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## MEMORANDUM

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**DATE:** April 6, 2007

**TO:** City Council Members

**FROM:** Sylvia Richards, Research & Policy Analyst

**SUBJECT:** Workload Assessment for the Justice Court

**CC:** Lyn Creswell, Ed Rutan, Steve Fawcett, Judge Virginia Ward, Mary Johnston, Marian Graves, Claudia Sundbeck, Gina Chamness, Richard Brady, John Douglas, Laura Klasversma

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On April 5, 2007 the Council Office received the final report of the Judicial & Court Staff Workload Assessment for the Salt Lake Justice Court from Matrix Consulting Group and the National Center for State Courts.

### **Chronology:**

- February 2005      The Council authorized Matrix Consulting Group to conduct a Management and Operational Audit of the Salt Lake City Justice Court.
- February 2006      Matrix Consulting Group briefed the Council on the Management and Operational Audit of the Salt Lake City Justice Court.
- April 2006          The Council authorized a Weighted Caseload Study for the Justice Court.

### **Background & Issues:**

1. A weighted caseload analysis provides courts with criteria for determining overall staff performance, including case-related and non-case-related functions. The assessment “weights” cases to determine their level of complexity. This provides a more accurate picture of the amount of staff time required to process cases.
2. According to the report, the consultants used a weighted workload assessment with a time study data collection procedure to translate judicial and staff workload into an estimate of judicial and staff need. The judicial and staff workload estimates are based on the average amount of time needed to resolve a case and the annual number of cases in the court. The judicial and staff resource assessment compares the current available judicial and staff resources to the resource demand predicted by the model (one assessment for judges and one for court staff).
3. The results of the weighted caseload study indicate that one additional judge and eight additional court staff may be needed to create a more effective balance between court staff and judicial workload, and to maintain appropriate service levels. The consultants have

indicated that this is the optimal situation; however, they further indicate that change of this magnitude will most likely occur gradually.

4. The consultants indicate there are specific constraints facing the Justice Court which need to be considered, such as the ability to accommodate additional staff in the existing court facility without impacting other functions, as well as the budgetary impact of the costs associated with staff level increases.

Council staff estimates that the budgetary impact of adding eight court staff and one court judge in fiscal year 2007-08 would be approximately \$520,000. During the FY 2006-07 budget process, the Administration requested approximately \$465,000 for additional court staff and one judge. (This recommendation was based on funding some positions on a partial year level, such as 8 months, 6 months, etc.)

5. The fiscal year 2006-07 budget included \$135,400 for four contract employees to assist with court duties pending the results of the weighted caseload study.
6. Given the constraints mentioned above, the consultants are recommending the following:
  - Phase-in the additional court staff over a 3-4 year period, resulting in incremental budget increases as well as allowing additional time to evaluate staffing needs as FTE's are added.
  - Continue to monitor caseloads and impacts of changes made as a result of the Management Audit, such as identifying alternative case processing approaches via the internet, payment kiosks, etc.
  - Consider extending court operation hours (earlier or later hours) to use more staff in the same space.
  - Consider the use of telephone, internet, kiosk payments and other means to reduce the need to use court staff in these interactions.
  - Develop a facility plan identifying the use of existing space, remodeling existing space, or the addition to the existing facility, satellite facility or new court facility.

The City Council does not need to take any action at this time as a result of the study.

*The Council may wish to request that the Administration review the study and identify alternatives.*

*The Council may also wish to determine whether to authorize funding for follow up issues related to the study.*



# **Judicial & Court Staff Workload Assessment for the Salt Lake City Justice Court**

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**Final Report - April 2007**

# Table of Contents

Executive Summary .....	1
Introduction.....	<u>6</u>
Overview: Workload Assessment Model .....	7
Methodology .....	7
Workload Estimate.....	8
Time Study.....	8
Case Weight Calculation.....	9
Adequacy of Time Survey .....	9
Case weight adjustment .....	10
Workload calculation.....	11
Resource Assessment.....	11
Judge/ Court Staff Resource Supply .....	11
Judge/ Court Staff Demand.....	11
Judicial/ Court Staff Need.....	12
Keeping the Model Current .....	13
Conclusion .....	14
Appendix A: Time Study Data Elements.....	15
Appendix B: Adequacy of Time Survey Results- Judge .....	16
Appendix C: Adequacy of Time Survey Results- Court Staff.....	16
Appendix D: Justice Court Judge Model Worksheet.....	30
Appendix E: Justice Court Staff Model Worksheet.....	31
Appendix F: Case Weight Composition - Judge.....	31
Appendix G: Case Weight Composition – Court Staff .....	33

# Executive Summary

The Salt Lake City Justice Court faces a challenge shared by many courts, determining the optimum number of judges and staff needed to successfully complete the work of the court. Maintaining an adequate level of court resources is essential to effectively manage and resolve court business while upholding a high level of customer service. In order to meet these challenges, an objective assessment of the number and allocation of judges and court staff needed to handle caseloads is necessary. To this end, the Salt Lake City, City Council contracted with the National Center for State Courts, (NCSC) and the Matrix Consulting Group to conduct a judicial and staff workload assessment for the Salt Lake City Justice Court.

As is true in all courts, cases in the justice court system vary in the level of complexity and amount of judicial and staff time needed to be successfully resolved. Given that judges and staff handle multiple cases with varying levels of complexity, measuring workload can appear to be an arduous task. This study utilized a weighted workload assessment methodology with a time study data collection procedure to translate judicial and staff workload into an estimate of judicial and staff need. The two primary analyses used by the weighted workload assessment are:

- **Judicial and staff workload estimate**—judicial and staff workload calculations are based upon the average amount of time needed to resolve a case and the annual number of cases in the court
- **Judicial and staff resource assessment**—this is a series of calculations comparing the current

available judicial and staff resources to the resource demand predicted by the model

## Workload Estimate

Two separate workload models were produced one representing judge need and another representing court staff need. The judicial and staff workload value represent the total number of minutes of annual case-related work and is calculated from case weights and annual filings. This measure is based upon baseline data and current practices, the challenge is to provide judges and staff sufficient time to *reasonably* engage litigants, listen to victims, clearly explain rulings and orders—features fundamental to the public perception of fairness and appropriate treatment by the court and court staff. Calculating an estimate of the workload is the first phase in a weighted workload assessment. Components of the workload estimate include the following:

- Time study is an event-based data collection process designed to measure the actual time judges and staff respectively, currently spend in resolving different types of cases
- Adequacy of time survey designed to collect perspectives on the level of time currently available to conduct the business of the court
- Qualitative adjustment of the case weights based on an examination of current practice and expert judicial and staff opinion.

## Time study

The major product from the time study portion of a weighted workload assessment are the individual case weights. Case weights are used to calculate the overall

workload values. In this study, individual case weights were generated both for judges and staff under the case types as follows:

- Parking/ Civil Ordinance/ Impound
- Traffic
- Misdemeanor/ Infractions
- Small Claims
- Domestic Violence
- DUI

Each case weight represents the average amount of time it takes a judge or court staff to process a case from filing to resolution<sup>1</sup>. Final case weights were developed through a qualitative adjustment process. Qualitative adjustments take into account unique aspects of case processing not adequately captured by the time study data. Any case weight adjustment is accompanied by clearly articulated rationale and justification. The case weights are applied to the annual filings for a court and a workload value is derived. The overall workload models including the calculated case weights and workload values are presented Appendices D and E.

### Adequacy of Time Survey

No quantitative resource assessment model by itself can determine the *exact* number of judges and staff needed to stay current with caseloads. Therefore, results from a weighted workload assessment model should be used in concert with other qualitative, court-specific factors that may impact the need for court resources. Project staff employed an adequacy of time survey to gauge whether judges and staff believe they have enough time to adequately meet the demands of their workload. Judicial officers were asked to complete a survey asking whether they had adequate time to

effectively complete 50 separate tasks with respect to:

- pre-trial activities
- trial activities
- post-trial activities and
- general court management

The results of the adequacy of time survey from both the judges and staff supported the accuracy of the time study results. Thus, the survey did not indicate that adjustments to the case weights were necessary. Rather both judges and staff hypothesized that if judge and staff resources rose to the level of their respective workload model the amount of work relieved would provide adequate time to fill any inadequacies in customer service. Appendix B and C presents the findings from the adequacy of time surveys.

### Qualitative Adjustments

In addition to the adequacy of time survey, the advisory committee reviewed individual case weights to determine whether they seemed reasonable. This “reality check” resulted in no adjustments to the case weights.

## **Judicial/ Staff Resource Assessment**

Overall, the projected judicial and staff resource need is determined through the following three steps:

- Judicial/ Staff Resource Supply – the current judicial/ staff resources available for case-related work
- Judicial/ Staff Demand – calculation of the number of judges/ staff necessary to complete the case-related work of the court
- Judicial/ Staff Need – comparison of the judicial/ staff demand calculation to the available case-related judicial resources.

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<sup>1</sup> For those case types not typically resolved in a year, the case weight represents the average amount of time spent annually on the case type.

## Judicial Resource Supply

The judicial resource supply value<sup>2</sup> is the number of full time equivalent (FTE) positions available to process the case-related workload of the court. This value **excludes** the number of FTE that are dedicated to non-case-related activity. Non-case-related activities include education and training, community activities, speaking engagements, committee meetings, general legal research, non-case-related administration and court related travel.

When the FTE required for non-case-related activities is subtracted from the judicial FTE currently available to conduct all the work of the court, the remaining value represents the FTE available to conduct the *case-related* work of the court (i.e., judicial resource supply). The judicial resource supply calculated is 3.60 for the justice court.

## Judicial Predicted Demand

The judicial demand value<sup>3</sup> is calculated by dividing the judicial workload value by the judicial average annual availability value and represents the judicial full time equivalent (FTE) needed to process the case-related work of the court. The judicial average annual availability value is the total amount of time per year that a judge has available to process his or her workload. This value is reached by the advisory committee after careful consideration of the typical number of days per year and hours per day that a judge should be available to work on case-related and non-case-related activities. This value accounts for weekends,

holidays, sick days, vacation time, and administrative leave time.

The judicial demand is produced by applying the case weights to the 2005 filings to obtain the workload and dividing that value by the judge year value. The calculated judicial demand for case-related activities in the justice court is 5.30 FTE.

## Judicial Need

The judicial need value<sup>4</sup> is the comparison of the predicted judicial demand to the judicial resource supply currently available to process cases.

This study determined that the justice court requires greater judicial resources to complete the work of the court. Specifically, the additional judicial FTE needed for the justice court is 1.70 FTE. A table of the judicial demand, availability and need value is shown in Table 1.

**Table 1: Total Judicial Need**

<b>Judicial Resources (FTE)</b>	<b>Judge FTE</b>
Judicial Case-Related Resource Supply	3.60
Judicial Case-Related Resource Predicted Demand	5.30
Supply/Demand Difference	-1.70

<sup>2</sup> This value is labeled “Judicial Case-Related Resource Supply” and “Staff Case-Related Resource Supply” in the models in Appendices D and E.

<sup>3</sup> This value is labeled “Judicial Case-Related Resource Predicted Demand” and “Staff Case-Related Resource Predicted Demand” in the models in Appendices D and E.

<sup>4</sup> This value is labeled “Supply/Demand Difference” in the models in Appendices D and E.

## Staff Resource Supply

The staff resource supply value<sup>5</sup> is the number of full time equivalent (FTE) positions available to process the case-related workload of the court. This value **excludes** the number of FTE that are dedicated to non-case-related activity. Non-case-related activities include education and training, customer service/ public service and answering phones, financial management, case monitoring and enforcement jury services, judicial support and court related travel.

When the FTE required for non-case-related activities is subtracted from the staff FTE currently available to conduct all the work of the court, the remaining value represents the FTE available to conduct the *case-related* work of the court (i.e., staff resource supply). The judicial resource supply calculated is 30.92 for the justice court.

## Staff Predicted Demand

The staff demand value<sup>6</sup> is calculated by dividing the staff workload value by the staff average annual availability value and represents the staff full time equivalent (FTE) needed to process the case-related work of the court. The staff average annual availability value is the total amount of time per year that a clerk has available to process his or her workload. This value is reached by the advisory committee after careful consideration of the typical number of days per year and hours per day that a staff person should be available to work on case-related and non-case-related activities. This value accounts for weekends, holidays, sick

days, vacation time, and administrative leave time.

The staff resource demand is produced by applying the case weights to the 2005 filings to obtain the workload and dividing that value by the staff year. The calculated staff demand for case-related activities in the justice court is 39.51 FTE.

## Staff Need

The staff need value<sup>7</sup> is the comparison of the predicted staff demand to the staff resource supply currently available to process cases.

This study determined that the justice court requires greater staff resources to complete the work of the court. Specifically, the additional staff FTE needed for the justice court is 8.59 FTE. A table of the staff demand, availability and need value is shown in Table 2.

**Table 2: Total Staff Need**

<b>Staff Resources (FTE)</b>	<b>Staff FTE</b>
Staff Case-Related Resource Supply	30.92
Staff Case-Related Resource Predicted Demand	39.51
Supply/Demand Difference	-8.59

## **Strategies to Meet Identified Judicial Needs**

This study has identified that there is, at present, an imbalance between judicial workloads and the staff available to meet handle these workloads at an appropriate level of service.

<sup>5</sup> This value is labeled "Staff Case-Related Resource Supply" in the models in Appendices C-E.

<sup>6</sup> This value is labeled "Staff Case-Related Resource Predicted Demand" in the models in Appendices C-E.

<sup>7</sup> This value is labeled "Supply/Demand Difference" in the models in Appendices C-E.



There are several constraints facing the City and the Justice Court in meeting these needs, not least the following factors:

- The Court's ability to accommodate additional staff in its existing facility without reductions in space allocated to other functions.
- The City's ability to increase staffing in a municipal function to such a significant extent without new revenue sources or corresponding reductions elsewhere.

As a result, the project team recommends that the City of Salt Lake City and its Justice Court adopt several strategies to meet this identified need. These include:

- Phase-in the addition of staff over a 3 4 year period. This not only results in incremental budget increases but allows for other strategies to impact ultimate staffing needs.
- Continue to monitor caseloads and the impacts of other strategies being implemented by the Justice Court since conduct of the Management Study in 2006. These strategies include alternative case processing approaches through the use of the internet, payment kiosks, etc.
- Consider staggering court hours as a way to deploy more staff in the same space during extended hours of service.
- Consider expanding the use of alternative court and payment processes to reduce staff needs associated with current approaches.
- Develop a facility plan which provides alternatives to the existing space or use of space such as remodeling existing space, addition of space in the existing facility, satellite facility or new Justice Court facility.

The strategies described above recognize that, ultimately, staffing needs are a 'moving target' determined by workload trends, staff's ability to handle these workloads at an appropriate level of service and approaches to managing these workloads. There are many initiatives developing in Salt Lake City's Justice Court which impact the need for staff.

# Introduction

A clear measure of court workload is central to the determination of how many judges and staff are needed to effectively and efficiently resolve all cases coming before a court. Raw and unadjusted case filing numbers offer little information concerning the amount of time spent handling cases. In response to this challenge, state judicial leaders are increasingly turning to more sophisticated techniques to obtain quantitative documentation of judicial and clerk staff resource needs in state trial courts. Assessing the judicial and staff workload through the development of a workload assessment model is a rational, credible, and practical method for determining the need for court resources.

While case counts have a role in determining the demands placed on judicial districts, they are silent about the resources needed to process the vast array of cases effectively. Case filing numbers offer only minimal guidance regarding the amount of work generated by those case filings. Moreover, the inability to differentiate the work associated with each case type creates the potential misperception that equal numbers of cases filed for two different case types result in equivalent amounts of case-related and non-case-related work.

For example, a “typical” serious felony case has a greater impact on judicial resources than a “typical” misdemeanor case. For this reason, the NCSC believes that a comprehensive program of judicial/ staff workload assessment is the best method for measuring case complexity and determining the need for court resources.

The Salt Lake City Justice Court was established by the Salt Lake City Council in July of 1999, and officially opened its doors for business on July 1, 2002. Currently, there are 4.75 justice court judges and 42 justice court hearing officers and court staff to process case filings at the justice court. The NCSC was commissioned to conduct a judicial and clerical workload assessment study to build two discreet resource models.

This report details the methodology of the Salt Lake City Justice Court Judicial and Clerk Staff Workload Assessment Study and presents two workload models that differentiates case processing time standards for judges and court staff in each of the major case types identified by the workload assessment committee. The primary goals of the project were 1) to establish judicial and staff workload standards conducive to effective and efficient case resolution and 2) to provide a viable tool to predict future judicial officer and court staff need.

***Specific objectives of the judicial and staff workload assessment study are as follows:***

*To conduct a quantitative evaluation of judicial and staff resources at the Salt Lake City Justice Court*

*To provide accurate, easily understandable criteria to assess the need for additional judicial and court staff resources*

*To provide a valid method for determining the need for additional judicial and staff resources for the Justice Court*

## Overview: Workload Assessment Model

A workload assessment model is a quantitative representation of the inter-related variables that work together to determine resource needs. The core of the workload assessment model is a time-study whereby judges and court staff record the amount of time spent working on each of the case types under investigation. When the time-study data are joined with case filing data for the same time period, it is possible to construct a “case weight.” The case weights represent the average amount of time required to handle a case from filing to disposition.

The utility of a case weight is that it summarizes the variation in judicial and court staff time by providing an average amount of time per case. On average, the case weight accurately reflects the typical amount of time needed to dispose of specific case types. Once developed, case weights can be used to calculate the total independent judicial and court staff workload for the court.

Applying the case weights to current or projected annual case filing numbers results in a measure of annual workload. These workload values are then divided by the amount of work time available for an individual judicial officer, or court staff resulting in an estimate of required resources. This approach is straightforward and sufficiently rigorous to measure resource needs and evaluate resource allocations.

It is important to note that even the most widely used and accepted resource assessment techniques, including the workload assessment model, will not determine the *exact* number of resources needed to stay current with caseloads. No quantitative resource assessment *model* by itself can accomplish that goal. Results from a workload model should be used concurrent with other considerations, including

budget constraints, population trends, and other more qualitative, court-specific factors that may impact the need for judicial resources.

To account for some of these qualitative factors, NCSC uses an adequacy of time survey to determine whether judicial officers and court staff believe that they have adequate time to effectively meet the demands of their workload. Depending on the results of the survey, the case weights may be adjusted upward or downward to more accurately reflect the amount of time that should be spent on case processing and/or non-case-related activities. To determine which case types may need to be adjusted, each respective advisory committee is asked to review the individual case weights to ensure that they are reasonable and reflect the practices of the court.

## Methodology

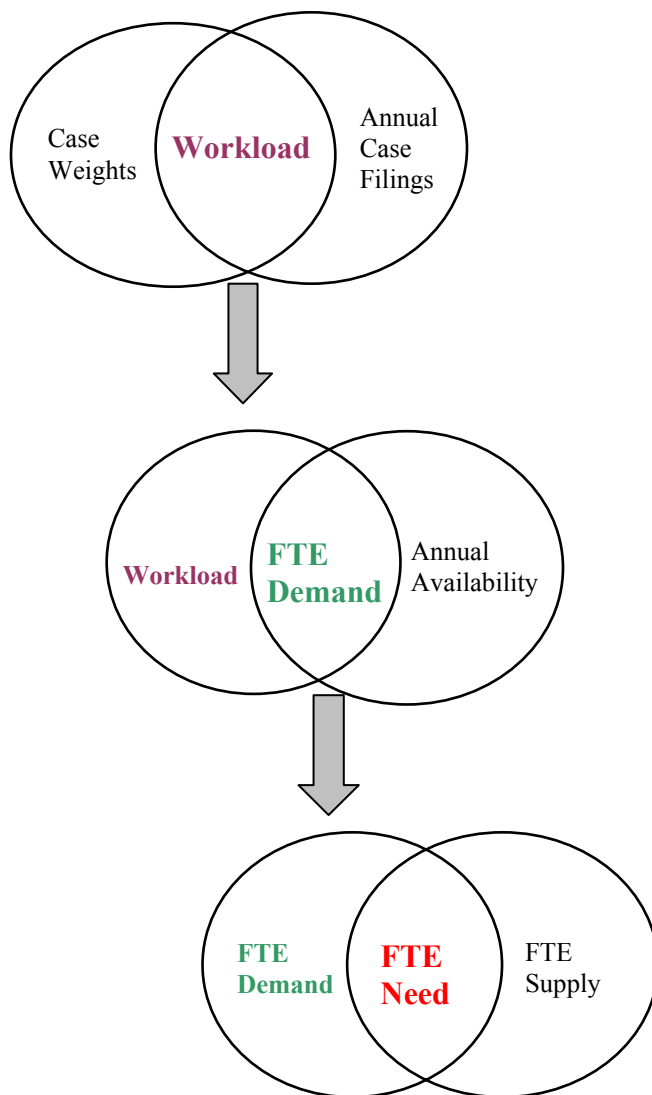
Two fundamental pieces of information are necessary to determine the resources required to handle the total court workload demand. The two pieces of information are:

- *Workload Estimate.* Workload is generated from two components, 1) the case weights which represent the average amount of time spent on case processing as determined by the time study and 2) the annual number of case filings. Multiplying these two values produces the workload estimate.
- *Resource Assessment.* The assessment of judicial and staff resources is based upon the following three calculations 1) resource supply, 2) demand, and 3) need.

The primary goal of the workload assessment study is to provide an accurate picture of the amount of time judges and court staff need to resolve different types of cases in an *efficient* and *effective* manner. The basic components

of the study are shown in Figure 1, and each step of the study is discussed in more detail below.

**Figure 1: Methodology Overview**



## Workload Estimate

### Time Study

A time study measures case complexity in terms of the average amount of judicial and court staff time actually spent processing different types of cases, from the initial filing to final resolution, including any post-judgment activity that may occur. The essential element in a time study is collecting time data on all judicial and court staff activities. Judges and court staff record all time spent on various case types on a daily time log and then enter their time on a Web-based data collection instrument.

Judicial matters include time spent on and off the bench, processing cases, case-related work, non-case-related work, and travel time. Non-case-related activity is a catch-all category and includes activities that cannot be attributed to a specific case, such as, legal research, staff meetings, general office and administrative tasks, and community speaking engagements. The specific non-case-related activities and case types for each court examined during the time study are provided in Appendix A.

Court staff activities include time spent processing cases, case-related work, non-case-related work, and travel time. Non-case-related activity is a catch-all category and included activities that cannot be attributed to a specific case, such general customer service, answering phones general financial management, staff meetings, general office, and administrative tasks.

The project team provided training August 21-23, 2006 for all judges, hearing officers and court staff participating in the study on how to record their time and complete the web-based data collection instrument. The training was conducted in the Salt Lake City computer labs which enabled participants

access to the web-based data collection instrument prior to the start of the time study, thereby giving participants the opportunity to familiarize themselves with the data collection tools. Study participants recorded their time on a Web-based data collection instrument that submitted all data directly into a database.

The 8 week data collection effort from Aug 28 through October 20<sup>th</sup> was very successful. The participation rates were very high. Specific participation rates are as follows: 100% for the Justice Court Judges and, 70% for the Justice Court staff and hearing officers.

### Case Weight Calculation

The calculation of case weights involves summing the time spent on case-related activities and dividing that value by the case filings during the data collection time period.

For domestic violence cases, the case weight is 45 minutes. As noted earlier, perhaps no case is an “average” case, taking exactly 45 minutes of judge time, but on average, justice court judges spend this amount of time on a single domestic violence case. Some cases take more time and some cases take less time. Generally, case weights are lower for those high volume case types with a lower likelihood of appearance in court. Not surprisingly, in the justice court, DUI cases take the most amount of judge-time on average, while parking/ civil ordinance/ impound cases take the least.

The final individual case weights for each of the case types measured for the justice court judges and staff are shown in tables 3 & 4.

**Table 3: Case Weights for Judges**

Type of Case	Minutes per Case
Parking/ Civil Ordinance/ Impound	1.00
Traffic	1.00
Misdemeanor/ Infractions	10.00
Small Claims	2.00
DUI	76.00
Domestic Violence	45.00

**Table 4: Case Weights for Court Staff**

Type of Case	Minutes per Case
Parking/ Civil Ordinance/ Impound	6.00
Traffic	21.00
Misdemeanor/ Infractions	111.00
Small Claims	27.00
DUI	2250
Domestic Violence	134.00

### Adequacy of Time Survey

Judicial officers and court staff were also asked to participate in an adequacy of time survey to examine whether current staffing levels were sufficient to provide reasonable and satisfactory service to the public. This survey asked judicial officers to evaluate how well specific tasks, covering pre-trial, trial, post-trial, and general court management events, were actually being performed by the court.

Court staff and hearing officers were also asked to evaluate how well they perform specific tasks as defined within a set of 72 tasks by the justice court clerks.

The survey was administered via a web-based data collection instrument which was made available to judicial officers and court staff over an approximate one week period. Overall, the participation rate for this survey

was excellent for judges at 100% and at 76% for court staff. The results are an indication of the views of all of the judiciary and most of the court staff regarding the adequacy of time for completing various judicial and court tasks. This information may prove helpful to court administration in future management decision-making.

### **Judge Results**

For the adequacy of time survey, judicial officers were asked to rate how much time they had for each of the 27 tasks listed under the four categories of activities

- Pretrial activities,
- Trial,
- Post-trial activities
- General court management

Prior to each task was the following question: “I generally have enough time....” on a scale of 1 to 5, with 1 being “almost never” and 5 being “always.” An average rating of “3.0” or greater indicates that judicial officers have adequate time to perform the specified tasks, indicating an adequate level of staffing to complete the listed tasks.

On average, judicial officers indicated **not** having adequate time to effectively complete the majority of tasks listed. The results of the adequacy of time surveys are presented in Appendix B.

### **Staff Results**

For the adequacy of time survey, court staff were also asked to rate how much time they had for each of 76 functional tasks listed under eight general heading. The general headings are:

- Case processing
- Records management
- Calendaring & case flow mgt/ in courtroom support
- Financial management

- Case monitoring and enforcement
- Judicial support
- Central administration and support services
- Hearing Officer functional tasks.

They rated whether they had adequate time on a scale of 1 to 5, with 1 being “almost never” and 5 being “always.” An average rating of “3.0” or greater indicates that court staff have adequate time to perform the specified tasks, indicating an adequate level of staffing to complete the listed tasks.

On average, court staff indicated having adequate time to effectively complete the majority of tasks listed. The results of the adequacy of time surveys are presented in Appendix B.

### **Case Weight Adjustment**

The final case weights reflect the outcome of a structured study of judicial and court staff workload that involved a TIME STUDY, an ADEQUACY OF TIME SURVEY and careful review by both advisory committees. This comprehensive process provides a more accurate prediction of workload and resulting resource need than any single process, as each step validates the prior step to account for unique practices and challenges of the justice court. Since the case weights account for quantitative and qualitative aspects of case processing, the final weights are accurate, valid and credible.

The case weights for each case type were reviewed by the advisory committees to determine if any qualitative adjustments were necessary. In this review process, the advisory committees considered factors other than the actual time recorded in the time study. Upon review, no adjustments were made to the case weights calculated from the time study data in either model.

## Workload Calculation

Applying the case weights to the annual filings produces the overall judicial and court staff case-related workload for the court. The case-related workload value for the judges was 503,457 minutes and 3,902,903 minutes for the court staff.

## **Resource Assessment**

### Judge/ Court Staff Resource Supply

The resource supply value is the number of full-time equivalent (FTE) judicial officers or court staff available to process the case-related workload. This calculation excludes the number of FTE that are dedicated to non-case-related activity.

Non-case-related activity for judges includes education and training, community activities, speaking engagements, committee meetings, general legal research, non-case-related administration and court related travel.

Non-case-related activity for court staff includes education and training, customer service/ public service & answering phones, financial management, case monitoring and enforcement, jury services, judicial support, and court related travel.

To determine current available judicial and court staff resources, the number of funded FTE positions was used. To adjust for the amount of time spent on non-case-related activities and travel, the average amount of time recorded during the time study as pertaining to non-case-related activities and travel was extrapolated to estimate an annual time value and converted to FTE. The number of FTE required to conduct non-case-related activities was then subtracted from the number of funded FTE for both judges and court staff positions.

Although the judges have 4.75 funded FTE judicial officer positions, because 1.15 FTE are required for non-case-related activities and travel the total number of FTE available to process cases is 3.60 FTE. The court staff have 42 funded FTE. The non-case related FTE obligation is 11.08 resulting in 30.92 FTE available for case related activity

### Judge/ Court Staff Demand

The demand value is calculated by dividing the workload value by the judge/ staff year value and represents the judicial/ court staff FTE needed to process the case-related work of the court. The judge/staff year value is defined as the number of days a individual has to process his or her assigned caseload in a one year period. Weekends, holidays, vacation, sick leave and administrative leave are deducted from 365 days to arrive at the value. The average workday is defined as 7.5 hours. Converting the workday into minutes and multiplying that by the number of available days results in the average annual availability of judges and court staff. In the Salt Lake City Justice Court, judges average 94,950 minutes of availability annually (211 days x 7.5 hours x 60 minutes) and court staff average 98,775 minutes of availability annually (219.5 x 7.5 hrs x 60 minutes)

Calculations for the judge year value are shown in Table 5.

### Judge Year Value

**Table 5. Calculation of Judicial Annual Availability Value**

	Days	Minutes
<b>Available Time</b>	<b>365</b>	<b>164,250</b>
<b><u>LESS</u></b>		
Weekends	104	46,800
Holidays	12	5,400
Vacation	25	11,250
Sick leave	5	2,250
Education/training	8	3,600
<b>TOTAL TIME</b>	<b>211</b>	<b>94,950</b>

When the workload values were divided by the judge year value of 94,950 minutes, the justice district court requires 5.30 FTE to complete *case-related work processing*.

Calculations for the court staff year value are shown in Table 6.

### Staff Year Value

**Table 6. Calculation of Court Staff Annual Availability Value**

	Days	Minutes
<b>Available Time</b>	<b>365</b>	<b>164,250</b>
<b><u>LESS</u></b>		
Weekends	104	46,800
Holidays	12	5,400
Vacation	21	9,450
Sick leave	5	2,250
Education/training	3.5	1,575
<b>TOTAL TIME</b>	<b>219.5</b>	<b>98,775</b>

When the workload values were divided by the staff year value of 98,775 minutes, the justice court requires 39.51 FTE to complete *case-related work processing*.

### Judicial/ Court Staff Need

The judicial/ staff need value is the comparison of the predicted demand to the resources currently available to process cases (judicial / staff availability).

This study determined the justice court require greater judicial and staff resources to complete the work of the court. The result of these calculations show that the justice court needs 1.70 additional judicial officer FTE, the court staff requires 8.59 additional judicial FTE. The calculations are shown in Table 7 and Table 8

**Table 7: Overall Judicial Resource Need**

<b>Judicial Resources (FTE)</b>	
Judicial Case-Related Resource Supply	3.60
Judicial Case-Related Resource Predicted Demand	5.30
Supply/Demand Difference	-1.70

**Table 7: Overall Court Staff Resource Need**

<b>Court Staff Resources (FTE)</b>	
Staff Case-Related Resource Supply	30.92
Staff Case-Related Resource Predicted Demand	39.51
Supply/Demand Difference	-8.59



## Keeping the Model Current

In the absence of any significant changes in case processing, court structure, or jurisdiction in the Salt Lake City Justice Court, the case weights developed during the course of this study should be relatively accurate well into the future. Periodic updating is necessary, however, to ensure that the case weights continue to accurately represent the judicial and staff workload. Increased efficiency, statutory or procedural changes, or implementation of various caseload management initiatives over time may result in significant changes in case processing. There should be no reason to replicate this study or to undertake a complete, court wide sampling of time-study data. Instead, efforts should be made to identify only those case types for which time-study data may have changed significantly from the initial study results. Relatively small-scale samples can then be taken from certain judges to assess whether any adjustments to certain case weights are warranted.

Workload assessment models such as this can be used effectively in judicial resource management. The 2005 case filing data were used to validate this model. The real power of the model lies in its applicability in predicting future resource needs with caseload projection analysis. Projected caseloads can be easily inserted into the model to provide an estimate of future judicial and court staff requirements.

## Strategies to Meet Identified Judicial Needs

This study has identified that there is, at present, an imbalance between judicial workloads and the staff available to meet handle these workloads at an appropriate level of service. This weighted caseload study has concluded that an assessment of current

caseloads to staff available utilizing current case processing approaches and technologies results in the need for more than 8 additional staff positions and over one additional judicial position. In most organizations change to such a significant extent cannot be accomplished overnight.

There are several constraints facing the City and the Justice Court in meeting these needs, not least the following factors:

- The Court's ability to accommodate additional staff in its existing facility without reductions in space allocated to other functions.
- The City's ability to increase staffing in a municipal function to such a significant extent without new revenue sources or corresponding reductions elsewhere.
- The ability of the Court and the City to recruit, select and train new staff is a similar constraint to a short-term implementation.

However, the assessment of staffing needs to be a continual process based on a constant evaluation of not only trends in workload but also the Court's approaches to handling these workloads. As a result, the project team recommends that the City of Salt Lake City and its Justice Court adopt several strategies to meet this identified need. These include:

- Phase-in the addition of staff over a 3 - 4 year period. This not only results in incremental budget increases but allows for other strategies to impact ultimate staffing needs.
- Continue to monitor caseloads and the impacts of other strategies being implemented by the Justice Court since conduct of the Management Study in 2006. These strategies include alternative case processing approaches

through the use of the internet, payment kiosks, etc. The implementation of some of these strategies has already had an impact on staff and judicial workloads. The overall conclusion of the previous study is that the Court needs to take whatever approaches it can to reduce the workloads associated with minor cases so that an appropriate amount of time can be dedicated to major cases.

- Consider staggering court hours as a way to deploy more staff in the same space during extended hours of service. Earlier or later hours could stagger staff, especially if part time staff were part of this strategy.
- Consider expanding the use of alternative court and payment processes to reduce staff needs associated with current approaches. This could include greater use of telephone, internet and kiosk payments, etc.
- Develop a facility plan which provides alternatives to the existing space or use of space such as remodeling existing space, addition of space in the existing facility, satellite facility or new Justice Court facility.

The strategies described above recognize that, ultimately, staffing needs are a ‘moving target’ determined by workload trends, staff’s ability to handle these workloads at an appropriate level of service and approaches to managing these workloads. There are many initiatives developing in Salt Lake City’s Justice Court which impact the need for staff.

## Conclusion

The workload assessment models for the Salt Lake City Justice Court indicates in the analysis the need for additional judicial resources to handle the current workload. Specifically, the court needs an additional 1.70 FTE judicial officers and 8.59 FTE court staff.

The case weights generated in this study are valid and credible due to the techniques employed. The TIME STUDY provided a quantitative basis for assessing judicial need which was further enhanced by the addition of the ADEQUACY OF TIME SURVEY, and the court’s Advisory Committees review of individual case weights, which allowed for qualitative adjustments to the case weights. Although the case weights generated in this study should be valid for many years, periodic updating should be conducted to ensure the continued accuracy and integrity of the case weights. Multiple factors may impact the affect of case weights, such as changes in court rules, jurisdiction, technology and legal practices. Periodic reviews should be conducted to evaluate whether changes have occurred that are acting to impact the judicial workload.

# Appendix A: Time Study Data Elements

## **SALT LAKE CITY JUSTICE COURT**

### **Case Types - Judge & Staff**

Parking/ Civil Ordinance/ Impound  
Traffic  
Misdemeanor/ Infractions  
Small Claims  
DV  
DUI

### **JUDGE STUDY**

#### **Case-Related Activity**

Pre-trial activities  
Trial (bench jury)  
Post Judgment Activities trial activity  
Case-related administration

#### **Non-Case-Related Activity**

Education and training  
Community activities, speaking engagements  
Committee work and meetings  
General legal research  
Non case related administration  
Travel  
Vacation/illness /unpaid leave  
Time Study Project (Filling out form and entry)  
Other

### **COURT STAFF**

#### **Case-Related Activity**

Case processing  
Records management  
Calendaring and case flow management/ in  
courtroom support  
Financial management  
Case monitoring and enforcement  
Judicial support  
Central administration and support services  
Hearing officer functional tasks

#### **Non-Case-Related Activity**

Education and training  
Customer service/ public service and answering  
phones  
Financial management  
Case monitoring and enforcement  
Jury services  
Judicial support  
Travel (work-related)  
Breaks/ Lunch  
Vacation/illness/unpaid leave  
Time Study Project (Filling out form and entry)  
Other

## Appendix B: Adequacy of Time Survey Results

### SLC-Judge Adequacy of Time Results

I typically have time to complete this task in a reasonable and satisfactory way...

(5=Always, 4=Almost Always, 3=Usually, 2=Seldom, 1=Almost Never)

Activity	Average	Median	N
1. Pre-Trial Activities	2.30	2.40	6
1-10:Treat members of the bar adequately-time	3.50	3.50	6
1-12:Treat parties adequately-time	3.17	3.00	6
1-9:Adequately explain orders and rulings-time	2.67	2.50	6
1-13:Monitor timeliness of required case events-time	2.40	2.00	5
1-7:Prepare and issue orders-time	2.33	2.00	6
1-8:Adequately review the case file-time	2.33	2.00	6
1-2:Conduct pre-trial/ preliminary hearings and motions-time	2.17	2.00	6
1-3:Interact adequately with pro se litigants-time	2.17	2.00	6
1-5:Conduct pre-trial conferences-time	2.17	2.00	6
1-11:Perform case management activities-time	2.17	2.00	6
1-6:Take pleas-time	1.83	2.00	6
1-1:Conduct arraignments or first appearance-time	1.50	1.50	6
1-4:Advise defendants of their rights and to do a Rule 11 Colloquy-time	1.50	1.00	6

**Comments** (not reflective of order above)

#### 1-1:Conduct arraignments or first appearance

The number of cases set for arraignments vary from 70 to 260. The session starts at 9:00 a.m. until completed. The defendant's must arrive by 8:30 a.m. to facilitate enough time to pull cases, defendant to review their rights, via video, accommodate non- English speaking video rights, and begin the session by 9:15 a.m. Even with the usual 40%-60% of failure to appears, the time allotted is not sufficient. By practicality, the judges do not complete a full Rule 11 colloquy regarding defendant's rights with change of pleas, as an example. If all defendants appeared, the process would collapse upon itself. When the court handles 100 - 160 cases during an arraignment session, it is a laborious event and results in the last defendant being in court from 8:30 a.m. to approx 12:00 noon or later simply to enter a not guilty plea and receive a new date (the session continues without recess until completed and it is not uncommon to go to 12:30 p.m or 1:00 p.m.) It is a poor public image in the administration of justice and an example where the judge does not meet all procedural requirements contained in the Rules of Criminal Procedure. Quantity sacrifices quality.

Monday arraignments are a problem, hundreds of people are scheduled, and this session can easily go from 9:15-1:30 with no breaks. Post-Holiday arraignments are just as bad, if not more so. It's not unheard of to have 200+ cases on the calendar.

I couldn't ever do a reasonably good job with 100+ events in a three hour period.

Although the tasks are necessarily completed, it is rare to have the time to interact individually.

#### **1-2:Conduct pre-trial/ preliminary hearings and motions**

Pretrial calendars vary from 40 to 60 cases. There are typically 10 - 15 failure to appears. Court sessions are set for 3 hours. This hearing is typically where matters reach disposition, approx 30% - 70% of cases heard, depending on the substance of the cases, and the advocates appearing (personalities). The repeated criticism of participants at pre-trials are 'too many cases set' to have meaningful discussions between advocates and attorneys w/ their clients. Cases that don't reach disposition at this point unnecessarily get set to trial w/out a meaningful review of the merits of the case by the advocates. The pretrial calendar is also where post-judgment enforcement issues are presented (OSC/Bench Warrant e.g.) Based upon the absence of court probation services, the court staff monitors the majority of cases for compliance. Often strict compliance on less minor offenses are waived simply because of volume of caseload and a conscious allocation of limited resources. The final difficulty with pretrial calendars is the length of time to obtain a pretrial. As of 10/1/06, approx 70 days (except Dom Violence - approx. 30 days) The 70 days is near the fastest setting to pretrial I've had all year. It has been as low as 55 days but usually averages approx 80 - 90 days. The delay has been as long as 110 days. Currently (11/9/06 my next available Pretrial is 81 days) Other judges w/ smaller case loads are approx 40 - 50 days. I believe the optimum time frame would be 30 to 40 days. This provides a reasonable time period for prosecution to respond to discovery requests to permit a meaningful 1st pretrial. As of 10/1/06 our team had 532 pre-trials set for hearing. Law/Motion matters are usually set to receive evidence. Typically 10-15 cases will be calendared. These are less difficult for the court to meet reasonable requirements. As of 10/1/06 47 cases were set for Law/Mot or Bench trials. The 1st available date for a setting is approx 45 days from the pretrial hearing.

#### **1-4:Advise defendants of their rights and to do a Rule 11 Colloquy**

Due to the quantity of cases in the Court, these procedures (quality) are compromised to maximize the time available to hear all cases set.

A Rule 11 colloquy takes at last 20+ minutes per case, and we handle either 45 per calendar in pre-trials or 50-100 in arraignments, so this is impossible.

#### **1-5:Conduct pre-trial conferences**

See comments to 1-2;

#### **1-6:Take pleas**

See comments to 1-4;

#### **1-7:Prepare and issue orders**

Orders include enforcement on minor matters to more serious compliance with DUI/Dom Violence probation. The lesser cases receive less oversight and therefore are often sacrificed based upon our limited resources. Again quality is compromised due to the quantity of the cases before the court.

#### **1-8:Adequately review the case file**

There would never be time in the schedule to review 45 files in anticipation of handling them at pre-trials.

See comments in 1-7;

#### **1-9 :Adequately explain orders and rulings**

Each judge has their respective 'comfort level'. I believe it is necessary to explain how the court arrived at the decision made. I will usually take whatever time needed to complete this task. But this time allocation affects the ability to perform the other required activities.

### 1-11:Perform case management activities

Assuming 'Case Management' means all activities from being prepared to enter the courtroom through review and oversight of compliance, the same systemic problem exists. Too many cases per person to do a reasonable job. As of 10/1/06 our team had 844 hearing set on the calendar. The following breakdown – Pre-trials 532, next available hearing as of 10/1/06 approximately 70 days. Bench Trials and Law/Motion Calendar 77; Next available date - approx 45 days; Jury Trials set 198, next available date approx 120 days, and that setting will be with approx 11 other matters also set for Jury trial.

### 1-12:Treat parties adequately

I'm not sure exactly what this means. But I am assuming it means treating parties respectfully.

**I typically have time to complete this task in a reasonable and satisfactory way...**

(5=Always, 4=Almost Always, 3=Usually, 2=Seldom, 1=Almost Never)

Activity	Average	Median	N
2. Trial	2.61	2.67	6
2-3:Conduct a trial (or contested hearing)-time	3.17	3.00	6
2-2:Prepare for a trial (or contested hearing)-time	2.67	2.50	6
2-1:Conduct trials within a reasonable timeframe-time	2.00	1.50	6

### Comments

#### 2-1:Conduct trials within a reasonable timeframe-comment

If this measures 'when the case is actually in the Court for trial' yes I have a reasonable time to conduct a bench trial or jury trial. If the questions address how soon a person is able to obtain a trial date, almost never for a 'jury trial'. As of 10/1/06 our team had 198 jury trials set. The 1st available setting (exclusive of DV) was 120 days from the date of pretrial. However, that case would be set w/ 11 other cases all ready for jury trial. A jury trial is typically held 12-16 months from the date of violation, assuming the defendant has not absconded/or missed set court hearing during the course of the case pending.

My jury trials are all 12-24 months old when they get to trial - not remotely reasonable under national standards for dealing with misdemeanor cases. It takes 90+ days to get a jury trial setting in my court, and 75+ days to get a bench trial setting in my court, but as to juries, no case will ever be heard the first time it is set, because it is in line behind cases that are on average, 12 - 16 months old.

However, I have been here until 11 PM on several occasions and have had to also call back for a 2nd day. But we get them done and give them the time they need which means staying very late.

#### 2-3:Conduct a trial (or contested hearing)

I "usually" have time because I have to bump all the other cases over to wait to be heard another day. Stated differently, I allow the parties all the time they reasonably need, but I can only hear a limited number of cases on any given day, so the whole caseload ages while waiting for another available trial date.

However, I have been here until 11 PM on several occasions and have had to also call back for a 2nd day. But we get them done and give them the time they need which means staying very late.

**I typically have time to complete this task in a reasonable and satisfactory way...**

**(5=Always, 4=Almost Always, 3=Usually, 2=Seldom, 1=Almost Never)**

Activity	Average	Median	N
3. Post-Trial Activities	2.61	2.42	6
3-1:Treat parties, particularly pro se, adequately-time	3.00	3.00	6
3-5:Prepare and issue orders, including bench warrants if appropriate-time	2.83	3.00	6
3-2:Review post-judgment motions, pre-sentence reports, and other relevant information-time	2.67	2.50	6
3-3:Hold sentencing and other necessary hearings, including modifications-time	2.67	2.50	6
3-6:Write legal opinions-time	2.67	2.50	6
3-4:Monitor the probationary compliance/ status of defendants-time	1.83	2.00	6

#### **Comments**

#### **3-1:Treat parties, particularly pro se, adequately**

I'm not sure exactly what this means. But I am assuming it means treating parties respectfully.

#### **3-3:Hold sentencing and other necessary hearings, including modifications**

Again for my own comfort level, sentencing is a very important aspect; however, I feel time pressures and constraints in the amount available to do a thorough sentencing hearing.

#### **3-4:Monitor the probationary compliance/ status of defendants**

See Comments 1-7; Typically the Judge is handed dozens of files a day to review probation status reports, evaluations, certificates of completion, many of these tasks are delegated to clerk staff to review and only forward to the judge if an issue or non-compliance arises. My personal preference is to review all DUI evaluations to determine the appropriateness of the sentence given. As of 10/1/06 several remain unread (approx 30 cases); Notwithstanding the DUI's, a significant amount of the Judge's time to review and sign warrants for non-compliance or simply failure to pay creates a significant expenditure of time that is inappropriate to delegate to a clerk, (e.g. only a Judge should sign a warrant).

#### **3-5:Prepare and issue orders, including bench warrants if appropriate**

See Comments 3-4;

#### **3-6:Write legal opinions**

I would love to write more reasoned opinions but I do not have the time.

I am not currently meeting accepted standards in issuing written ruling on matters taken under advisement.

**I typically have time to complete this task in a reasonable and satisfactory way...**

**(5=Always, 4=Almost Always, 3=Usually, 2=Seldom, 1=Almost Never)**

<b>Activity</b>	<b>Average</b>	<b>Median</b>	<b>N</b>
<b>4. General Court Management</b>	<b>2.77</b>	<b>2.68</b>	<b>6</b>
4-4:Participate in judicial education and training-time	3.17	3.00	6
4-2:Supervise and evaluate staff-time	3.00	3.00	2
4-1:Participate in the administration of the court-time	2.67	3.00	6
4-3:Conduct general and legal research-time	2.67	3.00	6
4-5:Participate in public outreach and education-time	2.60	3.00	5

#### **Comments**

#### **4-2:Supervise and evaluate staff**

If supervision also includes providing effective feed back on job performance, this is at least a weekly function.

#### **4-4:Participate in judicial education and training**

I meet the standard requirements, but the court does not have the time or financial resources to permit additional training/education to increase the Court's effectiveness or efficiency.

#### **4-5:Participate in public outreach and education**

I would love expanding our outreach to schools and the community. Realistically it would be at the expense of managing the volume of cases.

#### **Final Comments**

As an organization, too much emphasis is focused on managing volume versus the quality of legal administration. A balance must between these two functions; however, the current organization and realistic operation of the Court requires an unrealistic management of too many cases.

I need more time to conduct in court hearings in an adequate fashion. Since I also need out of court time to review files for probation, issue orders, attend meetings, conduct research, and prepare for trials, etc. What I really need is fewer cases assigned to me so I can more adequately address the needs of each case, and be able to try my most significant cases within a reasonable time frame. I cannot currently add any more trial times to relieve the backlog because I don't have time to do the out of court case management work myself, and I don't have enough clerks to prepare calendars and update files for any more hearings.

Generally, the work that is scheduled is completed, but the approach is similar to surgery in a MASH unit as opposed to surgery at the Mayo Clinic. Quick, dirty, complete.



# Appendix C: Adequacy of Time Survey Results

## SLC-Staff Adequacy of Time Results

I typically have time to complete this task in a reasonable and satisfactory way...

(5=Always, 4=Almost Always, 3=Usually, 2=Seldom, 1=Almost Never)

Activity	N	Average	Median
<b>1. Case Processing</b>	<b>30</b>	<b>3.51</b>	<b>3.28</b>
1-11:Provide information to unrepresented persons about court requirements and how to fill out forms.	17	3.76	4.00
1-7:Process documents for jail commitments.	13	3.62	3.00
1-10:Respond to phone and/mail requests for general and case-specific information.	27	3.52	3.00
1-6:Notice: provide notices to relevant parties of necessary court dates and requirements, including form notices linked to calendars, custom notices to individuals.	17	3.41	3.00
1:Miscellaneous counter services: provide files or case-specific information to litigants and the public, duplicate/certify/conform copies (e.g., certify DUIs) of case documents and tapes, provide forms and/or direct customers to appropriate offices/units.	16	3.31	3.00
1-2:Record required data regarding parties, documents and events in the automated or manual case management system.	22	3.27	3.00
1-3:Record all post proceeding judgments/sentences, notices, executions and writs.	15	3.27	3.00
1-5:Appeals: prepare required documents maintain internal case tracking records, forward case records to other court, etc.	10	3.00	3.00
1-4:Judgment processing and recording: maintain records relating to judgments, including assignment of docket number, record in appropriate registers; issue notices to judgment debtors/creditors; prepare abstracts and satisfaction of judgments, etc.	10	2.90	3.00
1-1:Counter service for new case filings and documents: receive, scan, assign case number, stamp, route to data entry, etc.	14	2.79	3.00

### Comments

**1-2:Record required data regarding parties, documents and events in the automated or manual case management system.**

I eventually get it done, but legal paperwork has to sit in my inbox for quite a while until I actually have time to get to it. Seeing as legal paperwork is usually of urgent nature, this is not the ideal situation.

**1-5:Appeals: prepare required documents maintain internal case tracking records, forward case records to other court, etc.**

I only have to put in the initial appeal, route to the clerk that takes care of the actual appeal paperwork, but I do tickle the appealed case to track it.

**1-6:Notice: provide notices to relevant parties of necessary court dates and requirements, including form notices linked to calendars, custom notices to individuals.**

1/2 of the time I have to give cases to someone else to do

**1-7:Process documents for jail commitments.**

This task takes priority since we are dealing with defendants going to jail.

I usually have time to do this, because you have no choice, it has to be done immediately. However, I am really crunched for time to get this done as soon as it needs to be done.

**1-8:Process warrants and return of service on warrants.**

Warrants generally sit on my desk anywhere from 3-5 days before I have a chance to get to them.

Once a week I import traffic warrants from ALE into JEMS. Without the cashier help it would take 3 to 4 hours to complete.

I help our Civil Section Manager get them done.

**1-10:Respond to phone and/mail requests for general and case-specific information.**

I only fulfill this task when answering phones; the defendant or other related party is on the phone with me at the time I respond to his/her request.

**1-11:Provide information to unrepresented persons about court requirements and how to fill out forms.**

Again, I fulfill this task while on the phone with defendants. I don't go into detail about filling out forms; I just tell them where they can obtain the forms.

**I typically have time to complete this task in a reasonable and satisfactory way...**

**(5=Always, 4=Almost Always, 3=Usually, 2=Seldom, 1=Almost Never)**

Activity	N	Average	Median
<b>2. Records Management</b>	<b>23</b>	<b>3.12</b>	<b>3.00</b>
2-3:Scanning closed files, information's and citations.	7	3.29	3.00
2-1:File management: organize create files, shelfe files and tickets, add documents to files after they are processed, pull and re-shelve files and tickets.	22	3.18	3.00
2-2:Record retention: archive case documents and files, reconstruct and/or purge files when necessary.	16	3.00	3.00
2-4:Sealing and purging: identification and processing of sealed records; processing expungement orders.	3	2.33	3.00

**Comments**

**2-1:File management: organize create files, shelfe files and tickets, add documents to files after they are processed, pull and re-shelve files and tickets.**

I always make time to do this because it is one of my primary duties.

**2-2:Record retention: archive case documents and files, reconstruct and/or purge files when necessary.**

Again, one of my primary duties.

**2-3:Scanning closed files, information's and citations.**

I don't always scan closed files during weeks when my judge has arraignments; most of my time is spent preparing arraignment calendars.

**I typically have time to complete this task in a reasonable and satisfactory way...**

**(5=Always, 4=Almost Always, 3=Usually, 2=Seldom, 1=Almost Never)**

Activity	N	Average	Median
<b>3. Calendaring and Case Flow Management/ In Courtroom Support</b>	<b>23</b>	<b>3.21</b>	<b>3.00</b>
3-1:Make files available for court hearings: ensure that case files needed for court are identified, pulled and transported to courtrooms.	18	3.50	3.50
3-5:Schedule individually set trials and hearings (lengthy motions, conferences, etc.)	17	3.18	3.00
3-4:Assign cases to regularly scheduled calendars, produce calendars, publish and post calendars.	13	3.15	3.00
3-6:Coordinate with law enforcement agencies regarding schedules for traffic and other high volume calendars. (arraignment - court dates for state police)	7	3.14	3.00
3-3:Prepare files for court, including review for apparent completeness of the file, check for documents in process that may not be in the file.	18	3.11	3.00

3-18:Provide clerical and admin follow-through after court hearings to issue required notifications to parties or service providers.	12	3.08	3.00
3-12:Coordinate video arraignments, participants, calendars, and outside agencies for video arraignment events.	8	3.00	3.00
3-13:Operate and monitor video arraignment equipment.	4	3.00	3.00
3-14:Provide in-court interpreting services when litigants or witnesses do not speak English. Translate documents.	7	3.00	2.00
3-17:Manage documents: ensure that files/documents are available in the courtroom when needed; documents filed in courtroom are accounted for and returned to clerk's office.	14	2.86	3.00
3-7:Coordinate with jail/transportation officers to assure timely and reliable appearance of in-custody defendants.	11	2.82	3.00
3-10:Monitor continuances.	10	2.80	3.00
3-16:Minute taking: record information - keep a log of cases called and minutes for those cases that a formal request (in writing) for a record is made.	5	2.80	3.00
3-8: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.	14	2.79	3.00
3-2:Track and retrieve all case files when they are not on the shelves; locate misplaced case files.	18	2.72	2.00
3:Monitor readiness of parties for hearings and trials and confirm appearances.	11	2.64	3.00
3-11:Collect statistical data to help judges maintain timely case processing.	9	2.22	2.00
3-15:Maintain, update, jury list, send summons, and qualify jurors.	2	2.00	2.00

#### Comments

##### **3-1:Make files available for court hearings: ensure that case files needed for court are identified, pulled and transported to courtrooms.**

This is one of my primary responsibilities; I make it a priority to have files ready to go for court. I do not usually attend court hearings. There are some days when we don't have any hearings.

##### **3-2:Track and retrieve all case files when they are not on the shelves; locate misplaced case files.**

Sometimes, I make a duplicate file when I don't have time to search every cubicle, file cubby, desk or drawer in the office.

##### **3-3:Prepare files for court, including review for apparent completeness of the file, check for documents in process that may not be in the file.**

I collect paper filing from my other team members on Monday and work on it during the week. I check my filing to make sure that papers for upcoming court dates are placed in the files before the hearing.

##### **3-4:Assign cases to regularly scheduled calendars, produce calendars, publish and post calendars.**

I produce calendars for my judge and her in-court clerks. It's one of my primary duties so I prioritize in order to get it done. Less often, I assign cases to a calendar when answering phones or a preparing calendar.

##### **3-5:Schedule individually set trials and hearings (lengthy motions, conferences, etc.)**

Court updating gets done eventually, but rarely in a timely fashion.

##### **3-8: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.**

I try to check to make sure that my paper filings make it into their respective files before court. I don't always have time to do this; luckily we document that stuff in JEMS and the in-court clerks check to be sure that required actions are complete.

##### **3-14:Provide in-court interpreting services when litigants or witnesses do not speak English. Translate documents.**

We are not allowed to do this- we have interpreters called in.

### 3-15:Maintain, update, jury list, send summons, and qualify jurors.

We have a jury coordinator who takes care of this.

### I typically have time to complete this task in a reasonable and satisfactory way...

(5=Always, 4=Almost Always, 3=Usually, 2=Seldom, 1=Almost Never)

Activity	N	Average	Median
<b>4. Financial Management</b>	<b>22</b>	<b>3.02</b>	<b>3.00</b>
4-3:Track overages and shortages and maintain sufficient funds.	5	3.60	4.00
4:Establish and maintain time payment agreement records and statements monitors and issues garnishments.	7	3.57	3.00
4-5:Reconcile daily receipts and cash registers.	4	3.50	4.00
4-6:Process deposits: determine appropriate accounts (general, trust, etc.), prepare deposit slips for appropriate accounts, transmit deposits, maintain deposit records, etc.	4	3.50	4.00
4-4:Identify and process irregular checks received (e.g., improperly tendered, illegible, returned for non-sufficient funds), including notification of tender, adjustment of payment records, researching charge backs and credit cards, etc.	4	3.25	3.50
4-12:Receipt, review, and payment of accounts receivables. (e.g., witness fees, office supplies, contract services, transcripts, etc.)	4	3.25	3.50
4-2:Receive payments and fees and issue receipt for monies received, reconcile daily receipts and cash registers and vault cash.	13	3.23	3.00
4-8:Bail/bond accounting: e.g., receipt and post, apply bail/bond monies, refund monies, disburse unclaimed funds to appropriate account.	7	3.14	3.00
4-7:Distribute and disburse payments: determine appropriate distribution of payments to payees as appropriate.	8	3.13	3.00
4-1:Prepare paperwork required for forfeiture or exoneration of bonds; warrant-related notices, etc.	9	2.78	3.00
4-10:Monitor and document compliance with financial payments.	13	2.77	3.00
4-11:Determine financial eligibility and contribution for public defenders.	1	1.00	1.00

### Comments

#### 4-2:Receive payments and fees and issue receipt for monies received, reconcile daily receipts and cash registers and vault cash.

Receive incoming collection mail payments.

I receive credit/debit card payments over the phone when answering calls. I give receipt numbers or mail receipts to persons making payments at their request.

#### 4-7:Distribute and disburse payments: determine appropriate distribution of payments to payees as appropriate.

I pay the District Court for satisfaction for small claims cases. As long as the clerks prepare the satisfaction I can do this in a timely manner.

#### 4-8:Bail/bond accounting: e.g., receipt and post, apply bail/bond monies, refund monies, disburse unclaimed funds to appropriate account.

Fill in for court accountant

#### 4-10:Monitor and document compliance with financial payments.

When I do ticklers (and that is usually when I don't have other stuff to do or when the in-court clerks need help), I check to see if the defendant is compliant with payments when the tickler specifies that payments should have been made. I also check for financial compliance when defendants call asking why they have a warrant or wanting to know when a payment is due.

I verify payment from collection agency for the specific month and submit payment request for their portion.

I typically have time to complete this task in a reasonable and satisfactory way...

(5=Always, 4=Almost Always, 3=Usually, 2=Seldom, 1=Almost Never)

Activity	N	Average	Median
<b>5. Case Monitoring and Enforcement</b>	<b>18</b>	<b>2.51</b>	<b>2.58</b>
5-4:Monitor motor vehicle judgments for satisfaction and report non-compliance to appropriate authorities with documentation.	4	2.75	3.00
5-3:Report non-compliance to Judge with pertinent information.	18	2.50	2.50
5-2:Implement informal compliance enforcement measures when appropriate. (e.g., written and telephone notices, interview or mediation, revised payment plan, community service alternatives, address updating, skip tracing, etc.)	13	2.38	2.00
5-1:Set up case for monitoring court ordered sentences, judgments, probation reports, deferred prosecutions, diversion conditions, including mediation agreements etc.	11	2.27	3.00

#### Comments

**5-1:Set up case for monitoring court ordered sentences, judgments, probation reports, deferred prosecutions, diversion conditions, including mediation agreements etc.**

I hardly EVER have time to get to ticklers.

**5-2:Implement informal compliance enforcement measures when appropriate. (e.g., written and telephone notices, interview or mediation, revised payment plan, community service alternatives, address updating, skip tracing, etc.)**

When answering phones, if the defendant asks me to send him/her a receipt, or informs me that s/he has moved, I change the address in JEMS, our software program.

**5-3:Report non-compliance to Judge with pertinent information.**

Again, on occasions when I'm doing ticklers, if a defendant is non-compliant, I report non-compliance to the judge.

I typically have time to complete this task in a reasonable and satisfactory way...

(5=Always, 4=Almost Always, 3=Usually, 2=Seldom, 1=Almost Never)

Activity	N	Average	Median
<b>6. Judicial Support</b>	<b>7</b>	<b>2.57</b>	<b>3.00</b>
6-1:Administrative support duties for judges: prepare correspondence, answer phones; maintain office files.	7	2.57	3.00

I typically have time to complete this task in a reasonable and satisfactory way...

(5=Always, 4=Almost Always, 3=Usually, 2=Seldom, 1=Almost Never)

Activity	N	Average	Median
<b>7. Central Administration and Support Services</b>	<b>18</b>	<b>2.86</b>	<b>2.90</b>
7-5:Pay, process court bills, contract maintenance and renewal.	2	3.00	3.00
7-7:Inventory supplies management.	4	3.00	3.50
7-13:Collecting data for reporting and sending payment to the state.	4	2.75	3.00
7-8:Train and orient new employees.	13	2.69	3.00
7-10:Set up court tours for public and government officials.	3	2.67	3.00
7-1:Manage personnel functions including administration of the court and attend meetings pertinent to court function and management.	11	2.55	3.00

7-6:Purchasing: needs assessment, research resources, maintain relevant records.	2	2.50	2.50
7:Process court payroll.	2	2.50	2.50
7-14:Reconciliation of liability accounts.	2	2.50	2.50
7-3:Oversight of operation level supervisors and line staff.	5	2.40	3.00
7-4:Supervise staff, e.g. review performance, hire & fire, disciplinary actions, determine "on call," etc.	5	2.40	3.00
7-12:Budget preparation and monitoring.	3	2.33	2.00
7-2:Human resource activities: hiring, firing, functions related to disciplinary actions, training, record keeping, etc.	6	2.17	2.00
7-11:Handle all phases of travel arrangements for staff and Judges.	1	1.00	1.00

#### Comments

#### 7-2:Human resource activities: hiring, firing, functions related to disciplinary actions, training, record keeping, etc.

I would like more to put together a training manual for hearing officers.

#### 7-7:Inventory supplies management.

I bring paper, files, and minute entry forms in from our storage area and load paper in printers and put files on the shelves. I inform the appropriate party if we get low on paper, minute entries, etc., so that she/he can order more.

#### 7-8:Train and orient new employees.

I have assisted with the training of two or three new employees and some interns, showing them how to prepare calendars, print minute entries, and case histories.

I've shown them how to find things in JEMS and have explained the filing system. I haven't done orientations.

Would like to be able to spend more time with new hires. Most of the training is done by hearing officers and is part of their job description.

We've had a large turnover of temporary clerks

Intern training and supervision

#### 7-14:Reconciliation of liability accounts.

Ongoing processes, reconcile, research, correct and reconcile again.

#### I typically have time to complete this task in a reasonable and satisfactory way...

(5=Always, 4=Almost Always, 3=Usually, 2=Seldom, 1=Almost Never)

Activity	N	Average	Median
<b>8. Hearing Officer Functional Tasks</b>	<b>19</b>	<b>3.34</b>	<b>3.00</b>
8-3:Online/Fax Hearings- set up payment plans, extensions, adjudicate tickets, refer to traffic school, educate public, research.	8	3.75	4.00
8-2:Phone/Mail Hearings-set up payment plans, extensions, adjudicate tickets, refer to traffic school, educate public, research, correspondence.	11	3.45	3.00
8-7:Perfec Reports-verifying the accuracy and completeness of tickets that are sent electronically and manually from enforcement agencies. Find/verify defendant/owner information, download associated pictures, scan tickets, verify if mandatory or non mandatory charge, file.	5	3.40	3.00
8-1:Counter Hearings-set up payment plans, extensions, adjudicate tickets, refer to traffic school, educate public, research.	10	3.30	3.50
8-11:Receives, disburses, and processes incoming mail, payments, and delivers mail to other agencies.	10	3.30	3.00
8-10:Enters dismissals of parking, traffic, and civil violations.	9	3.22	3.00

8-12:Prints letters notifying parties of violations and late fees.	8	3.13	3.00
8:Case monitoring-follow up on plea in abeyance terms verifying traffic school was attended and payments made.	7	2.86	3.00
8-4:Small claims court preparation and processing (prepare files, military and ssn checks, print and fill out forms, mail out judgments, update case management system, update services).	7	2.71	3.00
8-5:Bankruptcy dismissals and stays, verifying and filing claims.	3	2.67	3.00
8-8:Case monitoring-submit information to state for garnishment of income tax, process payments received, and send notice to defendants.	4	2.50	3.00
8-6:Rental Billings.	3	2.33	3.00

#### Comments

#### **8-2:Phone/Mail Hearings-set up payment plans, extensions, adjudicate tickets, refer to traffic school, educate public, research, correspondence.**

I can give up to a week no longer for pmt. I set up Traffic School. I can take off one late fee as long as it's with in 3 days or if the pmt comes through the mail.

#### **8-6:Rental Billings.**

I receive numerous calls from rental agencies regarding their monthly statement. I have a hearing officer run the report and mail out monthly bills to agencies.

#### **8-7:Perfec Reports-verifying the accuracy and completeness of tickets that are sent electronically and manually from enforcement agencies. Find/verify defendant/owner information, download associated pictures, scan tickets, verify if mandatory or non mandatory charge, file.**

I take the time to do it. It takes longer depending on incoming phone calls - Have other clerks enter the tickets cause I don't have the time to do it.

#### **8-8:Case monitoring-follow up on plea in abeyance terms verifying traffic school was attended and payments made.**

Passed it on to another HO to do

#### **I typically have time to complete this task in a reasonable and satisfactory way...**

(5=Always, 4=Almost Always, 3=Usually, 2=Seldom, 1=Almost Never)

Activity	N	Average	Median
<b>9. Non-Case Related Activities</b>	<b>32</b>	<b>3.12</b>	<b>3.00</b>
9-6:Travel (Work Related Only) - Travel time recorded by any staff member that is work related. This does not include travel from home.	6	3.33	3.50
9-2:Financial Management - Staff working in this area; reconcile daily receipts and cash registers; determine appropriate accounts and process deposits; distribute payments to appropriate accounts and disburse funds accordingly; grant and budget monitoring; and process revenue recapture claims (e.g. tax intercepts).	5	3.20	3.00
9-5:Judicial Support - Judicial Support staff who provide administrative support for judges not dealing specifically with a case: preparing correspondence, answering phones; maintaining office files; general receptionist duties.	6	3.17	3.00
9-1:Customer Service/Public Service & Answering Phones - Staff in this area performs tasks that are non-case related and that benefit public access to court events. These tasks include: Covering counter; answering phones (e.g., directions, receptionist); responding to correspondences (e.g., email, faxes, etc.), publishing and monitoring of materials and websites; handling media requests; copying materials for public requests; handling complaints; lost and found; and handling mail.	30	3.13	3.00
9-3: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 the non case related (specific) coordination of services from relevant organizations and agencies.	10	2.40	3.00

9-4:Jury Services - Court staff working in jury services create general jury source lists; process jury correspondence and calls regarding excuse request or to answer questions; conduct orientation; keep track of assignments and utilizations; create and manage juror call-in systems; maintain records for payment; and maintain juror utilization statistics and financial records. (When NOT working with a specific case.)

6 2.00 2.00

#### Comments

**9-1:Customer Service/Public Service & Answering Phones - Staff in this area performs tasks that are non-case related and that benefit public access to court events. These tasks include: Covering counter; answering phones (e.g., directions, receptionist); responding to correspondences (e.g., email, faxes, etc.), publishing and monitoring of materials and websites; handling media requests; copying materials for public requests; handling complaints; lost and found; and handling mail.**

I'm not sure where this would go, but I am responsible for getting courtroom ready for court; paperwork, water, sound equipment is working.

I answer phones. I haven't been trained on front counter tasks since I'm a temp.

Having to answer the phones constantly is greatly disruptive when trying to do other clerical tasks such as processing documents file with the court.

#### Final Comments

When answering phone calls, it takes away the time I need to get my probation cases done and to the judge for compliance. I believe it would benefit all in-court clerks to not answer phones to allow for time management of cases and to prepare for court.

There is a need to have regular meeting within the court and its various subunits (traffic, criminal, small claims, etc) to decide courses of action. Decisions affecting a significant number of staff members should NOT be taken during a "meeting in the hall" without careful consideration and input from those that would be affected (this should prevent major changes to be implemented with major vagueness on goals, and procedures). The court needs to determine itself what are going to be its priorities, not each individual judge dictate their own preferences when it would impact the organization as a whole. Management needs to look out for the needs of the organization as a whole, not trying to merely please whoever demands or asks for resources for their "pet project."

Thanks for all of your help with our under staffing problems. I hope that the information obtained here will enable us temps to be hired on full time. I have enjoyed working here and the varied duties I have been involved in. This court is in serious need of us and I feel we have taken a great deal of work load off of our clerks working under our judges.

Survey too a little too long but hopefully it will help us in the future.

More people on the phones so I can get my work done.

I was unable to find a section of this survey that was related to the initiation and implementation of new and/or specific programs/projects beneficial to the Court. I have been involved in approximately 3 initiatives directly related to generating revenue, the implementation of the project/program, and the statistical analysis of its 'worth' in terms of being successful. Perhaps addressing this type of "work", i.e. brainstorming possible/new policies and programs, is included in the staff meetings section, but this is often not where this contribution is made for consideration. Thanks

I feel there needs to be a stricter division between what is handled by Judges and what is handled by Hearing Officers. Cases should not be recycled back down to Hearing Officers once they get to court level, for example.



I feel that the time study and this survey did not apply to me in any specific area except account reconciliation. I understand that I was not the purpose of this time study and due to timing elements; I was not a big part of the time study criteria and did not have much input. But we keep increasing the number of clerks, full time and part time, and even the judges and I do all of the financial and payment corrections and distributions for the court along with the liability reconciliations. It seems to me that if we increase staff to address the work load of the clerks, we should also increase the accounting area to correct their errors. I feel that I do not have enough time to complete my job in a satisfactory way. This is apparent since I am asked where I am at in the process.

I don't know how the court functioned without the temps. I spend almost all my time filing, pulling calendars, re-filing, chasing down files, double-checking and scanning closed files, hunting for charging documents, and answering phones and I don't even go into court!

## Appendix D: Justice Court Judge Model Worksheet

Case Type Category		Case weight (Minutes)	SLC
1	Parking/ Civil Ordinance/ Impound	1.00	140,994
2	Traffic	1.00	45,551
3	Misdemeanor/ Infractions	10.00	12,414
4	Small Claims	2.00	8,243
5	DV	45.00	1,298
6	DUI	76.00	1,551
7	Total Annual Filings		210,051
8	<b>Case-Specific Workload (minutes)= Sum (Weights x Filings)</b>		<b>503,457</b>
9	<b>Judicial Average Annual Availability (AAA)</b>		<b>117,450</b>
10	State holidays (- 12 days)		5,400
11	Annual and Personal Leave (-25 days)		11,250
12	Sick leave (-5 days)		2,250
13	Education/training (-8 days)		3,600
14	<b>AAA for Case-Related Workload</b>		<b>94,950</b>
15	<b>Judicial Resource Calculations</b>		
16	Funded FTE Judge Positions		4.75
17	Travel FTE Credit (-)		0.10
18	Non-Case-Related Activity FTE Credit (-)		1.05
19	Judicial Case-Related Resource Supply (FTE) line 18 - (line 17 + line 18)		3.60
20	Judicial Case-Related Resource Predicted Demand (FTE) (line 8 / line 14)		5.30
21	<b>Supply/Demand Difference (line 19 - line 20)</b>		<b>-1.70</b>
24	Total Predicted Judicial Resources needs (line 17+ line 18+ line 20)		6.45
25	Percentage under (+%) or over (-%) resourced (line 24 - line 16)/line 16		0.36

## Appendix E: Justice Court Staff Model Worksheet

	Case Type Category	Case weight (Minutes)	SLC
1	Parking/ Civil Ordinance/ Impound	6.00	140,994
2	Traffic	21.00	45,551
3	Misdemeanor/ Infractions	111.00	12,414
4	Small Claims	27.00	8,243
5	DV	225.00	1,298
6	DUI	134.00	1,551
7	Total Annual Filings		210,051
8	<b>Case-Specific Workload (minutes)= Sum (Weights x Filings)</b>		3,902,934
9	<b>Staff Average Annual Availability (AAA)</b>		117,450
10	State holidays (- 12days)		5,400
11	Annual and Personal Leave (-21 days)		9,450
12	Sick leave (-5 days)		2,250
13	Education/training (-3.5 days)		1,575
14	<b>AAA for Case-Related Workload</b>		98,775
15	<b>Staff Resource Calculations</b>		
16	Funded FTE Staff Positions*		42.00
17	Travel FTE Credit (-)		0.03
18	Non-Case-Related Activity FTE Credit (-)		11.05
19	Staff Case-Related Resource Supply (FTE) line 18-(line 17 + line 18)		30.92
20	Staff Case-Related Resource Predicted Demand (FTE) (line 8 / line 14)		39.51
21	<b>Supply/Demand Difference (line 19 - line 20)</b>		-8.59
24	Total Predicted Staff Resources needs (line 17+ line 18+ line 20)		50.59
25	Percentage under (+%) or over (-%) resourced (line 24 - line 16)/line 16		0.20

\*does not include bailiffs

## Appendix F: Case Weight Composition

### SLC - Judge Case Weight Composition

	Case weight (minutes)	Activity	% of total time	Case weight composition (minutes)
Parking/ Civil Ordinance/ Impound	1.00	Pre- Trial Activities	21.43%	0.21
		Trial (bench & jury)	42.86%	0.43
		Post Judgment Activities	35.71%	0.36
		Total	100.00%	1.00
Traffic	1.00	Pre- Trial Activities	23.32%	0.23
		Trial (bench & jury)	44.46%	0.44
		Post Judgment Activities	30.31%	0.30
		Case related administration	1.91%	0.02
		Total	100.00%	1.00
Misdemeanor/ Infractions	10.00	Pre- Trial Activities	41.06%	4.11
		Trial (bench & jury)	32.69%	3.27
		Post Judgment Activities	23.30%	2.33
		Case related administration	2.95%	0.30
		Total	100.00%	10.00
Small Claims	2.00	Pre- Trial Activities	11.55%	0.23
		Trial (bench & jury)	86.85%	1.74
		Post Judgment Activities	1.59%	0.03
		Total	100.00%	2.00
DV	45.00	Pre- Trial Activities	35.33%	15.90
		Trial (bench & jury)	31.04%	13.97
		Post Judgment Activities	29.23%	13.15
		Case related administration	4.40%	1.98
		Total	100.00%	45.00
DUI	76.00	Pre- Trial Activities	25.05%	19.04
		Trial (bench & jury)	47.60%	36.17
		Post Judgment Activities	24.75%	18.81
		Case related administration	2.60%	1.98
		Total	100.00%	76.00

## Appendix G: Case Weight Composition

### SLC - Staff Case Weight Composition

	Case weight (minutes)	Activity	% of total time	Case weight composition (minutes)
Parking/ Civil Ordinance/ Impound	6.00	Case Processing	8.28%	0.50
		Records Management	3.01%	0.18
		Financial Management	15.87%	0.95
		Case Monitoring and Enforcement	9.33%	0.56
		Hearing Officer Functional Tasks	63.09%	3.79
		Central Administration and Support Services	0.42%	0.03
		Total	100.00%	6.00
Traffic	21.00	Case Processing	12.55%	2.64
		Records Management	10.13%	2.13
		Calendaring and Case Flow Management/ In Courtroom Support	6.46%	1.36
		Financial Management	12.55%	2.63
		Case Monitoring and Enforcement	1.51%	0.32
		Hearing Officer Functional Tasks	56.49%	11.86
		Central Administration and Support Services	0.31%	0.06
		Total	100.00%	21.00
Misdemeanor/ Infractions	111.00	Case Processing	23.57%	26.16
		Records Management	19.51%	21.66
		Calendaring and Case Flow Management/ In Courtroom Support	48.22%	53.53
		Financial Management	4.54%	5.04
		Case Monitoring and Enforcement	4.02%	4.46
		Judicial Support	0.04%	0.05
		Hearing Officer Functional Tasks	0.10%	0.11
		Total	100.00%	111.00
Small Claims	27.00	Case Processing	45.75%	12.35
		Records Management	17.74%	4.79
		Calendaring and Case Flow Management/ In Courtroom Support	19.46%	5.25
		Financial Management	2.29%	0.62
		Case Monitoring and Enforcement	2.44%	0.66
		Judicial Support	0.66%	0.18
		Hearing Officer Functional Tasks	11.66%	3.15
		Total	100.00%	27.00

### SLC - Staff Case Weight Composition cont.

DV	225.00	Case Processing	44.19%	99.43
		Records Management	6.56%	14.75
		Calendaring and Case Flow Management/ In Courtroom Support	48.24%	108.53
		Case Monitoring and Enforcement	1.02%	2.29
		Total	100.00%	225.00
DUI	134.00	Case Processing	26.79%	35.90
		Records Management	7.63%	10.23
		Calendaring and Case Flow Management/ In Courtroom Support	52.05%	69.75
		Financial Management	0.20%	0.27
		Case Monitoring and Enforcement	13.32%	17.85
		Total	100.00%	134.00