760**	**1,579,184**	**25,403,632**

E: % DISTRIBUTION TOTAL MINUTES

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	**Total**
Traffic and Other Infractions	10.1%	0.9%	1.5%	1.3%	0.1%	1.1%	0.0%	0.0%	0.0%	0.0%	0.2%	1.0%	16.2%
Criminal	15.6%	2.7%	5.1%	9.9%	0.2%	0.2%	0.1%	1.0%	6.4%	0.0%	0.3%	2.7%	44.2%
Civil	9.3%	1.3%	1.7%	2.6%	0.2%	0.7%	0.0%	0.6%	1.7%	0.0%	0.1%	1.2%	19.4%
Prob., Ment. Hlth, and Grdnship	1.4%	0.2%	0.3%	0.4%	0.5%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.2%	3.0%
Family	5.2%	0.7%	1.3%	1.6%	0.1%	0.5%	0.0%	0.7%	0.0%	1.5%	0.0%	0.8%	12.3%
Dependency	0.4%	0.2%	0.4%	0.4%	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	0.0%	0.1%	1.9%
Delinquency	1.0%	0.1%	0.4%	0.6%	0.0%	0.1%	0.0%	0.0%	0.6%	0.0%	0.0%	0.2%	2.9%
Total	**43.0%**	**6.1%**	**10.6%**	**16.8%**	**1.1%**	**2.5%**	**0.1%**	**2.4%**	**9.1%**	**1.5%**	**0.7%**	**6.2%**	**100.0%**

F: ESTIMATED STAFFING PATTERN

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting (Steno)	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	**Total**
Traffic and Other Infractions	23.9	2.3	3.5	3.2	0.2	2.5	0.0	0.0	0.0	0.0	0.4	2.4	38.4
Criminal	37.1	6.5	12.0	23.5	0.4	0.5	0.2	2.5	15.1	0.0	0.8	6.5	104.9
Civil	22.2	3.0	4.0	6.2	0.6	1.6	0.0	1.4	3.9	0.0	0.3	2.9	46.1
Prob., Ment. Hlth, and Grdnship	3.3	0.4	0.7	0.9	1.2	0.0	0.0	0.0	0.2	0.1	0.0	0.4	7.2
Family	12.4	1.6	3.0	3.8	0.2	1.1	0.0	1.7	0.1	3.5	0.0	1.8	29.3
Dependency	1.0	0.5	0.8	1.1	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.3	4.6
Delinquency	2.3	0.3	1.0	1.3	0.0	0.1	0.0	0.0	1.4	0.0	0.0	0.4	6.9
Total	**102.2**	**14.5**	**25.1**	**39.9**	**2.5**	**5.8**	**0.3**	**5.6**	**21.7**	**3.5**	**1.6**	**14.8**	**237.5**

Table F-5: Estimating the San Mateo Staffing Distribution, Panels A and B

A: TOTAL MINUTES FROM TIME STUDY

Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total	Overall Percent	7A Percent
	Functional Area														
Traffic and Other Infractions	1,711,692	146,001	520,997	279,875	17,816	658,980					15,175		3,350,535	9.0%	14%
Criminal	2,952,006	548,518	1,008,438	1,758,825	118,202	458,328	204,303	301,490	1,831,087		157,813		9,339,010	25.0%	39%
Civil	1,972,148	284,477	391,192	807,219	46,649	290,034	305,600	738,646	1,262,375	44,389	79,925		6,222,654	16.7%	26%
Prob., Ment. Hlth, and Grdnship	363,542	92,879	46,792	86,680	16,946	40,721		173,509	44,008	186,087			1,051,165	2.8%	4%
Family	1,142,123	191,546	108,618	305,644	12,055	74,417		99,401	246,430	522,297	11,550		2,714,080	7.3%	11%
Dependency	177,499	35,803	43,081	50,838					16,103	16,749			340,073	0.9%	1%
Delinquency	299,520	100,665	111,174	128,150					118,370	23,016	4,215		785,111	2.1%	3%
Total Case Specific Minutes													**23,802,628**	**63.7%**	**100%**
Customer Service												3,373,348	**3,373,348**	**9.0%**	0%
Personnel												766,154	766,154	2.1%	0%
Organization and System Devel.												1,793,900	1,793,900	4.8%	0%
Facilities and Equipment Mgmt												39,659	39,659	0.1%	0%
Work-related Travel												202,656	202,656	0.5%	0%
Administration													**2,802,369**	**7.5%**	**0%**
Leave (Vacation, Sick, etc.)												4,312,781	4,312,781	11.5%	0%
Breaks and Lunch												5,659,889	5,659,889	15.2%	0%
NCSC Project												778,801	778,801	2.1%	0%
Excluded Minutes													**10,751,471**	**28.8%**	**0%**
Total	**8,618,529**	**1,399,889**	**2,230,292**	**3,417,230**	**211,669**	**1,522,480**	**509,903**	**1,313,046**	**3,518,372**	**792,539**	**268,679**	**16,927,188**	**37,356,467**	**100.0%**	**100%**
Overal Percentage	**23.1%**	**3.7%**	**6.0%**	**9.1%**	**0.6%**	**4.1%**	**1.4%**	**3.5%**	**9.4%**	**2.1%**	**0.7%**	**45.3%**	**100.0%**		
Functional Category Percentage	**36.2%**	**5.9%**	**9.4%**	**14.4%**	**0.9%**	**6.4%**	**2.1%**	**5.5%**	**14.8%**	**3.3%**	**1.1%**		**100.0%**		

B: % DISTRIBUTION OF CASE SPECIFIC MINUTES

Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total
	Functional Area												
Traffic and Other Infractions	7.2%	0.6%	2.2%	1.2%	0.1%	2.8%	0.0%	0.0%	0.0%	0.0%	0.1%		14.1%
Criminal	12.4%	2.3%	4.2%	7.4%	0.5%	1.9%	0.9%	1.3%	7.7%	0.0%	0.7%		39.2%
Civil	8.3%	1.2%	1.6%	3.4%	0.2%	1.2%	1.3%	3.1%	5.3%	0.2%	0.3%		26.1%
Prob., Ment. Hlth, and Grdnship	1.5%	0.4%	0.2%	0.4%	0.1%	0.2%	0.0%	0.7%	0.2%	0.8%	0.0%		4.4%
Family	4.8%	0.8%	0.5%	1.3%	0.1%	0.3%	0.0%	0.4%	1.0%	2.2%	0.0%		11.4%
Dependency	0.7%	0.2%	0.2%	0.2%	0.0%	0.0%	0.0%	0.0%	0.1%	0.1%	0.0%		1.4%
Delinquency	1.3%	0.4%	0.5%	0.5%	0.0%	0.0%	0.0%	0.0%	0.5%	0.1%	0.0%		3.3%
Total Case Specific Minutes	**36.2%**	**5.9%**	**9.4%**	**14.4%**	**0.9%**	**6.4%**	**2.1%**	**5.5%**	**14.8%**	**3.3%**	**1.1%**		**100.0%**

Table F-5: Estimating the San Mateo Staffing Distribution, Panels C, D, E, and F

C: DISTRIBUTION OF NON-CASE SPECIFIC MINUTES

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	**Total**
Traffic and Other Infractions	242,584	20,691	73,837	39,664	2,525	93,392	0	0	0	0	2,151	394,471	869,314
Criminal	418,363	77,737	142,918	249,264	16,752	64,955	28,954	42,728	259,505	0	22,366	1,099,515	2,423,055
Civil	279,496	40,317	55,440	114,400	6,611	41,104	43,310	104,682	178,906	6,291	11,327	732,615	1,614,500
Prob., Ment. Hlth, and Grdnship	51,522	13,163	6,631	12,284	2,402	5,771	0	24,590	6,237	26,373	0	123,757	272,730
Family	161,864	27,146	15,393	43,316	1,708	10,546	0	14,087	34,924	74,021	1,637	319,538	704,182
Dependency	25,155	5,074	6,106	7,205	0	0	0	0	2,282	2,374	0	40,038	88,234
Delinquency	42,448	14,266	15,756	18,162	0	0	0	0	16,776	3,262	597	92,434	203,701
Total	**1,221,432**	**198,395**	**316,081**	**484,296**	**29,998**	**215,768**	**72,264**	**186,087**	**498,630**	**112,320**	**38,078**	**2,802,369**	**6,175,717**

D: ESTIMATED DISTRIBUTION OF TOTAL MINUTES

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	**Total**
Traffic and Other Infractions	1,954,275	166,692	594,833	319,540	20,341	752,372	0	0	0	0	17,326	394,471	4,219,850
Criminal	3,370,369	626,255	1,151,355	2,008,089	134,954	523,283	233,257	344,218	2,090,591	0	180,179	1,099,515	11,762,066
Civil	2,251,644	324,793	446,633	921,619	53,260	331,138	348,910	843,328	1,441,280	50,680	91,252	732,615	7,837,154
Prob., Ment. Hlth, and Grdnship	415,064	106,042	53,423	98,965	19,348	46,493	0	198,099	50,245	212,460	0	123,757	1,323,895
Family	1,303,986	218,692	124,011	348,960	13,764	84,963	0	113,488	281,354	596,318	13,187	319,538	3,418,262
Dependency	202,654	40,877	49,187	58,043	0	0	0	0	18,385	19,123	0	40,038	428,307
Delinquency	341,969	114,931	126,930	146,311	0	0	0	0	135,146	26,278	4,812	92,434	988,812
Total	**9,839,961**	**1,598,284**	**2,546,372**	**3,901,526**	**241,667**	**1,738,249**	**582,167**	**1,499,133**	**4,017,002**	**904,859**	**306,757**	**2,802,369**	**29,978,345**

E: % DISTRIBUTION TOTAL MINUTES

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	**Total**
Traffic and Other Infractions	6.5%	0.6%	2.0%	1.1%	0.1%	2.5%	0.0%	0.0%	0.0%	0.0%	0.1%	1.3%	14.1%
Criminal	11.2%	2.1%	3.8%	6.7%	0.5%	1.7%	0.8%	1.1%	7.0%	0.0%	0.6%	3.7%	39.2%
Civil	7.5%	1.1%	1.5%	3.1%	0.2%	1.1%	1.2%	2.8%	4.8%	0.2%	0.3%	2.4%	26.1%
Prob., Ment. Hlth, and Grdnship	1.4%	0.4%	0.2%	0.3%	0.1%	0.2%	0.0%	0.7%	0.2%	0.7%	0.0%	0.4%	4.4%
Family	4.3%	0.7%	0.4%	1.2%	0.0%	0.3%	0.0%	0.4%	0.9%	2.0%	0.0%	1.1%	11.4%
Dependency	0.7%	0.1%	0.2%	0.2%	0.0%	0.0%	0.0%	0.0%	0.1%	0.1%	0.0%	0.1%	1.4%
Delinquency	1.1%	0.4%	0.4%	0.5%	0.0%	0.0%	0.0%	0.0%	0.5%	0.1%	0.0%	0.3%	3.3%
Total	**32.8%**	**5.3%**	**8.5%**	**13.0%**	**0.8%**	**5.8%**	**1.9%**	**5.0%**	**13.4%**	**3.0%**	**1.0%**	**9.3%**	**100.0%**

F: ESTIMATED STAFFING PATTERN

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting (Steno)	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	**Total**
Traffic and Other Infractions	21.4	1.8	6.5	3.5	0.2	8.2	0.0	0.0	0.0	0.0	0.2	4.3	46.2
Criminal	36.9	6.9	12.6	22.0	1.5	5.7	2.6	3.8	22.9	0.0	2.0	12.0	128.9
Civil	24.7	3.6	4.9	10.1	0.6	3.6	3.8	9.2	15.8	0.6	1.0	8.0	85.9
Prob., Ment. Hlth, and Grdnship	4.5	1.2	0.6	1.1	0.2	0.5	0.0	2.2	0.6	2.3	0.0	1.4	14.5
Family	14.3	2.4	1.4	3.8	0.2	0.9	0.0	1.2	3.1	6.5	0.1	3.5	37.5
Dependency	2.2	0.4	0.5	0.6	0.0	0.0	0.0	0.0	0.2	0.2	0.0	0.4	4.7
Delinquency	3.7	1.3	1.4	1.6	0.0	0.0	0.0	0.0	1.5	0.3	0.1	1.0	10.8
Total	**107.8**	**17.5**	**27.9**	**42.8**	**2.6**	**19.0**	**6.4**	**16.4**	**44.0**	**9.9**	**3.4**	**30.7**	**328.5**

Table F-6: Estimating the Shasta Staffing Distribution, Panels A and B

A: TOTAL MINUTES FROM TIME STUDY

Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total	Overall Percent	7A Percent
	Functional Area														
Traffic and Other Infractions	833,554	62,903	112,797	139,095	331,874	318,700					61,807		1,860,730	12.9%	20%
Criminal	935,439	214,572	311,999	530,871	403,040	185,584	58,483		448,601	2,991	47,352		3,138,933	21.7%	34%
Civil	565,196	239,022	200,158	410,012	38,774	46,064	3,046		115,141		70,405		1,687,820	11.7%	18%
Prob., Ment. Hlth, and Grdnship	162,587	66,044	24,817	31,651	262,420	7,477		14,953	1,495	31,402			602,846	4.2%	6%
Family	717,440	113,113	29,242	272,390	498	43,863		8,224	19,190	282,183	26,542		1,512,686	10.5%	16%
Dependency	108,464	10,966	18,193	60,021		4,514			71,776	748	5,234		279,915	1.9%	3%
Delinquency	125,331	4,735	15,203	53,140	3,710	8,030			42,119	0	5,981		258,250	1.8%	3%
Total Case Specific Minutes													**9,341,180**	**64.7%**	**100%**
Customer Service												521,195	**521,195**	**3.6%**	0%
Personnel												260,613	260,613	1.8%	0%
Organization and System Devel.												578,502	578,502	4.0%	0%
Facilities and Equipment Mgmt												25,888	25,888	0.2%	0%
Work-related Travel												176,025	176,025	1.2%	0%
Administration													**1,041,028**	**7.2%**	**0%**
Leave (Vacation, Sick, etc.)												1,955,498	1,955,498	13.5%	0%
Breaks and Lunch												1,786,670	1,786,670	12.4%	0%
NCSC Project												313,026	313,026	2.2%	0%
Excluded Minutes													**4,055,194**	**28.1%**	**0%**
Total	**3,448,011**	**711,355**	**712,408**	**1,497,182**	**1,040,317**	**614,233**	**61,528**	**23,178**	**698,323**	**317,323**	**217,322**	**5,617,417**	**14,437,401**	**100.0%**	**100%**
Overal Percentage	**23.9%**	**4.9%**	**4.9%**	**10.4%**	**7.2%**	**4.3%**	**0.4%**	**0.2%**	**4.8%**	**2.2%**	**1.5%**	**38.9%**	**100.0%**		
Functional Category Percentage	**36.9%**	**7.6%**	**7.6%**	**16.0%**	**11.1%**	**6.6%**	**0.7%**	**0.2%**	**7.5%**	**3.4%**	**2.3%**		**100.0%**		

B: % DISTRIBUTION OF CASE SPECIFIC MINUTES

Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total
	Functional Area												
Traffic and Other Infractions	8.9%	0.7%	1.2%	1.5%	3.6%	3.4%	0.0%	0.0%	0.0%	0.0%	0.7%		19.9%
Criminal	10.0%	2.3%	3.3%	5.7%	4.3%	2.0%	0.6%	0.0%	4.8%	0.0%	0.5%		33.6%
Civil	6.1%	2.6%	2.1%	4.4%	0.4%	0.5%	0.0%	0.0%	1.2%	0.0%	0.8%		18.1%
Prob., Ment. Hlth, and Grdnship	1.7%	0.7%	0.3%	0.3%	2.8%	0.1%	0.0%	0.2%	0.0%	0.3%	0.0%		6.5%
Family	7.7%	1.2%	0.3%	2.9%	0.0%	0.5%	0.0%	0.1%	0.2%	3.0%	0.3%		16.2%
Dependency	1.2%	0.1%	0.2%	0.6%	0.0%	0.0%	0.0%	0.0%	0.8%	0.0%	0.1%		3.0%
Delinquency	1.3%	0.1%	0.2%	0.6%	0.0%	0.1%	0.0%	0.0%	0.5%	0.0%	0.1%		2.8%
Total Case Specific Minutes	**36.9%**	**7.6%**	**7.6%**	**16.0%**	**11.1%**	**6.6%**	**0.7%**	**0.2%**	**7.5%**	**3.4%**	**2.3%**		**100.0%**

Table F-6: Estimating the Shasta Staffing Distribution, Panels C, D, E, and F

C: DISTRIBUTION OF NON-CASE SPECIFIC MINUTES

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	**Total**
Traffic and Other Infractions	46,508	3,510	6,294	7,761	18,517	17,782	0	0	0	0	3,449	207,369	311,189
Criminal	52,193	11,972	17,408	29,620	22,488	10,355	3,263	0	25,030	167	2,642	349,819	524,957
Civil	31,535	13,336	11,168	22,877	2,163	2,570	170	0	6,424	0	3,928	188,099	282,272
Prob., Ment. Hlth, and Grdnship	9,072	3,685	1,385	1,766	14,642	417	0	834	83	1,752	0	67,184	100,820
Family	40,030	6,311	1,632	15,198	28	2,447	0	459	1,071	15,744	1,481	168,581	252,982
Dependency	6,052	612	1,015	3,349	0	252	0	0	4,005	42	292	31,195	46,813
Delinquency	6,993	264	848	2,965	207	448	0	0	2,350	0	334	28,781	43,190
Total	**192,383**	**39,690**	**39,749**	**83,536**	**58,045**	**34,271**	**3,433**	**1,293**	**38,963**	**17,705**	**12,126**	**1,041,028**	**1,562,223**

D: ESTIMATED DISTRIBUTION OF TOTAL MINUTES

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	**Total**
Traffic and Other Infractions	880,062	66,413	119,091	146,856	350,391	336,482	0	0	0	0	65,256	207,369	2,171,919
Criminal	987,633	226,544	329,407	560,492	425,528	195,939	61,746	0	473,631	3,158	49,994	349,819	3,663,890
Civil	596,732	252,359	211,326	432,889	40,938	48,635	3,216	0	121,565	0	74,334	188,099	1,970,091
Prob., Ment. Hlth, and Grdnship	171,658	69,729	26,202	33,417	277,062	7,894	0	15,788	1,579	33,154	0	67,184	703,667
Family	757,470	119,424	30,873	287,588	526	46,311	0	8,683	20,261	297,927	28,023	168,581	1,765,668
Dependency	114,515	11,578	19,208	63,370	0	4,766	0	0	75,781	789	5,526	31,195	326,728
Delinquency	132,324	4,999	16,051	56,105	3,917	8,479	0	0	44,469	0	6,315	28,781	301,440
Total	**3,640,395**	**751,045**	**752,157**	**1,580,717**	**1,098,361**	**648,504**	**64,961**	**24,471**	**737,286**	**335,028**	**229,448**	**1,041,028**	**10,903,403**

E: % DISTRIBUTION TOTAL MINUTES

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	**Total**
Traffic and Other Infractions	8.1%	0.6%	1.1%	1.3%	3.2%	3.1%	0.0%	0.0%	0.0%	0.0%	0.6%	1.9%	19.9%
Criminal	9.1%	2.1%	3.0%	5.1%	3.9%	1.8%	0.6%	0.0%	4.3%	0.0%	0.5%	3.2%	33.6%
Civil	5.5%	2.3%	1.9%	4.0%	0.4%	0.4%	0.0%	0.0%	1.1%	0.0%	0.7%	1.7%	18.1%
Prob., Ment. Hlth, and Grdnship	1.6%	0.6%	0.2%	0.3%	2.5%	0.1%	0.0%	0.1%	0.0%	0.3%	0.0%	0.6%	6.5%
Family	6.9%	1.1%	0.3%	2.6%	0.0%	0.4%	0.0%	0.1%	0.2%	2.7%	0.3%	1.5%	16.2%
Dependency	1.1%	0.1%	0.2%	0.6%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	0.1%	0.3%	3.0%
Delinquency	1.2%	0.0%	0.1%	0.5%	0.0%	0.1%	0.0%	0.0%	0.4%	0.0%	0.1%	0.3%	2.8%
Total	**33.4%**	**6.9%**	**6.9%**	**14.5%**	**10.1%**	**5.9%**	**0.6%**	**0.2%**	**6.8%**	**3.1%**	**2.1%**	**9.5%**	**100.0%**

F: ESTIMATED STAFFING PATTERN

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting (Steno)	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	**Total**
Traffic and Other Infractions	9.1	0.7	1.2	1.5	3.6	3.5	0.0	0.0	0.0	0.0	0.7	2.1	22.5
Criminal	10.2	2.3	3.4	5.8	4.4	2.0	0.6	0.0	4.9	0.0	0.5	3.6	38.0
Civil	6.2	2.6	2.2	4.5	0.4	0.5	0.0	0.0	1.3	0.0	0.8	1.9	20.4
Prob., Ment. Hlth, and Grdnship	1.8	0.7	0.3	0.3	2.9	0.1	0.0	0.2	0.0	0.3	0.0	0.7	7.3
Family	7.9	1.2	0.3	3.0	0.0	0.5	0.0	0.1	0.2	3.1	0.3	1.7	18.3
Dependency	1.2	0.1	0.2	0.7	0.0	0.0	0.0	0.0	0.8	0.0	0.1	0.3	3.4
Delinquency	1.4	0.1	0.2	0.6	0.0	0.1	0.0	0.0	0.5	0.0	0.1	0.3	3.1
Total	**37.7**	**7.8**	**7.8**	**16.4**	**11.4**	**6.7**	**0.7**	**0.3**	**7.6**	**3.5**	**2.4**	**10.8**	**113.0**

Table F-7: Estimating the Stanilaus Staffing Distribution, Panels A and B

A: TOTAL MINUTES FROM TIME STUDY

Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total	Overall Percent	7A Percent
	Functional Area														
Traffic and Other Infractions	895,600	338,879	128,992	124,937	104,747	290,443		1,267			10,390		1,895,256	8.5%	13%
Criminal	1,765,548	547,992	224,670	1,199,374	760	17,117	45,109	7,476	856,020		22,555		4,686,620	21.0%	33%
Civil	1,187,665	898,992	213,845	320,538	11,150	102,373	49,164	237,203	360,821	41,054	9,686		3,432,492	15.4%	24%
Prob., Ment. Hlth, and Grdnship	314,062	70,086	52,090	72,450	15,205	17,210	1,014	103,742	14,192	74,759	10,136		744,945	3.3%	5%
Family	963,960	256,948	179,901	358,291	135,514	59,595		185,274	11,404	233,655	20,434		2,404,976	10.8%	17%
Dependency	119,104	8,362	16,050	73,492		2,590		2,281	87,324				309,204	1.4%	2%
Delinquency	209,877	23,793	23,061	174,608	1,014	5,209		5,322	126,929				569,812	2.6%	4%
Total Case Specific Minutes													**14,043,305**	**63.0%**	**100%**
Customer Service												1,364,766	**1,364,766**	**6.1%**	0%
Personnel												405,938	405,938	1.8%	0%
Organization and System Devel.												638,588	638,588	2.9%	0%
Facilities and Equipment Mgmt												59,756	59,756	0.3%	0%
Work-related Travel												177,481	177,481	0.8%	0%
Administration													**1,281,763**	**5.7%**	**0%**
Leave (Vacation, Sick, etc.)												3,286,744	3,286,744	14.7%	0%
Breaks and Lunch												3,140,104	3,140,104	14.1%	0%
NCSC Project												546,756	546,756	2.5%	0%
Excluded Minutes													**6,973,605**	**31.3%**	**0%**
Total	**5,455,816**	**2,145,052**	**838,608**	**2,323,691**	**268,391**	**494,538**	**95,287**	**542,565**	**1,456,690**	**349,469**	**73,201**	**9,620,133**	**22,298,673**	**100.0%**	**100%**
Overal Percentage	**24.5%**	**9.6%**	**3.8%**	**10.4%**	**1.2%**	**2.2%**	**0.4%**	**2.4%**	**6.5%**	**1.6%**	**0.3%**	**43.1%**	**100.0%**		
Functional Category Percentage	**38.8%**	**15.3%**	**6.0%**	**16.5%**	**1.9%**	**3.5%**	**0.7%**	**3.9%**	**10.4%**	**2.5%**	**0.5%**		**100.0%**		

B: % DISTRIBUTION OF CASE SPECIFIC MINUTES

Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	Total
	Functional Area												
Traffic and Other Infractions	6.4%	2.4%	0.9%	0.9%	0.7%	2.1%	0.0%	0.0%	0.0%	0.0%	0.1%		13.5%
Criminal	12.6%	3.9%	1.6%	8.5%	0.0%	0.1%	0.3%	0.1%	6.1%	0.0%	0.2%		33.4%
Civil	8.5%	6.4%	1.5%	2.3%	0.1%	0.7%	0.4%	1.7%	2.6%	0.3%	0.1%		24.4%
Prob., Ment. Hlth, and Grdnship	2.2%	0.5%	0.4%	0.5%	0.1%	0.1%	0.0%	0.7%	0.1%	0.5%	0.1%		5.3%
Family	6.9%	1.8%	1.3%	2.6%	1.0%	0.4%	0.0%	1.3%	0.1%	1.7%	0.1%		17.1%
Dependency	0.8%	0.1%	0.1%	0.5%	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	0.0%		2.2%
Delinquency	1.5%	0.2%	0.2%	1.2%	0.0%	0.0%	0.0%	0.0%	0.9%	0.0%	0.0%		4.1%
Total Case Specific Minutes	**38.8%**	**15.3%**	**6.0%**	**16.5%**	**1.9%**	**3.5%**	**0.7%**	**3.9%**	**10.4%**	**2.5%**	**0.5%**		**100.0%**

Table F-7: Estimating the Stanislaus Staffing Distribution, Panels C, D, E, and F

C: DISTRIBUTION OF NON-CASE SPECIFIC MINUTES

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	**Total**
Traffic and Other Infractions	87,037	32,933	12,536	12,142	10,180	28,226	0	123	0	0	1,010	172,984	357,170
Criminal	171,581	53,255	21,834	116,558	74	1,664	4,384	727	83,190	0	2,192	427,758	883,216
Civil	115,420	87,366	20,782	31,151	1,084	9,949	4,778	23,052	35,066	3,990	941	313,291	646,870
Prob., Ment. Hlth, and Grdnship	30,521	6,811	5,062	7,041	1,478	1,672	99	10,082	1,379	7,265	985	67,993	140,388
Family	93,680	24,971	17,483	34,820	13,170	5,792	0	18,005	1,108	22,707	1,986	219,507	453,229
Dependency	11,575	813	1,560	7,142	0	252	0	222	8,486	0	0	28,222	58,271
Delinquency	20,396	2,312	2,241	16,969	99	506	0	517	12,335	0	0	52,008	107,384
Total	**530,211**	**208,462**	**81,498**	**225,822**	**26,083**	**48,060**	**9,260**	**52,728**	**141,565**	**33,962**	**7,114**	**1,281,763**	**2,646,529**

D: ESTIMATED DISTRIBUTION OF TOTAL MINUTES

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	**Total**
Traffic and Other Infractions	982,637	371,812	141,528	137,079	114,927	318,669	0	1,390	0	0	11,400	172,984	2,252,426
Criminal	1,937,129	601,247	246,503	1,315,932	834	18,781	49,493	8,202	939,210	0	24,746	427,758	5,569,836
Civil	1,303,086	986,358	234,627	351,689	12,233	112,322	53,942	260,255	395,887	45,044	10,628	313,291	4,079,362
Prob., Ment. Hlth, and Grdnship	344,583	76,897	57,152	79,491	16,683	18,882	1,112	113,823	15,571	82,025	11,121	67,993	885,333
Family	1,057,640	281,919	197,384	393,111	148,684	65,387	0	203,280	12,512	256,362	22,419	219,507	2,858,206
Dependency	130,679	9,175	17,609	80,635	0	2,842	0	2,502	95,811	0	0	28,222	367,475
Delinquency	230,273	26,105	25,302	191,577	1,112	5,715	0	5,839	139,265	0	0	52,008	677,196
Total	**5,986,026**	**2,353,514**	**920,106**	**2,549,513**	**294,474**	**542,598**	**104,547**	**595,292**	**1,598,255**	**383,431**	**80,315**	**1,281,763**	**16,689,834**

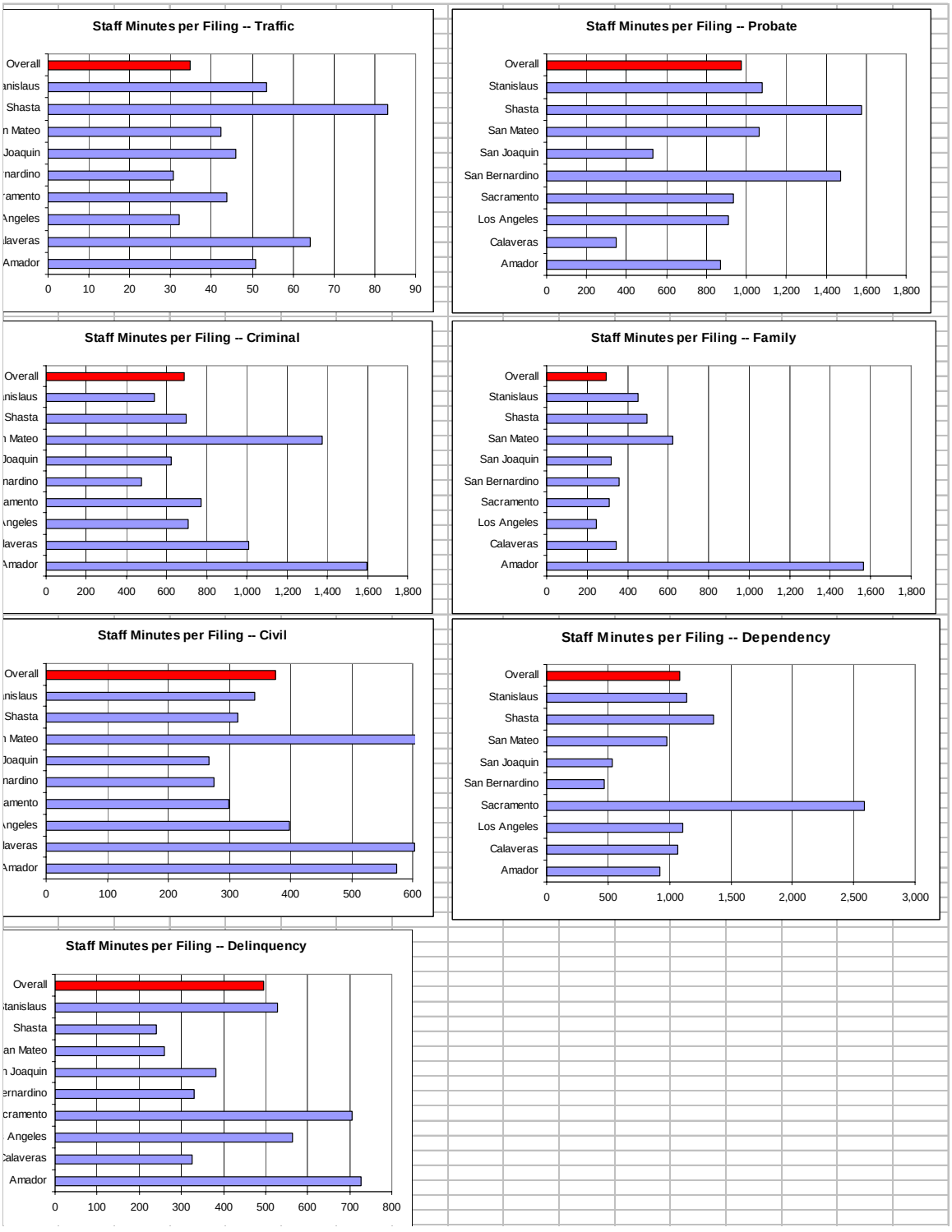
E: % DISTRIBUTION TOTAL MINUTES

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	**Total**
Traffic and Other Infractions	5.9%	2.2%	0.8%	0.8%	0.7%	1.9%	0.0%	0.0%	0.0%	0.0%	0.1%	1.0%	13.5%
Criminal	11.6%	3.6%	1.5%	7.9%	0.0%	0.1%	0.3%	0.0%	5.6%	0.0%	0.1%	2.6%	33.4%
Civil	7.8%	5.9%	1.4%	2.1%	0.1%	0.7%	0.3%	1.6%	2.4%	0.3%	0.1%	1.9%	24.4%
Prob., Ment. Hlth, and Grdnship	2.1%	0.5%	0.3%	0.5%	0.1%	0.1%	0.0%	0.7%	0.1%	0.5%	0.1%	0.4%	5.3%
Family	6.3%	1.7%	1.2%	2.4%	0.9%	0.4%	0.0%	1.2%	0.1%	1.5%	0.1%	1.3%	17.1%
Dependency	0.8%	0.1%	0.1%	0.5%	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	0.0%	0.2%	2.2%
Delinquency	1.4%	0.2%	0.2%	1.1%	0.0%	0.0%	0.0%	0.0%	0.8%	0.0%	0.0%	0.3%	4.1%
Total	**35.9%**	**14.1%**	**5.5%**	**15.3%**	**1.8%**	**3.3%**	**0.6%**	**3.6%**	**9.6%**	**2.3%**	**0.5%**	**7.7%**	**100.0%**

F: ESTIMATED STAFFING PATTERN

	Functional Area												
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Courtroom Support	Case Monitoring & Enforcmnt	Financial Mgmt	Jury Services & Mgmt	Legal Research	Court Reporting	Disp. Resol/ Mediation/ Eval. Serv's	Managerial/ Supervisory	Admin	**Total**
Traffic and Other Infractions	10.9	4.1	1.6	1.5	1.3	3.5	0.0	0.0	0.0	0.0	0.1	1.9	25.0
Criminal	21.5	6.7	2.7	14.6	0.0	0.2	0.5	0.1	10.4	0.0	0.3	4.8	61.9
Civil	14.5	11.0	2.6	3.9	0.1	1.2	0.6	2.9	4.4	0.5	0.1	3.5	45.3
Prob., Ment. Hlth, and Grdnship	3.8	0.9	0.6	0.9	0.2	0.2	0.0	1.3	0.2	0.9	0.1	0.8	9.8
Family	11.7	3.1	2.2	4.4	1.7	0.7	0.0	2.3	0.1	2.8	0.2	2.4	31.8
Dependency	1.5	0.1	0.2	0.9	0.0	0.0	0.0	0.0	1.1	0.0	0.0	0.3	4.1
Delinquency	2.6	0.3	0.3	2.1	0.0	0.1	0.0	0.1	1.5	0.0	0.0	0.6	7.5
Total	**66.5**	**26.1**	**10.2**	**28.3**	**3.3**	**6.0**	**1.2**	**6.6**	**17.8**	**4.3**	**0.9**	**14.2**	**185.4**

Appendix G


Staff Minutes per Filing -- Traffic
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Amador
0 10 20 30 40 50 60 70 80 90
Staff Minutes per Filing -- Probate
Overall
Stanislaus
Shasta
San Mateo
San Joaquin
San Bernardino
Sacramento
Los Angeles
Calaveras
Amador
0 200 400 600 800 1,000 1,200 1,400 1,600 1,800
Staff Minutes per Filing -- Criminal
Overall
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Shasta
n Mateo
Joaquin
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Angeles
laveras
Amador
0 200 400 600 800 1,000 1,200 1,400 1,600 1,800
Staff Minutes per Filing -- Family
Overall
Stanislaus
Shasta
San Mateo
San Joaquin
San Bernardino
Sacramento
Los Angeles
Calaveras
Amador
0 200 400 600 800 1,000 1,200 1,400 1,600 1,800
Staff Minutes per Filing -- Civil
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Staff Minutes per Filing -- Dependency
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Staff Minutes per Filing -- Delinquency
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Appendix H: Support for Statewide Staffing Standards

Information contained in this Appendix provides a detailed review of staff workload, differentiating between central clerk services staff and judicial officer support staff. The first two sections examine staffing patterns for both central clerk services and judicial officer support staff. The final two sections focus exclusively on central clerk services staff and the development of case weights. NCSC staff found strong support within these comparative results for the development of statewide staffing standards.

H.1. Differentiating Court Staff by Function

The three panels of Table H-1a use three different analyses to compare staff allocation among the nine courts. A staff census conducted during the time study determined there were 6,203 FTE staff in the nine participating sites. For each court (other than Los Angeles), court staff totals are extracted from the bottom row of Panel F in each court's table in Appendix F. For Los Angeles, the data come from Panel M of Table 5. Using the methodology described in the Phase 1 of the study, we divided staff into both functional and case type categories for each of the nine participating courts.

The top panel shows the actual number of FTE staff by case type and function broken out by Central Clerk, Judicial Support, Managerial/Supervisory,[17] and Organizational Overhead.[18] The middle panel of Table H-1 provides the functional breakdown for each of the nine courts in our sample. The third panel shows the overall staff percentages by individual court. Within the Central Clerk Services, there is a good deal of consistency in how staff is allocated by function. For example, in the area of case processing, the average allocation is 33% of total staff, with

[17] During the time study training, we asked that only those managers and supervisors that did front line court staff work as part of the their day, should participate in the time study. We recognize, therefore, that our estimates of managerial/supervisory personnel underestimates the total number of such staff in the nine participating courts.
[18] The time study gave respondents the opportunity to identify their time in categories such as personnel, organizational maintenance. We have grouped these categories into an organizational overhead category. We note that this category accounts for 21 minutes per day per staff member. For subsequent analyses, we will ignore this category.

most courts close to that value. Similar results can be found in records management, calendaring and caseflow management, monitoring and evaluation, jury administration, and dispute resolution. Overall, an average of 57% of all court staff FTE are involved in Central Clerk Services, with eight of the courts within ± 8% of this total.

A similar level of consistency exists within Judicial Officer Support. For example, in the area of courtroom support, all courts are close to the average value of 19% of total staff FTE. Together the Judicial Officer Support functions account for approximately 35% of all court staff FTE, with seven of the courts within ± 7% of that total. The evidence suggests the nine courts organize their resources in similar fashion despite variation in size and location.

Another perspective on the extent of similarity is gained from an examination of the correlation matrix in Table H-1b. These numbers were obtained by correlating the percentage distribution across the functional areas for each court with each other. The correlations are uniformly high (all above .77), confirming the similarity in staff allocation across the functional areas for all courts. It is noteworthy that the two smallest courts (Amador and Calaveras) are somewhat different in terms of their distribution of staff across the twelve functional areas. In relation to the other eight courts, Amador has all correlations in the range of .83 to .93, while Calaveras has all correlations in the range of .77 to .82. Although Calaveras is somewhat different, the principal finding is a high degree of similarity in how the nine courts organize and allocate staff resources.

Table H-1A: Functional Breakdown of 9 Courts

	Central Clerk Services								Judicial Officer Support						
	Central Services								Functional Area						
Case Type	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Case Monitoring & Enforcmnt	Process Payments & Fees	Jury Services & Mgmt	Disp. Resol/ Mediation/ Eval. Serv's	Filings Driven SubTotal	Courtroom Support	Legal Research	Court Reporting	JPE Driven SubTotal	Managerial/ Supervisory	Organizational Overhead	Overall Total
Infractions	447.7	53.4	69.1	14.7	121.5	0.7	0.1	707.3	96.9	0.6	8.1	105.6	41.3	45.7	899.8
Criminal	576.6	160.9	149.6	17.8	64.2	70.6	0.2	1039.9	534.4	18.8	408.2	961.3	34.2	109.4	2144.8
Civil	625.2	168.8	118.2	6.8	62.5	50.8	18.9	1051.3	347.8	147.0	186.0	680.8	60.3	78.3	1870.7
Prob., Ment. Hlth, and Grdnship	73.2	26.8	17.9	6.2	4.7	0.0	14.1	142.9	23.9	19.5	12.6	56.0	4.5	10.9	214.3
Family	199.2	72.0	49.0	4.1	17.9	0.1	101.5	443.8	112.4	13.2	66.0	191.6	12.3	30.0	677.7
Dependency	52.4	24.1	12.1	0.3	0.5	0.0	10.7	100.0	43.0	3.8	36.7	83.5	9.4	7.1	200.0
Delinquency	43.2	10.2	15.7	0.4	0.4	0.0	0.3	70.2	44.7	1.8	56.9	103.4	9.7	12.9	196.2
Total	**2017.5**	**516.2**	**431.5**	**50.3**	**271.8**	**122.3**	**146.6**	**3,555.3**	**1203.0**	**204.7**	**774.5**	**2182.2**	**171.8**	**294.3**	**6,203.5**

	Central Clerk Services								Judicial Officer Support						
	Central Services								Functional Area						
County	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Case Monitoring & Enforcmnt	Process Payments & Fees	Jury Services & Mgmt	Disp. Resol/ Mediation/ Eval. Serv's	Filings Driven SubTotal	Courtroom Support	Legal Research	Court Reporting	JPE Driven SubTotal	Managerial/ Supervisory	Organizational Overhead	Overall Total
Amador	9.5	1.1	3.5	0.2	1.1	0.6	0.6	16.7	4.8	0.4	2.6	7.8	0.1	5.5	30.1
Calaveras	4.6	1.3	1.8	1.1	1.0	0.4	0.8	10.9	5.1	0.6	1.8	7.5	0.4	3.4	22.3
Los Angeles	1,290.4	326.7	266.3	16.8	183.3	94.5	83.4	2,261.3	836.5	118.8	550.3	1,505.6	152.9	148.0	4067.8
Sacramento	184.4	61.3	47.0	5.2	23.9	7.1	18.1	346.9	104.4	34.0	63.0	201.5	7.0	35.7	591.0
San Bernardino	223.2	61.3	44.3	7.3	26.5	11.8	22.6	396.9	128.3	23.4	69.3	221.0	3.4	33.7	655.0
San Joaquin	102.2	14.5	25.1	2.5	5.8	0.3	3.5	154.0	39.9	5.6	21.7	67.2	1.6	14.8	237.5
San Mateo	99.0	16.1	25.6	2.4	17.5	5.9	9.1	175.5	39.2	15.1	40.4	94.7	3.1	28.2	301.5
Shasta	37.7	7.8	7.8	11.4	6.7	0.7	3.5	75.6	16.4	0.3	7.6	24.3	2.4	10.8	113.0
Stanislaus	66.5	26.1	10.2	3.3	6.0	1.2	4.3	117.6	28.3	6.6	17.8	52.7	0.9	14.2	185.4
Total Staff	**2,017.5**	**516.2**	**431.5**	**50.3**	**271.8**	**122.3**	**146.6**	**3,555.3**	**1,203.0**	**204.7**	**774.5**	**2,182.2**	**171.8**	**294.3**	**6,203.5**

	Central Services								Functional Area						
County	Case Processing	Records Mgmt	Calendaring & Csflow Mgmt	Case Monitoring & Enforcmnt	Process Payments & Fees	Jury Services & Mgmt	Disp. Resol/ Mediation/ Eval. Serv's	Filings Driven SubTotal	Courtroom Support	Legal Research	Court Reporting	JPE Driven SubTotal	Managerial/ Supervisory	Organizational Overhead	Overall Total
Amador	32%	4%	12%	1%	4%	2%	2%	56%	16%	1%	9%	26%	0%	18%	100%
Calaveras	21%	6%	8%	5%	4%	2%	3%	49%	23%	3%	8%	34%	2%	15%	100%
Los Angeles	32%	8%	7%	0%	5%	2%	2%	56%	21%	3%	14%	37%	4%	4%	100%
Sacramento	31%	10%	8%	1%	4%	1%	3%	59%	18%	6%	11%	34%	1%	6%	100%
San Bernardino	34%	9%	7%	1%	4%	2%	3%	61%	20%	4%	11%	34%	1%	5%	100%
San Joaquin	43%	6%	11%	1%	2%	0%	1%	65%	17%	2%	9%	28%	1%	6%	100%
San Mateo	33%	5%	8%	1%	6%	2%	3%	58%	13%	5%	13%	31%	1%	9%	100%
Shasta	33%	7%	7%	10%	6%	1%	3%	67%	14%	0%	7%	21%	2%	10%	100%
Stanislaus	36%	14%	6%	2%	3%	1%	2%	63%	15%	4%	10%	28%	0%	8%	100%
Total Staff	**33%**	**8%**	**7%**	**1%**	**4%**	**2%**	**2%**	**57%**	**19%**	**3%**	**12%**	**35%**	**3%**	**5%**	**100%**

Table H-1B: Correlations Across Functional Categories

CORRELATIONS BETWEEN PERCENTAGE DISTRIBUTION BY FUNCTIONAL CATEGORY									
	Amador	Calaveras	Los Angeles	Sacramento	San Bernardino	San Joaquin	San Mateo	Shasta	Stanislaus
Amador	1.000	0.891	0.838	0.876	0.874	0.913	0.925	0.888	0.867
Calaveras		1.000	0.808	0.815	0.824	0.783	0.778	0.803	0.774
Los Angeles			1.000	0.976	0.984	0.948	0.937	0.874	0.938
Sacramento				1.000	0.994	0.971	0.957	0.898	0.979
San Bernardino					1.000	0.974	0.953	0.916	0.974
San Joaquin						1.000	0.973	0.946	0.961
San Mateo							1.000	0.906	0.941
Shasta								1.000	0.923
Stanislaus									1.000

H.2. Differentiating Court Staff by Case Type

Table H-2a shows the actual number of FTE staff by court and case type. For each court (other than Los Angeles), these numbers are extracted from the far left hand column of Panel F in each court's table in Appendix F. For LA, the data comes from Panel M of Table 5.

The right side Table H-2a shows the estimated percentage of staff across the seven case types for each of the nine courts (far left column of Panel E for each court in Appendix F and Panel N for Los Angeles) as well as the average percentage from among the nine courts. Perhaps the most striking feature is the degree of uniformity across the nine courts. In the Traffic case type, for example, the percentage of staff ranges from 10.1% in Amador to 19.9% in Shasta; the mean is 14.5%. The courts show remarkable similarity in the relative allocation of staff by case type. The largest share of staff is allocated to criminal cases followed by civil. At the other end of the spectrum, delinquency and dependency almost always have the smallest staff allocation.

As another means of assessing similarity, Table H-2b correlates the percentage allocation across the seven case types for each of the nine courts. All but one of the correlations are greater than .84. The overwhelming conclusion is that the allocation of staff across the case types is

quite similar. All in all, the results suggest that the nine counties are more similar than different with respect to the allocation of court support staff by case type.

Table H2A: Estimated Staff Across the 7A Case Types by Court

Overall	Traffic	Criminal	Civil	Probate	Family	Depend	Delinq	Total	Traffic	Criminal	Civil	Probate	Family	Depend	Delinq
Amador	3.0	16.2	4.2	0.7	5.2	0.2	0.6	30.1	10.1%	53.8%	13.9%	2.3%	17.4%	0.7%	1.9%
Calaveras	3.0	8.5	6.5	0.4	2.6	1.0	0.2	22.3	13.6%	38.3%	29.0%	1.7%	11.8%	4.6%	1.1%
Los Angeles	598.2	1356.3	1382.2	124.2	356.0	129.9	120.9	4067.7	14.7%	33.3%	34.0%	3.1%	8.8%	3.2%	3.0%
Sacramento	81.0	211.7	132.7	17.8	81.0	37.3	29.3	591.0	13.7%	35.8%	22.5%	3.0%	13.7%	6.3%	5.0%
San Bernardino	86.1	228.9	154.4	33.6	119.0	15.1	17.7	655.0	13.2%	34.9%	23.6%	5.1%	18.2%	2.3%	2.7%
San Joaquin	38.4	104.9	46.1	7.2	29.3	4.6	6.9	237.5	16.2%	44.2%	19.4%	3.0%	12.3%	1.9%	2.9%
San Mateo	42.4	118.3	78.8	13.3	34.4	4.3	9.9	301.5	14.1%	39.2%	26.1%	4.4%	11.4%	1.4%	3.3%
Shasta	22.5	38.0	20.4	7.3	18.3	3.4	3.1	113.0	19.9%	33.6%	18.1%	6.5%	16.2%	3.0%	2.8%
Stanislaus	25.0	61.9	45.3	9.8	31.8	4.1	7.5	185.4	13.5%	33.4%	24.4%	5.3%	17.1%	2.2%	4.1%
Total Staff	**899.8**	**2144.8**	**1870.7**	**214.3**	**677.7**	**200.0**	**196.2**	**6203.5**	14.5%	34.6%	30.2%	3.5%	10.9%	3.2%	3.2%

Table H2B: Correlations of Percentage Allocations by Court

	Amador	Calaveras	Los Angeles	Sacramento	San Bernardino	San Joaquin	San Mateo	Shasta	Stanislaus
Amador	1.000	0.869	0.743	0.933	0.917	0.967	0.907	0.913	0.898
Calaveras		1.000	0.972	0.986	0.964	0.945	0.987	0.912	0.971
Los Angeles			1.000	0.924	0.907	0.864	0.953	0.838	0.929
Sacramento				1.000	0.973	0.979	0.985	0.939	0.972
San Bernardino					1.000	0.952	0.972	0.952	0.997
San Joaquin						1.000	0.972	0.965	0.946
San Mateo							1.000	0.937	0.979
Shasta								1.000	0.945
Stanislaus									1.000

Table H-3 breaks down the results from Table H-2a into the three types of staff identified earlier – Central Clerk Services, Judicial Officer Support, and Managerial/Supervisor. The top panel of Table H-3 shows the distribution of Central Clerk Services staff by case type and location both in aggregate and percentage terms. As can be seen, about 20% of all Central Clerk Services FTE fall into the Traffic case type and that the distribution is relatively constant across the nine courts. Both Criminal and Civil represent 30% of the Central Clerk Services Staff in our sample. Family type cases account for 12.5% of all Central Clerk Services Staff.

The middle panel of Table H-3 shows the distribution of Judicial Officer Support staff by case type and location both in aggregate and percentage terms. There is a noticeable drop in the number and percentage of Judicial Officer Support staff in the Traffic area; Traffic accounts for less than 5% of all judicial support staff. In the Criminal case type, we find over 40% of all Judicial Officer Support staff; this percentage is remarkably constant over the nine participating courts. We find approximately 31% of the Judicial Officer Support staff FTE in the civil area – again, this percentage is roughly similar across all but two of the courts (Amador, San Joaquin). The remaining case types represent less than ¼ of the overall Judicial Officer Support FTE.

The bottom panel shows the distribution of Managerial/Supervisory FTEs from the time study across the seven cases types and nine locations. Recognizing the limitations in the data, we find that Civil and Traffic are the two most frequent sources of Managers and Supervisors engaging in case-related work.

Table H3: Distribution of Court Staff by Function, Case Type and Location

Central Clerk	Traffic	Criminal	Civil	Probate	Family	Depend	Delinq	Total	Traffic	Criminal	Civil	Probate	Family	Depend	Delinq
Amador	2.3	7.6	2.9	0.4	3.2	0.1	0.2	16.7	13.9%	45.6%	17.1%	2.7%	19.0%	0.7%	1.0%
Calaveras	2.0	3.7	2.9	0.2	1.9	0.2	0.1	10.9	18.4%	33.5%	26.2%	2.2%	17.5%	1.7%	0.6%
Los Angeles	452.2	651.5	766.1	78.4	217.6	61.3	34.2	2261.2	20.0%	28.8%	33.9%	3.5%	9.6%	2.7%	1.5%
Sacramento	69.9	93.5	76.5	13.6	59.5	22.5	11.4	346.9	20.2%	26.9%	22.0%	3.9%	17.2%	6.5%	3.3%
San Bernardino	73.8	111.5	90.8	23.2	81.0	7.1	9.5	396.9	18.6%	28.1%	22.9%	5.9%	20.4%	1.8%	2.4%
San Joaquin	32.4	56.6	31.4	5.7	21.8	2.3	3.8	154.0	21.1%	36.7%	20.4%	3.7%	14.2%	1.5%	2.4%
San Mateo	35.1	60.7	38.3	8.6	23.6	3.1	6.1	175.5	20.0%	34.6%	21.8%	4.9%	13.4%	1.8%	3.5%
Shasta	18.2	23.1	12.0	6.1	13.0	1.6	1.7	75.6	24.0%	30.6%	15.8%	8.0%	17.2%	2.1%	2.3%
Stanislaus	21.4	31.7	30.5	6.6	22.3	1.8	3.2	117.6	18.2%	27.0%	26.0%	5.6%	19.0%	1.5%	2.7%
Total Staff	**707.3**	**1039.9**	**1051.3**	**142.9**	**443.8**	**100.0**	**70.2**	**3555.3**	19.9%	29.2%	29.6%	4.0%	12.5%	2.8%	2.0%

Judicial Support	Traffic	Criminal	Civil	Probate	Family	Depend	Delinq	Total	Traffic	Criminal	Civil	Probate	Family	Depend	Delinq
Amador	0.1	5.6	0.5	0.1	1.1	0.1	0.3	7.8	1.9%	71.7%	6.8%	1.3%	13.8%	0.7%	3.8%
Calaveras	0.5	3.5	2.2	0.1	0.3	0.7	0.1	7.5	7.0%	47.1%	29.8%	1.1%	4.1%	9.1%	1.9%
Los Angeles	83.7	621.8	515.4	36.7	120.7	56.9	70.4	1505.6	5.6%	41.3%	34.2%	2.4%	8.0%	3.8%	4.7%
Sacramento	4.0	103.5	47.4	3.1	16.0	12.6	14.9	201.5	2.0%	51.4%	23.5%	1.5%	7.9%	6.2%	7.4%
San Bernardino	7.8	105.3	54.5	8.6	30.4	7.1	7.3	221.0	3.5%	47.6%	24.7%	3.9%	13.7%	3.2%	3.3%
San Joaquin	3.2	41.0	11.5	1.1	5.6	2.0	2.7	67.2	4.8%	61.1%	17.2%	1.6%	8.4%	3.0%	4.0%
San Mateo	3.2	44.7	32.2	3.5	7.5	0.8	2.8	94.7	3.4%	47.2%	34.0%	3.7%	7.9%	0.8%	3.0%
Shasta	1.5	10.7	5.7	0.5	3.3	1.4	1.0	24.3	6.3%	44.1%	23.7%	2.2%	13.5%	5.9%	4.3%
Stanislaus	1.5	25.1	11.2	2.3	6.8	2.0	3.7	52.7	2.9%	47.7%	21.2%	4.4%	12.8%	3.8%	7.1%
Total Staff	**105.6**	**961.3**	**680.8**	**56.0**	**191.6**	**83.5**	**103.4**	**2182.2**	4.8%	44.1%	31.2%	2.6%	8.8%	3.8%	4.7%

Managerial/Supervisory	Traffic	Criminal	Civil	Probate	Family	Depend	Delinq	Total	Traffic	Criminal	Civil	Probate	Family	Depend	Delinq
Amador	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	10.0%	42.5%	25.0%	7.5%	10.0%	0.0%	5.0%
Calaveras	0.0	0.0	0.4	0.0	0.0	0.0	0.0	0.4	6.2%	7.3%	84.7%	0.0%	1.7%	0.0%	0.0%
Los Angeles	37.4	28.4	55.8	4.3	9.3	9.2	8.4	152.9	24.5%	18.6%	36.5%	2.8%	6.1%	6.0%	5.5%
Sacramento	2.2	2.0	0.8	0.1	0.7	0.0	1.2	7.0	31.8%	28.3%	12.0%	0.9%	9.9%	0.1%	17.1%
San Bernardino	0.2	0.3	1.2	0.0	1.6	0.2	0.0	3.4	5.3%	9.8%	34.2%	0.2%	46.0%	4.5%	0.1%
San Joaquin	0.4	0.8	0.3	0.0	0.0	0.0	0.0	1.6	28.8%	50.6%	18.2%	0.0%	2.3%	0.0%	0.2%
San Mateo	0.2	1.8	0.9	0.0	0.1	0.0	0.0	3.1	5.6%	58.7%	29.7%	0.0%	4.3%	0.0%	1.6%
Shasta	0.7	0.5	0.8	0.0	0.3	0.1	0.1	2.4	28.4%	21.8%	32.4%	0.0%	12.2%	2.4%	2.8%
Stanislaus	0.1	0.3	0.1	0.1	0.2	0.0	0.0	0.9	14.2%	30.8%	13.2%	13.8%	27.9%	0.0%	0.0%
Total Staff	**41.3**	**34.2**	**60.3**	**4.5**	**12.3**	**9.4**	**9.7**	**171.8**	24.0%	19.9%	35.1%	2.6%	7.2%	5.5%	5.7%

H.3. Minutes per Case in Central Clerk Services

Earlier analysis of case filing patterns in Phase 1 show that the nine courts have relatively similar case mix. In addition, results in the previous sections of this Appendix show similarity in the relative allocation of staff by case type and function. In this section, we focus on staff minutes per filing for central clerk services. To calculate staff minutes per filing, staff FTE are converted to staff minutes (by applying the staff year of 101,250 to FTE estimates) and dividing by filings (Table H-4a).

Table H-4a: Minutes per Filing from 9 Court Time Study

	Minutes per Filing from 9 Court Time Study for Central Staff Services							
County	Traffic	Criminal	Civil	Probate	Family	Dependency	Delinquency	Total
Amador	53	571	482	641	1,616	622	349	263
Calaveras	52	291	403	298	297	359	138	169
Los Angeles	29	173	234	616	169	544	201	94
Sacramento	42	182	193	755	228	1,820	310	122
San Bernardino	33	129	174	950	243	232	217	99
San Joaquin	48	178	193	316	238	390	224	120
San Mateo	35	468	337	722	449	617	186	133
Shasta	79	292	233	1,433	403	809	150	185
Stanislaus	46	236	264	851	430	605	274	152
Mean (weighted)	**32**	**179**	**226**	**671**	**211**	**581**	**216**	**102**
Median	**46**	**236**	**234**	**722**	**297**	**605**	**217**	**133**
Mean (unweighted)	**46**	**280**	**279**	**731**	**453**	**666**	**228**	**149**

Note: The above time study weights are based upon the nine courts in the time study. The minutes used in the calculation are based upon the following functional categories: case processing, records management, calendaring and caseflow, case monitoring

Table H-4a displays central clerk services staff workload directly in terms of minutes per filing. Again, there are certain similarities (e.g., Traffic has the lowest minutes per filing), but also variation (e.g., minutes per filing in Dependency). Table H-4b takes a more analytic view of the variation in central clerk staff time per case by correlating minutes per case across the seven case types for each of the nine courts. As can be seen, while many of the correlations are .70 or higher, there are some marked dissimilarities among the courts. For example, Amador has no correlations above .50 and

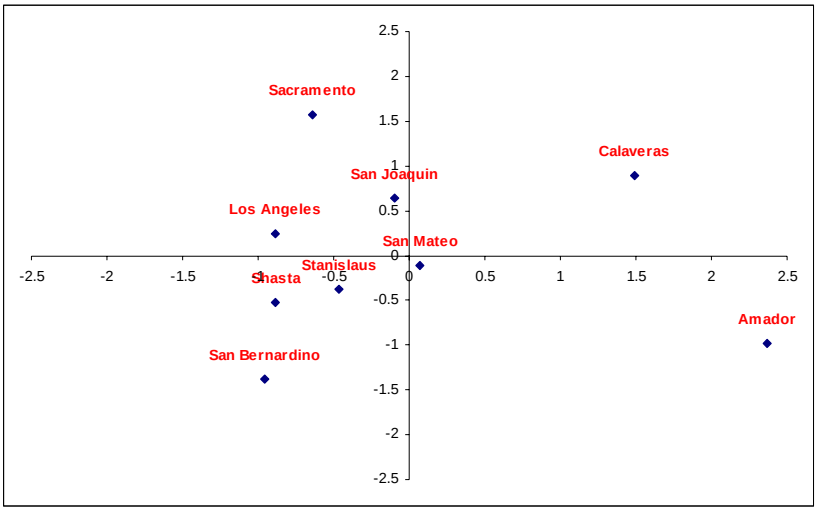
is correlated at .06 with Sacramento. As can be seen, the bigger courts have relatively high correlations across the seven cases types. This is especially the case with Los Angeles.

Table H-4b: Correlation Between Average Minutes per Case by Case Type

CORRELATIONS BETWEEN AVERAGE MINUTES PER CASE BY CASE TYPE									
	Amador	Calaveras	Los Angeles	Sacramento	San Bernardino	San Joaquin	San Mateo	Shasta	Stanislaus
Amador	1.00	0.47	0.12	0.06	0.18	0.39	0.47	0.22	0.39
Calaveras		1.00	0.54	0.42	0.26	0.64	0.74	0.42	0.52
Los Angeles			1.00	0.80	0.78	0.89	0.86	0.92	0.94
Sacramento				1.00	0.29	0.85	0.63	0.60	0.66
San Bernardino					1.00	0.54	0.70	0.91	0.87
San Joaquin						1.00	0.84	0.73	0.86
San Mateo							1.00	0.86	0.90
Shasta								1.00	0.96
Stanislaus									1.00

The extent to similarity and dissimilarity is brought into clearer focus by subjecting the correlation matrix to multidimensional scaling. Multidimensional scaling is a visualization technique that enables researchers to get a two dimensional picture of the similarity from any dimensional data. It is, in other words, a way to reduce the amount of information in Table H-4b and present it in a way that highlights the overall similarity between the nine courts. The results of this analysis are displayed graphically in Table H-4c.

Table H-4c: Two Dimensional Similarity Plot



The least similar courts—Amador and Calaveras—are small courts handling relatively fewer cases per court staff member. The finding that most but not all courts show a basic similarity in staff minutes per case (in terms of relative size) is an affirmative finding for this study. Earlier in this report, it was argued that the nine courts participating in the study are likely representative of the variation in California's 58 courts. The results from the current analysis reinforce that assertion. The sample includes courts across the size spectrum and reflects basic differences in staff minutes per case. Thus, the project draws on varied workload patterns likely representative of patterns throughout the state.

Despite differences in size and geographic location, the nine courts are relatively similar in terms of case mix and the percentage of staff apportioned by case type and functional area. We conclude there is basic consistency in filing and staff allocation patterns in all courts across the state. There is no evidence of major structural differences in the cases coming before the courts or in how court managers choose to deploy their resources. Therefore, we believe a central clerk services staffing standard denominated in staff minutes per filing has the potential to be both a valid measure of central tendency and flexible enough to accommodate variation in local practice.

The central clerk services staffing standards are based on a single statewide standard for each of the seven case types. In an earlier analysis, multidimensional scaling was used to examine the relative similarity of staffing patterns and determined that participating courts in Clusters 2, 3, 4 and Los Angeles are similar to one another in terms of the pattern of minutes per case across the seven case types. Therefore, NCSC staff recommend the development and use of a single statewide standard. If different

standards are desired, NCSC staff strongly encourages conducting a statewide court staff time study to gain greater representation within each of the clusters.

H.4. Median Minutes per Case

As a starting point for viewing the variation in staff minutes per case among the nine courts, we present a box and whisker plot[19] for the seven case types (Table H-5).

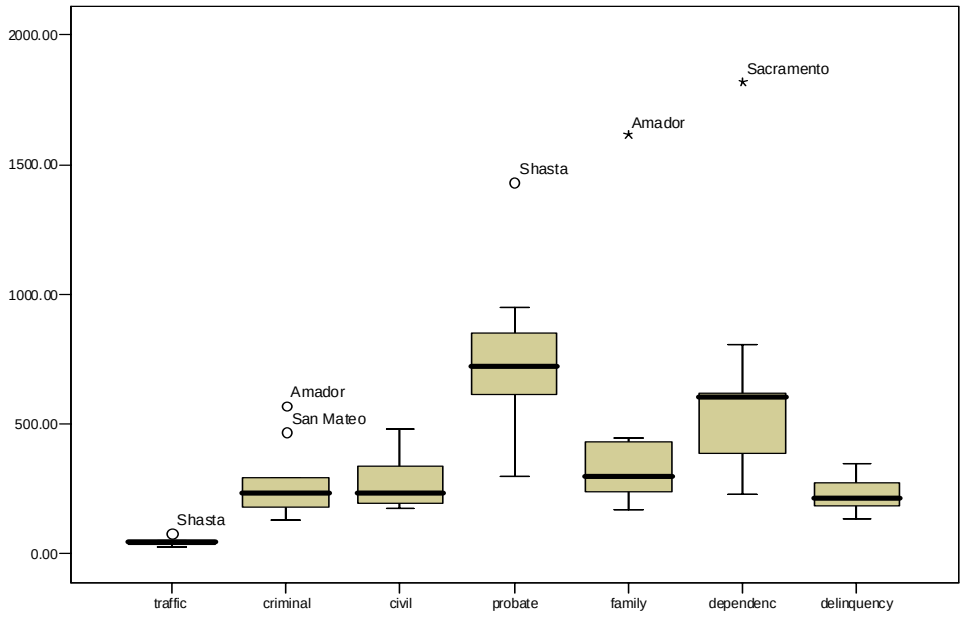


Table H-5: Box and Whiskers Plot

The shaded area in the box and whisker plot shows the middle 50 percent (25th to 75th percentiles)[20] of reported staff minutes per filing and the black band indicates the median value (50th percentile). The "whiskers" show how far data spreads away from the box. Most software packages only allow whiskers to spread to a maximum distance of 1.5 times the interquartile range (IQR). If data values do not spread all the way to ± 1.5

[19] A box-and-whisker plot can be useful for handling many data values. It shows only certain statistics rather than all the data. *Five-number summary* is another name for the visual representations of the box-and-whisker plot. The five-number summary consists of the median, the quartiles, and the smallest and greatest values in the distribution. Immediate visuals of a box-and-whisker plot are the center, the spread, and the overall range of distribution

[20] This is referred to as the Interquartile Range (IQR).

times the IQR, the whiskers do not extend that far. Outliers are defined as any values that are in excess of 1.5 times IQR. If the value is between 1.5*IQR and 3.0*IQR, it is denoted by a small circles; values in excess of 3.0 times IQR are denoted by an asterisk. For example, while there are significant outliers in five of the seven case types, only in criminal is there more than a single outlier among the nine courts. In all cases, there are no significant outliers below – all of the outliers are above. As the box and whiskers plot shows, there is remarkable consistency across the median minutes measure. All in all, we believe that—insofar as Central Clerk Services are concerned—the median minutes per filing provides a coherent and valid indicator of staff need.