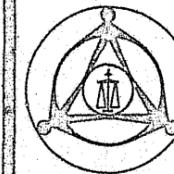


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THE AMERICAN UNIVERSITY

Criminal Courts Technical Assistance Project
Institute for Studies in Justice and Social Behavior
The American University Law School
Washington, D.C.

OMAHA MUNICIPAL COURT
MANAGEMENT ANALYSIS

NOIRS

MAR 8 1977

ACQUISITION

June, 1973

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Law Enforcement Assistance Administration Contract Number: J-LEAA-043-72

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I. INTRODUCTION

Judge A.Q. Wolf, presiding Judge of the Omaha, Nebraska Municipal Court requested technical assistance from the Law Enforcement Assistance Administration in evaluating current Municipal Court procedures and in improving the overall management of the Court. Judge Wolf was specifically interested in improving the operation of the Court, eliminating inefficiencies and waste, making maximum utilization of personnel, having statistical and financial reports made on time, solving an employee morale problem and in effectively handling a backlog of cases which he anticipated.

Under the auspices of the Technical Assistance Project at American University, Eldridge Adams and Gordon Allison were assigned to provide this requested assistance. These consultants were selected on the basis of their extensive background in court administration and, particularly, the application of management systems to court operations. During the week of March 19, 1973 they visited the Court and, as a result of interviews with court officials, observation of court operations and a review of relevant background information, identified major problem areas. The observations and recommendations of the technical assistance team are discussed in the report which follows.

II. MUNICIPAL COURT BACKGROUND INFORMATION

There are two municipal courts in the state of Nebraska -- one in Omaha and one in Lincoln. Municipal court business in the rest of the state is handled by district and county courts. The Omaha Municipal Court serves a population of 390,000, or 26% of the residents of the state. The Court's jurisdiction extends to traffic cases, misdemeanors, preliminary hearings and civil cases with a prayer limit of \$5,000.

In addition to the Municipal Court, a District Court serves as the court of general jurisdiction and a County Court functions essentially as a probate court. In January 1973, a Small Claims Court was established with jurisdiction over cases under \$500. Since 1973, appeals from the Municipal Court to the District Court have been made on the record rather than de novo. Although the Court has had no jury trials for either civil or criminal matters, it is anticipated that jury trials will be demanded in order to establish the required record for appeal. The anticipated impact of these jury trials will be a lengthening of trial time and the development of procedures for juror process. This latter area is currently under study.

The Court is located in three facilities with assignment of judges rotated among these facilities every two weeks. Judicial staff and functions are allocated among the facilities as follows:

<u>Facility</u>	<u>Judicial Functions</u>	<u>No. of Employees</u>
18th and Dodge (City Hall)	all chambers civil courtrooms Clerk's Office (civil section)	11 (Clerk and 10 full-time employees)
11th and Dodge	criminal and traffic courts Clerk's Office (criminal and traffic section including Violations Bureau)	19
South Omaha Branch	one Judge sits (half days)	2

The Omaha Municipal Court is composed of eight judges including the Presiding Judge. A ninth judge was authorized in March 1973 although appointments generally take about six weeks. Judges are initially appointed for three years after which they can run for an elected six year term.

Currently, judges are assigned on the following pattern:

- 1 Criminal
- 1 Traffic
- 1 Traffic (half days)
- 1 South Omaha (half days)
- 1 Assignment Judge
- 1 Small Claims (half days)
- 1 Civil (half days)
- 2 Civil
- 1 Preliminary Hearings, arraignments, and first appearances

The Presiding Judge maintains a full workload by taking one of these assignments.

The judicial support staff consists of five bailiffs, two probation officers and non-salaried process servers who are compensated by fees. There are no courtroom clerks, Court salaries and administration costs are financed by the City of Omaha which prepares the Court's budget based

on data supplied by the Clerk's Office and subject to the Presiding Judge's approval.

The Court handles an annual workload of approximately 8,000 civil case filings. Traffic cases account for 50,000 court appearances. In addition, the criminal caseload results in 5,000 appearances; 70,000 citations are handles by the Violations Bureau. At the time of the consultants' visit, civil cases were being set for trial in August, i.e., five months in advance, with traffic cases and misdemeanors being set for trial within three months.

During 1972, this workload resulted in an annual income to the court of \$1,258,000. Of this amount, \$490,000 represented fines, \$126,000 was collected by the Violations Bureau and \$555,000 was collected in costs. Since 1968, the gross receipts of the Court have increased more than 50%:

1968	\$	817,000
1969		1,008,000
1970		1,146,000
1971		1,121,000
1972		1,258,000

III. METHODOLOGY

Prior to interviewing court staff and analyzing court operations, the technical assistance team conferred with Presiding Judge Wolf as well as with the immediate past Presiding Judge. The judges identified the most crucial problems facing the court as well as the need to analyze an employee questionnaire circulated in June 1972 which could point to additional problem areas.

In view of time and resource limitations, consultant efforts were focussed on the 11th and Dodge Criminal and Traffic facility which houses the greatest number of judicial staff. In addition to interviewing all of the judges on the Court, the consultants met with the Chief Deputy Clerk, his chief assistant as well as all of the clerk's employees in the 11th and Dodge facility to determine job functions. The Clerk of the Court at the 18th and Dodge facility was also interviewed and explained procedures in the civil division. As part of an external salary scale comparison, job descriptions and salary schedules were obtained from the City Personnel Department for use in evaluating those used by the Court.

In addition to this personnel system analysis, the technical assistance team focussed on fiscal aspects of the Court's operation as well as its computer capability. The consultants met with the City Finance Director and the Director and staff members of the Douglas County Systems and Data Processing Department. They discussed the development and operation of the Court's computer system with particular attention to critical problems preventing the system's full implementation.

IV. ANALYSIS OF EXISTING SITUATION

Based upon interviews with court staff as well as the consultants' analysis of court operations, four major problem areas emerged:

- o Inadequate personnel and staffing policies
- o Lack of appropriate staff supervision and authority
- o Inadequate ticket and cash control
- o Incomplete utilization of the Court's computer capability

In addition, the consultants identified areas of improvement in other aspects of the Court's administration which, while beyond the scope of this assignment, will be mentioned at the conclusion of this report.

A. Inadequate Personnel and Staffing Policies

The most critical problems facing the Court involve the ineffective administration of its personnel resulting in salary inequities, inadequate supervision and assignment of responsibilities without commensurate authority.

No personnel manual has been developed which lists job titles, pay categories and job functions in the court although the June 1972 questionnaire may contribute some of this information were it to be utilized. Although there are lists of employees and their salaries, no such list provided was complete. This comprehensive list, an essential tool for effective personnel administration in the court, was compiled by the consultants as shown in Table I.

TABLE I. EMPLOYEES OF THE CLERK'S OFFICE

	<u>Name</u>	<u>Title</u>	<u>Location</u>
1.	Adrian	Assistant Clerk	18
2.	Allwine	Assistant Clerk	18
3.	Altic	Deputy Clerk	18
4.	Baratta	Assistant Clerk	18
5.	Bernstein	Assistant Clerk	11
6.	Brosnihan	Assistant Clerk	11
7.	Christensen	Special Clerk	11
8.	Collins	Assistant Deputy Clerk	11
9.	Davis	Chief Deputy Clerk	18
10.	Dinan	Clerk of the Court	18
11.	Dworak	Assistant Clerk	11
12.	Engel	Assistant Clerk	11
13.	Fass	Assistant Clerk	11
14.	Ferraguti	Clerk Steno	So.
15.	Fogarty*	Chief Deputy Clerk	11
16.	Gates	Bailiff	11
17.	Gibilisco	Assistant Clerk	11
18.	Hinsley	Assistant Clerk	11
19.	Lee	Assistant Clerk	11
20.	McCormick	Bailiff	11
21.	Mauro	Clerk Steno	18
22.	Moline	Assistant Clerk	18
23.	Murphy	Bailiff	11
24.	Noah	Assistant Clerk	11
25.	Pierce	Special Deputy Clerk	11
26.	Retikis	Assistant Clerk	11
27.	Riedler	Assistant Clerk	18
28.	Ryan	Assistant Clerk	11
29.	Secord	Assistant Clerk	11
30.	Shields	Clerk Steno	18
31.	Stauch	Deputy Clerk	So.
32.	Stillmock	Bailiff	11
33.	Sullivan	Clerk Steno	11
34.	Taylor	Bailiff	18
35.	West	Special Deputy Clerk**	18
36.	Wheeler	Assistant Clerk	11
37.	Wright	Assistant Clerk	11

SUMMARY

19	Assistant Clerks	1	Special Deputy Clerk**
4	Clerk Stenos	1	Special Deputy Clerk
1	Special Clerk	2	Deputy Clerks
5	Bailiffs	2	Chief Deputy Clerks
1	Assistant Deputy Clerk	1	Clerk of the Court

* Retired in March, 1975

** Special Deputy Clerk and Assistant Cashier

The list, based primarily on interviews with the Clerk of the court, does not include probation officers. It should be noted that the job titles on lists maintained by the Court differed from information derived from interviews by the consultants as well as from the information provided by the employees. This confusion may result, in part, from the fact that no form is given to employees stating their job title or salary. Although employees' paycheck stubs provide space for complete data regarding pay rates, number of hours worked, sick leave, vacation, etc., this data is not filled in for Court employees. Confusion can also result from the fact that Court personnel are paid the day a pay period ends, while City personnel are paid during the subsequent pay period - a more common management practice.

There was also a feeling on the part of the judges that court employees were underpaid and a job classification analysis is being conducted rising city salaries as an improvement model.

While job descriptions and an associated pay plan do exist for City employees, there appears to be no method by which judicial staff pay rates can be accurately compared with City salaries. However, based upon differences in annual vacation days and number of working hours*, court salaries which are established by the judges for all personnel except the Clerk

*City employees work from 8:00 to 4:30 and get six vacation days; court employees work from 8:30 to 4:30 and get eleven vacation days.

whose salary is set by the City, should be approximately 92% of corresponding City personnel. In practice, the variation in salaries between these two agencies is much greater. For example, the City pays a Clerk I, on the lowest step, \$ 444 per month. The comparable judicial position, with the 92% adjustment, should be \$ 410. However, the lowest paid Clerk in the Court receives only \$ 360 per month.* Similarly, the salary range for Assistant Clerks in the city is \$ 444 to \$ 622 while the median salary for this position in the Court is \$ 430 -- \$ 14 below the lowest paid City counterpart. Salaries for all city jobs comparable to those in the Court Clerk's office are indicated on Table II. Since some Court jobs are specialized they may be compared with specialist positions in the City personnel structure, as suggested, for example, by that of Personnel Specialist on the Table.

B. Lack of appropriate staff supervision and authority

With the exception of the Chief Deputy Clerk, there are no supervisory personnel in the 11th and Dodge facility. Moreover, despite the Chief Duputy Clerk's responsibility for running the office, his lack of adequate authority diminishes his supervisory effectiveness considerably. He does not hire his own employees nor does he know his employees' salary rates. All authority for administering the 11th and Dodge facility is retained by the Clerk of the Court at 18th and Dodge who, when interviewed, said she had not been in the 11th and Dodge

* City and Court employees were granted salary increases effective April 1, 1973. The consultants were provided new salary scales for the City but those for court personnel were not yet computed and therefore estimates have been used.

TABLE II. CITY OF OMAHA SALARIES*

<u>Job Title</u>	<u>Monthly Range</u>	<u>Education and Experience Requirements</u>
Clerk I	\$ 444 - 522	High School Graduate
Clerk II)	534 - 622	(High School Graduate plus 2 years
Clerk Steno)		(---
Cashier)		(High School Graduate plus 1 year
Clerk Typist III)	676 - 790	(High School Graduate plus 4 years
Account Clerk)		(High School Graduate plus 4 years
Chief Cashier)	707 - 852	(---
Personnel Specialist)		(2 years College plus 2 years
Office Manager	946 - 1126	College courses plus 5 years

* Effective April 1, 1975

facility for some time. This lack of appropriate authority resulted in a lack of initiative on the part of the Chief Deputy Clerk and a feeling that nothing could be done unless promulgated by the Clerk herself. This attitude has permeated the office staff and affected their receptivity to change -- particularly the installation of the computer system.

This system which will be described below was instituted under an LEAA grant directed by the Special Deputy Clerk who, although the system's project director, had no authority to change forms, revise procedures, or make other necessary changes to accommodate the automated system. The computer programmers and systems analysts have been frustrated by this inertia as are the other court employees at the facility whose turnover rate is unusually high. Of the 19 employees in the Clerk's office, six (30%) have been employed for one year or less, two (10%) have been employed for two years, two (10%) have been employed for three years, and eight -- less than half -- have been employed for five years or more.

Employees are hired by the Clerk of the Court in consultation with the Presiding Judge and, in the case of senior employees, all judges may be involved in the hiring process. The Court hires its employees from walk-in applicants and, when necessary, from newspaper advertisements. The city personnel department is not utilized in the judicial hiring process.

C. Ticket and Cash Control

These two subjects are treated together because proper control of both is essential to prevent money loss. Strict management of tickets and cash must be maintained. The Court's problems in exercising this control are evident from an analysis of the complex aspects of the ticket process.

A proportion of receipts is collected from defendants who make payments in a cashier's "cage" located on the third floor following their court appearance. Three of the four courtrooms currently utilized are also located on this floor. Three employees work in this cashier's "cage." In addition to receiving payments for citations, they also receive payments for bonds and make refunds on bonds as well as maintain fiscal summaries and records. One of the employees operates a computer terminal into which he enters all dispositions and cash received.

On the second floor, the Violations Bureau and other offices carry out similar functions as well as a variety of additional ones. Money received in payment is transmitted to the third floor. Citations are put in numerical order and merged into the citation file. Warrant numbers are written on citations in this file from the computer-prepared warrants. Computer-prepared abstracts for the State Motor Vehicle Department are verified manually since abstracts for citations pre-dating the advent of the computer constitute a backlog of work which would require three to four man months to clear. Although two computer terminals are provided

the initial data on citation is typed and updated manually. A set of docket books and an index is also typed and the docket pages, which are of the normal large size, are bound in books approximately five inches thick. The index is prepared by typing entries on cardboard strips, mounting them alphabetically in a rack, making photo-copies of the contents, and assembling the copies into a booklet.

Money is also received through the mail which is delivered to a central mailroom, sorted by date and payments for each day are checked to avoid an unnecessary warrant being issued. Late payments are put in order of citation number and data is entered into the computer system. One employee processes approximately 1,000 citations per day -- manually -- without any mechanical device to open mail or to conveniently store the citations as they are processed. Each piece of mail is stamped by hand with the date of receipt and the amount is checked for being either less or more than required. The purpose of this process is to prevent issuing warrants for citations paid on or near the deadline.

Once a case is disposed, two signatures and the receipt date are stamped on the face of each ticket. The original ticket, the tissue copy and the past record printed by the computer are matched by an employee.

This method of ticket and cash processing is open to several criticisms. First, ticket storage and accounting is much too casual. The consultants noted original tickets in the hands of

the prosecutors -- apparently because the defendant had not demanded a receipt. A copy of the ticket would be sufficient for the prosecutor's use. While the consultants found no evidence of personal diversion of cash, there was evidence of thoughtlessness. They noted cash which was being counted (estimated to exceed \$1,000) lying on a desk unattended and in a room frequented by visitors, prosecutors, and police. They also noticed warrants and citations banded in little bundles lying on window sills, tables, desks, etc. The consultants were informed that when a defendant pays for a citation and the original ticket cannot be found, the money is retained until the original ticket can be found. While this practice is admittedly hearsay, it is unsound and should not be practiced. It should also be noted that steps are underway to institute more rigorous money controls but these efforts should be expanded to focus on all questionable material and discrepancies should be checked and resolved as quickly as possible so the material lying idle can be made productive.

In addition to more stringent ticket and cash controls, efforts should be made to eliminate the considerable backlog in ticket processing. Ironically, much processing is done by hand that is within the current capability of the computer. Other processes could be expedited by simple mechanical devices -- such as those that would stamp signatures and dates in one operation, open mail, etc. One result of the backlog is that too many

warrants are issued because the computer system automatically prints a warrant if appearance or disposition is not entered within a specified period. In some cases, the backlog results from the effects of a poor administrative decision. For example last year tickets were delivered which were too thin for use in the automatic sorting process. Nevertheless, they were used and an unnecessary workload was imposed on the personnel.

D. Incomplete utilization of the Court's computer capability

Under a grant from the Law Enforcement Assistance Administration, an on-line ticket processing system has been developed by the County data processing agency in cooperation with the Court. Terminals are located in the Violations Bureau, the mail section and in the offices for each of the following personnel: Clerk of the Court, Police, Sheriff and County Attorney. Essentially, the computer system performs the following functions:

- Posts dispositions to past records
- Prepares lists of fines and costs collected
- Prepares abstracts for conviction reports
- Prepares warrants automatically upon non-appearance or non-payment
- Cancels warrants when a disposition is entered
- Prepares various lists re warrants
- Prepares statistical reports
- Prepares error reports, reports to police, etc.

A complete list of functions, adapted from existing documentation, is provided in the Appendix to this report.

Tickets are processed in the following manner. The Police Department collects the citations and transmits them in a locked box to the data processing agency for data entry into the computer system. After ticket data is keypunched, it is transferred to tape.

On-line access is via disc and data from approximately 60,000 tickets are maintained on disc at any one time. For court purposes tickets are separated into two categories: moving and non-moving violations. The computer system also prints past records which are hand matched with the police copy of the ticket and with the original. The past record is used by the Judge in sentencing and in ascertaining whether other action is pending against a defendant. The computer system also contains entries regarding continuances or removals of the ticket from the file. At each terminal the operator can check his balance of cash receipts during the day since the system maintains cash activity information as well as provides a routine printout for each day's activity.

Several problems are evident regarding the use of the computer system. First, the lack of appropriate authority to carry out staff responsibility--a problem described above--is particularly noticeable in an examination of the project manager's role. For example the LEAA grant to develop the project was terminated and money was returned to the government although no one -- including the project manager -- knows who made the decision to terminate.

Second, the lack of communication and coordination between the County data processing agency and the Court impedes the full utilization of the computer system. For example, the data processing agency does not provide control clerks to account for all input transmissions to the system. The agency position is that the user should provide this service. These communication problems evolve

in part from excessive aggressiveness on the part of data processing personnel and unwarranted resistance in the Court. This resistance, it should be noted, will most likely diminish in the future and the court has been quite receptive to the consultants' suggestions regarding change. This receptivity will provide the essential balance and control for the computerization process since the data processing personnel seem quite perceptive regarding procedures although they are less familiar with trial court processes.

A third problem which should be noted is the incomplete utilization of the existing computer facilities. Personnel are performing tasks which could be performed by the computer system. While some employees use the system freely and competently, others seem to resist its use. It should be emphasized that complete use of the system will not result in fewer personnel but, rather, yield increased efficiency. The system can provide a daily calendar and is capable of printing the calendar, providing receipts and taking over the functions involved in the current manual preparation of docket books and indexes. These docket books and indexes created ten years ago, are technically unnecessary; computer printouts and displays can be substituted for these functions.

E. Additional problems

The consultants noted other problems impeding the effective administration of the court although extensive discussion of these areas is beyond the scope of this report. Essentially, these problems involve calendar management policies and physical facilities.

Calendar management should be under the direction of the Judges. The consultants noted, however, that prosecutors were

controlling courtroom workload at the Court. They called the cases, asked visitors their business, and reassigned cases to other courtrooms. Improvements in other aspects of calendar management might be feasible through certain revisions in jurisdictional policies. Two suggestions were made to the consultants which warrant further consideration. First, those types of offenses regularly receiving ten dollar fines or less after court appearance should be relegated to the category of cases not requiring appearance before a Judge. Judicial workload and clerical processing time would both be reduced. A second suggestion was that the geographical jurisdiction of the South Omaha branch be increased with consequent improved utilization of the Judge who sits there.

In the area of physical facilities, it should be noted that the Court has been provided with hand-me-down facilities which, at 18th and Dodge, have a poor appearance. Courtrooms are poorly lighted, poorly ventilated and equipped with old and sometimes unsightly furnishings. Signs are inadequate and space does not appear to be affectively allocated. The 11th and Dodge facilities are crowded in some offices while, in other, space is wasted. One office, approximately nine by twelve feet, was used by two persons as well as by clerical personnel and police for a coffee room. In contrast, a second office approximately four times the size, contains one employee. The physical atmosphere of the Court is also affected by the appearance of the Judges who, in an apparent effort to avoid appearing to "put on airs", do not wear robes.

V. SUMMARY AND RECOMMENDATIONS

In summary, the positive attitude of Court personnel and desire on the part of the Judges to correct problems in the Court make it likely that needed changes will be accomplished. Moreover, the City Finance Office has expressed a ready willingness to cooperate with the Court in helping to accomplish these improvements.

Examination of the employee questionnaire distributed in June 1972 substantiated these observations. The staff seemed aware of the same core problems and seemed willing to make a concerted effort to solve them. Of twenty-nine responses, only six made no recommendations. Ten recommended an improved salary plan and more effective administration of the plan. Six indicated that more employees were needed. The essential contrast among these responses is in the attitudes of the employees toward each other and in specific attempts to cope with the increased workload and use of modern techniques -- such as the computer.

Based on the consultants' on-site observations, interviews and review of the employee questionnaires and other relevant background material, the following recommendations are made:

1. Provide adequate administrative support to the Judges

The judges have lacked the staff support to provide the management capabilities which they need to administer the non-judicial aspects of the Court. While the judges have been aggressive in seeking judicial improvements, they have not received the necessary support staff to implement these improvements effectively. For example, they have

instituted new judicial programs such as the small claims court although no administrative support for these judicial innovations has been provided.

This administrative support should consist of staff who respond to the needs as well as the requests of the judges. They must carry out all policies and projects initiated by the Court. A problem in the past has been that some employees have been reluctant to carry out the wishes of the Judges. While this is not a problem now, it should be stressed that employees who fail to support the policies of the Court should be replaced -- regardless of seniority.

2. Maintain job descriptions and other personnel policy information

The Court should prepare and maintain a documented set of job descriptions, a personnel manual, and appropriate pay schedules together with promotion policies and career programs. Supervisors should be notified of their employees' salaries and the recommendations of supervisors regarding these salaries should be responded to in writing. In addition, all employees should be notified in writing as to their job titles and pay rates. Employees should be hired by their immediate supervisor with appropriate provisions for judicial approval. Moreover, there is no reason why the Court's pay scales cannot be comparable with the City's.

3. Tighten ticket and cash control

Tickets should be regarded as cash. Only copies of tickets -- not the originals -- should be given to non-court personnel. If a ticket should have to be removed from the control of court personnel for any

reason it should be signed for. Moreover, a log of all tickets printed should be maintained from the date they are received from the printer and kept up-to-date. This log should indicate where a ticket is and this capability should be tested frequently.

Similarly, all cash received should be appropriately logged, immediately put in a secure container and deposited the day of receipt. Only necessary personnel should have access to the places where cash is received. Moreover, the tasks involved in the handling of cash should be performed without interruption. While the problems noted in cash control stem solely from accidental lack of compliance with the above objectives, rigorous controls should be instituted before a problem arises.

4. Introduce mechanical devices where feasible to perform manual tasks

A survey of office procedures should be made to ascertain what mechanical devices would be cost-effective to use. The purchase of such equipment as mechanical letter openers, paper shredders and a device to stamp both sides of a ticket with dates or signatures should be considered. Many situations exist where labor saving devices and procedures can be used and should be extensively explored.

5. Explore potential uses for the computer

The computer appears to be oversold and underused due, in part, to a lack of communication between the user (the Court) and the computer technicians (the County Systems and Data Processing Department). While the existing computer system has the potential to alleviate much of the clerical processing overload in the Court, there is an unwanted stubbornness on both sides to utilize this potential.

In expanding computer usage, the recommendations of the County data processing agency should be evaluated by the Judges. These recommendations should be clear and not stated in the jargon familiar only to those in the computer field. Competent data processors should present their functions in clear language. This process will require work but it can be done and the Court should insist upon it. Moreover, the Court should not hesitate to reject suggestions not fully justified or not clearly formulated.

Currently, several functions performed manually can clearly be automated. Such automation will not eliminate jobs but, rather, will allow much of the backlog in office work to be alleviated.

6. Improve Court appearance

Although new facilities will be available when the new City Hall is completed, the appearance of the court should be improved in the meantime -- particularly if any remodeling is done to provide jury boxes. The citizens' impression of justice may be influenced by their impression of the appearance of the court.

7. Judicial control over calendar

In the criminal and traffic courts, the Judge or other judicial officers should control the calendar, the calling of cases and the handling of defendants, attorneys and witnesses. The prosecutor should not run the calendar in the courtroom. In addition, the judges should exercise more control over continuances. Excessive continuances result in backlog and delay. Moreover, clerical employees should not approve

continuances; problems can develop when this is done, such as having these employees accused of favoritism.

8. Provide Presiding Judge an assistant trained in court administration

Although the Presiding Judge is very aware of the problems in the Court and has many sound solutions, he does not have sufficient time to devote to their implementation. As a result, improvements will take time. In administering the court, the presiding judges should be provided with an assistant trained in court administration and management.

The Court does not operate in isolation; it functions within the criminal justice and law enforcement environment and must recognize its relationship to other community agencies. In view of the existing dedication of the bench and trained staff, the serious problems noted in this report should be only temporary. Moreover, the experience gained in solving them will enable the Court to deal with future problems as they arise.

APPENDIX

LIST OF COMPUTER SYSTEM FUNCTIONS
USABLE IN THE PROCESSING OF TRAFFIC TICKETS

Title of Function and Use

- CB - Cash Balance - when a cashier wishes to balance the cash receipts.
- CW - Clear Warrant - when a defendant appears and is given a new court date.
- EW - Enter Warrant - to place felony, misdemeanor, mental and traffic warrants and wants in the computer file.
- LW - Locate Warrant - when the person specified by the warrant is located.
- MT - Modify Ticket - to change a license number.
- MW - Modify Warrant - to correct a warrant already on file.
- NPT - Not Past Time (48 hours) - for a mail payment, not 48 hours past the violation date and time.
- PT - Past Time (48 hours) - for a mail payment, 48 hours past the violation date and time.
- QWD - Query Warrant using Data Number - to determine if there are any outstanding warrants for a particular person.
- QDC - Query Warrant using Data Number Continuance - after a QWD when there are more than 11 warrants and the terminal operator wishes to see the next warrants.
- QWL - Query Warrant using License Number - to determine if there are any outstanding warrants for a particular license number.
- QLC - Query Warrant using License Number Continuance - after a QWL when there are more than 11 warrants and the terminal operator wishes to see the next warrants.
- TC - Ticket Continuance - to enter a continuance.
- TCC - Ticket, Court Central payment - to record payment to satisfy a fine imposed by the Court at 11th and Dodge.
- TCD - Ticket, Court Disposition - to record a plea and the Court's decision, other than a fine.
- TCP - Ticket, Court, Partial payment - when a suspension of execution has been authorized for part of the payment of fines and costs.
- TCR - Ticket, Court, Remove payment - when payment has been applied to the wrong Court ticket number in the ticket file.

- TCS - Ticket, Court, South Omaha payment - to record payment to satisfy a fine imposed by South Omaha Court.
- TEP - Ticket Entered Properly - to indicate that correct ticket number was entered, the offense code printed is the same as that on the defendant's ticket and the correct amount was entered.
- TFR - Ticket File Removal - when authorized personnel make a request to remove a ticket from the files of the Court Clerk's Office.
- TI - Ticket Inquiry - to find out any data on a ticket.
- TIF - Ticket, Insufficient Funds - when a check is returned by the bank due to insufficient funds.
- TIL - Ticket, Inquire using License Number - to display data on tickets corresponding to a given license number.
- TND - Ticket, Non-Court Disposition - to record the disposition, other than a fine, of a non-court ticket.
- TNM - Ticket, Non-Court, Mail payment - to record payment for a non-court ticket via mail.
- TNN - Ticket, Non-Court, South Omaha Non-Court payment - to record payment for a non-court ticket in South Omaha.
- TNP - Ticket, Non-Court, Partial payment - when a non-warrant payment was accepted and posted to the wrong non-court ticket when the correct ticket was in warrant; also used to enter partial payments when not enough cash is mailed.
- TNR - Ticket, Non-Court, Remove payment - when payment has been applied to the wrong non-court ticket number in the ticket file.
- TNW - Ticket, Non-Court, Window payment - to record payment of monies for a non-court ticket at the Violations Bureau window at 11th and Dodge.
- TO - Ticket, Offense - to change the offense code on a ticket.
- TTC - Ticket, Transfer Court to non-ticket file - when a court ticket requires additional information not available on a ticket, or to transfer a ticket between courts.
- TTN - Ticket, Transfer Non-Court to Court - to transfer a non-court ticket to a court ticket for court action, or to return a court ticket to non-court ticket status when a Judge has authorized payment on a non-court basis.
- WW - Wrong Warrant - this is entered when an incorrect warrant was located, cleared, or cancelled.
- XW - Cancel Warrant - when the Court has given permission to cancel an issued warrant.

END

7-11-11