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TECHNICAL ASSISTANCE REPORT

KING COUNTY WASHINGTON SUPERIOR COURT

NCJ

MAR 1973

ACQUISITION

Submitted by:

Col J. F. Lieblich, U.S.A. (Ret)

and

Circuit Judge Charles S. Crookham

February 28, 1973

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I. INTRODUCTION

A. Request for Technical Assistance

Instructions from the Project Coordinator assigned the project for providing technical assistance to the King County (Washington) Superior Court to Col. J. F. Lieblich, U.S.A. (Ret), a private court management consultant of McLean, Virginia and to Judge Charles S. Crookham, Circuit Judge of Judicial Department No. 15, Portland, Oregon. This technical assistance team visited Seattle, Washington on February 20-22, 1973. The report on this project assignment has been prepared and is submitted for both consultants by Col. Lieblich, and is based upon extensive team discussions in Seattle in which the existing situation was analyzed and the recommendations contained herein were determined. The writer of this report is therefore presenting the views jointly established during the Seattle meetings by both members of the technical assistance team assigned to this project.

B. Specific Team Tasks

The specific team tasks, as set forth in the request for technical assistance from the King County Superior Court, are as follows:

- (1) a survey of King County Superior Court operations from the viewpoint of overall court administration planning program and management;

- (2) a review of manpower resources and facilities and their utilization;
- (3) a review of the ancillary services provided to the people of King County by the Superior Court;
- (4) identification of specific problems in the above areas which require particular study as well as general recommendations for the scope and direction of the comprehensive management analysis to be conducted by a professional management consulting firm at a later date.

C. Job Analysis Background

With the advent of the County Charter several years ago, a county personnel system was established for all county agencies except the Prosecuting Attorney and the Superior Court, which, at the time of the charter, maintained on a separation of powers argument the necessity for remaining aloof from this county system, although the Court's employees were paid by the County and were provided the same benefits as county personnel. Under the new charter, the county personnel system was established on the basis of a complete job analysis of county jobs. Since this event, the Court has come to recognize the need for a Superior Court personnel system for non-judicial personnel to suit the Court's special requirements and the need to build such a system upon a job analysis of the Superior Court non-judicial jobs. This recognition was translated into a Court request to the King County Council for the provision of funds for the Superior Court job analysis. The King County Council

approved such funding, which forms the local match supporting the court management study to which the original Superior Court job analysis has been gradually translated. As described below, the judicial job analysis of the Superior Court positions and the personnel system involved have become one of several tasks of an overall court management study.

D. Grant for a Court Management Study

In the intervening period since 1971, the concept of the Superior Court's job analysis program and the development of a Superior Court judicial personnel system broadened into a concept of an overall management study. The court administrator, in coordination with the judges and the state and regional planning agencies commenced work on a grant application. A copy of this application is attached.

This grant application was coordinated with the State Regional Planning Agency in Seattle (Ms. Mary Ann McLaughlin, Assistant Law and Justice Planner) and has been reviewed by the Adjudications Coordinator, Law and Justice Planning Office, of the Governor's Planning and Community Affairs Agency (SPA) (Mr. John N. Stafford). The grant application was presented by the Adjudications Coordinator to the State Planning Agency's Subcommittee on Judicial Affairs on February 14, 1973 as a preliminary review necessary for grant approval

by the State Planning Agency.

This review produced considerable discussion concerning the actual need and purposes of the court management study proposed in the grant application. Final determination concerning the proposed study was deferred until the technical assistance team could provide additional technical advice with respect to the purpose, scope, administration, and appropriate tasks for such an overall court management study of the Superior Court. The grant application will therefore be revised based upon input from the technical assistance team report and will be re-evaluated at the next meeting, of the subcommittee, scheduled to take place March 14, 1973. The recommendations of this technical assistance report, therefore, are designed to outline more specifically the scope of the proposed court management study in terms of specific tasks, administration, and costs involved. It is the team's conclusion that the need for the court management study is imperative, and that incorporation of the recommendations in this report, as accepted by the Court, will not only make the study produce the best results for the Court, but will also facilitate approval and funding of the grant by the State Planning Agency. As previously mentioned, the King County Council has already approved the local match for the broadened court management study.

E. Description of On-site Consultancy

The technical assistance team spent three days in consultant visits and discussions with officials in the Court, its agencies, and in regional and state planning agencies. The team efforts were conducted under two attached schedules. The first day was scheduled for Juvenile Court matters and held at the Juvenile Court. The second day's schedule covered the balance of Superior Court matters and was conducted at the King County Courthouse. The morning of the third day (February 22) was spent by the consultants on the following activities:

- (1) visit to an actual docket call and case assignments under the control of the Presiding Judge;
- (2) an additional interview with the Presiding Judge on case assignment matters;
- (3) visit to criminal arraignment of confined defendants and the jail;
- (4) interview with the Assistant Presiding Judge on criminal arraignments and criminal case processing time norms.

As indicated in the first day's agenda for the Juvenile Court, the team's visit included lengthy discussions with Judge Revelle, the Chairman of both the Juvenile Court Committee and the Juvenile Court Board of Managers, and a newly appointed

Court Commissioner who will hear cases in the Juvenile Department. At the direction of the Court, Judge Revelle has served for the past several years as the Chairman of the Juvenile Department Committee assigned to work out the recent major changes in Juvenile Court operations. It has also been the Committee's responsibility to reintegrate the Juvenile Court more completely with the Superior Court, since, over a long period of time under one or two Juvenile Court Judges, the Juvenile Court has developed an autonomy which the Superior Court Judges considered excessive.

The team was also briefed by Mr. Buckland, the Juvenile Court Chief Administrative Officer, by the newly established Deputy Juvenile Court Planning Officer, by the present Juvenile Court Commissioner, and by Judge Johnson, a newly assigned Superior Court judge who will sit for the next two months in the Juvenile Court. The team further consulted with the administrator of the four major service agencies in the Juvenile Court: probation, investigation, child care (detention), and operations (administration, budget, funding, and facilities). The first day's visit to the Juvenile Court culminated with the team sitting in on the regular monthly meeting of the five-judge Juvenile Department Judicial Committee, consisting of its chairman, Judge Revelle, and the other four judges of the Superior Court, and key members of the Juvenile Court staff. At this meeting current operational and planning problems were discussed, since the Judicial Committee for the Juvenile Department and the

Board of Managers share administrative control over the Court.

The second day's visit to the Superior Court (February 21) followed the enclosed agenda. It should be noted, however, that in the team's meeting with the Regional Planning and State Planning Agency representatives, the State Court Administrator, Mr. Phillip Winberry, participated, together with the Court Administrator of the King County Superior Court.

II. ANALYSIS OF THE EXISTING SITUATION

A. Limitation on Scope of Recommendations

For the reasons set forth, the team has confined their recommendations to revision of the grant application to secure approval by the State Planning Agency for the funding of the overall court management study, including the judicial job analysis and judicial personnel system development, and to insure that the study, when conducted, would meet the most pressing needs of the Court.

These comments and recommendations may be summarized as follows.

1. The Technical Assistance Team strongly endorses the need for the overall court management study of the Superior Court.
2. Specific but still broadly gauged tasks to be performed by the court management study are identified. The study should not permit the consultants engaged to embark on a fishing expedition, but should, rather, instruct them to analyze specific task areas which require maximum attention during the study.
3. Administrative guidance is provided for the Court Administrator in the conduct of the study and these principles should be inserted in the revised grant application.
4. A specific level of funding for the total study is recommended in view of the specific study tasks proposed.

B. Need for Court Management Study

The team endorses the need for the court management study of the King County Superior Court. Such a study should be concentrated on certain specific task areas which are delineated in subsequent portions of this report. This concentration can focus on certain specific broad based task areas which have already been identified by the Court as problem areas but which are beyond the resources of the court's on-going improvement efforts. The study should concentrate on these identified areas, review solutions for change, or examine these specific areas for improvement on the changes already made. By concentrating study efforts on the specific but broad task areas the study will best capitalize on the large amount of remedial effort already expended by the Court. The consultants should not seek open up broad and opposing courses of action for discussion. However, in the unlikely event the consultants become convinced in the course of their study that the major courses of action being followed by the court are erroneous, they should so indicate. Based on our brief review we found no probable cause to believe that such a situation would arise in the study by the consultants. For example, the King County Superior Court, has, over the last five years, studied and made extensive refinements upon case assignment and calendar management system-a subject for which there are many diverse theories and concepts. This system, on which so much

Court effort has already been expended is in actual operation and is understood by bench, bar, and the court administrative personnel. It should indeed be studied as a major task but with an eye to continual improvement rather than to developing alternatives in the course of the study. In other words, the team considers that the court's present system in this area should be continued and improved rather than abandoned in favor of some theoretical alternative which might be developed in the study, but which would still require Court approval, implementation, and which might not, based upon general experience, guarantee significantly better results after the toil and pain of implementation and consequent reeducation of all concerned. In certain other areas the Court had identified major problems but has not reached that consensus, as a collegial court, necessary for final solution. In such areas, the Court would receive great benefit from a court management study by independent outside professional consultants specializing in court management. This is particularly important in the case of the King County Superior Court, since the State of Washington's constitution, statutes, and State Supreme Court Rules mandate the collegial form of court management requiring all major matters to be resolved by 14 of the 26 elected Superior Court Judges.

C. Administrative Guidelines for the Conduct of the Study

Under the constraints developed for this court management study, as described above, and in view of the need to concentrate on specific broad task areas, certain administrative guidelines to govern the conduct of the study are provided. It is strongly recommended that these guidelines be incorporated in the grant application to indicate to the State Planning Agency that this court management study is tailored to these specific broad tasks rather than to some general assessment of the problem. It should also be indicated that the study be monitored, controlled, and guided by the Court and the Court Administrator to insure the performance of these study tasks in the best possible fashion.

These guidelines are:

1. Consistent with applicable State of Washington laws and regulations, since specific tasks are defined for the study, a negotiated, rather than an advertised procurement should be employed and the grant should be modified appropriately. The team considered of utmost importance that the State secure management consultants with an orientation specifically designed to providing the best possible analysis and recommendations in the specific task areas identified for the study. For this purpose, the team strongly recommends that the court management consultants, selected by negotiation for the performance of these tasks, be oriented towards court management problems, as distinguished from other management expertise areas, such as automation, audit, accounting, and management engineering. The team also considers that the variety of the major tasks to be accomplished in the court management study may make it desirable that the Court, in its search for properly qualified consultants for specific task areas, may find it appropriate to negotiate and contract with separate groups of consultants for the performance of certain specified tasks.

2. Negotiation flexibility should be inserted in the contractual arrangements to permit the Court and the Court Administrator to adjust the specific tasks after initiation of the study, to meet any changing Court priorities. Such task adjustment, however, should be utilized by the grant applicant primarily to adjust the thrust of the study, rather than by the consultants seeking to adjust the cost or time factors for their effort.
3. The consultants should be required, by the contractual arrangements, to document all statistically based conclusions, to provide valid statistical bases or samples, or other appropriate supporting evidence for their assessments, and to describe in the report any statistical base or samples utilized. It is essential to avoid the situation, which previously occurred with respect to a study of the Juvenile Department of the Superior Court where considerable rebuttal effort was utilized in discussing the statistical basis for conclusions advanced rather than in challenging the study conclusions and recommendations. Such provisions will greatly reduce time spent in challenging conclusions of this study for want of an expressed factual basis and thereby confine review to discussions of the merits of recommendations.
4. The consultants should be required to provide at the outset a time-phased task accomplishment schedule and a time-phased financial cost schedule broken down according to the individual specific tasks to be performed. The Court, through the Court Administrator, should monitor the time expended and financial outlay against these schedules on an individual specific task basis.
5. As each specific task is completed in the court management study, the consultants should be required to report their findings and recommendations on that task as soon after its completion as is possible. These submissions will provide the Court with a more timely and orderly review process than would otherwise be possible if a large-scale final report were submitted on all tasks at one time at the completion of the study.

D. Court Management Study Pricing

Since the level of total funding for the court management study, as proposed in the original grant application (\$81,000) had been challenged, the team thought it necessary to give consideration to the total study pricing. It became apparent through discussion that the present grant's pricing was primarily based on the local match already obtained from the King County Council, expended to meet the 75%/25% ratio.

After considerable and serious reflection, the team recommends that the revised grant application include a funding request for \$75,000. This amount is predicated upon the specific tasks set forth, which include the locally important Superior Court job analysis and judicial personnel system development tasks. This \$75,000 funding would include the matching funds already agreed to from King County sources. Such funding would reduce the amount of money required from the State Planning Agency sources. The team estimate of \$75,000 for the cost of one study is based on prevailing levels of funding for similar court management studies focusing on specific broad tasks rather than an overall assessment of the court. The team assessment is also based on the prevailing levels of funding for specific task studies of courts serving similar general trial jurisdictions with similar caseloads, and a similar number

of judges and commissioners (29 total). The team stresses that this estimate has not been inflated to allow for any routine or automatic reduction in any review process unless the stipulated specific tasks are themselves adjusted accordingly to reflect any change in the \$75,000 cost.

III. RECOMMENDATIONS

A. TASK I. Improvement of Superior Court Collegial Court Management System in Specific Areas

The team has alluded to the difficulties which face any multi-judge court in court management under the collegial en banc system, such as that mandated for the King County Superior Court. These inherent difficulties stem from the effort to preserve for each judge the basic legal right to participate in the management of the court and to arrive at decisions by the majority vote of the judges sitting en banc. The King County Superior Court is well aware of these difficulties and has taken a number of measures to alleviate them, such as the provision of a court administrator; the recent establishment of Superior Court Rules granting drastically increased judicial administrative powers to the Presiding Judge; encouraging the Presiding Judge to concentrate on administration rather than taking cases; providing an Assistant Presiding Judge; establishing a strong and quickly assembled Executive Committee of Judges for administrative emergencies and for other major administrative action; and establishing a system of individual judicial committees for judicial supervision over Juvenile, Criminal, Family Court, and Probate Departments under the Superior Court.

In view of this situation, the team recommends that the consultants, in examining and recommending improvements in

the court's collegial management system, not review the entire problem of collegial court management in the King County Superior Court. Rather, they should confine themselves, insofar as they may do so with professional propriety, to the following specific areas:

1. Review of the powers granted to the Presiding Judge by Court Rules to determine any necessary changes for the improvement of Superior Court administration, with specific reference to adjusting the Presiding Judge's powers to allow for adequate supervision of the Court Administrator's responsibilities. We refer to those administrative responsibilities which may be increased as a result of the Court approved implementation of the study recommendations concerning the Court Administrator described in Task II below.

2. Review of the administrative responsibilities exercised by the several judicial committees over individual departments as distinguished from their rule-making and procedure setting responsibilities, to identify any currently exercised administrative powers which conflict with or interfere with the Court Administrator's responsibility -- particularly as the Court Administrator's duties are increased as a result of implementation of study recommendations under Task II.

This task is considered to specifically exclude consideration of the responsibilities of the Judicial Committee overseeing the Juvenile Department. These responsibilities would be reviewed, together with related Juvenile Department court matters, under Task III.

B. TASK II. Identification of the Appropriate Court Administrator's Functions, Staffing Requirements, and Relationships.

In the execution of Task II, the study should identify the Court Administrator's functions as well as the staff requirements to perform these functions with a view to pinpointing the maximum number of functions not now performed or not yet fully expanded which are appropriate in view of the necessary staffing requirements, cost and operational benefits involved. In addition to the cost-benefit assessment, this task study should be conducted with a view to improving the quality of the judicial and social services to the public provided by the Court, as well as to freeing the judges, both on the bench and in judicial committees, from unnecessary involvement in the administrative business of the court. At the same time, the necessary judicial control by the Court and its en banc judges over all court operations should be preserved. Particular attention should be given to affording judges and commissioners the maximum time possible for judicial activities on the bench

or in chambers as well as in en banc and judicial committee sessions.

Particular attention should also be given to correlating the analysis conducted under Task I of certain aspects of the Court's collegial management system with the study of the Court Administrator's functions. Where, as a result of Task I, increased powers are proposed for the Presiding Judge or adjustments are recommended in the Judicial Committee's administrative authority, then corresponding consideration should be given to expanding or adjusting the administrative responsibilities of the Court Administrator to support the conclusions and recommendations of the consultants as derived from Task I.

The consultants' analysis under Task II should concentrate on defining the proper role and staffing of the Court Administrator in the King County Superior Court in the following areas:

1. Future updating of the initially established descriptions, jobs, job ladders, career field patterns, job pay grades, functional levels, and prerequisites, initially established by the job analysis conducted under Task V. This task of future updating of the basic job components on which the Superior Court's personnel procedures will be based, as delineated under Task IV, should be spelled out so that the Court

Administrator will plan on such effort without recourse to continued use of outside consultants.

2. Administration and future adjustment, without the need of additional outside consultant assistance, of the Superior Court's personnel procedures for all personnel employed by the Court (except Judges and Commissioners) after these personnel procedures are initially identified and developed under Task VI, based upon the job analysis.

3. Handling of court personnel labor relations matters, including coordination with the Union under its contract, and resolving employee grievances and complaints.

4. Provision of an increased span of public information services so that all elements of the public interested in a specific case, particularly defendants or litigants, their families or friends; other participants in judicial process such as witnesses or jurors, and the media can readily obtain information on the following areas:

(a) the exact location where current judicial process is being conducted or future process will be held;

(b) the meaning and nature of the particular judicial process at hand and the next legal process to be followed;

(c) the location and identification of the particular office and official who can provide detailed information;

(d) where defendants in adult criminal or juvenile proceedings can secure legal assistance, and the nature of assistance available to indigents or otherwise;

(e) the regular release to the press and other media (except as precluded for juveniles) of information on open court dispositions at each stage of the judicial process;

(f) correct information as to judicial proceedings, stated in easily understood terms, particularly for indigents, minority groups, or other members of the public with lower economic status and educational attainments;

(g) publication of calendars of all processes.

5. Administration of the annual budget formulation and justification process as well as the long range programming of financial requirements in accord with long range planning for facility expansion or renovation, for acquisition of capital equipment for improvements in Court judicial and social services, and for bettering judicial administration. The study analysis should seek to define the best system of budgetary review by the Court and to provide the judicial support, including judicial presence or testimony at budget hearings of Court approved budget requests and financial programs before the King County Council and/or the state legislature, as appropriate. This function should also include the coordination of all activities of the Court or its agencies in seeking alternative forms of financial support through grants, revenue sharing,

or other means from Federal, State, County, and City sources, as well as private sources such as foundations, charitable associations, etc.

6. Development and administration of financial accounting controls and audits, including preparation for audit by a public agency authorized under the separation of powers to conduct such audit. The study in this area should embrace the accounting and audit function for the following types of resources:

(a) funds appropriated or granted from any source to the Court or its agencies;

(b) funds placed under the fiduciary custody of the Court or its agencies;

(c) revenues generated and disbursed by the Court or its agencies.

7. Coordination of procurement and contracting for:

1) services or personnel by the Court or its agencies,

2) supply and inventory accounting for all supplies and equipment held by the Court or its agencies,

3) operations and maintenance (minor repair) of facilities utilized by the Court or its agencies, and

4) the acquisition and installation of capital equipment or capital construction or modernization or major repair facilities utilized by the Court or its agencies.

8. Coordination of long range planning for judicial activity, facility or capital equipment procurement, and courtroom and courthouse security, as well as long

range fund or resource programming for court approval and subsequent implementation of long range plans and programs in these areas.

9. Coordination, including actual conduct as appropriate, of all aspects of Superior Court statistical reporting, including:

(a) Preparation of an annual Superior Court Report incorporating segments or the entire annual King County Juvenile Court Report, as may be directed by the Court.

(b) All other judicial activity reporting to insure internal Court uniformity in terminology, data results, and format, except judicial productivity reporting. This should be excluded from the scope of the study under this subtask, although discharged by the Court Administrator, as directed by the Court, for the exclusive use of the Court as an internal judicial management matter. Judicial activity reporting includes individual case inventory, backlog, disposition, new case filing, case aging, and case processing time reporting.

(c) Judicial disposition reporting under the Uniform Crime Reporting Act, whether such judicial disposition reports are provided to the law enforcement agencies for inclusion with criminal arrest and other law enforcement reports by state or federal law enforcement agencies, or are forwarded from the Court directly to the collecting state or federal law enforcement agencies.

(d) Liaison in the planning or implementation by the State of Washington of participation in Project SEARCH for electronic dissemination and search between local, state, inter-state, and Federal law enforcement agencies of arrest, police, prosecutorial, and judicial disposition data on an individual adult criminal case basis.

(e) Judicial statistical reporting to the State Court Administrator and judicial administrative reporting in conformity with state Supreme Court Rules concerning requests for reassignment of Superior Court judges and other matters essential to the administration of judges and commissioners. This latter category of reporting by the Court Administrator should be accomplished under close control by the Court.

10. Determination for Court approval of: a) judicial processing time norms for total process and/or for individual phases of each total process in the criminal, juvenile, civil law, equity, probate, and the several family law fields; b) the monitoring of judicial process through appropriate management exception reporting techniques, as may be recommended in the study to note attainment or breach of these judicial time norms; c) procedures for the distribution of such management exception reports to the Presiding Judge and appropriate judicial department committees as may be recommended to secure orderly judicial enforcement of such official time norms.
11. Supervision of the use of all computer, microfilming, records management, and other activities regarding the application of modern management technologies by any element of the Court or its agencies so as to insure unified control, avoid unilateral unplanned acquisition and provide coordination in the utilization of such expensive and sophisticated equipment.

12. Liaison between the Court and county and state agencies involved with financing, logistical support, and operations, in both long range planning and daily work. This liaison is particularly important with the County Executive, the County Department of Public Safety (Sheriff), the County Department of Judicial Administration (County Clerk), the State Department of Social Services, City of Seattle authorities, and with the Regional and State Planning Agencies.

This task would also include study and recommendations pertaining to the respective roles and responsibilities under the Court Administrator of the present Juvenile Court Administrator of Court Services and the Administrator of Family Court Services, both serving as Deputy Court Administrators. The study should reflect the maximum autonomy which must be given to the Juvenile Court Deputy Court Administrator in view of the Juvenile Court's location in a separate facility some distance from the King County Courthouse. It should also reflect the desire of the Court to integrate Juvenile Department activities more closely with the Superior Court according to the process worked out by the present Chairman of the Juvenile Department Judicial Committee.

The accomplishment of this subtask should be closely coordinated with the accomplishment of Task III pertaining to the Juvenile Court.

C. TASK III. Improvement of Organization, Operation and Administration of the Juvenile Court.

In this task area, the study should analyze and recommend improvements in the organization, operation, and administration of the Juvenile Court and its associated detention and social service agencies, working under the following specific guidelines. The study should examine the organizational difficulties and provide recommended solutions concerning:

- 1) The relationship between the statutory functions of the Juvenile Court Board of Managers regarding juvenile probation and detention (see R.C.W. 13.20.010) and the Juvenile Department Judicial Committee of the Superior Court.
- 2) The administrative relationships of the Administrator of Court Services and the Director of Court Services to the Juvenile Department Judicial Committee, the Board of Managers, the Court Administrator, the Presiding Judge, and the Court's Executive Committee.
- 3) The respective roles and relationships between Juvenile Court administration and planning and programming. These two functions are now separately established and report separately to the Board of Managers, the Juvenile Department Judicial Committee, the Court Administrator, and the Court.

4) The exchange of operational and financial information between the administrative and the planning offices of the Juvenile Court, particularly concerning long range financial programs and plans and responsibility for preparation and justification of the annual budget.

5) The roles of the Juvenile Court Administrator with respect to: a) facility operations and maintenance, b) the implementation of major facility construction or rehabilitation action, c) long range facility planning, and d) long range juvenile support, detention, investigation, and probation activities.

6) The provision of a single unified Juvenile Court Administrator responsible for both administration and planning, under the supervision of the Court Administrator as well as the Board of Managers and the Juvenile Department Judicial Committee.

The study should also examine the continued operation by the Juvenile Court of child detention facilities, particularly in view of the separation of the operation of adult detention from the Court's immediate operation, the necessary judicial control to be exercised over child detention as well as adult detention, and the special sensitivities of juvenile detention. While these factors may warrant continued Court operation, they must be weighed against the prevailing situation with adult detention,

and the proposed development of King County correctional programs which would take over all detention, and thereby offer an alternative solution to be evaluated.

The study should also evaluate the propriety of continued close judicial control by the Juvenile Court in the following areas:

1. The investigation leading to detention and the probation review governing disposition;
2. Alternative dispositions to State detention upon a finding of delinquency;
3. The investigation and monitoring of such alternative dispositions;
4. The impact on juvenile procedures of pre-delinquency diversion activities in the community, particularly the City of Seattle and the police and King County Sheriff;
5. The education, training, rehabilitation, or other social services to juveniles while in detention or in probation programs;
6. The means of correlating similar activities affecting incorrigible or dependent children, including the work by Seattle Police, the Public Defender, the State Department of Social Welfare, and City and County welfare authorities, and the County Department of Public Safety;
7. The propriety of the Court's involvement with pre-adjudication detention and post-adjudication rehabilitation, and placement of incorrigible and dependent children.

D. TASK IV. Improvements in Case Assignment, Calendar Management, and Notification Systems

The study should concentrate upon analysis of and recommendations for improvements in the current case assignment, calendar management, and notification system with a view to determining potential improvements on the existing system, rather than exploring and identifying potential changeovers to alternate conceptual case assignment systems. Such concentration is necessary to produce concrete results in a relatively short time period. The analysis in this Task IV area should specifically include the following matters:

1. The desirability of transfer to appropriate Superior Court agencies and the setting of procedures after transfer of those case assignment and calendar management functions on criminal and juvenile matters which are presently exercised by the Prosecuting Attorney.
2. The need in criminal case management matters to establish judicial process time norms and calendaring procedures, with monitoring management exception reporting systems. These norms should include more than the case time in the Superior Court from filing to disposition which would normally pertain to these time norms and management exception reports in other types of judicial process. The study should also include the procedures and time from arrest to Superior

Court filing, including time for preliminary hearings, where held in the District or Seattle Municipal Courts, time for the customary infrequent use of the grand jury, and time taken by the Prosecuting Attorneys to file an information charging an individual with commission of a criminal offense directly with the Superior Court without preliminary examination or grant jury presentment (a statutory right in the State of Washington). In this connection, recommendations should be made for inclusion in the Juvenile and criminal judicial time norms and in the management exception reporting systems of all time taken following arrest and all time an accused spends in detention after arrest.

3. The procedures which should be established to insure faster preparation of transcripts for appeal and to monitor the operation of such procedures so as to minimize the time taken for criminal appeals. This portion of the study should give consideration to the use of modern recording and transcribing systems, together with or in lieu of the currently pooled court reporters in all types of processes.

4. The type of case close-out remedies available under the State of Washington statutes and Supreme Court Rules in each area of process and the procedures for applying

such case close-out remedies together with the necessary monitoring management exception reports. This will insure the timely application of such close-out procedures on a permanent basis, with prejudice, rather than permitting a case to be reopened on a temporary basis.

5. The establishment for adult criminal cases of appropriate pre-trial release procedures, including admission to bail, release on recognizance or other surety or security. Such pre-trial release should be based on speedy but competent investigation of the strength and adequacy of community or domiciliary ties to warrant release on recognizance with safety to the public against the defendant's flight, breach of conditions of release, or commission after release of other criminal offenses. This portion of the study should identify the appropriate Court agency to be operationally responsible for such pre-release investigations, under judicial control, but administered with respect to personnel and other such matters by the Court Administrator. The analysis should specifically identify those categories of defendants, which, with the approval of the Court, should be excluded from pre-trial release and remitted to normal bond because of undue danger to the community. These defendants would include, among others, those who are narcotics addicts, confirmed alcoholics, have recent poor criminal

histories, or manifest psychiatric imbalance, particularly sexual psychopaths. All of these factors would tend to invalidate any community or domiciliary ties as a restraint from flight, commission of another crime, or other breach of the conditions of release. This analysis should also specifically indicate the means of insuring a sufficiently speedy investigation and bail hearing to preserve the individual's employment and to prevent his unnecessary recourse to and outlay of funds for commercial bonds.

E. TASK V. Performance of a Comprehensive Job Analysis of All Non-Judicial Jobs Under Superior Court Control.

This calls for a comprehensive job analysis of all non-judicial Superior Court jobs with the objective of establishing career patterns of properly identified, described, and graded jobs in entry, non-supervisory, and supervisory levels, organized into job progression ladders, and grouped into career field patterns. This analysis should provide the career field job patterns on which a comprehensive personnel system for employing, classifying, compensating, promoting, and retaining Superior Court employees would operate. In performing the job analysis, the consultants should coordinate, in the case of the Juvenile Department jobs, with an on-going functional job analysis program underway in that area and should also include those

jobs to be performed by any additional staffing recommended by the consultants to support the Court Administrator's expanded functions, as defined in Task II.

The job analysis called for in this task should seek to attain the following objectives:

1. Identify all Superior Court jobs in broad categories and provide job descriptions, on a standard format, for each job. Each job should be defined in terms of duties to be performed, the skills, knowledge, and abilities required to perform the job, and the job level and pay grade designation.
2. Specify the level of all jobs identified as entry level jobs, non-supervisory level jobs, and supervisory level jobs, and provide appropriate grade steps in each level, to allow for upward progression from entry levels for each job ladder.
3. Determine the appropriate pay grade classification for each job and each step and grade in each level, making maximum possible use of the King County pay grade structure, provided that the King County pay grades offer, within reasonable bounds, the compensation level found to be appropriate for each job at each level.
4. Organize related jobs in job progression ladders running from entry level jobs to related jobs up through the established grades in the non-supervisory levels and/or into and through the supervisory level grades.

5. Group these job ladders where they can be associated to allow for maximum possible lateral transfer between ladders within a broad area or career field, or a minimum number of career fields, which would constitute the career job pattern on which the new personnel system would operate.
6. Provide steps which give adequate upward job progression from the entry jobs through non-supervisory and supervisory levels.
7. Identify the minimum level prerequisites for jobs at the entry, non-supervisory, and supervisory levels, which are appropriate to the skills, knowledge, and abilities identified in the job descriptions for each job. Particular effort should be made to fix the minimum formal educational prerequisites on any job consistent with the duties to be performed and skills, knowledge or abilities required.
8. Seek to place the lowest possible educational prerequisites consistent with the skills, knowledge, and abilities actually required on entry jobs so as to admit the maximum number of paraprofessional personnel without college education.

F. TASK VI. Development of Superior Court Judicial Employee Personnel Procedures Based Upon the Career Job Patterns Assembled in the Job Analysis.

This task calls for the consultants to develop a comprehensive personnel system for employing, classifying, compensating, promoting, and retaining Superior Court employees. This system should be based upon the career field job patterns developed by the job analysis under Task V. With respect to the personnel procedures to be developed, the study should emphasize these basic premises:

1. Provide maximum job opportunity at entry level jobs for paraprofessional personnel with reasonable allowances for upward movement and lateral transfer.
2. Permit all qualified personnel to advance and laterally transfer based on experience as well as educational prerequisites.
3. Provide maximum upward advancement and lateral transfer possibilities for personnel with experience or educational qualifications in excess of job prerequisites who accept entry level or other jobs.
4. Recruit willing over-qualified personnel into entry level jobs where no other openings are available.
5. Reward personnel with advancement when they obtain required professional improvement to meet prerequisites on their own time, particularly when they become qualified for higher level jobs.
6. Propose all means to make the new personnel system a true merit system.

7. Consider the desirability of providing job tenure, after appropriate qualifying service, consistent with local law.
8. Provide necessary procedures for removal of personnel for disabilities, including physical, geriatric, psychiatric, or conduct or attitude on the job, with notice, right of appeal, and other due process procedures.
9. Provide necessary grievance and complaint procedures, with notice, opportunity to defend, hearing and other due process procedures.
10. Insure that benefits available to regular King County personnel are incorporated in the Superior Court employee personnel system.

IV. SUMMARY

The foregoing report is designed to provide technical assistance to King County Superior Court officials in preparing their Superior Court Management Study Application. The recommendations presented are based upon the technical assistance team's on-site survey of King County Superior Court operations as well as a review of manpower resources, facilities and ancillary services provided by the Court. Specific problem areas have been identified as well as general recommendations provided as to the scope of the comprehensive management analysis contemplated by the Court at a later date.

APPENDIX A

Col. Lieblich

LEWIS P. STEPHENSON, JR.
COURT ADMINISTRATOR
KING COUNTY COURT HOUSE
SEATTLE, WASHINGTON 98104

February 16, 1973

AGENDA FOR COLONEL LIEBLICH AND MULTNOMAH COUNTY CIRCUIT
COURT JUDGE CHARLE CROOKHAM:

TUESDAY, FEBRUARY 20

8:00 - 5:00 p.m. -- Juvenile Court Department
Superior Court
1211 East Alder, Seattle.

(See Outline Attached)

WEDNESDAY, FEBRUARY 21

9:00 a.m. - Superior Court Administrator--^{Room E-930}Courthouse
"Orientation and Tour of King County
Superior Court"

10:00 a.m. - Purpose and Proposal for Management Study

11:00 a.m. - Meeting with Presiding Judge Stanley Soderland

12:00 NOON - LUNCH

1:30 p.m. - Family Law, Mental Illness and Adoptions ^{Room}-W365
Meeting with Alice Thomas,
Family Court Administrator

3:00 p.m. - Meeting with Local LEAA Officials:
to Mary Ann McLaughlin, County Office,
4:00 p.m. Law and Justice Planning
John Stafford, Adjudications Staff,
State Law and Justice Office

THURSDAY, FEBRUARY 22

(To be determined depending on needs of Survey Team)

Attachment

APPENDIX B

MEMORANDUM

TO: Lou Steverson

FROM: Administrator Court Services, R. C. Buckland

SUBJECT: Information and Orientation Sessions for Col. Lieblich, Washington, D.C. and Judge Charles Crookman, Multnomah County Circuit Court

Date: Tuesday, February 20, 1973

Time: 8:00 a.m. to 5:00 p.m.

Place: Juvenile Department - Superior Court 1211 East Alder, Seattle

SCHEDULE

8:00 - 9:00

Judge Revelle

Place: Courtroom III

1. Relationship of Juvenile Department to Superior Court
2. Role and Function of Juvenile Judges Committee
3. Role and Relationship of Board of Managers and Juvenile Judge's Committee
4. Role of Sitting Judge
5. Role of Commissioner
6. Types of Hearings
7. DPA - Public Defender

9:10 - 10:00

Jean Dunbar, Community Liaison Officer

Introductions:

1. Judicial Secretary
2. Court Coordinators
3. Office of Judicial Administration
4. Tour Administrative Complex

10:10 - 11:20

Don Caldwell, Planning and Research
Assistant to Carl B. Erickson, Director of Court Services

Roy Wakeman, Special Projects Coordinator

Place: Director's Office

1. Planning

Schedule (Continued)

11:40 - 1:20 p.m.

Commissioner Robert E. Dixon

Place: Commissioner's Office

1. Special Procedures and Overview
2. Legal Files
3. Social Files
4. Fingerprint, Photograph, Polygraph
5. Jail Transfer
6. Emergency Medical
7. Detention Reviews
8. 30 - Day Reviews
9. Work Permits
10. Marriage Waiver

1:30 - 3:30

R. C. Buckland, Administrator of Court Services

Place: Administrative Conference Room/
Administrator's Office

1. Overview of Organization which accomplishes court objectives
2. Policy Setting Process
3. Personnel Officer
4. Volunteer Program
5. Community Liaison
6. Building and Grounds

3:30 - 5:00

Question and Answer period - (Tour if desired)
(Division Administrators)

Place: Conference Room - Juvenile Court

5:00-6:00

Juvenile Judges Committee

JD/mt
2/15/73

APPENDIX C

-42-
APPLICATION FOR GRANT

(Original and eight copies should be provided)

7 READ INSTRUCTIONS IN FEDERAL MANUAL PRIOR TO PREPARING THIS APPLICATION.

TO: STATE OF WASHINGTON
PLANNING AND COMMUNITY AFFAIRS AGENCY
LAW AND JUSTICE PLANNING OFFICE
OFFICE OF THE GOVERNOR, OLYMPIA, WASH. 98504

FOR LJPO USE ONLY

APPLICATION NUMBER _____

DATE RECEIVED _____

(206) 753-2235 (SEAS) 234-2235 (SEATTLE) 464-6244

Application is hereby made for a grant under the Omnibus Crime Control and Safe Streets Act of 1968, as amended by the Omnibus Crime Control Act of 1970.

1. APPLICANT (City, County, State Agency):

2. PROGRAM AREA NO.: E-6

King County Superior Court

2A. CONTINUATION OF
GRANT AWARD NO.: _____

3. SHORT TITLE AND PURPOSE OF PROJECT:

King County Superior Court Management Study

4. A. GRANT AMOUNT REQUESTED:

\$ 60,000

B. APPLICANT'S CONTRIBUTION:

APPROPRIATED FUNDS

21,046

OTHER FUNDS

CONTRIBUTED GOODS AND SERVICES

C. TOTAL PROJECT COST:

\$ 81,046

5. PROPOSED PROJECT PERIOD (Not to Exceed 1 Year): March 1973 to: August 1973

6. A. WILL ADDITIONAL LAW AND JUSTICE PLANNING OFFICE SUPPORT BE NECESSARY TO CONTINUE THIS PROJECT AFTER THIS PROJECT PERIOD? YES _____ NO X

B. IF YES, FOR HOW LONG? _____

7. PROJECT COORDINATOR OR DIRECTOR
(Must be an official of the applicant)

8. FINANCIAL OFFICER
(Must be an official of the applicant)

NAME Lewis P. Stephenson, Jr.

NAME Jack V. McKenzie

TITLE Court Administrator

TITLE Comptroller

ADDRESS King County Courthouse

ADDRESS 600 King County Administration Bldg., Seattle, Wa. 98104

Seattle, Wa. 98104

Seattle, Wa. 98104

PHONE 344-4274

PHONE 344-2026

9. PROJECT DIRECTOR FOR SUBCONTRACTING AGENCY, IF ANY

NAME _____

(To be specified only if the applicant intends to contract with another agency for performance of a substantial portion of the project; i.e., services costing in excess of either 50% of the grant amount requested or \$10,000, whichever is less.)

TITLE _____

ADDRESS _____

PHONE _____

10. A. HAS A REGIONAL PLANNING AGENCY BEEN NOTIFIED OF THIS APPLICATION? YES _____ NO _____

B. INDICATE RESPONSE BELOW:

NO COMMENTS RECEIVED _____
COMMENTS ATTACHED _____
OTHER: _____

C. HOW NOTIFIED memo and phone
to Joe Burnstin, County Law &
Justice Planning Office

D. NAME AND ADDRESS OF AGENCY AND STAFF REPRESENTATIVE NOTIFIED:
Law and Justice Planning Office
616 United Pacific Building
Seattle, Wa. 98104

STAFF REP.: John Stafford

11. ANTICIPATED SCHEDULE OF GRANT AWARD EXPENDITURES:

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total
Beginning date:	<u>Mar. 1</u>	<u>April 1</u>	<u>July 1</u>	_____	_____
Projected expenditures:	<u>\$ 10,000</u>	<u>\$ 20,000</u>	<u>\$ 30,000</u>	<u>\$ _____</u>	<u>\$ _____</u>

12. APPLICANT'S AGREEMENTS, ASSURANCE OF COMPLIANCE WITH CIVIL RIGHTS ACT OF 1964, AND SIGNATURE OF RESPONSIBLE OFFICIAL:

A. It is understood and agreed by the applicant that (1) any allocation or grant made as a result of this application shall be subject to a Grant Award Contract; (2) funds allocated are to be expended only in accordance with the applicant's approved plan and budget (3) appropriate records and accounts will be maintained and available for state and federal examination and audit; (4) funds awarded pursuant to this application will be used to supplement and not supplant local or state funds otherwise available for law enforcement programs (and, to the extent practical, will be used to increase such funds); and (5) applicant will comply with all applicable provisions of the Omnibus Crime Control and Safe Streets Act, as amended, the rules and regulations of the Law Enforcement Assistance Administration of the United States Department of Justice and the Law and Justice Planning Office of the Washington Planning and Community Affairs Agency, and the Law and Justice Planning Office Fiscal Manual which applicant acknowledges having received and examined.

B. The applicant will comply with and will insure compliance with Title VI of the Civil Rights Act of 1964 and all requirements imposed by or pursuant to regulations of the Department of Justice (28 C.F.R. Part 42) issued pursuant to that title, to the end that no person shall, on the grounds of race, color, or national origin, be excluded from participation in, be deprived of the benefits of, or be otherwise subjected to discrimination under any program or activity for which the applicant receives financial assistance from or through the Law Enforcement Assistance Administration or the State of Washington Law and Justice Planning Office.

C. OFFICIAL AUTHORIZED TO SIGN - Chairman of Board of County Commissioners, County Executive, Mayor, Director of State Agency, City Manager or Director of Council of Governments

NAME John Spellman

SIGNED _____

TITLE County Executive

ADDRESS 400 King County Courthouse DATE SUBMITTED _____

Seattle, Wa. 98104

13.A. SUMMARY OF PROJECT:

(Provide a brief summary of the project, using not more than 200 words)

The purpose of this project is to have a comprehensive management analysis of the Superior Court of King County completed by a professional management consulting firm, knowledgeable and skilled in the judicial area. This survey will result in recommendations for long-range comprehensive planning of the Superior Court functions and resource allocations. The consulting firm will make recommendations for:

- (a) improving the effectiveness and efficiency of overall court administration planning, program and management;
- (b) the effective utilization of manpower resources and facilities;
- (c) improvement of services provided to the people of King County through expedited disposition of criminal and civil cases, with subsequent reduction of time spent by litigants, witnesses, attorneys and jurors.

The consultants will review job functions and classifications throughout the Superior Court, as well as the salary plan and levels of compensation.

13.B. SUMMARY OF BUDGET

(Enter totals from budget pages 1-5)

	Contri- buted Goods and Services	Appro- priated Funds	Other Funds	Grant Request	Total
a. Personnel Compensation	5,330				5,330
b. Consultants	15,000			60,000	75,000
c. Travel					
d. Equipment					
e. Supplies and Operating Exp.	705				705
Totals	21,046			60,000	81,046

14. FULL STATEMENT OF PROJECT

Present the project description in the following manner, using as many pages as may be needed to complete the description, including any pertinent supporting data. All pages should be letter size, not legal size. Number the additional pages 4a, 4b, etc. Where the applicant wishes to append documents as supplemental information and these cannot readily be placed on continuation sheets, they should be listed on the last page of this description and six (6) copies identified and furnished with the application.

- a. Goals and objectives: Indicate: (i) nature of problem and need to be met; (ii) target groups or organizations affected or benefited; (iii) what the project should demonstrate or achieve. Provide sufficient background to permit full understanding of objectives, and refer to any pertinent known work or efforts by others to accomplish these objectives.
- b. Anticipated results:
 1. Indicate what arrangements will be made to evaluate project results (methods to be used, who will undertake evaluation, etc.).
 2. Indicate what resources will be available for continued financing of the project or implementation of its results at the conclusion of the project period.
- c. Methods: Indicate as precisely as possible how the project will be executed and what design or methods will be utilized in carrying it out. This should include: (i) description of the various steps and stages of the project, (ii) what will be done at each stage, including estimated time intervals involved, and (iii) anticipated costs of accomplishing each stage related to the budget categories of the Budget Detail (item 15).
- d. Resources:
 1. Qualifications and facilities of applicant - Indicate experience and other factors which either qualify the applicant to conduct the project or have relevance to the facilities and resources available for the project.
 2. Staff and organization - (i) list names and provide short biographical sketches (one or two paragraphs) of project director, other professional staff members and key consultants. Sketches should specify member's position in project, educational background, past employment and experience, and significant publications or other professional recognition. (If staff is not identifiable at the time of application, this information should be submitted along with first progress report.) (ii) describe staff organization of the project, lines of decision, and policy or advisory bodies concerned with project execution.
 3. Cooperating or participating agencies - List all agencies (i) who will participate in execution of the project, or (ii) whose cooperation or support is necessary to its success. If not previously set out, indicate their role in the project and relationships to applicant. Furnish evidence of the support such agencies will provide (e.g., letters of endorsement by authorized officers).

14. The major focus of the proposed project will be a broad study and evaluation of the planning, programming and managerial system of the Superior Court. Of particular concern will be recommendations for developing an administrative system which maintains the judicial independence of the court, while at the same time frees the judiciary from unnecessary involvement in the nonlegal, day-to-day business of the court system.

A review of Superior Court data for the five calendar years 1967 through 1971 reveals overall increases of 39 percent in the number of full-time staff positions, 13 per cent in the number of new petitions filed, and 76 percent in the amount of moneys allocated to fund the Superior Court system. (See Appendices A, B, and C respectively, for more completed summaries of each calendar year involved).

The Superior Court civil and criminal departments noted major increases of 27 per cent and 73 per cent, respectively, in new petitions filed. (See Appendix B).

Decreases in the number of new petitions filed were experienced in the following departments: Probate (-6%); Mental Illness (-11%); Adoption (-16%); Guardianships (-25%).

However, these departments do not represent a major part of the court workload. The net overall result has been a 13 per cent increase in new petitions filed.

Decreases within the Juvenile Department of the Superior Court of the number of children detained (-11%) and the average daily population (-23%), average probation caseloads (-47%) and the number of cases referred, legally disposed of and tabulated (-6%) do not reflect a diminishing need for juvenile court services. Rather, these data reflect (1) a new, intensive level of diagnostic crisis and screening services provided clients and families prior to their legal involvement in the juvenile court system, (2) a change in the type of children serviced from the traditional delinquent and dependent child¹ to the more difficult to manage "rebellious" child, (3) a more intensive probationary service that can only be provided by reduced caseloads. (See Appendix D.)

The degrees and directions of changing services and caseloads, the tremendous expansion in the number of staff positions in the Juvenile Department, as well as marked increases in the amount of funding for the court system, are cogent reasons for completing a comprehensive study and evaluation of the programming, management and administration of the Superior Court system at the present time. Recommendations from the proposed survey will result in more orderly short and long-range planning to enable the court to administer justice more effectively and efficiently.

While most Superior Court employees receive employment and fringe benefits identical to those received by other King County employees, personnel of the Superior Court are not classified as Career Service employees nor are they subject to the County Charter. Rather, they serve the court at the discretion of the judiciary, which is considered necessary to support the independence of that branch of government.

Since the Superior Court must provide services to the people of the county by means of an effective work force, the proposed survey will have as one of its goals recommendations for employing, classifying, compensating, promoting and retaining Superior Court employees in a professional manner,

1

Effective January 1, 1972, the responsibility of planning for dependant children was transferred from the King County Juvenile Court to the Department of Social and Health Services.

that is equitable to the employees, and that insures the employment and retention of the most capable and best qualified personnel within the Superior Court system. Certain jobs and functions within the Superior Court are set by statute. However, 85 permanent, full-time positions will be included in the classification.

The Juvenile Department of the Superior Court is housed at the Youth Service Center and thus is geographically separated from the rest of the Superior Court. It has, by far, the larger budget and staff. A director and administrator are assigned to manage the operations of the Juvenile Department. Two hundred sixty-eight permanent positions, plus 20 full-time Public Employment Program positions within the Juvenile Department will be included in the survey. Thus, the potential number of Superior and Juvenile Department court positions to be surveyed will total 375. (See Appendix E for list of all positions to be included in the survey.)

Proposed Schedule:

Consulting request preparation, mailing, bid review and acceptance	2 mos.
Consultation/interviews with Superior Court staff.	4 mos.
Preparation and submission of results and recommendation	2 mos.

It is anticipated that the consultant's recommendations will be evaluated in time for inclusion in the 1974 county budget. This would mean a desirable completion date of mid-1973.

Organization of the Court

The judiciary is administered by an Executive Committee of five Superior Court judges who are elected annually to serve on the Executive Committee for one year. This Executive Committee is responsible for managing the business of the Superior Court. Specific responsibilities include the designation and determination of responsibilities of committees and the assignment of the judges to such committees, nomination of one member of the bench as Presiding Judge. All actions of the Executive Committee are subject to the approval of the entire King County bench.

Seven departments comprise the Superior Court for King County:

(1) Department of Presiding Judge. This is an elective position of six months' duration, renewable for one term.

Duties and responsibilities include the overall coordination and operation of the entire Superior Court for King County.

(2) Juvenile Department. Five judges are elected to the Juvenile Court Committee, one of whom is elected to serve as chairman of the Juvenile Court Committee, and, concomitantly, as chairman of the Board of Managers¹ for the Juvenile Court. These two governing bodies are responsible for managing and administering the Juvenile Court and the Youth Service Center.

(3) Probate Department. Four judges are elected to serve as probate judges and they sit for one month each in rotating order on the probate calendar. One is selected to be chairman of the probate committee. This committee is responsible for conducting the business and for establishing the policies of the Probate Department.

(4) Special Calendars Department. Three judges are elected annually to serve on the Family Law and Mental Illness Committee. This committee is responsible for directing and supervising the functions of the Special Calendars Department.

(5) Motion and Show Cause Department. The Presiding Judge appoints a different judge each month on a rotating basis to preside over the Motion and Show Cause Department.

(6) Pretrial Department. One judge is elected to preside over the pretrial department.

(7) Settlement Conference Department. One judge is elected to preside over the settlement conference department.

1

RCW 13.20.101 authorizes the Superior Court of any Class AA county to appoint four citizens to serve on the Juvenile Court Board of Managers, along with the chairman judge of the Juvenile Department to administer (with approval and authority of the Superior Court) the probation and detention services for delinquent and dependent children coming under the jurisdiction of the Juvenile Court.

APPENDIX A

NUMBER OF FULL-TIME-PERMANENT POSITIONS

5-YEAR SUMMARY (1967-1971)

	<u>1967</u>	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>	<u>% Change over 5 yrs.</u>
King County Juvenile Court	184	186	197	236 ¹	268 ²	+47%
King County Superior Court	93	100	99 ³	116	117	+23%
	---	---	---	---	---	---
Total	277	286	296	352	385	+39%

1 Includes 28 state probation subsidy positions.

2 Includes 27 state probation subsidy positions and 19 Public Employment Program (PEP) positions.

3 Beginning in 1969, four new judges were added to the Superior Court bench to handle the increasing caseload.

APPENDIX B

NUMBER OF NEW PETITIONS FILED FOR SUPERIOR COURT
5-YEAR SUMMARY (1967-1971)

Judges/Com- missioners Assigned		1967	1968	1969	1970	1971	% Change Over 5 y
19	Civil ¹	20,889	21,476	23,898	25,256	26,622	+27%
6	Criminal	2,044	2,292	2,839	3,166	3,531	+73%
2	Juvenile	4,292	3,948	2,863	2,631	2,487	-42%
1	Probate	4,734	4,831	4,576	4,632	4,429	- 6%
1	{ Mental Illness	620	695	719	648	549	-11%
	{ Adoptions	1,428	1,553	1,542	1,473	1,201	-16%
	{ Guardianship	762	762	674	650	572	-25%

APPENDIX C

BUDGET ALLOCATIONS FOR OPERATIONS & MAINTENANCE & SALARIES & WAGES
5-YEAR SUMMARY (1967-1971)

	1967	1968	1969	1970	1971	% Change Over 5 yrs.
Superior Court Incl. Operations & Maintenance, Salaries & Wages	\$1,274,255	\$1,403,913	\$1,547,548	\$1,963,647	\$2,072,522	+63%
Juvenile Court Incl. Operations & Maintenance, Salaries & Wages	1,274,670	1,449,980	1,659,180	2,164,965	2,411,385	+89%
Total	2,548,925	2,853,893	3,206,728	4,128,612	4,483,907	+76%

APPENDIX D

JUVENILE DEPARTMENT CASELOAD

5-YEAR SUMMARY (1967 - 1971)

	1967	1968	1969	1970	1971	% Change over 5 Years
Presented to Admissions for Detention ¹			5,470	4,904	6,791	+24%
Detention Admissions	5,061	5,165	4,219	3,901	4,479	-11%
Average Daily Detention Population	162	160	148	136	124	-23%
Average Caseload Probation	43	39	35	31	23	-47%
Investigation ²	46	45			52	+13%
Cases Referred, Disposed and Tabulated (Dep/Del/Misc.)	8,792	8,101	8,252	7,911	8,297	- 6%
Traffic Cases	12,182	11,837	10,197	11,839	15,975	+31%

¹The number of cases presented to Admissions for detention is not available for the years 1967 and 1968 since Detention Screening services were first initiated in late 1968.

²The Investigation Division merged with the Probation Division in 1969 and 1970; thus, no average caseload figures are available for these years.

15. BUDGET

CATEGORY A. PERSONNEL COMPENSATION

Employees (List each position)	% Time Devoted	Annual Salary	Appropriated Funds	Other Funds*	Grant Request	Total Cost
Review of appropriate positions within Superior/Juvenile Court						
Juvenile Court	various					
Estimated at 500 hours	at \$6/hr	3,000	3,000			3,000
Superior Court Administrator for four months	20%	20,000	1,333			1,333
Secretary	10%	7,460	249			249
Employee benefits, FICA, etc.	16.5%		756			756
Total Personnel Compensation			5,338			5,338

Justification and Explanation:

The survey team will need to interview appropriate full-time, permanent employees of the Superior Court at least twice; once to obtain input about job classification and duties; and once to ascertain that the collected data was not invalidated in the process of organizing and standardizing the information provided about each position. The time required for each interview will vary according to the complexity of tasks associated with each position. Certain staff hold "key" positions within the Superior Court system and, therefore, vis a vis the survey; and thus considerable time will be required of them to initiate and to assure successful completion of the survey process.

*Funds from other state agencies or private sources may be included. Do not include other federal funds, except funds received under the Demonstration Cities and Metropolitan Development Act of 1966. The source of any such funds should be specified.

15. BUDGET (continued)

CATEGORY B. CONSULTANTS

Consultants (List by individual or type)	Number of Days	Rate per Day for Individuals	Appropriated Funds	Other Funds*	Grant Request	Total Cost
Management consultant firm to be selected			15,000		60,000	75,000
Total Consultants			15,000		60,000	75,000

Justification and Explanation:

When the grant is approved, competitive, open bidding will be utilized to obtain proposals from management consultant firms knowledgeable in the judicial field.

*See Budget-1

15. BUDGET (continued)

CATEGORY E. SUPPLIES AND OPERATING EXPENSES

Supplies and Operating Expenses (Itemize by category)	Appropriated Funds	Other Funds*	Grant Request	Total Cost
Office space 2 ea., 150 sq. ft. at \$5/sq.ft for 4 mos.	500.00			500.00
Office furnishings 2 ea., at \$6/mo. for 4 mos.	48.00			48.00
Telephone at \$7.50/mo. for 4 mos. + \$15 installation chg.	45.00			45.00
Electric typewriter, leased for 4 mos. at \$25/mo.	100.00			100.00
Misc. Office Supplies at \$3/mo. for 5 mos.	15.00			15.00
Total Supplies and Operating Expenses	708.00			708.00

Justification and Explanation:

Necessary facilities and supplies will be required during the study phase since the firm will have to be on site to efficiently conduct the necessary interviews and review of existing systems and procedures.

*See Budget-1