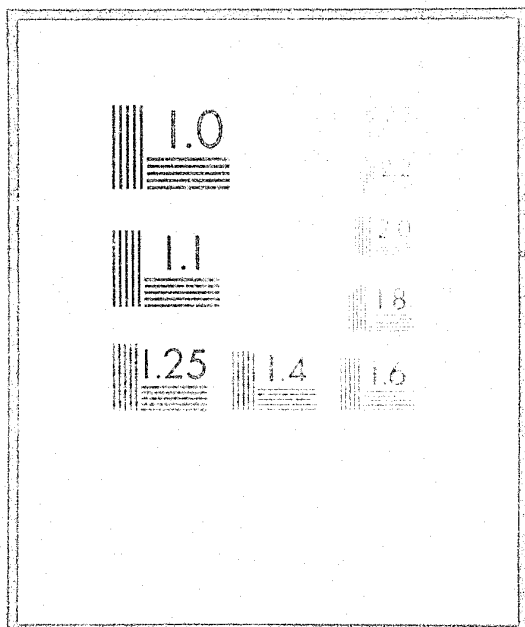


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AN EXAMINATION OF PERSONNEL NEEDS
AND ADMINISTRATIVE OPERATIONS
OF THE PLAINFIELD, NEW JERSEY
MUNICIPAL COURT



THE AMERICAN UNIVERSITY

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

AN EXAMINATION OF PERSONNEL NEEDS
AND ADMINISTRATIVE OPERATIONS
OF THE PLAINFIELD, NEW JERSEY
MUNICIPAL COURT

September 1974

CONSULTANTS:

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NCJRS

MAR 8 1977

ACQUISITIONS

CRIMINAL COURTS TECHNICAL ASSISTANCE PROEJCT
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This report was prepared in conjunction with The American University Law School Criminal Courts Technical Assistance Project, under a contract with the Law Enforcement Assistance Administration of the U.S. Department of Justice.

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Washington College of Law
INSTITUTE FOR STUDIES IN JUSTICE AND SOCIAL BEHAVIOR

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NOTICE TO THE READER

There is a September 30, 1974 contract deadline for completion of all technical assistance assignments conducted under the auspices of The American University Criminal Courts Technical Assistance Project. Consequently, assignment reports received after August 20, 1974, cannot be edited by the project staff prior to their transmittal to the client agencies, as is our usual procedure. The present report is one of those for which our time schedule did not permit editing. We apologize for any inconvenience this may cause.

Joseph A. Trotter, Jr.
Director
Criminal Courts Technical
Assistance Project

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I. PURPOSE

The purpose of this project has been twofold: first, to determine if the current staffing level of the Municipal Court for Plainfield, New Jersey, is sufficient to handle the business before the Court; and, to recommend constructive changes in the staffing level of the Court. However, in order to meet the time constraints established by the American University, the recipient of this report, only an initial cursory review of the Court and its administrative structure and procedures has been attempted at this time.

Views and/or opinions expressed in this report are those of the authors, and not necessarily those of the American University or the Plainfield Municipal Court.

II. PROCEDURES

Methodology

As with all other public agencies, proper analysis of the Municipal Court must be pursued in a systematic context. The court is not an isolated entity; it functions within a pervasive field of influences of varying degrees of intensity and conflict. These comprise a milieu of agencies and individuals, including the prosecutor, public defender, police department and city government. Our approach involved first the gathering of pertinent information to fully define the actual problems confronting the Court. The data was gathered as follows:

1. Interviews and/or conferences with personnel listed in Appendix A.
2. Observation of the Court Administrative Office.
3. Examination of both Court and Administrative documents.

Limitations

Due to the time constraints encountered and the numerous secondary court-related problems which arose, the authors of this report consider this initial survey of the Plainfield Municipal Court as preliminary and a more detailed analysis should be made at a later date, at which time specific recommendations would be made on a priority basis to improve the administrative structure, specifically the areas of staffing, work flow, job analysis and work allocation. To have conducted anything beyond a cursory survey would have required time beyond that allocated for this project. However, due to the immediate need for improving the system, we have made some recommendations towards this end. The implementation of the recommendations at this time will in no way prejudice a more in depth study as recommended. Further, the recommendations are only intended as a stop gap measure to initiate better management of the Court calendar, reduce the backlog, improve relations with related and interfacing agencies and establish a foundation for a more permanent and adequate structure.

III. DISCUSSION

Background

In New Jersey, each municipality up to 100,000 in population may have one municipal court judge, with no municipality exceeding six municipal judges regardless of their population. In accordance with Article 9 of the Plainfield City Charter, the Mayor, with the advice and consent of the Council, appoints the Judge of the Municipal Court for a three-year term.

The Municipal Court of Plainfield serves a population of approximately 47,000 residents.¹ It is one of the busiest courts in Union County, accounting for approximately 10% (28,997) of the total complaints filed in the County during the period September 1, 1972 through August 31, 1973. According to the 1972 Criminal Report for the State of New Jersey, Plainfield had the eighth highest crime index in the State.

The Court has jurisdiction over parking, traffic, city ordinances and criminal matters.² There are no jury trials in the Municipal Court. The Court is also responsible for the collection of monies resulting from fines, traffic and bail forfeitures. The revenue generated during the last year was \$232,000, with one-half going to the City; and of the other half, eighty percent goes to the County with the remaining twenty percent going to the State.

The Court currently has one part-time judge who has recently been appointed to a new three-year term, having previously served two and one-half years of the unexpired term of his predecessor.

Contested cases and arraignments are held during the day on Tuesdays and Thursdays. Monday evening is also used for arraignments with Thursday evening being utilized for handling guilty pleas on traffic matters.

¹See Appendix D for population distribution.

²See Appendix C for volume figures.

The administrative staff of the Court presently consists of six full time employees, including a permanent Court Administrator who has been employed since June of 1973.³ The other positions are those of Municipal Court Clerk, Deputy Municipal Court Clerk, Bookkeeper, and two Assistant Violations Clerks.⁴ Currently there are three authorized and unfilled positions, those being: Cashier, Night Deputy Clerk and Chief of Administrative Services.

Although the total complaints filed during the period of September 1, 1972, to August 31, 1973, have declined in comparison to prior years, the increase in the number of criminal complaints has resulted in increased court time and administrative time related to the preparation and disposition of these matters. Furthermore, it appears that the administrative backlog from prior years has carried into the current year, adding to the problems and frustrations of the Court.

It was due to these problems that the Court requested LEAA's Criminal Courts Technical Assistance Project at The American University to provide an impartial survey of the current administrative staffing problems of the Plainfield Municipal Court.

Related Factors

A summary of the most significant of the related factors, as viewed by the respective agencies, are presented in this segment of the report:

³See Appendix B for Organization Chart.

⁴See Appendix E for detailed Job Descriptions.

Prosecuting Attorney:

The Court handles the preparation of all complaints and the subpoenaing of all prosecution witnesses. The prosecuting attorney serves on a part-time basis, with no supportive staff. The city prosecutor, Mr. Robert Linder, indicated that the following changes would be helpful:

- . The timely handling of all cases, within thirty days from the date of filing.
- . Staff assistance to help in both the review and preparation of cases.
- . The handling of continuances should be reviewed for improved coordination and the setting of firm appearance dates.

Public Defender:

Kathryn White, Public Defender, felt that the Court could eliminate some of its congestion by having the prosecutor more closely examine cases prior to preliminary hearing in order to eliminate those which do not have sufficient evidence to obtain a conviction. This would also reduce the cost of prosecution to the City.

Police Department:

During the last year the Police Department received a grant which allowed it to place approximately twenty additional police officers on the street. This increased size and effectiveness of the police force, combined with a rising crime rate, has undoubtedly added to the Court's pending caseload. Acting Chief Leo Wilson felt that the following changes to the criminal justice system would be advantageous:

- . The availability of a Court Clerk at night to handle the preparation and filing of complaints.

- . Improved feedback on case dispositions.
- . Increased court days, in order to more expeditiously handle pending matters.
- . Increased prosecutor availability.

City Administration:

The City Administrator, Lawrence Baske, indicated that the following areas were of concern to the City:

- . Improving the accessibility of the Courts to public.
- . Extending the administrative operating hours in order that citizens may file complaints and pay traffic fines in the evenings.
- . Improving the notification to witnesses, complainants and defendants of court hearings.
- . The expeditious handling of cases.

There appears to be a pre-occupation with control of the Court, rather than an inventory of its needs. The consultants are of the opinion that neither the City Administrator nor the Court are dealing with substantive issues based on facts and consequently a power struggle is in effect which reduces the achievement of mutual goals.

The President of the City Council, Mr. David Rothberg, felt that the only relationship between the City and the Court was one of providing funds for continuous operation, not administrative control. He was surprised to find that when the defendant is not represented by counsel that the judge serves as prosecutor. Mr. Rothberg felt that this was improper and that all prosecution should be removed from the judge and left to the prosecutor.

The consultants wish to express their gratitude to those individuals who were interested enough in the criminal justice system to spend some time discussing the problems within the system with us.

IV. SUMMARY OF PROBLEMS

In response to a request by the Municipal Court Administrator, Mr. Charles H. Garrod, Jr., this survey of the Municipal Court was conducted. The following summarizes some of the more apparent problems:

Main Problem Area--Backlog

- . The Department of Motor Vehicles is to be notified when an individual fails either to pay a traffic ticket or to appear in court. The purpose of this rule (7:6-3) is to post this information to the individual's record in Trenton in order to prevent the individual from renewing his license until such time that he clears his record with the respective court. The Plainfield Municipal Court is currently delinquent in performing this function.

- . Dispositions on traffic cases (moving violations). MF-1 disposition forms are required to be sent to the Department of Motor Vehicles within 3 days of disposition. Backlog unknown--according to an undated report prepared in early 1974, the backlog stands at 700 plus unprocessed reports.

- . Posting of dispositions on criminal cases to the court dockets is behind. These dockets are the official court record reflecting the disposition of each case. According to the Administrator, approximately 400 plus cases have not been posted.

- . There are approximately 4,000 parking tickets which are outstanding and no action has been taken.
- . There are approximately 300 unserved parking warrants.
- . There is a backlog of Drunken Driving cases dating back to 1969. The exact backlog is not known, but has been estimated at 90 cases which have not been scheduled for trial.

As part of our on-site survey, we personally observed the piles and boxes of unprocessed paperwork in the Administrative Office. In the Clerk's Office, she had paperwork to be processed which dated back to early 1973.

Secondary Problem Areas

- . There appears to be inadequate space within the Municipal Court to provide for the following:
 - Storage area for court records and files.
 - Area for the public defender to interview the defendants, or for the prosecutor to interview complainants and witnesses.
 - Area in which the complainants may discuss the nature of the case with the court personnel preparing the complaint.
- . Presently there exists a struggle between the City and Court over administrative control of the Court. This area of conflict appears to have affected the necessary budgetary support that is needed by the Court.

V. SUMMARY OF CONCLUSIONS

1. Presently there appears to be an insufficient number of personnel, both to catch up on the Administrative backlog and to maintain current workloads.
2. A sufficient backlog of unprocessed work presently exists to warrant great concern by the Municipal Court, and possibly by the County Court, since statutory requirements are not being fulfilled.
3. Present facilities appear to be inadequate to sufficiently handle an increase of administrative personnel.
4. Budgetary support for the Court appears to be quite minimal. The City refused to allocate any funds for necessary file cabinets, binders and replacement typewriters, even though only \$1,935 was requested for these essentials.
5. The City, through its City Administrator, wishes to exercise administrative control over both personnel and procedures in the Court. Section 2.10 of the Charter of the City of Plainfield deals with the "Separation of Powers" but only between the legislative and executive branches. Both the United States and State Constitutions have recognized the need for separation of powers and both have recognized that there are three separate and equal branches of government. Perhaps it is time that Plainfield's Charter was updated to recognize these basic principles.

6. A study conducted in October of 1972 by Booz-Allen Public Administration Services, Inc., in essence indicated that the Municipal Court was adequately staffed to handle the business before it. It appears, however, that at the time of this study the consultants were unaware or did not take into consideration the backlog that the Court has been facing for the past several years. This has been detrimental to the effective management of the Court since the City has utilized the Booz-Allen report as the basis upon which to limit budgetary requests made by the Court, thereby restricting the Court's ability to reduce the backlog and adjudicate the accused.
7. When cases go unprocessed and no follow-up work is performed on outstanding tickets or fines and warrants go unprepared, a mockery is made of the criminal justice system. If the Court can not properly and expeditiously process the cases before it, police are discouraged to make arrests and become demoralized. In the Plainfield system, the odds of "beating of the system" on a parking or moving violation, or even a minor criminal act, appears to be in favor of the defendant (based upon the reports the consultants obtained from the court) resulting in an unfair system of justice.

VI. RECOMMENDATIONS

Primary:

1. Temporary help should be assigned as soon as possible for the specific purpose of eliminating the Administrative backlog.

2. The permanent unfilled Administrative positions of Night Clerk, Cashier and Chief of Administrative Services should be filled immediately.
3. Approximately four to six months after the filling of the above positions, a further staffing evaluation should be made to determine if additional permanent personnel are necessary.
4. A detailed work flow analysis should be conducted in the near future to assure that the following objectives are being met:
 - . most efficient and expeditious work flow.
 - . elimination of duplicative record keeping functions.
 - . proper work allocation among personnel.
5. That meaningful statistics be maintained in order that the Court can determine on a monthly basis if it is gaining or losing in the amount of cases filed, terminated and pending at the end of the month.
6. An inventory control system should be established in order to account for the timely processing and termination of every case.
7. Controls should be developed for the proper distribution and accountability of traffic citation books. A reconciliation is essential for proper control.

the funds necessary to operate the Court, not to exercise administrative direction or control over the Court. This is the prerogative of the duly qualified judge. Therefore, 2:9-7(c) of the Administrative Code should be amended to provide for this.

5. A detailed review should be conducted to determine if an additional court day is required to handle the caseload. From talking to other agencies involved with the Court, and from reviewing the Court's backlog situation, it would appear that it is necessary to have one additional court day in order to process cases within a timely manner.

Secondary:

1. That file cabinets and book binders be immediately provided for the proper maintenance and retention of official court documents.

2. That a study be made to determine if the office space is adequate and if other Court related functions should be housed in the Court building, such as:

- . Office for Public Defender.
- . Office for Prosecuting Attorney.
- . Office in which complaints may be discussed and filed.

The present administrative office space appears crowded and this may account for some of the inability to handle the volume of work that the Court has.

3. A review of the Prosecuting Attorney's function should be made to determine if one full-time staff member should be added to assist in the advance review of cases and to handle the subpoenaing of witnesses. Also, perhaps preparation and processing of complaints and subpoenaing of witnesses should be done by the Prosecuting Attorney's Office, since he is versed in the law and the Court is but an adjudicatory agency.

4. The administrative control of the Court should be vested solely in the Court. In light of the separation of powers, the City should only levy

VII. APPENDIX

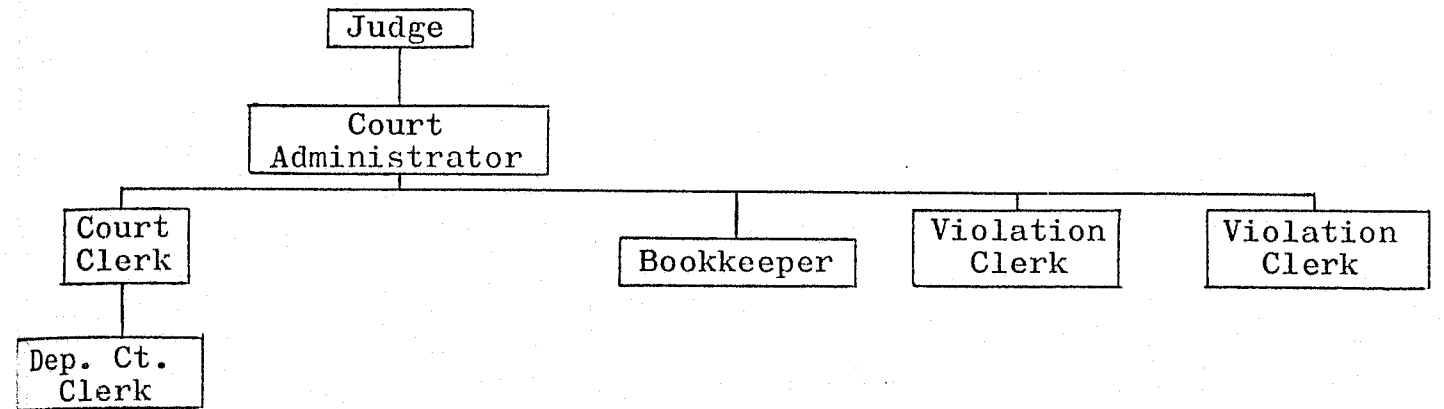
- A. Contact List
- B. Organization Chart
- C. Statistical Profile
- D. Demographic Profile
- E. Job Description
- F. Bibliography

A. Contact List

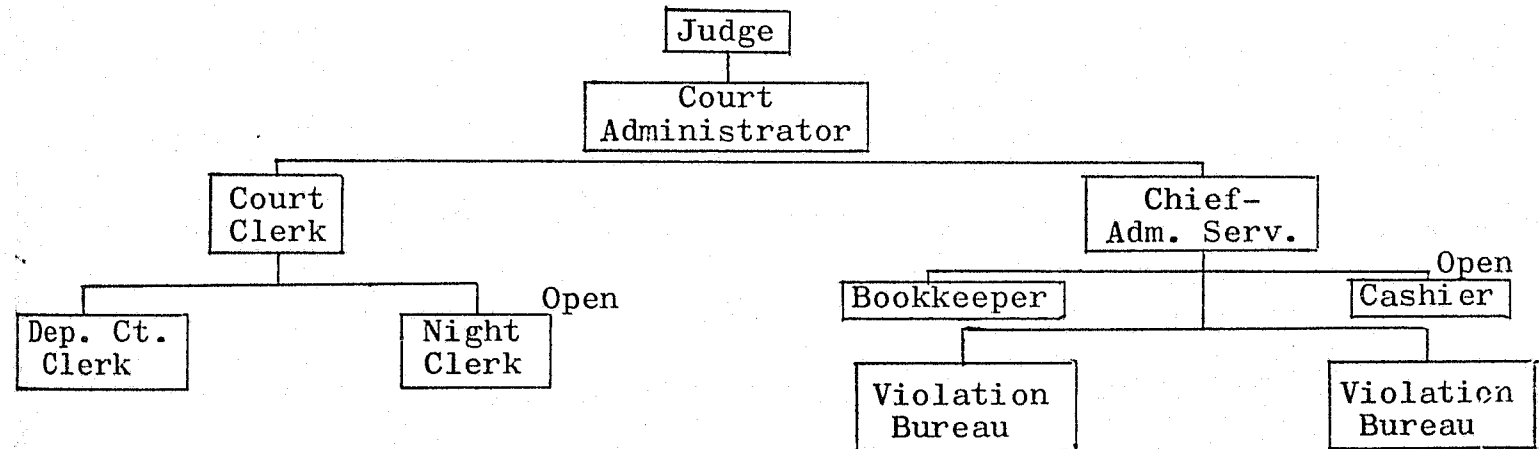
Baske, Larry - City Administrator
Denhauser, Doris - Court Bookkeeper
Garrod, Charles - Court Administrator
Gasior, Charles - Criminal Justice Planner
Hairstone, Dorothy - Assistant Violation Clerk
Iwanowski, Irene - Assistant Violation Clerk
Kiely, Daniel - Director of Department of Finance
Linder, Robert - Prosecuting Attorney
Neinstein, Elliot - City Planner
Rotheburg, David - Chairman of City Council
White, Katherine - Public Defender
Wilson, Leo - Acting Chief of Police

B. Organization Chart

PRESENT



AUTHORIZED



C. Statistical Profile¹

Year	69-70	70-71	71-72	72-73
Traffic	\$ 4,193	\$ 3,884	\$ 4,977	\$ 4,540
Parking	26,401	26,641	26,829	21,016
Criminal	2,619	2,800	3,160	3,441
TOTAL	\$ 33,213	\$ 33,325	\$ 34,966	\$ 28,997
Revenue	\$212,480	\$188,215	\$224,190	\$232,250
Judge Hours	700	653	644	716
Number of Employees	4	4	4	4

¹Source - State of New Jersey - Proceedings in the Municipal Courts

D. Demographic Profile

Population

- . Current Population - 47,000
- . 1980 projection - 56,000

Income

Under \$7,000	2,900 or 25%
7-10,000	2,200 or 19%
10-15,000	3,300 or 28%
15-25,000	<u>900 or 8%</u>

Projections

- . Population 56,000-1980
- . Rapid transit from Kennedy Airport to Plainfield-1979
- . More middle and upper middle blacks relocating to Plainfield

E. Job Descriptions - Enclosed

- . Municipal Court Administrator
- . Municipal Court Clerk
- . Deputy Clerk
- . Assistant Violation Clerk

MUNICIPAL COURT ADMINISTRATOR

DEFINITION: Under direction, administers the non-judicial functions of the court; does related work as required.

EXAMPLES OF WORK: Supervises and has charge of office procedures and administrative functions of the court; supervises the work performed by the non-judicial staff; plans and oversees the in-service training of staff members; supervises the collection of fines and disbursement of funds; directs the preparation of or prepares a variety of statistical, financial and progress reports related to the work of the court; gives suitable assignments and instructions to subordinate employees; prepares the budget for court operations; directs the establishment and maintenance of records and files; procures supplies and services for the court; studies and develops effective and improved methods of court functioning, especially the mechanization and computerization of court operations.

REQUIREMENTS:

1. Graduation from a four year course at an accredited college or university.

NOTE: Applicants who do not meet the above educational requirement may substitute additional work experience as described in requirement number two on a year for year basis.

2. Two years of responsible supervisory and/or administrative experience in varied phases of business, industrial, governmental, or military service which shall have involved the organization, direction, planning, coordination, or control of significant programs or activities.

3. Thorough knowledge of court procedures and modern office methods and practices; of the problems involved in the formulation of effective policies and procedures; of the problems involved in preparing and supervising the preparation of statistical and other reports containing findings; conclusions, and recommendations; and of supervising the establishment and maintenance of records and files.

4. Ability to analyze and interpret the laws, ordinances, rules, regulations and procedures relating to the operation of a Municipal Court; to give suitable assignments and instructions to others and supervise their work; to prepare and supervise the preparation of correspondence; to dispense information relating to court matters; to prepare correspondence and other documents relevant to the work of a court; to maintain financial records; to obtain, store, record, distribute, and supervise the use of needed equipment, materials and supplies; to prepare clear, sound, accurate and informative reports to establish and maintain pertinent records and files.

5. Good health and freedom from disabling physical and mental defects which would impair the proper performance of the required duties or which might endanger the health and safety of oneself or others.

E.S.
10-23-73

DEFINITION: Under direction, in a Municipal Court, supervises and/or performs the specialized clerical work requiring thorough knowledge of the laws, ordinances, rules, regulations and procedures relating to the operations of the Municipal Court; may also serve as the Violations Clerk; does related work as required.

EXAMPLES OF WORK: Analyzes all facts and circumstances to determine whether any laws or ordinances within the jurisdiction of the Municipal Court have been violated and determines whether a formal complaint should be entertained; drafts and prepares all complaints and takes all oaths thereunder; attests to court writs, processes, commitments, search warrants, bench warrants and subpoenas; prepares court calendar; arranges for court sessions; assists Municipal Magistrate in arraignment of defendants; calls and swears witnesses at trial of cases; receives and disburses bail, fines, costs and other monies paid into court and accounting therefore; maintains and/or supervises the filing of complaints, processes and other court records, cash books, court dockets, traffic control sheets, statistical records, reports and files; supervises and directs the disposition of correspondence; superintends the physical condition of the court premises and maintains decorum therein; if serving as the Violations Clerk, supervises and/or performs all relevant duties and related tasks, prepares correspondence; when applicable, gives suitable assignments and instructions to assigned employees; supervises and/or performs the work involved in the establishment and maintenance of relevant records and files.

REQUIREMENTS:

1. Graduation from High School, or Vocational High School, or possession of an approved High School Equivalent Certificate.

NOTE: Applicants who do not meet the above educational requirement may substitute any type of work experience on a year for year basis.

2. Three years of experience in clerical work.

3. Thorough knowledge of the laws, ordinances, rules, regulations, and procedures relating to the operations of the Municipal Court; of court proceedings, including the taking of minutes of trials and entering them in dockets; of the form and use of trial calendars, writs, decisions, orders, rules and other matters pertaining to the court, of the making of entries in ledges and disbursement journals; of the preparation of clear, sound, accurate and informative reports and of the establishment and maintenance of needed records and files.

4. Ability to analyze and interpret the laws, ordinances, rules, regulations, and procedures relating to the operation of the Municipal Court; to give suitable assignments and instructions to others and supervise their work, to attend court and take minutes of the trials and enter them in the dockets; to prepare and supervise the preparation of correspondence; to dispense information relating to court matters; to prepare trial calendars, make out return cards and to sign letters, checks, writs, decisions, orders, rules and other matters pertaining to the court; to maintain financial records; to obtain, store, record, distribute, and supervise the use of needed equipment, materials, and supplies; to prepare clear, sound, accurate and informative reports and to establish and maintain records and files.

5. Good health and freedom from disabling physical and mental defects which would impair the proper performance of the required duties or which might endanger the health and safety of oneself or others.

DEPUTY MUNICIPAL COURT CLERK

DEFINITION: Assists the Municipal Court Clerk in supervising and/or performing the specialized clerical work requiring wide knowledge of the laws, ordinances, rules, regulations and procedures relating to the operations of the Municipal Court; may also serve as the Violations or as the Assistant Violations Clerk; serves as the only Deputy Municipal Court Clerk whether deputized or not; does related work as required.

EXAMPLES OF WORK: Assists the Municipal Court Clerk in analyzing all facts and circumstances to determine whether any laws or ordinances within the jurisdiction of the Municipal Court have been violated and determining whether a formal complaint should be entertained, assists the Municipal Court Clerk in drafting and preparing all complaints and taking all oaths thereunder; attesting to court writs, processes, commitments, search warrants, bench warrants and subpoenas; preparing court calendar; arranging for court sessions; assisting Municipal Magistrate in arraignment of defendants; calling and swearing witnesses at trial of cases; assists the Municipal Court Clerk in receiving and disbursing bail, fines, costs and other monies paid into court and accounting therefore; maintaining and/or supervising the filing of complaints, processes and other court records, cash books, court dockets, traffic control sheets, statistical records, reports, and files; assists the Municipal Court Clerk in supervising and/or performing the work involved in the disposition of correspondence; assists the Municipal Court Clerk in superintending the physical condition of the court premises and maintaining decorum therein; if serving as a Violations Clerk has charge of and performs the most difficult and responsible work involved in collecting fines for traffic violations; if serving as the Assistant Violations Clerk, assists in supervising and/or performing all relevant duties and related tasks; assists the Municipal Court Clerk in preparing correspondence; when applicable, gives suitable assignments and instructions to assigned employees; assists the Municipal Court Clerk in supervising and/or performing the work involved in the establishment and maintenance of relevant records and files.

REQUIREMENTS:

1. Graduation from High School, or Vocational High School, or possession of an approved High School Equivalent Certificate.

NOTE: Applicants who do not meet the above educational requirement may substitute any type of work experience on a year for year basis.

2. Two years of experience in clerical work.

3. Wide knowledge of the laws, ordinances, rules, regulations and procedures relating to the operations of the Municipal Court; of court proceedings, including the taking of minutes of trials and entering them in dockets; of the form and use of trial calendars, writs, decisions, orders, rules, and other matters pertaining to the court; of the making of entries in ledgers and disbursement journals; of the preparation of clear, sound, accurate and informative reports, and of the establishment and maintenance of needed records and files.

DEPUTY MUNICIPAL COURT CLERK (CONTINUED)

4. Ability to assist the Municipal Court Clerk in analyzing and interpreting the laws, ordinances, rules, regulations and procedures relating to the operation of the municipal court; to give suitable assignments and instructions to others and supervise their work when so required; to attend court and take minutes of the trials and enter them in the docket; to prepare correspondence; to dispense information relating to court matters; to prepare trial calendars; make out return cards and to sign letters, checks, writs, decisions, orders, rules and other matters pertaining to the court; to maintain financial records; to obtain, store, record and distribute needed equipment, materials, and supplies; to prepare clear, sound, accurate and informative reports and to establish and maintain records and files.

5. Good health and freedom from disabling physical and mental defects which would impair the proper performance of the required duties or which might endanger the health and safety of oneself or others.

ES
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D-8-5&6

PLAINFIELD MUNICIPAL COURT

JOB ASSIGNMENT LISTING

POSITION: ASSISTANT VIOLATIONS CLERK

ASSIGNMENT-- Dorothy Hairston

RESPONSIBLE FOR:

1. Preparation of 39:4-50 case folders
2. Processing of MF-1 cards
3. Back up on counter transactions
4. Telephone answering
5. Traffic case scheduling (non-contested, non-criminal)
6. Letters of representation
7. Disposition lookups for governmental agencies
8. Partial payments processing (accepting payments for accounts)
9. Accepting cash bail
10. Disbursement of cash bail in absence of bookkeeper
11. Clerical assistance in transcript processing
12. Processing of Parking warrants

JOB ASSIGNMENT LISTING

POSITION: ASSISTANT VIOLATIONS CLERK

ASSIGNMENT: Irene Iwanowski

RESPONSIBLE FOR:

1. Processing of traffic complaints from Police
2. Review and processing of officers copies of traffic complaints
3. Back up on counter transactions
4. Telephone answering
5. Traffic case scheduling (non-contested, non ~~criminal~~)
6. Disposition lookups for governmental agencies
7. Processing of daily issued tickets to computer service
8. Lookups--request to Trenton DMV
9. Requests for diver abstracts
10. Accepting cash bail
11. Disbursement of cash bail in absence of bookkeeper
12. Processing of Parking Authority issued tickets
13. Processing of Failure to Appear notices

F. Bibliography - The following documents were reviewed
for pertinent background data:

- . 1974 Municipal Court Budget Request
- . Memorandum dated March 29, 1974, from Charles Garrod to Judge Daniel Murphy outlining some of the administrative problems within the Court.
- . Booz-Allen Public Administration Services, Inc., report dated October 6, 1972, which reviewed the Municipal Court operation.
- . Charter of the City of Plainfield, New Jersey - 1969
- . Administrative Code of the City of Plainfield, New Jersey - 1972
- . Statistical reports for the State of New Jersey - Proceedings in the Municipal Courts, years 1969-70, 70-71, 71-72 and 72-73.

END