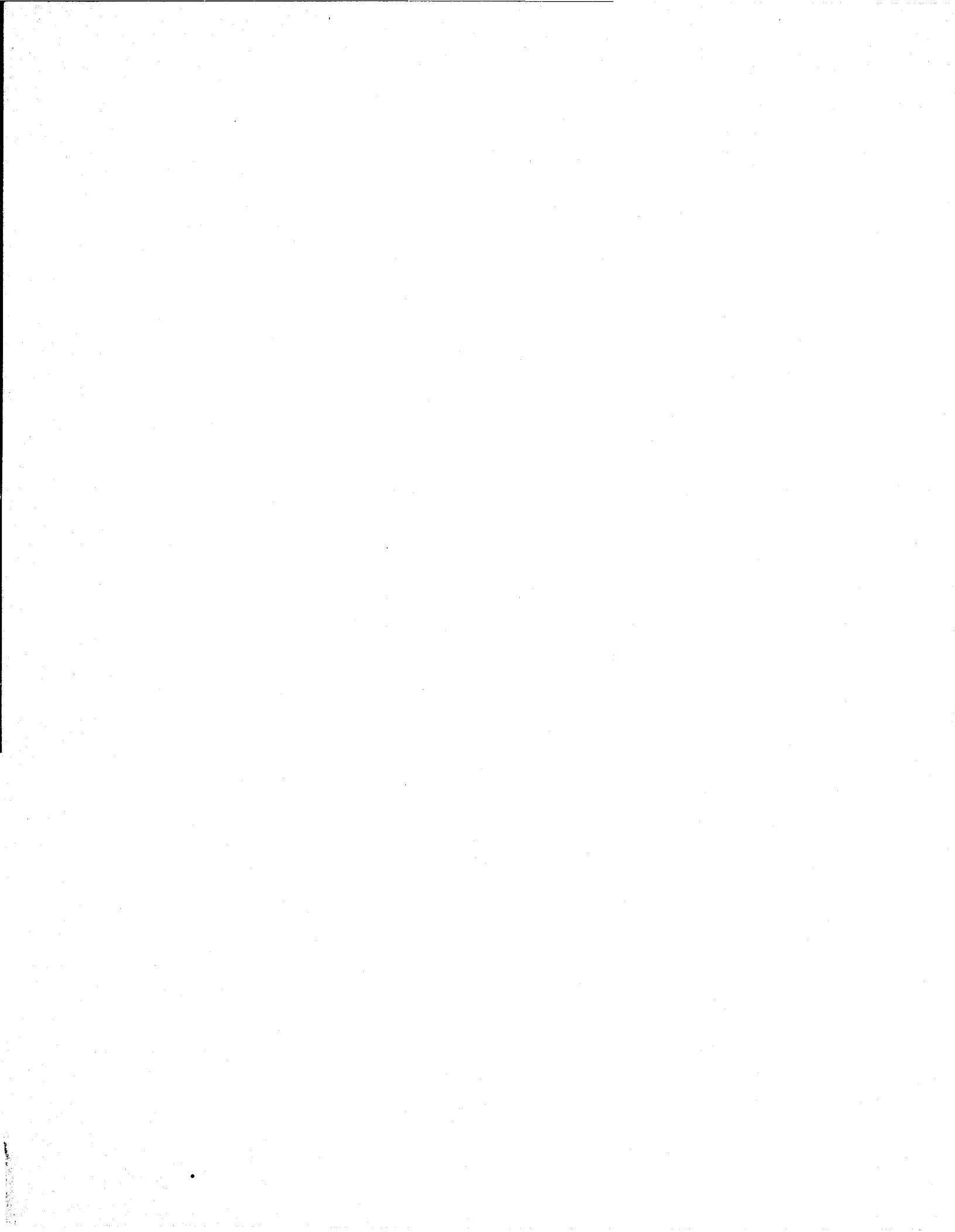


**Dedicated to
improving the
quality of
justice and the
administration
of state courts...**

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ACQUISITIONS

The National Center for State Courts is a nonprofit organization dedicated to the improvement of justice at the state and local level and the modernization of court operations. It functions as an extension of the state court systems, working at their direction to provide an effective voice in matters of national importance to them.

The National Center thus acts as a focal point for judicial reform—serving as a catalyst for setting and implementing standards of fair and expeditious judicial administration, helping determine and disseminate solutions to the problems of state judicial systems. In sum, the National Center for State Courts provides the means for reinvesting in all states the profits gained from judicial advance in any state.



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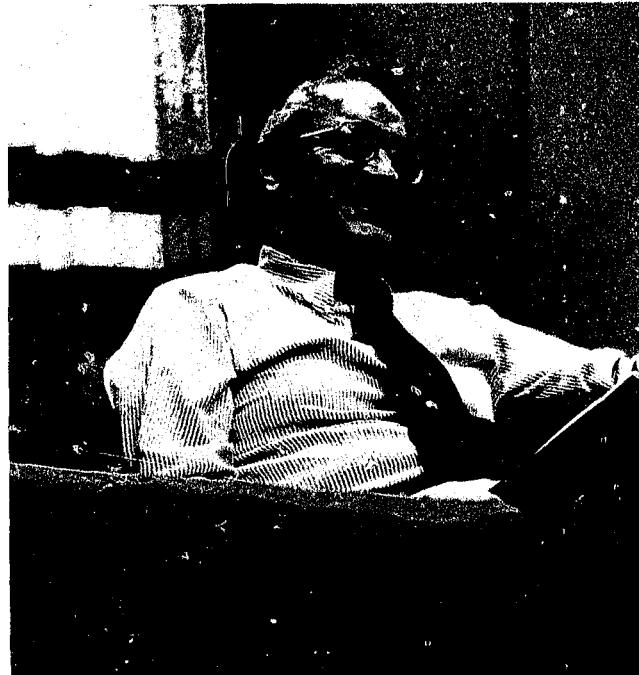
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The late Chief Justice C. William O'Neill, Supreme Court of Ohio, served as vice-president and member of the Board of Directors of the National Center until his death on August 20, 1978.



By any measure 1978 was a year of growth and signal achievement for the National Center for State Courts. In March the last of the Denver staff moved into

the new headquarters building in Williamsburg, a long-anticipated occasion that was followed closely by Williamsburg II, the landmark second National Conference on the Judiciary. The highlight of the conference was a discussion of both old and new measures for improving the workings of the courts at the state and local level. The months following Williamsburg II witnessed further growth in the strength of the Center's staff and internal management, as well as the completion of several important projects and reports. Thus, 1978 proved to be a significant year in the continued growth of the Center.

The Williamsburg II Conference was easily the most conspicuous undertaking of the Center. More than 350 leaders of the bench, the bar, both the executive and legislative branches of government, as well as citizens and consumer groups and the media gathered to debate and develop "a blueprint for the future" of the state courts.

The Conference was keynoted by publication of the results of the first national survey of public attitudes toward the courts. Conducted for the Center by the well-known opinion research firm of Yankelovich, Skelly and White, Inc., the survey yielded a number of sobering findings. The public's expectations of the courts were found to be extremely high; but the American people are also seriously disappointed in the courts' performance, and the disappointment runs deepest among those, with the exception of lawyers and judges, who have had the most experience with the courts. While one could be heartened by the public's willingness to see more tax dollars spent in the effort to improve their courts, it was discouraging to learn of the degree of the public's ignorance, not only in regard to how the courts operate but even in regard to some of the basic principles on which American justice is founded.

Speaking at the conference, the late Chief Justice C. William O'Neill of Ohio expressed the view of many when he said: "We have earned the position we now occupy in the confidence of the people . . . There are no magic solutions . . . It will be by our performance that we will re-earn the confidence and the respect of the American people. . . ."

We have perhaps entered a new era in court improvement, an era when the emphasis is gradually shifting from internal management improvements, by their nature generally undramatic, to more visible efforts to make the courts more responsive to the public's needs. Such efforts will involve more public education about how the courts work, making the courts more accessible to all segments of society, increasing the speed and reducing the cost of litigation, the exploration and development of alternatives to courtroom trials for the resolution of disputes, and new concepts and procedures for the courts' accountability to the citizens they serve.

The Center in its less than eight years of existence has earned recognition as a major resource in the ongoing effort to improve the courts. That recognition is based primarily on the quality and quantity of the Center's work and on the size, experience, and capability of the staff in both its headquarters and regional offices.

In 1978 the Center broke new ground. In the Pretrial Delay Project, for example, the Center probed the operations and developed original baseline data on 21 major metropolitan court systems. Some of the surprising findings and conclusions as to the causes of delay are summarized, along with the results of other major projects, on pages 9-17.

The Center also became involved in developing baseline data and exploring problems and their solutions in one of the most controversial and perplexing areas of modern justice, that involving juvenile offenders. Several national-scope projects are engaged in this increasingly critical area.

It is important to note the increasing activity of the Center in "hands-on" application of research findings. Following the research phases of six major projects, for example, experienced staff translated their research efforts into practical on-site technical assistance.

Financing the Center's operations in 1978 again demanded more time and resources than would ideally be the case. Critically important support in the form of unrestricted funds again came from the Center's program of state charges, under which virtually all of the 50 states contributed a total of \$332,575, and from the private sector, where the National Center's distinguished Business and Professional Friends Committee, led by George A. Stinson of National Steel Corporation, raised a total of \$260,000 from 99 contributing corporations. A number of private foundations, including the Henry Luce and the Charles E. Culpeper foundations, helped fund key work during the year.

The Center is deeply grateful for this support and its continuation is essential. Yet there remains a need to develop resources that can assure the Center's existence on a long-term basis, that will make possible realistic planning of critically needed work in the more venturesome areas of court improvement without having to curtail important day-to-day services on which the Center's constituent courts have come to rely.

In light of this need, it is heartening to report that some 20 of the most distinguished lawyers in the country have formed a Committee on Ways and Means to raise an Independence Support Fund, the income from which is intended to provide for the basic needs of the Center and help free it from an excessive reliance on any succession of discretionary federal grants. This committee is chaired by the Honorable Paul C. Reardon, Associate Justice, retired, of the Supreme Judicial Court of Massachusetts, who was also the Center's first president, a long-time member of its Board, and the project director of the Williamsburg II Conference. Until his recent death, Donald J. Hurley, a distinguished Boston attorney, served with Justice Reardon as co-chairman of the committee.

The task of the committee is a difficult one. Improving the administration of justice is neither an emotionally inspiring nor a widely recognized eleemosynary cause, and endowment funds

are among the most difficult to raise. Nevertheless, a growing understanding of the need for court improvement and confidence in the responsible record of the nation's leading foundations are grounds for cautious optimism. It is certain that the American public as well as the National Center for State Courts owe these leaders a debt of gratitude if their efforts are successful.

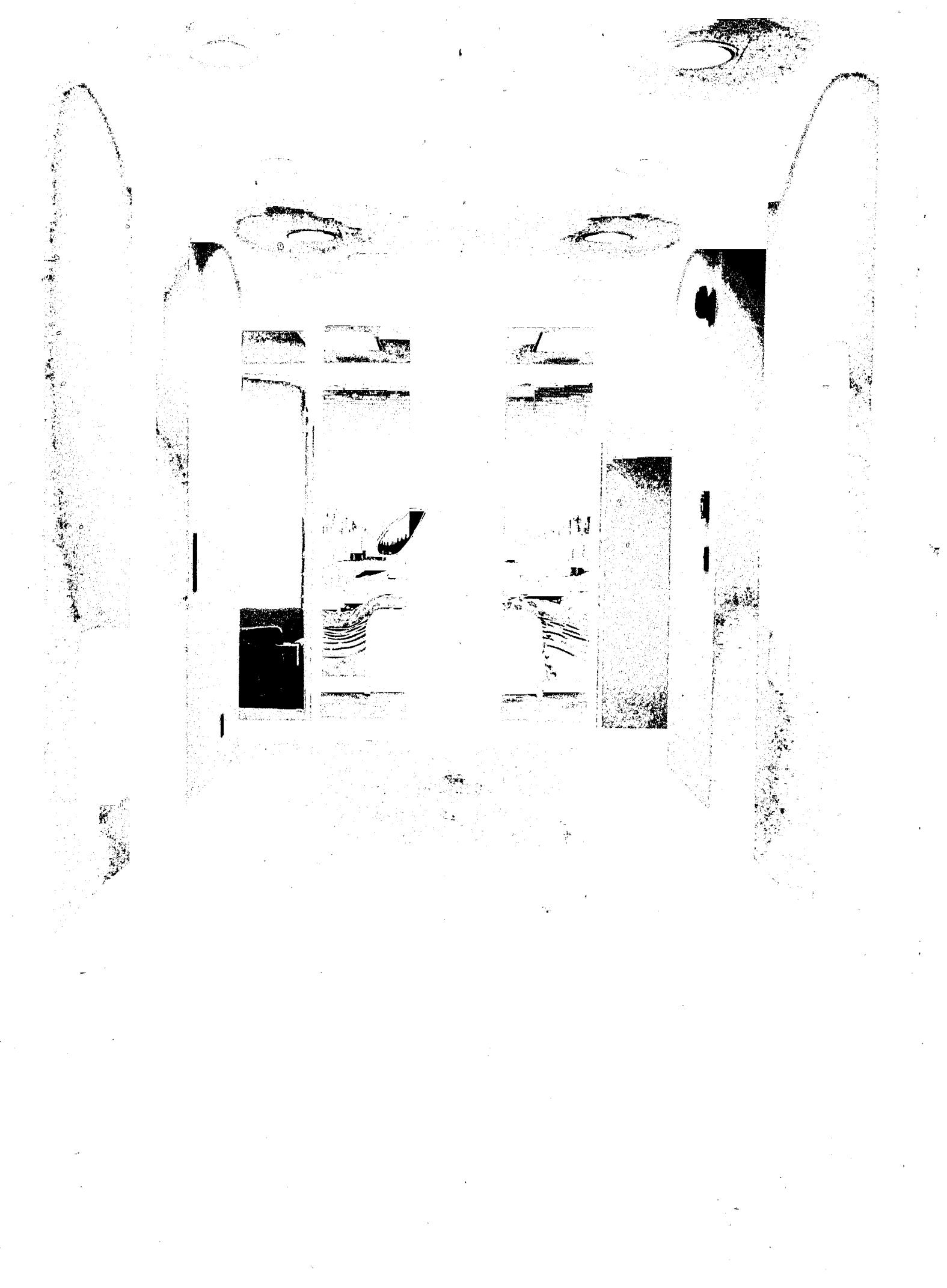
During the year all who serve the cause of justice were saddened by the death of Chief Justice O'Neill of Ohio. He had given the people of his state more than four decades of distinguished service in a broad range of capacities. At the time of his death he was serving as Vice-President of the Center, as well as a most active and influential member of its Board of Directors. He had agreed to serve as the Center's next President, and all at the Center looked forward to benefiting further from his practical wisdom and energetic leadership. He will be greatly missed. The Center is fortunate indeed that one of its most distinguished friends and board members, Chief Justice Lawrence W. l'Anson of Virginia, agreed to succeed Chief Justice O'Neill as Vice-President.

The courts and, hence, the National Center for State Courts, have entered a time of enormous challenge. The Center is now better equipped than ever before to help the states meet that challenge.

Sincerely,



Edward B. McConnell



In the years ahead, historians of court improvement may detect a watershed in our time. Until recently the efforts to improve the adminis- tration of justice have

been primarily concerned with management and procedural changes aimed at increased efficiency. Now, we are seeing a shift in emphasis toward improved processes and services for the public. The focus of efforts is increasingly on the delivery of judicial services to all citizens and on increased accountability to those outside the judicial branch. The Center's Blueprint for the Future, a record of the proceedings of the Williamsburg II Conference, reflects the guiding principles of this new emphasis.

The courts have traditionally been the least democratic of the three branches of government. While officials in the executive and legislative branches seek to respond to the desires and opinions of the majority of voters, the judiciary is comparatively aloof. The traditional role of judges has been to apply the law to a particular set of facts, with little or no regard for how the majority would have them decide. Because of the distinction, however, between the role of judges as adjudicators and as managers of the judicial system, the courts as institutions can respond to public needs and still decide cases without regard for public opinion or majority will. In contemporary society pressures are growing for the judiciary to be more responsive. Increased media attention to the courts, heightened concern with crime and public safety, greater emphasis on consumer rights, more individual willingness to press a claim or dispute, and a decline in deference to traditional authority have all been postulated as characteristics of our time.

Traditional Approaches

The new sense of accountability is different in kind from the previous emphasis in the administration of justice. The traditional agenda focused primarily on ways of making the existing system operate more efficiently. Its outline stressed the organizational coordination of the various state courts under the supervision of a supreme court or judicial council. It attempted to make the recruitment of judges less political by instituting a merit system of judicial selection. It recommended maintaining a high quality of personnel by continuing education, mandatory retirement, and disciplinary procedures. It sought to make cases flow smoothly and swiftly through the courts, with new calendaring systems, pretrial conferences, and appellate procedures. And it sought effective management tools such as automated information systems, structured personnel systems, good record keeping, and a mechanism for planning.

These goals are not less important now than in the past. In fact, with increased case filings and greater public pressure for improvement, the achievement of them is even more crucial. While particular recommendations about caseload-management systems, judicial selection procedures or other such items may

change, the purpose they serve does not. But they are not enough to satisfy the public's demand for excellence in court services.

Most of the items in the traditional court-reform agenda assume the judicial systems will continue to function in basically the same way as they have in the past. The adversary system, rules of evidence, adjudication by a judge, and a hierarchical court structure are all considered as integral and unchanging parts of the judiciary. The traditional agenda concentrates on making the existing system function better.

We cannot yet consider the traditional agenda finished. Some court systems may approach the model, but many do not. Some may challenge particular aspects of the traditional movement; and much research, experimentation, and dissemination of findings are still necessary. But the main areas for improvement have been identified, and the differences in approach or opinion are clear.

As the state courts approach generally accepted norms of effective management and operation, attention to the traditional agenda will decrease. Good management is likely to be self-reinforcing, and changes in particular facets of operation will reflect different preferences rather than a major overhaul in structure.

The Blueprint for the Future

Courts today are not insulated from the people they serve. Society's problems—economic, social, familial, and political—are increasingly translated into disputes to be resolved with the help of the courts. The number and variety of cases involving such significant areas as civil rights and environmental rights are proliferating; public concern about crime and consumer protection cases is high. And the media are spending more time covering courts and the law than before.

The Williamsburg II Conference, held in March 1978, examined the effects of current developments on the administration of justice. Sponsored by the Center, the conference drew more than 350 leaders of the bench, the bar, other areas of government, concerned public interest and minority groups, business, labor, and the media. While the conference sought no formal consensus of views, several conclusions stand out that may help to chart the course of court improvement in the years ahead. The major points are not new ideas, but they illustrate the movement toward an emphasis on responsive and accountable court administration. Major points in the Blueprint:

1. Greater education about the judicial system.
2. Improved access to the courts.
3. Development of alternative techniques of dispute resolution.
4. Improved procedures for accountability to the public.

Education. The public-opinion survey on the courts, commissioned for the Williamsburg II Conference, revealed misperceptions and a considerable lack of knowledge about the judicial branch. In the survey sample, 37 percent of the respondents believed that in a criminal trial the accused must prove his innocence. Obviously the general public needs to

become more knowledgeable about the courts. The judicial branch itself can contribute to improved public knowledge by cooperating more fully with journalists and broadcasters dealing with the courts. Establishment of public information offices, allowing greater coverage of court-related events, occasionally holding court before public groups in various locations such as schools and town halls, and providing background information or explanation of major decisions are illustrative of some of the suggested steps that might help educate citizens. Moreover, the educational possibilities of television coverage of the courts are only beginning to be explored.

Other agencies and organizations can also contribute to public education about the justice system and how it operates. School programs in civics can be improved, and further teacher training may be in order. Additional focus on the state and local justice system in the lower grades may increase students' understanding of their rights and obligations in our society. In addition, bar associations can assist substantially in public education. Textbook consultation, journalist education, teacher training, and public information campaigns may be more effective when done by the bar than by judges and court personnel.

The courts can further demystify their operation. A great deal of the esoteric or mysterious aspect of judicial operations comes from conventions of language. Convoluted legal phrases, boilerplate, and incomprehensible jargon can frustrate public understanding and are almost always unnecessary. In both oral communication and written forms and documents, judges and administrators should watch their language and seek clear and concise ways to express themselves.

Not all the emphasis on education should focus on the general public. For personnel of the judicial branch, as well as for legislators, the staff of prosecution, defense, and corrections agencies, attorneys, and disputants, a fundamental understanding of how courts work is a prerequisite. Legislators should receive full information about the work of the courts and any recommendations the judiciary may want to offer about issues of judicial administration. The courts might take the lead in bringing together all those involved with the court process to discuss common goals. The legal profession must find ways to make the law and the legal system more understandable, and legal education may need to change in order to accommodate this shift in emphasis. Finally, the court should ensure that disputants fully comprehend the proceedings in which they are involved and, when relevant, that they are aware of potential alternative means of resolving their dispute.

Access. It is axiomatic that lack of access to the machinery of justice effectively denies justice. The judicial branch fails each time a person with a legitimate dispute is unable to reach an acceptable forum for resolution. Questions of access include cost, language, geographical, psychological, and procedural barriers.

Cost remains a central concern. Our legal system must be able to handle, in whatever numbers they are brought, claims of all sizes, and especially those where the amount is small. Because legal services are essential to the delivery of justice, it is necessary that they be made available to all at prices they can afford, or without charge to those without means.

Other barriers must also be removed. Technical language must be avoided, and multilingual capability be made available when needed. Provisions must be made for handicapped persons, courts conveniently located and assistance to the public made available at the courthouse itself. Rules of procedure need to be kept simple. Courts ought to be particularly vigilant to avoid any barriers, even though unintended, that might affect minorities or women. Appearance in court produces anxiety and tension in most litigants, which orientation pamphlets, clear directions, and willing assistance can mitigate.

Alternative Methods of Dispute Resolution. A significant number of disputes may be more easily resolved other than by the traditional adversary process. Arbitration, mediation, conciliation, and fact finding are being more widely applied, and they offer considerable promise to the disputant who might otherwise face an overloaded adjudication system with a process not necessarily designed for his type of dispute.

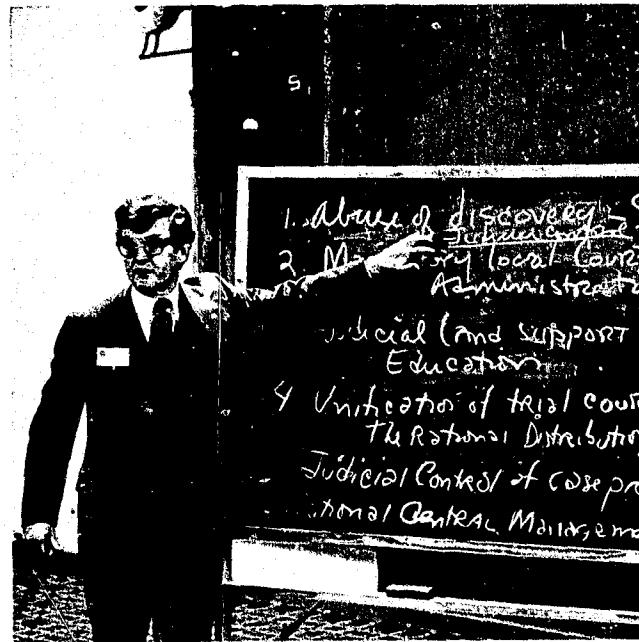
While an overburdened judiciary may need some assistance in coping with the increasing volume of cases, court overload alone is not a good reason to develop alternative methods. That reason might suggest that these alternative techniques are inferior to traditional adjudication. Yet, in many cases, they may offer a superior process. Disputes involving parties in a continuing social or economic relation, for example, may be better dealt with by mediation or conciliation than by adjudication. Adjudication is often divisive, and continuing relations may suffer; on the other hand, techniques such as mediation and conciliation seek to bridge disputes and preserve the relationship.

Another rationale for developing alternative methods is cost. An alternative resolution may be less costly than the traditional process. For an aggrieved party it may be as unjust to provide only a high-cost forum as to provide none at all.

The attention to alternative methods is not a turning away from the courts. On the contrary, it is an effort to open wider the doors of the courts. There is no reason why the judicial system cannot accommodate these varied processes. To establish them independently may invite competition for public funds, overlapping programs, duplication of effort, and confusion on the part of the citizenry.

Accountability. As a public agency, the courts are responsible to the public for their operation and for the quality of their service. Information about the operations and decisions of the court should be reasonably available to interested persons. Persons not connected with the court can provide a needed outside perspective on administrative matters. Access to records and files should be granted when there is no need to keep them closed.

Citizen involvement in court operations and functions should be encouraged and actively solicited. Local courts can establish local citizen advisory groups to act as sounding boards for new



programs in court operation and reflect community opinion about continuing court services. The opinions of interested and concerned volunteers working in local courts can frequently complement the expertise of those professionally associated with the courts. Lay persons can serve on judicial nominating and disciplinary commissions, on state judicial councils and other policymaking boards, and on special commissions appointed to study the courts and recommend changes.

Conclusion

The National Center for State Courts continues to work with these and related ideas. They must be shared, discussed, tested, and disseminated before they become realities in the administration of justice. Just as the Center works to strengthen the internal structure and operation of the courts, so will the Center continue to work to make the judicial system more responsive to the needs of the public it was created to serve.



The number and kinds of projects that the Center was involved in during 1978 reflect the wide range of the Center's court-improvement capability. The Center worked

on projects in all types of courts—appellate, general jurisdiction, and limited jurisdiction such as juvenile and small claims. Technical projects seeking new ways to apply modern technology to courts were in progress as were projects involving such matters as facilities, records management, and the compilation of clerks' manuals. Other projects involved such diverse areas as jury management, planning in state courts, personnel administration, sentencing guidelines, court delay, and the reporting of court proceedings. In addition the Center continued to expand its basic services—secretariat services, research and information services, its specialized library, and its publications program.



National-scope projects comprise in-depth research, demonstration and implementation of research results and recommendations, and technical assistance to courts. The comprehensive nature of these projects enables Center staff to thoroughly analyze problems and develop strategies and methods for solving them. Most of this work is based at the Center's headquarters in Williamsburg. National-scope projects, however, are also located in the regional offices and in project offices in Denver and Washington, D.C.

Second National Conference on the Judiciary

The conference, *State Courts: A Blueprint for the Future*, is discussed in the preceding section.

An ambitious undertaking funded by LEAA's Office of Criminal Justice Planning and the Henry Luce Foundation, the conference is likely to exert a seminal influence on efforts to improve courts during the next 20 years. Specific goals and strategies were proposed in the working papers prepared for the conference by experts in court improvement and shaped through discussions by the more than 300 judicial, legislative, and executive branch leaders, representatives from public-interest groups, press, labor leaders, businessmen, consumer and minority groups, and foreign judicial leaders present. Results of the historic conference, along with conference addresses and working papers, were published in *State Courts: A Blueprint for the Future*.

Project staff gave technical assistance on request to courts interested in implementing program proposals that grew out of the conference. Assistance was given in the form of information, presentations, liaison between interested courts and courts already using a particular program, and advice on program planning.

National Survey of Public Attitude Toward Courts and Justice

In the eyes of the American public, the courts are in need of improvement according to this Center survey. Funded by LEAA's National Institute of Law Enforcement and Criminal Justice, the survey was conducted to determine, for the first time, what Americans think of, expect from, and know about the courts. The survey, conducted by the national polling organization of Yankelovich, Skelly and White, Inc., was one of the working papers for the Williamsburg II Conference. A comprehensive analysis of the survey will shortly be completed by National Center staff based in the Denver Project Office.

Data on the attitudes of those people who have frequent contact directly with the courts—lawyers, judges, community leaders—were collected in addition to the sampling of the general public's attitudes. The analysis of the data is expected to serve as a starting point for developing programs designed to respond to the public's priorities in court improvement. The data will also be used as a baseline against which to measure the impact of future changes on public perceptions of court performance.

Reducing Trial Court Delay Project

The first phase of this project, undertaken jointly by the Center and the National Conference of Metropolitan Courts and completed in 1978, is the most comprehensive review ever undertaken of pretrial delay in state metropolitan trial courts. Several objectives were accomplished in phase one: the extent of delay in civil and criminal cases was studied through detailed information on more than 20,000 cases from 21 metropolitan trial courts; an assessment of writings on efforts to reduce delay was made, resulting in a bibliographic essay on the subject; and possible causes of and strategies to reduce delay were evaluated.

The major finding was that the "local legal culture"—defined to be the expectations, practices, and informal rules of behavior of bench and bar—is the largest single factor determining whether a court will experience problems of delay. Courts that do not perceive their present processing time as "delay" tend to be the courts that have the longest processing times. The conclusion is surprising, since most of the literature indicates that factors such as caseload, size of court, or number of trials are primarily responsible for delay. The data indicate that none of these traditional factors explains differences in delay among courts.

The project has now begun its second phase, in which various strategies that seem to be effective in reducing processing time will be tested in eight courts. The strategies emphasize improved case-management systems that seek to provide firm trial dates and less time between various steps in the process. The project staff will then evaluate the success of these strategies.

On a continuing basis the project offers technical assistance to courts attempting to reduce delay and serves as an information clearinghouse on this subject. Funding for the project was provided by LEAA's Office of Criminal Justice Planning with matching funds from the Center and the National Conference of Metropolitan Courts. The project is headquartered in San Francisco at the Center's Western Regional Office.

Learning Disabilities / Juvenile Delinquency Project

During the first phase of this project data on the prevalence of learning disabilities among samples of delinquent and nondelinquent juveniles in three cities were collected. A remedial demonstration program for delinquents with learning disabilities was also evaluated.

In its current phase, the determination of the relationship between learning disabilities and juvenile delinquency and that relationship's impact on the structure and procedures of juvenile courts is of primary importance. Although statistics show that there is a higher incidence of juvenile court adjudication of delinquency among learning-disabled children, initial findings of this project point to a conflicting conclusion: learning-disabled youths are involved in no more delinquent behavior than other youths. The number of learning-disabled juveniles who are adjudicated delinquent is higher, despite the fact that their delinquent activities are no different. Conclusions as to the reasons for this difference may result in recommendations for changes in juvenile courts.

Funding for this project is provided by LEAA's National Institute for Juvenile Justice and Delinquency Prevention.

Alternatives to Incarceration Project

Funded by the Edna McConnell Clark Foundation, this project focuses on the study and implementation of alternatives to imprisonment for nonviolent criminal offenders. The project will study alternatives to incarceration currently being used as well as alternatives that have been proposed but not yet tested. Those programs that seem most promising can be implemented on a demonstration basis.

A major component of the project is to increase the awareness, understanding, and support of alternatives to incarceration among judges, community leaders, and court service agencies. It is hoped that the project's findings, which will be widely disseminated, will attract further attention to this field. The project is headquartered in Atlanta at the Center's Southern Regional Office.

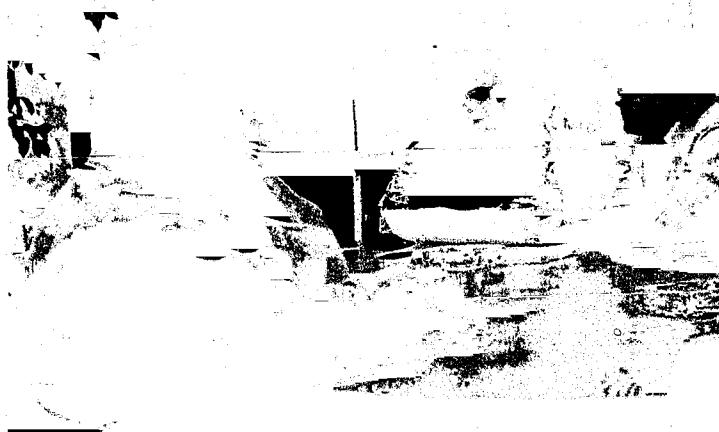
Court Improvement Through Applied Technology Project

Courts throughout the country are experiencing problems resulting from increased caseloads, spiraling personnel costs, and inadequate storage space. These problems threaten to hamper court operations and reduce their level of services.

The Court Improvement Through Applied Technology Project is working to solve these problems by providing assistance to courts in the application of modern technology to court operations. Project staff are available to courts throughout the country to provide expert technical assistance in the areas of records management, data and word processing, and court reporting.

In addition to offering technical assistance to courts, project staff hold educational seminars for court personnel. Periodically the project publishes information about new developments in technology, results of technical assistance efforts that may be transferable to other courts, and assessments of court problems for which technology offers a solution.

The use of technology in the courts has served to reduce operating costs, improve service, and increase the work-load capability. Headquartered in the Denver Project Office, the project is funded by LEAA's National Criminal Justice Information and Statistical Services.





Appellate Justice Improvement Project

This 30-month project, headquartered in the Denver Project Office, began its first phase this year with funding from LEAA's Office of Criminal Justice Planning and the Charles E. Culpeper Foundation. The objective: to reduce delay at the appellate level. This project represents the culmination of years of effort and a number of studies by the Center on appellate courts. Project staff have drawn on the expertise acquired in past research for this present effort.

Preliminary work has focused on data collection and site visits to various appellate courts throughout the country. The data and visits provide an overview of the extent and causes of delay and the problems of volume. The sites selected for data collection represent a mix of high- and low-volume courts as well as geographic diversity.

The project will evaluate proposed solutions by implementing them on a demonstration basis in various appellate courts. Examples of the methods to be tested are preargument settlement conferences; oral-decision dockets; dismissal dockets; and accelerated dockets. The court sites selected for demonstration programs are Colorado Court of Appeals, First District California Court of Appeals, Connecticut Supreme Court, and Rhode Island Supreme Court. The effectiveness of the methods will be evaluated in terms of their success in reducing delay without impairing the quality of justice.

Another major component of this project is its provision for technical assistance. Assistance may include recommending procedural changes, evaluating existing procedures, and aiding in the implementation of new procedures and management techniques. Assistance was provided during 1978 to several appellate courts, including the supreme courts of Florida and Montana, Indiana's Court of Appeals, and the intermediate appellate courts in New Jersey.

Evaluation of Small Claims Courts Project, Small Claims Handbook and Technical Assistance Project

The Evaluation of Small Claims Courts Project, headquartered in the Denver Project Office, was an intensive, two-year examination of 15 small claims courts across the nation. The primary conclusion: citizens using small claims courts usually receive quick, inexpensive, fair, and effective resolution of their claims—the exact purpose that small claims courts were intended to serve.

At the same time project staff did uncover a number of problems and made several recommendations to improve the courts' usefulness to the public. These recommendations include the following: small claims courts should be open to everyone, including collection agencies and business plaintiffs; defendants need access to more pretrial information; attorney participation in small claims trials should be limited, since their presence tends to increase significantly the time necessary to complete trials; costs to litigants should be further reduced by limiting both attorney participation and the amount of time a person must spend in court as well as providing evening court hours; and better training in consumer laws should be provided for judges.

Center researchers found that rarely did a case take more than six weeks from filing to resolution. The costs of the process also proved to be low, with most litigants reporting costs of less than \$25 to pursue a case. This project was funded by the National Science Foundation.

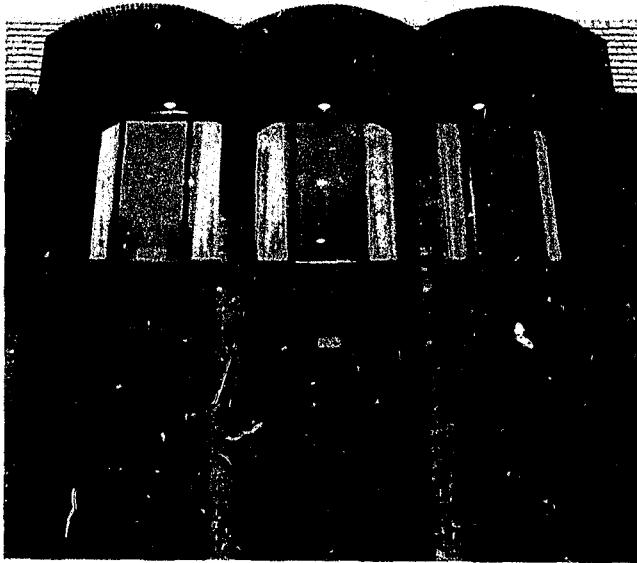
Project staff are now preparing a handbook that will serve to guide small claims courts on procedures that best serve the needs of the public. The staff is also available for technical assistance to small claims courts. This project is made possible by funds provided by the Florence V. Burden Foundation, McDonald's Corporation, and the National Center for State Courts.

Juvenile Court Citizen-Involvement Project

This project began in December 1977 in conjunction with Arthur D. Little, Inc. The purposes of the project were to identify existing volunteer programs that increase community involvement in juvenile court operations and to demonstrate that selected citizen-involvement projects can be established in other localities with the assistance of LEAA's Office of Juvenile Justice and Delinquency Prevention.

Twenty-three programs in 13 cities were studied. From these the staff selected the three most successful for replication. These programs were then established in new sites.

The project concluded that such replication could be carried on in a large-scale effort, and that the essential factors for success in initiating such programs are judicial interest, need, competent program management, citizen support, and timing.



State Judicial Information Systems Project

This project is assisting state court systems with the use of computer technology for information storage, retrieval, and reporting. The use of computer technology allows for better judicial management through more complete, accessible, and up-to-date statistical and operational data.

There are currently 23 states participating in the project, which is funded by LEAA's National Criminal Justice Information and Statistical Services. The National Center is coordinating these states' efforts to implement judicial information systems.

Among the services available from the Center are the review of grant applications for funds to develop and implement information systems, evaluation of progress in this area by the states, and meetings and seminars on project activities. Staff are available for such technical assistance as assessments of technological needs and methods of satisfying those needs.

An important part of the project is the development and maintenance of a state-of-the-art report on judicial information systems. This report describes systems that exist or are planned in the courts of all 50 states, the District of Columbia, and the four territories. Since the report provides an overview of information activities in each state, it permits, for the first time, comparisons of the types of systems.

The project includes analyses of related information systems, various data gathering and reporting requirements, and cost/benefit methodologies for evaluating current and future information systems. In addition the staff will produce a long-range plan as a suggested guide for future state judicial information system development and implementation.

National Court Statistics Project

Making it possible to collect and analyze reliable state court caseload statistics is the ultimate goal of this project. The statistics will enable researchers and courts to project future trends and consequently permit court systems to plan more accurately. It is also expected to allow courts to compare work loads and thereby identify more effective management systems. With the assistance of the Conference of State Court Administrators, Center staff have collected these data for 1975, 1976, and 1977.

In addition to collecting caseload statistics annually for each state's court system, the project is also compiling a dictionary of statistical terms for courts. This will enable uniform reporting of caseload data. Using this dictionary as a cornerstone, the project will also develop a model state annual report to be used as a basis for subsequent annual reports of caseload statistics. Finally, a methodology for data collection is being designed to assist in compiling a source book on state court organization.

LEAA's National Criminal Justice Information and Statistical Services has provided funding for this project.



Implementation of Standards of Judicial Administration Project

Funded by LEAA and the American Bar Foundation, this project's primary goal is to promote consideration of the ABA Standards of Judicial Administration as an agenda for change in the organization and administration of state court systems. This is an ABA project for which the Center serves as staff.

Since the project began in 1976, profiles of each state's court system have been compiled and used as a measure to assess differences between each state's court system and the ABA Standards.

In addition to the individualized effort for each state, project staff have used several other means to draw attention to the Standards. Copies of the Standards have been widely distributed, as have materials regarding their implementation. Explanations of the Standards have been given to numerous groups. Staff are also available for technical assistance in implementing the Standards or in helping groups that are trying to persuade courts to adopt the Standards.

Equal Employment Opportunity in the Courts Project

This project, headquartered in the Center's North Central Regional Office in St. Paul, aims at determining the legal, social, and practical issues relating to equal employment opportunity in state courts. It is funded by LEAA's Office of Civil Rights Compliance.

Two major areas are being investigated. The first identifies the complex legal requirements, including federal and state constitutions, regulations, statutes, case law, and an analysis of the legal requirements and considerations relating to employer-employee relationships in court systems. The second area focuses on determining the current state of practices and policies in regard to equal employment opportunities within state courts.

Project staff are assisting courts in ensuring equal employment opportunity in their personnel systems and are available for technical assistance in all phases of design, development, and implementation of equal employment opportunity and affirmative action programs and plans.

The project will produce a monograph that synthesizes the data collected. The book will also include a historical perspective on equal employment opportunity requirements, an overview of the legal issues in relation to court systems, and public policy recommendations for improved methods of implementing equal employment opportunity requirements.

State Court Planning Capabilities Project

This project is headquartered in the Center's Washington, D.C., Project Office, Funded by LEAA's Office of Criminal Justice Planning with matching funds from the National Center for State Courts, the project is in its third and final phase. During the three phases, staff have given technical assistance to almost every state court system. Because of the recent implementation of planning in state court systems, resulting from legislation passed in 1976, the project has been immensely important.

In compiling both papers and monographs on various issues and areas of judicial planning, the project has served as a clearinghouse for information on the subject. Technical assistance has ranged from assisting states in implementing or seeking court reorganization plans—as in Massachusetts, Arkansas, Missouri, North Dakota, and Tennessee—to aiding in the formation of judicial planning committees. The project staff also serves as secretariat for the National Council for Judicial Planning.

Lay Judges Planning Study

Funded by LEAA, this project was undertaken by the Institute of Judicial Administration with the Center, as subgrantee, handling several areas of the project. Center staff, headquartered in the Denver Project Office, collected a large amount of data on lay judges and their courts, including location, number, procedures, and the educational level of judges. Surveys of statutory and constitutional authority, and state and national educational programs for lay judges were conducted, as was a national census of lay judges. In addition, a history of the lay judge from the 1600s to the present was compiled.

The objective of this research was to establish a firm data base from which to study the lay judiciary. Ultimately, these data will be used by various states as they decide the future of lay judges in their court systems.

Study of Structural Characteristics, Policies, and Operational Procedures in Metropolitan Juvenile Courts Project

At present, data about the characteristics, policies, and procedures of juvenile courts are inadequate. The collection of information is necessary in order for courts to implement federal, state, and local goals and standards.

Major changes occurred in juvenile court operations after the President's Commission Report of 1967 and the Supreme Court decision *In re Gault*. The manner in which the due process requirements dictated by *Gault* are applied and provided for by the courts is now at issue. Thus the characteristics, procedures, and policies of juvenile courts are of increasing importance.



The project will collect data from approximately 150 juvenile courts in urban areas. Project staff will analyze these data in order to develop a typology of urban juvenile courts of similar structure. After the typology has been completed, several courts that illustrate the various types of juvenile courts will be selected for in-depth observation. From this work the project will develop its ultimate objective: a method for comparing similarly structured juvenile courts. The project is funded by LEAA's National Institute of Juvenile Justice and Delinquency Prevention.

National Study of Sentencing Guidelines

To evaluate the effects of sentencing guidelines is the objective of this project. Sentencing guidelines are the most recent attempt at sentencing reform, but the benefits of this approach have yet to be determined. This study will assess the effects of using guidelines in terms of sentence severity and disparity, judicial discretion in sentencing, plea bargaining, prosecutorial discretion, and case delay.

A second major component of the project is to determine the costs, both direct and indirect, of sentencing guidelines. Costs of both implementation and administration are being studied.

Funded by LEAA's National Institute of Law Enforcement and Criminal Justice, the project also will compile the necessary information for determining the success of sentencing guidelines as an answer to the problem of disparate sentencing practices.

National Evaluation of the Jury Utilization and Management Demonstration Program

Because of budget restraints and the high costs of jury trials, jury-management practices are of increasing concern to courts. Improved jury management can save millions of dollars a year for a court system.

With funding from LEAA's National Institute of Law Enforcement and Criminal Justice, 18 courts around the country have implemented new jury-management techniques on a demonstration basis. This project has as its objective the evaluation of 10 of these jury-management programs.

Several new methods of jury management are being experimented with in these courts. The efficiency of the new techniques developed will be studied on a court-by-court basis. The courts using the new techniques will be compared with similar courts not using them. The project will make recommendations as to which techniques are most successful in minimizing cost and burden to the community while maximizing the availability of jurors to the courts.

Regional Office Projects

The National Center's five regional offices—located in Atlanta, Boston, St. Paul, San Francisco, and Williamsburg—provide services and assistance to the state courts in their respective areas. The offices not only serve as a link between national-scope projects and the state courts but also make National Center expertise more directly accessible to address the wide range of state court needs.

Court Structure and Reorganization

Although all Center regional projects aim at court improvement, some of the efforts are of greater scope. Such projects are comprehensive, focusing on many problems rather than one or two. For example, in the states of Connecticut, Missouri, Nebraska, and Virginia, regional staff assisted in court system organization studies. Studying each court system's present structure, the Center identified problems and proposed recommendations in the areas of administration, organization, judicial selection and tenure, financing, records management, statistics and information systems, personnel requirements, court reporting, court delay and backlog, case processing, planning, and records management.

Court-improvement efforts have been undertaken during 1978 in many other states and cities, including Alaska (Court Improvement Project), Arkansas (Court Improvement Through Applied Technology Project), Birmingham, Alabama (Municipal Court Project), and Rhode Island (Appellate Implementation Project).

In New York the reorganization of the state's court system called for unified budgeting. This major project required Center staff to study the question of fees and costs, costs of town and village courts, and to develop a budget review manual. The state is now phasing into a unified system using the Center's recommendations on financing.

In Washington, D.C., Center staff assisted in deciding and outlining the goals and objectives for the District's court system during 1979. In Philadelphia the Center served as evaluator of the Philadelphia Standards and Goals Exemplary Court Project. Tennessee and Kentucky called on the Center to serve as consultants to their court systems during 1978. In Kentucky staff conducted audits of the procedures practiced in each of the various courts and studied the system's records-management policies. In Tennessee staff assisted with the state's court-planning efforts.

Benchbooks and Manuals

Benchbooks covering the procedures from initial court appearance through sentencing or judgment serve as practical reference guides for sitting judges in their day-to-day duties as well as resource materials for the orientation of new judges. Compiled from statutes, rules, and formal and informal policies, benchbooks also include outlines of such procedures as mental competency hearings, probation modification and revocation, extradition, contempt, and search warrants.



During 1978 a benchbook for Hawaii trial judges hearing felony criminal cases was completed. Compilation of benchbooks began in several other states, including Alaska, Arkansas, and Utah. Center staff also assisted Louisiana with its benchbook by evaluating the proposed compilation and recommending a format for organizing the materials.

Manuals outlining clerical and administrative procedures are a reference aid for court clerks and other clerical staff. Manuals commonly include information on the structure of the court system, general duties of clerks, mandatory records, fees, procedures by case type, juries, judgments, executions, appeals, required statistical reports, accounting, records retention, forms, and glossary of terms. During 1978 Center staff worked on a variety of clerks' manual projects for courts in Multnomah County (Oregon), the Rhode Island District Court and Superior Court, the state courts of Idaho and Minnesota, and the Territorial Court of the Virgin Islands.

Records Management

The quantity of records that courts must keep on file may create severe access, maintenance, and storage-retrieval problems. Such problems can be complicated by a variety of local conditions. For example, in Puerto Rico, the problems of long retention periods and limited storage space are aggravated by high temperature and humidity that cause metal shelving to deteriorate prematurely and ruin legal documents. Steps toward a solution: development of an appropriate retention schedule; use of microfilm for records with long retention periods; establishment of a central storage facility for records; and installation of dehumidifying equipment in the central facility. In Puerto Rico regional staff coordinated their efforts toward improved records



management with the Center's national-scope Court Improvement Through Applied Technology Project (CITAT). In regional records-management projects this is often the case as CITAT represents the foremost resource available to courts in this area.

In the State of Washington, Center staff are studying records-management problems and developing a method for improved administration. A preliminary records-management study is also under way in South Dakota. This study will examine current record needs and will recommend future areas of study.

Forms and Rules

Most courts lack standardized forms. Courts often develop new forms for specific circumstances, thereby creating many problems: the number of forms multiplies and becomes unmanageable; completion time expands; storage needs increase; and the cost of design, maintenance, and printing continues to rise.

These problems were addressed in the Virginia district courts by the Center during 1978. Staff members evaluated the forms being used in terms of their purpose and the legal requirements. The result: approximately 100 new forms were proposed to replace the more than 1,000 existing forms. These forms were designed to accommodate all court purposes as well as to promote uniform style and minimize completion cost. In addition, rules were provided to assist the courts in establishing retention procedures.

The Virginia project is not unique. Similar efforts were undertaken in the superior courts of the State of Washington and in the appellate courts of Connecticut. In Connecticut rules were developed that served to expedite further the appellate process, and a forms management and control mechanism was presented.

Conferences and Seminars

Each of the Center's regional offices plans and presents a number of educational conferences and seminars. During 1978 two seminars were held in Michigan—one on caseload and jury-management techniques, and the second on records management. In Delaware, representatives from five states and the District of Columbia met to discuss management methods that reduce case inventory and backlog in trial courts. Regional conferences for judicial planners were held in California, Virginia, Georgia, and Massachusetts.

In California the Fifth Annual Western Regional Conference was held for court representatives from 14 western states and the territories of Guam and Samoa. This conference focused on implementing the proposals that resulted from the Williamsburg II conference, court financing in view of measures such as California's Proposition 13, and pretrial delay in western trial courts. In Massachusetts court representatives from the Northeastern states met to discuss the needs of the courts in that region. Regional offices also contributed to several other conferences that were the result of national-scope projects.

Jury Management

Jury management poses special problems for the court administrator. Since it is difficult to determine how many prospective jurors will be needed on a given day, it is common practice to oversummon rather than be faced with a lack of jurors. A Center study of California's court system determined that the state could save more than \$19 million annually in fees, mileage allowances, and administrative costs by carefully measuring juror usage and eliminating oversummoning. By switching from a panel system to a jury pool, the number of jurors summoned can be substantially reduced.

In the Virgin Islands the Center had the rare opportunity of designing a jury system from its inception. The first jury trial in the Virgin Island's history will take place in 1979 using the Center's recommendations and guidelines for jury management. Other-jury management studies took place in Minnesota's Second Judicial District (St. Paul) and South Dakota's Seventh Judicial Circuit (Rapid City). The South Dakota study developed an orientation program for jurors, a juror summons and information form, and guidelines for estimating the number of jurors needed for each term. The study also recommended the use of an automatic telephone-answering device for potential jurors to call and be notified of the dates of their jury service. With the other recommendations, including guidelines for ensuring random and unbiased juror pools, payment of jurors, and jury management, the study's work represents a comprehensive jury-management program that can serve as a model of modern jury-management procedures.

The results of the Center's recently begun National Evaluation of the Jury Utilization and Management Demonstration Program will serve as a further resource for regional projects to draw on in future jury studies.



Court Reporting

Court reporting has come under increased scrutiny in recent years and the Center has been involved in a number of projects in this area. In addition to several overview studies—surveys of court reporting in the state court systems; studies of the management, compensation, and utilization of court reporters; and studies of alternative means of court reporting such as computer-aided transcription, multitrack voice writing, and audiovisual techniques—the Center has worked with more than a dozen states in improving their court-reporting services.

There are several questions that judges and court administrators are concerned about, including salaries, format of transcripts, time frames for transcript delivery, and new transcript techniques. During 1978 the Center analyzed these problems in Connecticut and proposed regulations to govern court reporting. Center staff are currently examining alternative court-reporting technologies to increase efficiency. Similar projects were undertaken in New Jersey and South Dakota courts. The New Jersey project includes a cost/benefit analysis of alternative reporting methods.

Caseload Studies

Studies of judicial work loads are one of many tools that enable court administrators to determine the level of staffing required by each court. Two Center national-scope projects—National Court Statistics Project and State Judicial Information Systems Project—serve as a resource for regional projects in this area.

One type of caseload study—"weighted" caseload—allows courts to estimate the level of judicial and nonjudicial resources required to process various types of cases. In the Virginia circuit courts a Center study was undertaken to develop a weighted caseload system. Under such a system the time required for various judicial duties is measured. These measurements, or weights, can be applied to a court's work load to determine its staffing requirements.

A similar project took place in Alameda County, California. Some studies are aimed at speeding up the caseload, as in York County, Pennsylvania, where Center staff developed a better method of case management. In the State of Washington, Center staff are developing a method for reporting statistical data on caseload, staffing requirements, and types of cases processed.

Facility Studies

Fundamental to the operation of any court are its physical needs. Courts are increasingly attempting to provide for the future in their construction plans. The Delaware County, Pennsylvania, Court of Common Pleas asked the Center to project its courtroom needs through the year 2000. Center staff determined these needs using two approaches. The first assessed demographic, political, court usage, and caseload trends. The second approach examined the number of courtrooms used by courts with similar demographic and jurisdictional profiles. The different conclusions arrived at by the two approaches were resolved by recommending construction of rooms that could allow for flexible usage.

A technical assistance project was begun for the Lake County, California, Superior Court during 1978. The court is renovating and asked the Center to design the layout of their courtroom.

In Hennepin County, Minnesota, a facilities study was undertaken to determine the long-range space needs for the municipal, probate, and district courts. A mechanism for monitoring and updating the space-needs projection was also developed. In addition the study evaluated the feasibility of combining all juvenile court-related functions in one site.

Personnel Administration

During 1978 the Center conducted several projects in the area of personnel administration. These projects are in addition to the Center's national-scope Equal Employment Opportunity in the Courts Project—a project that is the first of its kind involving the courts. In Washington, D.C., an employee grievance and appeal procedure was created. The procedure ensures both the employer's and the employee's rights in regard to advancement, treatment, and discipline of nonjudicial court personnel.

In Wisconsin a study of the supreme court was made to determine what level of judicial support was needed with regard to law clerks. A study of Minnesota's trial courts developed uniform standards and procedures for recruitment, evaluation, promotion, in-service training, and discipline of all nonjudicial court personnel. The study also assisted in compiling the data necessary for uniform budgeting for personnel in the various courts. In Massachusetts extensive information about collective bargaining with court personnel was gathered.

Office Administration

Studies of clerks' offices review the entire spectrum of operations in order to improve both the quantity and quality of work produced. Such studies as those in New Jersey's Appellate Division and Alameda County, California, make recommendations concerning methods to streamline clerical procedures, appropriate staffing levels, space usage, security measures, and records management.

In Iowa, Center staff performed an evaluation of the South Central Juvenile Care Shelter. The evaluation looked at the entire administration of the program. A study of the Louisiana Supreme Court Clerk's Office is now underway.

Continuing Services



In addition to the great variety of projects undertaken by the National Center for State Courts, a number of continuing services are provided. These services, representing an important contribution to court improvement, are available to courts and judicial personnel throughout the country.

Washington Liaison Office

The Center maintains an office in Washington, D.C., to serve as liaison between the state courts and the Congress and federal agencies. This office is especially helpful in keeping state court leaders abreast of important developments in federal legislation and policy affecting state court systems. The office also provides staff support to the Conference of Chief Justices' Committee on Federal-State Relations. Several times a year the office publishes the *Washington Memorandum*, a periodical that contains information on recent Washington developments affecting state courts.

Secretariat Services

During 1978 the Center was asked to provide secretariat services to three more national court organizations: National Council for Judicial Planning; National Conference of Metropolitan Courts; and Coordinating Council of National Court Organizations. These organizations are in addition to the five organizations that were already relying on the Center for secretariat services: Conference of Chief Justices; Conference of State Court Administrators; National Association for Court Administration; National Association of Trial Court Administrators; and National Conference of Appellate Court Clerks.

The Center functions as the administrative arm of these organizations, providing services that would otherwise be unavailable to them. These services include maintenance of membership rosters, preparation of budgets, coordination of conferences and meetings, and the editing, production, and distribution of the organizations' regular publications. The Center also assists the organizations in the implementation of their various programs and projects.

The periodicals produced by these organizations serve as a vital communications link for members spread throughout the



country. The periodicals produced: *State Judiciary News*, published for the chief justices and state court administrators; *The Newsletter*, for the appellate court clerks; *The Column*, for the trial court administrators; *The Court Crier*, the quarterly journal of the National Association for Court Administration; *Benchplan*, for the judicial planners; *Appellate Court Administration Review*, an annual publication for appellate court clerks; and *Court Management Journal*, an annual publication for trial court administrators, appellate court clerks, and the National Association for Court Administration.

Library

The Center's library, located in the headquarters building in Williamsburg, contains a unique collection of judicial administration materials. Many of the documents housed in the library, such as annual reports of state court systems, state-of-the-judiciary addresses, and state court rules, are not available elsewhere. The acquisition policy aims at providing not only for the Center's own research needs but also for the diverse needs of the entire court community. The library serves courts throughout the country by lending them those materials that they cannot obtain readily elsewhere.

Currently the library is reclassifying its collection to conform with the Library of Congress scheme. Use of this scheme brings uniformity with a recognized national standard to the Center's library, thereby facilitating participation in cooperative cataloging programs.

During 1978 the library compiled an annotated bibliography of all Center research and project reports produced during the years 1971 through 1977. Periodical updates to this bibliography will be published.



Research and Information Service

The solution to many problems that arise in courts can be found in information available from the Center's Research and Information Service (RIS). This service is rendered free of charge to state courts around the country. Since its inception several years ago, the RIS has compiled extensive files of source material. These files serve as a starting point in answering a variety of research requests. Staff members, with convenient access to the Center's library of judicial administration literature, are also in touch with experts around the country when information in the available literature is insufficient.

During 1978 more than 600 requests from court-related personnel were answered. Among the topics covered: court financing; personnel; record keeping; relations between court and community; caseload statistics; court reorganization; judicial compensation, retirement, and removal; dispute resolution alternatives; and court facilities.

Many of the requests call for in-depth research. Some of the research has resulted in monographs published by the Center. In addition to answering outside requests for information, the RIS works with ongoing projects of the Center.

Publications Program

The Publications Department edits, publishes, and distributes the written materials of the Center, ensuring that project findings and results reach the widest possible audience.

Part of its role as the communications link between the Center, its constituency, and the public is the production of several regular publications. The *State Court Journal*, which began publication in 1977, appears quarterly and provides nearly 8,000 judges, court personnel, and others interested in the state courts with summaries of Center projects, original articles, and short monographs. The *Report* newsletter is a monthly publication that reports Center events; the *Master Calendar*, also published monthly, is a comprehensive listing of seminars and conferences of interest to judges and court personnel. The *Survey of Judicial Salaries* is a semiannual publication that reports judicial salaries in the state, federal, and territorial courts.

In addition to these regular periodicals, the Publications Department publishes monographs selected by the Center for release as books. These include both specially written materials



and final project reports. During 1978 there were many such publications. *Clemency: Legal Authority, Procedure, and Structure* was the result of research done by the Center's Research and Information Service. The book represents an exhaustive compilation of the statutes, rules, and constitutional provisions that deal with clemency. Both *Pretrial Delay: A Review and Bibliography* and *Justice Delayed: The Pace of Litigation in Urban Trial Courts* were reports produced by the national-scope Pretrial Delay Project. *Women in the Courts* is an anthology examining the problems that women encounter in today's judicial system, both as litigants and as members of the judicial community. The articles in the book were commissioned by the Center to help increase awareness of the special problems faced by women in their involvement with the courts. *State Courts: A Blueprint for the Future* is a compilation of the monographs, discussions, and proceedings of the Williamsburg II Conference. *Court Planning: Trends and Developments, 1976-1978*, is one of a series of books produced by the State Court Planning Capabilities Project. *Small Claims Courts: A National Examination* is the final project report of the Small Claims Court Project. The book presents the results of this two-year, in-depth study. The Center also published the complete listing of its reports and publications during 1978 in *An Annotated Bibliography, 1971-1977*.

During 1978 the department participated in conference exhibits, conducted an extensive press release program, and engaged in direct mail campaigns. The result has been an increased demand for Center publications.

basic administrative costs and program services has been obtained from a variety of sources, the largest of which has been the Law Enforcement Assistance Administration (LEAA). During this period the requisite physical facilities and equipment have been acquired and placed into service, the most significant being the Williamsburg headquarters, which was completed in 1978 at a cost of approximately \$3.1 million.

Much remains to be done, however. The most critical need in the period ahead is for dependable sources of permanent funding. With the facilities and equipment needs largely met, the identification of adequate general program and administrative funding is essential if the Center is to maintain a standard of excellence in meeting its service commitments. Given the uncertainties that exist for continued funding of court programs, it is likely that the Center's most dependable sources of permanent income will be from the State Charge Program and from the investment income realized from the \$15 million capital fund drive (\$2.5 million of which has been raised and utilized in the completion of the headquarters building). General federal funding for court-improvement programs will continue to be explored.

Support for most projects is obtained from LEAA and other federal agencies, private foundations, and from state grants and contracts. During 1978, the National Center received \$3,541,532 in grants from the federal government to support national programs, an increase of 15 percent over 1977. State and local grants and contracts, however, declined 7.94 percent from 1977, to a level of \$870,196, which reflects a decrease in state funding available for court-improvement work and more intense competition among several firms for the available work. During 1978 several major new programs in the areas of juvenile justice, appellate justice, jury utilization, and sentencing guidelines were started, and programs continued in the areas of pretrial delay, affirmative action, court statistics, and judicial information systems. As of December 31, 1978, the backlog of uncompleted projects for which funding was available totaled more than \$4 million.

Significantly, the level of funding from the State Charge Program increased 12 percent to \$332,575. In all, 49 states, four territories, and the District of Columbia are participating in this important program. Equally significant, however, is an overall decline of 21.6 percent in private grants and contributions to a level of \$702,483. Of that amount, grants and contributions from the private sector declined 10 percent to a level of \$259,850. In the past, largely through the efforts of the Business and Professional Friends Committee, private-sector support

comprised an integral part in the income structure of the Center, and it is vital that the pattern of growth in this area be reestablished. Income from other sources, such as the sale of publications (\$31,633), earned interest on invested funds (\$11,888), sale of excess furniture (\$18,339), and project and miscellaneous income (\$109,625) increased 41 percent over 1977 to a level of \$187,122. Total assets of the National Center increased 26 percent to a level of \$4,143,650, primarily attributable to the completion of the headquarters building. A key figure, net unallocated unrestricted funds, increased 38.6 percent to a level of \$292,290.

The financial management system of the Center incorporates the principles and concepts of fund accounting and is operated in accordance with generally accepted accounting principles. The balance sheet of the Center is an aggregation of four balance sheets representing unrestricted or corporate funds, project funds restricted by the donor, asset values of the headquarters building and equipment and furnishings acquired over time, and the value of holdings in the Independence Support Fund. The statement of revenues, expenses, and changes in fund balances summarizes revenues and expenses in each of these funds and the effects of 1978 operations on the fund balances. The statement of functional expenses indicates how these funds were used to carry out the work of the organization, the largest categorical outlay being for personnel.

Although permanent sources of funding for continuing operations have yet to be identified beyond those noted above, planning and work are underway on programs and projects for which there is specific funding. With the growth of public and private support, the National Center for State Courts will continue to grow in its ability to respond to the changing needs of the courts.



December 31, 1978, and Comparative Totals for 1977

	1978				
	Current Fund		Building and Equipment Fund	Independence Support Fund	Total
	Unrestricted	Restricted			
Assets:					
Cash (includes a certificate of deposit of \$100,000 at 10.375% maturing May 26, 1979)	\$451,839	\$ 91,473		\$ 5,065	\$ 548,377
Investments, at cost, which approximates market				1,250	1,250
Accounts receivable	14,217		\$ 5,683		19,900
Grants and contracts receivable	98,665	262,895			361,560
Gifts and donations receivable	12,700	2,284	5,400		20,384
Advances to subcontractors		1,433			1,433
Interfund receivable (payable)	75,654		(75,654)		
Prepaid expenses and other assets	22,675				22,675
Building, equipment, and leasehold improvements—at cost (less accumulated depreciation and amortization: 1978—\$100,354; 1977—\$58,028) (Notes 1 and 2)			3,168,071		3,168,071
Construction in progress (Note 2)					
Total	\$675,750	\$358,085	\$3,103,500	\$6,315	\$4,143,650
Liabilities:					
Notes payable (Note 2)			\$ 500,000		\$ 500,000
Accounts payable	\$111,956	\$119,904	17,082		248,942
Vacation and sick leave liabilities	173,802				173,802
Reserve for project losses (Note 1)	34,000				34,000
Other liabilities	63,702		10,100		73,802
Total Liabilities	383,460	119,904	527,182		1,030,546
Fund Balance (Note 1)	292,290	238,181	2,576,318	\$6,315	3,113,104
Total	\$675,750	\$358,085	\$3,103,500	\$6,315	\$4,143,650

See notes to financial statements.

For the Year Ended December 31, 1978, and Comparative Totals for 1977

	1978				
	Current Fund		Building and Equipment Fund	Independence Support Fund	Total
	Unrestricted	Restricted			
Revenues (Note 1):					
Federal Grants		\$3,541,532			\$3,541,532
State and local grants and contracts ..	\$ 3,364	866,832			870,196
Private grants and contributions	259,850	79,874	\$ 356,450	\$ 6,309	702,483
State charges	332,575				332,575
Subcontractors—Nonfederal funds		28,589			28,589
Interest	11,882			6	11,888
Other	47,270	109,625	18,339		175,234
Total Revenues	654,941	4,626,452	374,789	6,315	5,662,497
Expenses (Note 1):					
Programs and projects:					
Headquarters	102,501	2,574,973			2,677,474
Regional offices:					
Western	11,298	414,551			425,849
North Central	7,314	302,860			310,174
Northeastern	6,647	192,625			199,272
Southern	246	48,552			48,798
Technical assistance	56,319				56,319
Total	81,824	958,588			1,040,412
Management and general:					
Headquarters general administration and program services	224,224	993,844	116,184		1,334,252
Fund raising and development	148,101				148,101
Depreciation and amortization	6,273	37,250	24,800		68,323
Total	378,598	1,031,094	140,984		1,550,676
Total Expenses	562,923	4,564,655	140,984		5,268,562
Revenues over Expenses	92,018	61,797	233,805	6,315	393,935
Other Changes in Fund Balance:					
Transfer to unrestricted fund (Note 1)	17,734	(17,734)			
Equipment acquisitions (Note 1)	(28,325)	(9,119)	37,444		
Equipment retirements			(26,152)		(26,152)
Inactive projects transferred from (to) accounts payable		(34,110)			(34,110)
Fund Balance,					
January 1	210,863	237,347	2,331,221		2,779,431
Fund Balance, December 31	\$292,290	\$238,181	\$2,576,318	\$6,315	\$3,113,104

See notes to financial statements.

For the Year Ended December 31, 1978, and Comparative Totals for 1977

	1978						
	Per- sonnel	Pro- fessional	Travel	Communi- cations	Rent	Other	Total
Programs and Projects:							
Headquarters	\$1,365,933	\$412,292	\$412,779	\$ 68,106	\$37,003	\$381,361	\$2,677,474
Regional offices:							
Western	274,112	38,013	36,120	12,341	6,896	58,367	425,849
North Central	196,443	45,396	23,497	8,777	4,905	31,156	310,174
Northeastern	133,059	2,732	13,584	6,427	3,592	39,878	199,272
Southern	34,678	691	5,580	1,675	936	5,238	48,798
Technical assistance	37,619	1,404	5,975	1,816	1,015	8,490	56,319
Total.....	675,911	88,236	84,756	31,036	17,344	143,129	1,040,412
Management and General:							
Headquarters general adminis- tration and pro- gram services	783,419	46,831	61,522	55,932	31,298	355,250	1,334,252
Fund raising and development	40,609	78,698	5,854	3,187	1,096	18,657	148,101
Depreciation and amortization						68,323	68,323
Total	824,028	125,529	67,376	59,119	32,394	442,230	1,550,676
Total Expenses	\$2,865,872	\$626,057	\$564,911	\$158,261	\$86,741	\$966,720	\$5,268,562

See notes to financial statements.

1. Summary of Significant Accounting Policies

Purpose The National Center for State Courts (the "Center") is a nonprofit organization created to improve judicial administration in the state courts of the nation. Programs and projects are undertaken in areas of research, education, and training, and other activities for such courts which are intended to assist, supplement, and coordinate, but not to supplant, the activities of organizations functioning in the field of judicial administration.

Revenues Revenues from grants and contracts are recorded at the time funds are received or accrued to the extent of expenses, not exceeding authorized maximum amounts. The primary source of grants for the Center is the Law Enforcement Assistance Administration (LEAA). Contributions by private donors and state charges are recorded when receipt is assured.

Expenses The Center received LEAA approval to allocate selected indirect or overhead expenses to all current grants and contract-supported projects for 1978. In 1978, the total of such overhead expenses was \$1,303,600. Of this amount, \$836,200 was allocated to the basic organizational court services (Core) program and other national scope projects; \$260,200 was allocated to state and local projects conducted in the regional offices; and \$207,200 was financed by the Center through the allocation of unrestricted funds. Although authority was obtained to allocate all overhead expenses to grants, contracts, and other sponsored projects, funding limitations on individual projects preclude the full recovery of overhead expenses thereby making the allocation of unrestricted funds necessary.

Expenditures attributable to operations of the Western Regional Office (\$425,849) and the North Central Regional Office (\$310,174) include expenditures on national-scope projects being operated from those regional offices in the amounts of \$290,616 and \$131,237, respectively. Expenditures attributable to the Core program of \$1,013,904 are included under Headquarters General Administration and Program Services. Expenses attributable to state and local projects in the Mid-Atlantic Region, which are conducted from the Williamsburg headquarters, are included under national-scope projects.

Fund Balance The Center's financial reporting and accounting system embodies four funds covering all activities of the organization:

- The Unrestricted Fund for revenues not restricted in use by the donor and expenditures not chargeable to a grant or contract.
- The Restricted Fund for grants, contracts, and other revenues restricted by the sponsoring agency.

- The Building and Equipment Fund for transactions related to the headquarters building, equipment, and leasehold improvement acquisitions. For financial reporting purposes the Building (\$2,230,191) and Equipment (\$101,030) Funds were combined as of January 1, 1978, into one fund with a balance of \$2,331,221.
- The Independence Support Fund for transactions related to the capital fund drive commenced in 1978.

The Restricted Fund balance represents funds advanced to the Center for projects in process, in excess of expenses incurred on the projects. At the close of a project in the Restricted Fund, the balance (or deficit) is transferred to the Unrestricted Fund unless the project was financed by a grant agreement that stipulates that unused funds are to be returned to the grantor.

Property and Depreciation The Center leases land in Williamsburg, Virginia, at an annual rental of \$1.00 under the terms of a 50-year lease that expires in 2024, with a renewal option for 50 years. Depreciation of building, land improvements, and equipment purchased with other than grant funds is charged to operations (including projects) on the straight-line basis over periods ranging from 7 to 45 years. A salvage value of 10 percent of cost is assumed for equipment. Leasehold improvements are amortized to operations (including projects) over the shorter of the useful life or the life of the lease. Equipment purchased with grant funds is reported as an expense of the applicable grants and contracts and then transferred to the Building and Equipment Fund where it is charged directly to the Fund balance over a seven-year period. The disposition of items costing in excess of \$300 acquired with federal grant funds is subject to LEAA regulations.

Reserve for Project Losses The Center has established a reserve for project losses of \$34,000, which consists of operating expenses anticipated to be in excess of project revenues of \$10,000 and potential refunds of \$24,000 due LEAA for projects conducted from 1971 through September 1976.

Pension Plan The Center has a qualified, noncontributory pension plan that covers all regular full-time permanent staff members. The plan is a money-purchase, defined contribution plan under which contributions are held in individual accounts for each participant and, accordingly, there are no unfunded vested benefits. Forfeitures of pension rights resulting from termination prior to vesting are applied to reduce pension expense. Pension expense for the year ended December 31, 1978, was \$149,590.

2. Building and Equipment Fund

Since 1973 the Center has been receiving contributions and grants to be used in planning, constructing, and equipping a new headquarters building in Williamsburg, Virginia. During 1978 the project was completed at a total cost for the building, furnishings, and equipment of approximately \$3,180,000. Of that amount, approximately \$2,600,000 was raised from grants and private contributions, \$80,000 was advanced from the unrestricted fund, and the balance of \$500,000 was borrowed from United Virginia Bank on an unsecured demand note with interest at prime (11 3/4% at December 31, 1978). The bank note and advances from the unrestricted fund will be retired with the first contributions received under the Independence Support Fund program (see Note 3).

A summary of Building and Equipment Fund assets at December 31, 1978, follows:

	Cost
Land improvements	\$ 174,858
Building	2,625,133
Equipment:	
Acquired with project grants	76,153
Other	380,467
Leasehold improvements	<u>11,814</u>
Total assets	3,268,425
Less accumulated depreciation and amortization	100,354
TOTAL	<u>\$3,168,071</u>

Costs incurred in 1978 to relocate the Center's headquarters from Denver, Colorado, to Williamsburg were charged to headquarters general administration and program services in the Building and Equipment Fund. Interest expense on the bank loan in 1978 was \$30,950.

3. Independence Support Fund

In 1978, the Board of Directors authorized a major capital fund-raising drive with a target of \$12.5 million over a three-year period. The first \$500,000 contributed will be utilized to retire the outstanding indebtedness on the building.

4. Commitments and Contingencies

The Center currently leases office space for regional and field project offices under various noncancelable lease agreements. The annual office space rentals under remaining noncancelable lease agreements are as follows:

1979	\$95,700
1980	61,500
1981	23,700
1982	15,000
1983	13,500

Rent expense was \$106,148 in 1978.

On December 31, 1978, the Center was committed to purchase office equipment for approximately \$105,000.

Expenditures charged to grants and contracts are generally subject to audit and final acceptance by the grantor or contracting agency. The Center's management believes that disallowed expenses, if any, arising from such audits would not be substantial.

Under the terms of several grants that are financed with discretionary funds from the LEAA, the Center must provide cash match for approximately 10 percent of allowable program expenditures. During 1978 cash match applied to these grants totaled approximately \$35,300. During 1979 this obligation is expected to be met from the fund-raising campaign initiated by management and from the state charge program.

5. Tax-Exempt Status

The Center has received notice from the Internal Revenue Service of exemption from Federal income tax under Section 501(c)(3) of the Internal Revenue Code and that the Center is an organization of the type described in Section 170(b)(1)(A)vi of the Code. Accordingly, the Center is not subject to income taxes, and contributions to the Center are deductible by the donor.

Eight and Main Building
707 East Main Street
Richmond, Virginia 23219
(804) 649-0555
Cable DFHANDS

AUDITORS' OPINION

Board of Directors,
National Center for State Courts:

We have examined the balance sheet of the National Center for State Courts as of December 31, 1978 and the related statements of revenues, expenses, and changes in fund balances, and of functional expenses for the year then ended. Our examination was made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, such financial statements present fairly the financial position of the National Center for State Courts as of December 31, 1978 and the results of its operations and changes in its fund balances for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

February 2, 1979

Contributions

During 1978 contributions from 99 corporations and corporate foundations

exceeded the established goal of \$250,000. The use of these funds is not restricted to any program or activity and can, therefore, be applied as match to project grants or used for general Center operating expenses. The Center gratefully acknowledges gifts from:

- Alcoa Foundation
- Allegheny Ludlum Industries, Inc.
- Allied Chemical Foundation
- Allis-Chalmers Foundation, Inc.
- AMAX Foundation, Inc.
- American Can Company Foundation
- American-Standard Foundation Inc.
- American Telephone and Telegraph Company
- Amoco Foundation, Inc.
- Anheuser-Busch Charitable Trust
- Bethlehem Steel Corporation and Subsidiary Companies
- Blaw-Knox Foundation
- Bristol-Myers Fund
- Burlington Industries Foundation
- Burlington Northern Inc.
- Burroughs Corporation
- Champion Spark Plug Company
- The Chessie System
- Chevron, U.S.A. Inc.
- Chrysler Corporation Fund
- Consumers Power Company
- Continental Group Foundation, Inc.
- Continental Telephone Corporation
- Dart Industries Inc.
- Deere & Company
- Delta Air Lines, Inc.
- Dravo Corporation and Subsidiaries Charitable Trust
- Dresser Industries, Inc.
- E. I. du Pont de Nemours & Company
- Dun & Bradstreet Companies Foundation, Inc.
- Eaton Charitable Fund
- Emerson Electric Company
- Emhart Corporation
- Exxon Company, U.S.A.
- Leon Falk Family Trust
- Federated Department Stores, Inc.
- Ford Motor Company Fund
- Fruehauf Corporation Charitable Fund, Inc.
- Georgia-Pacific Corporation
- General Electric Company
- General Foods Corporation
- General Mills Foundation
- General Motors Foundation, Inc.
- General Signal Corporation
- General Telephone & Electronics Foundation
- Gulf Oil Foundation
- Hewlett-Packard Company
- Household Finance Corporation
- Inland Steel-Ryerson Foundation, Inc.
- International Business Machines Corporation
- International Minerals & Chemical Corporation
- Johnson & Johnson Associated Industries Fund
- Kraft Inc.
- Libbey-Owens-Ford Company
- Lukens Steel Foundation
- Manufacturers Hanover Foundation
- Marathon Oil Foundation, Inc.
- McDonnell Aerospace Foundation, Inc.
- McGraw-Edison Company
- Metropolitan Life Foundation
- Milliken Foundation
- Mobil Foundation, Inc.
- Monsanto Fund
- Motorola Foundation
- National Distillers and Chemical Corporation
- National Steel Corporation
- Owens-Illinois Fund
- J. C. Penney Company, Inc.
- Pennwalt Foundation
- Pfizer Inc.
- PPG Industries Foundation
- Procter & Gamble Fund
- Prudential Foundation

Governing and Supporting Bodies

Republic Steel Corporation Educational & Charitable Trust
Reynolds Metals Company
Rohm & Haas Company
Rosemount Inc.
The St. Paul Companies, Inc.
Scott Paper Company
Southern Pacific Company
Southern Railway System
Sperry Rand Corporation
Standard Products Foundation
Tenneco Inc.
Texaco Inc.
Textron Charitable Trust
The Travelers Corporation
TRW Foundation
Union Pacific Foundation
Uniroyal, Inc.
United California Bank
United Energy Resources, Inc.
United States Steel Foundation, Inc.
United Technologies Foundation
United Telecommunications, Inc.
Utah International Inc.
Virginia Electric and Power Company
Westinghouse Electric Corporation
Whirlpool Foundation

The Center also wishes to thank the following corporations for their contributions to special projects:

McDonald's Corporation
The Michie Company
West Publishing Company
Xerox Corporation

The Council of State Court Representatives continues to serve as a national forum for the state judiciary and facilitates liaison among state courts and the National Center. The 50 states

, the District of Columbia, Puerto Rico, and the three territories are represented on the Council by a member chosen by the highest judicial authority of each jurisdiction. The Council elects the Center's 12-judge Board of Directors, ensuring that control of the organization remains in the hands of those it is designed to serve—the state courts.

The 21-member Advisory Council, composed of representatives from national court-improvement organizations, voted in June 1978 to dissolve, its original role and function having been carried out. In its stead, a new organization entitled the Coordinating Council of National Court Organizations was formed to promote communication, cooperation, and consultation among its now 22 members, including the National Center, which was designated to serve as secretariat to the Council.

The Business and Professional Friends Committee works to develop financial support for the National Center in the private sector. Composed of nationally recognized leaders of business and the bar, the Committee also renders technical assistance, where appropriate, to National Center projects.

Early in 1978 the Center launched a drive to raise \$15 million in capital funds, the income from which is intended to provide for the organization's basic support. Proceeds from this Independence Support Fund campaign are intended to lessen materially the dependence of the Center on federal discretionary grants. This endowment drive is being conducted by a Committee on Ways and Means composed of leading lawyers and other concerned citizens who seek to communicate the needs of the justice system to their communities and to secure for the Center the needed support of the private sector.



Council of State Court Representatives

Loren D. Hicks
Chairman

John P. Cotter
Vice-Chairman

Alabama
C. C. Torbert, Jr.
Chief Justice, Supreme Court

Alaska
Roger G. Connor
Justice, Supreme Court

Arizona
Frank X. Gordon, Jr.
Justice, Supreme Court

Arkansas
C. R. Huie
Executive Secretary, Judicial Department, Supreme Court

California
Ralph J. Gampell
Director, Administrative Office of the Courts

Colorado
James D. Thomas
State Court Administrator

Connecticut
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Delaware
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Kansas
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Justice, Supreme Court

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Justice, Supreme Court

Maryland
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Massachusetts
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Minnesota
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Chief Justice, Supreme Court

Mississippi
R. P. Sugg
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Missouri
John E. Bardgett
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Montana
Daniel J. Shea
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Norman M. Krivoshia
Chief Justice, Supreme Court

Nevada
Howard W. Babcock
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New Hampshire
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Justice, Superior Court

New Jersey
Richard J. Hughes
Chief Justice, Supreme Court

New Mexico John B. McManus, Jr. <i>Chief Justice, Supreme Court</i>	Virginia Albertis S. Harrison, Jr. <i>Justice, Supreme Court</i>
New York Richard J. Bartlett <i>Chief Administrative Judge</i>	Washington Charles T. Wright <i>Chief Justice, Supreme Court</i>
North Carolina Bert M. Montague <i>Director, Administrative Office of the Courts</i>	West Virginia Fred H. Caplan <i>Chief Justice, Supreme Court</i>
North Dakota William L. Paulson <i>Justice, Supreme Court</i>	Wisconsin Nathan S. Heffernan <i>Justice, Supreme Court</i>
Ohio Frank D. Celebreeze <i>Chief Justice, Supreme Court</i>	Wyoming A. G. McClintock <i>Justice, Supreme Court</i>
Oklahoma B. Don Barnes <i>Justice, Supreme Court</i>	District of Columbia Theodore R. Newman, Jr. <i>Chief Judge, Court of Appeals</i>
Oregon Loren D. Hicks <i>State Court Administrator</i>	Commonwealth of Puerto Rico Eulalio A. Torres <i>Administrative Director of the Courts</i>
Pennsylvania Samuel J. Roberts <i>Justice, Supreme Court</i>	Territory of American Samoa Richard I. Miyamoto <i>Chief Justice, High Court</i>
Rhode Island Walter J. Kane <i>Court Administrator</i>	Territory of Guam Paul J. Abbate <i>Presiding Judge, Superior Court</i>
South Carolina J. Woodrow Lewis <i>Chief Justice, Supreme Court</i>	Territory of the Virgin Islands Eileen R. Petersen <i>Judge, Territorial Court</i>
South Dakota Roger L. Wollman <i>Chief Justice, Supreme Court</i>	<i>Listing as of December 31, 1978</i>
Tennessee Cletus W. McWilliams <i>Executive Secretary, Supreme Court</i>	
Texas Joe R. Greenhill <i>Chief Justice, Supreme Court</i>	
Utah Thomley K. Swan <i>Chief Judge, Utah Judicial Council</i>	
Vermont Albert W. Barney, Jr. <i>Chief Justice, Supreme Court</i>	

**Business and Professional
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Deacy & Deacy
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General Electric Company

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Daniel International Corporation

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Carlton, Fields, Ward, Emmanuel, Smith & Cutler
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Pillsbury, Madison & Sutro
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Merrill Lynch, Pierce, Fenner & Smith

Maynard J. Toll
O'Melveny & Meyers
Los Angeles, California

Hays T. Watkins
The Chessie System

Arthur M. Wood
Sears, Roebuck and Company

Listing as of December 31, 1978

**Independence Support Fund
Committee on Ways and Means**

Donald J. Hurley, Co-Chairman*

*Goodwin, Procter & Hoar
Boston, Massachusetts*

Paul C. Reardon, Co-Chairman

*Justice, Supreme Judicial Court of Massachusetts (Ret.)
Boston, Massachusetts*

R. Byron Attridge, Vice-Chairman

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Atlanta, Georgia*

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*Deacy & Deacy
Kansas City, Missouri*

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Frederick G. Buesser, Jr.

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*Dorsey, Windhorst, Hannaford, Whitney & Halladay
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*Carlton, Fields, Ward, Emmanuel, Smith & Cutler
Tampa, Florida*

Maynard J. Toll

*O'Melveny & Myers
Los Angeles, California*

*Deceased, November 29, 1978. Mr. Hurley also served on the National Center's Business and Professional Friends Committee.

Listing as of December 31, 1978

Offices of the National Center for State Courts

Headquarters Office

300 Newport Avenue
Williamsburg, Virginia 23185
(804) 253-2000

Edward B. McConnell
Director

Arne L. Schoeller
Deputy Director, Administration

Geoffrey W. Peters
Deputy Director, Programs

Keith L. Bumsted
Associate Director, Administration

John M. Greacen
Associate Director, Programs

Lynn A. Jensen
Associate Director, Programs

Joel S. Zimmerman
Associate Director, Research and Development

Northeastern Regional Office, serving:

Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Ohio, Pennsylvania, Rhode Island, Vermont
Osgood Hill
723 Osgood Street

North Andover, Massachusetts 01845
(617) 687-0111

Samuel D. Conti, Director

Mid-Atlantic Regional Office, serving:

Delaware, District of Columbia, Maryland, Puerto Rico, Virginia, Virgin Islands, West Virginia
300 Newport Avenue
Williamsburg, Virginia 23185
(804) 253-2000

Douglas C. Dodge, Director

Southern Regional Office, serving:

Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas
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Atlanta, Georgia 30329
(404) 634-3366

Charles D. Cole, Director

North Central Regional Office, serving:

Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, South Dakota, Wisconsin
Fifth and Minnesota Streets, Suite 2208
St. Paul, Minnesota 55101
(612) 222-6331

Francis L. Bremon, Director

Western Regional Office, serving:

Alaska, American Samoa, Arizona, California, Colorado, Guam, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming
235 Montgomery Street, Suite 1550
San Francisco, California 94104
(415) 557-1515

Larry L. Sipes, Director

Washington Liaison and Project Office

2030 M Street, N.W., Suite 401
Washington, D.C. 20036
(202) 833-3270
Harry W. Swegle, *Washington Liaison*

Denver Project Office

250 West 14th Avenue, Suite 802
Denver, Colorado 80204
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END