

AN ASSESSMENT OF EXISTING
PERSONNEL UTILIZATION AND PERSONNEL-RELATED
CASE PROCESSING PRACTICES IN THE CHARLOTTE
COUNTY COURTS, PUNTA GORDA, FLORIDA

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THE AMERICAN UNIVERSITY

CRIMINAL COURTS TECHNICAL ASSISTANCE PROJECT

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February 1978

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I. INTRODUCTION

This request for technical assistance was submitted by Ms. Barbara T. Scott, Court and Recording Supervisor of the Charlotte County Circuit Court in Punta Gorda, Florida, on behalf of Buddy C. Alexander, the Clerk of the Circuit Court, to LEAA's Criminal Courts Technical Assistance Project at the American University. It was initiated in response to a concern that because of a dramatically increasing caseload in the Charlotte County Courts, existing personnel and case processing practices were in need of review to assure that maximum utilization was being made of existing staff, and that internal operating procedures were adequate to handle the rising workload.

The Charlotte County Courts are one of five county Courts in the 20th Judicial Circuit of Florida. During calendar year 1976, 8003 cases were filed in the courts and 7251 were disposed. For the period of January to October 1977, 9593 cases were filed and 8304 were disposed. The monthly average of filings in 1976 was approximately 667, while through October of 1977 it has averaged 959, for an increase of almost 70%.

The consultant who was selected to provide this assistance was Mr. Gerald B. Kuban, a private court management consultant with extensive experience in court personnel management. Mr. Kuban was previously Director of Personnel for the Colorado Judicial Department.

Through discussions with Ms. Scott, who served as the local coordinator for this assignment, it was determined that Mr. Kuban would concentrate

his on-site efforts in the following areas: 1.) an assessment of existing personnel utilization practices in the Court and Recording Division, 2.) the development of a recommended staff utilization plan, and 3.) the development of future, short term manpower needs of the court, in light of its growing caseload. During the site work, however, Mr. Kuban enlarged the range of study into such areas as statistical reporting, traffic case processing, computer applications, etc., because of their related impact on the personnel situation.

After reviewing relevant materials, Mr. Kuban spent three days on-site in Charlotte County in early January, 1978. During this time he worked closely with Ms. Scott and her staff, and also interviewed other appropriate court and county employees. Mr. Kuban analysis and recommendations are contained in the following report.

II. ANALYSIS OF EXISTING SITUATION

A. Background

Charlotte County is part of the 20th Judicial Circuit of Florida. The state court structure is comprised of the circuit court, which is a court of general jurisdiction including probate and juvenile functions, and the County Court, a court of limited jurisdiction.

The Circuit Court has exclusive jurisdiction in all actions of law not cognizable by county courts. Its jurisdiction includes: felonies, probate, guardianships, incompetency and equity cases; juvenile proceedings, except traffic cases; civil cases involving amounts in excess of \$2,500; appellate cases from county and municipal courts; the issuance of writs of mandus, quo warranto, certiorari, prohibition, habeas corpus and others.

The jurisdiction of the County Court includes original jurisdiction in all criminal misdemeanors; violations of municipal and county ordinances; civil jurisdiction where the amount in controversy does not exceed \$2,500 exclusive of interest and costs, and concurrent jurisdiction with Circuit Court in landlord and tenant cases over \$2,500.

Charlotte County is located in a desirable residential area on the West Coast of Florida. It has experienced a rapid growth rate in the past five years, from a population of 27,559 in 1970 to in excess of 50,000 in 1977, for an increase of over 81%. This population is expected to rise steadily to 124,300 by the year 2000. At the present time, 60 percent of the population of the county is over 60 years of age.

Some of the problems of the courts can be associated with this rapid growth of population. Additional problems have resulted with the absorption of the municipal court caseloads based on recent state constitutional requirements.

B. Court Organization

The current organizational structure of the courts of Charlotte County is set forth in charts I, II, and III. Also indicated on the charts are employee names, titles, pay grades and living dates.

The courts functions are organized into three divisions: Circuit Court, with an intermediate supervisor and five employees; the County Court with an intermediate supervisor and five employees; and, all other functions, including Recording, Record Room and Microfilming, consisting of twelve employees, all reporting directly to the Court and Recording Supervisor.

CHART I

CIRCUIT COURT

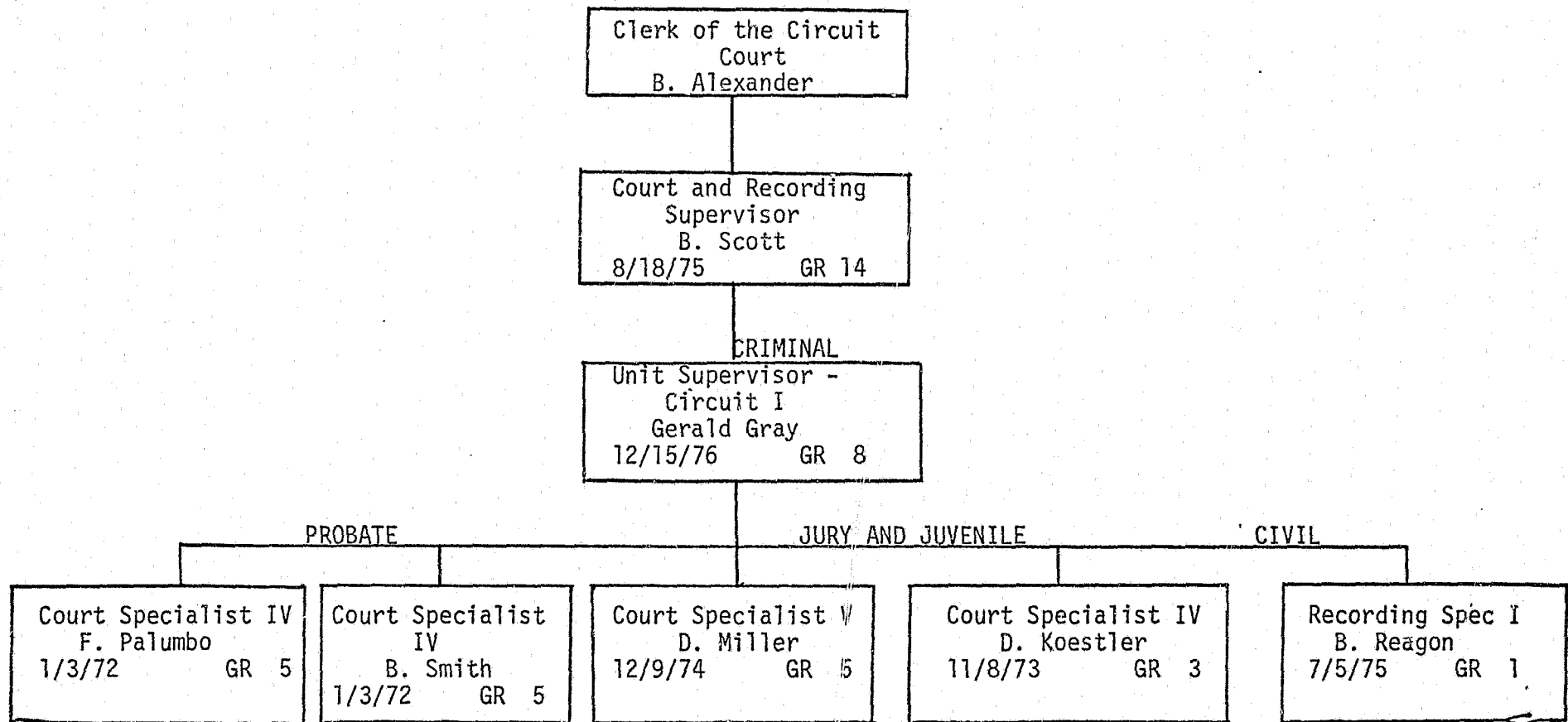


CHART II

COUNTY COURT

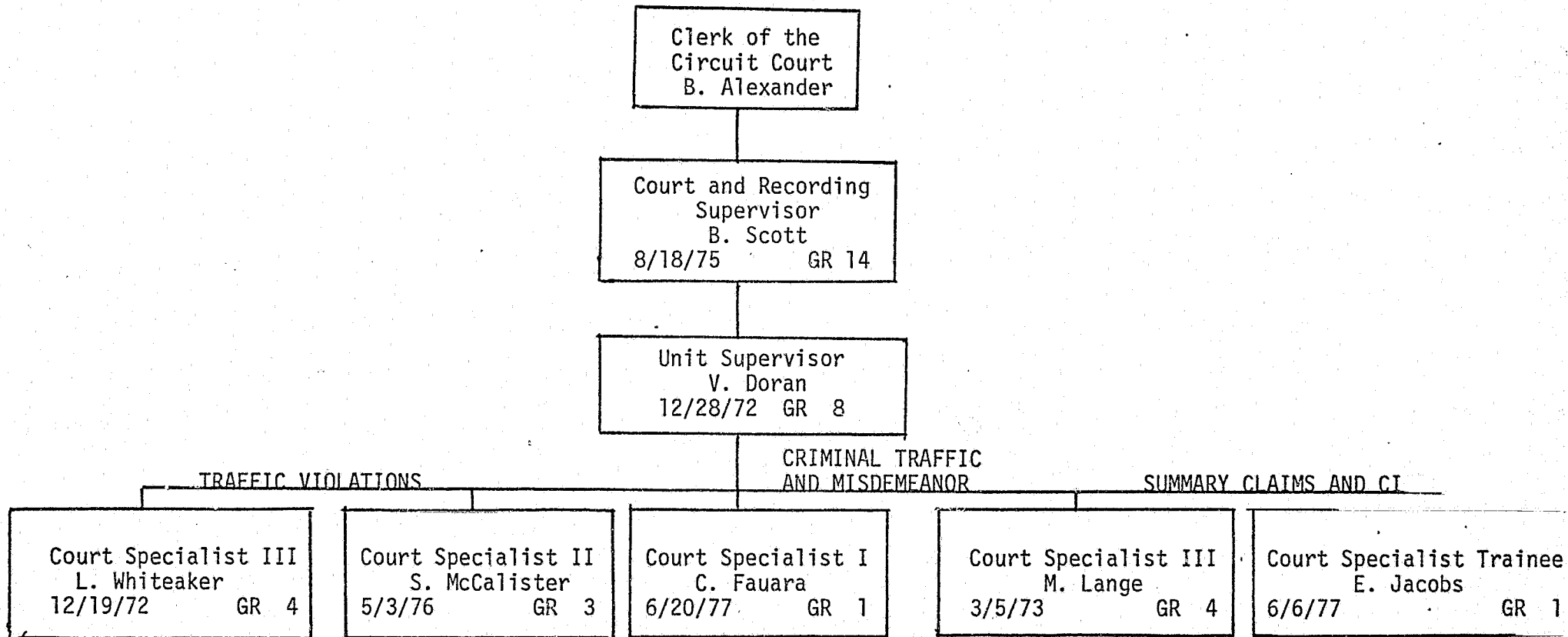
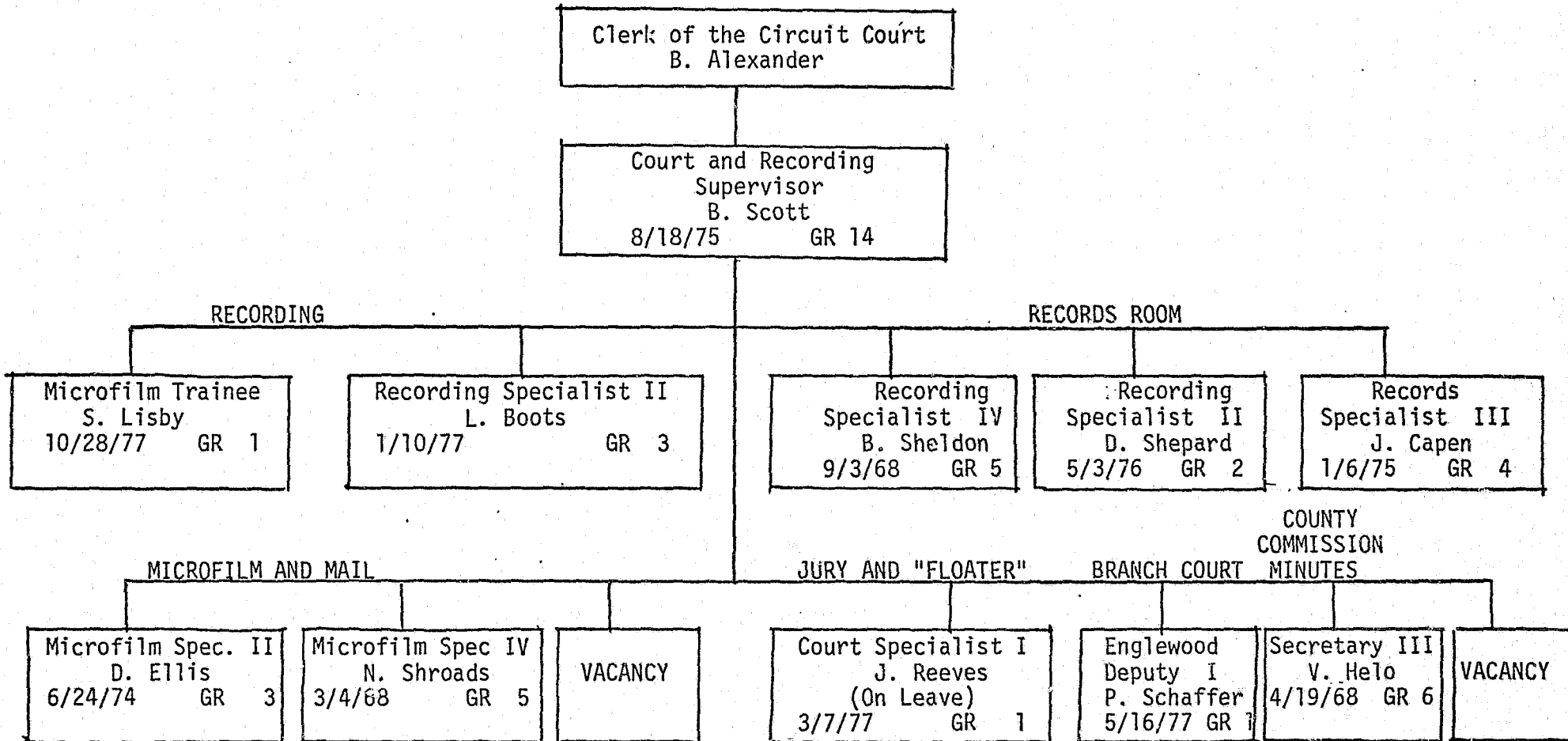


CHART III

RECORDING, RECORD ROOM,
MICROFILMING AND OTHER

-7-



C. Workload of the Courts

As indicated previously there has been substantial population growth in Charlotte County. Such growth would generally indicate an increase in caseload and the need for a modification in case processing and other work procedures or the addition of staff to handle the increased volume.

Charts IV and V indicate the five year workload trends for the Circuit and County Court respectively. Overall, the caseload in the Circuit Court increased 16% from 1976 to 1977, and 47% in the County Court from 1976 to 1977. As shown by the caseload data, during 1977 the juvenile caseload in the Circuit Court increased 81% and the traffic caseload in the County Court increased 49% in the criminal violations area, and 54% in the non-criminal violations area. These areas of case activity in the two courts show the largest percentage increases over 1976. In the traffic area especially, this increased caseload has impacted on both the staff resources and case processing procedures. This will be treated in greater depth in a following section.

Chart IV shows the basic workload indicators in terms of documents filed. These documents include: deeds, mortgages, professional licences, plates, agreements, affidavits, court records, tax liens, some court proceedings and other instruments.

Since 1975, documents filed have increased 18% in 1976 and 10% in 1977. These filings are the initial phase of a four-step operation which includes: 1) intake of the documents, 2) indexing and recording the documents, 3) microfilming documents as permanent records, and 4) return of documents to the parties in interest.

CHART IV
CHARLOTTE COUNTY CIRCUIT COURT

CASE FILINGS

	1972		1973		1974		1975		1976		1977	
	No.	% chng	No.	% chng	No.	% chng	No.	% chng	No.	% chng	No.	% chng
CIVIL	532	15%	581	9%	679	17%	835	23%	853	2%	846	-
CRIMINAL	63	4%	105	67%	120	14%	104	(13%)	146	40%	400* [200]	37%
PROBATE	358	24%	345	(4%)	398	15%	455	14%	381	(16%)	443	15%
JUVENILE	86	54%	94	9%	121	29%	169	40%	171	(1%)	465* [310]	81%
TOTAL	1039	27%	1125	8%	1318	17%	1563	19%	1551	-	2130* [1799]	16%

* Statistical reporting requirements of the Administrative Office of the Courts require the assignment of a case number to each law enforcement "booking sheet". Some of these cases are not prosecuted therefore the case count is overstated. Actual case filings which impacted court workload in 1977 are Criminal - 200, Juvenile - 310 with a total for 1977 of 1799 cases.

() Indicates percentage decrease in case filings/

CHART V

CHARLOTTE COUNTY COURT

CASE FILINGS

	<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>
	<u>No.</u>	<u>No. % chng</u>	<u>No. % chng</u>	<u>No. % chng</u>	<u>No. % chng</u>
MISDEMEANOR	718	1188 56%	1027 (14%)	595 (42%)	791 33%
TRAFFIC					
CRIMINAL			864	995 15%	1480 49%
NON-CRIMINAL	2322*	6191* 116%	(21%)	4056 1%	6263 54%
(Civil			4000		
Infractions)					
CIVIL (OVER	40	39 -	57 46%	67 18%	71 -
\$1500)					
SUMMARY	322	685 113%	848 24%	586 (31%)	628 7%
CLAIMS					
(Small Claims)					
TOTAL	3402	8103 138%	6796 (16%)	6299 (7%)	9233 47%

* Prior to 1975 both criminal and non-criminal traffic filings were tabulated together.

() Indicates percentage decrease in case filings.

CHART VI

DOCUMENTS FILED AND RECORDED

<u>YEAR</u>	<u>NUMBER</u>
1973	27,981
1974	24,735
1975	24,441
1976	28,955
1977	31,963

D. Major Problem Areas

1. Statistical Reporting

There is no single statistical compilation which gives a complete year by year statement of caseload for the court and recording division. In like manner, no accurate records are kept of staffing by position.

2. Court Locations

Court functions and personnel (Circuit and County) are distributed among four locations and two floors of the courthouse.

3. Supervision of Personnel

The supervision exercised by the intermediate supervisors in the Circuit and County Court over subordinate employees is not as extensive as it should be. This causes most employees to turn to the Court and Recording Supervisor for immediate supervision and explanation of detail. Furthermore, the Recording, Record Room and Microfilming Personnel also report directly to Court and Recording Supervisor. Thus, at least twelve and sometimes more, employees report directly to the overall supervisor. This is far too many to maintain an effective span of control.

4. Recording of Documents

Original documents filed with the court for recording necessitate that entries be made by one employee at an on-line computer terminal for indexing purposes. Seven entries are made at this point including date, file number, book and page, name of primary party in interest, name of secondary party in interest, property description or type of instrument and mailing address.

Later, another employee at another on-line terminal calls up the information already entered and visually proofs the entries against the

original documents.

Computer print outs of the entries provide a paper index and mailing address labels. When these materials are available, the Recording Section again proofs the original documents against the printed index and mailing labels before the original documents are mailed to the party in interest.

It is estimated that the first visual proofing of the approximately 18,000 computer entries per month yields only 4-5 errors per month. This first visual proofing requires approximately four hours per day of one employee's time.

Another four hours per day is spent on the second visual proofing by a second employee. Again, few entry errors are found at this point.

5. Traffic Case Processing

In the area of civil infractions (non-criminal traffic cases) three problems are evident:

- At least thirteen handwritten entries are made on the "Report of Cash, Fines, Bonds and Costs Collected", for each traffic ticket that is paid over the counter. A summary financial report is prepared at the end of each day based on these entries and xerox copies are made for distribution to various offices. At least one-half hour per day is currently spent in making entries, spreading and totaling the daily traffic receipts, transferring totals to the daily summary report and making required copies. In addition to being handwritten, the existing methods duplicate information already entered, are error prone, and are inflexible in instances of temporary or permanent increases in case volume.
- Deferred payments of traffic tickets result in three duplicate entries of the same information. Similar, if not identical, information

is handwritten on the receipt for deferred payment, the individual ledger card created for each defendant and the "Report of Cash, Fines, and Bonds and Costs Collected". Again, the operation here is time consuming, error prone and inflexible in increased volume situations.

- The Uniform Traffic Ticket used by city police, highway patrol and the sheriff's office is composed of five copies. One copy is for the law enforcement agency, one copy is for the officer who wrote the ticket, one copy is for the defendant and two copies are for the court. All copies are color coded for ease of recognition and handling.

A delay in the transmittal of the court copies from the law enforcement agencies results in having the counter clerks process the case based on the defendant's copy alone when the ticket is presented for payment. While the case can be processed in this manner, the unavailability of the court copies causes a delay in the final closing of the case. Because of the confusion surrounding these procedures and the lack of coordination, defendants who actually have appeared and paid their traffic fine have had their driver's license suspended by clerical action (use of the D-6 form) for an alleged failure to answer to the court for a traffic violation or infraction. The crux of the problem is the delay in the transmittal of the court copies of traffic citations from the law enforcement agencies within a reasonable time after issuance. A current court order states that such copies are to be forwarded to the court by the law enforcement agency no later than forty eight hours after

issuance. It is the consultant's opinion that this time period is too long, and further, that the order, with a shorter time period, needs enforcement.

6. Computer Liaison

Charlotte County is developing an impressive on-line computer capability for a county of its size. Many county government functions have undergone computerization and the courts have been scheduled for on-line processing capability by the end of 1979. As of this time, the voter registration list for jury selection and related operations have been automated. In addition, as indicated earlier, the recording and indexing function has been automated to some extent.

Currently the Supervisor of Finance and Computer Operations reports directly to the Clerk of the Circuit Court and is responsible for determining the computer needs of the courts and interacting with the Charlotte County Data Processing Steering Committee. The disadvantage of this arrangement are discussed in the recommendations section.

7. Secretarial Assistance

The area of secretarial assistance involves three considerations: a) the secretarial requirements of both the Clerk of the Circuit Court and the Court and Recording Supervisor, b) the back up help required by the Secretary who records and transcribes the minutes of the county commission meeting, and c) the duplication of effort currently found in the typing and retyping of county commission minutes.

Currently, one centrally located secretary serves both the Clerk of the Circuit Court and the Court and Reporting Supervisor. It appears

however, that secretarial time is not equally allocated between these two positions. Some of the detail work, phone contacts and clerical work could be delegated to a secretary through a specific assignment of duties.

The shared secretary also acts as the final typist for county commission minutes. The original transcribing and typing of these weekly minutes requires 2 1/2 to 3 days of the commission secretary's time. These minutes are then offered for approval at the next commission meeting and generally there are minor changes. The final, permanent, typed version requires two hours to complete. This work is done by the shared secretary, however this assignment is currently eight weeks behind in completion.

8. Staffing Levels

Work processes, procedures and physical locations of staff are closely related to staffing levels. Current staffing is a reflection of existing processes, procedures and locations, and this analysis can only reflect what was observed during the on-site visit. Some changes are already contemplated, such as consolidation of offices in the county court and Circuit Court. These changes should do much to provide the cross-training and clerical back-up required in operations which have close contact with the public.

An ideal method of analyzing staffing levels should take into account: a) workload changes, b) changes in law or procedure which may require additions to staff to handle increased workload, and c) the sequence of creation of new positions and the work duties and responsibilities associated with these new positions.

While it is not possible to do an in-depth analysis of staffing in the time allocated for this consultancy, some data was gathered concerning staffing changes over the past few years. Appendix A indicates staffing levels during the years 1973 to present. As this data shows, the courts and related functions have grown from a staffing level of 21 positions (19 full time, 2 part time) to 25 positions (full time) during this period. During the same period total case filings increased from 4527 in 1973 to an estimated 11,032 in 1978. During the same period of time, documents filed increased from 27,981 in 1973 to 30,963 in 1977.

9. Classification and Pay of Personnel

A brief review of the classification and pay plan of the court employees appears to indicate that the main problem area concerns the pay differentials between levels (i.e., I, II, III, IV) which in most classes appears to be between 4% and 7%.

Thus, there is a compacting or compression of job classes reflected in the pay plan which results in too little percentage difference between the assigned pay grades.

Similarly, it appears that there is too great a percentage differential (approximately 66%) between the Unit Supervisor classification (GR 8) and the Court and Reporting Supervisor (GR 14). This spread fails to recognize the importance of the intermediate supervisor (Unit Supervisor), since it appears to be thought of as more closely aligned with the positions to be supervised, rather than with the Court and Recording Supervisor's position.

III. RECOMMENDATIONS

A. Statistical Reporting

Caseload statistics of case filings and dispositions should be kept on a monthly basis and compiled into an annual report for use in budget projections, examination of workload increases or decreases and requests for staffing changes. The statistics in circuit court felony and juvenile cases should be adjusted to reflect actual cases filed by the prosecutor in addition to counting each "booking sheet" obtained from law enforcement agencies.

The annual statistical report should reflect percentage changes from year to year by category of case. The statistical reporting system utilized by the State Administrative Office of the Courts should be studied to determine its adequacy for overall statistical purposes. If it is inadequate it should be supplemented by the local system.

In a like manner, monthly and annual statistics should be kept relative to the documents filed for recording and microfilm processing.

B. Courts and Related Locations

It is anticipated that, in the near future, all sections of the county court including non-criminal traffic violations, criminal traffic violations/misdemeanors, and small claims/civil will be moved into one location on the second floor of the courthouse. This will put the six employees of this court into one location rather than the existing three locations.

Once the county court move is completed the counter operation for the recording section should be moved into the record room and the entire circuit court clerical operation including probate, civil, criminal, jury and juvenile operations should be moved into the first floor counter area.

The space currently occupied by circuit court criminal operations, jury/juvenile operation and the county commission secretary should be shared by the Court and Recording Supervisor and the County Commission Secretary.

These moves, it is thought, will accomplish the following:

- a) Related operations will be brought together which will promote cross training and employee backup.
- b) More adequate supervision can be provided by the intermediate supervisors in the county and circuit courts.
- c) The public will be better served by easier access and less confusion.

C. Supervision of Personnel

The intermediate supervisors (Unit Supervisor) in county and circuit court are not adequately filling their designated roles within the supervisory structure of the court. This appears to be so for a number of reasons including: a) the relatively short time they have been in their respective positions and what appears to be a lack of supervisory training, b) the numerous locations of the various clerical operations which makes supervision difficult, and c) less than full delegation of decision making authority to the Unit Supervisors by the Court and Recording Supervisor (i.e., the Court and Recording Supervisor is almost always available for solution of detailed questions rather than limiting concerns to overall management and system improvement).

It has been recommended in a recent study of the court's microfilm operation (November, 1977) that the microfilm system be supervised more closely by a Unit Supervisor. This consultant agrees with that recommendation but would extend the responsibility to include the entire recording/microfilming operation. Further, these three unit supervisors should be given formal training in the supervision of personnel in order to fully

utilize the capabilities of the intermediate supervisory structure. Adherence to this recommendation would give full recognition to positions created for the purpose of intermediate supervision of the operating sections. It would have the added benefit of bringing the Court and Recording Supervisor's span of control into manageable proportions and free that position for more serious management concerns.

D. Recording of Documents

It is recommended that the two proofing steps associated with the computer indexing of documents filed with the court be eliminated or be done only on a spot check basis, or when a new employee begins making the computer entries. Since it is an index that is being created and since there are a number of ways to research a particular document it appears that this double proofing is an "overkill" especially in view of the few errors discovered. Furthermore, integrity of the original document is not affected by this computer indexing since it is microfilmed in its original form and the original of the document is sent to the party in interest. It appears that this proofing activity requires one half the time of two employees plus the use of an on-line computer terminal. It is felt that this terminal could be put to better use in the traffic violations section of the County Court. This will be covered under a subsequent recommendation.

E. Traffic Case Processing and Related Accounting Procedures

Two alternatives are recommended in this area to minimize or eliminate the duplicate handwritten entries involved in payment of traffic tickets. One alternative is the development of a "one write" financial accounting system. This is a system which performs several different functions and

accomplishes several different tasks with one manual entry.

Such a system could also accommodate deferred payments of traffic tickets and also may be adopted by the circuit court for its financial accounting. This, of course, would probably require two separate systems, one for county court and one for circuit court each serving the special requirements of the respective court.

The system integrates receipting, disbursing and individual case accounting which would be easy to understand and to apply.

The justification for the system is as follows:

- It would significantly reduce the time required for fiscal processing and accounting in the courts.
- It would be simple and at the same time, so comprehensive and flexible that it would accommodate every conceivable court fiscal transaction.
- It would provide for the application of basic accounting principles to insure integrity and accountability (audit-trail).
- It would standardize the fiscal forms and procedure for both the county and circuit courts.
- It should comply with all legal requirements pertaining to court fiscal accounting.
- Its structure and format would be designed to facilitate conversion to automation.
- It would provide the necessary fiscal reports as required.

The one-write system allows a person to manually write information on the top form and transcribe this information to subsequent copies of the same form or different forms by means of carbon transfer.

Specifically, the information written on a cash receipt is transcribed

to a ledger card and to a daily cash receipts record at the same time a cash receipt is made. The one write system is simple to understand and tends to eliminate posting errors.

A second alternative is that of beginning the court case processing computerization project in the traffic section as soon as possible. As indicated earlier in the report, it is felt that the on-line terminal currently being used in the recording section could be better utilized in the traffic section. Accounting for the payment of traffic cases could be programmed easily and hand written entries would be replaced by terminal entries. This is a simple operation which could be automated very easily and would be able to provide summary reports in multiple copies at the end of the day when the operation is linked up to an automated hard copy printer. These reports could be quickly checked against cash register entries for accuracy.

It is estimated that in the traffic section alone five hours per week is spent by an employee in making handwritten entries, spreading, totaling and transferring financial information and making copies for distribution.

The automated alternative is recommended as the preferred approach since this is to be the ultimate method of case processing in the courts of Charlotte County. There is however, some difference in perception as to when the courts can expect to be phased into the county data processing system. The Court and Recording Supervisor indicated it would probably be five years; while computer consultant retained by the county has indicated that it could be accomplished by the end of 1979. These timetables and computer requirements need to be firmed up and are treated further in the following section.

F. Computer Liaison

The most significant development in the courts of Charlotte County in the near future will be the automation of many of the processes and functions associated with case processing and related reporting. It is not too early, given a 1979 implementation date, to begin planning for the systems design and conversion. It is the consultant's opinion that this activity should occupy most of the Court and Recording Supervisor's time over the next few years. Other recommendations have centered on the need for more delegation of supervisory authority to the unit supervisors and a strengthening of their roles in order to allow the Court and Recording Supervisor to plan and implement computerization in the courts. The Court and Recording Supervisor needs to become immersed in this activity and must become totally aware of viable applications. The liaison with the Charlotte County Data Processing Steering Committee must be undertaken by one who is completely familiar with the operation of the courts and related functions in order to properly communicate the needs of the courts as user agencies.

It is suggested that the following areas need immediate and continuing attention:

- The designation of the Courts and Recording Supervisor as the computer liaison person who will deal directly with the Steering Committee.
- The preparation of a preliminary timetable for conversion to computer processing.
- An examination, by the Supervisor, of similar computer operations in courts of similar size and jurisdiction.

- Background preparation, in terms of obtaining reading materials which document and analyze successful court computer applications.
- A preliminary assessment of employee training needs and requirements associated with a conversion to an automated system.
- The determination of the priorities for phasing in various segments of the automated system.
- The finalization of the implementation timetable.

G. Secretarial Assistance

It is recommended that the secretary who serves both the Clerk of the Circuit Court and the Court and Recording Supervisor be relieved of the responsibility for retyping, in final form, the county commission minutes. It is further recommended that these lengthy minutes be typed the first time on a memory typewriter by the county commission secretary. The feasibility of leasing this equipment and applying it to other county or related operations within the courthouse (i.e. preparation of state attorney's pleadings) should be explored. It is probable that enough operations could be identified within the courthouse to justify the leasing of such equipment. This, it is believed, would eliminate the need for bringing on additional clerical help for the county commission secretary and would allow the shared secretary, of the Court and Recording Supervisor, more time to devote to court secretarial needs.

H. Staffing Levels

Current staffing for the courts and related functions in Charlotte County is 25 budgeted positions, including vacant positions. The breakdown by court and major function is as follows:

County Court

Non Criminal traffic	2 positions
Criminal traffic and Misdemeanor	1 position
Summary Claims and Civil	2 positions
Supervision/Criminal	1 position

Circuit Court

Probate	2 positions
Jury/Juvenile	1 position
Civil	2 positions
Supervision/Criminal	1 position

Recording, Record Room, Microfilm and Other

Recording	2 positions
Recorder Room	3 positions
Microfilm and Mail	3 positions
Jury/Floater	1 position
Branch Court	1 position
County Commission	1 position
-	1 vacant position

As indicated earlier, the centralization of functions and locations should allow for cross training and backup and yield some economy as far as staff utilization is concerned.

In addition, the elimination of duplicated or unnecessary work could yield additional employee time to assist in processing additional caseload. It is estimated that the following employee time could be reassigned if other recommendations in the report are followed.

<u>HRS/WEEK</u>	<u>F.T.E. (Full Time Equivalent Hrs/Week ÷ 40)</u>	<u>FUNCTION</u>
5	.125	Non Criminal Traffic Infractions; Entries, Financial Summaries Partial Payments
2	.050	Retyping of County Commission Minutes
20	.500	Proofing of Document Index Entries on Computer Terminal in Record Room
20	.500	Reproofing of Computer Print Out Lists by Recording Section Prior to Mailing of Original Documents
47	1.175 x \$8,892 avg. annual salary = \$10,448 Savings Annually	

A section by section analysis yields the following recommendations:

1. County Court

Upon consolidation of offices eliminate one position in the summary claims/civil area and reassign duties among the other five positions within the county court. The caseload of the summary claims/civil section appears to have experienced growth in 1974 but has stabilized since then.

2. Circuit Court

The need for two full time positions in the Probate section should be carefully examined. This caseload has been relatively constant for the past three years. In addition, the relocation of this section with the civil, criminal and juvenile sections should increase staff utilization.

3. Recording, Record Room, Microfilm, Mail and Other

As indicated earlier, there is much duplicated work involved in proofing computer index entries. It appears that at least one full time position could be available for reassignment; one half from the Recording

Section and one half from the Records Room.

The current vacancies in the Microfilm Section and the Commission Minutes Section should not be filled rather, a supervisors position should be created and filled to supervise the entire Recording, Records Room, Microfilm and Mail Section.

The need for the position titled Jury/Floater on the organization chart is also questionable since there does not appear to be a backlog even though the incumbent is currently on leave.

It may be necessary in view of the growing juvenile caseload to reassign an employee to assist in this area.

I. Classification and Pay of Personnel

It would be advisable to have the classification and pay plan analyzed in depth by an outside personnel analyst if this has not already been done. In addition, the plan should be updated approximately every three years to insure logical job class relationships and competitive rates of pay in relation to the local labor market.

J. Caseload and Staffing Projections

Appendix B indicates caseload and population projections for the courts of Charlotte County to the year 1982. While there are no national standards for case filings based on population, experience has shown that a figure of 17 to 28 case filings per 100 population would not be unreasonable for the courts in Charlotte County. For purposes of caseload projection a figure of 22 case filings per 100 population was used as the standard figure.

From the material previously presented it would appear that if personnel reassignments are used effectively and automation proceeds on

schedule staffing levels could be held constant or even slightly decreased. The courts and related functions should be able to be adequately staffed at the level of 22 or 23 budgeted positions. Again, this assumes that computerized operations are used in areas of high work volume.

IV. SUMMARY

The preceding analysis indicates what can be done by reassigning duties or personnel in order to achieve optimum manpower utilization. It is felt that the courts have responded well to substantial increases in workload in the past, however, similar increases in the future should not lead to the addition of personnel. Additions over and above current levels would add to space problems and would not significantly improve the clerical processing of cases and recording of documents. The actual work processes involved in the workload of the courts need examination and modification in order to provide a smooth transition to computerization. The Court and Recording Supervisor, in essence, functions as the Court Administrator of the Charlotte County Courts and it is the administrative and management activities of the courts which need to be addressed on a continuing basis. A substantial number of the recommendations have centered on the need to strengthen the management role of the Court and Recording Supervisor and to rely heavily on automated procedures rather than adding staff to handle existing manual systems. Because of the significant progress already made with computerization in the county government, the courts, with proper planning and management, are in a unique position of having their data processing needs identified and addressed in the very near future.

V. APPENDICES

APPENDIX A

CLERK'S OFFICE EMPLOYEE POSITION ANALYSIS

1973 - 1978

INDEX TO ABBREVIATIONS

- . FT - Full Time employee - eight hour workday
- . PT - Person hired for four hour workday on part-time basis.
- . CLK - Clerk of the Circuit Court
- . JDG - Judge
- . CTY - County
- . ST - State
- . TEM/
- FT - Person hired temporarily on full-time basis (eight hour day)
- . ½PER - Person hired full-time, devoting four hours to position daily.

- (A) C.D.R. - State and Clerk - 9/30/75 State eliminated position, Clerk added deputy to its payroll.
- (B) C.D.R. - C.D.R. Reporting system dissolved.
- (C) Jury - One deputy assigned to handling County Jury Duties devoting four hours per day. One deputy assigned to handling Circuit Jury duties, devoting four hours per day.

- (D) - County Minutes - Joined my supervisory staff in 1976.
- (E) - Mailroom - The microfilm deputies handle all mailroom activities i.e., sorting/delivering/preparing daily mail.
- (F) - Englewood Branch - opened July, 1977.

** SPECIAL NOTE: THE POSITIONS HELD BY:

Barbara T. Scott, Supervisor Courts and Recording,
AND
Lucia C. Langieri, Secretary to Buddy C. Alexander, Clerk
are not reflected on the subject analysis.

APPENDIX A (Con't)

CLERK'S OFFICE EMPLOYEE POSITION ANALYSIS

1973 - 1978

<u>COURTS</u>	1973	PAID BY	SUPV. BY	1974	PAID BY	SUPV. BY	1975	PAID BY	SUPV. BY	1976	PAID BY	SUPV. BY	1977	PAID BY	SUPV. BY	1978	PAID BY	SUPV. BY
<u>County</u>																		
Summary	1-PT	Cty.	Jdg.	1-FT	Cty.	Jdg.	1-FT	Cty.	Jdg.	2-FT	Clk.	Clk.	2-FT	Clk.	Clk.	2-FT	Clk.	Clk.
	$\frac{1}{2}$ Per.	St.	Jdg.	1-PT	Cty.	Jdg.	1-PT	Cty.	Jdg.									
Criminal	$\frac{1}{2}$ Per.	Clk.	Clk.	2-FT	Clk.	Clk.	3-FT	Clk.	Clk.	2-FT	Clk.	Clk.	2-FT	Clk.	Clk.	2-FT	Clk.	Clk.
Traffic	$\frac{1}{2}$ Per.	Clk.	Clk.	2-FT	Clk.	Clk.	2-FT	Clk.	Clk.	1-FT	Clk.	Clk.	2-FT	Clk.	Clk.	2-FT	Clk.	Clk.
										1-Tem. FT								
Floater													$\frac{1}{2}$ Per.	Clk.	Clk.	$\frac{1}{2}$ Per.	Clk.	Clk.
<u>Circuit</u>																		
Probate	2-FT	Clk.	Clk.	2-FT	Clk.	Clk.	2-FT	Clk.	Clk.	2-FT	Clk.	Clk.	2-FT	Clk.	Clk.	2-FT	Clk.	Clk.
Juven.	1-FT	Clk.	Clk.	1-FT	Clk.	Clk.	1-FT	Clk.	Clk.	1-FT	Clk.	Clk.	$\frac{1}{2}$ Per.	Clk.	Clk.	1-FT	Clk.	Clk.
Felony	1-FT	Clk.	Clk.	1-FT	Clk.	Clk.	1-FT	Clk.	Clk.	2-FT	Clk.	Clk.	2-FT	Clk.	Clk.	1-FT	Clk.	Clk.
Civil	$\frac{1}{2}$ -Per.	Clk.	Clk.	$\frac{1}{2}$ -Per.	Clk.	Clk.	2-FT	Clk.	Clk.	2-FT	Clk.	Clk.	2-FT	Clk.	Clk.	2-FT	Clk.	Clk.
	$\frac{1}{2}$ -Per.	Clk.	Clk.	$\frac{1}{2}$ -Per.	Clk.	Clk.												

APPENDIX A (Con't)

CLERK'S OFFICE EMPLOYEE POSITION ANALYSIS

1973 - 1978

RECORD.	1973	PAID BY	SUPV. BY	1974	PAID BY	SUPV. BY	1975	PAID BY	SUPV. BY	1976	PAID BY	SUPV. BY	1977	PAID BY	SUPV. BY	1978	PAID BY	SUPV. BY
Recording	2-FT	Clk.	Clk.	1-FT	Clk.	Clk.												
	½Per.	Clk.	Clk.	½Per	Clk.	Clk.	2-FT	Clk.	Clk.	2-FT	Clk.	Clk.	2-FT	Clk.	Clk.	2-FT	Clk.	Clk.
	½Per.	Clk.	Clk.	½Per	Clk.	Clk.												
Records	3-FT	Clk.	Clk.	3-FT	Clk.	Clk.	3-FT	Clk.	Clk.	3-FT	Clk.	Clk.	3-FT	Clk.	Clk.	3-FT	Clk.	Clk.
	1-PT	Clk.	Clk.															
Micro film	2-FT	Clk.	Clk.	2-FT	Clk.	Clk.	2-FT	Clk.	Clk.	4-FT	Clk.	Clk.	3-FT	Clk.	Clk.	3-FT	Clk.	Clk.
MISC.																		
C.D.R.	½Per	St.	Jdg.	1-FT	St.	Jdg.	½Per	(A) St. &	St. &	(B) -0-	-	-	-0-	-	-	-0-	-	-
Jury	-0-	-	-	-0-	-	-	½Per	Cl.	Cl.	1-FT	Clk.	Clk.	½Per Cty. ½Per Cir.	Clk.	Clk.	(C) ½Per Cty. ½Per Cir	Clk.	Clk.
County Minutes	2-FT	Cty.	Cty.	2-FT	Cty.	Cty.	2-FT	Cty.	Cty.	2-FT	Cty.	(D) Clk.	1-FT	Clk.	Clk.	2-FT	Clk.	Clk.
Mail- Room	1-FT	Clk.	Clk.	1-FT	Clk.	Clk.	1-FT	Clk.	Clk.	(E)	Clk.	Clk.	(E)	Clk.	Clk.	(E)	Clk.	Clk.
Eglewd.													(F) 1-FT	Clk.	Clk.	1-FT	Clk.	Clk.

APPENDIX A (con't)

CLERK'S OFFICE EMPLOYEE POSITION ANALYSIS1973 - 1978TOTAL

	1973	1974	1975	1976	1977	1978
County Court	1½FT 1-PT	5-FT 1-PT	6-FT 1-PT	5-FT 1-TEM/FT	6½FT	6½FT
Circuit Court	5-FT	5-FT	6-FT	7-FT	6½FT	5½FT
Recording	9-FT 1-PT	7-FT	7-FT	9-FT	8-FT	8-FT
Miscellaneous	3½FT	4-FT	4-FT	3-FT	3-FT	4-FT
FINAL	19-FT 2 -PT	21-FT 1 -PT	23-FT 1 -PT	24-FT 1 -TEM/FT	24-FT	24-FT

APPENDIX B

<u>YEAR</u>	<u>TOTAL CASE FILINGS (Circuit & County Court)</u>	<u>POPULATION</u>	<u>CASE FILINGS PER 100 POPULATION</u>
1973	4527		
1974	8421		
1975	8359		
1976	7850	45,900	17.10
1977	11,032	50,000 EST	22.06
1978	11,530 EST	52,266 EST	22.00 EST
1979	11,997 EST	54,532 EST	22.00 EST
1980	12,496 EST	56,800 EST	22.00 EST
1981	12,995 EST	59,066 EST	22.00 EST
1982	13,493 EST	61,332 EST	22.00 EST

NOTE: Population figures based on June 1976 study which addressed facilities needs for the courts of Charlotte County

END