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LAW ENFORCEMENT ASSISTANCE ADMINISTRATION**

**DISCRETIONARY GRANT
PROGRESS REPORT**

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COMMENCE REPORT HERE (Add continuation pages as required.)

This report covers the activities of the National Center for State Courts under LEAA Grant No. 78-TA-AX-0012 (Core VII) for the period February 16, 1978 through January 15, 1979.

FINAL PROGRESS REPORT

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ACQUISITIONS

I. Introduction

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

In carrying out its purpose, the National Center acts as a focal point for state judicial reform, serves as a catalyst for setting and implementing standards of fair and expeditious judicial administration, and finds and disseminates answers to the problems of state judicial systems. The National Center provides the means for reinvesting in all states the profits gained from judicial advances in any state.

Since its founding in 1971, the National Center has received financial support for central programs and basic operating costs from the Law Enforcement Assistance Administration in the form of yearly Core grants. This report covers the activities conducted for the period February 16, 1978 to January 15, 1979. Previous progress reports for the periods February 16-June 30 and July 1-September 30 were filed on August 31 and November 3, respectively.

As has been emphasized in previous reports, the Core VII grant period has been one of the most significant in the life of the National Center. Growth and change have been constant and readily apparent in several areas:

Staff: The total number of professional staff has increased from 72 to 96.

Programs: Four new, additional national scope projects have been initiated this year; five have been funded for an additional phase.

Location: The Center completed the relocation of its Denver headquarters and Washington Deputy Director's office to Williamsburg.

Management: The Center's managerial structure has undergone reorganization twice in the past year. The result of this has been to strengthen middle management and to delineate more sharply the lines and areas of authority. New processes and systems have been implemented to increase efficiency and communication among all staff levels.

Funding: In February the National Center officially announced the onset of a \$15 million capital fund campaign. The accrued interest from this Independence Support Fund would serve as basic operating costs in years to come.

Consider this increased level of activity against the fact that the amount of Core VII was approximately \$160,000 less than Core VI. Additionally, the need for "Core services"--Publications, Research and Information, Secretariat, and Library--has continued to grow.

It is becoming increasingly difficult to raise private, unrestricted funds. The initiation and success of the Independence Support Fund Drive or some similar endeavor is absolutely essential to the survival of the National Center. In 1978, the Center received approximately \$194,000 less in unrestricted funds than it did in 1977. This combination of increased activity and decreased revenue is beginning to have an affect on the quality of services Center offers. Establishing a steady and adequate source of income for the Center's basic operating costs remains a top priority.

The following paragraphs describe the Core-funded activities performed by the Center in 1978.

II. Governing Bodies

Responsibility for general policy and program guidance continues to rest with the Center's Council of State Court Representatives and 12 member Board of Directors. Council members are appointed by the highest judicial authority in each of the 55 jurisdictions served by the Center; they in turn, elect the Board, all of whom are either appellate, trial, or special court judges.

A. Council of State Court Representatives

Each year the Council meets for the purposes of monitoring the Center's progress and direction and performing those functions relating to its own government and that of the Center.

In 1978 the Annual Meeting was held in Fort Lauderdale, Florida. The Council elected Loren D. Hicks, Chairman and Chief Justice John P. Cotter, Vice-Chairman of the organization for calendar year 1979.

Attendance at the meeting was extremely good, and attendees heard addresses by Senators Howell T. Heflin and Pete V. Domenici.

Because of the good attendance and program content (presentations on major Center national scope projects: Juvenile Justice Research, Alternatives to Incarceration, Sentencing Guidelines, Pretrial Delay, and two aspects of the Williamsburg II Conference--Implementation Strategies and the Public Opinion Survey), in-depth discussions of these projects and possible applications of their results were conducted among the judicial and court administration leaders from nearly all states and other U. S. jurisdictions.

Though largely financed from unrestricted funds, meetings such as these serve as forums for exchanges of information among states and for discussions of specific state court problems and solutions they have found or that have been found by the Center.

B. Board of Directors

In 1978 the Board met four times--in Williamsburg, Kansas City, San Francisco, and Fort Lauderdale.

Through its committees, the Board continues to take an active role in determining proper priorities for the Center's work.

The Board's Nominating Committee, fulfilling the role mandated by the Articles of Incorporation, recommended to the Board and Council that Chief Justice Lawrence W. I'Anson, Judge Robert A. Wenke, and Judge Roland J. Faricy be re-elected to three-year terms, and that Justice Joseph R. Weisberger be elected to a three-year term to fill the vacancy left by the death of Chief Justice C. William O'Neill.

The Nominating Committee also recommended to the Board, and so advised the Council, that Chief Justice Lawrence W. I'Anson be elected Vice-President of the National Center's Board. He was so elected.

Because the Board is composed solely of judges, it can ensure that the Center continues to concentrate its considerable resources on practical solutions to the problems faced by state courts.

C. Advisory Council

At its June meeting, the Advisory Council voted to disband as an advisory body to the National Center and to form a new organization called the Coordinating Council of National Court Organizations. The new 22-member group would serve to promote cooperation, consultation, and communication among its member organizations including the National Center. The membership in and provision of services for the new Council will enable the Center to keep abreast of the activities of, and to coordinate with related national and local organizations.

III. Office of the Director

The Director continues to have overall responsibilities for staff activities and operations, coordination of the activities of the Board of Directors and its committees, and maintenance of liaison with the Council of State Court Representatives. The deputy directors for administration and programs, associate directors for programs, and regional directors report to him. Meetings of regional and headquarters directors (including the associate director for administrative services) are held for two days each quarter. A series of committees (see Attachment 1) advise the Director on a variety of on-going matters and concerns in the area of day-to-day operations of the Center.

The Director is also the primary spokesman for the Center and represents it throughout the country at meetings and programs held by organizations, both in and outside the legal/judicial community. He serves on advisory bodies, maintains a broad range of contacts, particularly among the courts and court operations, articulates state and court concerns in various forums and, in turn, provides information, assistance, and advice of a high order to state court leaders. Because he is a recognized leader in the field of court administration, the Director continues to travel extensively. His high visibility in the "field" is an important adjunct to the operation of Center regional and project offices.

During 1978, the Director visited each regional and project office at least once and participated in several judicial conferences, ABA committee meetings, COSCA and CCJ planning and annual meetings, and many other conferences and seminars. The Director travelled to more than 25 states, promoting good will for the Center and providing these states the benefit of his expertise in the area of improvement in court administration.

IV. Administration Division

Under the reorganization, the Center's operations have been separated into two divisions, under the direct supervision of the Director.

The Administration Division, headed by Deputy Director Arne Schoeller, comprises administrative services, personnel, office services, buildings and grounds, accounting, secretariat services (including the Washington Liaison Office), publications, and fund raising.

As can be seen from the organization chart (Attachment 2), the first five functions listed above are overseen by the associate director for administrative services, who reports to the DDA. Improved methods of communication, the addition of a personnel specialist, and the general settling down brought about by one full year in the permanent headquarters, have contributed to the smooth and efficient operation of this department.

While the actual raising of funds is conducted by other groups (The Business and Professional Friends Committee and the Committee on Ways and Means of the Independence Support Fund) and is staffed by an outside firm, the DDA maintains close contact with all of these groups. He is responsible for ensuring that appropriate and timely staff support is forthcoming and for the overall success of the various fund raising campaigns.

In 1978, the Business and Professional Friends Committee met its goal of \$250,000. The Committee on Ways and Means now is a viable group whose efforts on the Center's behalf should begin to show results within the next six months.

In another area, the DDA has presided over the conclusion of the building program and the final steps in the process of moving and relocating Denver staff to Williamsburg.

He continues to provide Center liaison with local individuals and groups and to act as spokesperson for the Center for the press and other media.

The DDA also exercises general control over the publications and secretariat services departments. Detailed descriptions of their activities are contained in succeeding sections.

IV A. Publications

The regular publications of the National Center--State Court Journal, Report, Survey of Judicial Salaries, and Master Calendar-- appeared as scheduled throughout 1978. The Journal appeared quarterly, the Survey was published twice, and the Report and Master Calendar were produced monthly. (See attachments 3,4,5,6 & 6a).

During 1978 the Publications Department produced and distributed a long list of books:

Clemency: Legal Authority, Procedure, and Structure is a compilation of research results and an analysis of state constitutions, statutes, and rules dealing with clemency. The material for this book was compiled by the Center's Research and Information Service.

Pretrial delay: A Review and Bibliography analyzes the literature in this field, especially empirical studies, and suggests areas for future research. This book was a product of the national-scope Pretrial Delay Project headquartered in San Francisco.

Women in the Courts is an anthology that examines the problems encountered by women in today's judicial system, both as litigants and as members of the judicial community. Articles for this book were contributed by authors from around the country.

State Courts: A Blueprint for the Future represents the full proceedings of the Williamsburg II Conference, which was held in March 1978. The book contains the working papers in their final form as well as discussions of the ideas generated about these papers at the conference.

Small Claims: A National Examination is the final product of the national-scope Small Claims Courts Project. The book presents the results of this study, which focused on the problems of individual litigants using these courts.

Planning in State Courts: Trends and Developments 1976-1978 is a result of the State Court Planning Capabilities Project. The book gives the history of the recent planning movement in state courts, and discusses what has been accomplished to date.

Justice Delayed: The Pace of Litigation in Urban Trial Courts is another product of the Pretrial Delay Project. It discusses the major findings to date of that project.

An Annotated Bibliography/1971-1977 was compiled by the Center's library staff. The book lists and describes all the publications and reports produced by the National Center during the years 1971 through 1977. One thousand copies of this book are being distributed free and it is expected that updates will appear in the future.

Promotion Efforts

During 1978 the Publications Department increased its promotional efforts. Displays of National Center publications were set up at conventions and meetings around the country. Press releases and review copies of new books have been widely circulated for each of the publications mentioned above. In addition to this, the Publications Department began to design a limited advertising campaign during the last part of 1978. The objective of this campaign is to increase the awareness of the public, specifically of judges, lawyers and others interested in the courts, of the scope and variety of National Center publications.

Mailing List

The mailing list has continued to grow during 1978. More than 3,500 new names have been added since January 1978. The Publications Department has also completely reorganized the list. This reorganization facilitates the future growth of the list. The mailing list's present total is 11,000.

Accounts Receivable

The Publications Department took on added responsibilities during 1978 by implementing a complete invoicing and inventory control system. The Publications Department now does its own billing and collections. The incorporation of the accounts receivable to its other duties has given the Publications Department complete control over its fulfillment obligations. It has also allowed for an accurate method of inventory control.

Public Relations

The Publications Department has continued to increase its efforts in the area of public information activities. The number of press releases has proliferated. Examples of these are attached. The press releases cover a wide area of topics, including project results, announcements of Center news, and announcements of new projects. These press releases are circulated to both local and national publications.

Currently, the department is investigating the possibility of creating an audiovisual presentation on the Center. Such a presentation, using slides and a tape recorder, would be useful in making court personnel aware of the services available from the Center and the range of activities with which the Center is involved.

Professional Development

Two of the department's editors attended the annual Folio Publishing Conference in November. The conference offered workshops on many areas of publishing. Workshops attended by the editors included the following: Pre-publication Promotion Possibilities; Layout and Design for Publications; Effective Use of the Media; Effective and Efficient Production Techniques; New Trends in Book Production and Manufacturing; Word Processing/Photo-typesetting Interface; Developing an Effective College Textbook Marketing

Plan. The conference served to inspire new ideas for Center publications, promotion, and production, as well as to bring the editors up to date on technological innovations in the field.

Annual Report

The Publications Department has worked extensively on the 1978 Annual Report during the last part of the year. It is expected that the report will be available in early March 1979.

Publications Department Staff

The staff on the department has remained unchanged since March 1978. Robert Rich is director of publications, Marjorie Healy and Gordon Penman are editors of Publications, and Nadine Kurek is secretary.

B. Secretariat Services

Overview

As the Secretariat, the National Center provides staff support to national organizations of judicial leaders and professional administrators responsible for the courts and their efficient management. Eight national associations are presently served by the Center as their Secretariat; however, the Secretariat's service role differs somewhat based upon the nature and needs of the groups represented.

The eight associations and their memberships are as follows:

Conference of Chief Justices (CCJ)--Chief Justices of the Supreme Courts of all states, the District of Columbia, and Puerto Rico are members of the Conference.

Conference of State Court Administrators (COSCA)--State Court Administrators of all states, the District of Columbia, and Puerto Rico are members; Court Administrators of American Samoa, Guam, and Virgin Islands are associate members.

National Association of Trial Court Administrators (NATCA)--Composed of 425 trial court administrators and assistant administrators.

National Association for Court Administration (NACA)--composed of 625 court clerks and court administrators.

National Conference of Appellate Court Clerks (NCACC)--composed of appellate court clerks making up a membership of approximately 160.

National Council for Judicial Planning (NCJP)--composed of 130 judicial planners and others interested in the field of judicial planning.

The National Conference of Metropolitan Courts (NCMC)--has approximately 150 members, all of whom are judges in metropolitan (cities of 250,000 or more) courts.

The Coordinating Council of National Court Organizations (CCONCO)--formerly the NCSC Advisory Council, this is a body of representatives of 22 court-related organizations, including the NCSC. The Council meets annually to discuss areas of common concern and share ideas in the field of judicial administration.

The Core VII grant provides the salaries and fringe benefits of all secretariat staff members at the Center, as well as necessary operational expenses for CCJ, COSCA, NCMC, and CCONCO.

NACA, NATCA, NCJP, and NCACC provide reimbursement from member dues to cover the cost of printing and distribution of publications and other out-of-pocket expenses.

Two full-time professional staff members, other professional staff as needed, and required secretarial support staff are assigned to handle secretariat services. In addition, the Center's Washington Liaison Office provides continuing assistance to the Federal-State Relations Committees of both CCJ and COSCA.

Purpose and Benefits

While the eight national organizations designated the Center as their secretariat, it is important to note the purpose and benefits of this role. The secretariat relationship, besides being mutually beneficial to the organizations and the Center, ultimately helps the users of court services specifically and the criminal justice system generally.

The major areas in which the Center assists in the organizational purposes are to formulate fundamental policies, principles, and standards for state court administration; to facilitate cooperation, consultation, and exchange of information by and among national, state, and local offices and organizations directly concerned with court administration and endeavor to improve administrative practices, procedures, and to increase the efficiency and effectiveness of state courts.

As a consequence of regular consultation among the state judicial leaders and administrators, opportunities for improvement, reforms, and more uniform practices are substantially enhanced. Court improvements, therefore, not only mean more effective performance of the courts' constitutional role of providing adequate services to the people but also mean concerted effort to do so.

The following sections describe the services to the eight organizations. CCJ and COSCA activities are covered in the first section followed by reports on the other five organizations. Staff services are classified in five basic functional categories.

1. Conference of Chief Justices and Conference of State Court Administrators--Organization Maintenance

Activities include correspondence with the existing and new members, replying to inquiries, and maintaining rosters, committee lists mailing lists.

Conferences and Meetings

In addition to the four major CCJ and COSCA meetings, there were 14 committee meetings of both the groups, including Executive Committee meetings. The major meetings were annual meetings of both CCJ and COSCA held in Burlington, Vermont, July 30-August 2; a training seminar on Court Administration for state court administrators, November 27-29, in Denver;

(Attach. IV B a)

and, a midyear meeting of the Conference of State Court Administrators, November 30, also in Denver.

The annual and special meetings as well as the various committee meetings discussed significant subjects, and where appropriate, policy positions were adopted by both the Conferences. Some important topics and speakers were: judicial accountability and independence by Professor Wallace Mendelson of the University of Texas; state courts and federal funding by Hon. Benjamin R. Civiletti, Deputy Attorney General of the U. S., and by Allan A. Parker, General Counsel of the House Judiciary Committee.

A joint one-day CCJ-COSCA program on technology and the courts covered innovative technological developments and their application to the courts. Included were such topics as state judicial information systems, judicial opinion preparation, and computer aided transcription. The Center's CITAT project staff, Don Skupsky and Richard Martin, were among the speakers invited. Other program topics included pretrial delay and affirmative action in the courts.

A number of important policy resolutions were adopted by both the CCJ and COSCA, including: 1) Television, Radio, Photographic Coverage of Judicial Proceedings; 2) Principles Relating to State-Federal Relations; 3) Task Force to Study State-Federal Relations; 4) Standards of Judicial Administration; 5) Law Enforcement Assistance Administration; and 6) Bureau of Justice Statistics. Copies are enclosed as Attachment IV B1 b. Copies of the two resolutions--Role of COSCA in the SJIS Program and Placement of SJIS in a Reorganized LEAA, adopted by COSCA at their midyear meeting are also enclosed. (Attachment IV B1 c).

The secretariat and Center staff provide a significant linkage between furnished background information to conference committees and actual implementation of their programs. Another important role, performed by the Center as the secretariat agency, relates to dissemination of CCJ-COSCA policy positions on important national and substantive issues, because other organizations and court systems around the country look to CCJ and COSCA for guidance. One example is television in the courtroom. Since the CCJ adopted the resolution favoring television coverage of judicial proceedings, a number of states have or are in the process of amending their rules to permit televising so that the public has a better understanding of how their courts function. A table summarizing rules promulgated by the state supreme courts is enclosed as Attachment IV B1 d).

Publications

In addition to the July, 1978 issue of the State Judiciary News, two biographical booklets listing data on all the Chief Justices and State Court Administrators were published and distributed to members of both the Conference at the 1978 Annual Meeting. (Attachment IV b1 e).

A report on state court administrative staff is in the process of being prepared. It is expected to be available for distribution in the spring.

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Research and Special Projects

To a greater extent than in any past year, the secretariat in 1978 was involved in aiding NATCA, NACA, and NCACC with projects and endeavors outside the realm of basic support services.

Foremost among these was NACA's Trial Court Directory project, which entailed compiling information on all state and local general trial and many limited jurisdiction courts in the country. Staff helped collect and organize the data and were responsible for manuscript preparation, printing and distribution of the unique, 400+-page Trial Courts Directory of the United States. The Center is helping NACA to market the volumes, of which more than 200 have been sold to date.

The interorganizational committee is composed of representatives of four groups served as secretariat by NSCS (NACA, NATCA, COSCA, and NCACC) as well as the Juvenile Court Administrators and Federal Court Clerks Associations. The committee's purpose is to facilitate communications and the sharing of resources among court administrators' organizations; its first meeting was held at the Center's headquarters in 1978. With support from the NSCS secretariat staff, the committee has met three times since then, initiated publication of a jointly-sponsored journal for court managers (the committee is consideration further issues), approved the first "common site and date" conference (with partial program integration) of these associations,¹ and taken the first steps towards a "national symposium on judicial administration" in 1981 to be conducted by all national court administration professional organizations. Such cooperative ventures are clearly desirable on a number of levels, and the secretariat has done a good deal to sustain and nurture them throughout 1978.

Numerous other "special projects" are of lesser significance and need only be mentioned by name; the compilation of the 1978 edition of NCACC's Directory of Appellate Court Clerks in the United States; organizing and publishing a directory of members for NATCA; design, distribution, and tabulation of a national survey of trial court administrators for NATCA; and development of membership drive materials for several of the associations

Technical Assistance

A number of secretariat activities involve technical assistance. Many of the special projects mentioned above entail technical assistance to the associations in question; requests for such assistance normally originate with the president or officers of the organization. Technical assistance activities by the secretariat often fall into one of these categories: 1) answering requests for organizational materials such as bylaws, membership applications, or recruitment brochures, or the like; 2) writing reports, memoranda, or speeches; and, 3) making arrangements for meetings, such as selecting and confirming vendors to participate in court technology exhibits. Requests for information or assistance with non-secretariat matter (involving the courts of association members) are dealt with by the secretariat if they are relatively uncomplicated; if not, these inquiries are generally referred to the Research and Information Service.

¹The annual meetings of NACA and NATCA in July 1979.

Research and Special Projects

Subsequent to the Center's designation as the information clearinghouse for all electronic-in-the-courtroom material, the secretariat staff has been collecting and providing background data to state courts, bar associations, the media, and others. Presently, the staff is analyzing and providing the comparative information on state courts' administrative staffs which was collected earlier in the year. Also, substantive information is being provided to a CCJ Committee studying the issues relating to the selection of federal judges.

Technical Assistance

The secretariat staff also provide technical assistance in a number of areas to members, officers, and committees of both Conferences. Such assistance provided on request involves handling or forwarding of information requests, devising research or survey instruments, planning meetings, and conducting evaluations. As indicated previously, the secretariat staff handled numerous requests for technical assistance in the area of television in the courts.

2. National Association of Trial Court Administrators
National Association for Court Administration
National Conference of Appellate Court Clerks
National Council for Judicial Planning

Organizational Maintenance

Records maintenance, correspondence, membership service and related duties are daily responsibilities which consume 10 or more hours of staff time per week. Contractual relationships for services relating to the facilitation of routine correspondence, servicing membership inquiries, arranging for meetings, staff committees, etc., provide the organizations with necessary services without the expense for them of full-time staff. At the same time, it guarantees to them a level of professional competence that they might otherwise be unable to secure with a part-time administrative office. Additionally, by servicing related organizations, the Center acts as a communication link among the organizations served.

Conferences and Meetings

Each of the organizations holds an annual conference and at least one board meeting during the course of the year. NCSC staff participation in arranging and coordinating these functions varies considerably depending upon the needs of the association in question.

The secretariat, as has often been the case in the past, played a major role in development and execution of the NATCA and NACA annual conferences. Staff assisted with education program design, materials selection, speaker confirmation, registration, hotel liaison and social programs. Two NCSC professional attended both the NATCA (Las Vegas, April 23-26) and NACA (Portland, Oregon, August 15-18) conferences, working with their association counterparts on virtually all aspects of the meetings from early planning through

follow-up. The secretariat's role in the NCACC Fifth Annual Conference was more limited, though the NCSC secretariat coordinator for the appellate clerks did aid with speaker selection, served on the arrangements committee, and appeared himself on the conference educational program.

The NCJP was organized at a National Court Planning Seminar sponsored by the Center and held in Williamsburg in June. After passage of a resolution creating the Council by the planners in attendance, Center was asked to serve as secretariat to the new association. In the seven months since that time, the secretariat staff has worked closely with both the NCSC Court Planning Capabilities Project and regional offices to help establish the NCJP as a functioning entity. These efforts have included organizing and conducting three regional seminars and planning for the group's first annual meeting to be held in March 1979.

Publications

Publications are extremely important to the organization life of these associations; they are the major tool for promoting cohesiveness and communication within groups which meet only once a year. The secretariat serves in the capacity of managing editor for the official publications of NACA, NATCA, NCJP, and NCACC. This particular responsibility consumes a greater amount of time than any other, for it involves production of three newsletters an annual journal, and a quarterly journal from beginning to end.

NACA's quarterly Court Crier magazine ranges in length from 20-32 pages per issue and was produced three times in 1978. In the absence of an executive editor appointed by the NACA president, the secretariat coordinator acted in this capacity during the first half of 1978 in addition to his usual publication duties. (Attachment IV B1 f).

NCACC's The Newsletter and NATCA's The Column are 8-16 page newsletters issued every 2-3 months. All efforts connected with these periodicals--from collecting and writing articles to layout and printing--are performed by the secretariat. (Attachment IV B1 g7h).

Considerable effort (from January through June) was channelled into helping NCACC produce the first issue of an ambitious annual journal--the 40-page Appellate Court Administration Review. Beginning in July, and in cooperation with the Court Planning Capabilities Project, the secretariat coordinated development and publication of a bi-monthly newsletter (Benchplan) for the National Council for Judicial Planning. Three issues of this publication were published in the latter half of 1978. (Attach: IVB1i & j).

Finally, in addition to the above, the secretariat worked closely with three of the affiliated organizations (NACA, NATCA, NCACC) who together with the Federal Court Clerks Association combined resources and efforts to publish the Court Management Journal. This publication, the first tangible product to emerge from the "interorganizational discussions" between NATCA, NACA and their sister organizations, was distributed to the memberships of all organizations served as secretariat by NCSC and throughout the criminal justice field in general. The interorganizational discussions will be reviewed in the next section. (Attachment IV B1 k).

3. Washington Liaison Office

The Washington Liaison Office consists of a Liaison Officer and a part-time secretary. The function of the office continues to be to provide information about Washington matters to state court leaders, and, in turn, to represent the views of those leaders in Washington.

A major activity of the liaison office is to serve as staff to the CCJ and COSCA Committees on State-Federal Relations. The liaison officer continues to deal with other public interest groups and to coordinate exchanges of information and views with other state and local organizations and agencies.

The Washington liaison prepares the Washington Memorandum, an occasional newsletter for state court leaders published five times in 1978. (Attachment B 3a).

V. Programs Division

One of the major focuses of the Programs Division over the past year has been the improvement of project management throughout the division. One aspect of this focus has been the reorganization of the division's personnel structure to accommodate a greater number of mid- and senior-level management positions. These new positions, all of which have been filled with highly trained personnel, contribute to more effective management of the projects within the Programs Division, improved communications and decision-making procedures, and increased focus on structured development of new and continuing research efforts. In addition to new personnel, innovative management techniques and tools have been developed and implemented in order to provide more accurate, current management information to the project directors within the division as well as line managers.

V. A. Programs Management Group

In the Programs Division, seven managerial positions have been created with the belief that the creation and filling of these positions will improve the management of the National Center as a whole and of the Programs Division specifically by providing greater management capability and resources to assist the projects. The positions created are Deputy Director for Programs, two Associate Directors for Project Management, Associate Director for Research and Development, Programs Administrator, Evaluation Specialist, and Computer Services Specialist.

The Deputy Director for Programs is a position which requires a highly capable senior level manager with broad based experience in research and law. After exhaustive recruiting, this position was filled by Geoffrey W. Peters, former law professor and executive director of the Institute for Business, Law & Social Research at Creighton University. He is responsible for overall management, supervision and quality control of all projects within the Programs Division including projects located at headquarters in Williamsburg, and at the Denver and Washington, D.C. project offices. His responsibilities include staff supervision and evaluation, project fiscal and deliverable supervision, participation in senior-level management within the National Center, liaison with federal and private funding sources, and long-term managerial and research-oriented planning for the Programs Division.

Also created during the past year were two positions entitled Associate Director for Project Management. All National Scope Projects have been assigned to Associate Director and, in general, his role is direct supervision and quality control of all work products for those projects to which he is assigned. John M. Greacen and Lynn Jensen were selected to fill these positions within the National Center. In addition, each Associate Director is expected to actively participate in project and proposal development and in the dissemination of research results.

In addition to the Associate Directors for Project Management, the position of Associate Director for Research and Development was also created. This position was filled by Dr. Joel S. Zimmerman. His responsibilities include the initiation, supervision, and coordination of the development effort for grants, projects and special NCSC programs including project and proposal development, quality control, management information, research management, staff development, equipment development and participation in project work. He is responsible for identifying and monitoring project funding opportunities within federal, state, and local government as well as private and public foundations. He is responsible for the development and implementation of quality control standards on proposals, concept papers, and project deliverables. Over the past year, Dr. Zimmerman was responsible for the development of a meta-evaluation plan for the

entire National Center, for participation in the selection of a data processing system for the National Center and the development of programs and data bases for that system, and for participation in recruiting and staffing of professional research positions throughout the Programs Division.

Within the Programs Division, Associate Directors report directly to the Deputy Director for Programs. They are senior level staff and are members of the Management Advisory Committee, the body which advises the Center's Executive Director on matters of Center-wide policy.

Also created during the past year was the position of Programs Administrator. This position was filled in September by Jill Berman Wilson. Her major duties include providing staff support to the Deputy Director for Programs, the financial coordination and administration of National Scope Projects, administrative and professional staff coordination, and budgetary development and proposal writing. Additional duties include the development and maintenance of the staff utilization matrix, general supervision of the CORE budget, and monitoring of all technical assistance efforts throughout the National Center. She has been involved in the development of a computerized system for technical assistance monitoring within the Center including the development of the new technical assistance reporting form and the development of a data base and computer program through which information on all technical assistance assignments can be maintained and retrieved to enable effective management supervision of this effort. She provides staff support to the Programs Division Recruiting Committee and the Project Directors.

Over the next eighteen months, the National Center will conduct a Center-wide evaluation of all managerial and programmatic aspects of the Center. As such, the position of Evaluation Specialist has been created and filled by Dr. Victor E. Flango. In addition to modifying the original evaluation design for the meta-evaluation, Dr. Flango will be involved in the evaluation of individual projects, and will participate in the development of a Center-wide staff evaluation program to include both professional and administration staff. He will be involved in the development and preparation of evaluation research proposals, and will have primary responsibility for the conduct and dissemination of the Center's meta-evaluation.

The final management position created within the Programs Division this year was that of Computer Services Specialist filled by Jack Infinger. Mr. Infinger will be closely involved with all aspects of the Center's data processing system. This involvement will include programming, statistical analysis, training staff on the use of computer services and terminal equipment throughout the National Center, acting as liaison with the National CSS Service Bureau and other equipment vendors, and the continuing investigation of more cost-effective data processing resources.

These positions make up the management team within the Programs Division at the National Center. All members of this team work together to coordinate the activities of the Division and to encourage and promote the development of new research areas. Some of the techniques and tools which have been developed and are currently in use within the Programs Division, to further improve management and supervision capabilities, are detailed in the next section of this report.

Obviously, the addition of new staff alone is not sufficient to improve management procedures. In addition to new staff, the Programs Division has provided for the development and maintenance of new management tools including abstracts of all active projects, a staff utilization matrix which indicates funding projections for individual professional staff over a nine month period, and the development of a comprehensive data base management systems which provides for monitoring of technical assistance assignments, project deliverables and the development and maintenance of a Center-wide personnel skills bank. In addition, standardized procedures have been set up for all development efforts including responses to requests for proposals and the development of original concept papers. Also, new evaluation procedures have been set up. Individual personnel evaluation procedures have been modified to provide greater input and feedback to individual staff members. In addition an evaluation plan for the entire National Center, including project and regional offices as well as Headquarters, has been developed and will be implemented over the next 18 months.

The addition of new management-level staff and the implementation of new management procedures will promote effective management throughout the Programs Division. These procedures have, of course, placed an additional burden on the managers and the project directors within the Programs Division; however, it is anticipated that the improved work products which result from these procedures will more than compensate for the additional time invested in the initial implementation phase.

During September brief abstracts of all national scope projects were developed and distributed throughout the Center. These abstracts include information as to the time period and level of funding, the agency providing the funding, the project staff, prior phases of the project and relevant findings, goals and deliverables of the project's current phase, and anticipated future phases. A complete set of these abstracts is attached as Exhibit A. In addition to providing information to outside sources on the type and scope of research being conducted at the National Center, these abstracts also provide information to internal managers as to the length of projects, the staff involved, and the level of funding. These abstracts are updated on a continuing basis by the Programs Administrator.

Because of the nature of funding at the National Center, and the fact that many professional staff members' time is divided among two or more projects, it is imperative that managers be able to project sources of funding for staff members over an extended period of time. The staff utilization matrix was initiated in May of this year. At that time it projected only Programs Division personnel assigned to National Scope projects for six months in the future. Since that time, it has been modified to include all professional staff at the National Center, including those at headquarters, project offices and regional division offices. In addition, it now projects funding on all National and Regional Scope projects for nine months in the future. Because of the short-term nature of regional scope projects, personnel assigned to those projects have been projected for only six months in the future. Another innovation is a differentiation among funding which is firmly committed, funding which is relatively certain and funding which is anticipated but not definite. Percentages of time for personnel where funding is "in-hand" are listed without demarkation; funding for personnel where projections are "80% sure" is listed in brackets; and funding which is anticipated or uncertain is listed as currently unassigned (CUS). The advantage of this system is that it permits specification of those persons who are available for assignment for development efforts and for short-term project needs where their expertise may be important. Staff, whose time is unassigned during the nine-month projection is listed within the body of the matrix and, additionally, is separately listed on the front page of the matrix to draw attention to percentage-of-time-available for these persons. This matrix will enable managers to assure that all staff will be 100% funded on national or regional scope projects throughout the entire year. In addition to providing valuable personnel resources to projects, this reduces the drain on overhead and private fund accounts at the National Center, created when personnel are not funded on project work. A copy of the current staff utilization matrix is attached as Exhibit B.

One of the major efforts by managers throughout the past year within the Programs Division, and within the National Center as a whole, has been the selection and development of the data processing system for the National Center. By September, the National Center's Computer Committee had completed the exhaustive process of examining the Center's data processing needs, determining the system best able to fulfill those needs and selecting the company that could provide that system in the most cost-effective manner. It was determined that the Center would utilize the services of a computer service bureau, Federal CSS, Inc., in Falls Church, Virginia. The CSS System offered the advantages of a full-range of statistical and analytical software programs, a powerful data base management system, full and immediate documentation of services, rapid online processing capability, full training facilities and large storage capacity. Obviously, much of the data processing needs of the National Center are for actual data analysis in the various ongoing research projects. However, a significant portion of time will be spent in the general management of the Center.

The monitoring of technical assistance, offered by the National Center throughout the country is one of the uses of the data base management system. A new form for the collection of technical assistance data was developed during the spring of this year. A copy of that form is attached as Exhibit C. When a technical assistance assignment is completed, the person responsible for the technical assistance completes the form, keeps one copy, and submits the two other copies to the Programs Administrator. The Administrator has developed a coding system used to identify certain aspects of the data collected. These codes include the title of the requestor of the technical assistance, the state in which the technical assistance was performed, and the subject matter of the technical assistance. Other data, including the dates of the technical assistance, the time expended, the personnel involved and the total cost, are also captured for maintenance and reporting. The entry of this data into a comprehensive data base began in the fourth quarter of this year. This data base system will allow for the archival maintenance and effective high-speed retrieval of all technical assistance data collected from October 1, 1978 onward. The advantages of this type of technical assistance data base are two-fold: first, it will enable the National Center to retrieve information rapidly and accurately on the types of technical assistance performed; secondly, it will improve our ability to respond promptly to technical assistance requests by making available records of past technical assistance. This should result in the elimination of duplicative research efforts that have been necessary in the past. Specific information on technical assistance performed over this past year can be found further on in the technical assistance section of this report.

Another use of the data processing system in the management of the Programs Division has been the development of a data base which includes the dates and nature of all project deliverables on national scope projects. This data base enables managers to determine quickly and efficiently the due dates of upcoming project deliverables throughout the National Center and the nature of those deliverables, and to provide a management check as to whether those deliverables are being prepared and will be delivered on time. As a result, managers can provide project directors with necessary assistance, both in the development and quality control aspects of those deliverables, without significant impact on the time management of the individual project directors.

A third managerial use of the data processing system is the development and maintenance of a personnel skills data base. During October, managers conducted a Center-wide personnel skills analysis. The skills analysis included education, specialization, training and experience of all professional personnel within the Programs Division at the National Center. This data was collected and entered into a skills data base. The availability of this information provides managers within the National Center a valuable resource. It enables them to determine staff personnel with specialized skills whose services may be needed on a short- or long-termed basis, on a national or regional scope project, development or managerial efforts.

In addition, the skills bank information will be valuable to the Evaluation Specialist in conducting the Center-wide evaluation. The skills bank is updated on a continuing basis to include new staff and new educational or experiential items on current staff.

Because of the National Center's fiscal dependency on funded research, development efforts must be top priority within the management within the Programs Division. The purpose of the staff utilization matrix is, of course, to project funding for all personnel. However, their continued employment is contingent upon the success of the development effort. In order to more effectively monitor and manage this development effort, the Associate Director for Research and Development has implemented several new management procedures.

New projects generally come to the National Center through two methods. The first of these results from responding to requests for proposals issued by agencies of the federal government, state governments, and private foundations. The second method is the development of original research by staff members at the National Center and then, seeking funding for those concepts. Both of these techniques are used actively within the National Center.

One of the management techniques instituted to monitor the development effort has been the development log, a copy of which is attached as Exhibit D. This log, which is issued on a monthly basis, lists all development efforts within the Programs Division at the National Center. Listed are the personnel involved in the development effort, the topic of the proposed research, the progress to date, and the progress anticipated in the next month. The log allows the Associate Director and other managers to carefully monitor progress on development and encourages staff interested in various aspects of a particular effort to participate on the development team. The development log includes both projects which are being developed from original research concepts.

In addition to the development log, the Associate Director for Research and Development has designed a systematic procedure for the development of new project concepts. These procedures include bringing these concepts to the attention of management and having them prepared for agency consideration. During this process, advisory input is sought to help guide the Center's activities and to keep them consistent with the needs and goals of state courts. These include the Research Director's attendance at meetings with the Board of Directors and the Council of State Court Representatives. Further, the Programs Committee of the Board of Directors formally reviews and comments to the Research Director on all new development concepts. Quality control procedures for the development of proposals have also been instituted. These procedures include methods for scheduling proposal development, guides for project planning and budgeting, requirements for substantive management review

prior to submission, and management supervision of the entire submission process.

Several agencies of the federal government have instituted procedures which require that the consideration of potential harm to human subjects in research be evaluated prior to the beginning of that research. The National Center, in consideration of these requirements and the welfare of human subjects within research in general, has mandated the establishment of the Humans Subjects Review Committee to oversee its research with regard to the questions of protection of rights for human subjects and confidentiality. This Committee, which includes representatives of the community as well as the research director and several staff members, reviews proposals prior to submission, regardless of the agency to which they are being submitted, to investigate the possibility of harm to human subjects involved in that research and to determine the need for procedures for the protection of confidential data which may be collected as a part of that research.

In addition to the development of these management procedures in terms of research and development, the Research Director has been working with other members of Center management to seek alternative sources of funding. It is apparent that the Center cannot continue to rely exclusively on the Law Enforcement Assistance Administration for fiscal support of all court-related research. Although the major effort in the development of alternative funding sources is through the Center's Independence Support Fund, it is also necessary to identify other agencies to fund specific research. In this regard, the Research Director has begun files on other agencies that might fund the Center's development work. During 1978 projects have been developed for funding by private foundations, the U.S. Department of Health, Education and Welfare, and the National Science Foundation.

Evaluation has been a major concern of the Programs Division over the past year. This focus has two main results: a meta-evaluation of the entire National Center, and new personnel evaluation procedures. The Associate Director for Research and Development has been involved over the past four months in the development of the plan for the comprehensive evaluation of the National Center. At this point in time, a final evaluation plan has been prepared and is attached as Exhibit E. It has been approved by the National Center for State Courts management and staff. Dr. Victor E. Flango has been re-assigned as Evaluation Specialist and placed in charge of this effort, which will involve work over the next 18 months. The already established skills and project deliverables data bases discussed earlier in this report, comprise the beginnings of the necessary data bases for this evaluation. Formal evaluation activities began as of January 1, and will continue through the middle of 1980.

In a continuing effort to improve communications throughout the Center, the programs Division has implemented a new personnel evaluation procedure. Under this procedure, all Programs Division professional staff are evaluated by their supervisor on a quarterly basis. This new procedure is designed to fulfill two personnel functions. First, it provides for more frequent feedback, both to staff members and supervisors, on positive and negative behaviors and perceptions of job performance. Second, it provides a more substantive record of job performance over the year, particularly in the event of reassignment or change of supervisors during that time. This procedure is still in a developmental stage. Continuing feedback is sought from project directors and the personnel specialist to improve this procedure and make it more effective for the personnel involved and for the Center as a whole.

B. Library

The Library staff is composed of two professional librarians and a library assistant. In addition to acquiring, cataloging, and maintaining material for the Center's collection, staff members provide reference assistance to Center personnel needing information and source material. The library loans items to other libraries and to court personnel throughout the country, as well as Center staff at headquarters and regional offices. Loans are made through direct contact with the requestor and in conjunction with the work of the Research and Information Service.

Acquisitions efforts in 1978 expanded to include many areas of the social sciences related to court administration and criminal justice fields. Approximately 775 books and 300 volume equivalents in microform were added to the collection during the reporting period, bringing the total collection to 7000 volumes. The library continued to prepare a monthly list of recent acquisitions, which is distributed to all Center staff and to other judicial administration libraries. Brief annotations for important new works in the field are prepared quarterly for the Recent Publications column of the State Court Journal. Twenty new periodical subscriptions were entered, bringing the total number of subscriptions to 196.

The OCLC data base was used to assist in the cataloging and card production for 1008 books. Of the total number of titles catalogued, 284 were entered into the data base by the NCSC Library to provide cataloging information for other libraries to use. The remaining 724 titles were catalogued through use of information input by member libraries. Reclassification continued, with 257 titles being converted to the Library of Congress system.

The binding program expanded during 1978, with 378 monographs and 91 periodical volumes bound. Approximately one-half of all monographs bound are National Center publications, which are subject to abnormal wear and tear due to outside loan. Sixty-three periodical titles are now being bound, for a total of 249 volumes.

An annotated bibliography of National Center publications was published in 1978. Data was compiled from over 200 Center-produced materials, many of which were lacking complete bibliographic information.

C. Research and Information Service

The Research and Information Service (RIS) functioned throughout the year and processed approximately the same number of information requests as in 1977. This was accomplished despite the fact that the unit was under-staffed throughout this period and was called upon to give assistance in several areas beyond its normal domain, as a result of the physical move of the National Center headquarters from Denver to Williamsburg.

Although Winifred L. Hepperle, the unit's director, moved with the Center, she was given additional managerial responsibilities as Associate Director for Court Services and Acting Director of Programs from January through May. Staff Associate Marilyn Roberts was designated the operational head of the Research and Information unit for the first eight months of the year.

In essence, only Ms. Roberts was available for RIS work in January and much of that time was taken up with the transfer from Denver to Williamsburg. On February 1, Larry Fitch, a Virginia attorney, joined the Research and Information staff.

In February, the RIS staff was involved in the final preparation of the Williamsburg II conference held in March. Because of the somewhat unique knowledge of the Research and Information staff in terms of resource materials across the nation, this unit was able to provide substantial input into the conference. Also, Ms. Roberts provided principal backup for press relations, Mr. Fitch assisted with the press and took on other miscellaneous duties, while Ms. Hepperle functioned as a conference workshop reporter and representative of Center management.

At the conclusion of the conference, the accumulation of pending RIS requests were answered by assigned Research and Information staff, as well as other members on the Programs Division.

Implementation of the National Center's commitment to identify all technical assistance actions was a major obligation of the entire organization during the second quarter. Because the Research and Information service had, since its inception, developed, refined and used a reporting system for its work, heavy reliance was put on the unit to help in development of the center-wide tracking system. Marilyn Roberts provided the main assistance but others on the RIS and Library staff also contributed. The RIS system was particularly important because it provided a simple, workable mechanism for identifying and retrieving data by subject matter components, as well as other means. This system provided the basic outline for the current computerized system for identifying all technical assistance provided by the National Center.

In July, the staff determined that the most effective use of unexpended funds allocated for temporary or student assistance would be to hire a trained professional person on a temporary six month basis with the hope that such person could become permanent when funding was obtained. About the same time, it was decided that Marilyn Roberts would transfer to the Williamsburg II project full time by November 1. Recruiting was undertaken with the thought of hiring two professionals, one to replace Ms. Roberts and one on a temporary basis. Out of 200 applicants, 10 were selected for interview and screening. The entire RIS staff participated in this procedure. Because the need to search out, organize and synthesize material with clarity is critical to this function, each final applicant was asked to respond to an identical "typical" information request. This provided the applicant with a realistic idea of the nature of the work and provided the selection committee with information on how an applicant would respond to a typical request. Two attorneys were selected, Ms. Jean Sadowsky, on a permanent basis, and Ms. Charlotte Carter, on a six-month basis. Both began work September 11. Larry Fitch was re-assigned to project work at approximately 75% of his time.

In mid-October, Ms. Hepperle was reassigned to a dual function as Associate Director for Court Research Services and Project Management. The addition of group management responsibilities limited time for direct work on information requests. She resumed the daily managerial role when Ms. Roberts left the RIS staff.

Throughout the year, RIS staff assisted headquarters and regional office personnel with source material and references, and in the preparation of development projects. In addition, there was some cross exchange of services by a project staff member to RIS in return for RIS staff work on a project.

During the past three years, RIS has provided basic answers to a vast array of inquiries from persons seeking information related to court administration. On January 1, 1978 identification of the services provided was divided into two categories:

1. Short requests, which can be quickly answered from available data, or from data previously researched and compiled, and
2. Long requests, which take something more than an hour to prepare. Responses are usually in the form of a research memorandum in which the question is specified, authorities are researched and cited and materials are compiled and analyzed. It is often accompanied by a bibliography, selected extracts from relevant materials and/or loaned books from our library

While no two requests are exactly the same, the research memorandum often provides the major vehicle for responding to similar requests.

Additional or explanatory information can be incorporated with a cover letter or supplemental memo or the memo can be re-worked, updated, etc., to meet the specific need.

During 1978 the subject file was revised in the following manner. Using a subject matter outline which roughly followed Klein's bibliographic topics, all relevant material is identified to the subject code. This is done either by reference to the source, usually a publication, by xeroxing the reference and physically placing it in the file, or by notation to an RIS response on that topic. Thus, by scanning the references under various topics, the researcher can quickly get a feel for what may be available. Each researcher is responsible for careful reading of assigned current publications for input into the subject file. Other techniques used by staff to keep informed are: scanning new books received in the library, scanning project reports, attending meetings where substantive materials are presented or discussed, keeping in touch with activities of colleagues - both Center and non-Center, and keeping up with activities of LEAA and other funding agencies. In short, as the hub of the Center's vast and complex information network, RIS staff must constantly work at seeking out, identifying and retrieving temporal, elusive information.

Because each response is coded by subject, when new data is fed into the subject file, previous responses can be updated through a follow-up letter.

Beginning in April 1978 the unit began enclosing a postage-paid, pre-addressed evaluation postcard with each response (sample in Appendix). Several basic questions were asked:

1. Was the material received helpful? Used in a study or report? Transmitted to another person or agency? Used in activity with direct impact on judicial administration?
2. Is the use of the RIS frequent occasional or rare?

While the overall response rate has been low, most responses indicated that the material had been helpful or partially helpful. A more complete survey will be made as to the need, role and extent of the clearinghouse service in the Center's forthcoming meta-evaluation.

A major publication, Women in the Courts, co-edited by Winifred L. Hepperle and Laura Crites, was published in June, 1978. This anthology dramatizes the change in women's roles taking place in the American courts system. In a collection of 10 articles with a foreword by California Chief Justice Rose Elizabeth Bird, leading women in the courts took a hard look at the place women have begun to make for themselves in the judicial system. Wendy Hepperle collected the basic data and co-authored an

article with Janice Hendryx on "Women in Court Administration." Wendy Hepperle also wrote the conclusion. This book has been adopted as a text in several university courses and is being used as source data by women judges, administrators, and by the media.

Limited staff, plus external needs put on the RIS staff, prevented the unit from publishing any monographs during the year. Nevertheless, the major part of drafting a monograph on judicial salary commissions has been completed by Marilyn Roberts, with publication anticipated in the Spring 1979.

In 1978, RIS documented responses to over 600 inquiries. By far the greatest number of inquiries (185) came from court administrators and personnel. Others came from judges (72), the legislative branch (73), lawyers (57), media (42), and government (32). The areas they were concerned with: personnel and court officers (34), judicial selection (34), juries (29), calendar management (22), funding (20), facilities (17), court administration/administrators (17), and fair trial/free press (16).

By far the greatest number of inquiries came from the District of Columbia (75), followed by New York (51) and California (37).

A detailed tabulation for 1978 is attached..

It should be observed here that many inquiries that are addressed to the National Center or to the RIS are more appropriately dealt with by a particular project. For example, most inquiries that concern statistical data are referred to the National Center's Courts Statistics project; and similarly queries about appellate justice are referred to that project, and so on. Thus, as the knowledge resources of the National Center expand, a greater number of persons concerned with the delivery of justice can obtain accurate information from this source.

In 1978, the RIS staff has been utilized on a wider range than previously, has selected and is training two new people, has had two staff members assigned to project work, has produced a major book in a new area, and has processed more than 600 requests.

(Attachment V C).

D. Technical Assistance

Technical assistance continues to be an important focus of the National Center for State Courts and the development of effective monitoring system for that work has been a major effort over the past year. Although a large percentage of technical assistance is conducted through the Center's regional offices, the responsibility for the monitoring of all technical assistance lies with the Programs Administrator, Jill Berman Wilson. When Ms. Wilson joined the staff of the National Center in September, plans had already been made for the redesign of the Technical Assistance Reporting Form and for the establishment of a data base which would be used to record and store data derived from each TA effort. Placing this information in a computerized data base allows rapid retrieval of the data collected from each technical assistance form. Much of the information gathered is coded, based on codebooks developed by Ms. Wilson. Codes for the position of the person requesting the assistance, for the state requesting assistance, and for the subject matter of the assistance are attached as Exhibit F.

Center personnel can request information regarding technical assistance and the information can be retrieved in a usable report format in a matter of seconds. Although this information is available only from October 1, 1978 onward, we have already found its availability to be useful. Sample reports are attached; these reports were generated to demonstrate the different types of data which can be captured through the highly specific elements and limit retrieval to those elements, i.e., locating only those technical assistance efforts performed by an individual staff member as in Exhibit G.I, or those technical assistance requests from the state of Virginia as in Exhibit G.II.

Exhibit G.III indicates the technical assistance efforts for each state and territory during the fourth quarter of 1978 including the subject matter of the assistance, the number of hours dedicated to the assistance and the type of assistance desired.

Exhibit G.IV indicates the technical assistance efforts by subject and the number of efforts per subject completed during the last three months of 1978.

In all, 313 technical assistance requests were completed between October 1 and December 31, 1978, for 47 states, the District of Columbia, 3 foreign countries and several national organizations.

END