

**Final Report
July 23, 1999**

Management Audit

Pierce County District Court No. 1

Technical Appendices

Audit Conducted for Pierce County Council

by

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Technical Appendices

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** The organization charts are not available in this web site version of the report. For copies, please contact Linda Medley, Pierce County Council staff, phone (253) 798-3647, or Matt Temmel, Performance Audit Coordinator, (253) 798-4927.

Appendix 1

Management Audit Scope and Objectives

A management audit focuses on the effectiveness and efficiency of an organization in performing management functions that are necessary if mission, goals, and objectives are to be pursued. Unlike a performance audit, a management audit does not evaluate the wisdom, rightness, or achievement of agency policies. Instead, a management audit determines whether the procedures necessary for an organization to function are in place and operative. Traditionally, the objects of interests in a management audit are:

- The way agency functions are structured, that is, the actual organizational arrangement that is used to perform common management functions.
- The way in which managerial functions are carried out, that is, the way in which managers manage.

Management functions have traditionally been defined as: *planning, organizing, staffing (and equipping), controlling and monitoring, and directing (influencing)*.

From the auditor's perspective, the functions delineated in a management audit identify audit objectives or areas for investigation. A closer analysis of the agency mission and operational history leads to specific audit questions to be pursued. Thus an organization that has undergone significant change in operating conditions, reorganization, changes in leadership, or variation in caseload is likely to be audited in terms of the effectiveness of its response to these conditional changes.

This audit has three objectives, and each objective presupposes one or more audit questions to be answered. The chart below lists each of the proposed audit objectives, questions, and the criteria/standards used to assess the findings.

This management audit relies in part on using the court's own performance measures as standards for evaluation. If such standards are not presently defined or used, the first task of the audit will be to convene members of the management team to work through a process to develop such standards.

Audit Objective	Audit Question	Management Function/ Criteria
1. Develop audit definitions and standards.	<p>Does DC#1 have clearly defined performance indicators?</p> <p>Does DC#1 measure its performance?</p> <p>Is DC#1 performance monitored and are results used to modify management practices?</p>	<p>Controlling and monitoring: standard social science criteria of validity</p> <p>Controlling and monitoring: presence, breadth, relevance, responds to multiple audiences</p> <p>Controlling and monitoring: evidence of modification/improvements</p>
2. Determine whether operations are effectively structured.	<p>Review KPMG findings (March 1998) regarding manager to non-manager ratios, average span of control, layers of management, and the number of "narrow" reporting relationships. Determine if ratios and span of control can be increased and whether the number of narrow reporting relationships and layers of management can be reduced.</p> <p>Assess the impact of recent (August 1998) reorganization of management roles and responsibilities as well as progress on strategic planning projects on court effectiveness and efficiency.</p> <p>Determine the impact on court effectiveness and efficiency of reorganizing managerial responsibilities, especially the potential of self-directed work teams.</p>	<p>Staffing and equipping; organizing; Baselines and benchmarks</p> <p>Organizing: evidence of modification/improvements</p> <p>Organizing, directing and influencing, staffing and equipping; evidence of modification/improvements</p>
3. Analyze to what extent court management is forward-looking and strategic.	<p>Investigate the degree to which changes in information technology might affect court effectiveness and efficiency.</p> <p>Explore the possibility of performance-based budgeting as a way to establish service levels and associated demands on court resources.</p>	<p>Planning, staffing and equipping, directing and influencing; benchmarks</p> <p>Planning, controlling and monitoring; benchmarks</p>

Appendix 2

Pierce County District Court #1 Basic Data, 1994 - 1998

	1994	1995	1996	1997	1998	Difference 1994-1998	
						Number	Percent
Infractions							
Filings	52,609	52,983	40,003	38,770	39,700	(12,909)	-25%
Charges Filed	65,736	66,549	49,035	48,908	49,899	(15,837)	-24%
Hearings	12,282	14,714	11,585	11,190	11,335	(947)	-8%
Infractions Gross Receipts	\$4,081,959	\$5,033,535	\$4,351,355	\$4,288,161	\$4,510,403	\$428,444	10%
Criminal Misdemeanors							
Filings	17,798	17,231	12,468	11,788	10,627	(7,171)	-40%
Charges Filed	20,401	19,895	14,813	14,083	14,781	(5,620)	-28%
Court Proceedings	52,478	52,879	44,276	38,334	36,195	(16,283)	-31%
Jury Trials Held	111	154	186	167	154	43	39%
Jury Days in Court	211	357	391	364	357	146	69%
Criminal Gross Receipts	\$2,002,313	\$2,178,829	\$2,205,590	\$1,918,727	\$1,801,867	-\$200,446	-10%
Civil							
Civil Filings	7,555	7,725	8,925	8,433	9,692	2,137	28%
Small Claims Filings	2,512	2,877	2,857	2,647	2,351	(161)	-6%
Anti-harassment Filings	-	-	-	1,206	1,267	1,267	
Civil Total	10,067	10,602	11,782	12,286	13,310	3,243	32%
Civil Gross Receipts	\$408,663	\$414,953	\$474,127	\$483,999	\$530,714	\$122,052	30%
Miscellaneous Receipts	\$13,403	\$16,631	\$16,024	\$13,478	\$94,818	\$81,415	607%
Receipts, Filings, and FTEs							
Total Gross Receipts	\$6,506,338	\$7,643,948	\$7,047,095	\$6,704,365	\$6,937,802	\$431,464	7%
Total Filings	80,474	80,816	64,253	62,844	63,637	(16,837)	-21%
Gross Receipts per Filing	\$81	\$95	\$110	\$107	\$109	\$28	35%
FTE Judicial Officers	7	7.6	7.6	7	7.2	0.20	3%
FTE Staff	58	62.5	62.5	62	61	3.00	5%
Gross Receipts per FTE Staff	\$112,178	\$122,303	\$112,754	\$108,135	\$113,734	\$1,556	1%
Filings per FTE Staff	1,387	1,293	1,028	1,014	1,043	(344)	-25%

Source: District Court #1 management reports. FTE data are from Pierce County 1999 budget book, p. 152. The state FTE data analyzed in the report are slightly different because of adjustments to improve comparability between counties. See Appendix 3.c., Technical Note on the Data.

Appendix 3

Workload Data: District Court No. 1 and Other Courts

This appendix contains supporting data for the workload comparisons discussed in the report.

Appendix 3.a. (pages 5-6) includes case filings data for 1997 and 1998 for District Court No. 1 and seven other courts. Case mix can be studied by examining the number and percentages of the various kinds of cases.

Appendix 3.b. (pages 7-9) concerns technical issues about filings per FTE staff as of 1998. Known reporting problems in the filings and FTE data are discussed. This appendix also reviews the problem of differing work weeks in the various courts, which creates an issue of how to compute FTE staff.

Appendix 3.c. (pages 10-13) is an analysis of court proceedings done at the request of a court administrator in another county. The hypothesis was that the trend in court proceedings may differ from the trend in filings and should be examined to give a different perspective to workload issues. After conducting the analysis, it appears to us that the hypothesis is generally not substantiated: filings and proceedings follow each other fairly closely in District Court No. 1, Yakima, and most of the other courts. Appendix 3.c. shows the filings and proceedings data for 1994-1998.

1998 District Court Cases Filed

District Court	Infractions Traffic	Non- Traffic	Infractions Total	----- Misdemeanors -----			Misdem. Total	Anti- Harassment	Civil	Small Claims	Felony	Total Cases Excluding Parking
				DUI	Traffic	Non-Traffic						
Pierce #1	38,337	1,363	39,700	1,780	5,143	3,704	10,627	1,267	9,692	2,351	-	63,637
Benton	20,215	382	20,597	764	3,614	3,940	8,318	169	4,876	581	1,406	35,947
Clark	29,534	277	29,811	1,516	7,950	6,450	15,916	418	5,808	1,598	-	53,551
King	129,351	1,200	130,551	5,331	15,631	13,325	34,287	4,087	27,133	7,663	883	204,604
Kitsap	14,334	692	15,026	1,032	3,376	2,977	7,385	582	3,100	832	1	26,926
Snohomish South	13,471	57	13,528	933	2,952	1,953	5,838	660	4,330	812	-	25,168
Spokane	20,928	1,193	22,121	1,598	3,981	3,022	8,601	-	10,931	2,211	4,598	48,462
Yakima	15,679	201	15,880	1,683	2,602	1,762	6,047	223	8,453	744	-	31,347
State Total Dist. Courts	395,161	8,040	403,201	22,849	61,011	54,098	137,958	12,310	111,223	25,724	8,448	698,864

To study case mix, look at the filings (same data as above) stated as percentages of total cases excluding parking

District Court	Infractions Traffic	Non- Traffic	Infractions Total	----- Misdemeanors -----			Misdem. Total	Anti- Harassment	Civil	Small Claims	Felony	Total Cases Excluding Parking
				DUI	Traffic	Non-Traffic						
Pierce #1	60%	2%	62%	3%	8%	6%	17%	1.99%	15%	4%	-	100%
Benton	56%	1%	57%	2%	10%	11%	23%	0.47%	14%	2%	4%	100%
Clark	55%	1%	56%	3%	15%	12%	30%	0.78%	11%	3%	-	100%
King	63%	1%	64%	3%	8%	7%	17%	2.00%	13%	4%	0%	100%
Kitsap	53%	3%	56%	4%	13%	11%	27%	2.16%	12%	3%	0%	100%
Snohomish South	54%	0%	54%	4%	12%	8%	23%	2.62%	17%	3%	-	100%
Spokane	43%	2%	46%	3%	8%	6%	18%	-	23%	5%	9%	100%
Yakima	50%	1%	51%	5%	8%	6%	19%	0.71%	27%	2%	-	100%
Peer Average	54%	1%	55%	3%	10%	9%	22%	1.46%	17%	3%	3%	100%
State Total Dist. Courts	57%	1%	58%	3%	9%	8%	20%	1.76%	16%	4%	1%	100%

Source: Office of the Administrator for the Courts, 1998 Caseloads of the Courts of Washington

1997 District Court Cases Filed

District Court	Infractions Traffic	Non- Traffic	Infractions Total	----- Misdemeanors -----			Misdem. Total	Anti- Harassment	Civil	Small Claims	Felony	Total Cases excluding Parking
				DUI	Traffic	Non-Traffic						
Pierce #1	37,493	1,277	38,770	1,886	5,840	4,061	11,787	1,206	8,433	2,647	-	62,843
Benton	19,870	230	20,100	699	3,306	3,716	7,721	246	4,572	654	1,384	34,677
Clark	26,618	459	27,077	1,311	6,907	6,694	14,912	323	5,292	1,528	-	49,132
King	127,517	795	128,312	5,810	16,060	14,212	36,082	4,718	28,745	8,209	853	206,919
Kitsap	12,562	579	13,141	861	2,770	2,858	6,489	684	2,983	917	1	24,215
Snohomish South	13,734	33	13,767	915	2,820	1,899	5,634	781	4,546	866	-	25,594
Spokane	22,702	1,163	23,865	1,783	4,548	3,528	9,859	-	10,579	2,330	4,064	50,697
Yakima	12,826	80	12,906	1,645	2,531	1,960	6,136	208	8,213	761	1	28,225
State Total, Dist. Courts	392,142	7,405	399,547	23,791	62,658	57,573	144,022	13,305	108,216	27,407	7,858	700,355

To study case mix, look at the filings (same data as above) stated as percentages of total cases excluding parking

District Court	Infractions Traffic	Non- Traffic	Infractions Total	----- Misdemeanors -----			Misdem. Total	Anti- Harassment	Civil	Small Claims	Felony	Total Cases excluding Parking
				DUI	Traffic	Non-Traffic						
Pierce #1	60%	2%	62%	3%	9%	6%	19%	1.92%	13%	4%	-	100%
Benton	57%	1%	58%	2%	10%	11%	22%	0.71%	13%	2%	4%	100%
Clark	54%	1%	55%	3%	14%	14%	30%	0.66%	11%	3%	-	100%
King	62%	0%	62%	3%	8%	7%	17%	2.28%	14%	4%	0%	100%
Kitsap	52%	2%	54%	4%	11%	12%	27%	2.82%	12%	4%	0%	100%
Snohomish South	54%	0%	54%	4%	11%	7%	22%	3.05%	18%	3%	-	100%
Spokane	45%	2%	47%	4%	9%	7%	19%	-	21%	5%	8%	100%
Yakima	45%	0%	46%	6%	9%	7%	22%	0.74%	29%	3%	-	100%
Peer Average	53%	1%	54%	3%	10%	9%	23%	1.71%	17%	3%	3%	100%
State Total, Dist. Courts	56%	1%	57%	3%	9%	8%	21%	1.90%	15%	4%	1%	100%

Source: Office of the Administrator for the Courts, 1997 Caseloads of the Courts of Washington

Appendix 3.b.

Technical Note on the Data: Filings per FTE Staff

Exhibit 4 (volume 1, page 8 of the report) shows the results of our comparison of staff workload as of 1998 in various district courts. Two technical issues are considered here: (1) known problems on reported case filings and staff FTEs, and (2) the basis for the FTE calculations.

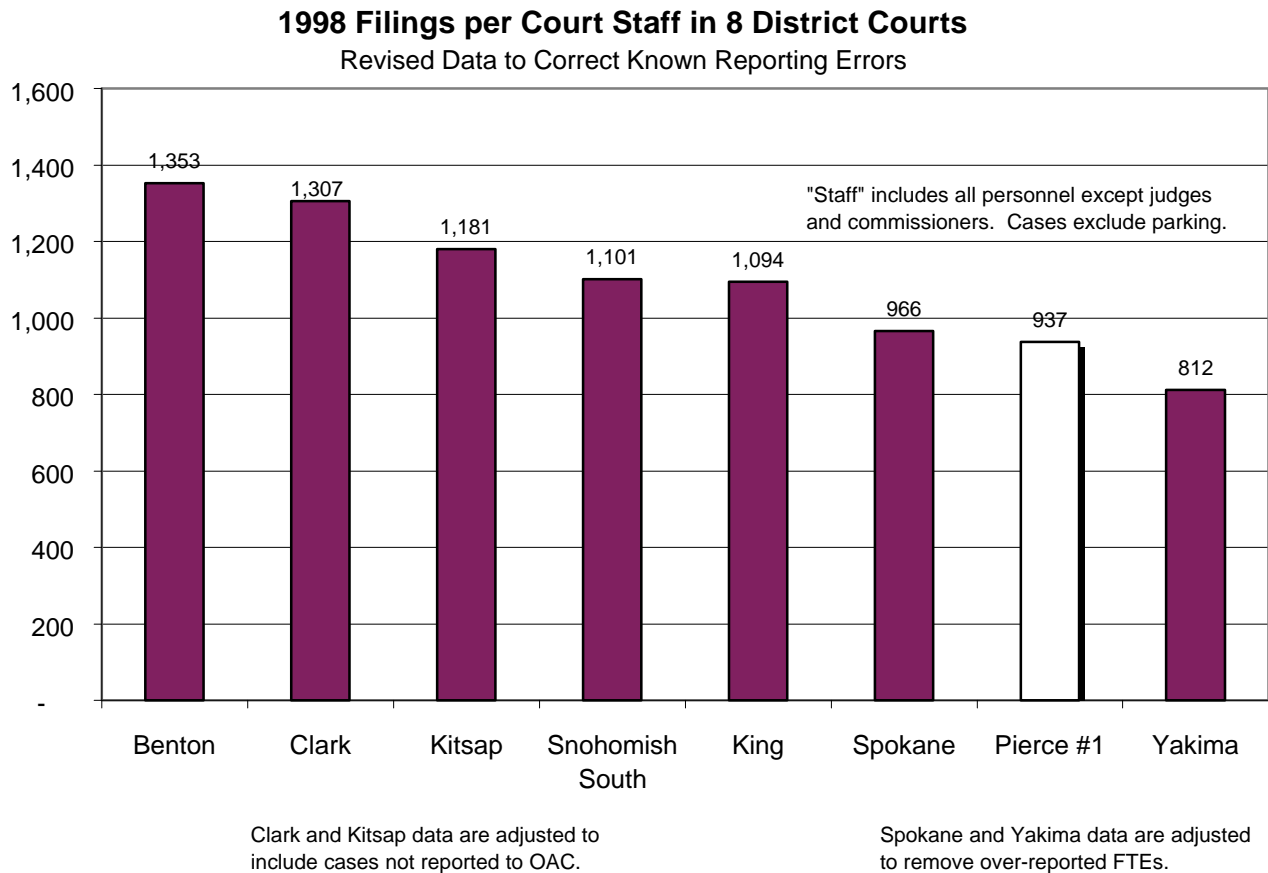
Reporting Problems

With court administrators we discussed issues that affect data accuracy and comparability. We found four reporting problems that have a minor effect on the data shown in Exhibit 4.

1. The OAC filings data for Clark County District Court include 418 anti-harassment cases. The court administrator indicates that the District Court also handled 979 domestic violence (DV) protection order cases that were reported to OAC as Superior Court cases. (A District Court judge sits as a Superior Court commissioner, and the District Court staff are deputized as officers of the Superior Court.) If the DV cases are added to the District Court figures, the number of cases per FTE staff rises from 1,284 to 1,307. The Clark County ranking is not affected.
2. The OAC filings data for Kitsap County District Court include an even 3,100 civil filings. The court administrator indicates that the actual number was 921 higher. If these cases are included, the number of Kitsap cases per FTE staff rises from 1,142 to 1,181. The Kitsap ranking is not affected.
3. Spokane District Court over-reported FTEs by including bailiffs, secretaries, and other staff who are assigned to work in Spokane Municipal Court. By our estimate, based on discussion with the assistant court administrator, the over-reporting amounted to 7.2 FTE. When these staff are excluded, the number of cases per FTE staff rises from 838 to 966. The Spokane rank changes by moving ahead of Pierce County District Court No. 1 (937 cases).
4. Yakima District Court reported to OAC the *budgeted* rather than *actual* FTE. If the estimated three unused FTEs are excluded, the Yakima number of cases per FTE staff rises from 750 to 812. The ranking is not affected. *Note:* The innovative court structure in Yakima may complicate the FTE count and affect workload comparisons with other counties.

The Spokane and Yakima reporting problems have the most impact on the data. On the whole, however, these adjustments are matters of detail and do not affect the big picture. Other reporting problems may emerge. The current data, with the four revisions mentioned above, are graphed on the next page.

Graph 3.b.



FTE Calculations

We calculated staff FTEs based on a 35-hour work week, which requires some explanation. The official work week varies by court (and sometimes even for employees of the same court). In 1998 the typical work week in district court was as follows: 35 hours in King; 37.5 hours in Pierce #1, Spokane, and Yakima; 38.75 hours in Kitsap; and 40 hours in Benton, Clark, and Snohomish South.

Starting in 1996, OAC adjusted the locally-calculated FTE data and attempted to normalize it across courts. The 1996 data were converted to a 35-hour basis, while also indicating the actual hours in the work week. The 1997 and 1998 data were reported by OAC on both a 35-hour and a 40-hour basis. In doing our analysis, we were faced with the problem of choosing between sets of FTE data that compute staffing on a different basis. The choice might affect a court's rank in cases per FTE staff.

Rather than arbitrarily choose between data sets, we analyzed cases per FTE staff three ways: (1) Based on a 35-hour work week, (2) Based on 40 hours, and (3) Based on the locally-reported FTE without adjustment to standardize the data.

Table 3.b. below shows the results of the three calculations for the 1998 data. As it turned out, all three approaches resulted in the same county ranking of cases per FTE staff. The FTE basis did not matter. The top part of the table is based on the data as reported to OAC, while the lower part uses the revised data discussed earlier.

Table 3.b.

**1998 Filings (excluding parking) per FTE Staff Based on Different Work Weeks
(1) Calculated from Data Reported to OAC**

District Court	Based on Actual FTE **	FTE Data Standardized to		Court Rank by All Three Measures
		40 Hours	35 Hours	
Pierce #1	1,004	1,071	937	6
Benton	1,546	1,546	1,353	1
Clark	1,467	1,467	1,284	2
King (10 divisions) *	1,094	1,250	1,094	5
Kitsap	1,264	1,305	1,142	3
Snohomish South	1,258	1,258	1,101	4
Spokane	897	957	838	7
Yakima	804	857	750	8

* King NE Division

1,253

1,432

1,253

** Actual = Based on FTE as calculated locally. Courts have differing work weeks.

(2) Revised Data

excluding over-reported FTEs in Spokane and Yakima,
and adding to Clark and Kitsap under-reported DV and civil filings

District Court	Based on Actual FTE **	FTE Data Standardized to		Court Rank by All Three Measures
		40 Hours	35 Hours	
Pierce #1	1,004	1,071	937	7
Benton	1,546	1,546	1,353	1
Clark	1,494	1,494	1,307	2
King (10 divisions) *	1,094	1,250	1,094	5
Kitsap	1,307	1,350	1,181	3
Snohomish South	1,258	1,258	1,101	4
Spokane	1,036	1,105	966	6
Yakima	871	929	812	8

* King NE Division

1,253

1,432

1,253

** Actual = Based on FTE as calculated locally. Courts have differing work weeks.

Appendix 3.c.

Court Filings and Proceedings, 1994 - 1998

At the request of the court administrator in Yakima, we considered the trend in the number of court proceedings. The hypothesis was that the trend in court proceedings may differ significantly from the trend in filings and thus should be examined to give a different perspective to workload issues. After conducting the analysis, however, we found that filings and proceedings follow each other fairly closely in Pierce #1, Yakima, and most of the other courts.

The data in this appendix are as follows:

- The tables on the next page show the 1994-98 data for filings and proceedings in eight courts.
- On the subsequent page the figures are indexed to 1994 (1994 = 100%) so that the numbers in the following years can be tracked in relation to a base year.
- The Pierce #1 and Yakima data are then graphed. It is interesting that the filings in Pierce #1 always exceed the number of proceedings, while the reverse is true in Yakima; this reflects the different case mixes in the two courts. It can be seen that filings have declined by a large amount in each court, and proceedings have also dropped by roughly the same amount.
- Lastly, there is a graph of proceedings per FTE staff in the eight courts as of 1998. Pierce #1 ranks 7th or 8th, depending on whether we use the OAC data or adjust the data to remove the over-reported FTEs by Spokane and Yakima.

DISTRICT COURT FILINGS AND PROCEEDINGS, 1994 - 1998

Total Filings (excluding Parking Cases)

District Court	1994	1995	1996	1997	1998
Benton	28,098	29,381	33,663	34,677	35,947
Clark	52,902	49,970	50,352	49,132	53,551
King NE	32,977	27,357	28,370	36,210	35,073
Kitsap	27,429	24,305	27,268	24,215	26,926
Pierce #1	80,474	80,815	64,253	62,843	63,637
Snohomish South	23,879	23,760	23,190	25,594	25,168
Spokane	53,822	58,038	56,403	50,697	48,462
Yakima	39,048	38,492	40,686	28,225	31,347
State Total District Courts					
State/County	768,158	751,350	730,649	700,355	698,864
Municipal	128,450	119,900	122,575	136,617	151,077

Total Proceedings (excluding Parking Cases)

District Court	1994	1995	1996	1997	1998
Benton	29,865	31,605	33,838	34,088	37,278
Clark	37,318	37,239	36,006	38,721	43,538
King NE	26,580	26,072	22,078	25,716	31,887
Kitsap	28,004	27,844	30,867	32,639	36,580
Pierce #1	68,444	72,219	60,298	55,384	54,331
Snohomish South	34,154	37,683	30,784	35,385	26,838
Spokane	55,606	61,437	70,537	54,523	44,758
Yakima	44,593	50,478	49,524	35,660	36,281
State Total District Courts					
State/County	747,571	775,332	774,346	715,755	717,325
Municipal	181,921	169,638	184,633	187,121	198,017

Source: Compiled from annual caseload reports published by OAC.

THESE FIGURES ARE INDEXED ON THE NEXT PAGE

DISTRICT COURT FILINGS AND PROCEEDINGS, 1994 - 1998

INDEXED TO 1994 (1994 = 100%)

Total Filings (excluding Parking Cases)

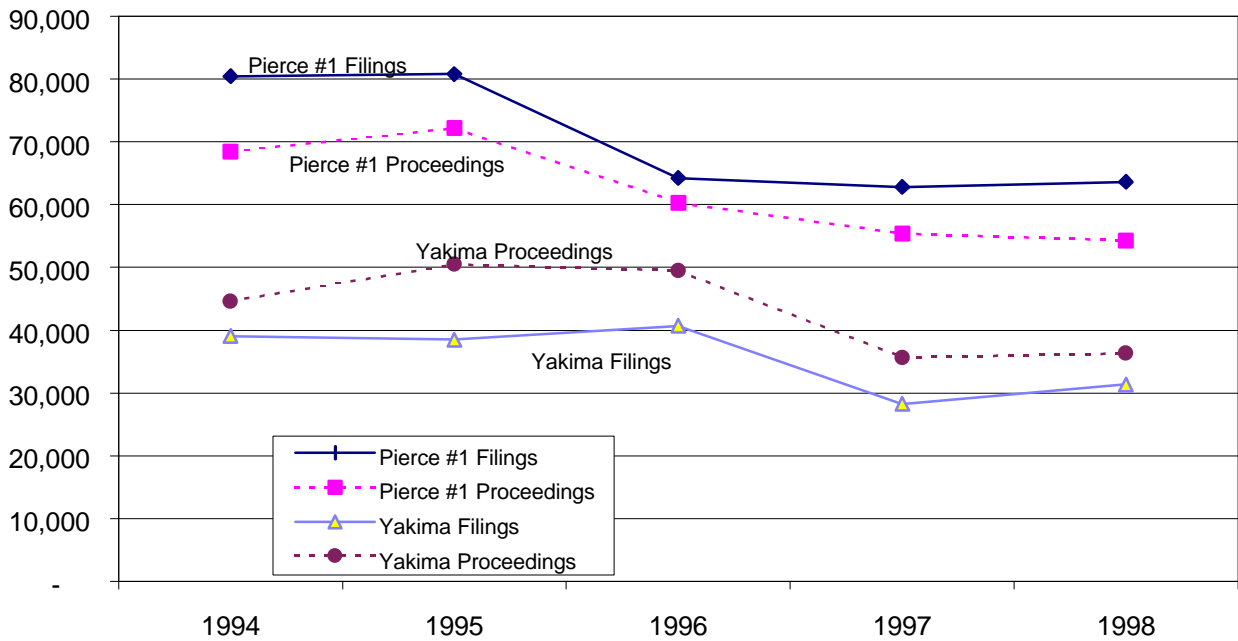
District Court	1994	1995	1996	1997	1998
Benton	100%	105%	120%	123%	128%
Clark	100%	94%	95%	93%	101%
King NE	100%	83%	86%	110%	106%
Kitsap	100%	89%	99%	88%	98%
Pierce #1	100%	100%	80%	78%	79%
Snohomish South	100%	100%	97%	107%	105%
Spokane	100%	108%	105%	94%	90%
Yakima	100%	99%	104%	72%	80%
State Total District Courts					
State/County	100%	98%	95%	91%	91%
Municipal	100%	93%	95%	106%	118%

Total Proceedings (excluding Parking Cases)

District Court	1994	1995	1996	1997	1998
Benton	100%	106%	113%	114%	125%
Clark	100%	100%	96%	104%	117%
King NE	100%	98%	83%	97%	120%
Kitsap	100%	99%	110%	117%	131%
Pierce #1	100%	106%	88%	81%	79%
Snohomish South	100%	110%	90%	104%	79%
Spokane	100%	110%	127%	98%	80%
Yakima	100%	113%	111%	80%	81%
State Total District Courts					
State/County	100%	104%	104%	96%	96%
Municipal	100%	93%	101%	103%	109%

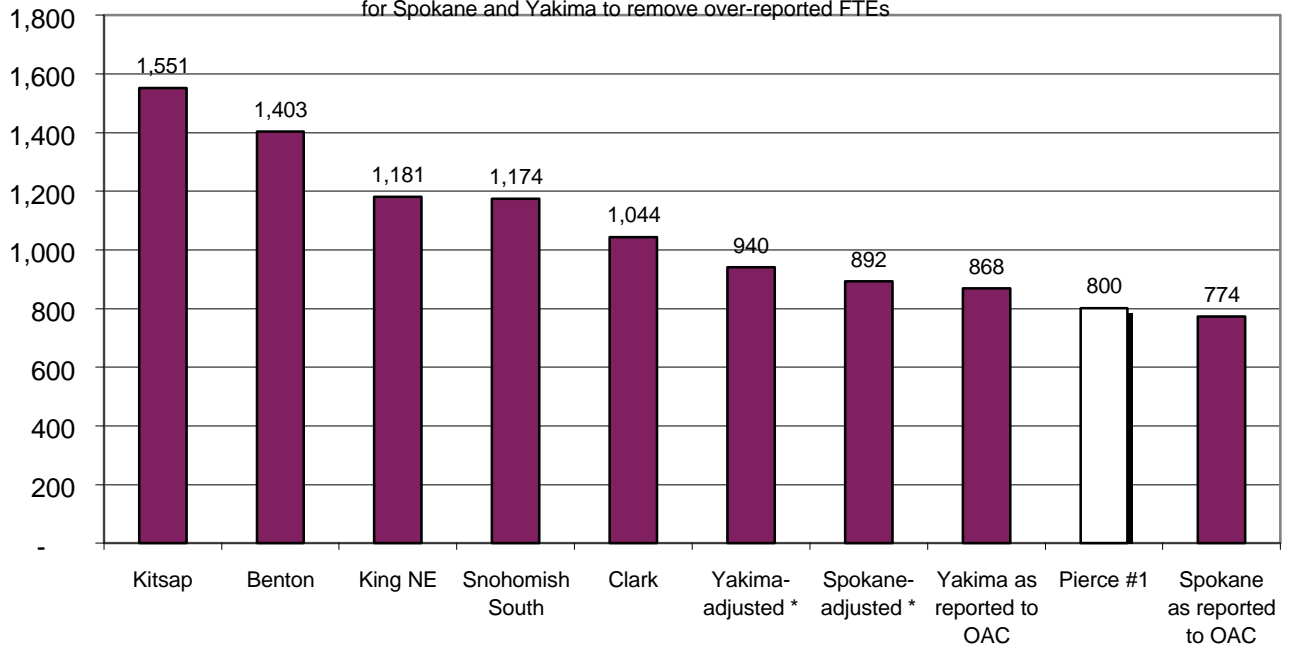
Source: Pierce County Performance Audits, computed from annual caseload reports published by OAC

Filings and Proceedings: Pierce County District Court #1 and Yakima County District Court



1998 Proceedings per Staff in 8 District Courts

Source: Calculated from published OAC data, with adjustments
for Spokane and Yakima to remove over-reported FTEs



FTEs are standardized to
35-hour work week.

* adjusted to remove over-reported FTE

Appendix 4

Organizational Profile of District Court No. 1

(Excluding 5 Judges, 3 Commissioners, and 5 Judicial Assistants)

Positions	Current	KPMG 1998 [†]
Managers and Supervisors [‡]	Number of Staff Supervised #	
Court Administrator	4	2
Criminal Division Manager [♦]	2	-
Civil Division Manager [♦]	2	-
Administrative Services Manager [♦]	5	-
Courtroom Services Supervisor	11	10
Records Supervisor	12	8
Infraction Supervisor	10	10
Civil Supervisor	9	7
Deputy Administrator [▲]	-	6
Court Operations Manager [▲]	-	2
Fiscal Manager [▲]	-	2
Fiscal Supervisor [▲]	-	9
Analysis Factor	Analysis Results	
Headcount per organizational chart	56	55
Total managers and supervisors	8	9
Average span of control	6.9	6.1 [ⓓ]
Non-managers/non-supervisors	48	46
Manager to non-manager ratio	1:6.0	1:5.1
Narrow relationships	2	3
Management layers	3	4

† Source is KPMG Peat Marwick, *Phase 1 Report*, March 6, 1998, and work papers.

‡ "Supervisor: Any individual having authority in the interest of the employer, to hire, transfer, suspend, layoff, recall, promote, discharge, assign, or discipline other employees, or responsibility to direct them, or adjust their grievances, or to recommend any such actions." Source: Pierce County Human Resources.

Represents direct reports who are full-time, regular staff.

♦ Position created in 1998 reorganization.

▲ Position eliminated in 1998 reorganization.

ⓓ KPMG Peat Marwick estimate including judges was 4.7.

Appendix 5

Organization Charts of Other District Courts **

The organization charts of seven peer courts appear on the following pages:

- Benton County District Court
- Clark County District Court
- King County District Court, Northeast Division
- Kitsap County District Court
- Snohomish County District Court, South Division
- Spokane County District Court
- Yakima County Courts

The organization chart of District Court No. 1 appears on page 11 (volume 1) of the report.

** The organization charts are not available in this web site version of the report. For copies, please contact Linda Medley, Pierce County Council staff, phone (253) 798-3647, or Matt Temmel, Performance Audit Coordinator, (253) 798-4927.

Appendix 6

National Center for State Courts Trial Court Performance Standards

ACCESS TO JUSTICE

Standard 1.1. Public Proceedings. The court conducts its proceedings and other public business openly.

Standard 1.2 Safety, Accessibility, and Convenience. Court facilities are safe, accessible, and convenient to use.

Standard 1.3 Effective Participation. The court gives all who appear before it the opportunity to participate effectively, without undue hardship or inconvenience.

Standard 1.4 Courtesy, Responsiveness, and Respect. Judges and other court personnel are courteous and responsive to the public, and accord respect to all with whom they come in contact.

Standard 1.5 Affordable Costs of Access. The costs of access to court proceedings and records- whether measured in terms of money, time, or the procedures that must be followed- are reasonable, fair, and affordable.

EXPEDITION AND TIMELINESS

Standard 2.1 Case Processing. The court established and complies with recognized guidelines for timely case processing while, at the same time, keeping current with its incoming caseload.

Standard 2.2 Compliance with Schedules. The court disburses funds promptly, provides reports and information according to required schedules, and responds to request for information and other services on an established schedule that assures their effective use.

Standard 2.3 Prompt Interpretation of Law and Procedure. The court promptly implements changes in law and procedure.

EQUALITY, FAIRNESS, AND INTEGRITY

Standard 3.1 Fair and Reliable Judicial Process. Court procedures faithfully adhere to relevant laws, procedural rules and established policies.

Standard 3.2 Juries. Jury lists are representative of the jurisdiction from which they are drawn.

Standard 3.3 Court Decisions and Actions. Courts give individual attention to cases, deciding them without undue disparity among like cases and upon legally relevant factors.

Standard 3.4 Clarity. The court renders decisions that unambiguously address the issues presented to it and clearly indicate how compliance can be achieved.

Standard 3.5 Responsibility for Enforcement. The court takes appropriate responsibility for the enforcement of its orders.

Standard 3.6 Production and Preservation of Records. Records of all relevant court decisions are accurate and properly preserved.

INDEPENDENCE AND ACCOUNTABILITY

Standard 4.1 Independence and Comity. The court maintains its institutional integrity and observes the principle of comity in its governmental relations.

Standard 4.2 Accountability for Public Resources. The court responsibly seeks, uses, and accounts for its public resources.

Standard 4.3 Personnel Practices and Decisions. The court uses fair employment practices.

Standard 4.4. Public education. The court informs the community about its programs.

Standard 4.5 Response to Change. The court anticipates new conditions and emergent events and adjusts its operations as necessary.

PUBLIC TRUST AND CONFIDENCE

Standard 5.1 Accessibility. The public perceives the court and the justice it delivers as accessible.

Standard 5.2 Expeditious, Fair, and Reliable Court Functions. The public has trust and confidence that basic court functions are conducted expeditiously and fairly, and that court decisions have integrity.

Standard 5.3 Judicial Independence and Accountability. The public perceives the court as independent, not unduly influenced by other components of government, and accountable.

Appendix 7

District Court No. 1 Outcome Performance Measures

The underlined items are not presently collected.

Outcomes
Effective judicial process (meet statutory requirements)
Phone usage: <i>peak times; peak questions</i>
Public counter: <i># of public, law enforcement, and attorneys; defendant first appearance statistics</i>
Accounting: <i>audit reports, collection reports, other accounting reports, outstanding balances</i>
Case processing: <i>data entry, case review reports, civil and small claims, arraignment calendar, procedure manuals, policy manual, <u>criminal trials and infraction hearings held within 60/90 days</u></i>
Monthly statistical reports: <i>filings, hearings, revenues, etc</i>
Jury usage report
Completed process (case brought to closure)
Case processing: <i>cases eligible for closure, disposition reports, number of cases resolved after mediation</i>
Monthly statistical reports: <i>filings, hearings, revenues, etc.</i>
Potential reports: <i><u>case disposition reports</u></i>
Respect for the law, society and individual rights
Phone usage: <i>time in waiting, peak times, peak questions asked</i>
Public counter: <i>time waiting; number of public, law enforcement, & attorneys; other accounting reports</i>
Accounting: <i>internal control reports, audit reports, other accounting reports</i>
Case processing: <i>policy manual</i>
Monthly statistical reports: <i>filings, hearings, revenue, etc.</i>
Jury usage reports
Potential reports: <i><u>recidivism rates</u></i>
End user satisfaction
Phone usage: <i>time in waiting</i>
Public counter: <i>time waiting</i>
Accounting: <i>internal control reports, receipting reports, other accounting reports</i>
Potential reports and surveys: <i><u>customer surveys, recidivism reports</u></i>