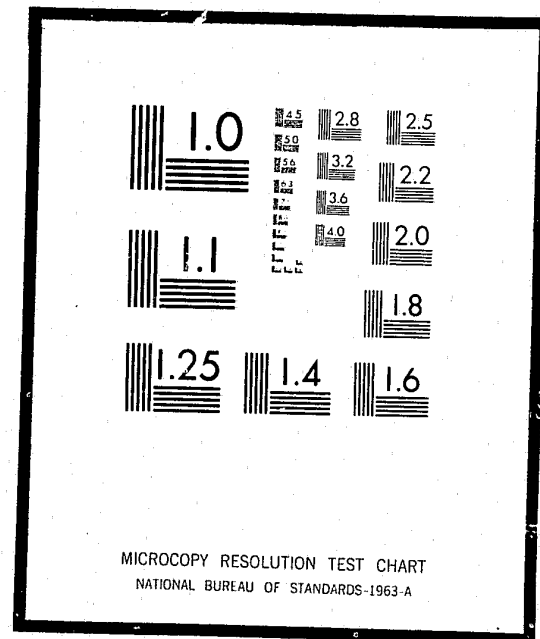


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Date filmed

7/6/76

NATIONAL CENTER FOR STATE COURTS

COURT IMPROVEMENT PROGRAMS
A GUIDEBOOK FOR PLANNERS

The preparation of this material by the National Center for State Courts was supported financially by a grant from the Law Enforcement Assistance Administration of the U. S. Department of Justice. The fact that LEAA furnished financial support for this publication does not necessarily indicate its concurrence with the contents of the report.

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NATIONAL CENTER FOR STATE COURTS

COURT IMPROVEMENT PROGRAMS:

A GUIDEBOOK FOR PLANNERS

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INTRODUCTION

There is a gathering consensus that the concern for improving the criminal justice system has not focused strongly enough on the adjudication function: the courts and their administration, prosecution and defense counsel, screening and early social service delivery systems, manpower requirements and training, the reform of criminal codes and procedural rules.

There is recognition that courts and court related agencies have not pursued aggressively enough the modernization and vitalization of their procedures, practices and management. But it is also recognized that criminal justice planners have been somewhat reticent in reaching out to these components of the criminal justice system to encourage and facilitate the planning and funding of improvements. Although state courts are already receiving important help from the Law Enforcement Assistance Administration and from the criminal justice planning agencies of the states, there is need for greater assistance.

Attorney General Kleindienst has recently expressed the desire that court improvement programs receive a generally higher proportion of funds made available to the states under the Safe Streets Act. To that end, and to make known to court planners throughout the country a good

sample of current programs, Jerris Leonard, Administrator, Law Enforcement Assistance Administration, requested the National Center for State Courts to coordinate the production of this Guidebook.

The State Courts Center was organized in 1971 to serve as a clearinghouse of information on court activities, and to help the states improve their courts. To collect the information recorded here, we contacted many judges, court administrators and court planners (both state and federal) in all parts of the country. From the thousand or so projects brought to our attention, we have selected those included in this Guidebook as having high potential value to court planners. We regret that the time available for compiling this Guidebook did not permit a more exhaustive search for valuable programs. Further, space limitations precluded our including a number of valuable projects we had received. Finally, the same time constraints and space limitations precluded our being able to compile and report on a number of significant ongoing programs, both old and new, funded by state and local governments as a regular part of a state's judicial activities: statistical reporting, management surveys, uniform forms production, uniform bail schedules, and a host of activities that deserve repetition in other judicial systems.

We wish to emphasize that assistance to courts in improving their handling of civil business helps a court to deal with its criminal caseload. Thus, while the programs we have included deal principally with criminal adjudication, we urge planners to be mindful that effective criminal justice depends upon good functioning in all the aspects of a court system, civil as well as criminal.

We have set forth estimated costs of the included projects as an aid to planning and design. These estimates must of course be interpreted in relation to local salary scales, the size of the project, population, and other local factors. Contact persons most knowledgeable to respond to inquiry are listed at the end of each project.

The bulk of these programs have been or may be funded under Title 1, Part C, Omnibus Crime Control and Safe Streets Act of 1968. Certain programs, such as post-adjudicatory community alternatives for offenders, may be funded through Part E grants. In general, we have excluded correctional programs from this Guidebook.

A related volume on prosecutorial and defense programs is being published concurrently, but is not within our editorial responsibility.

Suggestions for a future edition of this publication will be welcomed. This publication could not have been undertaken without the generous help of Mr. Harry Lawson, State Court Administrator of Colorado, Mr. Edward B. McConnell, Administrative Director of the New Jersey Courts, Mr. Jon D. Smock, Assistant Director of the Administrative Office of the California Courts, and Mr. Carl Bianchi, of Mr. McConnell's office. It is impossible to name the many judges, court administrators, and court planners (both state and federal) who assisted us.

The general editor of this work is Ted Rubin, of the Institute for Court Management.

Winslow Christian, Director
National Center for State Courts
November, 1972

COURT ADMINISTRATION AND MANAGEMENT

Court systems need management. But few judges can afford any longer to be managers as well as judges; judges are better judges than administrators. And chief clerks have lacked the breadth of management skills needed to cope with the complexities of administering a burgeoning court system.

A new and developing profession--court administration--is on the scene. As policymakers and as the public officials responsible for the overall management of the court, judges must of course maintain the responsibility for the work of their professional administrators. But we encourage a unified court administration system: the coordinated use of professional administrators at the state and district court level, and in the larger local court systems.

One administrator and a secretary are not likely to solve all the problems in any court. Strong support from the judges is necessary for the good administrator. And he will need assistants and consultants, programs and studies, certain automation, interagency collaboration, and a variety of substantive law improvements to achieve dramatic results. But the addition of an administrator is a good start.

STATE COURTS ADMINISTRATOR
SUPREME COURT OF FLORIDA
TALLAHASSEE, FLORIDA

GOALS:

1. Employment of an individual with legal and/or executive level planning and management experience to serve as the state court administrator under the supervision and direction of the Chief Justice of the Florida Supreme Court. To provide professional administration of the non-adjudicative functions of the state's judicial system.

METHODS:

1. Develop a uniform case reporting system to be used throughout the state judicial system; this would include a standardized format and uniform means of reporting categories of cases, time required in the disposition of cases, and the manner of disposition.
2. Compilation of a statewide report regarding the availability and utilization of court facilities and equipment for the state judicial system.
3. To assume responsibility for collateral activities relating to general administration: personnel, data processing, space and equipment, and public information and report administration.

BUDGET:

State court administrator	\$30,000
Administrative assistant (10 mos. x \$793/mo.)	7,930
Fringe	<u>2,907</u>
Subtotal	\$40,837
Office renovations	\$ 4,200
Travel, meetings, per diem	5,500
Furniture, office equipment	5,166
Telephone, books and journals, printing and reproduction, office supplies	<u>8,450</u>
Total	\$64,153

Contact:

James B. Ueberhorst, State Courts Administrator
Supreme Court of Florida
Supreme Court Building
Tallahassee, Florida 32304
Tel. (904) 222-6688

COURT PLANNING SERVICES
ADMINISTRATIVE OFFICE OF THE COURTS
TRENTON, NEW JERSEY

GOALS:

To meet the need for a court planning capability, the New Jersey Administrative Office of the Courts has initiated the development of a planning division. A major goal is to direct the state planning agency toward an increased allocation of LEAA funds to the courts and court programs. Court planners will perform the following functions:

1. Coordinate local planning activities, including review for funding recommendations on locally-initiated court projects.
2. Develop a comprehensive state plan for all of the courts of New Jersey.
3. Initiate applications for projects which would further the goals of the comprehensive state plan.
4. Provide a grant administration service for court-related projects funded by LEAA and other federal agencies.
5. Monitor and evaluate existing programs to recommend continuation, revision, or termination.
6. Develop standards and guidelines for programs and projects which affect the New Jersey court system.

METHODS:

The planning staff will be independent of the executive branch, with direct responsibility to the state judiciary for the development of programs and the application for and monitoring of LEAA and other source funds. Organizationally, the court planning service reports to the state Administrative Office of the Courts. Planning responsibilities are statewide, and projections include eventual expansion to regional and local court planner/liaisons with the central staff.

BUDGET:

Presently programmed personnel include the following staff members:

Court planner
Assistant court planner
Grant administrator
Evaluation and monitoring agent
Appropriate clerical staff

Contact:

-Carl F. Bianchi, Chief of Court Planning
Administrative Office of the Courts
State House Annex, Room 412
Trenton, New Jersey 08625
Tel. (609) 292-5286

SUPREME COURT COMMITTEE ON CRIMINAL JUSTICE PROGRAMS
SUPREME COURT OF ILLINOIS
CHICAGO, ILLINOIS

GOALS:

This Committee was formed by order of the Supreme Court in July 1970 as "the principal agency within the Illinois Judicial System to plan, coordinate, administer and supervise grant-funded programs to improve the administration of criminal and juvenile justice in program areas in which the judicial branch of government has primary responsibility".

Its objective is to make a systematic study of the administrative operations of the courts and to recommend solutions to management problems of the courts.

METHODS:

The Committee consists of prosecutor and defense representatives, judges (not of the Supreme Court), professors, a newspaper editor, and others. The state court administrator is an ex officio member. The Committee was empowered by the Supreme Court to:

1. Review and coordinate proposals for grant programs in the areas of law enforcement or criminal justice which originate within the judiciary or which would require substantial participation by judges or court related personnel.
2. Study, analyze and evaluate the quality of criminal and juvenile justice in the trial courts, in the reviewing courts, and in agencies and offices directly related to the courts, and recommend projects and programs to improve the administration of justice throughout the state. The Committee is empowered, through its chairman, to apply for grants to conduct such studies and to carry out programs which offer reasonable promise of improving the administration of criminal or juvenile justice.
3. Develop a staff for this project.

The Committee has thus far approved some 30 projects involving grants of approximately \$1,500,000. Projects include management studies and an automated record system plan, Cook County Circuit Court; Cook County court facilities study; probation management studies and expanded probation services; a bench book and criminal law seminars for judges; a circuit court record keeping manual; an improved witness scheduling system.

CASE COORDINATION PROGRAM
CRIMINAL DISTRICT COURTS OF HARRIS COUNTY
HOUSTON, TEXAS

BUDGET:

The executive secretary is paid \$23,000 annually. A data processing specialist and probation coordinator are now on the staff, and other professionals will be added. Outside consultants are employed for such projects as developing standards and a courtroom videotaping program. The total cost for staff, office and support is:

Grantee share	\$ 70,200	25%
LEAA share	<u>206,076</u>	<u>75%</u>
Total	\$276,276	100%

Contact:

Walter J. Gribben, Executive Secretary
Supreme Court Committee on Criminal Justice Programs
Suite 2004, 30 N. Michigan Avenue
Chicago, Illinois 60602
Tel. (312) 793-3858

GOALS:

To substantially reduce criminal case backlog and processing delay, eliminate jail overcrowding, and improve jail effectiveness in a metropolitan criminal court.

METHODS:

A presiding judge was selected for the criminal district courts, and given responsibility for all administrative functions and certain centralized judicial functions (such as impaneling petit juries, arraigning all felony defendants, accepting all pleas of guilty), so as to enable the other judges to devote their full time to the trial of cases.

Working under the direction of the presiding judge, a chief court coordinator (administrator) was employed to administer the courts, coordinate docket control, monitor the status of cases, and improve the court reformation system. Ten assistant court coordinators were employed for the eight criminal court judges and the two visiting judges specially assigned to the cases of jailed defendants. Court reporters, clerks, prosecutors, bailiffs and process servers were also employed to assist the two supplemental courts.

Independent evaluation of this program, after nine months, found it an "unqualified success" and urged its continuance. The period of time required in processing felony cases had been substantially reduced. The number of jailed defendants awaiting trial had been substantially reduced. Prosecutors and defense lawyers had been able to meet the increased workloads. Judges were seen as operating more efficiently. The supplemental court had not yet been adequately integrated into the system, and grand jury time was still excessive. The evaluation recommended a longer term for the presiding judge position, and that the chief coordinator be granted clearer authority over the ten assistant coordinators.

BUDGET:

Chief court coordinator	\$ 22,500
Deputy district clerks - 2 @ \$9,660	19,320
Secretarial personnel	13,200

Two assistant coordinators
@ \$12,000
Equipment, office supplies

\$120,000
21,600

LEAA costs of the supplemental court divisions (judges, clerks, prosecutors, support personnel) approximated \$95,000 for a six month period.

The overall LEAA grant was \$110,470, matched by a grantee contribution of \$100,000.

Contact:

James Dunlap, Court Coordinator
Harris County District Court - Trying Criminal Cases
Harris County Courthouse
101 San Jacinto, 18th Floor
Houston, Texas 77002
Tel. (713) 228-8111, Ext. 5101

COURT EXECUTIVE ASSISTANT PROGRAM
NINTH JUDICIAL CIRCUIT
ORLANDO, FLORIDA

GOALS:

To provide professional administration to a circuit court granted greatly increased responsibilities by a new State Constitutional Article.

METHODS:

The employment of a professional court administrator to serve under the direction and supervision of the chief judge of the circuit, and:

1. To implement effective administrative procedures for speedy trial requirements of the Florida Supreme Court, i.e., accused persons brought to trial within 60 days upon demand and within 90 days without demand, for misdemeanors and within 110 days, without demand, for felonies.
2. To develop and recommend effective administrative procedures to correct deficiencies which have caused delays relating to arraignments, initial appearances, preliminary hearings, appointment of judges to hear cases and assignment of counsel, and prompt investigation of charges.
3. To develop an appropriate operational budget for the courts within the Ninth Judicial Circuit for submission to the state.
4. With the implementation of Article 7 of the State Constitution on January 1, 1973, an administrative plan for the utilization of courtroom facilities and equipment under the master system must be developed. The objective of this plan will be a minimum of 75% utilization of courtroom facilities and equipment.
5. To manage the new Circuit Court which will assume late the responsibilities of the prior county, small claims, justices of the peace, municipal, juvenile, criminal, circuit and other courts.

BUDGET:

Court executive assistant	\$16,566
Secretary	6,566
Fringe @ 9.4%	2,137
Subtotal	\$25,269
Travel, meetings, per diem, training program	\$ 4,318

Furniture, equipment	\$ 2,518
Total annual cost	\$31,893

Contact:

Harrison W. Sheldon, Executive Assistant to Chief Judge
Ninth Judicial Circuit
Orange County Courthouse
Orlando, Florida 32801
Tel. (305) 241-4311

(Florida is establishing similar court executive assistant (administrator) positions in each of its 20 judicial circuits. As of September 15, 1972, LEAA funds had been awarded for the state courts administrator and ten judicial circuit administrators.)

ASSISTANT TRIAL COURT ADMINISTRATORS
ADMINISTRATIVE OFFICE OF THE COURTS
TRENTON, NEW JERSEY

GOALS:

A crucial prerequisite for obtaining long term court operational efficiency in the New Jersey courts is the employment of competent management personnel in the court system itself. New Jersey is one of the few states to have a centralized Administrative Office of the Courts as well as professional trial court administrators in each of the judicial regions in the state.

It is expected that, eventually, assistant trial court administrators will also be employed in each of the judicial regions of the state. In those municipalities where caseload and population merit, additional administrative staff will be employed under the supervision of the presiding judge of the local jurisdiction.

METHODS:

In New Jersey a central State Administrative Office of the Courts exists, as well as a trial court administrator in each of the twelve judicial regions. LEAA applications are pending for the establishment of assistant trial court administrator positions in eight of the twelve regions. An LEAA grant of \$194,000 has been requested for this purpose.

BUDGET:

Assistant court administrators (8)	\$104,000
Clerk stenographers (8)	64,000
Employee benefits @ 15.5% of salary	<u>26,040</u>

TOTAL BUDGET: \$194,040

(All LEAA funds go to salaries; overhead and facilities are part of local match.)

Contact:

Edward B. McConnell, Administrative Director
Administrative Office of the Courts
State House Annex
Trenton, New Jersey
Tel. (609) 292-4636

CALENDAR MANAGEMENT TEAM DEMONSTRATION PROJECT
SAN FRANCISCO SUPERIOR COURT
SAN FRANCISCO, CALIFORNIA

GOALS:

The primary objective was to reduce delay and increase the disposition of criminal and civil cases in the San Francisco Superior Court through improved calendar management procedures. By observation and comparison with other courts and similar studies, the project participants may produce a modular calendaring system which could be adapted to other courts.

METHODS:

A calendar management team of two professionals was selected to operate under the direction of the Presiding Judge of the San Francisco Superior Court, with the assistance and advice of the Administrative Office of the California Courts. The team leader, an attorney, has extensive experience in court administration. The assistant has a data processing background with considerable experience in court applications.

Staff methods included:

1. To determine present methods of calendaring activities in the Superior Court, including activities of all support agencies.
2. To describe through narrative and flow charts the calendaring activities of the court.
3. To compare the calendaring system of the court with systems used in other courts.
4. To suggest changes which might improve the present system; to secure the cooperation of the judges of the court to implement these changes; to implement the changes and observe the results, making modifications where necessary.
5. To develop a modular system which could be useful to other courts.

The team leader formed and was made chairman of the Policy Committee for Justice Data Systems of San Francisco. Members of this committee included high level representatives of the District Attorney, Public Defender, Municipal Court, Superior Court, Police Department, Sheriff and Probation Department. The committee met regularly to

identify and solve problems of court delay, and to design and implement a system of cooperative data sharing with all court oriented agencies.

Other activities included the installation and operation of an Arbitration Plan in civil matters wherein voluntary arbitrators selected from a panel of 100 private attorneys hear and decide civil cases submitted to them by stipulating litigants.

A system of Certificate of Readiness has been designed with the cooperation of the local bench and bar. It is hoped that this plan will remove from the civil backlog those cases which can be settled without recourse to the court's trial departments.

An inventory of the Civil Active List was made, resulting in the removal from this list of a large number of cases which had been settled or dismissed.

BUDGET:

The budget totaled \$131,218, with \$65,609 allocated for each year of the two year project. Of these sums, \$67,000 represented federal funds, and the balance was supplied by the local jurisdiction.

The team leader's salary was \$19,000, his assistant's \$17,000; both were federally funded. Part time services of court personnel, such as executive officer, calendar clerks and secretaries, were contributed as matching funds.

Contact:

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Court Management Analyst
Administrative Office of the Courts
4200 State Building
455 Golden Gate Avenue
San Francisco, California 94102
Tel. (415) 557-1901

CALENDAR MANAGEMENT PROJECT SACRAMENTO SUPERIOR COURT SACRAMENTO, CALIFORNIA

GOALS:

Filings in California Superior Courts consistently outrun dispositions. Since courts have no control over the volume of incoming business, they must devise methods of coping with it by increased efficiency (where that is possible) and by added manpower (if that is necessary). The purpose of this project is to document those calendar control methods which have proved effective in the Sacramento and other superior courts and then develop (1) a model calendar management plan for possible state-wide use, and (2) possible solutions for specific calendar management problems encountered by other courts. The project is designed to assist Superior Courts in achieving meaningful reductions in delay in the trial of civil and criminal cases.

METHODS:

After initial planning, a calendar management team was selected of two persons experienced in court management techniques. Team members made an in-depth study of calendar management methods being used in five Superior Courts (Sacramento, San Mateo, Santa Clara, Orange and San Diego). All were reasonably large courts (ranging from the 13 judge San Mateo court to the 25 judge San Diego court) with records of success in calendar management. The team leader devoted his time and attention primarily to criminal calendar management techniques, and his assistant to civil calendar control methods. Upon completion of field studies, reports were prepared detailing civil and criminal calendar management methods used in all five courts.

During the second year, the project team, in cooperation with the presiding judge and court administrator of the Sacramento court, applied the knowledge gained in the first year to the management of the civil and criminal calendars, and to testing in the Sacramento court various calendar management techniques that had proved effective in one or more of the other four courts studied. The project team will also prepare a model plan of calendar control and a detailed manual of civil and criminal calendar management for use in other courts.

After testing either proves or disproves the worth of various suggestions and ideas resulting from the study, the Judicial Council can encourage changes in calendar control methods in other courts.

SUBJECT:

The two year project is financed by federal funds in the amount of \$14,500 for the first year, and \$15,141 for the second year, to pay salaries and travel expenses of one team leader and one assistant team leader. Matching funds consist of in-kind services furnished by the Sacramento Superior Court (stenographic services and time devoted to the project by presiding judge, court administrator and calendar clerk), valued at \$22,908 for the first year and \$23,949 for the second year.

Contact:

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Judicial Council of California
4200 State Building
455 Golden Gate Avenue
San Francisco, California 94102
Tel. (415) 557-1901

STUDY OF CALENDAR MANAGEMENT PRACTICES RHODE ISLAND SUPERIOR COURT PROVIDENCE, RHODE ISLAND

GOALS:

1. To analyze the civil and criminal case calendar management systems.
2. To suggest modifications designed to "give the court closer control over cases once they have entered the system".
3. To develop a system to provide information on the status of pending cases and the disposition of cases.
4. To assist the court in the implementation of recommendations.

METHODS:

The study covered the following areas of court operation:

1. Jury calendar
2. Miscellaneous calendar (non jury cases)
3. Criminal calendar
4. Record keeping related to the scheduling and assignment of cases
5. Caseload and operational statistics
6. Utilization of judicial manpower

For each calendar, the project team conducted structured observations of its operations collecting real-time statistics. Case flow was traced and flow diagrams prepared. Historical statistics were obtained by sampling casefiles to get disposition patterns and other information about court cases. The files of cases on the calendars during October, 1971, were examined to determine method of disposition and age at disposition. Judges, court personnel and attorneys were interviewed.

An organization development meeting was conducted early in the study to obtain opinions on calendar management problems and to define court objectives. Judges, court personnel, representatives from court-related agencies, the press, civic organizations, and the legislative and executive branches participated.

Recommendations were made to redesign the civil and criminal calendar system and its management.

The contract also provided for an implementation phase and project staff were able to continue work with the court system in the institution, monitoring, evaluation, and further redesign of study recommendations.

BUDGET:

\$65,000.

Two private non-profit firms cooperated in performing this project, one serving as the prime contractor with major responsibility for the study phase, the other carrying major responsibility for the implementation phase.

Contact:

Robert Harrall
Deputy State Court Administrator
Rhode Island Supreme Court
Providence County Courthouse
Providence, Rhode Island 02903
Tel. (401) 331-0132

COURT MANAGEMENT PROJECT
CLEVELAND, OHIO

GOALS:

In May of 1970, the Court Management Project (CMP), a private organization, was established with funding from the Law Enforcement Assistance Administration, the Greater Cleveland Associated Foundation and the Cleveland Bar Association. The goals of the Project were as follows:

1. Reduce docket delay.
2. Improve the information exchange between justice agencies.
3. Improve the process of planning, allocating, and controlling the resources of the justice system.

METHODS:

The following chart indicates some of the management programs the project has been working on in the past months, together with project goals.

<u>Programs:</u>	<u>Reduce docket delay</u>	<u>Improve information exchange</u>	<u>Improve management of resources</u>
A. Judicial System Responsibility for Caseflow - Timing Standards	X		X
B. Judicial Information System	X	X	X
C. Unified Trial Court	X	X	X
D. Personnel Subsystem			X
E. Financial Subsystem			X
F. Jury Pooling			X
G. Case Scheduling	X		X
H. Records Survey			X

Project Status

A. The Judicial Information System - criminal cases

During 1971, criminal case data collection for the information system was started. This information was stored in the computer and computer printouts were generated:

- A listing of all criminal cases for each attorney.
- A listing by surety company and agent, of all defendants presently on bail, the amount of bail, and if it has been forfeited.
- A listing of the oldest cases by each type of charge.
- A listing of all criminal cases presently assigned to a judge.
- A listing in alphabetical order of defendants with the status of the case and the name of the judge and attorney working on the case.

Since that time, one additional report has been added to the list, a Criminal Case Index Report. It lists in numerical order all active criminal cases in the Common Pleas Court. The Personal Docket Report has also been modified to include changes due to conversion to an individual docket system. The report now provides a special marking for those cases which are six months old or older. It also indicates whether or not the defendant is in jail or on bail, and if counsel has been appointed for him. These reports are used by personnel in the Central Scheduling Office, judges, the Clerk of Court, the County Prosecutor, and the County Sheriff.

B. The Judicial Information System - civil cases

In January, 1972, the first reports were produced of civil cases:

- A listing of all civil cases presently assigned to each judge.
- A report indicating if a case file is located in arbitration, referees, uniform support, dead file, or judges file.
- A listing of all civil cases for each attorney.
- A numerical listing of all active civil cases.

The Civil Case Indexing Report is used by the Central Scheduling Office and the Clerk of Courts. The Personnel Docket Listing is used by individual judges, their bailiffs, and the Central Scheduling Office. Project staff are now working on having the computer automatically produce summons when a case is filed.

C. Other Management Programs

Despite the emphasis on the computerized information system, the Court Management Project has remained essentially a management program. The project has been developing a new personnel and financial system, a records survey, and a juror utilization program for the Common Pleas Court and the Cleveland Municipal Court. The personnel and financial system studies were completed in December 1971. They call for standard salary schedules, development of job descriptions, the periodic evaluation of personnel, and the use of financial reports for management purposes. The personnel system has already been implemented in the Judicial Division of the Common Pleas Court. Discussions are presently underway for its implementation in the Judicial Division of the Cleveland Municipal Court. Neither the Clerk of Court for the Common Pleas Court nor the Cleveland Municipal Clerk of Court have implemented the personnel system. Efforts are continuing to encourage its adoption by these agencies.

The goals of the juror utilization study are to reduce the number of jurors called for jury service and to more effectively utilize those jurors who are called for service.

BUDGET:

The project has received both discretionary and state block grants through the Omnibus Crime Control and Safe Streets Act, as well as foundations grants. Project funding, including local court contributions, includes:

Discretionary grant	\$ 82,840
Block grant	60,220
Block grant	26,800
Block grant	299,835
Greater Cleveland Associated Foundation	45,000
Cleveland Bar Association Foundation	15,000
Total	\$529,695

Contact:

Steven J. Madson, Project Director
Court Management Project
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Cleveland, Ohio 44115
Tel. (216) 861-5180

VENTURA COUNTY COURT MANAGEMENT STUDY
VENTURA, CALIFORNIA

GOALS:

1. To identify and address voids in the management of the separately managed Superior (general jurisdiction) and Municipal (limited jurisdiction) courts in Ventura County.
2. To develop a model management process through which information between courts and between the courts and the district attorney, public defender, probation office, and other component departments of the criminal justice system can be coordinated.

METHODS:

1. Collection of data through meetings with judges, staff members of courts and court-related departments, judicial planning groups, attorneys, private citizens, news media, and others.
2. Collection and analysis of information from the Superior Court, Municipal Court, law enforcement agencies, county clerk, probation office, public defender, district attorney, and other pertinent sources.
3. Validation of information and formulation of recommendations, with presentation to management personnel in the affected agencies of alternative management approaches for areas needing improvement at the policymaking and policy implementation levels. There follows a summary of the study recommendations, some of which have been implemented:
 - a. Employment of an executive officer to fill the void in Superior Court administration.
 - b. Coordination of the two courts by establishing an Executive Board of Judges (with three judges from each court) working through the executive officers of the two courts to provide linkage with criminal justice agencies and to coordinate between the courts and other criminal justice agencies in resolving problems. This structure is a recommended first step in achieving total court unification: linked administration, unified administration, and unified court.
 - c. Improved management information system to provide for monitoring case flow, workload

prediction, policy compliance measurement, and performance measurement.

- d. Improved felony case management by reducing delays in Municipal Court preliminary hearings, reducing exceptions to the statutory time constraints between adjudication and sentencing, and achieving better utilization of trial resources (standardized fees, etc.).
- e. Improved jury management by automation of the juror selection process, improved utilization of jurors summoned, reduction of time in conducting voir dire, and, consolidation of jury operations into one office.
- f. Improved civil case management to reduce to one year or less the median time of trial in all civil cases.

BUDGET:

The project budget was \$51,000 to provide for consultant services requiring approximately 200 man-days of professional staff.

Contact:

Mal King, Executive Director
Criminal Justice Planning Board
3147 Loma Vista Road
Ventura, California 93001
Tel. (805) 648-6181

JUVENILE COURT ADMINISTRATOR
JUVENILE DIVISION OF THE DISTRICT COURT
OF HENNEPIN COUNTY
MINNEAPOLIS, MINNESOTA

GOALS:

To achieve effective court administration and effective coordination of functions with those agencies whose concerns regularly overlap with the Juvenile Court.

METHODS:

A Juvenile Court administrator, called an administrative referee, directs an administrative services unit of court officers, case aides, clerks and secretaries, under the direction of the judge. The unit's responsibilities include:

- Answer inquiries regarding procedure and case information.
- Receive and evaluate complaints.
- Prepare and arrange service of petitions, warrants, notices and writs.
- Schedule cases for hearings, prepare calendars, assemble abstracts (minutes of previous hearings, social history information, special reports concerning child and family) and files for hearings.
- Present and report cases at hearings.
- Secure information from Adult Division of Court Services regarding persons charged with Contributing to a Minor.
- Transfer traffic citations and delinquency petitions to other courts.
- Report traffic hearing dispositions to State.
- Compile court statistics and complete data processing forms regarding scheduling and dispositions.
- Maintain ledgers and records; order forms and supplies.
- Research.

The administrative services unit of the Juvenile Court also has coordinating responsibilities with the following county departments:

1. Attorneys, Juvenile Section of Attorney Domestic Division
2. District Court Clerk, Juvenile Division
3. Welfare, Court Unit

These responsibilities include:

- To provide information to the public, attorneys, and staff about Juvenile Court rules and procedures.
- To meet legal requirements by greater utilization of county attorneys and public defenders.
- To relieve probation officers and social workers of administrative details.
- To involve Court Services and County Welfare Departments in pre-court planning regarding referrals and dispositions.

The administrative services unit also has responsibility for the coordination of other personnel who serve the judge:

Court referees
Court reporters
Court bailiffs
Law clerks

The administrative services unit or referee has further duties:

1. Prepare an annual budget for the court and the Administrative Services Unit and maintain records of expenditures.
2. Provide monthly and annual statistical and activity reports of the court and the unit.
3. Periodically review and recommend appropriate revisions in court printed materials.
4. Order supplies and equipment for the court.
5. Recommend improvements in Juvenile Court policies, rules, and administrative concerns.

BUDGET:

The 1972 budget for the administrative referee, the eight employees under his supervision, and two law clerks, two court reporters and a secretary, totaled with fringe, \$154,314. Office supplies, equipment, publications and capital outlay totaled an additional \$11,184.

Contact:

Harold Westerberg, Administrative Referee
Juvenile Division of the District Court
of Hennepin County
915 South 5th Street
Minneapolis, Minnesota 55415
Tel. (612) 348-3173

COMPARATIVE JUVENILE COURT STUDY:
FULTON COUNTY JUVENILE COURT, ATLANTA, GEORGIA
SECOND DISTRICT JUVENILE COURT, SALT LAKE CITY, UTAH
KING COUNTY JUVENILE COURT, SEATTLE, WASHINGTON

GOALS:

To present a comprehensive picture of the organization and processes of three juvenile courts; compare the work of these courts; and make recommendations for improved juvenile court organization and management, case flow process and probation service delivery in each court.

METHODS:

1. Interviews with judges, administrators, probation personnel, prosecution and defense counsel, and related agency administrators.

2. Observation of court hearings and detention screening interviews.

3. Analysis of court:

- a. Organization
- b. Legal jurisdiction
- c. Statistical reports
- d. Budget processes
- e. Personnel systems
- f. Records management
- g. Calendaring procedures
- h. Prosecution and defense counsel function
- i. Case processing

4. Data collection of approximately 500 cases in each court to analyze and compare:

- a. Judicial hearing officer continuity
- b. Decision-making with juvenile law violation referrals
- c. Recidivism
- d. Follow-up of juveniles transferred from juvenile court to criminal jurisdiction

5. An assessment of the three juvenile courts with national standards and directions.

6. Recommendations for improved juvenile court organization and management, caseflow and probation service in each court.

BUDGET:

\$55,000.

Budget included a project director, a part-time research assistant, local data collectors, computer time, and travel expense and per diem. Approximately eight visits were made to each city during the year long study.

Contact:

Judge Tom Dillon
Fulton County Juvenile Court
445 Capitol Ave., S. W.
Atlanta, Georgia 30312
Tel. (404) 252-6461

Judge Reginal Garff
Second District Juvenile Court
3522 S. 6th West
Salt Lake City, Utah 84119
Tel. (801) 262-2601

Judge George Revelle
King County Juvenile Court
1211 East Alder Street
Seattle, Washington 98122
Tel. (206) 323-9500

COMPUTERIZED JURY SELECTION SYSTEM
DISTRICT COURTS OF HARRIS COUNTY
HOUSTON, TEXAS

GOALS:

To provide an efficient system for the selection of a representative juror pool through electronic means.

METHODS:

Enabling legislation was approved in 1969 permitting a majority of the district court judges in a jurisdiction with seven or more district courts to adopt a plan for the selection of jurors with the aid of mechanical or electronic means. The legislation specified that the source base for the names shall be specified, "but such sources shall include voter registration lists from all precincts in the county".

A majority of the judges of the District Courts of Harris County adopted such a plan and directed that the annually certified voter registration lists serve as the sole source of prospective juror names. At times designated by the presiding judge, names stored on magnetic tape are selected by an electronic digital computer programmed to randomly select the jurors list. The jury summons is prepared automatically in pre-stuffed envelopes as the jurors are selected.

Monitoring of randomness through print-out comparisons by voting precinct showed a .05% maximum variation of the actual percentage selected as compared with the mathematic percentage of the precinct to the total county registration. Most precincts had no variation. Monitoring of randomness as to sex and age also showed representativeness within the predicted range.

A new statute, effective July 15, 1971, permits Harris County to limit juror service to one case and to one day, unless the juror actually serves on a trial panel and the trial continues more than one day. If the juror is struck for cause or peremptorily, he is excused. No juror serves more than one case a year.

More than 66,000 jurors are expected to be called for potential one case service during 1972. In 1970, under the former block time systems, about 28,000 jurors were called. The cost increase for juror pay in 1972 was less than 15 per cent greater than in 1970. Jurors are paid \$5.00 a day and receive no mileage allowance.

COLORADO AUTOMATED JURY SELECTION SYSTEM
THE JUDICIAL DEPARTMENT
DENVER, COLORADO

Attorneys receive the juror panel print-out, and are not permitted on voir dire to ask questions the answers to which already appear on the questionnaire.

BUDGET:

Significant savings have been effectuated in comparison with the old manually processed selection system. Operations cost about \$60,000 per year, of which \$16,000 represents various electronic processing costs, about \$16,000 for postage, and the balance for personnel.

Contact:

Thomas J. Stovall, Jr., Judge
129th Judicial District
610 Civil Courts Building
Houston, Texas 77002
Tel. (713) 228-8311, Ext. 7255

GOALS:

The overall goal of the project is to standardize and computerize jury selection and management in Colorado. The computer system, which is initially proposed for the ten largest counties (representing 82 per cent of the state population and 85 per cent of all jury trial activity), is made possible by legislation passed in 1971 by the Colorado Legislature. Eventually all counties having a population of 12,000 or over will be included in the system. The "Uniform Jury Selection and Service Act" provides for extensive use of electronic data processing and makes uniform the standards and procedures for jury selection throughout the state.

METHODS:

The Act provides that the voter registration list in each county shall be used as the basic source list of names for jurors. Voter lists are to be supplemented by other lists such as utility customers, property tax payers, income tax returns, motor vehicle registrations, city directories, telephone directories, and drivers licenses.

The use of multiple source lists, however, entails the elimination of duplicate names. If as many lists as possible are used, a manual operation whereby names and addresses are compared from list to list becomes prohibitive. In the City and County of Denver alone the computer will take a voter registration list of 200,000 names and a city directory of 300,000 names, and eliminate 150,000 duplicate names. The addition of seven or more lists in all jurisdictions necessitates the use of computerized procedures to eliminate the need for additional personnel.

The results of computerizing the jury system will be as follows:

1. Uniform, randomly selected, lists will minimize challenges.
2. Personnel will be available to do other court work since such routine tasks as preparing and mailing thousands of juror questionnaires, lists, summons, and checks will be handled by the computer.
3. Data regarding the number of questionnaire mailings, returns, sociological data, jurors

summoned and actually utilized, will be captured as the situations occur rather than after the fact. Statistical standards will be uniformly applied.

4. The captured data will allow, for the first time, an analysis of comparative data between jurisdictions relating to:
 - a. Planning jury supply and demand.
 - b. Reducing the number of unused and "on call" jurors.
 - c. Reducing the size of jury wheels to coincide with jury usage.
 - d. Establishing budgeting coefficients for budget and fiscal planning.
 - e. Storage of qualified jurors' names on tape and random selection therefrom as required.
 - f. Preparation and printing of juror summons, payroll, and juror certifications (28,000-30,000).
 - g. Maintenance of juror and jury statistics.

BUDGET:

Professional Services

Computer programming @ \$12.50 per hour (see below)	\$ 7,300
Conversion and Implementation (includes programs for conversion of county voter registration tapes and city directory tapes, duplicate name elimination, master list preparation, random selection program, master jury wheel, questionnaire selection, printing and updating, key-punching of voter registration lists and questionnaire responses, programming for automated jury summons, panel sheets and jury payment)	\$23,600
Forms (design and printing of questionnaires, summons, jury panel sheets, etc.)	\$12,000
Magnetic tapes	<u>\$ 600</u>
Subtotal	\$43,500

<u>Travel and Subsistence</u>	\$ 550
<u>Operating Expenses</u>	
Office Supplies	\$ 100
Printing costs - Uniform Jury Rules	<u>\$ 100</u>
Subtotal	\$ 200
GRAND TOTAL	\$44,250

In-kind match of \$16,194 was based on the provision of personnel services.

Contact:

Harry O. Lawson, State Court Administrator
Room 323, State Capitol
Denver, Colorado 80203
Tel. (303) 892-2681

AUTOMATED JURY SELECTION
ALASKA COURT SYSTEM
ANCHORAGE, ALASKA

GOALS:

To insure a fair, impartial and efficient method of selecting jurors.

METHODS:

In 1971, the Alaska Court System started the selecting of jury panels by computer. The basic file of names of those eligible is built and updated periodically from voter lists, state income tax lists, and fish and game sport license lists. This file contains name, address, zip code, and voting precinct, arranged alphabetically by last name.

Whenever a panel is required, the necessary geographic parameters for inclusion of those names within a given area is determined, a starting number is drawn by lot, and the number of required jurors is specified.

The computer system then selects from the proper geographic part of the file, the correct number of jurors, at random, using a standard random-number generation program. A list of names and addresses is produced. Selection and dismissal notices, juror payments, and statistical summaries are also produced.

BUDGET:

Approximately .75 per man per year for analysis and programming. Operational cost approximately \$1,000 per month.

Contact:

Raymond L. Ellis
Operations Analyst
Alaska Court System
941 Fourth Avenue
Anchorage, Alaska 99501
Tel. (907) 279-0664

JUROR UTILIZATION STUDY
CUYAHOGA COUNTY COURT OF COMMON PLEAS
CLEVELAND, OHIO

GOALS:

To improve the planning, allocation and controlling of juror utilization in order to achieve financial savings, time savings for jurors, and improved public relations for the court.

METHODS:

A computerized information system was constructed to measure the number of jurors in use in a multi-judge court on a daily basis. It provided information on trial start times and durations, voir dire durations and sizes, and the number of jurors rejected or not questioned during voir dire. By comparing the number of jurors appearing with the number actually used, reductions can be made in the number of jurors called, while guaranteeing that there will be only rare, brief delays in starting voir dire. The court is in the process of implementing these improved policies, and should realize a savings of 12,000 juror-days per year (at a cost savings of \$60,000) and possible maximum savings of approximately \$200,000 per year, when further recommended economies are implemented.

An important feature of this information system is its simplicity. The basic data, recorded by the jury bailiffs, are the times that groups of jurors enter and leave the jury room. From this, all else is easily computed. The time required to gather all data and punch out cards is about 2 to 3 man days each month. Computation time is only a few minutes, so operating cost is very low, and the system is well suited for continued use and transferability to other courts.

The benefits of implementing a juror information system include the following:

1. Improving the attitude of jurors toward their service.
2. Improving the relationship of courts with the community.
3. Saving courts significant amounts of money in juror fees.

4. Generating previously unavailable information to the courts on the duration of jury trials and voir dieres.
5. Monitoring the composition of juror pools relative to race, sex, age, etc.

BUDGET:

Study staff contract included the development and testing of the computer program, data collection, key punching and verification, and a final report. Overall cost was \$20,000.

Contact:

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Court Management Project
1010 Euclid
Cleveland, Ohio 44115
Tel. (216) 861-5180

MUNICIPAL COURT WITNESS SCHEDULING
SAN BERNARDINO MUNICIPAL COURT
SAN BERNARDINO, CALIFORNIA

GOALS:

To study the extent of the problem that exists in scheduling activities and wasted witness time in the San Bernardino Municipal Court.

METHODS:

There were three principal areas of concern in undertaking this study. First was the relationship of the overall court scheduling practice to the expected or anticipated caseload of the court. Second was an analysis of the specific procedures employed during any given day to set current and future schedules in the court. The third area involved the procedures used for notifying witnesses concerning their need to appear.

These areas of concern were documented by an independent consultant employed for the project. The report documented a great deal of wasted time for police officers needed as witnesses in traffic and other misdemeanor cases. The final report serves as a base for identifying the need for increased accuracy in witness scheduling by using on-call subpoenas, telephone notice, and the like. The methodology included on-site observation and timing of witness and juror utilization, documentation of procedures for notification, and preparation of a detailed report containing several recommendations for improvement.

BUDGET:

Project cost was \$22,500 with \$13,500 in federal funds paid to a consultant to conduct the study. The balance consisted principally of court employee time devoted to the project.

Contact:

R. L. McLean
Chief of Police
Montclair Police Department
Montclair, California 91763
Tel. (714) 626-1213

SIMULATION TEST OF MUNICIPAL COURT CASE SCHEDULING METHODS
SAN BERNARDINO MUNICIPAL COURT
SAN BERNARDINO, CALIFORNIA

GOALS:

An earlier project assisted by federal funds in the San Bernardino Municipal Court documented the need for improved witness and case scheduling procedures. This project undertook to test computer simulation techniques in municipal court case scheduling. Specifically, it is designed to provide for increased court workload through efficiency in case scheduling and to minimize the waiting time for witnesses by more accurate scheduling techniques.

METHODS:

The project first collected comprehensive data to determine probable time consumption during various aspects of pre-trial and trial activities. The data was used to construct a computer program simulating municipal court activity. By variation in scheduling techniques using the simulated model, it is possible to construct an optimum calendar system for this court. The final report on this project will include a description of the computer program simulating court activity which can serve as a model for municipal courts in improving case scheduling techniques.

BUDGET:

Total budget for this one year project is approximately \$103,000 of which the federal portion of about \$60,000 is used for a consulting firm to construct the computer program; the balance of funding is local contributions, principally in manpower and machine utilization time.

Contact:

James M. Cramer
Chief Deputy District Attorney
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Ontario, California 91762
Tel. (714) 988-1221

Strong progress is being made in automating criminal justice information systems so that we better know where we are. Yet there is concern that many jurisdictions are not getting their best dollar's worth, that systems design is far from perfect, that there is too much duplication by different but related justice systems agencies, that we overrely on the computer when less complex or costly approaches may be at least as efficient.

Each state needs to develop a comprehensive plan covering its information system needs, and to fulfill this need by drawing upon the experience in other jurisdictions or by conducting a separate survey, where that is necessary.

Court systems are also implementing other electronic advances: in microfilming records, in recording and transcribing legal proceedings. Videorecording is a new tool which has begun to receive careful consideration.

Included in this section are examples of programs deserving consideration for implementation elsewhere.

COURT AUTOMATION/INFORMATION SYSTEM STUDY
JUDICIAL COUNCIL OF CALIFORNIA
SAN FRANCISCO, CALIFORNIA

GOALS:

To develop a plan for an integrated information system that will maximize the economical and effective use of automated techniques in the internal administration and control of court operations.

To produce a comprehensive plan for the use of improved manual and automated techniques in the clerical and administrative functions in the municipal and superior courts of California. This will provide a sound basis at both the state and local level for designing, selecting and implementing those manual and data processing applications which are most suitable and economical for particular courts.

METHODS:

Criminal and civil filings continue to increase each year in the municipal and superior courts. This increase, along with recognition of the need to improve the quality of justice, has led many courts to look to improved clerical and administrative processing techniques. This has come about not only because of the need for more efficient ways of handling the substantial volume of paperwork, but also because of the need to provide judges with better information with which to perform their duties. This information is required on an individual case basis (e.g., readily accessible criminal history or prior driving record) as well as on a summary basis (e.g., the effect of settlement conferences on pretrial dispositions, etc.).

Individual courts, recognizing this need, have embarked on a course of automation essentially starting from "scratch" with each new system. This project was undertaken to assist each of the courts by performing the data gathering, analysis, and preliminary design work just once for all municipal and superior courts. This eliminates the necessity for "reinventing the wheel" each time a court embarks upon an automation program.

The project consists principally of consultant services involving the following phases:

A Prestudy Phase involving project organization and planning was completed in November 1971.

Phase I, involving present applications analysis (completed in April 1972), found the consultant team reviewing

and documenting the clerical and administrative activities of 14 sample municipal and superior courts participating in the project. One of the primary reasons for this review was to capture the best "systems" approaches utilized by these courts.

Phase II, involving potential applications analysis (completed in May 1972), includes a description of 33 selected automated systems currently in use in California, also including an identification of the information requirements of the courts. Using these requirements and a set of design criteria developed, the preliminary conceptual designs of the Integrated Court Automation/Information System were developed as Phase III (completed in August 1972).

Guidelines for implementation of those conceptual designs were furnished to the courts under Phase IV (completed in November 1972).

The Integrated Court Automation/Information System was designed in a modular fashion to allow small, medium or large courts to select only those modules which are best suited to their particular needs and to install them one at a time over an extended period. Some courts may choose only one module, some may choose several modules, and others might implement all modules.

A key element in the project was the involvement of the 14 participating courts. A detailed report on each phase was distributed to the presiding judges, clerks, and executive officers for review and comment prior to publishing in final form.

Budget Summary - One-Year Grant:

The total cost of the project was \$265,147, with matching funds of \$66,287 representing the time and travel costs of state and local personnel who participated in the project. The costs were allocated as follows:

Personal Services	64,657
Travel	630
Consultant Services	198,860
Supplies and operating expenses	1,000

Contact:

Norman E. Woodbury
Assistant Director (Management)
Administrative Office of the Courts
4200 State Building
San Francisco, California 94102
Tel. (415) 557-2465

COMPUTERIZED JUVENILE INFORMATION SYSTEM
UTAH STATE JUVENILE COURT
SALT LAKE CITY, UTAH

GOALS:

Project PROFILE (Processing Records Online For Instant Listing and Evaluation) was developed, beginning in 1971, by a statewide juvenile court system to meet information, planning and evaluation needs for its five courts and probation programs. The information system plans video display terminals and medium speed printers connected via phone line to the state computer center in Salt Lake City. These terminals are or will be established in each court district, the Salt Lake County Detention Center, the Northern Utah Regional Detention Center and the Utah State Industrial School. The system will begin serving the Second District Juvenile Court in the Salt Lake metropolitan area by November, 1972, with all agencies tied in by the summer of 1973.

The system serves the main agencies in the State legally assigned the responsibility of providing services for delinquent youth. These agencies will thus avoid much duplication of effort, both clerical and professional.

METHODS:

The project is divided into three main parts: Records processing, Management information, and Prediction/program evaluation. These modules are serviced by five interrelated computerized, online disk files as follows: 1. a name index file for identifying new referrals; 2. a master file containing identifying, intake, and court history information as well as detention information; 3. a calendar file containing all cases scheduled for each judge or referee at any future time; 4. a court services delivery file containing a history of each contact made with delinquent juveniles by the probation department of the court; and 5. an order follow-up file containing accounting information to track compliance with court orders.

Records Processing - To provide automated processing of the key juvenile court forms, i.e. a juvenile's master record, petition, summons, docket/calendar, traffic notice of hearing, court service delivery summary, and several accounting documents. These documents were chosen because of their volume and/or importance to the court process. All of them collectively contain the vital information necessary to accurately measure court activity.

REGIONAL JUSTICE INFORMATION SYSTEM (RJIS)
 COUNTY OF LOS ANGELES
 LOS ANGELES, CALIFORNIA

Management Information - To provide judges, court managers, court clerks, supervisors, and staff with workload and statistical information necessary to control caseloads, adjust calendars, pinpoint problem areas, evaluate staff, and improve the quality of management decisions. Four types of management reports will be created: case tracking reports, workload reports, general statistics, and reports to other agencies.

Prediction/Program Evaluation - To predict the recidivism probability of first offenders and recommend appropriate intervention to lower that probability. Of particular importance is the accurate evaluation of the effectiveness of the ten neighborhood probation centers now operating in the population centers of Utah.

BUDGET:

LEAA monies spent or projected to be spent for PRO-FILE's design, implementation and operation are as follows:

	<u>Expended through August, 1972</u>	<u>Estimated Total Cost</u>
Consultants	\$ 15,000	\$ 35,000
Software development		
Utah State Data Processing Center	36,000	60,000
Hardware (terminals)	-0-	41,000 per yr.
Use of State's computer for online service	-0-	24,000 per yr.
Use of State's computer for offline service	-0-	20,000 per yr.
Software maintenance	-0-	5,000 per yr.

Contact:

Michael R. Phillips, Administrative Assistant
 Utah State Juvenile Court
 339 South 6th East
 Salt Lake City, Utah 84102
 Tel. (801) 328-5254

GOALS:

To provide an automated case-following capability based upon functions rather than the agency performing them, thus melding the disjunctive criminal justice agencies into a cohesive functional system. RJIS will collect, process, and output data on the criminal and juvenile cases handled by Los Angeles County justice agencies. It is a regional system and cuts across agency lines to deal with justice functions. It allows for the input, processing, and output of data on a case from the moment a person is booked or referred for an offense until he exits the system.

METHODS:

At present, each of the various law enforcement, courts, and corrections agencies performs specific justice functions. In RJIS, the functions are the important element rather than the agency that performs them. Thus, agencies could consolidate or change their structure, but as long as the basic functions of arrest and booking, arraignment, hearing, and disposition are performed within the justice system, RJIS can provide a case-following capability.

The system, when completed, will integrate processing of information on the status, background, and disposition of individuals who have come into contact with criminal justice agencies during the various stages. RJIS will use a case-following approach, with capability for adding consistent, non-redundant information to files on individuals who come into the system.

The first step in the design was the selection of a Task Force composed of contractor systems experts and employees representing eight county justice agencies (the superior court, municipal court, district attorney, sheriff, probation office, county clerk, marshal, and public defender). The County Data Processing Department also participated in the development of RJIS and will operate it when completed.

The project consists of five major phases:

1. Develop study procedures and guidelines.
2. Study and document current systems.
3. Study and document developing systems.
4. Develop and document system design requirements.
5. Design integrated justice information system.

CRIMINAL JUSTICE INFORMATION SYSTEM
SUPERIOR COURT
SAN FRANCISCO, CALIFORNIA

This project is designed to serve Los Angeles County, with 4,000 square miles, 77 independent cities, and a population of over 7,000,000 people. About 40 per cent of the state's entire criminal justice workload is generated in this region.

BUDGET:

The total cost, in excess of \$10,000,000 is divided as follows:

Cost to Achieve Initial Capability - \$2,393,800, with federal funding of approximately \$800,000 and the balance funded by Los Angeles County. Of this total, approximately \$400,000 was for hardware and the balance for software and personnel. In this initial 18 month period, 600 people were trained to operate RJIS.

Cost to Achieve Operational Capability - \$7,107,600, with federal funding of approximately \$1,700,000 and the balance funded by the participating cities and Los Angeles County. Hardware costs in this second period (also 18 months) were approximately \$3,000,000, program development \$2,700,000, and the balance in personnel costs. During this phase, approximately 14,000 people were trained to participate in the operation of RJIS.

Cost to Design and Build an Automated Index - \$1,300,000, with hardware costs estimated at \$1,000,000 and software services at approximately \$300,000. In this phase, the files of the Los Angeles Sheriff's Office and the Los Angeles Police Department, two of the largest law enforcement agencies in the nation, will be consolidated with other law enforcement agencies within Los Angeles County and will permit other justice agencies access to the consolidated files.

Contact:

George Barbour
334 California Hall
625 Polk Street
San Francisco, California 94116
Tel. (415) 771-1361

GOALS:

To avoid delay, duplication and poor data collection and evaluation by developing, installing and operating an integrated criminal justice information system in San Francisco utilizing independent automated and manual systems now existing in the region.

METHODS:

To assure that the needs of each department are met, and that each department maintains a high level of interest, personnel from each department will be assigned to the project. While representing the interests of his own department, each staff member will also function as a team member in this interagency effort to improve the arrest, prosecution, defense, court, and probation functions in San Francisco. Participating departments include the superior court, municipal court, police department, sheriff's office, the district attorney, the public defender, and the probation office.

The grant will supply funds to hire, train, and utilize additional departmental personnel. These people, proficient in their own discipline - law enforcement, probation, etc. - will be trained in principles and techniques of data processing.

The plan developed by the RJIS team in Los Angeles will be validated for use in San Francisco. This approach will allow San Francisco to leap frog over prior development efforts and rapidly realize an implemented justice information system.

The design concept of the project includes these steps:

1. Select and train staff.
2. Develop a detailed work schedule.
3. Study present operations.
4. Develop system design requirements.
5. Prepare detailed design.
6. Implementation.

BUDGET:

First year cost of this three year effort is estimated at about \$200,000, with the greater portion of this total (\$194,000) used for personnel costs. The sum of \$5,600 is scheduled for supplies and operating expenses. \$2,500 for

JUVENILE COURT INFORMATION SYSTEM
FULTON COUNTY JUVENILE COURT
ATLANTA, GEORGIA

travel, and approximately \$1,000 for equipment. Federal funding will total \$128,000, with the remainder contributed by San Francisco.

Contact:

George Barbour
334 California Hall
625 Polk Street
San Francisco, California 94116
Tel. (415) 771-1361

GOALS:

Goals include:

- . The reorganization of the intake, records, and data processing departments of the court.
- . To provide storage and retrieval for past, present and future court cases, including present case status.
- . To provide online terminal retrieval of prior court records and social data at detention and probation stations, 24 hours a day, seven days a week.
- . To provide detention population and court calendar information, with print-out capability.
- . To provide a prediction capability as to a particular disposition alternative in relation to a particular juvenile's social characteristics.

METHODS:

This system was developed in conjunction with the Fulton County Data Processing Department and utilizes the county computer. The system provides for security through a defined transaction code and other measures.

All court forms are being revised to mesh with the computer system. Monthly and yearly statistical reports will be used to evaluate court procedures and practices, and for direction in court, detention and probation planning, and community delinquency prevention planning.

The system utilizes two data files (family history, and court calendar) and one index file (name) for storage and retrieval of information. The latter allows for retrieval of all cases assigned to probation officers and the status of each case.

COURT MANAGEMENT SYSTEM
SUPERIOR COURT
SAN FRANCISCO, CALIFORNIA

BUDGET:

First year development	\$ 75,480
Second year development (including a centralized dictating system and two output terminals)	100,000

Contact:

Julian Cunningham, Administrator
Fulton County Juvenile Court
445 Capitol Avenue, S. W.
Atlanta, Georgia 30312
Tel. (404) 572-2686

GOALS:

To provide for the installation of an on-line computerized court record system in the San Francisco Superior and Municipal Courts. To combine record keeping functions now duplicated by criminal justice agencies, and via terminals, provide these agencies with timely accurate access to common data.

Goals include: scheduling improvements, accelerated processing of cases, better utilization of court personnel, and increased performance by the whole judicial system through improved information and interagency cooperation.

METHODS:

In many jurisdictions a number of separate agencies collect similar or identical information on offenders. In most instances, the basic information required by these agencies differs very little and is principally a matter of detail and timing.

Through this project, the different agencies will meet together regularly to identify and solve common data collection problems. In turn, this cooperative effort will almost certainly carry over into other facets of their work. Thus, the basic tool for this project is the San Francisco Policy Committee for Justice Data Systems. This committee holds regularly scheduled meetings, and includes representatives of all law enforcement and court agencies in San Francisco (the superior court, municipal court, district attorney, county clerk, public defender, probation departments, sheriff, and police department).

This project is designed to convert the superior court data processing operations, now running under a proprietary monitor, to a monitor now being used by the police department, and to expand the resulting system in both directions in modular form. Documentation of the present fragmented manual and automated systems will be made, and an integrated data collection system will be designed to meet the needs of all participating agencies. Ultimately, there will be an on-line system of data collection and distribution, with the arresting agency establishing the file and each succeeding agency contributing or extracting the data needed for its particular purpose as the file is built.

MICROFILM PROCESS CENTER FOR DENVER AREA COURTS
THE JUDICIAL DEPARTMENT
DENVER, COLORADO

BUDGET:

The total budget for the project is about \$212,000, with federal funds amounting to \$103,000 and the balance contributed by San Francisco. The major portion of the grant (\$107,000) will provide personnel, including a project leader whose qualifications include extensive background in court and law enforcement data systems, supporting secretarial assistance, and data processing personnel (programmers, analysts, keypunch operators, and a systems supervisor).

Some \$60,000 has been allocated for hardware and software rental, and \$14,000 for consultation concerning systems design and installation.

Contact:

Bernard J. Ward
Executive Director
Superior Court

or

Bruno Fardin, Clerk
Municipal Court
City Hall, Civic Center
San Francisco, California 94102
Tel. (415) 558-3169

GOALS:

A major problem facing courts is proliferation and accumulation of records. The magnitude of records in the day to day workload of the court system when added to the records accumulated over the years which no longer have current use has pushed storage space to the limit. This is the case in all major metropolitan areas. Of special importance is the need to develop a cross-reference information system.

A program for orderly microfilming, transfer, and disposal of records, worked out in conjunction with Colorado State Archives, can facilitate this record keeping.

At a time when many courts will be shifting into electronic data processing, the need for extensive use of microfilm becomes more acute. To use court records in data processing, they must be miniaturized in their original form. Microfilm makes retention easy to handle by reducing bulk by 98.2 per cent and is capable of returning a copy of the original in the form of hard copy paper printout. The use of microfilm has progressed from a simple method of preserving documents and reducing storage space to a more complex system of providing instantaneous recording of documents to meet the demands of high speed retrieval and distribution programs.

METHODS:

Rather than place microfilm equipment in each court in the Denver Court Complex, the plan is to establish one microfilm operations and processing center in the City and County Building which will serve all the courts and the Denver and tri-district adult probation departments located there.

In the first stage of a microfilm center development plan, the following courts will be served:

1. Denver District Court
2. Denver Juvenile Court (including probation service)
3. Superior Court
4. Probate Court

MICROFILMED RECORDING OF LEGAL DOCUMENTS
ALASKA COURT SYSTEM
ANCHORAGE, ALASKA

Two adult probation departments, tri-district (1st, 17th and 18th judicial districts) and Denver (2nd judicial district) will also be served.

After a period of experience with these courts and probation departments, the microfilm service center program will be expanded to include the three other judicial districts in the area which will then serve all courts and probation departments in the Denver metropolitan area. The expanded program will serve as a prototype for the development of similar programs in other areas of the state.

BUDGET:

To implement the plan for a microfilm processing center additional equipment was purchased which was compatible with that presently owned by the participating courts. The following types of equipment were purchased under this grant:

Microfilming-input; film processing; jacket loading equipment; Diazo equipment; readers-retrieval; microstrip system components; microfilm camera, processor and reader-printer.

Total equipment cost: \$29,487

The match for this grant was provided by personnel services from the participating courts.

Contact:

Harry O. Lawson
State Court Administrator
Room 323, State Capitol
Denver, Colorado 80203
Tel. (303) 892-2681

GOALS:

Provide accurate and timely information to the public regarding the recording of legal documents.

METHODS:

Documents which are presented for legal recording or filing are microfilmed and assigned a serial number. A machine-readable record is produced showing data and time received, type of document, recording fee, book and page number, grantor and grantee names, and property description. This record is added to the file, and periodic file listings by grantor, grantee, property description, date, etc., are produced.

BUDGET:

Approximately .75 man year for analysis and programming. Operational cost approximately \$7,000/month.

Contact:

Raymond L. Ellis
Operations Analyst
Alaska Court System
941 Fourth Avenue
Anchorage, Alaska 99501
Tel. (907) 279-0664

CENTRALIZED FILING, STORAGE, AND RETRIEVAL SYSTEM
DENVER JUVENILE COURT
DENVER, COLORADO

GOALS:

The Denver Juvenile Court is the highest volume juvenile court in the state, and the filing and record procedures, prior to this grant, were antiquated and could not keep pace with the growing caseload. Files and related material, such as social histories, were constantly lost or misplaced, impeding the orderly flow of cases through the court and leading to delay in the processing of juveniles and the disposition of cases. Much employee time, better used in other functions, was wasted in trying to find records, interrupting orderly procedures and adding to the delay.

The objective of this project was to provide an up-to-date, semi-mechanized filing system to reduce, if not eliminate, these problems.

METHODS:

The first step was to make a document or paper flow study to determine what actual practices were and to design a better system. Secondly, mechanized filing systems were examined to determine which best met the needs of the redesigned system. Third, equipment was purchased and employees were trained in the new system and use of equipment. Fourth, the new system was installed and the files converted.

BUDGET:

Purchase of the new equipment involved an expenditure of \$26,464, all provided from LEAA funds. This equipment included 2 Lektriever 1-X units, 1 Kardveyer unit, 1 Vis-U-Triever, 20,000 special legal folders and 2,100 digit guides.

In-kind matching of \$22,151 was provided by apportioning time of court staff making the study and setting up the new system.

Contact:

Harry D. Lawson, State Court Administrator
Room 323, State Capitol
Denver, Colorado 80203
Tel. (303) 892-2681

VIDEO SUPPORT IN THE CRIMINAL COURTS:
DEMONSTRATION PROJECT
NATIONAL INSTITUTE OF LAW ENFORCEMENT
AND CRIMINAL JUSTICE
WASHINGTON, D. C.

GOALS:

In order to more fully comprehend the potential of video recording in solving problems of courts this project will:

1. Analyze the technical feasibility of video technology by observing its operation in several applications in the courtroom.
2. Clarify the legal and procedural issues which affect its implementation.

METHODS:

This project will place video recording equipment in selected criminal courts with the objective of identifying any aspects of video use which might infringe upon individual rights or run contrary to local court rule. An advisory committee of jurists, court administrators, and legal scholars will advise the project staff on legal and procedural issues, and provide evaluation of the direction and progress of the project.

The project will test each of the following applications of video recording: production of official court records for appeal; videotaped depositions; videotaped trials as an alternative to "live trials"; use as an educational tool; courtroom security; real-time interrogation of witnesses at remote locations; counsel motions (when counsel is physically distant), and jury charges.

BUDGET:

Project personnel	\$ 60,000
Equipment subcontract and installation	70,000
Travel (assuming application in several localities)	<u>20,000</u>
Total	\$150,000

Contact:

Stanley R. Kalin
National Institute of Law Enforcement & Criminal Justice
Law Enforcement Assistance Administration
Washington, D. C. 20530
Tel. (202) 382-6557

VIDEO RECORDING
ALASKA COURT SYSTEM
ANCHORAGE, ALASKA

GOALS:

To determine the suitability of videotape as a means of recording courtroom proceedings, and to provide for the use of pre-recorded videotape depositions.

METHODS:

The unified Alaska Court System seeks to provide videotape coverage in the Superior Court in Anchorage to enable Supreme Court justices to review appealed cases not only by sound recording, which has been done routinely since statehood, but also visually through videotape.

Although the electronic sound recording now in use in Alaska is considered to be superior to non-electronic recording methods, some crucial aspects of proceedings cannot be portrayed by sound recording only. These include the visual recording of the demeanor of the defendant and witnesses, preservation of evidence, the use of pre-recorded depositions, as well as the greater accuracy obtained through the visual record. Any disruptive tactics would also be recorded as well as evidence, displays, depositions and other items for which the visual record may be superior to the sound record.

The project envisions two cameras placed to record the witness and the judge, with two other cameras located behind the judge. Split screen image, showing one, two or four camera views, can then be used by judges, jurors and counsel in reviewing selected portions of court proceedings. A large monitor will show prerecorded depositions, as well as those entered into the videotape, which is the official record.

BUDGET:

Personnel: electronics technician/ console operator	\$15,500
Equipment: cameras, console, recorders, quad-split, etc.	<u>16,637</u>
TOTAL:	\$32,137

ELECTRONIC RECORDING OF COURT PROCEEDINGS
ALASKA COURT SYSTEM
ANCHORAGE, ALASKA

Contact:

M. James Messick
Program Planner/Grants Coordinator
Alaska Court System
941 Fourth Avenue
Anchorage, Alaska 99501
Tel. (907) 279-0664

GOALS:

To produce the most accurate record possible of courtroom proceedings.

METHODS:

Following statehood in 1959, the new, and wholly unified and centralized Alaska Court System adopted electronic recording of court proceedings as the official record in all courts of record in the state. There are no court reporters. Since then both single-track and six-track recording units have been used. A log of courtroom events assists the transcribers who first type rough copy, have it sound-proofed and corrected on MT/ST typewriters. Since by court rule the official record is the tape itself, rather than the transcript, and since transcripts are produced only on request, it is estimated that transcripts are prepared in less than 1% of the court proceedings. The tapes are stored permanently for later reference.

Two reference books, "Manual of Electronic Recording", describing the system, and "Manual of Transcript Procedures", describing the transcript preparations, are available to interested judicial systems. A videotape has also been produced describing the sound and video recording systems and is available for viewing.

BUDGET:

Approximately \$3,400 per courtroom for single-channel recording. Approximately \$3,800 per courtroom for six-channel recording. Salaries of transcribers range from \$814-\$978 per month.

Contact:

Mr. James Messick
Program Planner/Grants Coordinator
Alaska Court System
941 Fourth Avenue
Anchorage, Alaska 99501
Tel. (907) 279-0664

ELECTRONIC COURT REPORTING
SUPERIOR COURT
SACRAMENTO, CALIFORNIA

GOALS:

Delay in the trial and appellate process is at least partly attributable to stenographic court transcript preparation methods currently in operation. The objective of this project is to test the use of electronic recording equipment for accuracy and speed in court reporting, and to investigate its use as an alternative to court reporters because of the high cost and shortage of certified court reporters.

METHODS:

Official court reporters, along with various types of electronic recording devices, will be used simultaneously to record proceedings in courtrooms of the Sacramento Superior Court. A comparison will be made of the results of the transcripts produced by court reporters and those produced by the experimental methods being used. The project is intended to run for approximately one year in the actual recording and transcription process, while evaluation and further testing and implementation of the project will be conducted over a two year period.

BUDGET:

	Grant Funds	(In-kind) Matching Funds
Personnel *	\$ 41,730	\$57,165
Travel	8,000	
Office supplies	1,200	
Printing and binding	300	
Office equipment maintenance	1,500	
Rents/leases - equipment	9,300	
Reporting/transcribing Ser.	63,270	10,000
Other operating expenses	1,500	
Consultant services **	13,700	
Leased office space	6,000	7,835
Office equipment	3,500	
Total	\$150,000	\$75,000

* Project Supervisor and 3 transcribers (grant funds) together with regular court employees (match funds).

** For transcription comparison.

Contact:

James E. Arnold, Court Administrator
Sacramento Superior Court
720 9th Street
Sacramento, California 95814
Tel. (916) 454-5291

ALTERNATIVES TO THE USE OF COURT REPORTERS
IN MUNICIPAL COURTS
JUDICIAL COUNCIL
SAN FRANCISCO, CALIFORNIA

GOALS:

Appeals from California's lower courts are usually based upon a subtle statement rather than a verbatim transcript. A verbatim transcript is not needed in most cases, but there is a need for a record of the proceedings to assist in the preparation of the statement. The primary object of this project is to study the feasibility of using electronic recording devices to create a record. Such a record would assist in the preparation of the statement which currently is entirely dependent upon the recollections of the participants. If the project demonstrates the successful use of such devices in municipal court proceedings it would be a great impact on all the lower trial courts in California by providing a relatively inexpensive means of producing a satisfactory record of proceedings.

METHODS:

First, a survey of suitable equipment will be made. Based on that survey, appropriate equipment will be purchased and installed in a minimum of 30 courtrooms. Next a training program for participating court personnel will be conducted to familiarize them with the operation of the particular equipment. Finally, the equipment will be used daily in a variety of municipal court proceedings. Participating courts will report periodically on the use of the recording equipment and there will be a continuous evaluation both by the users and by staff especially assigned to this project by the Judicial Council of California. Consideration will be given to cost, storage, retention, retrieval and security of the recordings.

BUDGET:

Total cost for this project is approximately \$67,000, with federal funds in the amount of \$50,000 used principally for the purchase and installation of suitable equipment to conduct the study.

Contact:

Richard A. Frank, Deputy Director
Judicial Council of California
4200 State Building
San Francisco, California 94102
Tel. (415) 557-3203

EDUCATION AND TRAINING

Training is an essential tool of management. Each state should make provisions for the professional advancement of court personnel of all types through participation in local, state, regional and national training activities. Evaluation of training programs must accompany state determination of what its developing justice system requires of its personnel, and what training will best enhance the achievement of these goals. Each state court system should employ a person whose function is to direct the training of court personnel. His duty would be to develop and carry out a plan for the continuing education of all court personnel.

Increasing numbers of states are establishing their own permanent training centers and offering a variety of programs to those who work in the courts. Regional training programs for personnel from two or more states may also be useful.

Clerk's office personnel need upgrading just as we recognize the desirability of a judge joining a national educational program for judges, or a trial court administrator traveling many miles for an extended court executive office training project.

Certain well established national educational programs are available and state educational plans should take account of those resources. If one of the national programs is to be used, that intention should be reflected in the state plan or judicial budget. A state may desire

to follow the approach which Wisconsin and Washington now take as to judge training: namely, that before a judge participates in a national judicial education program, he must have completed a state education program which has presented the law and rules, practice and procedures, of his home state.

The five major national judicial education programs, their basic judge clientele, and their 1973 program schedule are described more fully at the conclusion of this introduction. Two of them are able to design and conduct state training programs at the request of state court systems. The major national training programs for court administrators is provided by the Institute for Court Management, Denver, Colorado.

States with Indian tribal courts are encouraged to assist Indian court judges to participate in the judicial education program sponsored by the National American Indian Court Judge Association (Chief Judge Virgil Kirk, Association President, Window Rock, Arizona, Tel. (602) 871-4136). The Association also sponsors two week training programs for Indian court clerical and administrative personnel.

There are additional training programs of value to justice system personnel which should be considered for inclusion in a state education plan. A number of these are short term workshops, often interdisciplinary, not repeated on any regular basis, and frequently topical.

The educational and training programs set forth for justice system personnel in this section are illustrative rather than comprehensive.

CONTINUED

1 OF 4

COURT IMPROVEMENT PROGRAMS - GUIDEBOOK

FOR PLANNERS

ANON

NCJ 07092

72

295 p

AMERICAN ACADEMY OF JUDICIAL EDUCATION
WASHINGTON, D.C.

PROGRAMS FOR CALENDAR YEAR 1973

NATIONAL SESSIONS FOR LIMITED JURISDICTION JUDGES

University of Alabama - May 20-June 1 - Resident Comprehensive Course

Costs: Registration: \$250.
Meals and lodging: \$150.

University of Colorado - July 22-28 - Resident Course
(abbreviated schedule of two week comprehensive course)

Costs: Registration: \$125.
Meals and lodging: \$125.

University of Alabama - August 19-24 - Resident Graduate Program (for judges who previously participated in the comprehensive course)

Costs: Registration: \$125
Meals and lodging: \$85.

REGIONAL SPECIALITY SEMINARS

Phoenix, Arizona - January 18-20 - Search and Seizure

Costs: Registration: \$75.
Meals and lodging: \$60.

Gainsville, Florida - February 1-3 - Evidence

Costs: Registration: \$75.
Meals and lodging: \$60.

Columbus, Ohio - October - Search and Seizure

Costs: Registration: \$75.
Meals and lodging: \$75.

Denver, Colorado - October - Evidence

Costs: Registration: \$75.
Meals and lodging: \$75.

REGIONAL CONFERENCE FOR STATE JUDGES

New England Judicial Conference - September

Costs: No Registration Fee
Meals and lodging: \$75.

Assistance is provided to state judiciaries in the organization and administration of coordinated programs of orientation and continuing judicial education for each level of court.

The costs of a coordinated program are determined in consultation with a committee of state judges which supervises the work of the Academy. Final costs depend upon attendance, the number of needed faculty, materials, travel and subsistence charges, and other conference related expenses.

Contact:

Douglas Lanford, Director
American Academy of Judicial Education
1426 H Street, N.W., Suite 737
Woodward Building
Washington, D.C. 20005
Tel. (202) 783-5151

TRAFFIC COURT PROGRAM
AMERICAN BAR ASSOCIATION
CHICAGO, ILLINOIS

The ABA Traffic Court Program provides material and regional conferences and seminars for traffic court personnel: judges, administrators, clerks, and court liaison officers, as well as prosecutors and defense attorneys.

National Conference for Court Clerks and Administrators
November 27-December 1 (1972), Miami, Florida

Cost: Registration - tuition: \$100.

Annual Advance Seminar (for participants who previously attended a regional conference)
August 2-4 (1973), Washington, D.C.

Cost: Registration - tuition: \$50.

Regional Traffic Court Conferences

These one week conferences have been held annually at five locations (New York City, Atlanta, Chicago, Denver, and, alternately, Los Angeles or San Francisco). Dates have not yet been determined for 1973 conferences.

Cost: Registration - tuition: \$100.

The Program also assists with in-state conferences by providing format, curriculum, and a list of suggested speakers.

Contact:

Wantland L. Sandel, Jr.
Staff Director
ABA Traffic Court Program
1155 East 60th Street
Chicago, Illinois 60637
Tel. (312) 493-0533

APPELLATE JUDGE SEMINARS
INSTITUTE OF JUDICIAL ADMINISTRATION
NEW YORK, NEW YORK

The Institute of Judicial Administration annually provides two appellate judge seminars at the New York University Law School.

Intermediate Seminar

For judges of state intermediate courts of appeal.
July 2-12 (1973)

Cost: Approximate cost
for tuition, meals
and lodging: \$600.

Senior Seminar

For judges of state supreme courts and federal courts
of appeal. (July 16-27 (1973))

Cost: Approximate cost
for tuition, meals
and lodging: \$600.

Contact:

Director
Institute of Judicial Administration
40 Washington Square South
New York, New York 10012
Tel. (212) 598-2566

NATIONAL COLLEGE OF JUVENILE JUSTICE
RENO, NEVADA

PROGRAMS FOR CALENDAR YEAR 1973

I. Programs for Juvenile Court Judges

A. Two Week Resident Courses

Dates:	Costs:
March 18-30	Registration: \$75
August 5-17	Meals & Lodging: \$225
August 19-31	
Fall - dates not yet determined	

B. Graduate Course (for judges from earlier training programs)

Dates:	Costs:
March 4-9	Registration: \$75
	Meals & Lodging: \$150

II. Programs for Juvenile Court Service Administrators

April 27-30, Asilomar, California
May 1-4, Asilomar, California
May 20-23, New Orleans, Louisiana
May 24-27, New Orleans, Louisiana

Costs:

Registration: not yet determined
Meals & Lodging: approximately \$25 per day

Trainee funding assistance is available for a limited number of participants in the above programs.

The National College also assists states and regions in developing additional educational programs. A charge is made for this service.

Contact:

Louis W. McHardy,
Executive Director
National Council of Juvenile Court Judges
P. O. Box 8978
Reno, Nevada 89507
Tel. (702) 784-6012

NATIONAL COLLEGE OF THE STATE JUDICIARY
RENO, NEVADA

PROGRAMS FOR CALENDAR YEAR 1973

Programs for Judges of Courts of Limited Jurisdiction

A. Two Week Resident Courses

Dates:

April 15-27
June 24-July 6
August 12-24

Costs:

Registration: \$100.
Tuition: \$400.
Meals & lodging: \$238.

B. One Week Resident Specialty/Instructor Training Courses (to equip special court judges as instructors for their in-state judicial education programs)

Dates:

Criminal Law - January 7-12
Sentencing - May 13-18
Traffic Court Law - June 4-9
Alcohol and Drugs - July 9-13
Evidence - October 21-26

Costs:

Registration: \$75.
Tuition: \$250.
Meals & lodging: \$120.

Programs for Judges of General Jurisdiction

A. Four Week Resident Courses

Dates:

June 17-July 13
July 22-August 17

Costs:

Registration: \$150.
Tuition: \$600.
Meals & lodging: \$400.

B. Resident Graduate Program (continuing education for graduates of four week sessions)

Dates:

New Developments in Criminal Law - January 7-12
Court Administration - January 14-19
New Developments in Criminal Law and Sentencing - June 10-22
Civil Law, New Trends, the Trial, and Public Understanding - July 15-25
Evidence - October 21 - November 2

Costs, One Week Courses:

Registration: \$75.
Tuition: \$200.
Meals & lodging: \$120

Costs, Two Week Courses:

Registration: \$150.
Tuition: \$400.
Meals & lodging: \$238.

III. Programs for Appellate Judges*

Four Day Regional Conferences in Fiscal Year 1973

December 12-15 (1972), San Diego, California
January 30-February 2, Baton Rouge, Louisiana
April 10-13, Washington, D.C.
May 22-25, Reno, Nevada
June 11-15, Traverse City, Michigan

Costs:

Registration: \$25
Meals & lodging cost not determined

The National College will also co-sponsor in-state orientation and seminar programs for judges of courts of general and limited jurisdiction, providing discussion leaders and materials for more than 100 topics. A charge is made for the program development, instructors, and materials.

The National College provides similar services for two to three day seminars for paraprofessional court personnel. A charge is also made for this program.

Contact:

Laurance M. Hyde, Jr., Dean
National College of the State Judiciary
University of Nevada
Reno, Nevada 89507
Tel. (702) 784-6747

* Inquiries concerning the appellate program should be addressed to Dean Francis C. Sullivan, Louisiana State University Law Center, Baton Rouge, Louisiana 70803

COURT EXECUTIVE OFFICER DEVELOPMENT PROGRAM
INSTITUTE FOR COURT MANAGEMENT
DENVER, COLORADO

The Institute for Court Management provides a six month educational program for experienced court administrators and for persons wishing to prepare for the court management profession. Beginning with 1973, the program will include two classroom units taught in consecutive summers, with the latter unit followed by a three month internship and a two week concluding seminar. Participants may enroll in more than one phase in a year. The screening and selection of applicants begins in November and ends in April of each year.

Program for 1973

1. Immersion - two weeks, not in residence
mid April to mid June
2. Seminar A - The Technology of Modern Court Administration
Five weeks in residence
June 17 - July 20
3. Seminar B - The Application of Modern Management to the Justice System
Four weeks in residence
July 29 - August 24, 1973
4. Internship - three months, not in residence
5. Final seminar - two weeks in residence
December 2-14

Cost: Tuition for residence programs - \$350 per week

Contact:

Ernest C. Friesen, Jr.
Executive Director
Institute for Court Management
210 Republic Building
Denver, Colorado 80202
Tel. (303) 534-3174

JUDICIAL EDUCATION PROGRAM
WISCONSIN SUPREME COURT
MADISON, WISCONSIN

GOALS:

1. To establish a program of continuing education to enable judges to:
 - a. Obtain orientation prior to assuming duties on the bench.
 - b. Obtain information in specialized areas.
 - c. Obtain current information on new developments.
2. To coordinate Wisconsin programs with appropriate national education programs.
3. To refine the program by continuing evaluation.

METHODS:

The Judicial Education Committee, appointed by the Supreme Court, is a policy making body responsible for the overall program. The Chief Justice is the chairman of the committee, which includes two circuit judges, two county judges, the administrative director of courts, the deans of Wisconsin's two law schools, and the director of judicial education. The latter was appointed by the Supreme Court to direct the Judicial Education Program under the guidance of the committee.

The following programs have been sponsored by the Judicial Education Committee and funded (with the exception of the Traffic Court Conference) by an LEAA grant (\$154,000).

1. Wisconsin Judicial College. The College is primarily concerned with instruction for new judges. Participants also include sitting judges in order to utilize their experience and knowledge. The faculty is recruited from Wisconsin judges.
2. Wisconsin Judicial Conference. The 1970 and 1971 Judicial Conferences presented 2 1/2 day programs on the ABA Standards of Criminal Justice. These programs, utilizing ABA personnel, are coordinated with the work of a special committee to make recommendations regarding implementation of the ABA Standards.

3. 1972 Sentencing Institute. The program was held at the Green Bay State Reformatory and included a tour of the institution. The Probation Department and the Parole Board provided resource people. Participants included judges, institutional personnel, probation officers, parole board, and eight inmates.
4. 1972 Prison Tour. The tour included visits to a minimum security facility for juveniles, a minimum security adult correctional camp, a medium security institution for men, and a maximum security state prison. Participants questioned administrative and other personnel and were included in group therapy sessions at the boys school.
5. Parole Board Hearings. Judges are provided with a monthly schedule of parole board hearings at various institutions. They can make appointments to observe parole board hearings.
6. Group Therapy Sessions. Judges are provided an opportunity to participate in group therapy sessions at various adult correctional institutions.
7. 1972 Traffic Court Conference. The traffic conference, funded by the Wisconsin Highway Safety Coordinator's Office, was opened to participation by judges, clerks of court, and municipal justices.
8. Benchbook. The objective is to provide judges with a quick reference handbook that will cover all aspects of the trial.

The September 1972 - September 1973 program calendar includes one to five day programs on court administration for clerks, a traffic court seminar, a juvenile court conference, a conference on proposed rules of evidence, a traffic court conference, a sentencing institute and prison tour, a clerks conference, and the Judicial College.

Judges will also participate, pursuant to Wisconsin's training plan, in national education programs; participation in the Wisconsin Judicial College is a prerequisite.

BUDGET:

Personnel	\$30,000
Travel	2,500
Equipment purchases	3,000
Services and supplies	<u>1,500</u>
Subtotal	\$37,000

Program funds	<u>\$50,000</u>
Total	\$87,000

Contact:

Sofron B. Nedilsky, Director
 Judicial Education
 Supreme Court
 State Capitol Building
 Madison, Wisconsin 53702
 Tel. (608) 266-7807

CENTER FOR THE ADMINISTRATION OF JUSTICE
WAYNE STATE UNIVERSITY LAW SCHOOL
DETROIT, MICHIGAN

GOALS:

The Center exists principally to serve the needs of Michigan's judicial system through education and research. It seeks to make available to all judges and court employees the opportunities that only a handful can experience at national training programs. It also offers or cooperates in the preparation and presentation of seminars for prosecutors, municipal attorneys, public defenders and command police officers when the skills imparted enhance the quality of the justice system. It has three principal areas of emphasis:

1. Training of personnel. In the case of judges and senior administrative personnel, training is accomplished through short-term seminars of from one to five days duration. Court employees in middle and lower classifications are offered a series of adult extension courses on off-duty time. The Center does not compete with established police training programs. However, in cooperation with those programs, it offers special seminars of essentially legal content of duration from one day through several weeks. Training for Michigan prosecutors is now the responsibility of the Prosecuting Attorneys Association of Michigan, but the Center is available on request to assist in prosecutor training seminars.
2. Study projects. The Center is authorized to undertake study projects (applied research projects) relating to the administration of justice in Michigan courts, in close cooperation with the Supreme Court of Michigan and other state branches or agencies. The Center also sponsors briefing conferences on new systems of court administration generated by study projects.
3. Leadership development. Those who form community policies and attitudes usually lack accurate knowledge about the judicial system. Judicial policy makers and administrators, on the other hand, often fail to communicate their objectives and reasons for choice of methods to legislative, administrative and community leaders, and thus risk rejection or obstruction of modernized systems of justice. The Center sponsors special invitational community leadership conferences to try to foster mutual awareness of the need for modernization of the judicial system and the financial and community resources required for the purpose.

METHODS:

Center projects completed or currently being implemented include a series of five-day seminars for district judges on judicial administration, evidence and trial procedure, two-day seminars on handling traffic cases, two-day seminars on juvenile court law and administration, a conference on appellate court administration for appellate judges from five states, a series of nine adult extension courses on law and court administration for Wayne County court employees, a six-week seminar and a special series of orientation seminars for judges newly-elected in November, 1972. Future seminar topics include administration of the state controlled substances act, disposition of mentally ill persons in the justice system, special problems of trying criminal cases, civil litigation problems and modernized systems of traffic court administration.

General policies are developed through a National Advisory Council to the Center and regular conferences with the Chief Justice on behalf of the Michigan Supreme Court. Special planning committees are convened for each project, and outside consultants retained as appropriate. Conference and editorial services are provided on subcontract by the Institute of Continuing Legal Education, Ann Arbor, Michigan, for seminars of legal content, and the McGregor Center of Wayne State University for adult extension programs and community leadership conferences. Study projects also are to be implemented through special sub-contracts with qualified persons or agencies.

The permanent staff of the Center includes the director, who is a Law School faculty member assigned half-time to the Center, a full-time associate director, an administrative assistant, and two secretaries.

BUDGET:

During the 1972-1975 period, the basic operating expenses of the Center, within the staff limits described above, are met through a grant from the W. K. Kellogg Foundation, augmented by certain University services in kind. The Kellogg grant also underwrites program activity and study projects falling outside existing federal funding programs, or provides required hard match for those programs. Several awards have been by the state planning agency (Office of Criminal Justice Programs) to support Center training programs related to administration of criminal justice. The Center also has received a sub-grant from the state Office of Highway Safety Planning to provide seminars in traffic court administration.

Contact:

B. J. George, Jr.
Professor of Law and Director,
Center for the Administration of Justice
Wayne State University Law School
6001 Cass
Detroit, Michigan 48202
Tel. (313) 577-4820

WASHINGTON CRIMINAL JUSTICE EDUCATION & TRAINING CENTER
ISSAQUAH, WASHINGTON

GOALS:

The overall goal is to contribute to the improvement of the criminal justice system through the presentation of an effective education and training program offered to all members of the criminal justice system. Specific goals include:

1. Provide better communication and cooperation between and within disciplines.
2. Implement advanced and innovative ideas and educational technology.
3. Meet comprehensive and essential training needs.
4. Disseminate ideas for the improvement of the criminal justice system.

METHODS:

The Center was organized in 1970 as a private non-profit corporation whose board of directors and advisory committee are drawn from Washington justice system agencies.

In order to meet both the existing training needs of Washington's criminal justice system, and to facilitate better communications and cooperation among parts of the system, the Center conducts two basic types of training:

1. interdisciplinary
2. single discipline

Training programs conducted include:

Orientation to the criminal justice system
Basic law enforcement academy
Jail operations
Prosecutors' orientation
Citizens' conference on Washington courts
Group home and halfway house staff training
Law enforcement supervisors' school
Juvenile problems seminar
Orientation for the judiciary
Public defender investigative staff training
Alcoholism workshop
Judicial opinion writing conference
Basic counseling skills
Orientation for police officers' wives
Police community relations workshop
Corrections middle-management seminar
Organized crime workshop
Magistrates' training conference
Line-level corrections workshop
Criminal drug investigation academy

CRIMINAL JUSTICE PROGRAM
LOUISIANA STATE UNIVERSITY LAW SCHOOL
BATON ROUGE, LOUISIANA

BUDGET:

The Center staff includes six professional and four clerical members. The professional staff consists of a director, deputy director, law enforcement program coordinator, corrections program coordinator, adjudications program coordinator, and administrative assistant.

The total amount appropriated for personnel compensation in the fiscal year 1973 budget is \$152,605. Other budget items include:

Instructors and consultants	\$ 49,825.00
Travel and subsistence (consultant and instructor travel; staff travel; class field trips; student subsistence and lodging; instructor subsistence and lodging; staff subsistence and lodging)	104,369.00
Equipment	6,956.00
Supplies and operating expenses (facilities; reproduction and printing; classroom supplies; postage and mailing; periodicals, books and professional memberships; office expenses)	84,414.00
TOTAL	\$398,169.00

The cost of the Center training programs varies greatly dependent on the number of attendees, the need to compensate instructors, special facility and equipment requirements, etc. An average cost per student training day of \$10.85 can be computed, however. This figure includes all training materials, instructor compensation and student subsistence.

Contact:

Jay R. Dixon, Director
Washington Criminal Justice Education & Training Center
Providence Heights Conference Center
Issaquah, Washington 98027
Tel. (206) 392-1281

GOALS:

To improve the administration of criminal justice in Louisiana through education and training programs.

METHODS:

Activities are in two main areas - training seminars and publications.

Conferences last 1 1/2 to 2 days. Presentations are informal; and discussion among the participants is encouraged. Materials are published in connection with each conference. The focus is on new trends and developments in criminal justice.

Experimentation with the conference and publication programs is planned. Small, one day, one topic seminars will be held with a limited attendance. The publication program will broaden to cover research projects culminating in definitive studies. These studies will endeavor, among other things, to offer solutions to pressing problems affecting the administration of criminal justice.

Conferences held include:

Louisiana Judicial and Prosecutor Conferences - All members of the judiciary and prosecutors are eligible to attend, topics are varied, faculty are members of the bench and bar from Louisiana and throughout the nation.

Regional Judges and Prosecutors - From the United States Fifth Judicial Circuit. (Note: training programs for defense counsel and other attorneys are sponsored by another Law School project, The Institute for Continuing Legal Education.)

National Judicial Conference on Standards for the Administration of Criminal Justice - Participants were the nation's appellate judiciary, both state and federal. The purpose was implementation of the American Bar Association Standards for Criminal Justice. Five day conference.

Law Clerk Institute - Law clerks from Louisiana and various other states spent three days preparing themselves to better serve judges.

Law and the Press - To acquaint the press with the criminal justice system. Two day conference.

Correctional Institute - Three day conference for Louisiana judges on sentencing and corrections, including visits to various state institutions.

Publication activities:

Comparative Study - Compares ABA Standards with Louisiana Law.

Criminal Experts Listing - Compiles experts in various fields who are available to testify.

Criminal Justice Bulletin - Monthly publication of decisions in most recent state and federal criminal cases.

Criminal Justice Newsletter - Monthly publication covers latest news-worthy events and digests landmark state and federal criminal case decisions.

Juror Handbook - Brochure hand-out given to prospective jurors when they receive their summons.

Also a Judicial Benchbook, Prosecutor Office Management Handbook, and Law Enforcement Guide.

BUDGET:

The annual operating budget for the center's base staff is \$91,790. This staff includes a director, associate director, assistant director, special assistant, administrative assistant, three secretaries and seven student workers.

Program costs for particular conferences vary greatly; however, use of University resources reduces expense.

Conferences scheduled for 1973 and early 1974 include three judicial conferences and three prosecutor conferences.

Contact:

Francis C. Sullivan, Director

or

Joseph J. Baiamonte, Associate Director
Criminal Justice Program
Louisiana State University Law Center
Baton Rouge, Louisiana 70803
Tel. (504) 388-8825

CALIFORNIA COLLEGE OF TRIAL JUDGES
UNIVERSITY OF CALIFORNIA SCHOOL OF LAW
BERKELEY, CALIFORNIA

GOALS:

To satisfy the critical need for ongoing training programs for judges, particularly for newly appointed judges.

METHODS:

A College of Trial Judges was established under the sponsorship of the California Conference of Judges, a voluntary association of judges of courts of record.

California judges, experienced in the trial of cases, prepared educational materials for the program. The full gamut of judicial involvement is covered, with courses on evidence, ethics, and criminal law merged with sentencing practices and grand jury impanelment procedures. The College is held each year at the School of Law, University of California at Berkeley. It is a two week program which brings together some eighty newly or recently appointed judges to be trained by their colleagues and experienced persons in the legal educational field. The program consists of classroom lectures and discussion, as well as seminar and informal discussion groups. Field trips are arranged to local correctional, probation and similar facilities. With a turnover rate of about eighty judges each year, this program enables the College to reach each new judge in preparation for his judicial assignment.

BUDGET:

An annual budget of approximately \$60,000 covers participant and faculty expenses, salary for a part time secretary, and the preparation and distribution of materials.

Contact:

Hon. Henry M. Busch
Dean of the College of Trial Judges
Judge of the Superior Court
1540 North Mountain Avenue
Ontario, California 91764
Tel. (714) 988-1372

JUDICIAL TRAINING SEMINAR
WEST VIRGINIA JUDICIAL ASSOCIATION
ELKINS, WEST VIRGINIA

GOALS:

To provide an in-state, in-service judge training seminar with emphasis on criminal law.

METHODS:

This was the first judicial training seminar conducted in West Virginia in three years. The training was provided by the National College of the State Judiciary, and covered the following areas: criminal law, evidence, civil proceedings before trial, and inherent powers of the courts. The seminar continued for three days, and was co-sponsored by the West Virginia Judges Association and the Governor's Committee on Crime, Delinquency and Correction.

BUDGET:

LEAA funds of \$4,480 covered lodging and meals for judge trainees; and overall training package costs of the National College of the State Judiciary. The in-kind match was the pro-rated salaries of the judges who participated.

Contact:

Hon. George R. Triplett, Judge
Twentieth Judicial Circuit
Randolph County Courthouse
Elkins, West Virginia 26241
Tel. (304) 636-3815

JUDICIAL TRAINING PROGRAM
THE JUDICIAL CONFERENCE OF VIRGINIA
RICHMOND, VIRGINIA

GOALS:

To improve the administration of justice through an expanded continuing education and training program for all judges of Virginia.

METHODS:

Virginia judges now attend two annual training programs, six months apart, each consisting of two full days of training. These include two programs for judges of courts of record, and two separate programs for judges of courts not of record.

The Chief Justice and the executive committees of the Judicial Conference of the Courts of Record and the Judicial Conference of the Courts Not of Record appointed a Continuing Committee on Judicial Education for each of the Conferences to work with the state criminal justice planning agency in planning and presenting these programs. Formerly, each judicial conference had an annual one day business session, but did not engage in specific, concentrated training or education.

The committees develop, plan, and present the training seminars for each group of judges. There are approximately 100 judges of courts of record, and approximately 170 judges of courts not of record.

In addition, the Virginia Council of Juvenile Court Judges has appointed a five member committee of judges of Juvenile and Domestic Relations Courts, to develop, plan, and present an annual two day training program for judges specializing in juvenile justice. Judges of these courts also attend the two two-day training seminars for judges of courts not of record.

Assistance in presenting the seminars has been provided by the American Academy of Judicial Education and the National College of the State Judiciary.

BUDGET:

Cost of the five annual training programs approximates \$57,000. This amount includes instructor fees, administrative costs, all travel and per diem, and training materials.

Contact:

Richard N. Harris, Director
Division of Justice and Crime Prevention
101 Ninth Street Office Building
Richmond, Virginia 23219
Tel. (703) 770-7421

MISSISSIPPI JUDICIAL COLLEGE
UNIVERSITY OF MISSISSIPPI SCHOOL OF LAW
UNIVERSITY, MISSISSIPPI

GOALS:

1. Enhance the professional skill levels of criminal justice personnel through continuing legal education.
2. Provide funds for criminal justice personnel to attend national conferences and seminars.
3. Establish a base for court-related studies and treatises using the Judicial College as a forum for discussion, examination and implementation.

METHODS:

The program will be implemented through the University of Mississippi School of Law. A law school faculty representative will serve as project director. The University campus will serve as the site for certain seminars, with Jackson and the Gulf Coast as other conference locations. Continuing legal education and training seminars will be made available to county judges (20), county prosecuting attorneys (61), municipal judges (275), municipal prosecutors (35), justices of the peace (514), and court-support personnel including court reporters (75) and clerks (160). Attendance at regional and national conferences and workshops will be encouraged.

The Judicial College will form an important base for court reform in Mississippi. The participants will be encouraged to generate ideas for improvement and to lend necessary expertise in the development of court-connected studies to advance Mississippi's criminal justice system.

BUDGET:

Federal support	\$166,000
Local match	<u>55,334</u>
TOTAL:	\$221,334

Contact:

Judge N. S. Sweat, Jr.
Professor of Law and Project Director

or

James W. Warren, Jr.
Assistant Project Director
University of Mississippi School of Law
University, Mississippi 38677
Tel. (601) 232-7361

REPRODUCTION AND DISTRIBUTION OF SUPERIOR COURT
CRIMINAL TRIAL BENCH BOOK AND DESK BOOK
JUDICIAL COUNCIL OF CALIFORNIA
SAN FRANCISCO, CALIFORNIA

GOALS:

Trial judges have developed a variety of personal notes and recordkeeping systems for use as reference material during trials. Recognizing the benefits to be had from systematizing these materials, the Los Angeles Superior Court developed, for use during trial, a comprehensive bench book and desk book on the practical application of criminal law and procedure. By providing immediate access to relevant points and authorities, this guide has proved to be of great use not only to newly appointed judges but also to experienced judges. The purpose of this project was to make this work of the Los Angeles Superior Court available to judges throughout the state.

METHODS:

The Judicial Council contracted with the County of Los Angeles for reproduction of 400 copies of the bench book and desk book. These were delivered to about 300 superior court judges in other counties with the balance to be distributed to newly appointed judges.

BUDGET:

The project cost of approximately \$40,000 was used principally for reproduction and distribution costs.

Contact:

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Judicial Council of California
4200 State Building
455 Golden Gate Avenue
San Francisco, California 94102
Tel. (415) 557-0610

NARCOTICS AND DRUG ABUSE INSTITUTE
JUDICIAL COUNCIL OF CALIFORNIA
SAN FRANCISCO, CALIFORNIA

GOALS:

The Judicial Council of California has for a number of years been involved in the continuing education of judges through institutes and seminars on a variety of subjects. Its programs are recorded, edited, published and widely disseminated to judges throughout the state and other interested persons and groups. Annual or bi-annual sessions are held on such subjects as juvenile court law, sentencing practices, problems related to courts of limited jurisdiction, and others. Because of the pervasive problem of narcotics in the criminal law area, there was need for a special statewide institute on drug abuse.

METHODS:

This institute was organized as are other Judicial Council programs:

1. Selection of an advisory committee of judges and others to plan the program, select the site, determine participants, select the topics to be covered, and provide guidelines for collecting materials and conducting the program.
2. Collection of background materials from nationally known experts.
3. Organization of the program, selection and invitation to participants, including judges, probation personnel, and others.
4. Conduct the program for about 100 participants at a three-day institute with Arden House-type discussion groups as well as plenary sessions.
5. Publication and dissemination of discussion materials.

BUDGET:

A total of \$45,000 in federal funds was made available for the services of nationally known experts in the narcotics field to attend the institute to lead discussions on the subjects (\$3,000), to pay travel expenses for Advisory Committee members, staff, and participants (12,000),

and the balance for publication of institute materials and normal operating expenses for staff and program preparation.

Contact:

I. J. Shain, Research Director
Judicial Council of California
4200 State Building
455 Golden Gate Avenue
San Francisco, California 94102
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TRAINING FILM FOR JUDGES
OF COURTS OF LIMITED JURISDICTION
THE STATE COURT ADMINISTRATOR
DENVER, COLORADO.

GOALS:

1. To improve the skills of judges of courts of limited jurisdiction in presiding over misdemeanor and traffic cases, including arraignment, voir dire, and actual trial.
2. To explore the use of videotape as a training tool, especially because of the lower cost involved as compared with film.
3. An experiment in the use of videotape as a vehicle for Arden House type discussion groups.
4. The film will be available for instruction of new judges as they are appointed to the bench.

METHODS:

A professional screen and television writer, with considerable production experience, was engaged to write the script and direct the production, entitled, The Role of the Judge. He was assisted by a former judge and current law school professor, who served as legal advisor. There was also an advisory committee of lower court judges. One of the courtrooms in the Denver County Court was used as the scene for the film. Actors were used rather than judges or lawyers with whom those watching the film might be familiar. The film is divided into five sections: arraignment, voir dire, opening argument, prosecution's case and defense's case. The film is designed so that it may be stopped for discussion after each segment, and a discussion outline was prepared to accompany the film. By using several copies of the film, it is possible, through the use of TV monitors, to hold simultaneous workshops for five or six groups of 10-15 judges each. Each group has a discussion leader who has viewed the film and reviewed the discussion guide prior to the seminar. The discussion after each segment is approximately 45 minutes long, so that a full day's workshop is possible.

It took 90 days to prepare the script, and the film was shot and edited within an additional 30 days. The film, shown without interruption, requires 70 minutes.

BUDGET:

<u>Consultants & Professional Services</u>	
Director, producer and script	\$ 4,000
Legal advisor (\$12.50 per hour x 80 hours)	1,000
Production unit (camera, operator, unit manager, etc)	1,240
Research and evaluation component (script analysis, preparation of discussion manual, etc.)	<u>2,026</u>
Subtotal	\$ 8,266
 <u>Travel & Subsistence</u>	
Director-producer	\$ 500
 <u>Equipment</u>	
Video rover	\$ 1,700
Video monitor	<u>1,200</u>
Subtotal	\$ 2,900
 <u>Operation Expenses</u>	
Equipment rental	\$ 2,180
Telephone and postage	<u>100</u>
Subtotal	\$ 2,280
TOTAL:	<u>\$13,946</u>

Contact:

Harry O. Lawson
State Court Administrator
Room 323 State Capitol
Denver, Colorado 80203
Tel. (303) 892-2681

COURT EMPLOYEE TRAINING
COLORADO JUDICIAL DEPARTMENT
DENVER, COLORADO

GOALS:

1. In-service training of administrators and clerks of county and municipal courts.
2. Improvement of traffic court record systems.

METHODS:

1. Training Needs Survey: The training officer formulated a preliminary outline of training needs after review and evaluation with judicial officials and appropriate court employees.

2. Training Goals and Projects: Goals for a training program were formulated from the outline of training needs. Potential program topics were arranged under three major divisions: (a) legal institutions, judicial systems, and the criminal justice system; (b) concepts and techniques of management and administration; (c) the performance of court functions.

Resource material was developed for training programs, including background research and editing of court administration materials for the county court manual. This manual, to be used by both judges and clerks, will be a training resource.

Administrative profiles were also prepared for a selected number of courts as background information for program development. These profiles include: (a) administrative organization, including the relation of municipal courts to the executive agencies of municipal government; (b) internal procedures; and (c) court rules and policies of significance to court administration.

The training officer attended meetings of the highway safety communications committee and the highway safety records subcommittee and developed materials related thereto. He also worked with the Colorado State Patrol to develop more rapid and accurate reporting of bench warrant cancellation, and surveyed county courts to ascertain current practices. Preliminary consultation has taken place with the Motor Vehicle Division on problems in reporting traffic court convictions and in introducing a data process coding system for traffic offense convictions.

The training officer has also been involved in planning for traffic court record systems workshops.

The foundation has now been laid for training programs to be held in fiscal year 1973.

BUDGET:

The annual budget requirements total about \$30,000, distributed as follows:

<u>Personnel services</u> (including the training officer and traffic court coordinator, a clerk-steno (part time), and contract services)	\$18,500
<u>Equipment and Operating Expenses</u>	\$ 4,500
<u>Travel and Subsistence</u> (for staff and trainee court personnel)	\$ 7,000

Contact:

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ADULT PROBATION OFFICERS TRAINING SEMINAR
STATE COURT ADMINISTRATOR
DENVER, COLORADO

GOALS:

This project was designed to provide inservice training for 85 adult probation officers, supervisors, and administrators in Colorado. This particular training program dealt primarily with decision-making, instructing probation staff in the terms and style of managerial behavior (the role of case managers - officer to probationer, and the roles of probation administrators and supervisors - supervisors to probation officers and administration to supervision.).

The chief objective was to improve the skills of each of the participants and to provide them with techniques for carrying out their duties more effectively.

METHODS:

The training seminar consisted of two separate six-day seminars (each attended by half of the eligible probation staff) held at the University of Colorado in Boulder. Each session covered the probation officer (supervisor) (administrator) as a change agent, including conditions of change, motivations for change, and the planning, implementation, and evaluation of programs.

A staff of national training experts was used as the faculty for this program.

BUDGET:

Professional training staff and training materials	\$ 8,582
Lodging, travel and subsistence for conference participants (85 participants), 10¢ per mile and lodging for those attending from outside the Denver metro area (those in the Denver area commuted daily)	<u>6,418</u>
Total	\$15,000

Contact:

Harry O. Lawson
State Court Administrator
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Denver, Colorado 80302
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LAW STUDENT INTERN PROGRAM
UNIVERSITY OF MISSISSIPPI SCHOOL OF LAW
UNIVERSITY, MISSISSIPPI

GOALS:

1. To provide 68 senior law students from the University of Mississippi School of Law as legal interns in offices of municipal, district and county attorneys, Attorney General's Office (Criminal Division), public defenders, and judges of youth court jurisdiction.
2. To maintain close supervision of participating interns through initial orientation, ongoing evaluation, and debriefing sessions.
3. To provide more experienced criminal law practitioners upon law school graduation.

METHODS:

The assignments of the student interns include 50 to offices of prosecutors, 12 to judges of youth court jurisdictions, and six to two public defender offices. Each student will receive 15 semester credit hours upon successful completion. Internships are also programmed during the summer months.

Public defender offices at Calhoun City and Pascagoula will receive law student intern assignees under this program. A senior law student in Mississippi may, under State law, engage in the limited practice of law while serving as an intern. The range of intern responsibilities includes drafting pleadings, jury selection, examination of witnesses, closing arguments, legal research, and participation in preliminary hearings and plea bargaining sessions.

The law school will employ an attorney as intern coordinator to maintain liaison between the interns, sponsoring court officers, and the law school. Each intern will keep daily records of his activities. Final evaluation will be obtained from the students as well as the sponsors.

BUDGET:

Federal support	\$147,000
State support	<u>49,000</u>
First Year Total Cost:	\$196,000

Contact:

Judge N.S. Sweat, Jr.
Professor of Law & Project Director

or

James W. Warren, Jr.
Assistant Project Director
University of Mississippi School of Law
University, Mississippi 38677
Tel. (601) 232-7361

PERSONNEL

Many jurisdictions suffer from lack of manpower, and manpower is sometimes not used to maximum effectiveness. But adding more personnel to do the same job in the same way may not be good strategy.

We need to improve our personnel systems as well as to improve the ways personnel work within these systems. Patronage should yield to professional merit systems unobstructed by biased or irrelevant testing measures; educational and training programs are critical to increasing the skills of court personnel.

Clerical procedures employing 50-year-old methods must yield to more modern, more functional processes. As the courts add to their staffs the specialized personnel they need (managers, information coordinators, planners, researchers and courtroom staff) a basic principle should be followed: court staff should be selected by the court and be responsible to it; common patterns of staffing courts with persons employed by independently elected officials should be avoided.

EVALUATION, VALIDATION AND IMPROVEMENT
OF THE WEIGHTED CASELOAD SYSTEM
JUDICIAL COUNCIL OF CALIFORNIA
SAN FRANCISCO, CALIFORNIA

GOALS:

The Judicial Council of California pioneered in the establishment of a Weighted Caseload System for measuring judicial manpower needs. This system utilizes a classification method for segregating judicial workload into its several parts and assigning a weight to each component based upon its relative use of judicial manpower. The system is based upon the premise that different types of actions, both civil and criminal, require varying amounts of judicial manpower for disposition. Thus, a felony filed in the Superior Court will on the average take more judicial manpower for its disposition than a probate filing in the same court. Measurement of the time spent in various functions multiplied by the frequency of occurrence of such functions produces a useable weight for measuring judicial manpower needs. In turn, this information is valuable to legislative bodies in establishing judicial positions, and to courts in management of caseload.

The Weighted Caseload System was developed by the Judicial Council by its own analysts. The purpose of this project is to involve outside professionals in a study to evaluate, validate, and improve the California Weighted Caseload System.

METHODS:

A consulting firm was engaged to conduct a study of the current Weighted Caseload System using a time-study approach and statistical analysis. Visits to representative courts, and measurements of work by direct observation and analysis of workloads. The resulting report validated the base merit of a Weighted Caseload System and resulted in recommendations for improvement of the system, many of which are now operational.

BUDGET:

Total project cost was approximately \$150,000, \$72,500 of which was the consulting firm's contract price for total services. The balance consisted of courts' employee time assisting the consulting firm in statistical recordkeeping.

Contact:

Bern Jacobson, Court Management Analyst
Judicial Council of California
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455 Golden Gate Avenue
San Francisco, California 94102
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PERSONNEL SYSTEMS STUDY
COURT OF COMMON PLEAS
PHILADELPHIA, PENNSYLVANIA

GOALS:

To describe the existing personnel system of the court, identify deficiencies and to recommend constructive changes.

METHODS:

1. Interviews with management and operational personnel of the court.

2. Examination of methods of selecting personnel for various court positions.

3. Examination of a random sample of personnel records of employees hired during 1971.

The study found the following deficiencies in the selection system:

- . No rational job classification plan
- . No job evaluation plan
- . No wage policies plan
- . Inequitable salaries
- . An absence of job-related training programs
- . Incomplete personnel rules
- . Only 50% of those hired in jobs requiring an examination were in fact tested
- . Persons who had failed an examination were nonetheless employed
- . Employment practices were governed by political patronage, with substantially all new employees referred by political party organizations

The research staff designed a plan for a comprehensive classification, job evaluation and pay study for the court and its 1,600 employees; urged the development of a comprehensive personnel policy manual; and recommended an expanded personnel office.

BUDGET:

Cost of study staff, including per diem and travel, approximated \$12,000. It should be noted that this was a preliminary study, and the implementation of a comprehensive study would require considerably more funds.

Contact:

T. Mills, Personnel Officer
Court of Common Pleas
City Hall
Philadelphia, Pennsylvania 19107
Tel. (215) 686-7973

WORK SYSTEMS STUDY
COURT OF CHANCERY
WILMINGTON, DELAWARE

GOALS:

To design an improved work system for a specialized court, including forms, paper flow, increased mechanization, new court rules, and job restructuring.

METHODS:

1. Identification of the organizational structure and functional relationships of the court.
2. Interviews with key staff and line personnel, and the completion and analysis of job data questionnaires.
3. Performance of desk audits of 13 staff positions.
4. Development of detailed work flow diagrams.
5. Design of an improved work system.

BUDGET:

The study required 40 man days of professional staff time. Cost, including travel, on-site expenses, and printing was \$8,520.

Contact:

Basil R. Battaglia
Register in Chancery
Court of Chancery
The Public Building
Wilmington, Delaware
Tel. (302) 658-6641

WAYNE COUNTY COURT EMERGENCY PROGRAM
SUPREME COURT OF MICHIGAN
DETROIT, MICHIGAN

GOALS:

To reduce civil and criminal court backlog and excessive use of county jail; to develop programs to prevent undue court delay in the future.

METHODS:

The Michigan Supreme Court Administrator, with State and LEAA funding, assigned ten extra judges to the Detroit Recorder's Court (the major felony trial court) and the Wayne Circuit Court (general trial court with felony jurisdiction outside the city of Detroit, but in Wayne County). The position of "Deputy Court Administrator-Wayne County" was added to the office of the Supreme Court Administrator, to oversee the emergency programs and to develop long range programs for alleviating case backlogs. Personnel to staff the courtrooms of the ten visiting judges in Recorder's Court was drawn from existing city employees. Law school students were selected as well as a few non-law students to serve as court clerks and bailiffs. A one week training program was provided the students. Extra Detroit police were also used.

The duties of the Deputy Court Administrator-Wayne County were: supervise and improve case assignments; plan better use of witnesses time; report to the Supreme Court on case volumes and backlogs; manage space assigned to courts; recruit and train court personnel; compile statistics; serve as public information officer; arrange law libraries for visiting judges.

Jail case dispositions received the highest priority in Recorder's Court for two reasons:

Judges had determined, in a suit brought in behalf of prisoners, that "cruel and inhumane" conditions existed in the jail. Part of this was due to overcrowding. By assigning ten extra judges to hear criminal cases, by scheduling jail cases almost exclusively, and by devising a "plea judge" system, it was possible, in a matter of months to almost halve the jail population.

. Speedy trial requirements also dictated immediate attention to the jail caseload.

By utilizing visiting judges of all types, including former judges, retired judges, as well as active judges from all trial courts, under Supreme Court assignment, the superintending control powers of the Supreme Court are underscored.

BUDGET:

	<u>State</u>	<u>LEAA</u>
Visiting Judges - Recorder's Court	\$ 84,500	\$203,500
Police Security Personnel		50,000
Visiting Judges - Circuit Court	30,312	90,937
Support Staff - Circuit Court (11 clerks, 10 tipstaffs, 3 typists, 1 ass't coordinator, 1 ass't assignment clerk, 10 court reporters	<u>335,500</u>	
	\$450,312	\$344,437

Contact:

Herbert D. Levitt
Deputy Court Administrator-Wayne County
1425 Lafayette Building
Detroit, Michigan 48226
Tel. (313) 222-1930

SPECIAL CIRCUIT COURT SESSION
PULASKI COUNTY CIRCUIT COURT
LITTLE ROCK, ARKANSAS

GOALS:

To provide support personnel for a special division of the Pulaski County Circuit Court to alleviate a backlog of some 1,500 felony cases awaiting trial in the court and to eliminate overcrowding at the county jail.

METHODS:

The Arkansas Supreme Court, at the request of the Prosecuting Attorney for the Sixth Judicial District, appointed eight circuit judges from other judicial districts of the state to hear backlogged cases. The court directed the special judges to hear the cases during a three month period, with a goal of reducing the backlog to a point which would permit jury trials in all felony cases within 60 to 90 days after entry of pleas.

There was serious overcrowding in the county jail, frequently at more than 150 per cent of capacity, with some defendants incarcerated more than a year awaiting trial. Trial priority was given to jailed defendants.

The court had had one criminal division until a second was added by the legislature beginning January 1, 1971. The prosecuting attorney had been elected to the new judgeship and disqualified himself from trying any of the cases which were pending when he assumed his new office. Special enabling legislation made the special court possible. The special division was scheduled for June 15 to September 15, 1971, and the eight assigned judges each served one to two weeks during this period. The division actually began May 10, 1971, with additional local funds, and a total of 108 cases involving 73 different defendants were permanently closed as a result of trials or pleas during this period. The number of jailed defendants awaiting trial was reduced from 70 at the beginning to 34 as the end of the project.

BUDGET:

LEAA funds for the three month project paid for the following costs:

Court reporter	\$ 2,250
Court clerk	1,275
Panel of 45 jurors for 12 wks.	13,750
Deputy prosecutors (2 for 3 mos. @ \$1,000/mo.)	6,000

Employee fringe @ 10%	\$ 953
Office supplies	200
Copying machine rental	400
Total	\$24,828

Matching Arkansas funds covered judicial salaries and expenses, a bailiff and part of juror costs.

Contact:

James Guy Tucker, Prosecuting Attorney
Sixth Judicial District
Courthouse
Little Rock, Arkansas
Tel. (501) 375-9143

COORDINATOR, COURT INFORMATION SYSTEMS
ADMINISTRATIVE OFFICE OF THE COURTS
TRENTON, NEW JERSEY

GOALS:

To plan and stimulate development of a comprehensive judicial management information system and the use of electronic data processing in the clerical, scheduling and other functional activities of the courts and court related offices.

To coordinate the judicial data processing activities in the hundreds of courts and offices serving the courts at the state, county and municipal level.

To insure compatibility in the development and operation of the numerous independent local data processing installations so as to make possible a state-wide system.

To provide technical and consulting assistance to the counties and municipalities on data processing problems involving the judicial branch of government. Such centralized capabilities would enable local courts to select from the myriad proposals presently being made by a growing number of consultants who are willing to design a system to meet the price, rather than the need.

METHODS:

The information systems coordinator will develop and maintain a statewide master plan for the entire judicial system. This master plan will provide central direction and guidance, assure efficient and effective systems, and provide a blueprint for the orderly growth and development of data processing activities. Included in this plan will be the design and programming of a multi-county calendaring system.

He will develop standards for the court information system in terms of common data elements and codes, modular programming, and the use of standardized information.

He will evaluate all requests for the acquisition of equipment, the use of consulting firms, and the purchase of information processing services.

BUDGET:

The salary for this position, which has been funded by the state planning agency, is in the range of \$17,909 to \$24,174. Clerk stenographer assistance is required, plus fringes, office space and equipment, and travel. The job description requires for this position ten years of experience with management information systems, systems analysis and electronic data processing, including five years at a supervisory level. SPA grant is \$32,667.

Contact:

Edward B. McConnell, Administrative Director
Administrative Office of the Courts
State House Annex
Trenton, New Jersey 08625
Tel. (609) 292-4636

PROBATION RESEARCH STAFF
ADMINISTRATIVE OFFICE OF THE COURTS
TRENTON, NEW JERSEY

GOALS:

Creation of a probation research staff to develop and evaluate pre-sentence and post-sentence probation services and programs, as a specialized planning service for a state or local probation director.

METHODS:

This recently initiated research unit is part of a centralized state court administration office which has supervisory authority over local probation departments. The unit will:

1. Review and evaluate traditional methods of performing investigation services with a view toward improving the quality and thoroughness of investigation reports to the courts.
2. Examine methods of supervision in order to allocate resources according to the degree of supervision required in particular cases.
3. Survey and analyze present probation programs and project future changes in needs of the probation system.
4. Provide consultative assistance in the development of a statewide probation information system.
5. Expand contacts within the judicial system for purposes of playing a more active role in the design, development, monitoring and evaluation of innovative programs within the court-probation structure.
6. Expand interstate contacts to study innovative projects and programs which appear to be successful in improving probation practices and supervision in other states.

BUDGET:

First year staff includes a chief of probation research, two research associates and one research assistant, a statistical clerk and a clerk-steno. These salaries total \$74,984, which includes fringe benefits.

Contact:

David Berkman, Chief of Probation Research
Administrative Office of the Courts, State House Annex
Trenton, New Jersey 08625
Tel. (609) 292-5634

PILOT PROGRAM IN LEGAL SPECIALIZATION
STATE BAR OF CALIFORNIA
SAN FRANCISCO, CALIFORNIA

GOALS:

The increasing complexity of certain fields of law has produced a need for increased specialization by attorneys. This project will implement on an experimental basis a plan conceived by the State Bar of California, whereby California attorneys may become certified as specialists in particular fields of law, with a view toward a permanent, comprehensive certification program.

METHODS:

The pilot program is to be conducted statewide and is limited to three fields: workmens compensation, tax and criminal law. These three were chosen because of the more or less stable limits of these fields, as well as the fairly well defined, known number of persons operating in them. Standards and procedures for certification were developed by a newly formed California Board of Legal Specialization with the assistance of three advisory commissions, one in each of the specific areas of specialization. A professional staff developed the specific methods to be followed by lawyers in seeking certification. Draft proposals were published for comment, and public hearings held on the proposals. After revision a recommendation will be made to the governing body of the State Bar for adoption of permanent rules on specialization. It is anticipated that examinations will be administered and certificates issued to successful applicants toward the end of the project period.

The experience in the pilot program will provide some tentative answers to questions regarding the desirability, methods, and consequences of regulating legal specialization, including its effect on the administration of criminal justice.

BUDGET:

Total funding for this one year project is approximately \$87,000, with federal funding of about \$62,000 to provide legal staff to the advisory committees, as well as traveling expense for committee members.

Contact:

Pilot Program in Legal Specialization
c/o State Bar of California
601 McAllister Street
San Francisco, California 94102
Tel. (415) 922-1440

The courts need more programs to reduce unnecessary detention of persons awaiting court hearings. Alternatives to traditional bail practices need to be provided. The provision of counseling, educational, training, and other forms of assistance at the pretrial stage (with constitutional safeguards) and well-administered diversion programs, particularly for crimes without victims and less serious law violations, are necessary components of a modern criminal justice system.

At the minimum, all component agencies of the justice system should evaluate and improve their local bail, jail, and screening procedures. Prosecutors, public defender agencies, judges, court administrators, and probation personnel should, with citizen participation, develop procedures, guidelines and criteria to improve pretrial handling of persons under charge. Statutory and rule changes may be necessary.

Promising juvenile and adult practices are set forth in this section. Their sponsors include private organizations, courts and independent public organizations.

COURT BAIL PROGRAM
COMMON PLEAS AND MUNICIPAL COURT
PHILADELPHIA, PENNSYLVANIA

GOALS:

To reduce pre-trial jailing for criminal defendants through an extensive Release on Recognizance (ROR) program, backed up by a ten per cent case bail program, and a routinized system for bail review of jailed defendants.

METHODS:

The Court Bail Program represents two of the six major programs of the Pre-Trial Services Division. This Division operates as part of a court system and is supervised by the presiding judge of the Court of Common Pleas.

All apprehended adults taken to jail are interviewed at the Police Administration Building by employed law student interviewers to obtain information as to the criteria for ROR release. This information is then verified and prior court records checked. The program's court representatives appear at hearings to present this information. During the first 12 months of the program, 41.3% of detained persons were granted ROR.

Other defendants may be eligible for the ten per cent case deposit plan. During the first 12 months, 87.6% of defendants making bail, posted ten per cent cash bail. Under this program, ten per cent of the bail amount is posted, and 90 per cent of this is returned if the defendant appears at all hearings (a minimum fee of \$10 is retained). Willful failure to appear results in a forfeiture and liability for the full bail amount (100%).

Other departments of the program routinely notify defendants as to each hearing, systematically contact defendants who fail to appear and have arrest powers to take the latter into custody. The program also petitioned for 1,691 bail reductions, over 12 months, as part of its responsibility to review bail status. Many defendants for whom petitions were filed had their bail reduced or received ROR. Computerized records are maintained, and a research and evaluation unit provides ongoing measurement of the program.

Two per cent of defendants granted ROR on the recommendation of the project, and who failed to appear, were not apprehended. The fugitive rate for the ten per cent case bail program is 2.2 per cent.

Within a 12 month period, approximately \$250,000 is produced by the minimum one per cent retention fee imposed on all cases. Forfeiture of the 10 per cent deposit is also expected to produce \$160,000 in annual revenues.

BUDGET:

Annual program cost approximates \$626,000. In addition to executive direction, and secretarial personnel, the staff includes:

1. Interview Department: supervisor, assistant supervisor, approximately 30 part-time interviewers.
2. Verification Department: supervisor and five verification clerks.
3. Notification Department: supervisor and five notification clerks.
4. Court Representation Department: supervisor and six court representatives.
5. Disposition Department: supervisor and two record clerks.
6. Investigation Department: supervisor, assistant supervisor, 12 investigators and three clerical personnel.
7. Research and Evaluation Department: evaluator and two coders.

Contact:

David J. Lester, Director

or

Merrill Turner, Administrative Assistant
Court Bail Program
Philadelphia Common Pleas & Municipal Court
Pre-Trial Sources Division
219 N. Broad Street, Suite 600
Philadelphia, Pennsylvania 19107
Tel. (215) 686-1776, Ext. 7410

DISTRICT OF COLUMBIA BAIL AGENCY

WASHINGTON, D. C.

GOALS:

Studies in the early 1960's revealed that too many citizens - presumed innocent - were being detained in jail awaiting trial, some trials scheduled as far off as 18 months, and most more than 9 months away. At least 50% of these people were detained because of an inability to post financial bond with approved sureties. In 1963, the Ford Foundation funded the D. C. Bail Project through Georgetown University Law Center.

In 1966, having examined the results of the New York and D. C. experiences, Congress passed a Bail Reform Act which applied to all federal courts, including the District of Columbia, and which stressed the importance of release on recognizance, suggesting conditions or combinations or conditions which should be used in lieu of the traditional money bond. In addition, Congress also passed the District of Columbia Bail Agency Act, which created an agency designed to provide the courts in the District of Columbia with the information necessary to enable them to fashion appropriate conditions.

In 1970, after additional experience, Congress passed a new Bail Agency Act which nearly tripled the size of the agency and increased its functions.

Goals of the agency include:

To avoid delay and inequities by providing information to magistrates to enable them to fashion appropriate pre-trial release conditions; to supervise those released on such conditions; to provide employment, psychiatric, social, and medical counseling to pre-trial releasees; to provide summary reports to courts on the conduct of pre-trial releasees.

METHODS:

In addition to providing an initial investigation and report to the court, the agency must (a) notify all defendants released of all court appearances; (b) supervise persons released; (c) coordinate the activities of organizations that service the courts; (d) provide all releasees with counseling concerning employment, medical, social, and psychiatric needs; (e) inform the courts and prosecutors of any failure to comply with conditions of pre-trial release; and (f) provide summary reports to those who write pre-sentence reports of a defendant's activities while on pre-trial release.

Jurisdiction - Combination of Federal and local including the United State Supreme Court; the United States Court of Appeals for the District of Columbia; the United State District Court of the District of Columbia (15 active judges); United State Magistrates for the District of Columbia (3); the District of Columbia Court of Appeals; and the Superior Court of the District of Columbia (44 judges).

BUDGET:

From an initial staff of ten, with a budget of \$70,000, the agency has grown to a staff of 54 with an annual budget of \$580,000.

1. Cost per report submitted, \$13.21 (28,000 reports).
2. Cost per man day for supervision, 11¢, or \$40.07 annually. (It costs \$13.98 to keep one man in jail for one day.)
3. Cost per man per day, given the full range of in-depth services, \$3.72, or \$930.92 annually. (This cost compares with an average cost of \$18.00 per day to imprison a convicted defendant.)

Contact:

Bruce D. Beaudin, Director
District of Columbia Bail Agency
601 Indiana Avenue, N. W.
Washington, D. C. 20004
Tel. (202) 727-2911

PRE-COURT SCREENING PROGRAM
HENNEPIN COUNTY DEPARTMENT OF COURT SERVICES
MINNEAPOLIS, MINNESOTA

GOALS:

Implementation of a program of pre-court screening for release without bail for both misdemeanor and felony matters, and Public Defender eligibility, by probation officers on a 24 hour basis.

Implementation of follow-up services for individuals on "conditional release".

Evaluation of the program to provide information to courts and law enforcement agencies on effectiveness and interagency coordination.

Collaboration with programs that deal primarily with diverting individuals from the criminal process.

Early identification of special problems which need immediate attention by the court.

METHODS:

This project places probation officers in the Hennepin County Jail on a 24 hour basis. Three full time probation officers, rotating in shifts, provide this service. They interview arrested persons immediately after booking to determine if they are eligible for release without bail and to determine public defender eligibility. In the case of a misdemeanor, the probation officers are empowered to release the person without bail if he is found to be a good risk. In the case of felonies, probation officers make a recommendation to the court concerning release. The program is moving into the release of felons without a bail requirement.

The pre-court screening unit is also moving into the area of identification of special problems of individual defendants and types of referral to appropriate agencies.

BUDGET:

	<u>Federal (LEAA) Funds</u>
Personnel (salaries and benefits)	\$41,000
Consultant services	14,375
Travel	1,687
Supplies and other operating expenses	2,000
Equipment	<u>3,187</u>
Total	\$62,249

Contact:

Richard F. Scherman, Director
Pre-Court Screening Unit
Department of Court Services
Room 424, Courthouse
Minneapolis, Minnesota
Tel. (612) 348-2112

COMMITTING MAGISTRATE PROJECT
RECORDER'S COURT
DECATUR, GEORGIA

GOALS:

To provide prompt access to a committing magistrate who will set bail, issue warrants, and conduct commitment and preliminary hearings. To reduce the number of persons detained in jail pending trial, the workload of the courts, jail overhead, case backlog and the cost of court services.

METHODS:

Operating in the evening hours and on weekends to provide twenty-four hour service by the courts, a committing magistrate will:

1. Issue warrants returnable to the Magistrate Court.
2. Hold commitment hearings.
3. Consider and set bail when applicable.
4. Consider need for emergency or immediate medical or psychiatric examination or treatment.
5. Set a prompt preliminary hearing unless the accused waives the preliminary hearing to be bound over directly to the proper court.
6. Prepare for or conduct preliminary hearings:
 - a. To issue subpoenas for productions of witnesses and evidence.
 - b. To consider appointment of attorney to represent indigent accused at preliminary hearings.
 - c. To consider appointment of attorney for indigent accused at a police line-up or interrogation.
 - d. To conduct preliminary hearings on felony charges made against persons arrested in DeKalb County by departments other than the county police.

BUDGET:

Personnel

Magistrate judges (2 1/2 @ \$17,316)	\$ 43,290
Clerk stenographer	5,634
Bailiff	5,916

Assistant public defender	\$ 12,300
Assistant district attorney	12,300
Fringe @ 17.9%	<u>14,220</u>
Subtotal	\$ 93,660
Workshops	\$ 1,000
Furniture, equipment	11,845
Supplies and other operating expenses	<u>12,361</u>
Total	\$118,866

LEAA share is \$89,150; grantee share \$29,716

Contact:

Kenneth R. Thompson
 Criminal Justice Planner
 556 N. McDonough Street, Courthouse
 Decatur, Georgia 30030
 Tel. (404) 371-2685

SHELTER CARE PROGRAM
 THE SALT LAKE COUNTY DETENTION CENTER
 SALT LAKE CITY, UTAH

GOALS:

During 1969 and 1970 the bed capacity at the Detention Center was being exceeded by twenty children daily. Rejecting a construction expansion program whose preliminary estimates exceeded \$500,000, with an annual program and maintenance budget increase in six figures, Center officials designed and implemented detention alternatives. One program was detention intake, available 24 hours a day, in which the decision whether to detain was made only after the parents arrived at the Center and entered into an evaluation conference with the intake worker. A second program, described here, established a network of temporary residences in family homes in the community for youngsters who could not be returned to their own homes, but for whom secure custody was not required.

METHODS:

During 1971, approximately 70 homes were used in Salt Lake County to care for over 1,600 children, the majority of whom, otherwise, were detention eligible. Homes recruited represented middle and lower-middle class families. While the concept of shelter care in Utah traditionally included only the dependent, neglected or abused child, the expanded concept provided shelter care for children and youth alleged to be delinquent. Youngsters placed in shelter homes include not only the runaway, ungovernable, and habitually truant youngster, but also juveniles alleged to have committed less serious delinquencies. Probation staff members provide on-going counsel to sheltering families who are paid \$4.00 a day for the care of a child.

BUDGET:

The 1971 budget was \$87,920. Of this amount, \$62,985 was paid to shelter home parents and for miscellaneous child care costs such as clothing. Staff salaries totalled approximately \$25,000, and staff included a full-time project director, and three three-quarter time case workers. Home studies are performed by the director and one case worker who approve the home and prepare quarterly evaluations of each shelter home's effectiveness. For 1972 the staff has been augmented by three college work study students performing largely logistical duties, taking youngsters to and from shelter homes, arranging clothing purchases or medical care.

More than 15,000 child care days were provided by this program during 1971. The county welfare department contributes \$13,000 per year toward the program budget, and by contractual agreement, no licensing of shelter homes is required.

Contact:

James R. Walker, Superintendent
Salt Lake County Detention Center
3534 South 6th West
Salt Lake City, Utah 84119
Tel. (801) 262-3325

EXTENDED SHELTER CARE FACILITY
SALT LAKE COUNTY DETENTION CENTER
SALT LAKE CITY, UTAH

GOALS:

Like the detention intake screening program and the Detention Center's shelter care program, the extended shelter care facility was developed to alleviate overcrowded conditions in the Center, and to reduce the number of children inappropriately confined. Experience has suggested that some youngsters who have difficulty adjusting in shelter family homes can adjust to a structured group home setting other than a locked detention facility. An objective was to provide shelter group home care in an open facility operated by detention center staff.

METHODS:

On land adjacent to the Juvenile Court Detention Center complex, a facility was constructed at a cost of \$56,000, and opened in 1972, with a capacity for eight teenage boys. Present average daily occupancy is six boys; the average length of stay is two weeks. The facility uses trained shelter parents, supported by a professional staff and a well-defined program of activities, with community resources used appropriately. The opening of this facility has enabled the Detention Center to free an average of six beds for the care of youth who more clearly require secure detention.

BUDGET:

The projected annual budget is \$15,350. The shelter parents are paid \$8,000, in addition to receiving their room and board. Weekend relief houseparents are paid \$30 per day per couple. Food cost estimates are \$1.50 per day per child. Projected overall daily costs are \$7 per day per child.

Contact:

James R. Walker, Superintendent
Salt Lake County Detention Center
3534 South 6th West
Salt Lake City, Utah 84119
Tel. (801) 262-3325

PREVENTING DELINQUENCY THROUGH DIVERSION:
THE 601 DIVERSION PROJECT
SACRAMENTO COUNTY PROBATION DEPARTMENT
SACRAMENTO, CALIFORNIA

GOALS:

Youth beyond the control of their parents, runaways, truants and other youth falling within Section 601 of the Welfare and Institutions Code constitute over one-third of all juvenile court cases in Sacramento County.

This project is an experiment designed to test whether juveniles charged with this kind of offense can be better handled through short-term family crisis therapy administered at intake by specially trained probation officers than through the traditional procedures of the juvenile court.

Specific goals are to demonstrate that:

1. Runaway, beyond control and other types of 601 cases can be diverted from the present system of juvenile justice and court adjudication.
2. Detention can be avoided in most 601-type situations through counseling and alternative placements that are both temporary and voluntary.
3. Those diverted have fewer subsequent brushes with the law and a better general adjustment to life than those not diverted.
4. This diversion can be accomplished within existing resources available for handling this kind of case.

METHODS:

Steps to Implement: This approach relies on the following features:

1. Immediate, intensive handling of cases rather than piecemeal adjudication.
2. Avoidance of compartmentalized service by the creation of a prevention and diversion unit handling cases from beginning to end.
3. Spending the majority of staff time in the initial stages of the case - when it is in crisis - rather than weeks or months later.
4. The provision of special training to probation staff involved.
5. The provision of on-going consultative services on a periodic basis to enable staff to continue to

improve crisis handling skills.

6. Avoidance entirely of formal court proceedings.
7. Avoidance of juvenile hall through counseling and the use of alternate placements that are both temporary and voluntary.
8. Maintenance of a 24-hour, 7 day-a-week telephone crisis service.
9. Closer ties with outside referral services.

When a 601 referral is received, a specially trained probation officer arranges a session with the youth and his family to discuss the problem. Every effort is made to insure that this session is held as soon as possible, and most are held within the first hour or two after referral. Through the use of family counseling techniques, the project counselor seeks to develop the idea that the problem is one that should be addressed by the family as a whole. Locking up the youth as a method of solving problems is discouraged, and a return home with a commitment by all to try to work through the problem is encouraged. If the underlying emotions are too strong to permit the youth's return home immediately, an attempt is made to locate an alternative place for the youth to stay temporarily. This is a voluntary procedure which requires the consent of both the parents and the youth. Up to five conferences are offered the family within a brief period following referral.

During its first 9 months the project handled 803 referrals involving opportunities for diversion and filed only 18 petitions, so Court processing was necessary in only 2.2 percent of these referrals as compared with 30.4 percent in a 3 month pre-project period, and 21.3 percent of the referrals handled in the normal manner in the control group.

At the end of 7 months, 45.5 percent of the control group had been rebooked for either a 601 or delinquency offense, while the comparable figure for the project group was 35.0 percent.

BUDGET:

Project costs, \$112,000 (\$92,000 grant, \$20,000 match) provided for 6 deputy probation officers, 1 supervisor, a coordinator, training, consultation and evaluation. Project services were found no more expensive and often cheaper than more traditional service. The above staff is adequate to handle 90-100 new 601 intakes per month.

For information contact:

Roger Baron or Prof. Floyd Feeney
Center on Administration of Criminal Justice
University of California
Davis, California
Tel. (916) 752-2893

or Warren Thornton
Sacramento County Probation Department
Sacramento, California
Tel. (916) 454-5661

(The Alameda County (California) Probation Department maintains a similar project, with deputy probation officers, one supervisor, and three stenographers.)

Contact:

Mr. Jean Payne
Family Crisis Intervention Unit
2200 Fairmount Drive
San Leandro, California
Tel. (415) 351-0420

HOME DETENTION
AN ALTERNATIVE TO THE CONFINEMENT OF JUVENILES
PRIOR TO ADJUDICATION AND DISPOSITION
THE JUVENILE COURT
ST. LOUIS, MISSOURI

GOALS:

1. To reduce or eliminate the need to construct expensive additions to juvenile detention facilities;
2. To provide a more economic alternative to the high costs of juvenile detention care;
3. To insert counseling and rehabilitative services at an early state of a juvenile's contact with the juvenile justice system;
4. To provide skilled, persistent and intensive supervision to a juvenile in his community;
5. To maintain juveniles "trouble free" pending disposition of their cases;
6. To insure the juvenile's availability to the court.

METHODS:

A youth brought to detention, and following evaluation of the referral, may be assigned to a home detention worker (youth leader) in lieu of detention. Home detention workers are para-professionals recruited, if possible, from the communities where they will be working. Caseloads are five juveniles per worker. Workers are provided an initial two-week training program, with ongoing in-service training. There is no regular workday, but work hours are tailored to meet the service needs of the juveniles. Staff work from their automobile instead of an office. Staff, known as community youth leaders, work in teams of two so that one member of the team can assume responsibility for a youth in the absence of the other. Youth leaders maintain regular telephone communication with a telephone center at the detention facility. They have daily contact with each youth, along with parents, school officials, and others. They engage the youth or engage with the youth in a variety of community educational, recreational, vocational, and counseling experiences.

Evaluation of this project following the first nine months experience, showed that 5.15% of 308 youth had committed new offenses during the program, and that 21% had to be returned to detention because of lack of cooperation of parents, youth, or both. (These youth did not commit new offenses.)

Cost per child per day during the first nine months of the project was \$4.85, compared with \$17.54 per child per day in the regular juvenile detention center.

BUDGET:

Cost for a small project staff would include:

Four youth leaders @ \$6,000	\$24,000
Fringe benefits @ 12%	2,880
Transportation expenses (25 miles per day per worker x 4 workers x 25 days per month x .10 per mile)	3,000
Supporting costs (\$5.00 per week per youth x 20 youth per week)	5,200
Total	\$35,080

The St. Louis project at this time includes fourteen para-professional youth leader staff. In addition to the above costs, the St. Louis program employs two communication center workers who provide telephone coverage for this project about twelve hours per day.

Contact:

Earl Baldwin, Assistant Superintendent
Juvenile Detention Center
3847 Enright Avenue
St. Louis, Missouri 63108
Tel. (314) 535-9725

A similar project was more recently begun in Newport News, Virginia, and, at this time, includes four community youth leaders.

Contact:

David Piercy
Chief of Probation and Detention
228 25th Street
Newport News, Virginia 23607
Tel. (703) 244-4938

PROJECT DENOVO:
A PRE-TRIAL DIVERSION PROJECT
HENNEPIN COUNTY DEPARTMENT OF COURT SERVICES
MINNEAPOLIS, MINNESOTA

GOALS:

1. To increase the employability of at least 400 unemployed or underemployed criminal defendants per year (including felons, misdemeanants and juveniles) by intensive, short term vocation counseling, vocational training, and educational placement.
2. To reduce unemployment and recidivism among at least 65 per cent of the population served, as determined by normal follow-up methods.
3. To evaluate, through comparison with a control group, processed in the traditional manner, the effectiveness of the service rendered.
4. To determine, by analysis, whether such services can be provided at a cost less than, or comparable to, traditional processing of criminal defendants.
5. To demonstrate the value of using ex-offenders and para-professionals in supervised counseling roles.
6. To demonstrate that trained citizen volunteers can be used effectively in providing treatment.
7. To demonstrate that the provision of detailed social history information prior to arraignment can assist prosecutors and judges in determining the need for prosecution and the desirability of diversion out of the criminal justice system.
8. To develop, with the aid of project research results, criteria to predict whether this program is likely to be successful if applied to any particular defendant.
9. To develop evidence for evaluation of the pre-trial diversion concept; creation of a separate diversion unit as a permanent division of the Hennepin County Department of Court Services by 1975 may result.

METHODS:

Screening Procedures: To determine the eligibility of each defendant for participation in the project based on his willingness to participate, his offense category, his prior criminal record, employment status and admitted or apparent narcotic or alcoholism problems.

Intake Procedures: After the defendant has been accepted into the program, he is interviewed by a project coordinator and additional information is recorded on an intake information record form. The project coordinator then assigns the defendant to an appropriate counselor.

Assessment and Service Plan: The participant's first project activity is the "assessment" process. Assessment is a joint evaluation by the participant and the project staff of his needs and goals and development of a plan.

Service Delivery: At the end of the assessment period the participant begins to receive the appropriate services specified by the plan.

Termination: If the defendant participates successfully in the project, he may be discharged after six months. If he does not, he is returned to the court for prosecution.

BUDGET:

	<u>Federal (LEAA)</u>
Personnel (salaries and benefits)	\$100,929
Professional services	2,295
Travel	3,004
Supplies and other operating expenses	23,303
Equipment	<u>1,862</u>
Total	\$131,393

Contact:

William B. Henschel, Project Director
 Hennepin County Pre-Trial Diversion Project
 309 Portland Avenue
 Minneapolis, Minnesota 55415
 Tel. (612) 336-1731

PRE-TRIAL RELEASE PROJECT
 POLK COUNTY DEPARTMENT OF COURT SERVICES
 DES MOINES, IOWA

GOALS:

The selection and safe pre-trial release into the community of defendants jailed due to inability to post money bail or meet release-on-recognizance (ROR) community stability criteria.

METHODS:

The project receives regularly a list of persons rejected by the established pre-trial release program. It also receives referrals of defendants from a number of sources, including attorneys, relatives, the courts, and the Sheriff's Office.

Each defendant is interviewed at the jail during the evening to obtain information as to his employment history, home, family, and specific needs. The investigation does not touch on the alleged offense, and no judgment is made as to guilt or innocence. The obtained information is checked for accuracy and with other available data, put into a written report. The top five project staff meet, review the report, and decide by vote whether the person is likely to appear for trial. If the vote is positive and the defendant has agreed to cooperate, a recommendation is made to the court that the person be released to the project for participation in the program planned for him.

Typically, a person released to the project must report daily to the counselor to whom he has been assigned. In addition to personal, family or group counseling, he may be required to spend some evenings at the project office for classes or films on alcoholism, drug abuse, the Concentrated Employment Program, the use of legal counsel and welfare services, planned parenthood, medical insurance, vocational rehabilitation services, and remedial education. He may be referred to one or more of a variety of public and private agencies for such services as: employment, budget planning, child care training, drug or alcoholism treatment, psychiatric diagnosis and therapy, medical treatment, remedial education, vocational evaluation, etc.

From April 15 to December 16, 1970, 84 of 141 persons evaluated were recommended and released to the project by the court. Only one of the defendants released to the project failed to appear at trial date.

BUDGET:

Cost for the first 11 months of project operation was approximately \$121,000, or \$1,440 for each of the 84 people released to it. This is an inflated estimate due to first year cost factors, such as equipment. On the basis of costs vs. savings, the project is paying for itself.

Contact:

William J. Elbert, Sr., Director
Pre-trial Release Project
Polk County Department of Court Services
1546 6th Avenue
Des Moines, Iowa 50314
Tel. (515) 283-2768

PROJECT CROSSROADS
PRE-TRIAL INTERVENTION WITH YOUNG FIRST OFFENDERS
SUPERIOR COURT FOR THE DISTRICT OF COLUMBIA
WASHINGTON, D. C.

GOALS:

To offer young first offenders a program of intensive manpower services in the pre-trial period as an alternative to criminal prosecution and possible incarceration.

METHODS:

The focus of this project has three points: the defendant himself, the criminal justice system which must respond to his social deviance, and the community to which he belongs.

The project staff of 14 paid workers and seven VISTA volunteers is divided into three components: counseling, employment services, and education. The counseling section of five community worker-counselors and one supervisor is responsible for screening enrollees and providing close guidance and supportive services for assigned case-loads which average 10-25 defendants per counselor.

The employment section of three placement officers and a manpower specialist, evaluates the employment and training needs of enrollees and places them in training programs or paid positions offering skill upgrading and upward mobility.

The education section is staffed by seven VISTA volunteers assigned by OEO to provide community involvement in the program. VISTAs recruit and coordinate a volunteer staff of about 45 tutors to provide tutoring and test preparation.

The project demonstrates a method of increasing the flexibility and effectiveness of the criminal justice system through developing an alternative to the three traditional dispositions (discharge, probation and imprisonment).

From 1968-1970, 825 young offenders were enrolled in the project. Charges against 467 were dropped because of successful project participation, while 283 were returned to normal court processing because of unsatisfactory program performance. The dismissal rates were 76% for General Sessions Court (adult) participants. Results in employment and recidivism were favorable, the recidivism rate of favorably terminated CROSSROADS participants was less than half that of a control group.

Also demonstrated were:

1. The successful use of para-professionals, including ex-offenders.
2. The coordination of community-based services for defendants in the pre-trial period.
3. The development of an alternative to sentencing.

The project has been incorporated with the Superior Court of the District of Columbia.

BUDGET:

Direct budget costs are \$186,858 per year, or \$300 per person.

Contact:

James Davis, Director
Project Crossroads
613 G Street, N. W.
Washington, D. C. 20019
Tel. (202) 727-1835

FELONY BAIL PROJECT:
ALASKA COURT SYSTEM
ANCHORAGE, ALASKA

GOALS:

To assure prompt and fair bail determination and to reduce the frequency of bail rehearings in felony cases in Anchorage, Alaska.

METHODS:

Greater information about accused felons needs to be made available to the arraigning judge. Recent examples of defendants being released on bail who are free on probation or bail elsewhere and who commit additional illegal acts before trial, as well as individuals with no prior record and with stable community ties being detained, have demonstrated the need for such information.

To obtain this data, several college students have been hired on a part-time basis to interview all persons in the state and local jails in Anchorage accused of a felony, to obtain extensive personal information about the accused. All interviews are voluntary. Information asked includes local references, who are later contacted about the individual in terms of reliability, trustworthiness, and personal character. Financial data, local family ties, employment history, prior convictions and other data are obtained to aid the judge in determining bail.

Since arraignments must be held within 24 hours of arrest, these reports must be ready by the 1:00 p.m. arraignments. Typically, the student calls the institution early each morning to determine if any persons have been detained for felony violations, interview them about 8:00 a.m., obtain the data, verify it and determine prior records and prepare the report by arraignment time. Copies are made available to the district attorney and public defender.

BUDGET:

Personnel: 3 part-time interviewers @ \$350/mo.	\$1,050/mo.
Travel: mileage @ .12/mile	85/mo.

\$1,135/mo.

Annual Budget: \$13,620

Contact:

Mr. James Messick, Program Planner/Grants Coordinator
Alaska Court System
941 Fourth Avenue
Anchorage, Alaska 99501
Tel. (907) 279-0664

EXPANDED INTAKE SCREENING
DENVER JUVENILE COURT
DENVER, COLORADO

GOALS:

1. To eliminate over-detention.
2. To improve the quality of social investigations to facilitate better decision-making at detention and intake stages.
3. To speed court processing of offenders selected for formal processing.
4. To accelerate the delivery of probation and agency services to youth adjudicated and receiving formal dispositions from a juvenile court.

METHODS:

During October, 1971, funds to employ eight additional intake workers and three supporting clerk-stenos were obtained through an LEAA grant. At that time, delinquency referrals were approximately 330 per month, and child-in-need-of-supervision referrals 200 per month. Processing of delinquency referrals required 76 days from police referral to intake decision, and 130 days from police referral to court disposition on a non-contested matter.

There was no detention screening-intake program to return home, following parent conference and evaluation, those youth who did not require secure detention, or to transfer to shelter homes those youth who could not return home but who did not require secure custody. The project developed a system to implement these practices.

The eight probation counselors were assigned to detention intake and now provide detention screening 17 hours per day, including weekends, and also perform court intake screening for detained cases. Other intake staff screen walk-in and call-in referrals. Fewer youth are now detained, fewer youth now require detention hearings, and court time has dropped to 39 days from police referral to intake decision, and to 69 days from police referral to disposition of a non-contested case.

BUDGET:

Annual personnel budget for screening staff approximates \$73,000, and clerk-stenos \$16,000. Furniture, dictating/transcribing machines and typewriters were included in the initial grant. The Legislature has been asked to absorb second-year costs.

Contact:

Donald E. Fuller
Director of Court Services
Denver Juvenile Court
City & County Building
Denver, Colorado 80202
Tel. (303) 297-5975

PRE-INDICTMENT PROBATION PROGRAM:
DIVERSION AND DISCHARGE OF CRIMINAL
CHARGES OF FIRST OFFENDERS
THE DISTRICT ATTORNEY
PHILADELPHIA, PENNSYLVANIA

GOALS:

To save court time and remove first offenders charged with non-violent offenses from the system; to provide them with social, medical, educational and employment services; to eliminate criminal records for those who successfully complete the diversion program.

METHODS:

This program was initiated during the summer of 1970, and a special court was organized to hear these matters one day each week. The district attorney reviews all pre-indictment files selecting such charges as burglary, larceny, receiving stolen goods, fraud, narcotics, motor vehicle, non-aggressive sex offenses and other miscellaneous matters. Prosecuting and defense attorneys attend the hearings.

The defendant comes before the judge, with various other court officers present. He is told that if he meets the conditions of his "probation" he will receive an absolute discharge of the counts against him. A program counselor is present, and representatives of community health, welfare and employment agencies frequently attend. "Probation" may be served through thorough participation in a designated community alternatives program. If he fails to do this, he will be subject to prosecution as if he had not participated in the program. All evidence of his record is destroyed if the defendant meets his probation requirements.

The program includes felony cases although there is a greater percentage of misdemeanors, of which 40% are drug offenses. It has been broadened from a one day a week program to a daily program from 3:30 to 5:00 p.m. each day. The program anticipates that 2,500 pre-indictment cases will be disposed of annually.

After extensive study, the Pennsylvania Supreme Court adopted new Rules of Criminal Procedure making the program available at the option of prosecutors and judges throughout Pennsylvania and extending it to post-indictment as well as pre-indictment cases. Three other counties have initiated similar projects.

Statistics show that 2,159 cases were selected for the program in 1971. Disposition was as follows:

Discharged	301
Discharged with condition	27
Probation	537
Conditional Probation	1,011
Referred to Grand Jury	215
Referred to Municipal Court	39
Abated	5
Committed under Mental Health Act	5
Referred to Juvenile Court	3
Continued to 1972	16
	<hr/>
	2,159

Conditions placed upon probationers included neuro-psychiatric examinations and treatment, special schools and training centers, treatment at drug rehabilitation centers, referral to special counseling services.

BUDGET:

Federal funds of \$118,000 and local matching funds of \$92,000 cover such costs as an assistant district attorney (one third time); an administrative assistant; two court officers, two court clerks, and a court stenographer (each one fifth time); a program director (\$16,750), as assistant director-counselor (\$11,950), and six counselors (\$7,500 each).

Contact:

Walter Cohen, Assistant District Attorney
 Chief, Policy and Planning
 District Attorney's Office
 Room 666, City Hall
 Philadelphia, Pennsylvania 19107
 Tel. (215) 686-2664

JUVENILE NARCOTICS PROJECT:
 DRUG EDUCATION IN LIEU OF PROSECUTION
 SAN DIEGO COUNTY PROBATION DEPARTMENT
 SAN DIEGO, CALIFORNIA

GOALS:

To divert juvenile drug referrals from official processing and to provide a drug education and rehabilitation program for juvenile offenders and their parents. Goals include enlarged juvenile-parent comprehension of legal, medical, emotional and experiential consequences of continuing drug use, and improved youth-parent communication.

METHODS:

This program began in March, 1969 as a six session, drug education and small group discussion, program. In lieu of formal processing, where screening indicates a drug offense is provable, youth and parents are offered an option of formal processing of the case or participation in the drug education program. Selection of the latter requires participation at each of the six two-hour sessions by both the youth and his parents.

Held from 7:00 to 9:00 p.m. in the probation offices, lecturers at the first four sessions are a police juvenile officer, a physician, a deputy district attorney and, finally, two former narcotic addicts. Following the one hour lecture, participants divide into small discussion groups. The parents of a juvenile are never in the same discussion group with their own child. The 5th and 6th sessions are strictly group discussion. The same groups are maintained throughout the six meetings.

Juveniles referred for the sale of narcotics are not eligible for the program. A minimum age of 14 years and a maximum age of 17 years at the time of offense is also required. Failure of a youth or parent to attend, even one session, without satisfactory explanation, results in the immediate filing of a formal petition. Graduates of this program are now employed as project discussion group co-leaders (together with probation officers) and are paid \$3.00 per hour.

A recidivism study for those completing the educational-discussion program showed a reduced re-referral rate as compared with two control groups of other drug offense referred youth. It is projected that this type of program will be adapted to other types of referred juvenile offenders.

BUDGET:

For approximately a year the program operated without any grant funds. All lecturers volunteered, and assisting probation staff received compensatory time off. A substantial expansion of the program, made possible through LEAA block grant funds, has made possible both a specialized probation intake unit for all drug referrals and a substantial expansion of the drug education project. Present budget is now \$137,000, of which \$66,000 is local match. Specialized staff includes a program director, two senior probation officers, four deputy probation officers. Ex-addict lecturers are now paid \$10 per hour, and ten youths, graduates of the program, are part-time employees.

Contact:

Thomas F. Murphy, Project Director
County of San Diego Probation Department
P. O. Box 23096
San Diego, California 92123
Tel. (714) 279-4100

The Second District Juvenile Court, Salt Lake City, Utah, provides a three session drug school (including discussion groups) for youth placed on formal probation for a drug related offense. Parents must also attend. Sessions center on the medical aspects of drug abuse, adolescent development, and intra-family communications. School is conducted by county medical health personnel, utilizing volunteers as small group discussion leaders.

Contact:

Jeremiah Hatch, Director
Community Mental Health
Juvenile Court Project
3522 South 6th West
Salt Lake City, Utah 84119
Tel. (801) 262-2601

CONTINUED

2 OF 4

COURT IMPROVEMENT PROGRAMS - GUIDEBOOK

FOR PLANNERS

ANON

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BUDGET:

For approximately a year the program operated without any grant funds. All lecturers volunteered, and assisting probation staff received compensatory time off. A substantial expansion of the program, made possible through LEAA block grant funds, has made possible both a specialized probation intake unit for all drug referrals and a substantial expansion of the drug education project. Present budget is now \$137,000, of which \$66,000 is local match. Specialized staff includes a program director, two senior probation officers, four deputy probation officers. Ex-addict lecturers are now paid \$10 per hour, and ten youths, graduates of the program, are part-time employees.

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Contact:

Jeremiah Hatch, Director
Community Mental Health
Juvenile Court Project
3522 South 6th West
Salt Lake City, Utah 84119
Tel. (801) 262-2601

COMMUNITY PROBATION SERVICES

Several community-based alternatives to confinement are presented here. Promising juvenile programs may be adapted for adult offenders (and vice versa). These services vary from a specialized caseload to all day programs to community residence projects.

Sentencing alternatives in addition to limited probation experience, on the one hand, or institutional placement, on the other, must be provided. Thus, we include the remarkable California Probation Subsidy program which reversed the institutional trend for both juvenile and adult offenders while providing for better community rehabilitative programs.

Many of the programs described here may also be funded under Part E (correctional programs).

PROBATION SUBSIDY
CALIFORNIA YOUTH AUTHORITY
SACRAMENTO, CALIFORNIA

GOALS:

1. To substantially reduce court commitment of youth and adults to California correctional institutions.
2. To improve community probation services to juvenile and adult offenders who otherwise would be likely candidates for state correctional institutions.
3. To reduce the tax funds necessary to underwrite a state correctional program.

METHODS:

Legislation enacted in 1965 provided a financial incentive to those counties voluntarily participating in the program who reduced commitments below a calculated level.

Probation subsidy was founded on three basic assumptions: 1. probation is the least costly correctional service available; 2. probation is as effective, if not more effective, than most institutional forms of correctional care; 3. grants of probation could be increased without substantially increasing the number of crimes committed by probationers. There is considerable evidence accumulating to suggest that these assumptions are correct. There is no question that one of the objectives of the program is being achieved - reduced commitments to state institutions.

A "base commitment rate" per 100,000 population is calculated for each participating county based on average commitments over a several year period. The state then pays a county an amount of dollars based on the percentage that it reduces each year's commitments of youth and adults from its base experience rate. Average county earnings per uncommitted case approximate \$4,000 per year.

These funds must then be used by county probation departments for special supervision programs. Special supervision represents a degree of supervision substantially above the usual, or the use of new techniques in addition to, or instead of, routine supervision techniques.

Special supervision has meant the innovation of far smaller probation caseloads (not to exceed 50 cases, and presently averaging 28); a variety of less traditional methods such as group counseling, conjoint family counseling, guided group interaction, transactional analysis, tutoring, drug

education and treatment programs; a system of classification, based on the individual needs of probationers included in this program; a program of supporting services available to probationers, such as psychiatric consultation and treatment, dental, medical, employment, housing and other relevant aids.

BUDGET:

During the 1971-1972 fiscal year, 43 counties reduced their commitments from their base rate, and earned collectively in excess of \$21,000,000. The combined commitment reduction number was 5,266 cases, a median decrease of 49.4%. Annually, between 50 and 67 per cent of reduced commitments have been with adult offenders.

More than \$83,000,000 has been paid counties under this program during the past six years, while reduced commitments have totaled more than 20,000 persons.

California estimates a net savings in excess of \$126 million during the first five years of the program. Much of this figure results from not having had to build certain institutions planned in 1965, and not having opened two new youth institutions, their programs and maintenance. Further savings came from closing two prisons, five adult conservation camps, one boys ranch, and some living units within existing institutions.

Both juvenile and adult components of this program are administered by the Youth Authority.

Contact:

Allan F. Breed, Director
Department of the Youth Authority
714 P Street
Sacramento, California 95814
Tel. (916) 445-4673

THE RAPID INTERVENTION PROGRAM
MENTAL HEALTH SERVICES PROJECT
THE FAMILY COURT FOR THE CITY OF NEW YORK
NEW YORK, NEW YORK

GOALS:

This project will establish mental health service units in each county courthouse to furnish immediate consultation, evaluation, emergency and referral services to assist family court judges, probation officers and law guardians (defense counsel). Trained staff, upon request, will facilitate intake and dispositional decisions, screen cases where certification to a mental hospital is under consideration, provide short-term direct support services to families, and facilitate referral to community mental health and social service programs. The need for immediate, expanded and unified mental health services to the family court has been repeatedly documented during the past six years.

METHODS:

The Central Unit and the New York County Courthouse Unit are now operative. By December, 1972, each of the four major counties will have available a Rapid Intervention Unit in its courthouse. Professional staff now furnish emergency services, evaluation and consultation. Intake judges and probation officers now have the opportunity for quick professional consultation to aid their decision-making. Para-professionals are making home visits, offering supportive help, accompanying court clients to court appearances and to non-court mental health clinic or social agency referral. In addition, community aides help interpret to the community the role and functions of the family court.

BUDGET:

The staff of the Manhattan unit, for example, consists of three half-time psychiatrists; one, and one half-time psychologists; a psychiatric social worker; a case aide; eight para-professional staff; a clerk; and two typists. Its annual personnel budget is \$152,460. Total annual personnel budgets for the central unit and the four branch units total \$618,245.

Contact:

Merril Sobie, Executive Officer
Family Court of the State of New York, City of New York
135 East 22nd Street
New York, New York 10010
Tel. (212) 460-8783

SPECIALIZED DRUG ABUSE CASELOADS
ALAMEDA COUNTY PROBATION DEPARTMENT
OAKLAND, CALIFORNIA

GOALS:

The Alameda County Probation Department maintains specialized caseloads for alcoholism, child support, and drug or narcotic abuse cases.

The department has provided special drug abuse caseloads for at least 15 years in order to reduce the incidence of drug abuse by probationers, as well as associated criminal activity. Presently, there are two specialized drug abuse units in the Probation Department. One unit is comprised of six deputy probation officers, each of whom supervises approximately 100 adult probationers. The second unit includes three adult and three juvenile probation officers who supervise between 40 and 50 drug abusers each.

METHODS:

The methods used by the specialized staff vary. However, the initial step in supervising drug cases is to establish an individualized treatment plan based on detailed information regarding the probationer's drug use, his employment history, educational history, family and residential stability, and motivation for change.

The treatment plan may include referral to community drug programs for such services as outpatient counseling, methadone maintenance, residential treatment, or detoxification. Among the responsibilities of the probation officer are individual and group counseling, crisis intervention, surveillance, and drug testing via nalline or urinalysis examinations.

Generally, specialized drug caseloads are smaller in size than general caseloads. With specialization, probation officers develop a high degree of expertise in dealing with these cases and knowledge of the strengths and weaknesses of the community resources available.

BUDGET:

The annual operating budget for a specialized drug abuse unit of six grade II deputy probation officers, one staff supervisor, a secretary, and two stenographers, is about \$170,000.

The approximate breakdown is as follows:

Staff salaries and fringe benefits	\$150,500
Travel expenses	2,700
Staff training	2,500
Supplies and operating expenses	13,700
Equipment	<u>600</u>
Total	\$170,000

Contact:

Kenneth C. Moresi
Senior Deputy Probation Officer
Alameda County Probation Department
545 East 14th Street
Oakland, California
Tel. (415) 874-6761

CITIZENSHIP TRAINING GROUP
BOSTON JUVENILE COURT
BOSTON, MASSACHUSETTS

GOALS:

Since 1936 this private organization, in affiliation with the Boston Juvenile Court, has provided an immediate and multi-purpose day program for court youth. Its goals are to curb recidivism and facilitate the constructive life adjustment of some 200 youth annually.

METHODS:

As a condition of probation, youth are assigned to the 12 week program, beginning the afternoon of the probation-granting court hearing. Daily, for two hours in the late afternoon (or all day during the summer), the juvenile takes part in a program which includes physical and psychological examination, educational programs, tutoring and remedial education, wood working, arts and crafts, individual and group therapies, parent counseling, recreational activities, summer camping, and other social and medical services.

The court provides probation staff; community agencies contribute other professional personnel; private funds underwrite the remaining costs.

The main center, in downtown Boston, has been augmented by a second boys' unit in Roxbury, and by a girls' unit.

BUDGET:

An annual operating budget, excluding contributed staff members, approximates \$38,000.

Contact:

William Ahern, Executive Director
Citizenship Training Groups, Inc.
48 Boylston Street
Boston, Massachusetts 02116
Tel. (617) 426-1242

DAY PROGRAMS FOR JUVENILE COURT CHILDREN
SAN MATEO COUNTY PROBATION DEPARTMENT
BELMONT, CALIFORNIA

Girls Day Program

GOALS:

In 1964, the probation department had a serious problem finding residential placements in appropriate therapeutic settings for girls who required more assistance than regular or even intensive probation counseling provided. A full day program was designed to substitute for out-of-home placement. The concept was adapted from the psychiatric day hospital model. The program began September 21, 1965.

METHODS:

Each girl is committed by the Juvenile Court to the program which is located in Redwood City and serves the entire county.

The program consists of a full day of school with small classes, individual remediation where needed, and individual and group counseling. A modified therapeutic community approach is used including daily community meetings of staff and children. The teaching and probation staff work as a team with frequent staff meetings and ongoing in-service training. The caseloads of the probation officers number 12 girls. This includes six girls who are coming into the program daily, and six girls on after care. The small caseloads are established to enable the staff to provide total family counseling and to insure overall family participation in program activities. Initially, the program included 24 girls in day care, and as they graduated, up to 24 girls in after care.

In September, 1971, the day program increased to 42 girls. Staff was increased to four teachers, six probation officers, one supervising probation officer, two group supervisors, and one secretary. In addition to the professional staff, volunteers and students are involved in the program.

BUDGET:

The budget for the Girls Day Program in 1972/73 is approximately \$305,000. The program is subsidized by the State of California at the rate of \$95 per month per girl in the day program only. This is approximately \$35,000 per year. A cost analysis comparing the Girls Day Program with the cost of institutions run by other counties in the state showed day programs cost approximately half that of 24-hour

institutions. The cost of transporting girls to the program from their homes and back is in excess of \$40,000 a year. A survey of all girls admitted to the program during the first five years was completed in 1970. Eighty per cent of all girls placed in the program completed the program. Most of the remaining 20% ran away from home repeatedly, making it necessary to place them out of their home. The five year follow-up on those girls who had graduated from the program found that 89% had been successful. The criterion for success was that they were not removed from their home. A longitudinal analysis of placement patterns in the county showed a dramatic drop in girls being removed from their home after the day program was established.

Boys Day Program

For several years the department has attempted to establish a Boys Day Program. The main difficulty was discovering a suitable building large enough to house a program for 24 boys. A decision has been made to establish a small day program for boys in conjunction with one high school district. The program is planned to begin October 1, 1972. The total budget for the Boys Day Program for 1972/73 will be approximately \$80,000. The breakdown of costs for the Boys Day Program shows that costs per boy, per month, are less than the Girls Day Program, because of much lower rent and no transportation costs. The staffing of the Boys Day Program will include one teacher, two probation officers, and one group supervisor. The supervising probation officer of the Girls Day Program will also supervise the Boys Day Program. The philosophy and goals in the Boys Day Program will be similar to the Girls Day Program.

Plans for the future include development of other Boys Day Programs around the county.

Contact:

Mr. Gene C. Post
Girls Day Program
3910 Bret Harte Drive
Redwood City, California
Tel. (415) 369-1441, Ext. 2804

COMMUNITY TREATMENT PROJECT FOR RECIDIVIST OFFENDERS OAKLAND COUNTY CIRCUIT COURT PROBATION DEPARTMENT PONTIAC, MICHIGAN

GOALS:

To demonstrate that recidivist felony adult offenders can be effectively treated in the community through the use of concentrated community-based probation services.

METHODS:

A randomly selected group of recidivist offenders awaiting sentence who otherwise would be institutionalized are being released to the project. Excepted are those offenders who by reason of violence of crime or conviction of certain sex crimes or of an offense with mandatory incarceration, are considered to require incarceration for public safety. Their outcome on special probation is compared to a control group of offenders who were institutionalized, and a second control group similar to the experimental probation group and who received standard probation services.

A special unit consisting of a director and five officers provide intensive casework and group services, with caseloads not to exceed 35 cases per officer. Task groups of six to ten offenders meet regularly with staff to identify individual group member's problems and formulate a course of remedial treatment, and then to monitor progress and modify these plans. This is supplemented by:

1. Individual casework by staff.
2. Marshaling of a wide array of public and private community resources to meet clients needs.
3. Citizen volunteers assisting an offender group or individual.
4. Staff purchase of services not otherwise available to offenders.

By the end of the first 13 months of the two year program, 122 recidivist felony offenders had received project services, three of whom were charged with subsequent felony offenses and incarcerated.

BUDGET:

A first year budget of \$181,373 included \$62,900 in federal funds, \$39,597 as local match, and \$78,876 from foundation funds. Salaries of the five probation officers totaled \$58,500 plus fringe benefits.

Contact:

Michael J. Mahoney
Project Director
Community Treatment Project
319 Washington Square Plaza
Royal Oak, Michigan 48067
Tel. (313) 547-3573

STAY-AT-HOME
16TH JUDICIAL DISTRICT COURT
RAPID CITY, SOUTH DAKOTA

GOALS:

Project goals were to reduce the number of juvenile court youngsters committed to state delinquency institutions, to expand services to the troubled families of court involved children and to expand community resources for family problems, and to achieve closer working relationships among community agency resources.

The primary multi-service offerings were made available to 28 families with a total of 129 children, 40 of whom were, otherwise, likely candidates for correctional or mental health institutions. An additional 125 families including 250 children received less intensive services.

METHODS:

Major program components included:

1. An out-of-school classroom program for 23 junior high school children with serious truancy or classroom behavior problems.
2. Intensive family casework services, with a coordinated interagency approach, so that the family unit dealt directly with as few professionals as possible.
3. Parent effectiveness training and therapy groups where juveniles and parents were separately but concurrently engaged.
4. A wide array of recreation was provided families through five different community agencies, project staff and volunteers. Behavior modification contracts were extensively used with both parents and youth, with certain of the more exciting recreational opportunities for youth conditioned on successful behavior modification achievements.

Thirty-two of the 40 juveniles in the primary target group completed the one year program. The project involved 23 public and private agencies. The public school system has absorbed the cost of the out-of-school classroom program for the 1972-1973 school year.

BUDGET:

Direct project costs for one year approximated \$38,700 for project staff and program expenses. Five VISTA volunteers augmented the teacher/director of the special school program and also worked in the family project. Three caseworkers employed under the Federal Emergency Employment Act also provided family services without direct cost to the project.

Contact:

Kathleen Peil
Court Services Director for the 16th District Court
Pennington County Courthouse
Rapid City, South Dakota 57701
Tel. (605) 343-7050

KENTFIELDS REHABILITATION PROGRAM
KENT COUNTY JUVENILE COURT
GRAND RAPIDS, MICHIGAN

GOALS:

Kentfields is this court's major, specialized alternative to institutionalization for boys. Kentfields is a combined school, work, group discussion program which is designed to rehabilitate hard-core, male school drop-outs who are failing in the usual probation program, and who are on the verge of being institutionalized.

METHODS:

Accommodating a maximum of fifteen boys, Kentfields provides a specialized remedial education program five afternoons a week. This program is provided by the Grand Rapids Public Schools. In addition, the boys are introduced to hard work during their morning hours, working for metropolitan area governments on unskilled, out-of-doors jobs. Finally, group discussions are held several afternoons a week after completion of the school day. The boys who successfully work their way through four program levels earn the privilege of returning to school or finding employment. Program graduates return to the program on a reduced schedule to assist new boys to complete the program successfully.

Juvenile Court began to operate the Kentfields Program in July, 1969, after three years of program operation under other administration. From September, 1970 through July, 1971, sixty boys were referred to the Kentfields Program. From September, 1971 through February, 1972 an additional thirty-one boys have been referred. Four out of five boys complete the program successfully. Of those who complete the program, approximately one out of every five boys has a subsequent police contact. These contacts, however, are usually for less serious offenses than those in which the boys were previously involved.

BUDGET:

Approximate current cost, \$32,000 per annum, including salaries for program director and work supervisor. A significant budget item is the provision of monetary payment to the boys for credits earned in the program. During 1971 this program operated at near capacity, a daily average of fourteen boys. The approximate per diem is \$6.40. The average length of stay in the program is 77 days, making an average total cost per boy of \$492.80.

Contact:

Roger L. Lewis, Director of Court Services
Kent County Juvenile Court
1501 Cedar N. E.
Grand Rapids, Michigan 49503
Tel. (616) 451-2011

ELLSWORTH HOUSE:
AN ALTERNATIVE TO INCARCERATION FOR THE ADULT OFFENDER
SAN MATEO COUNTY PROBATION DEPARTMENT
BLEMONT, CALIFORNIA

GOALS:

Ellsworth House, in downtown San Mateo, has a capacity for 20 men, 18 years and older. Established by the probation department with the close collaboration of county rehabilitation and mental health agencies, it provides an alternative to incarceration where the adult offender is placed in a small residential group in a community, non-institutional setting. The program maintains control over the offender, while attempting to meet his social, personal, and psychological needs in a therapeutic milieu. Vocational rehabilitation services are provided; crisis intervention is exerted through problem-solving counseling and peer group pressure.

METHODS:

Participants in this three year old experimental program are randomly selected from those sentenced to the county jail for four months or more. This selection method insures that the program is servicing persons who would otherwise be in jail, as contrasted to the comparison group who in fact remain in jail. Probation officers give project staff a daily list of all men sentenced to jail so that screening can be done from the day of sentencing. A request to the judge for a modification of sentence can be immediately initiated for those persons selected for the program. The only persons excluded from the population from which selection is made are severe escape risks, those with heavy involvement in the sale and use of narcotics, and those who pose a threat of uncontrollable physical violence.

All offenders entering the program are assigned to a probation officer whose office is located in Ellsworth House.

A half-time vocational rehabilitation counselor provides vocational evaluation and counseling and refers residents with a poor work history and poor work habits to the County Vocational Workshop and other vocational services.

Only a few offenders were brought in at first. As the "culture" became fully established, more offenders were brought into the group in small numbers, until full capacity was reached.

Residents choose a resident chairman, who presides over weekly residents-staff meetings, prepares its agenda, and is a member of the resident council. This body has four other elected members chosen as representatives by the men. The council makes decisions on house problems and recommendations to the staff concerning the program.

This is a three phase program. A new resident spends at least the first 30 days in Phase I, experiencing scheduled day time activity (work, school, training or vocational workshop), Monday through Friday. He is restricted to the house except when participating in organized group activities, although he may receive visitors and make phone calls. A man is considered for entry into Phase II by the entire group of residents and staff following the completion of the 30 day period.

Phase II offers more privileges in return for assuming increased responsibility. Responsibility means taking part in the evening group, revealing oneself to the group, a readiness to look at oneself and one's problems and begin to take steps to solve them. The resident is also expected to help fellow residents with problems both inside and outside of the house.

He is allowed 24 hour weekend passes and may go on short errands in the neighborhood. After one month in Phase II, if he continues to make good progress, he is allowed 48 hour weekend passes.

At the point where a man has been in the house for the same period of time that would have been spent in jail, he is released from the resident phase and enters Phase III which continues for the duration of his probation. During Phase III he returns for group meetings, to see his probation officer, and to participate in social activities.

BUDGET:

	<u>Total</u>	<u>Grant Funds</u>	<u>Matching Funds</u>
Personnel services	\$ 67,024	\$ 20,483*	\$ 46,541
Consultant services	<u>103,517</u>	<u>99,517**</u>	<u>4,000</u>
Total	\$170,541	\$120,000	\$ 50,541

*Salary for Director

**Contract with Mental Health Recovery, Inc.
(Personnel services \$64,937, supplies and operating expenses \$34,580)

Contact:

Don Greene, Director
15 N. Ellsworth Avenue
San Mateo, California 94401
Tel. (415) 348-1144

or

Dr. Richard Lamb, Project Director
Vocational Rehabilitation Service Center
1050 Brittan Avenue
San Carlos, California 94070
Tel. (415) 369-1441

SPECIAL PROBATION SERVICES PROJECT
ST. LOUIS JUVENILE COURT
ST. LOUIS, MISSOURI

GOALS:

1. Provide mental health services to St. Louis Juvenile Court: diagnosis, treatment and consultation.

2. Provide intensive, community-based supervision to chronic and disturbed delinquents, as an alternative to institutionalization.

3. Maintain liaison between the court and the juveniles who are committed to institutions, communication, pre-release planning, and after care services as necessary.

4. Involve the community in provision of these services through their purchase from the private sector, developing a recognition of and commitment to the delinquency problem.

METHODS:

1. Establishment of Juvenile Court Diagnostic-Treatment Center, staffed by psychologists, social workers, special officers, consulting psychiatrist, and para-professionals. All requests for mental health services are channeled through the Center. These services, including screening for necessary commitment to State Division of Mental Health institutions, are provided directly by project staff, through liaison with Division of Mental Health personnel, or through purchase of private sector services with project funds.

Cases referred for intensive treatment are screened and staffed by the Center, and if accepted, assigned to a special officer with a controlled caseload (average 15). Emphasis is on joint mental health and social work treatment planning, community involvement, and treatment within a "system" approach, concentrating on individual, family, peer, and school functioning.

The Center constantly reaches out to the community to assist in development of mental health, special educational, and counseling and recreational services, with individual staff members cooperating with community organizations and groups in planning and initiating programs along these lines.

2. Establishment of an Institutional Unit, composed of deputy juvenile officers who review institutional commitments, correspond with institutional staff, assist in review and requests for institutional relief of custody, and supervise children following release when after care services are not provided by the institution.

BUDGET:

	<u>8-10-72 to 4-20-73</u>		
	<u>Federal Share</u>	<u>Local Share</u>	<u>Total</u>
Personnel	\$125,787	\$ 24,341	\$150,128
Consultants and Contract Services	3,067	6,833	9,900
Travel	6,935	990	7,925
Supplies and Operating Expenses	8,462	16,333	24,795
Equipment	912	-	912
Total	\$145,163	\$ 48,497	\$193,660

Contact:

Eugene Kissling, Ph.D. (Project Director)
 Chief, Special Services
 St. Louis Juvenile Court
 Diagnostic-Treatment Center
 3938A Lindell
 St. Louis, Missouri 63108
 Tel. (314) 534-9040

STUDY OF ADULT PROBATION SERVICES
 IN THE DENVER METROPOLITAN AREA
 COLORADO JUDICIAL DEPARTMENT
 DENVER, COLORADO

GOALS:

To study the operations of the two adult probation departments serving the Denver metropolitan area; to evaluate organizational structure, administration, services provided; to identify the interrelationships, overlapping caseloads; and to plot needs, both immediate and long range. Some specific concerns were:

- Organizational structure and administration.
- Staffing requirements.
- Facilities and working conditions.
- Pre-sentence investigations.
- Field services.
- Staff relationships with chief judges and other judges.
- Cooperation and coordination with related agencies.
- Methods of handling the anticipated increase in probationers in the next 20 years.

METHODS:

Two consultants were engaged to make this study: one with probation and court management background; the other on faculty and research staff of several universities and with experience as a probation officer and supervisor.

The study took four months to complete. In addition to examination, observation, and analysis of operations and evaluation of statistical and related information, extensive interviews were conducted with judges, probation staff, and probationers. The latter included several whose probation has been revoked and who were, therefore, interviewed at the state penitentiary. This was the most novel and interesting because it provided insights to probation services from the "consumer's" point of view, especially the dissatisfied consumer.

The accounting and fiscal administration functions of the two departments were examined separately by a CPA firm.

BUDGET:

Two consultants, 80 days each, one @ \$100/day and one @ \$85/day	\$14,800
Mileage and expense for consultants	800
Stenographers, 80 days @ \$24/day	1,920

Accounting and auditing services

\$ 1,500

TOTAL: \$19,020

The state in-kind match was provided by an apportionment of the salaries of those justice system personnel and central office staff involved in the study (\$12,982).

Contact:

Harry O. Lawson
State Court Administrator
Room 323, State Capitol
Denver, Colorado 80203
Tel. (303) 892-2681

VOLUNTEER PROGRAMS

A remarkable growth of volunteer assistance has developed in many of our courts, and there is a need for further expansion of volunteer programs.

Several states have achieved good results by employing a statewide coordinator for justice system volunteer programs. The same approach is to be recommended in the larger local jurisdictions.

The programs set forth here are both for juveniles and adults, and sponsorship is by both private and public agencies. We believe it is important that a volunteer program be carefully designed, adequately staffed, and that there be careful recruitment, selection and training of volunteers. In-service training for volunteers is needed; program evaluation must be provided. One-to-one volunteer programs should require a minimum commitment from volunteers of at least nine months participation, and at least weekly meetings with the probationer.

Two national organizations support this field and provide a wide variety of helpful information:

1. National Information Center on Volunteerism
Ivan H. Scheier, Director
717 Colorado Building
Boulder, Colorado 80302
Tel. (303) 447-0492
2. Volunteers in Probation
National Council on Crime and Delinquency
Judge Keith J. Leenhouts, Director
200 Washington Square Building
Royal Oak, Michigan 48067
Tel. (313) 398-8550

ILLINOIS INFORMATION CENTER OF VOLUNTEERS IN COURTS
GOVERNOR'S COMMITTEE ON VOLUNTEER ACTION
SPRINGFIELD, ILLINOIS

GOALS:

A statewide program to assist the development, improvement, and expansion of court volunteer efforts in Illinois.

To insure that programs use sound procedures of recruiting, screening, matching, training, and management, and are developed in accordance with Illinois probation philosophy and standards.

METHODS:

With a headquarters in Springfield, and branch offices in Peoria, Champaign and Chicago, the center has promoted the concept of court volunteerism and assisted numerous court programs and communities through field consultations and provision of materials. The center provides regular workshops for local volunteer coordinators and others involved in all phases of programming, guidelines for development, outside evaluation of local programs, training manuals, and mailings of materials and information. Its central library obtains and makes available to local programs audio-visual aids and relevant written materials. It publishes a resources catalogue which is issued by cooperating programs to increase volunteer effectiveness.

While primarily interested in court volunteer programs, both juvenile and adult, the center also assists programs which focus on prevention and diversion, work release and after care.

There are 18 existing volunteer programs in Illinois courts, with an additional 14 in the planning stage. These programs have requested the technical assistance, planning help, and ongoing consultation and services of the center.

BUDGET:

An LEAA grant of \$101,005 provides 62 per cent of the annual operating budget. Budget costs include the state coordinator, three branch office consultants, travel, professional consultants, library materials, support staff, rent and office equipment, and related costs.

Contact:

Richard Vandenberg, Coordinator
Illinois Information Center on Volunteers in Courts
Governor's Committee on Voluntary Action
909 Myers Building
Springfield, Illinois 62701
Tel. (217) 525-7711

STATEWIDE VOLUNTEER PROGRAMMING
MARYLAND DEPARTMENT OF JUVENILE SERVICES
BALTIMORE, MARYLAND

GOALS:

To develop programs using volunteers to assist the Department of Juvenile Services at the court services level, in institutions, in community-based programs, and in preventive work.

METHODS:

A state coordinator and full-time coordinators in each of the court services regions develop volunteer programs for each institution and forestry camp as well as for community-based services. The Department of Juvenile Services serves as an information and resource center, providing technical assistance and support to the individual programs and coordinators. The development of strong, well coordinated volunteer programs throughout the state is viewed as an integral part of the work of the Department of Juvenile Services.

More than 500 volunteers now work in court programs and some 2,000 in other programs of the Department, varying from tutor to speech therapist.

BUDGET:

Following is the projected budget for a statewide court services volunteer project:

<u>Salaries:</u>	State Coordinator	\$ 12,346
	Regional Coordinators (5 at \$10,584 each)	52,920
	Secretaries (5 at \$6,173 each)	30,865
	Fringe Benefits	9,613
<u>Permanent Equipment:</u>	5 Typewriters (\$450 each)	2,250
	5 Desks & 5 Chairs (\$203 each)	1,015
	5 Secretarial Desks & Chairs (\$194 each)	970
<u>Consumable Supplies:</u>	Office Supplies (stationery, identification cards, mimeo materials \$597 per office)	2,985

<u>Travel:</u>	Meetings - Seminars, training institutes (\$500 per region)	\$ 2,500
<u>Miscellaneous Expenses:</u>	Telephone	3,125
	Printing and reproduction	2,875
	Film Rental	300
	Office Rental (based on 600 sq. ft. of space at \$5.00 per sq. ft. per office)	<u>15,000</u>
	TOTAL:	\$136,764

Contact:

Clementine L. Kaufman
Administrative Assistant to the Director
Department of Juvenile Services
6314 Windsor Mill Road
Baltimore, Maryland 21207
Tel. (301) 265-6400

DEVELOPING MATCHING PROCEDURES FOR VOLUNTEER
PROBATION COUNSELORS AND OFFENDERS
COLORADO JUDICIAL DEPARTMENT
DENVER, COLORADO

GOALS:

Volunteer probation programs have grown significantly in Colorado in recent years. This project is aimed at improving the quality of volunteer probation programs by addressing the issue of how to best match volunteers with offenders.

Matching volunteer and offender involves many of the same criteria as matching professional staff and offenders. While there have been some projects with juveniles aimed at the pairing of professional staff and offenders, little has been done in this regard concerning volunteer counselors. Supervisors of court and preventive volunteer programs currently use age, sex, geographic location, common interest, and, sometimes, cultural or racial background, in matching volunteers with offenders. But these criteria are used mainly in an intuitive manner, and program supervisors need a more systematized approach.

METHODS:

Colorado's six largest courts with volunteer programs were selected, covering a broad range of offenders: juvenile misdemeanor, traffic offenders, and felons. They also represented a broad variety of community conditions, as well as experience and expertise in the use of volunteer counselors. A national organization whose specialization was justice system volunteer programs was selected to direct the research on this project in conjunction with the Colorado state volunteer probation services coordinator. Research assistants and interviewers were engaged for the field work and evaluation portions of the study.

The content of the study included:

1. Prepare, for purposes of matching, an attitude scale (a) for volunteers and (b) for offenders. These scales will encompass (a) known items from present rough prototype matching scales, and (b) additional items which appear to be hopeful in this regard.

2. Record for each match, traditional demographic matching criteria.
3. Scores with data from 1. and 2. above will be recorded for all volunteers and probationers paired one-to-one over the period of probation. Recording will be at the onset of volunteer service for the volunteer and at the beginning of probation for the probationer.
4. Half of the volunteer-probationer pairings in each court will be matched according to maximum compatibility indices on the scales. The other half of the volunteer-probationer pairings will be done in the traditional (random or near-random) way. This will be done without the participants knowledge of the compatibility indices.
5. The success of the relationship will be evaluated by skilled interviewers. In order to insure objectivity, the interviewers will not be aware of the compatibility indices.
6. Matching scales of practical and realistic value to courts will be prepared from those parts of the tests and measures used which best predict the success of the match.

The project is scheduled to require 12 months.

BUDGET:

Personnel

1.5 FTE research assistants	\$14,436
Clerk Steno	5,364
Research associate .5 FTE	9,000
Research associate .5 FTE	6,000
Fringe benefits	1,977

Subtotal \$36,777

Consultant Services

Interviewer/evaluator (@ \$14/hr. - 600 cases)	\$ 8,400
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<u>Travel and Subsistence</u>	\$ 2,000
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<u>Equipment</u>	990
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Operating Expenses

Rent @ \$100/mo.	1,200
Telephone	500
Postage	300
Office supplies	840
Printing of tests	500

Subtotal \$ 3,340

Grand Total: \$51,507

In-kind matching is based on the portion of time to be spent on the project by the volunteer probation service coordinator and supervisors in the six programs selected (\$17,436).

Contact:

Ms. Susan K, Bashant, State Volunteer Probation Services Coordinator
Colorado Judicial Department, Room 323
State Capitol
Denver, Colorado 80203
Tel. (303) 892-2681

Harry O. Lawson, State Court Administrator
Room 323, State Capitol
Denver, Colorado 80203
Tel. (303) 892-2681

LISTENERS: A VOLUNTEER PROGRAM
THE BROWARD COUNTY DIVISION OF YOUTH SERVICES
FORT LAUDERDALE, FLORIDA

GOALS:

To act as a link between the community and the restrictions placed on the offender by the court; to provide the offender with the one-to-one attention he may need and make it easier for him to communicate; to represent a positive part of the community and assist the offender toward the goal of re-entry into the community by reinforcing positive behavior; to reduce dangerous incidents; to reduce the work load of the correction staff; to listen and permit self-examination; to help an offender see his own alternatives and select those that have meaning for him.

METHODS:

Volunteers are recruited, screened, and trained to work with youth who are clients of the juvenile justice system. The training is multi-disciplinary, with a heavy emphasis on comprehension of the system, of youth development and youth needs, and on the value of being a good listener.

The Division operates a variety of youth services, and listeners assist youth in the detention facility, on probation status, in residential programs, and while on after care status. They will write, visit, and listen to a child who may be committed to a state institution or mental health facility.

Volunteers must commit themselves to a minimum of six months of service (temporary residents), or nine months of service (college students) or 12 months of service (all others).

Volunteers receive six training sessions before beginning their duties, and monthly in-service training sessions thereafter.

There were 137 trained volunteers working with youth October 1, 1972, and volunteer ranks generally double during the winter through recruitment of temporary residents.

Volunteers are used heavily in the detention and long term residential facilities. In detention, volunteers perform a wide variety of roles; 14 volunteers rotate at the "booking desk" where they listen to youth at this crisis point; others recruit butchers and plumbers and other trade persons to talk about their vocations; volunteer run athletic clinics and conduct recreational activities; some lead music and arts-crafts groups, and co-lead guided group interaction counseling sessions; two volunteers help out-of-town youth pending return to their homes; others work with youth on self-grooming and on detention center gardening programs; they also provide transportation to medical services.

BUDGET:

The budget includes the salary of the director of volunteer services, the secretary, travel expense and materials. The following budget was for 1971:

Director of volunteer services and secretary	\$14,738
Yearly mileage (\$50 per month)	600
Dues	25
Materials	500**
Transportation	45
Magazines and books	<u>200</u>
TOTAL:	\$16,108

Contact:

Ruth C. Wedden, Director
 Department of Volunteer Services
 Broward County Division of Youth Services
 303 S. E. 17th Street
 Medical Towers Building, Suite 302
 Fort Lauderdale, Florida 33316
 Tel. (305) 523-6486

** Most of the materials and supplies are provided by the volunteers who are conducting the programs.

VOLUNTEER PROGRAM
 SHELBY COUNTY PENAL FARM
 MEMPHIS, TENNESSEE

GOALS:

Most of the 400-460 inmates of the Shelby County Penal Farm are adult misdemeanants. To reduce recidivism, the program creates interpersonal relationships with trained and supervised volunteers. Inmates are motivated toward law-abiding conduct and their successful adjustment upon release from custody is facilitated.

METHODS:

Approximately 200 volunteers visit the penal farm at least weekly to provide a variety of help: one to one counseling; guiding group counseling sessions; providing topical lecture-discussion programs such as money management and family relationships; serving as marriage and family counselors.

New volunteers undergo a four week orientation of one and one-half hour session weekly, and one hour per week for the succeeding ten weeks. One to one volunteers continue to meet weekly in small groups with a supervising volunteer, and participate in a monthly meeting of all volunteers.

About 300 additional persons who have previously volunteered in some capacity are available for special assignments.

The program has recruited minority group citizens, who number 40 to 60% of the volunteers. The penal farm bus provides weekly transportation for those without automobiles.

Volunteer-offender relationships may continue upon an offender's release from the penal farm.

BUDGET:

LEAA funds contribute \$34,530 of the \$53,900 annual operating budget. Local hard match provides the remainder. Staff consists of a director, assistant director, secretary, and several part-time trainers and a volunteer coordinator.

Contact:

Robert Wood, Director
 Behavior Programs
 Shelby County Penal Farm
 1027 Mullin Station Road
 Memphis, Tennessee 38128
 Tel. (901) 386-4391, Ext. 32

VOLUNTEER PROGRAM
KENT COUNTY JUVENILE COURT
GRAND RAPIDS, MICHIGAN

GOALS:

This court is training citizens to be volunteer probation officers in a manner equivalent to full-time staff. Objectives are to test the viability of a volunteer probation officer program, and secondly, if the program is viable, to determine if it can strengthen the overall court probation program.

METHODS:

Each volunteer attends a series of weekly two-hour sessions designed to teach the elementary principles of behavior modification and basic interviewing techniques. The sessions begin in October and end in June. Volunteers are required to attend the sessions so long as they are doing volunteer work for the court.

After approximately two months, when the volunteer has had sufficient exposure to elementary behavior modification intervention techniques, he is assigned a case directly from the intake department. The volunteer is then responsible for writing a field investigation report for the judge and for taking the case into court.

If the child is placed on probation, the volunteer is responsible for the casework. Volunteers must see the youngster and his parents once a week for the first month of probation, and at least twice a month for the remaining probationary period.

BUDGET:

The coordinator of volunteers is a member of the Juvenile Court probation staff and is paid by the County. By definition, the services of the volunteers are gratis. The volunteer program also has a fund which is used to purchase educational and other materials for the training program, and to aid in the treatment of youngsters on probation to volunteer probation officers.

Contact:

Roger L. Lewis, Director of Court Services
Kent County Juvenile Court
1501 Cedar N. E.
Grand Rapids, Michigan 49503
Tel. (616) 451-2011

COURT COUNSELOR PROGRAM, INC.
A VOLUNTEER PROGRAM FOR MISDEMEANANTS AND
JUVENILE OFFENDERS
PEORIA, ILLINOIS

GOALS:

To provide intensive, individual probation counseling for persons between the ages of 17 and 21 charged with misdemeanors, and for juvenile court youth, by using local citizens as volunteer counselors on a one to one basis. To mobilize total community resources to aid the counselors in working with the problems of particular offenders.

METHODS:

The program is a private non-profit corporation working in close collaboration with local courts. It was established in February, 1969, and includes approximately 250 volunteers.

Offenders are assigned to the program from the Magistrate's Court where all misdemeanants between 17 and 21 years are processed. Assignment is made following investigation of a defendant's background, and a judicial determination that this is the most appropriate disposition. Referral to the program is for a period of six months to five years. The Court Counselor staff selects a volunteer counselor who seems best suited to work with the probationer. Volunteers receive case orientation by professional counselors and social workers before probationers are assigned to them, and have professional back-up service during assignments.

Volunteer counselors are recruited from across the community, and their assignment is chiefly one of developing a friendship with the offender during the period of Court counseling. The counselor and offender meet once each week. Counselors are screened by written application and observation of the chief counselor during the period of training. Training consists of four 3-hour sessions, using professionals who volunteer their services. Every effort is made to match particular counselors with the particular needs of each offender.

During the period of the counseling relationship, the counselor makes a written report of progress each month. Professional counseling personnel are also recruited to volunteer as staff counselors. Each staff counselor serves as a supervisory and back-up for ten to twelve volunteers. Additional back-up services include employment and vocational counseling, psychiatric, psychological, medical, and dental services on a volunteer basis.

This project is now organized to develop specific and individualized training, employment and educational programs for each counselee, and to achieve the coordination of other community agencies working with the offender.

A volunteer manages a further project: the Earned Dismissal Program. First time misdemeanor offenders may petition the court for the right to donate personal services to a designated public or charitable agency, with the understanding that satisfactory performance of this assignment, plus any other conditions imposed, will result in the case being dismissed without a conviction record.

The court uses this procedure of meaningful punishment in cases where such consideration will be helpful. As few as 25 hours and as many as 500 hours have been assigned. Perhaps 450 youthful offenders have participated in this project where supervision is provided by the cooperating community agency.

A juvenile court program, operating since 1969, provides volunteers on a one to one basis to juvenile court youth, and volunteers are recruited, screened, trained, supervised, and supported in ways similar to the adult program.

The board of directors has also become the contractor for two group homes housing eight juveniles each. One house serves boys paroled from Illinois juvenile institutions; the other is operated for the Juvenile Court and receives boys from Peoria County.

BUDGET:

The overall program operates on an annual budget of \$26,000. This amount covers the cost of a full time chief counselor, a part-time secretary, and a full time investigator for the misdemeanor program who is paid at a half-time rate. Rent, utilities and office supplies are absorbed by the county which also contributes \$2,000 annually. State block grant funds contribute \$14,000, and private donations approximate \$10,000 annually.

Contact:

Philip L. Carlson, Chief Counselor
Court Counselor Program, Inc.
Peoria County Courthouse, Room 304
P. O. Box 3201
Peoria, Illinois 61614
Tel. (309) 676-4611, Ext. 281

FRIENDS OF THE SUPERIOR COURT OF THE DISTRICT OF COLUMBIA WASHINGTON, D. C.

GOALS:

To promote interest in the administration of justice in the Superior Court of the District of Columbia, and to assist the Superior Court through the provision of volunteer services and assistance to the wards and clients of the Court, the evaluation of court-related volunteer programs, and the identification of the need for such services and assistance as will promote offender rehabilitation, delinquency prevention, and the welfare of children in the District of Columbia or before the Superior Court for adjudication.

METHODS:

1. Providing volunteer services:

- a. To enhance the probation experience by performing tasks which do not require professional training.
- b. To recruit volunteers with professional training (i.e. law, child guidance, psychology, etc.) to supplement the work of the staff; to undertake special projects at the request of the Court such as recruiting lawyers to represent abused children.
- c. To pioneer new programs which may prove useful in the rehabilitation of offenders or in the prevention of delinquency.
- d. To ensure that the attitude and performance of all volunteers working at the court shall be "professional". They shall be properly trained for their own particular volunteer work and thoroughly oriented to the court's functions.

2. Working to increase community understanding of the needs of the Court, and the difficulties faced by staff in helping clients because of inadequate resources.

3. Providing assistance such as clothing, shelter, transportation, etc. to those persons who may come within the jurisdiction of the court.

This program has a high percentage of minority group volunteers due to special reach out efforts, and reimbursements for volunteer transportation expenses. This program is more than eight years old, aims at 200 volunteers and will serve clients of various court divisions.

BUDGET:

The court does pay the salary of the administrator (a comparable salary to that of a probation supervisor), a secretary, furniture and office space, utilities and supplies. Private donations are about \$5,000 annually and provide bus fares and parking costs for volunteers, clothing for children, lunches for children whose court hearings carry over the noon hour.

Contact:

Phyllis C. Lake, Administrator of Volunteers
613 G Street, N. W.
Washington, D. C. 20001
Tel. (202) 727-1788

VOLUNTEER COUNSELORS FOR MISDEMEANANT OFFENDERS
95TH DISTRICT COURT
IRON MOUNTAIN, MICHIGAN

GOALS:

To provide volunteer sponsors for misdemeanor offenders in a rural county court which has no paid probation personnel.

METHODS:

Serving a population of 24,000, and with an average of 30 to 40 misdemeanants, mostly between 17 and 25 years, on probation at any one time, this court recruited some 65 volunteers to sponsor its probationers. The judge and other volunteers are the primary recruiters.

Orientation and training are done by the judge, assisted by the probation officers of the juvenile and felony court. Monthly volunteer "rap" sessions are held. The volunteers include doctors, teachers, dentists, salesmen, carpenters, ministers, janitors, housewives, office workers, and retired persons. They furnish a monthly written report to the court. One volunteer performs pre-sentence investigations to advise the court whether probation may be appropriate. Sponsors may recommend an early discharge from probation when substantial progress has been made.

The mental health, employment, and community service agencies, Alcoholics Anonymous, and educational agencies have joined in providing services to the offenders.

The program reports a 90% non-recidivism rate.

BUDGET:

There is no budget since all services are donated.

Contact:

Hon. V. Robert Payant, District Judge
95th District - Division II
Courthouse
Iron Mountain, Michigan 49801
Tel. (906) 774-0506

PARTNERS: A PRIVATE VOLUNTEER PROGRAM
FOR JUVENILE COURT YOUTH
DENVER, COLORADO

GOALS:

This project provides citizen volunteers to enrich the probation and overall life experience of youth placed on probation by the Denver Juvenile Court. Eleven volunteers were assigned when this program began in February, 1968. There are presently 375 volunteers working with youth placed on official probation, as well as youth who are part of the Partners recent second component, the diversion project.

While the Juvenile Court has utilized the informal adjustment provision of the Children's Code to avoid formal petition filing, little direct service has been provided the adjusted cases because of the extended case-loads of probation staff. The Partners diversion program is a deliberate effort to fill the service and human needs of juveniles diverted from the formal system at the intake point.

METHODS:

Recruiting emphasis is with young adults, willing to spend at least three hours a week for at least twelve months with a court child. Partners staff interview volunteer applicants, obtain references, and provide twelve hours of training. Volunteer applicants are expected to read 500 pages of juvenile delinquency readings. Volunteers submit weekly reports on contact with juveniles, and have regularly scheduled meetings with other Partners to review and consider the problems and progress of their experiences.

Somewhat unique are the back-up facilities provided junior and senior Partners; fishing and camping equipment and trips, a (private) airplane ride, free access to the YMCA, a private multi-function sports center, and sports events. Horseback riding, water skiing and river rafting are also regularly arranged.

Fewer than ten per cent of volunteers leave the program before their one year commitment is over. More than two-thirds of the volunteers continue their work with Partners after the initial year's commitment. Evaluation of the program is currently being conducted by the University of Michigan.

Partners has submitted an additional proposal which, if funded, would attach volunteers at the police diversion point, essentially to work with younger youth apprehended on a first or second occasion, and, otherwise, generally returned home with a warning. Up to 300 additional volunteers are programmed for the proposed police diversion project.

BUDGET:

The present budget approximates \$190,000 per year and is staffed to cover a 500 volunteer program. Program staff totals approximately 13 persons, plus three interns, two secretaries, and an increased summer activities coordinating staff of two persons. The program's first year budget was \$14,000, second year was \$36,000, third year was \$80,000. HEW grants have made possible the major expansion. Local fund raising capability has been at about a \$40,000 annual maximum. Partners has purchased and renovated its own office building.

Contact:

Bob Moffitt, Director
Partners, Inc.
326 West 12th Avenue
Denver, Colorado
Tel. (303) 893-1400

COURT ORGANIZATION AND LAW REFORM

Concern for improving the efficiency of the courts must not be allowed to divert attention from the need to keep the substance of the law consistent with the needs of society. Law reform, moreover, is an important factor in improving other functions through procedural simplification and through diversion from the courts of work which the courts do not handle to good advantage.

There is a marked and welcome trend across the country in favor of court unification and consolidation, with increased state financing, thus centralizing court administration and supporting services in an area where diffusion breeds inefficiency. Such efforts need and deserve financial support to form the study base requisite to achieving massive improvement in court organizations.

In this section are included several examples of law reform activities which can appropriately be supported by Safe Streets Act funds.

A COMPREHENSIVE STUDY OF THE LOUISIANA COURT SYSTEM
THE SUPREME COURT
NEW ORLEANS, LOUISIANA

GOALS:

This is a study of the judicial system of the State of Louisiana: the Supreme Court, the Courts of Appeals, the District Courts, the Juvenile Courts, the Family Courts, the Parish Courts, the City Courts and the Municipal Courts. The goal of the study, as established by the Louisiana Judicial Council, is to make the Louisiana court system more efficient.

METHODS:

The study prepared analyses of the following aspects of each of the courts and related offices:

1. Analysis of criminal cases from arrest to final disposition on appeal.
2. Analysis of civil cases from filing of suit to final disposition in segments of significant events including filing of suit, setting for trial, pre-trial hearing, trial, judgment, appeal, final disposition on appeal.
3. Docketing procedures.
4. Calendaring procedures.
5. Records management.
6. Court reporting and preparation of transcripts.
7. Procedures for selecting juries and operation of the jury system.
8. Procedures for serving subpoenas.
9. Indigent defense representation.
10. Constitutional, statutory and rule-made causes of delay.

Information collected included:

1. An inventory of the personnel of each court, including judges, minute clerks, secretaries, court reporters, personnel in the offices of the clerk of court, district attorneys, public defenders, probation and parole offices, all with a view toward a determination of numerical adequacy or inadequacy of personnel.

2. An inventory of the physical facilities and equipment of each of the courts and related offices, including a general description of the courthouse, the layout of offices, and physical equipment, all with a view toward a determination of physical and numerical adequacy or inadequacy.
3. A study of the financial operations of the courts and related offices, including costs of operations of each of the courts and related offices, salaries source and disposition of funds, statutes and court rules pertaining to financial operations, all with a view toward determination of adequacy or inadequacy, along with recommendations for improvement.

The study examined the operation of the judicial administrator of the Supreme Court and the techniques for gathering and interpreting statistics from the courts of the State.

Field teams went to each of the sixty-four parishes in the state to interview justice system personnel. Numbers of cases in every court were examined. Resources of each court were inventoried: space, personnel, equipment and finance. Operational analyses were conducted. Ideas and concepts for change were discussed with judges, attorneys, scholars, and others who could evaluate them with regard to feasibility in Louisiana courts.

The study required eight months.

BUDGET:

\$133,000.

Contact:

Eugene J. Murret, Judicial Administrator
 Supreme Court of Louisiana
 301 Loyola Avenue
 New Orleans, Louisiana 70112
 Tel. (504) 527-5253

STUDY OF THE COURTS OF LIMITED JURISDICTION
 OF LOUISIANA
 NEW ORLEANS, LOUISIANA

GOALS:

To examine the organization, jurisdiction, workload, management, operation, and financing of Louisiana's courts of limited jurisdiction (city courts, mayor's courts, and justice of the peace courts), with a view toward the possible restructuring of this level of the court system and integrating it into the state court system. The study will be conducted over a six and one-half month period and its written report and recommendations will be presented to the Louisiana Constitutional Convention which meets in 1973.

METHODS:

The first phase involves analyzing constitutional and statutory materials on these courts, and designing and testing a data collection questionnaire and case data collection forms. Phase II involves field visits and extensive interviews with a cross section of court and court related officials. In Phase III the materials gathered in the prior phases will be tabulated and analyzed. Phase IV will include the preparation and publication of the final report.

A judicial research organization will provide overall supervision for the study, assisted by professional consultants. Study staff will meet periodically with an advisory committee to inform them of the progress of the study and to receive their suggestions. The project director will be the Judicial Administrator of the Supreme Court of Louisiana. The field supervisor will be the Deputy Judicial Administrator. Both will supervise and coordinate local and visiting consultants and local staff.

BUDGET:

Total cost of the project will be \$40,805.

Contact:

Eugene J. Murret, Judicial Administrator
 Supreme Court of Louisiana
 301 Loyola Avenue, Room 109
 New Orleans, Louisiana 70112
 Tel. (504) 527-5253

CALIFORNIA LOWER COURT STUDY
JUDICIAL COUNCIL OF CALIFORNIA
SAN FRANCISCO, CALIFORNIA

GOALS:

The goal of this project is to examine the organizational structure and management of the municipal and justice courts in California, with particular attention to their function as traffic courts, in order to determine what improvements can be made to enable these courts to cope with their heavy volume of business.

METHODS:

The contractor's three man project team, accompanied in ten of the larger counties by the Judicial Council's project director, visited all 58 California counties, observed lower court operations and interviewed judges, court attaches, public and private attorneys, county officials, and state and local law enforcement officers. The county visits were supplemented by 2,700 questionnaires sent to these same courts and court related groups. Visits were made to Idaho, Colorado, and Illinois to obtain information as to recent lower court reforms in those states, and additional information was obtained from other states by correspondence. Work done by the contractor was periodically reviewed by an advisory committee of two lower court judges (one municipal and one justice), representatives of state and local government, with the Director of the Administrative Office of the California Courts as chairman.

The consultant's major recommendations included:

1. Establishment in each of the 58 counties of a single county court to replace present municipal and justice courts.
2. Creation of multi-county administrative districts in the more sparsely populated counties.
3. Centralized administration on a regional basis by area administrative judges appointed by the Chief Justice, assisted by area court administrators.
4. State financing of the salaries of lower court judges, commissioners and court administrators, and of the system of area administration.

BUDGET:

The project, continuing from October 1969 to October 1972, was financed by a three year grant of \$278,500 from the National Highway Safety Fund, \$200,000 of which was budgeted for contractual services by a consulting firm, and \$75,000 for the services of the full time project director. Pro rata matching funds consisted of in-kind services provided in the traffic division of the San Francisco Municipal Court.

Contact:

Warren Marsden, Project Director
Judicial Council of California
100 Library and Courts Building
Sacramento, California 95814
Tel. (916) 445-7525

UNIFIED TRIAL COURT FEASIBILITY STUDY
JUDICIAL COUNCIL OF CALIFORNIA
SAN FRANCISCO, CALIFORNIA

GOALS:

The organizational structure of California's trial courts creates difficult problems. The courts (58 Superior, 77 Municipal and 226 Justice), operate independently of each other. Unnecessary expense is incurred in maintaining duplicate administrative and support services in courts of general and limited jurisdiction in each county. Judicial manpower is unevenly utilized to the trial court workload. Court procedures vary among judicial districts. Use of court facilities is not well coordinated. It is difficult to achieve efficient distribution of manpower among the courts. In the smaller courts judicial specialization and economies of scale are unavailable. The purpose of this project was to determine the feasibility of integrating the three separate types of trial courts into a single organization; and to recommend a plan for the organizing and staffing of a completely unified trial court system.

METHODS:

After interviews with individuals who furnished guidance in the conduct of county visits, Superior Court operations were observed in the counties of Sacramento, San Francisco, Los Angeles, San Diego and Ventura. Interviews were conducted with judges, court attaches, county officials, public and private attorneys, state and local law enforcement officers and others, to obtain their views on present trial court problems and on the feasibility of court unification. Over 1,700 questionnaires were sent to all California Superior, Municipal and Justice Court judges, court commissioners, traffic court referees, court clerks and administrators, county administrative officers, district attorneys and public defenders, and to a cross-section of private attorneys. Questionnaires were also sent to fifteen states known to have completely or partially unified trial court systems.

The major recommendations were as follows:

1. A completely unified single trial court with one type of judge is ultimately the most desirable form of trial court organization for California, but it is not feasible to establish such a system immediately in all counties.

2. As the first step toward complete unification, legislation should be enacted establishing a unified lower court system and creating an area administrative structure for the Superior as well as the lower courts.
3. The trial courts should then be unified with a single level of judge in counties where that is feasible, and two levels of judge (Superior and Associate) in the remaining counties.
4. Finally, the second level of judge should be phased out by Judicial Council action, subject to a legislative veto.

BUDGET:

The project, lasting from August to December 1971, was financed by a \$42,000 federal grant, with matching funds in the form of in-kind services (valued at \$11,877) performed by the project director for the Lower Court Study, a court management analyst, other staff of the Administrative Office of the Courts, and by trial judges serving on an advisory committee or interviewed in the course of the study.

Contact:

Warren Marsden, Project Director
Judicial Council of California
100 Library & Courts Building
Sacramento, California 95814
Tel. (916) 445-7525

GOALS:

1. Complete revision of all Texas statutes affecting the judiciary, both civil and criminal.
2. Extensive changes in the structure of the Texas court system, with certain objectives clearly indicated:
 - a. Elimination of numerous types of courts of limited jurisdiction, and creation of courts of general jurisdiction wherever needed.
 - b. Drastic realignment of the jurisdiction at the several levels of courts of general jurisdiction.
 - c. Restructuring of the courts in such a way as to expedite both the trial and appeal of criminal cases.
 - d. Realigning judicial work load so as to reduce the present intolerable burden of work imposed upon the Court of Criminal Appeals.
3. Reorganization of the various courts in such a way as to insure effective utilization of judicial personnel at all levels.
4. Procedural changes to implement the organizational and structural reforms recommended.
5. Elimination of overlapping jurisdiction and work duplication, so that a higher degree of finality is accorded to judicial decisions at all levels of the judicial process.

METHODS:

Pursuant to resolution, the House Judiciary Committee undertook a comprehensive study of the Texas judiciary during 1970. Public hearings were held in Austin, Corpus Christi, San Antonio, Dallas, Fort Worth, Lubbock, El Paso and Houston. Lawyers, judges, and laymen in large numbers testified before the committee and offered hundreds of suggestions for needed changes in the judiciary. The

Judiciary Committee analyzed this material and reached the conclusion that it is time for massive and significant changes in judicial organization and procedure.

This project will expand the work which the Judiciary Committee has been doing on a limited basis for the past two years. The project will follow the following general procedures:

1. A full-time staff will be recruited.
2. The staff will select for study certain judicial systems in other parts of the United States and will spend sufficient time to determine what portions of such systems can be adapted to meet the needs of the Texas judiciary.
3. The staff will correlate its study of other systems with the recommendations and suggestions already received by the committee.
4. The staff will then undertake, at the direction of the committee, to draft a judicial code to embody all statutory law affecting the organization, structure and procedure of Texas courts.
5. Wide distribution will be made of the draft, following which public hearings will be held for comment, criticism and suggestions.
6. The Judiciary Committee will then make final decisions as to the program it will recommend to the next Legislature.
7. The final report of the committee will be drafted, printed, and distributed to all members of the Legislature and to others interested prior to the convening of the next regular session in January, 1973.
8. Staff work will continue during the first four months of 1973 to assist the Judiciary Committee as it seeks to enact into law the recommendations resulting from this project.

BUDGET:

The 16 month budget (January 1, 1972 to April 30, 1973) includes:

	<u>LEAA Funds</u>	<u>Grantee Contribution</u>
<u>Personnel</u>		
1 lawyer @ \$18,000/yr.	\$18,000	\$ 6,000
1 lawyer @ \$15,000/yr.	15,000	5,000
1 secretary @ \$6,000/yr.	6,000	2,000
2 secretaries @ \$4,800/yr.	9,600	3,200
2 clerks @ \$3,600 (part-time)	3,600	1,200
FICA, retirement	4,800	
Subtotals	\$57,000	\$17,400
<u>Printing</u>		
(Texas Legislative Council)		600
<u>Travel and per diem</u>	6,000	6,000
<u>Supplies and other operating expenses</u>		
Supplies	300	100
Postage	600	200
Telephone and telegraph	600	200
Subtotals	\$ 1,500	\$ 500
TOTALS:	\$64,500	\$24,500
TOTAL PROJECT COSTS:	\$89,000	

Contact:

L. Dewitt Hale, Chairman
House Judiciary Committee
House of Representatives
Austin, Texas 78711
Tel. (512) 475-4743

COURT IMPROVEMENT CONFERENCES
STATE BAR OF TEXAS
AUSTIN, TEXAS

GOALS:

1. To inform the citizenry of the state of the present structure, organization and administration of the court system of Texas.
2. To inform the citizenry of the state of the problems facing the court system.
3. To inform the citizenry of the state of proposals for modernization of the Texas court system.
4. To obtain the views of the citizenry of the state on proposals to modernize the court system of Texas.

METHODS:

This project will contract with the Chief Justice's Task Force for Court Improvement to present five regional and one statewide court improvement conferences during September, October and November, 1972. This overall program will take place from September 1, 1972 to December 31, 1972, and will bear a relationship to the Texas Judicial Reorganization and Reform Project.

Each conference will be sponsored by a local bar group, law school or other segment of the legal profession. The invitation list will be compiled by the local sponsors in conformance with guidelines set up by the Task Force. Sponsors will seek the attendance of opinion leaders in each region, including members of the bench and bar, business, labor, state, city and county governments, educators and housewives.

The program for each conference will be determined by the local sponsors upon the advice of the Task Force. A presentation of the present condition of the Texas court system will be made by local attorneys and judges or by members of the Task Force. Members of the Task Force will explain proposals for modernizing the court system. Each speaker, well acquainted with court modernization efforts in other states, will speak on methods of achieving court improvement. There will be at least two question-and-answer periods during which the conferees will be encouraged

to express their views and ask questions about the present court system and proposals for its reorganization.

A special effort will be made to obtain the attendance and views of members of the Texas Legislature. At the statewide conference, the leadership of the state government will be invited to speak and give their views on the needs of the court system.

BUDGET:

Professional and contract services

Meeting rooms, coffee and luncheon service	\$ 4,700
Transcription of proceedings by shorthand reporter @ \$100 per conference	600
Re-publication of materials @ \$3.00 per conference participant	<u>3,900</u>
Subtotal	\$ 9,200

Travel

Transportation of conferees @ .10/mile	\$ 8,500
Transportation of Task Force members and other speakers @ \$100/speaker, 10 speakers at statewide conference, five speakers at each regional conference	3,500
Lodging and subsistence of conferees for night preceding statewide conference @ \$25	12,500
Lodging and subsistence of Task Force members and other speakers as follows:	
Statewide conference - 10 speakers @ \$25/day for 2 days	500
Each regional conference - 5 speakers @ \$20/day for 2 days	<u>1,000</u>
Subtotal	\$26,000

Supplies and other operating expenses

Telephone @ \$50/conference	\$ 300
Postage @ \$1/conferee	<u>1,300</u>
Subtotal	\$ 1,600
<u>TOTAL:</u>	\$36,800

Plus in-kind match of time and services of Task Force members and participants (\$32,250).

Contact:

State Bar of Texas
201 West 15th Street
Austin, Texas 78701
Tel. (512) 476-6823

ARKANSAS PROJECT ON STANDARDS OF CRIMINAL JUSTICE
UNIVERSITY OF ARKANSAS SCHOOL OF LAW
FAYETTEVILLE, ARKANSAS

GOALS:

The Arkansas Project on Standards of Criminal Justice will draft the necessary legislation for substantial state compliance with the American Bar Association's Standards for Criminal Justice.

The project will conduct a comparative analysis of Arkansas criminal procedure with the ABA Standards. Legislation to implement the standards will then be drafted taking into consideration state constitutional provisions, statutory law, court rules, case law, and local practice. An extensive commentary in support of the changes will be written for each piece of proposed legislation. The Arkansas Bar Association has pledged to work for passage of proposed implementing legislation.

METHODS:

Step I. The first phase of the project will be the comparative analysis of the ABA Standards with Arkansas statutory law, court rules, legal practice and relevant constitutional provisions. Relevant distinctions will be noted and a determination made as to the precise changes necessary to bring the Arkansas practice in line with the Standards.

Step II. An initial draft will be made of the legislation (or other changes) necessary to bring Arkansas practice in line with the Standards. Actual legislative drafting will be done by third year law students supervised by an experienced legislative draftsman.

Step III. A series of meetings will be held with the appropriate committee of the Arkansas Bar Association. Participating in these meetings will be the project director, representatives of the Arkansas Bar Association, the students who drafted the proposed legislation, and the project consultants. The purpose of these meetings will be to explain each phase of proposed legislation, to elicit Bar Association criticism, comments, reaction, and suggestions.

Step IV. The legislation will be prepared in final form, taking into account the suggestions and modifications that came out of the meetings. The final draft will have to be approved by the Bar Association from both a substantive and technical standpoint, as the Bar Association will

be responsible for introducing the proposed legislation.

BUDGET:

	<u>LEAA</u>	<u>Local Contribution</u>
Project Director (23% of time)	\$1,878	\$3,380
Student Assistants (1,000 hours @ \$2.50/hr.)	2,500	
Secretary (\$3,552 per yr., 1/3 time)	1,184	
Legislative drafting (\$75 per day, 12 days)	900	
Travel	360	
40 man-days subsistence (\$15 per day)	600	
Stationery, postage, reproducing, etc.	78	
Indirect costs		<u>3,333</u>
Total:	\$7,500	\$6,713

The project director will devote approximately one-fifth of his time to the project for the first nine months and full time during the eleventh or twelfth month. He will be engaged in the drafting of legislation in its final form as well as the preparation of the "commentary", explaining each piece of proposed legislation. Also, a consultant will work with the law students in the drafting of the proposed legislation.

The travel expense primarily reflects the transportation costs for the ten meetings with the Arkansas Bar Association.

Contact:

Prof. Rafael Guzman
University of Arkansas School of Law
Fayetteville, Arkansas 72701
Tel. (501) 575-5605

CRIMINAL CODE REVISION
FLORIDA HOUSE OF REPRESENTATIVES
TALLAHASSEE, FLORIDA

GOALS:

Florida is entering the third phase of its revision of the criminal code. Phases one and two amended the criminal procedure and established a uniform penalty classification system. The third phase will be concerned with substantive revision of the criminal statutes themselves.

It is anticipated that research will develop alternatives to counter-productive punishment as well as elimination and modification of victimless crimes. The criminal code that is envisioned is one understandable by the average person.

METHODS:

This program will be conducted under the supervision of the Committee on Criminal Justice of the Florida House of Representatives. It is anticipated that phase three will be completed by enactment of recommended legislation in the 1973 legislative session.

Research and comparison of Florida's criminal code will point out the major areas of needed change. By consulting the Model Penal Code, the American Bar Association Standards, and the recommendations of the President's Commission on Law Enforcement and Administration of Justice, a proposed criminal code for Florida will be developed.

Hearings will be held throughout the state to receive testimony from concerned parties. The four law schools in the state will be invited to participate in project research. There will be consultation with the three segments of the criminal justice system - law enforcement, judiciary, and corrections; and committees and representatives of the Bar Association will be utilized.

Before the 1973 legislative session, final hearings will be conducted by the House Committee on the entire proposal. The Committee will be responsible for voting out the final revision, which will be transmitted to the legislature for final approval.

The appropriate Senate committees will be invited to attend the hearings and to work on the revision.

ARIZONA RULES OF CRIMINAL PROCEDURE REVISION
UNIVERSITY OF ARIZONA COLLEGE OF LAW
TUCSON, ARIZONA

BUDGET:

LEAA funds will support:

Project coordinator	\$22,000
Assistant project coordinator	12,000
Secretary	6,442
Fringe @ 9.2%	2,889
Travel	<u>2,988</u>
Total	\$46,319

State matching funds in the amount of \$17,798 will support a half time secretary, a half time attorney, office equipment and supplies, rent and miscellaneous expenses.

Contact:

Hon. Quilliam S. Yancey, Chairman
Committee on Criminal Justice
Florida House of Representatives
Tallahassee, Florida 32304
Tel. (904) 224-1277

GOALS:

Arizona's courts have operated under an antiquated set of criminal procedure rules which were not responsive to the expanded requirements of recent high court decisions in the criminal law and procedure area. As a result, delay, particularly between arraignment and trial, presented major operational problems for the Arizona judicial system.

Extensive revision was undertaken to modernize the rules to accommodate the requirements in criminal procedures which are now case law, and to include provisions which would expedite caseflow.

A corollary goal was the development of a statistical study of the various operational levels of the Arizona judicial system. Four principal goals for the new rules were set forth:

1. Reduction of judicial process delay
2. Making the system more rational (e.e., by providing for structured and controlled plea-bargaining)
3. Reform and limitation of the preliminary hearing
4. Increasing the role of discovery in criminal cases

METHODS:

An Arizona State Bar Committee supervised a project staff attached to the University of Arizona College of Law.

The State Bar Criminal Law Committee and 29 regular and ex-officio members conducted extensive hearings at which proposed changes were discussed. Every judge of a court of record handling criminal cases was interviewed with a specially prepared form covering topics ranging from utilization of warrant forms to post-conviction relief procedures. A national search for innovative criminal procedure practices was conducted. A statistical survey of the Arizona court system was prepared for staff use, and an attitude survey made to obtain opinion on the operation of the present rules. Final drafts of proposed rule changes were completed and submitted to the Legislature for comment and to the Supreme Court for approval and promulgation under the Court's plenary rule-making power. Far reaching changes in pre-trial discovery practices (encouraging early discovery and increasing the scope for both sides) and the institution of enforceable time-specific limits (accompanied by more streamlined pre-trial procedures) were among the final proposals of the rules revision, which is currently awaiting final approval.

BUDGET:

Initial organizational consultant (operational)	\$ 5,000
Project director	20,000
Research assistant (2)	15,000
Secretarial staff (2)	8,000
Travel, miscellaneous	2,000
Total	\$50,000

The project director supervised administration, coordinated the State Bar Committee, public interest groups and professional meetings, supervised interviewing and statistical study, and directed the preparation of drafts for the Supreme Court.

There was staff travel to study state court systems which had undertaken similar projects, or had implemented certain of the proposed innovative rules.

In some cases, a consultant with organizational and administrative ability may be needed to set up questionnaire-interview content and distribution, consult on the statistical study, and help plan the format for public and special interest group hearings. (If the project director has substantial administrative expertise to parallel his requisite legal skills, this consultant may not be needed.)

Contact:

Prof. John Greacen
University of Arizona
College of Law
Tucson, Arizona
Tel. (602) 884-1373

SELECT COMMITTEE ON TRIAL COURT DELAY
JUDICIAL COUNCIL OF CALIFORNIA.
SAN FRANCISCO, CALIFORNIA

GOALS:

To establish a Select Committee on Trial Court Delay to undertake a comprehensive study of the causes and reasons for delay in trial courts and to make recommendations concerning methods for eliminating unnecessary delay. By establishing a study team of persons knowledgeable in court work, it was possible to obtain an objective judgment concerning the causes for court delay and reasonable solutions for its reduction.

METHODS:

The Select Committee was appointed by the Chief Justice of California as Chairman of the Judicial Council of California. (This form of organization was principally for administrative convenience within existing statutory authorization; the Judicial Council exercised no operational control, since a principal purpose of the project was to establish an independent body.) It consisted of three judges, three lawyers, and three lay persons involved in the criminal justice process. In addition, liaison members included a representative of the Governor's Office, and two legislative members, one each from the California Senate and Assembly. The Select Committee was assisted by a staff of three attorneys with supporting secretarial assistance. The committee operated through three subcommittees, one devoted to criminal law, one to civil law, and one to court administrative matters. One staff attorney worked closely with each subcommittee, the project director assuming overall staff control for the project. The subcommittees met at least once each month, with the full committee also meeting at least monthly. This resulted in the production of recommendations for legislative and rule changes, both substantive and procedural, in the criminal and civil law areas as well as significant administrative and procedural changes in court operating procedures within the existing statutory and rule structure. The committee published its recommendations in a series of pamphlets that were widely distributed to interested persons and groups. Certain statutory and rule changes were effected. Significant changes in calendar management techniques are anticipated as a result of committee recommendations in this field.

BUDGET:

The budget for this 18 month plus project was approximately \$130,000 (\$116,000 federal funds) which paid for the professional staff, secretarial assistance, and travel expenses for the volunteer members of the Select Committee (who made on-site visits to some 14 metropolitan superior courts).

Contact:

Ralph N. Kleps, Director
Administrative Office of the California Courts
4200 State Building
455 Golden Gate Avenue
San Francisco, California 94102
Tel. (415) 557-1581

COLORADO UNIFORM CRIMINAL JURY INSTRUCTIONS
THE JUDICIAL DEPARTMENT
DENVER, COLORADO

GOALS:

1. To codify jury instructions in all criminal cases in clear, unambiguous language, impartial, and free from argument, for specific subjects frequently litigated in criminal cases.
2. To create uniformity of instructions in criminal cases where disparity now exists.
3. To lessen docket congestion by saving time in jury trials where much time is now spent in arguing and preparing instructions.
4. To create greater certainty and predictability in the law by establishing clear precedent.
5. To establish a single source of common and frequently used instructions instead of many diverse sources.
6. To eliminate many appeals grounded upon errors in instructions and the consequent case-by-case evolution of instructions.
7. To eliminate erroneous statements or application of law in criminal cases.

METHODS:

The first step was the appointment of a 17 man committee by the Supreme Court, composed of members of the bench and bar, with experience and expertise in criminal law, including prosecutors and public defenders. The chairman was Justice William Erickson of the Supreme Court. A professor of law was engaged as staff director to carry out this assignment, he was relieved of a portion of his teaching load at the college of law. He recruited a number of senior law students to assist in research, in the drafting of instructions, and in preparing the appropriate authorities and citations for each instruction.

The committee met 12 times during the eight months to review the staff work, make suggestions for amendments, and approve instructions. As each major section of instructions was completed, it was submitted to the Supreme Court for review. Upon completion of all of the instructions, they will be reviewed and adopted by the Supreme Court, published and distributed.

(It will be necessary for this committee or its successor to meet periodically to consider additions, deletions, and amendments, to coincide with statutory changes and appellate court decisions.)

BUDGET:

This project was planned for eight months, as reflected in the following budget:

Personnel

Director - \$1,750/mo. x 8 mons.	\$14,000
Secretary - \$ 517/mo. x 8 mons.	4,136
Fringe benefits for director and secretary	<u>1,650</u>
Personnel Subtotal	\$19,786

Professional Services

Law Clerks - 800 hrs. @ \$3.50 per hour	2,800
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Travel and Subsistence

Committee members (\$.10/mile)	1,853
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Operating Expenses

Total (federal share)	\$27,239
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The committee was composed of 17 members and in-kind match was provided as follows:

Lawyers 13 x \$240 per day (bar minimum) x 12 meetings	\$37,440
Judges 4 x \$80 per day x 12 meetings	<u>4,128</u>
Total	\$41,568

Contact:

Justice William Erickson
Colorado Supreme Court
State Capitol
Denver, Colorado 80203
Tel. (303) 892-2417

or

Harry O. Lawson
State Court Administrator
Room 323, State Capitol
Denver, Colorado 80203
Tel. (303) 892-2681

FACILITIES, ARCHITECTURE, AND SPACE UTILIZATION

There is need for increased attention to planning the housing and facilities design for justice system components, preferably involving interdisciplinary personnel. There are a variety of special factors which must be considered in planning court facilities, e.g., appropriate jury orientation rooms, space for law clerks, security factors, unification of courts and court administration, the movement of probation offices into neighborhood settings, screening projects which may reduce caseflow.

Each state should inventory its court facilities as well as facilities presently utilized by related justice system agencies. A comprehensive plan should then be developed for the improved utilization of present space, the determination of needed additional facilities, and production of a master plan for the implementation of facilities needed.

Assistance in designing a facilities inventory program or a particular facility plan is available through the National Clearinghouse for Criminal Justice Planning and Architecture, 1102 West Main Street, Urbana, Illinois 60801, Tel. (217) 333-0312.

STATEWIDE SURVEY OF COURTHOUSE FACILITIES
SUPREME COURT
BOISE, IDAHO

GOALS:

To determine the present status of court facilities, equipment and furnishings in the state and to point out where improvements are needed to improve the efficiency and atmosphere in which judicial proceedings are handled. To develop minimum standards for all court facilities with adequate regard for rural and urban courts.

METHODS:

The survey was made with the assistance of the seven trial court administrators who obtained the information for each county in their districts. This information was obtained in one week. Court administrators were then requested to supply additional information for potential grants under the Omnibus Crime Control and Safe Streets Act. Court officials will meet to review the needs and prepare the necessary proposals for those projects the Court approves for grant requests.

BUDGET:

Each trial court administrator has taken approximately 1/4 month to prepare the information received to date. It will require approximately 1/2 month to one month additional time to complete the project as outlined above.

Contact:

William F. Lee
Administrative Assistant of the Courts
Supreme Court Building
451 West State Street
Boise, Idaho 83707
Tel. (208) 384-2246

JUDICIAL FACILITIES STUDIES
GEORGIA CRIME COMMISSION
ATLANTA, GEORGIA

GOALS:

To develop a comprehensive judicial facilities information system, including:

1. An inventory of court and court-related facilities.
2. Developing a system of judicial facilities information for rapid analysis, updating and retrieval.
3. Recommending short term improvements that could be implemented at existing facilities with minimum expenditure.
4. Expanding the data base to permit comprehensive recommendations for long term improvements in court facilities.
5. Designing a master plan for the development and improvement of judicial facilities, based on an assessment of future court direction.
6. Preparation of a manual of space standards and design guidelines to assist programming, planning and budgeting for judicial facility projects.

METHODS:

Data compiled from an inventory of existing facilities would be organized into charts and tables for quick reference, with data computerized for rapid retrieval. Factual information includes number, size, location, height, age and occupancy of facilities at each location; subjective assessment information includes adequacy and suitability of space for specific or multiple functions, environmental conditions, and necessary improvements and evaluations of potential uses at each facility; analytic information includes population growth, personnel projection, relationships between functioning users and spaces, and space standards and guidelines. The information would be updated to reflect changes in structure, use, etc. The information would be used in making decisions for granting or rejecting requests for space or for altering existing space use; similarly, the information would be used in recommending short term improvements of existing facilities at minimum cost, with preliminary time scheduling for implementation also suggested. Comprehensive studies of selected facilities would be conducted at several locations, based on population, size of facilities, size of caseload, and jurisdictional levels. The sample studies would be compiled in a standard format leading to the

promulgation of recommended guidelines as the first phase of a statewide master plan.

BUDGET:

The proposed study could be conducted as one major project on a statewide basis or as several coordinated local projects with a common statewide goal. Hence, cost would vary considerably depending on the approach chosen. The following represents an estimate of consultant services costs for varying approaches.

A judicial facility study at the county level, including research, programming, planning and cost assessment of facility needs, would require about two months to compile and would cost approximately \$15,000.

On the circuit level, the amount of work involved for each county would not be as extensive as that required for one major county. A study of facilities in a four county circuit would take about four months and cost approximately \$30,000.

After completion of an initial county or circuit study, subsequent studies within the same judicial system can be conducted at lower cost. Thus, a sampling of several counties or circuits to produce statewide data would require expenditure of several times the local or circuit costs, but at reduced costs for each.

A statewide study of judicial facilities would require about 18 months to complete, with a cost of about \$160,000, including \$90,000 to inventory judicial facilities on a statewide basis, \$40,000 to develop a master plan, and \$30,000 to prepare a manual of facility standards and guidelines.

Contact:

Douglas C. Ikelman, Courts Specialist
Georgia Crime Commission
1430 W. Peachtree, N.E.
Atlanta, Georgia 30308
Tel. (404) 656-3825

THE FOLEY SQUARE COURTHOUSE
REORGANIZATION AND RENOVATION PROGRAM
NEW YORK CITY, NEW YORK

GOALS:

The Courthouse Reorganization and Renovation Program sought to integrate, coordinate and simplify problems resulting from overcrowded and antiquated court operations and spatial arrangements by achieving the following major goals:

1. Determining spatial needs of New York County and State Courts operating in Manhattan and recommending space plans within existing Foley Square buildings.
2. Developing techniques by which court space could be made available quickly and inexpensively by the reorganization and renovation of existing court structures.
3. Developing approaches and solutions to court security problems and assessing the effects on planning of existing and new structures.
4. Developing for the Foley Square complex an integrated urban plan in accordance with recommendations contained in the City Planning Commission's master plan for the area.
5. Improving working relationships between the courts and the state and city agencies responsible for implementing court facility projects.
6. Formulating standards and guidelines for the design, reorganization and renovation of court and court-related facilities.
7. Preparing a handbook and other publications on the design, reorganization and renovation of court and court-related facilities for national distribution to court administrators, judges, architects and planners.

METHODS:

The approach adopted was an integrated and systematic space management process. The major components of this approach included defining goals and scope of work; compiling, organizing and analyzing research data; developing "block-use" plans for evaluating routine departmental requests for existing space relocation and changes; developing design standards and guidelines; projecting manpower and spatial needs; developing alternative detailed plans and preparing preliminary cost estimates.

The central focus of the study concerned three contiguous buildings--the Manhattan Criminal Courts Building, a New York State Office Building and the Supreme Court Building. Emphasis was also given to the comprehensive planning of the Civil Court Building, the Surrogate's Court Building at the southern end of the complex, and the Family Court, presently operating uptown, but soon to have its own building in the Foley Square.

All Foley Square buildings, and some adjacent to the complex, were spatially related under a master urban plan. Space and manpower needs for each of the major buildings in the study were projected in five-year intervals through year 2000.

The court security study's goal is to develop solutions to security problems in court buildings and to assess the effects of security decisions on optimum utilization of existing space in the Foley Square court buildings. The study has shown that decisions on courthouse security can significantly influence space planning solutions.

Analysis was conducted of data compiled on security manpower utilization, space planning for security improvement and security equipment and systems. Improvement in the assignment and use of currently available security or court officers could be accomplished without significant increase in expenditure. Reassigning space to separate low-security from high-security departments may require minor renovation work. Security equipment and systems, on the other hand, could involve significant cost increase and should be considered only when the other improvements on space and personnel are found to be inadequate.

As the functions of each court (Criminal, Civil, Family and Surrogate's) are different, the security problems of each court were analyzed individually. The recommendations for all court buildings, however, were combined and applied to the planning of the Foley Square court complex.

The work of the Courthouse Reorganization and Renovation Program and of the Court Security Study was completed at the end of May, 1972. Findings and recommendations for the Foley Square court complex were presented in a final report summarizing detailed information contained in ten volumes of appendices. Space and security planning and management concepts and applications suitable for use in court facilities in general are contained in a series of monographs published and distributed in October, 1972, on reorganization and renovation of courthouses and related law enforcement facilities, and in a handbook entitled 'Space Management and the Courts' being published by LEAA through the Government Printing Office. The handbook will be available for national distribution early in 1973.

BUDGET:

(Combines 3 grants) 2 years duration

Personnel	\$243,000
Travel	6,500
Supplies (charts & graphs for architectural handbook)	31,400

TOTAL \$280,900

Contact:

Thomas S. Chittenden, Director of Management Planning
Office of the State Court Administrator
270 Broadway
New York, New York 10007
Tel. (212) 488-5810

NIGHT AND WEEKEND COURTS
NEW YORK CITY CRIMINAL COURT
NEW YORK, NEW YORK

GOALS:

To double the number of arraignment courts handling night and weekend arrest cases. It will also allow preliminary hearings to occur at arraignment in substantially more cases, thereby eliminating much of the delay and many of the wasted appearances which occur when cases are adjourned for a subsequently scheduled preliminary hearing. The expected increase in dispositions reached at arraignment will serve to ease the case congestion. Fewer defendants will be remanded to pretrial detention facilities which involve hardship to the defendant and expenses to the State.

METHODS:

New York City previously maintained 16 hour arraignment courts in New York and Queens County. The new night and weekend courts will be housed in courthouses in the Bronx and Queens County. Under the previous system, a defendant who was arrested after 3:00 p.m. in Bronx or Queens County, was taken to New York or Kings County to be arraigned before a magistrate in night court. Transportation expenses alone were considerable, and the whole process was costly in time, money and overdetection. This project adds arraignment courts covering the period from 6:00 p.m. to 1:00 a.m. on weeknights, and for 16 hours on Saturday and Sunday for 365 days a year.

BUDGET:

A one year LEAA grant of just under \$1,100,000 funds additional personnel in the following agencies:

1. New York City Criminal Court - \$576,000

Court clerks, assistant court clerks, court assistants, uniformed court officers, interpreters, court reporters, a statistical clerk, (a night differential, in the form of higher pay, is provided)

2. District Attorney - \$61,000
3. Probation Department - \$41,000
4. Corrections Department - \$354,000
5. Legal Aid Society - \$59,000

Defense counsel

Contact:

Justice David Ross, Administrative Judge
New York City Criminal Court
100 Centre Street, Suite 522
New York, New York 10013
Tel. (212) 566-6360

DECENTRALIZED PROBATION SERVICES
UTAH STATE JUVENILE COURT
SALT LAKE CITY, UTAH

GOALS:

Goals for the neighborhood probation centers include:

1. More effective delivery of probation services to youthful probationers who reside in the particular area.
2. More effective involvement of families in total programs as a result of the proximity of services to the users.
3. Coordination of community resources within the geographical area served by the center.
4. Improved understanding by the court of the needs and conditions of the area served.
5. Development of a team of allied professionals to individually program each child (family) receiving probation services through the center.
6. Involvement of local residents in prevention activities through volunteer programs.
7. Reduction of recidivism as a result of more direct and effective probation services.

METHODS:

All center activities are approached from the standpoint of a probation team. A team in each center may consist of probation officers and aides, mental health specialists, vocational rehabilitation counselors, educational counselors, and volunteers, depending on the area and the availability of non-court specialists. Instead of each person assigned to the center having sole responsibility for certain cases, the staff of the center has team responsibility for all clients so that the skills of the various persons and disciplines available to the center can be used in diagnosis and treatment. The following services are planned or are in use in each center:

1. Group counseling with families, parents, and adolescents, in various combinations;
2. Individual counseling for the child and his parents;

3. Vocational training and counseling offered by a rehabilitation services counselor assigned to the court;
4. Coordination and use of existing community resources;
5. Remedial education and tutoring through the use of volunteers;
6. Mental health services;
7. Parent education classes;
8. Crisis oriented family counseling; and
9. Athletic activities arranged through or with other community groups and agencies.

In the First District, centers are in operation in Ogden, Layton, and Bountiful. In the Second District (Salt Lake City-County area), there are six centers in operation, two of which are just getting underway as a result of a new LEAA grant awarded July 1, 1972. In the Third District, one center is serving the Provo-Springville area.

All neighborhood centers are non-residential. Staff members of the Salt Lake City centers generally work from 9:00 a.m. to 9:00 p.m., four days a week.

BUDGET:

The first two centers in Salt Lake City were developed with the aid of private foundation grants.

All other centers are funded either in whole or in part with federal funds. Most federal monies have been made available to the Juvenile Court by grants from the Utah State Law Enforcement Planning Agency. The two newest probation centers are funded entirely by federal funds with the local matching share supplied by Salt Lake Model Cities money.

Minimum personnel needs of an urban center would include a supervisor, a probation counselor, a probation aide recruited from the area, and a secretary-receptionist.

Space requirements should provide offices 15' x 15' for the supervisor and the probation counselors, large enough for group counseling. The probation aide may have a smaller office approximating 10' x 10', or

12' x 12'. A reception area housing the secretary-receptionist should approximate 12' x 15', for a total minimum space of 730'.

A typical annual operating budget for an urban center in Utah (excluding one-time capital items such as desks, chairs, etc.) would be as follows:

Salaries (including benefits)	
Supervisor	\$11,200
Probation Counselors (2)	18,378
Probation Aide	6,499
Secretary-Receptionist	5,607
Subtotal	\$41,684
Operating Expense	
Rent	\$ 2,200
Utilities	990
Telephone	900
Supplies & Maintenance	500
Subtotal	\$ 4,590
Travel at \$.10 per mile	\$ 1,800
TOTAL	\$48,074

A minimum requirement for a more rural center would include two staff members: a probation counselor and a secretary-aide.

Space requirements should consist of one large office for the counselor of approximately 15 x 15 sq. ft. and a reception area of 12 x 15 sq. ft. Again, the counselor's office should be large enough for conducting group counseling. The total space required would be approximately 405 sq. ft. The total budget would be reduced proportionately.

Contact:

- John F. McNamara, Administrator
1. Utah State Juvenile Court
339 South 6th East
Salt Lake City, Utah 84102
Tel. (801) 328-5254
2. J. Joseph Tite, Director of Court Services
First District Juvenile Court
924-24th Street
Ogden, Utah 84401
Tel. (801) 394-2662

3. William M. Dale, Director of Court Services
Second District Juvenile Court
3522 South Sixth West
Salt Lake City, Utah 84119
Tel. (801) 262-2601
4. Melvin W. Sawyer, Director of Court Services
Third District Juvenile Court
P. O. Box 133
Provo, Utah 84601
Tel. (801) 373-3613

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COURT IMPROVEMENT PROGRAMS - GUIDEBOOK

FOR PLANNERS

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3. William M. Dale, Director of Court Services
Second District Juvenile Court
3522 South Sixth West
Salt Lake City, Utah 84119
Tel. (801) 262-2601
4. Melvin W. Sawyer, Director of Court Services
Third District Juvenile Court
P. O. Box 133
Provo, Utah 84601
Tel. (801) 373-3613

THE WATOTO PROJECT
A COMMUNITY-BASED JUVENILE PROBATION PROGRAM
SAN MATEO COUNTY PROBATION DEPARTMENT
BELMONT, CALIFORNIA

In April 1968, the East Palo Alto Municipal Council and the San Mateo County Probation Department began working on a plan to establish a branch office of the Probation Department in the predominately black communities of East Palo Alto and East Menlo Park, California (population 26,000). The Council appointed a citizens advisory committee composed of 26 residents to assist the probation staff in developing a program where the scope of services would extend far beyond programs then in existence. The advisory committee recommended the name, Watoto, Swahili for children.

On October 8, 1968, the Board of Supervisors gave approval for a local office - one supervising probation officer, three assistant probation officers, one clerk-typist, four community workers, and eight New Careerists.

GOALS:

1. Utilizing community residents in the treatment, rehabilitation, and goal directing of youth from East Palo Alto and Menlo Park.
2. Developing a New Careers program for college students in the community.
3. Maintaining community identify in the composition of staff.
4. Improving probation services through intensive involvement with wards of the court and developing realistic programs of a preventive nature.
5. Bridging the communication gap between residents of the community and the Probation Department.

METHODS:

In July 1969, the Watoto Project began to supervise all youngsters under the jurisdiction of the Probation Department residing in the communities of East Palo Alto and Menlo Park. All new cases referred to probation from these communities are processed by the Watoto staff. The staff is not autonomous, but has great latitude in making decisions affecting youngsters and their parents. Staff has pursued the following:

1. Recruited foster homes and developed group homes for black youngsters.
2. Developed emergency and temporary housing facilities for youngsters in need of a place to stay.
3. Developed a Youth Counselor's Program, utilizing eight young people from the community in an employed capacity, working with the Probation Department.
4. Expanded the New Careers Program.
5. Initiated cultural and educational enrichment programs for youngsters.
6. Aided youngsters seeking employment and assisted in college placement.
7. Pursued a working relationship with business and industry to assist deprived families.
8. Programmed flexible hours to accommodate residents' needs.

Office hours are from 8:00 a.m. to 7:00 p.m., Monday through Friday, and 10:00 a.m. to 2:00 p.m. on Saturday. A staff person is on call 24 hours a day. The office is also open at other hours as the need arises. There has been a bridging of the gap between the residents of the community and the justice system. Residents of the community rely on the leadership of the Watoto Project, not only in dealing with the delinquent and pre-delinquent, but in total community development.

A positive relationship with other agencies within this community has been developed.

Commitments to institutions have been drastically reduced and more residential treatment programs are being developed for youngsters from this area. Because of the staff's aggressive attitude toward a relevant educational system for minority youngsters, more youngsters are experiencing success in school and are going on to higher education. Explosive situations stemming from the inter-action of youngsters with the police department have been drastically reduced.

The lack of minority employees within county government, and specifically, the Probation Department, had to be tackled. This necessitated bringing about change in the civil service system. In the initial stages, it was necessary to contract independently with

the Bay Area Urban League to employ community workers and New Careerists to work in the project. New job classifications were established and new testing procedures developed. Oral interviews, rather than written exams, received job screening priority.

The delivery of probation services was based on the team concept (assistant probation officer/community worker) providing counseling for a maximum caseload of 50 juveniles. Reduced caseloads enabled the staff to become extensively involved in the total community development that helps in delinquency prevention. It is also the philosophy that the probation staff does whatever is necessary to assist clients in resolving their problems.

BUDGET:

Initially five probation officers were transferred to Watoto. The only new monies requested were for community workers and New Careerists, space and equipment. The second year's overall budget increased to \$180,000, the third year's to \$232,000, and the present budget is approximately \$345,000. This covers ten professional salaries, 11 para-professional staff, six clerical, plus rent, transportation and miscellaneous expenses.

The East Palo Alto Municipal Council participates with the Probation Department in the development and review of the budget, and shares the responsibility for a recommendation to the Board of Supervisors for adoption and approval.

Contact:

Charles E. Range
 Project Supervisor
 Watoto Project
 2156 University Avenue
 East Palo Alto, California
 Tel. (415) 396-1441 Ext. 2818

APPELLATE COURTS

Programs to improve appellate adjudication are presented separately because the problems of the appellate courts are so different from other courts' problems. The tradition of American appellate courts is good personal craftsmanship by the judges, working with full written records, supplemented by written briefs and oral arguments. Most appellate judges are aided by law clerks or research attorneys.

The volume of appeals is rising rapidly, threatening the ability of many courts to avoid unacceptable delay. At the same time, it is being recognized that American appellate procedure is characteristically riddled with unnecessary delay that is "systemic," i.e., not caused by backlog. Several states have recently designed procedures to increase productivity and control delay while maintaining quality. A common sequence is a study of the appellate system of a state, followed by changes in staffing, jurisdiction and organization to take advantage of insights developed by the study. Several such efforts are reported in this section of the Guidebook.

SCREENING OF APPEALS

GOALS:

To increase productivity and control appellate delay by instituting a screening process to identify cases that can be disposed of quickly. The aim of screening is to provide for staff analysis of each case so that the court can prepare itself to decide insubstantial cases more easily.

METHODS:

An appellate court develops its own procedures for preparing its cases for decisions. For example, when a case has been submitted for decision after argument, the judge to whom the case is assigned for writing an opinion goes into the records and briefs and prepares for the court a draft opinion. The procedure just described is generally suitable for cases involving novel or difficult issues, but growing appellate caseloads always include a proportion of appeals which, although not actually frivolous, are either hopeless or clear reversals. These cases need early identification and disposition.

Several varieties of screening are now in operation. The most intensive version is employed by the Michigan Court of Appeals whose pre-hearing staff prepares a report in every case. In other courts, not staffed so strongly, the screening staff prepares reports (accompanied by draft memorandum opinions) only in those cases shown by a preliminary examination to contain no novel or difficult issues.

Screening is applicable either in a court to which appeals are taken as a matter of right or to a court which controls its intake through a certiorari procedure. In the latter situation the function of screening is to assist the court to decide whether to accept a case.

Screening should always be by a centrally supervised staff; once the judges are provided with personal law clerks, additional staff should be put in a research unit supervised by an experienced person.

BUDGET:

The costs of an appellate screening program are almost entirely composed of salaries of the screening staff members, and office space if the court has no available space. Thus, the costs of a particular program will depend on the level of staff and local salary standards. Staffing has ranged

from two researchers in the Iowa Supreme Court to a ratio of more than one researcher per judge in the Michigan Court of Appeals.

Contact:

Lawrence Elkington
Research Director
Court of Appeal
State Building
San Francisco, California 94102
Tel. (415) 557-2418

R. Hanson Lawton
Court Administrator
State House
Des Moines, Iowa 50319
Tel. (515) 281-5284

James A. Lake
Staff Supervisor
Supreme Court of Nebraska
State Capitol
Lincoln, Nebraska 68509
Tel. (402) 435-4241

Hon. T. John Lesinski
Chief Judge
Michigan Court of Appeals
900 First Federal Building
Detroit, Michigan 48226
Tel. (313) 222-1740

Marian Opala
Administrative Director of the Courts
Supreme Court
State Capitol, Room 305
Oklahoma City, Oklahoma 73105
Tel. (405) 521-2318

Cynthia M. Jacob
Appellate Justice Project
Room 443
State House Annex
Trenton, New Jersey 08625
Tel. (609) 202-4636

A STUDY OF SUPREME COURT PROCEDURES AND ADMINISTRATION
THE SUPREME COURT OF IOWA
DES MOINES, IOWA

GOALS:

To design measures to cope with the increasing and changing workload of the Court and to maintain the ability of the judges to give each case the attention it deserves.

METHODS:

Interviews with the justices and staff of the Court; inspection of the facilities; analysis of the process by which a judgment of a lower court is reviewed and an opinion of the Supreme Court is written and adopted; the development of statistical data showing the time lag at each step in the appeal process; job analysis for each staff member; analysis of the manner in which each judge fulfills his function; analysis of the administrative duties of the Chief Justice and of the Court.

A comprehensive redesign of virtually all aspects of the appellate process was offered.

Recommendations were suggested to provide appropriate offices for the justices, law clerks and staff; for changed procedures in arguing and deciding cases, for the promulgation of Rules of Appellate Procedure, for improved caseload management; and for the employment of an administrator and other changes regarding job functions and pay scale, and for improved record keeping.

Many of these recommendations have been implemented.

BUDGET:

This study cost \$10,000. It was performed by a non-profit research organization.

Contact:

R. Hanson Lawton, Court Administrator
Statehouse
Des Moines, Iowa
Tel. (515) 281-5284

A STUDY OF THE SUPREME JUDICIAL COURT AND
THE SUPERIOR COURT OF THE STATE OF MAINE
PORTLAND, MAINE

GOALS:

The Judicial Council of the State of Maine commissioned this study in order to give the judiciary an opportunity to take account of itself, measure performance, assess needs and plan for the future. This study presents a plan for the long-term restructuring of the judicial system of Maine.

METHODS:

The study analyzed the structure, organization, management, caseload and operations of the Supreme Judicial Court and the Superior Court together with their personnel, facility and financial needs. It proceeded by way of extensive interviews with judges and others concerned with the administration of justice, field surveys, review of existing material, and observation and analysis of court of court-related procedures. The need for firm statistical bases for analysis resulted in the statistical profiling of several thousand completed cases, representing approximately 50 per cent of the caseload for one year.

The study required one year.

BUDGET:

\$50,000

Contact:

Charles Rodway, Jr.
Administrative Assistant to the Chief Justice
Supreme Judicial Court
Portland, Maine 04112
Tel. (207) 772-2895

STUDY OF AN APPELLATE COURT SYSTEM
THE SUPREME COURT OF MINNESOTA
ST. PAUL, MINNESOTA

GOALS:

To identify methods to improve the administration of justice and to process caseloads more efficiently and effectively. The study will include the following elements:

1. A description of the appellate process in Minnesota. The jurisdiction of the Supreme Court will be reviewed and an examination made of procedures employed in perfecting an appeal, briefing and argument. The Court's work will be examined to determine caseload, total and major categories of cases, time within which cases are disposed of, and backlog trends.
2. Expediting submission of the case. Sources of delay between time an appeal is taken and the time it is decided, will be examined, and recommendations made for minimizing the delay.
3. Internal procedures of the Supreme Court will be examined:
 - a. Procedures for disposing of motions and other requests for relief in aid of the appeal.
 - b. Assignment of responsibility for the case: when is the case assigned, and what is the responsibility of other members of the panel.
 - c. Decision-making procedures: conference procedures, circulation of draft opinions, etc.
 - d. The use of law clerks, both before and after argument.
 - e. Expedited disposition of cases: screening for cases appropriate for summary disposition, per curiam opinions.
 - f. Examination of the facilities and equipment available to members of the court: library facilities, chambers, secretarial assistance, office machines.

- g. Prerogative and supervisory writs.
- h. The system of appellate statistics will be studied and changes recommended for sound management.

METHODS:

1. Each justice of the Supreme Court will be interviewed.
2. The attorney general and selected lawyers who handle civil and criminal appeals will be interviewed.
3. Samples of civil and criminal appeals will be analyzed to establish what time lapse is characteristic at the successive stages of the appellate process.
4. A fiscal analysis will be made, to establish the cost of adjudicating appeals.
5. The composition of present appellate caseloads will be analyzed, and an attempt made to project caseloads for the next ten years.
6. A report will be submitted one year after authorization giving the findings of the study and recommendations.

PERSONNEL OF THE STUDY

1. Justices and staff of the Supreme Court: ongoing communication will be maintained through the course of the study.
2. The Judicial Council will give policy direction to the study.
3. The organized bar of Minnesota will be asked to name a committee to work with the study.
4. The project director is a person with experience in appellate work.
5. Consultants will be used to facilitate the study.

Studies are now being done in other state appellate courts to demonstrate new methods of employing staff and organizing work in order to increase productivity and

control delay. The progress of these projects will be made available to the Supreme Court of Minnesota.

This project will require one year.

BUDGET:

Project director 1/2 x \$25,000	\$12,500
Consultants	4,000
Travel and per diem	3,500
Law student data collectors	3,600
Fringe, miscellaneous	<u>2,000</u>
Total	\$25,600

Contact:

Richard E. Kline, Court Administrator
 The Supreme Court of Minnesota
 State Capitol
 St. Paul, Minnesota 55101
 Tel. (612) 296-2474

COURT ASSISTANCE PROJECT
COURT OF CRIMINAL APPEALS
AUSTIN, TEXAS

GOALS:

The Texas Court of Criminal Appeals, a five judge court which hears all criminal appeal matters in the state, has been deluged with appeals and post-conviction writs of habeas corpus, resulting in delays in decisions. In 1971 the nine judges of the Supreme Court of Texas wrote 141 opinions, the 42 judges of the 14 Courts of Civil Appeals wrote 1,249 opinions; and the five judges of the Court of Criminal Appeals (with two commissioners added in September 1971) wrote 1,165 opinions and disposed of 300 motions for rehearing and 517 other matters.

The goal of the court assistance project is to provide professional and supportive personnel to the court in order to reduce appeal time and improve the quality of work done.

METHODS:

The project will add the following personnel to the court;

1. Two commissioners, who are active or retired appellate judges performing the same duties as Criminal Appeals judges but whose opinions must be approved by the latter before they become law.
2. Two attorney administrative assistants, working under the supervision of the judges and commissioners, will do the necessary preparation and briefing in appeals and writs of habeas corpus.
3. Two briefing attorneys will work under the supervision of the two commissioners.
4. One assistant state's attorney will work under the supervision of the State's Attorney.
5. Supportive secretarial assistance.

Comparison of numbers of matters disposed of and time required will allow evaluation of the effectiveness of the project.

BUDGET:

Personnel

Commissioners (2)	\$ 50,636
Attorney administrative assistants (2)	45,000
Assistant state's attorney	20,000
Briefing attorneys (2)	18,000
Secretaries (2)	14,640
FICA, retirement	<u>14,621</u>

Subtotal \$162,897

Transportation and subsistence

Commissioners

\$ 26,000

Equipment

Office furniture, equipment,
typewriters and transcribing
machines, etc.

\$ 20,272

Law books

\$ 11,140

Remodeling of office space

\$ 8,250

Telephone, Xerox, supplies

\$ 21,380

Subtotal \$ 61,042

TOTAL LEAA: \$249,939

An in-kind match of \$90,463 has also been budgeted.

Contact:

John F. Onion, Jr.
Presiding Judge
Court of Criminal Appeals
Austin, Texas
Tel. (512) 475-4467

APPENDIX

Several resources are available through LEAA to promote and assist in the improvement of state and local court systems.

1. The LEAA Courts Technical Assistance Contract with American University provides short term diagnostic and consultant services to state courts dealing with criminal matters, prosecution offices, agencies providing legal assistance to indigent defendants, etc. Application for technical assistance may be made through the State Planning Agencies.

2. The National Criminal Justice Referral Service (NCJRS), located in Room 1207, 955 L'Enfant Plaza, S. W., Washington, D. C. 20024, provides computerized indexing and retrieval of literature abstracts on criminal justice subjects. After a criminal justice user registers with NCJRS he may obtain information on any LEAA grant activity, including research documents prepared for LEAA's National Institute on Law Enforcement and Criminal Justice.

3. The Systems Development Division of LEAA is producing a directory of automated criminal justice systems. Those interested in a particular type of automated system can determine the characteristics of already existing systems and names and addresses of persons to contact for information. The purpose of this document is to facilitate the transferring of experience gained on a particular project to other areas of the country. It will be published shortly and updated periodically.

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