

Family and Juvenile Law Advisory Committee

Trial Court Budget Advisory Committee

Juvenile Dependency: Court-Appointed Counsel Funding Allocation Methodology Joint Subcommittee

November 4, 2015

Meeting Materials

1. Draft recommendations
2. Appendices to recommendations
3. Case phase workload data

Family and Juvenile Law Advisory Committee

Trial Court Budget Advisory Committee

Joint Subcommittee on Court-Appointed Counsel Funding Allocation Methodology

Draft Report, Parts A and B

A. Caseload

1. Recommendations

A1. Annual child caseload will be determined for each court using a weighted metric derived from a court's percentage of total original dependency filings and the court's percentage total child welfare caseload.

A2. The child caseload metric will be weighted by 30% of court filings and 70% of child welfare caseload.

A3. The caseload data will use a rolling average composed of the previous three years.

A4. The number of parent cases in a court will be estimated by using the multiplier of .8 parent case per 1.0 child case.

2. Background

The juvenile dependency caseload ideally measures the number of cases that require the appointment of a court-appointed attorney in each court. This number should include both children and parents who require representation. The two statewide data collection systems that report dependency case numbers at least annually are the California Department of Social Services Child Welfare Services Case Management System (CWS/CMS) and the Judicial Branch Statistical Information System (JBSIS).

Both systems define a case as an individual child or youth. A child in foster care is counted as a single case, a group of three siblings in foster care is counted as three cases. Through JBSIS, each court records the number of original dependency petitions filed in the court by the county child welfare department. JBSIS reports the total dependency filings per year for each court. Through CWS/CMS, each county child welfare agency records each case under the supervision of the child welfare agency. This includes cases on voluntary supervision, and supervision after dismissal of dependency. Five years ago, at the request of the Judicial Council, CWS/CMS reports began including a filter so that only cases under court supervision would be counted. (This filter is discussed below.) CWS/CMS reports total cases annually, and provides a point-in-time snapshot of cases quarterly.

(CWS/CMS contracts with the University of California, Berkeley Center for Social Services Research to analyze the statewide data, prepare longitudinal files, and post state and county level reports on the UC Berkeley website.)

The current workload model used to determine the total funding need that court-appointed dependency counsel uses the CWS/CMS point-in-time reports. There have been two changes since the original implementation of the workload model. Staff began using a three-year rolling caseload average at the time the Trial Court Budget Working Group was reviewing data and discussing the 7 percent reduction to the dependency counsel budget in 2011. At about the same time, the workload model began using the court-supervision filter for cases.

There is no statewide source of data for the number of parents represented in each court. The current workload model uses a multiplier of .82 parents represented per child case. This ratio was calculated using data from a 2002 time study of attorneys.¹

3. Information Reviewed

The subcommittee reviewed a comparative analysis of court filings from JBSIS and child welfare data from CWS/CMS (see Appendix 1). The analysis reviewed by the subcommittee included information about the stability of each data source from year to year, how the two data sources are correlated, and differences in how courts rank by total proportion of original dependency filings reported versus child welfare cases reported².

The subcommittee also heard a presentation from the managers of the California Department of Social Services CWS/CMS system and the UC Berkeley Center for Social Services Research on the state child welfare case management system and reports. Much of the discussion centered on the fact that the court-supervision data field was not one of the required fields in the CWS/CMS system and in the managers' opinion, was likely to be used inconsistently across counties.

The original research from 2002-2003 on whether caseloads should be weighted by sibling groups and current data on non-minor dependents was also reviewed. Finally, data available from DRAFT program³ counties was presented to show both the variance in the proportion of child and parent cases in each county, and the total ratio for all 20 DRAFT counties which remains close to the original estimate of .82 (Appendix 1).

Public comment was received on this topic, largely related to the CWS/CMS caseload counts undercounting the number of cases served by court-appointed counsel.

¹ In 2002, the Judicial Council contracted with the American Humane Association to conduct a quantitative caseload study of trial-level court-appointed dependency counsel based on an assessment of the duties required as part of representation and the amount of time needed to perform those duties.

² Full materials available in Subcommittee materials for July 16, 2015 meeting at <http://www.courts.ca.gov/documents/famjuv-tcbac-20150716-materials.pdf>.

³ The Dependency Representation, Administration, Funding and Training (DRAFT) Program is a program in which the Judicial Council is responsible for direct attorney contracting and service administration for dependency counsel services in select counties.

4. Alternatives Discussed

Recommendations A1 and A2 (data source and weighting)

- a. Continue using CWS/CMS data and reports to calculate child caseload by court. Advantages of this approach include using the same set of child welfare measures used by counties and the Department of Social Services; using data derived from a statewide uniform case management system with a common set of data entry standards; and using data that can be reported longitudinally (providing a snapshot of cases under supervision at a given time.) Disadvantages include the fact that local courts have no control over ensuring the accuracy of the data being reported.
- b. Begin using the JBSIS dependency filings measures to calculate caseload by court. Advantages of this approach include giving courts a measure of control and accountability for the data that is used to determine their dependency counsel budgets. By using JBSIS, local courts would have control over data entry of the petitions filed and would be able to control the accuracy of the data. The principal disadvantage is that the local courts' relative proportion of total filings and total child welfare caseload is not consistent. In addition, making a 100 percent shift to using dependency filings to determine dependency counsel funding need would trigger large shifts in funding among courts.
- c. The subcommittee determined that recommending the weighting of the two data systems for calculating caseload would preserve the advantages of both systems for the courts. The subcommittee reviewed projections of merging the data at 90% child welfare cases and 10% court filings, 80% cases and 20% filings, up to 50% cases and 50% filings. The subcommittee recommends using 70% cases and 30% filings.

Recommendation A3 (three year rolling average)

- a. No alternatives to this recommendation were discussed.

Recommendation A4 (parent to child ratio)

- a. The subcommittee discussed whether parent caseload data could be measured statewide by using the JCATS case management system that is used by DRAFT program contractors.⁴ The advantage of this approach would be the ability to keep an ongoing statewide count of parent cases. Disadvantages include the absence at the Judicial Council of the infrastructure required to add potentially hundreds of attorneys to the JCATS system and monitor the quality of the data.
- b. The subcommittee recommends comparing client data received through the surveys of court-appointed dependency counsel providers conducted by staff.

⁴ JCATS is a web-based case management system in which all DRAFT Program contractors are contractually required to enter basic case information.

5. Other Considerations

The subcommittee notes

- That Judicial Council staff should follow up with the Department of Social Services to make “court-supervision” a mandatory data field in CWS/CMS.
- That the JBSIS filings data is generally released on a schedule that is about 9 months behind the child welfare data, so that the rolling average of the two data sources will include counts from two different time frames.
- Since the recommended metric will weigh the proportions of two different types of data from the two data sources and report a proportion of the total for each court, staff will need provide a clear method of translating that metric into the number of cases it represents.

B. Attorney salary and other costs

1. Recommendations

B1. Attorney salary cost will be calculated by determining a statewide average or median salary from the first rank of county counsel salaries (assistant, associate or deputy), then indexed to counties according to the current Bureau of Labor Statistics local government salary index for California counties.

B2. Other cost elements for a county will be estimated using the following allocations:

- Line attorneys 45% (of total)
- Social workers 10%
- Other salaried workers 15%
- Benefits 15%
- Operating costs 15%

2. Background

It should be remembered that the salaries discussed in this section and used in the current workload model are not salaries that courts are mandated to pay. The salaries used in the current workload model are based on an analysis from 2007. These salary figures are used to calculate the total funding need for dependency counsel, whether or not it is met by available budget.

In the current workload model, attorney salaries are the key cost variable. The caseload estimate for a court (recommendations A1 through A4) in conjunction with the target caseload yields the number of full time equivalent (FTE) attorneys required to represent the parents and children in that court. The attorney salary for the court is then used to calculate the total cost of the representation, and additional costs (other staff, benefits, operating costs) are calculated as a percentage of the total attorney cost.

The current workload model has assumptions about attorney salaries and other costs that are not all explicitly discussed, but can be described in this way:

- a. The skill set and experience required of an attorney to do dependency representation is best reflected in the public sector by entry-level to mid-level county counsel;
- b. Salaries for dependency attorneys should reflect the differentials in cost-of-living among California counties;
- c. Since attorney salaries are indexed to cost-of-living, additional costs such as benefits, other staff, and operating costs that are calculated as a percentage of salary costs do not need to be indexed further to reflect cost differentials around the state.

The current workload model uses several sources to set average attorney salaries for the courts. These include a survey of county counsel salaries, a survey of DRAFT provider salaries and costs, and a consultant study that grouped courts by cost of living factors into economic regions. Courts were grouped into four economic regions, and salary ranges were set in lower, mid-range, and upper level tiers. The economic regions and the salary differentials are unique to court-appointed dependency counsel. The salaries set through this process have not changed since 2007.

Since the workload model was finalized in 2007, the courts adopted a Workload-based Allocation and Funding Model (WAFM) that established a standardized methodology for indexing cost-of-living throughout the state.⁵ Courts use the Bureau of Labor Statistics current index for local and state government personnel costs for California counties.

There are numerous models of dependency counsel provision among attorneys and organizations around the state. They range from solo practitioners who charge hourly fees to complex non-profit, for-profit, and governmental organizations. The current workload model sets a total funding need for each court by using a standard cost model based on mid-sized to large attorney firms⁶. This cost model has these assumptions:

- a. The number of attorneys required is derived from the caseload of 188 cases per 1.0 attorney FTE with social worker/investigator staff support;
- b. Attorney salaries are set at the middle level of the regional salary tiers;
- c. Supervising attorneys are included at .15 per 1.0 attorney FTE;
- d. Supervisor salaries are set at the upper level of the regional salary tiers;
- e. Social worker/investigators are included at .5 per 1.0 attorney FTE;
- f. Investigator salaries are set at \$55,000 annually, regardless of economic region;
- g. Support staff is included at .33 per each 1.0 attorney FTE;
- h. Support staff salaries are set at \$30,000 annually, regardless of economic region;
- i. Benefits are estimated at 25% of all salaries;
- j. Other operating costs are estimated at an additional 7% of total personnel.

3. Information Reviewed

The subcommittee reviewed original documents including the Judicial Council and legislative reports establishing the workload model, and attorney salaries and allocation of other costs. The original survey of entry-to-midlevel county counsel salaries in all counties was updated using county salary listings and job announcements posted on the internet (see Appendix 2). Staff also conducted a survey of court-appointed dependency provider organizations and solo practitioners to obtain current information on salaries and overhead

⁵ Report to the Judicial Council, April 26, 2013 - <http://www.courts.ca.gov/documents/jc-20130426-itemO.pdf>

⁶ Dependency Counsel Caseload Standards, A Report to the California Legislature, 2008 (page 19). In materials to Subcommittee June 19, 2015 meeting: <http://www.courts.ca.gov/documents/famjuv-tcbac-20150716-materials.pdf>.

costs. The subcommittee also reviewed the Bureau of Labor Statistics governmental salary index for California that is used in the WAFM process.

The subcommittee reviewed salary averages from the county counsel and current provider surveys and compared them to the regional salaries now used in the workload model. The committee also reviewed the impact of indexing salaries to the BLS index or to a consolidated form of the economic regions used by the Employment Development Department.

The subcommittee compared information reported on salary, benefits and operating costs to the original caseload funding model; and also reviewed how those allocations differ by organizational model and size.

4. Alternatives Discussed

Recommendation B1 (attorney salary by county)

- a. Update the current salaries and economic regions. Given that neither the current salary estimates nor the economic regions used in the caseload funding model are derived from sources that are kept updated with current economic information, the subcommittee did not believe that they should attempt to update or continue to use the figures.
- b. Use salary data from the current county counsel survey in the entry to mid-level range. Advantages of this data source include the ready and public availability of county counsel salary information statewide, and the similarity of skills and experience required for dependency attorneys and county counsel. An alternative discussed was setting salaries to an average of county counsel and current dependency counsel salaries. A disadvantage was raised to this method: so many courts use solo attorney providers that from the data gathered on the survey it is extremely difficult to get accurate estimates of how a solo attorney's reported costs translate to an annual salary.
- c. Use the BLS index of local and state government personnel cost by county as the data source for cost-of-living adjustments. Advantages for this data source are that its use was thoroughly discussed in the development of the WAFM model, it is now part of the court budgeting process, and updates are consistent and readily and publically available.

Recommendation B2 (allocation of benefits and non-personnel costs)

- a. Update the current method used in the workload model, recalculating all the metrics. Information presented from the provider financial survey showed great differences in how providers are budgeting for staff, benefits, supervision, contract attorneys, investigators and overhead. The number of attorney panels and solo practitioners working for the courts adds another layer of inconsistency and complexity to the task of setting detailed metrics for the management of an

attorney firm. Given that the purpose of the workload model is to set an equitable means of calculating need for a large number of different courts using different models of attorney provision, the subcommittee decided to recommend a more general way of estimating total cost.

- b. Include cost-of-living adjustments in overhead costs such as rent. This suggestion was raised by subcommittee members and in public comment. The subcommittee discussed and decided that since all overhead costs are derived from the number of attorneys and salary costs (that is, they are a proportion of personnel costs), and since the salary costs are indexed to the BLS standard, it was not necessary to further index additional costs.

5. Other Considerations

The subcommittee notes:

- Staff should provide an analysis of the impact of the recommended salary changes on the total estimate of funding needed for court-appointed counsel.

Model Combining Filings and Child Welfare Case Numbers

| COUNTY | Average Filings | Average CW | Filings % | Cases % |
|-----------------|-----------------|-------------|-----------|---------|
| | 12-14 | Cases 12-14 | | |
| Alameda | 628 | 1,769 | 1.63% | 2.44% |
| Alpine | 0 | 0 | 0.00% | 0.00% |
| Amador | 37 | 55 | 0.10% | 0.08% |
| Butte | 268 | 561 | 0.70% | 0.77% |
| Calaveras | 105 | 135 | 0.27% | 0.19% |
| Colusa | 28 | 35 | 0.07% | 0.05% |
| Contra Costa | 728 | 1,214 | 1.89% | 1.67% |
| Del Norte | 50 | 111 | 0.13% | 0.15% |
| El Dorado | 197 | 353 | 0.51% | 0.49% |
| Fresno | 874 | 1,950 | 2.27% | 2.69% |
| Glenn | 53 | 100 | 0.14% | 0.14% |
| Humboldt | 146 | 302 | 0.38% | 0.42% |
| Imperial | 211 | 372 | 0.55% | 0.51% |
| Inyo | 9 | 19 | 0.02% | 0.03% |
| Kern | 844 | 1,805 | 2.19% | 2.49% |
| Kings | 196 | 478 | 0.51% | 0.66% |
| Lake | 53 | 133 | 0.14% | 0.18% |
| Lassen | 53 | 71 | 0.14% | 0.10% |
| Los Angeles | 16,700 | 29,089 | 43.38% | 40.08% |
| Madera | 227 | 373 | 0.59% | 0.51% |
| Marin | 63 | 106 | 0.16% | 0.15% |
| Mariposa | 25 | 30 | 0.07% | 0.04% |
| Mendocino | 158 | 298 | 0.41% | 0.41% |
| Merced | 406 | 688 | 1.05% | 0.95% |
| Modoc | 14 | 15 | 0.04% | 0.02% |
| Mono | 4 | 10 | 0.01% | 0.01% |
| Monterey | 160 | 367 | 0.41% | 0.51% |
| Napa | 87 | 151 | 0.23% | 0.21% |
| Nevada | 66 | 117 | 0.17% | 0.16% |
| Orange | 1,389 | 3,051 | 3.61% | 4.20% |
| Placer | 515 | 392 | 1.34% | 0.54% |
| Plumas | 33 | 55 | 0.08% | 0.08% |
| Riverside | 3,035 | 5,254 | 7.88% | 7.24% |
| Sacramento | 1,121 | 2,637 | 2.91% | 3.63% |
| San Benito | 58 | 110 | 0.15% | 0.15% |
| San Bernardino | 2,544 | 4,700 | 6.61% | 6.48% |
| San Diego | 1,609 | 3,862 | 4.18% | 5.32% |
| San Francisco | 570 | 1,296 | 1.48% | 1.79% |
| San Joaquin | 599 | 1,486 | 1.56% | 2.05% |
| San Luis Obispo | 269 | 443 | 0.70% | 0.61% |
| San Mateo | 204 | 485 | 0.53% | 0.67% |

| | | | | |
|---------------|--------|--------|---------|---------|
| Santa Barbara | 263 | 630 | 0.68% | 0.87% |
| Santa Clara | 545 | 1,495 | 1.42% | 2.06% |
| Santa Cruz | 203 | 357 | 0.53% | 0.49% |
| Shasta | 256 | 611 | 0.66% | 0.84% |
| Sierra | 3 | 3 | 0.01% | 0.00% |
| Siskiyou | 76 | 118 | 0.20% | 0.16% |
| Solano | 246 | 440 | 0.64% | 0.61% |
| Sonoma | 259 | 628 | 0.67% | 0.87% |
| Stanislaus | 390 | 630 | 1.01% | 0.87% |
| Sutter | 82 | 155 | 0.21% | 0.21% |
| Tehama | 143 | 207 | 0.37% | 0.29% |
| Trinity | 47 | 77 | 0.12% | 0.11% |
| Tulare | 605 | 1,088 | 1.57% | 1.50% |
| Tuolumne | 73 | 126 | 0.19% | 0.17% |
| Ventura | 598 | 1,040 | 1.55% | 1.43% |
| Yolo | 204 | 336 | 0.53% | 0.46% |
| Yuba | 169 | 159 | 0.44% | 0.22% |
| <hr/> Total | 38,497 | 72,577 | 100.00% | 100.00% |

Model Combining

| COUNTY | 10% | | 30% | | 50% Filings | Change from 100% CW |
|-----------------|--------------------------------|---------------------------|--------------------------------|---------------------------|----------------|---------------------------|
| | Filings Propor. of state | Change from 100% CW | Filings Propor. of state | Change from 100% CW | | |
| Alameda | 2.36% | -3.3% | 2.19% | -9.9% | 2.03% | -16.5% |
| Alpine | 0.00% | -10.0% | 0.00% | -30.0% | 0.00% | -50.0% |
| Amador | 0.08% | 2.6% | 0.08% | 7.7% | 0.09% | 12.8% |
| Butte | 0.76% | -1.0% | 0.75% | -2.9% | 0.73% | -4.9% |
| Calaveras | 0.19% | 4.6% | 0.21% | 13.8% | 0.23% | 23.1% |
| Colusa | 0.05% | 5.0% | 0.05% | 15.1% | 0.06% | 25.2% |
| Contra Costa | 1.69% | 1.3% | 1.74% | 3.9% | 1.78% | 6.6% |
| Del Norte | 0.15% | -1.5% | 0.15% | -4.4% | 0.14% | -7.3% |
| El Dorado | 0.49% | 0.5% | 0.49% | 1.5% | 0.50% | 2.6% |
| Fresno | 2.65% | -1.5% | 2.56% | -4.6% | 2.48% | -7.7% |
| Glenn | 0.14% | 0.0% | 0.14% | 0.1% | 0.14% | 0.1% |
| Humboldt | 0.41% | -0.9% | 0.41% | -2.7% | 0.40% | -4.6% |
| Imperial | 0.52% | 0.7% | 0.52% | 2.1% | 0.53% | 3.5% |
| Inyo | 0.03% | -1.5% | 0.03% | -4.6% | 0.02% | -7.7% |
| Kern | 2.46% | -1.2% | 2.40% | -3.6% | 2.34% | -5.9% |
| Kings | 0.64% | -2.3% | 0.61% | -6.8% | 0.58% | -11.3% |
| Lake | 0.18% | -2.5% | 0.17% | -7.5% | 0.16% | -12.4% |
| Lassen | 0.10% | 4.0% | 0.11% | 12.0% | 0.12% | 19.9% |
| Los Angeles | 40.41% | 0.8% | 41.07% | 2.5% | 41.73% | 4.1% |
| Madera | 0.52% | 1.5% | 0.54% | 4.4% | 0.55% | 7.3% |
| Marin | 0.15% | 1.1% | 0.15% | 3.4% | 0.15% | 5.7% |
| Mariposa | 0.04% | 6.1% | 0.05% | 18.3% | 0.05% | 30.5% |
| Mendocino | 0.41% | 0.0% | 0.41% | -0.1% | 0.41% | -0.2% |
| Merced | 0.96% | 1.1% | 0.98% | 3.3% | 1.00% | 5.6% |
| Modoc | 0.02% | 8.0% | 0.03% | 24.0% | 0.03% | 40.1% |
| Mono | 0.01% | -2.8% | 0.01% | -8.5% | 0.01% | -14.2% |
| Monterey | 0.50% | -1.8% | 0.48% | -5.4% | 0.46% | -9.0% |
| Napa | 0.21% | 0.8% | 0.21% | 2.5% | 0.22% | 4.1% |
| Nevada | 0.16% | 0.6% | 0.16% | 1.8% | 0.17% | 3.1% |
| Orange | 4.14% | -1.4% | 4.03% | -4.3% | 3.91% | -7.1% |
| Placer | 0.62% | 14.8% | 0.78% | 44.4% | 0.94% | 73.9% |
| Plumas | 0.08% | 1.1% | 0.08% | 3.4% | 0.08% | 5.6% |
| Riverside | 7.30% | 0.9% | 7.43% | 2.7% | 7.56% | 4.4% |
| Sacramento | 3.56% | -2.0% | 3.42% | -6.0% | 3.27% | -9.9% |
| San Benito | 0.15% | 0.0% | 0.15% | 0.1% | 0.15% | 0.1% |
| San Bernardino | 6.49% | 0.2% | 6.52% | 0.6% | 6.54% | 1.0% |
| San Diego | 5.21% | -2.1% | 4.98% | -6.4% | 4.75% | -10.7% |
| San Francisco | 1.76% | -1.7% | 1.69% | -5.1% | 1.63% | -8.5% |
| San Joaquin | 2.00% | -2.4% | 1.90% | -7.2% | 1.80% | -12.0% |
| San Luis Obispo | 0.62% | 1.4% | 0.64% | 4.3% | 0.65% | 7.2% |
| San Mateo | 0.65% | -2.1% | 0.63% | -6.2% | 0.60% | -10.3% |

| | | | | | | |
|---------------|-------|-------|-------|-------|-------|--------|
| Santa Barbara | 0.85% | -2.1% | 0.81% | -6.3% | 0.78% | -10.6% |
| Santa Clara | 2.00% | -3.1% | 1.87% | -9.4% | 1.74% | -15.6% |
| Santa Cruz | 0.50% | 0.7% | 0.50% | 2.1% | 0.51% | 3.5% |
| Shasta | 0.82% | -2.1% | 0.79% | -6.3% | 0.75% | -10.5% |
| Sierra | 0.00% | 15.1% | 0.01% | 45.4% | 0.01% | 75.7% |
| Siskiyou | 0.17% | 2.2% | 0.17% | 6.5% | 0.18% | 10.8% |
| Solano | 0.61% | 0.5% | 0.62% | 1.6% | 0.62% | 2.7% |
| Sonoma | 0.85% | -2.2% | 0.81% | -6.7% | 0.77% | -11.1% |
| Stanislaus | 0.88% | 1.7% | 0.91% | 5.1% | 0.94% | 8.4% |
| Sutter | 0.21% | 0.0% | 0.21% | -0.1% | 0.21% | -0.2% |
| Tehama | 0.29% | 3.1% | 0.31% | 9.2% | 0.33% | 15.3% |
| Trinity | 0.11% | 1.6% | 0.11% | 4.9% | 0.11% | 8.2% |
| Tulare | 1.51% | 0.5% | 1.52% | 1.5% | 1.54% | 2.4% |
| Tuolumne | 0.18% | 0.9% | 0.18% | 2.8% | 0.18% | 4.7% |
| Ventura | 1.45% | 0.8% | 1.47% | 2.5% | 1.49% | 4.2% |
| Yolo | 0.47% | 1.4% | 0.48% | 4.3% | 0.50% | 7.2% |
| Yuba | 0.24% | 10.1% | 0.28% | 30.2% | 0.33% | 50.4% |
| <hr/> Total | | | | | | |

Model Combined by Change in Proportion Statewide

| COUNTY | 10% | | 30% | | 50% Filings | Change from 100% CW |
|----------------|--------------------------------|---------------------------|--------------------------------|---------------------------|----------------|---------------------------|
| | Filings Propor. of state | Change from 100% CW | Filings Propor. of state | Change from 100% CW | | |
| Alpine | 0.00% | -10.0% | 0.00% | -30.0% | 0.00% | -50.0% |
| Alameda | 2.36% | -3.3% | 2.19% | -9.9% | 2.03% | -16.5% |
| Santa Clara | 2.00% | -3.1% | 1.87% | -9.4% | 1.74% | -15.6% |
| Mono | 0.01% | -2.8% | 0.01% | -8.5% | 0.01% | -14.2% |
| Lake | 0.18% | -2.5% | 0.17% | -7.5% | 0.16% | -12.4% |
| San Joaquin | 2.00% | -2.4% | 1.90% | -7.2% | 1.80% | -12.0% |
| Kings | 0.64% | -2.3% | 0.61% | -6.8% | 0.58% | -11.3% |
| Sonoma | 0.85% | -2.2% | 0.81% | -6.7% | 0.77% | -11.1% |
| San Diego | 5.21% | -2.1% | 4.98% | -6.4% | 4.75% | -10.7% |
| Santa Barbara | 0.85% | -2.1% | 0.81% | -6.3% | 0.78% | -10.6% |
| Shasta | 0.82% | -2.1% | 0.79% | -6.3% | 0.75% | -10.5% |
| San Mateo | 0.65% | -2.1% | 0.63% | -6.2% | 0.60% | -10.3% |
| Sacramento | 3.56% | -2.0% | 3.42% | -6.0% | 3.27% | -9.9% |
| Monterey | 0.50% | -1.8% | 0.48% | -5.4% | 0.46% | -9.0% |
| San Francisco | 1.76% | -1.7% | 1.69% | -5.1% | 1.63% | -8.5% |
| Inyo | 0.03% | -1.5% | 0.03% | -4.6% | 0.02% | -7.7% |
| Fresno | 2.65% | -1.5% | 2.56% | -4.6% | 2.48% | -7.7% |
| Del Norte | 0.15% | -1.5% | 0.15% | -4.4% | 0.14% | -7.3% |
| Orange | 4.14% | -1.4% | 4.03% | -4.3% | 3.91% | -7.1% |
| Kern | 2.46% | -1.2% | 2.40% | -3.6% | 2.34% | -5.9% |
| Butte | 0.76% | -1.0% | 0.75% | -2.9% | 0.73% | -4.9% |
| Humboldt | 0.41% | -0.9% | 0.41% | -2.7% | 0.40% | -4.6% |
| Sutter | 0.21% | 0.0% | 0.21% | -0.1% | 0.21% | -0.2% |
| Mendocino | 0.41% | 0.0% | 0.41% | -0.1% | 0.41% | -0.2% |
| Glenn | 0.14% | 0.0% | 0.14% | 0.1% | 0.14% | 0.1% |
| San Benito | 0.15% | 0.0% | 0.15% | 0.1% | 0.15% | 0.1% |
| San Bernardino | 6.49% | 0.2% | 6.52% | 0.6% | 6.54% | 1.0% |
| Tulare | 1.51% | 0.5% | 1.52% | 1.5% | 1.54% | 2.4% |
| El Dorado | 0.49% | 0.5% | 0.49% | 1.5% | 0.50% | 2.6% |
| Solano | 0.61% | 0.5% | 0.62% | 1.6% | 0.62% | 2.7% |
| Nevada | 0.16% | 0.6% | 0.16% | 1.8% | 0.17% | 3.1% |
| Santa Cruz | 0.50% | 0.7% | 0.50% | 2.1% | 0.51% | 3.5% |
| Imperial | 0.52% | 0.7% | 0.52% | 2.1% | 0.53% | 3.5% |
| Napa | 0.21% | 0.8% | 0.21% | 2.5% | 0.22% | 4.1% |
| Los Angeles | 40.41% | 0.8% | 41.07% | 2.5% | 41.73% | 4.1% |
| Ventura | 1.45% | 0.8% | 1.47% | 2.5% | 1.49% | 4.2% |
| Riverside | 7.30% | 0.9% | 7.43% | 2.7% | 7.56% | 4.4% |
| Tuolumne | 0.18% | 0.9% | 0.18% | 2.8% | 0.18% | 4.7% |
| Merced | 0.96% | 1.1% | 0.98% | 3.3% | 1.00% | 5.6% |
| Plumas | 0.08% | 1.1% | 0.08% | 3.4% | 0.08% | 5.6% |
| Marin | 0.15% | 1.1% | 0.15% | 3.4% | 0.15% | 5.7% |

| | | | | | | |
|-----------------|-------|-------|-------|-------|-------|-------|
| Contra Costa | 1.69% | 1.3% | 1.74% | 3.9% | 1.78% | 6.6% |
| San Luis Obispo | 0.62% | 1.4% | 0.64% | 4.3% | 0.65% | 7.2% |
| Yolo | 0.47% | 1.4% | 0.48% | 4.3% | 0.50% | 7.2% |
| Madera | 0.52% | 1.5% | 0.54% | 4.4% | 0.55% | 7.3% |
| Trinity | 0.11% | 1.6% | 0.11% | 4.9% | 0.11% | 8.2% |
| Stanislaus | 0.88% | 1.7% | 0.91% | 5.1% | 0.94% | 8.4% |
| Siskiyou | 0.17% | 2.2% | 0.17% | 6.5% | 0.18% | 10.8% |
| Amador | 0.08% | 2.6% | 0.08% | 7.7% | 0.09% | 12.8% |
| Tehama | 0.29% | 3.1% | 0.31% | 9.2% | 0.33% | 15.3% |
| Lassen | 0.10% | 4.0% | 0.11% | 12.0% | 0.12% | 19.9% |
| Calaveras | 0.19% | 4.6% | 0.21% | 13.8% | 0.23% | 23.1% |
| Colusa | 0.05% | 5.0% | 0.05% | 15.1% | 0.06% | 25.2% |
| Mariposa | 0.04% | 6.1% | 0.05% | 18.3% | 0.05% | 30.5% |
| Modoc | 0.02% | 8.0% | 0.03% | 24.0% | 0.03% | 40.1% |
| Yuba | 0.24% | 10.1% | 0.28% | 30.2% | 0.33% | 50.4% |
| Placer | 0.62% | 14.8% | 0.78% | 44.4% | 0.94% | 73.9% |
| Sierra | 0.00% | 15.1% | 0.01% | 45.4% | 0.01% | 75.7% |
| <hr/> Total | | | | | | |

Non-Minor Dependents

California Child Welfare Indicators Project (CCWIP)

University of California at Berkeley

Caseload by Service Component Type

Agency Type: Child Welfare

July 1, 2012 to April 2015

Selected Subset: Age: 18, 19, 20

Selected Subset: Voluntary Status: Court Ordered

| County | Total Cases | | Cases 18 and over ----- | | | Average 2012-2014 | Average % of Total |
|--------------|------------------|-------|-------------------------|-------|-------|----------------------|-----------------------|
| | Average 12-14 | 7/12 | 7/13 | 7/14 | 4/15 | | |
| California | 72,851 | 3,653 | 5,458 | 7,088 | 7,368 | 5,400 | 7.4% |
| Alameda | 1,769 | 182 | 318 | 395 | 374 | 298 | 16.9% |
| Alpine | 1 | . | . | . | . | | 0.0% |
| Amador | 55 | 2 | 5 | 6 | 7 | 4 | 7.9% |
| Butte | 561 | 16 | 40 | 67 | 67 | 41 | 7.3% |
| Calaveras | 135 | 3 | 8 | 13 | 19 | 8 | 5.9% |
| Colusa | 35 | . | 3 | 2 | 4 | 3 | 7.2% |
| Contra Costa | 1,214 | 61 | 122 | 170 | 149 | 118 | 9.7% |
| Del Norte | 111 | 3 | 4 | 8 | 6 | 5 | 4.5% |
| El Dorado | 353 | 8 | 21 | 32 | 42 | 20 | 5.8% |
| Fresno | 1,950 | 98 | 168 | 202 | 212 | 156 | 8.0% |
| Glenn | 100 | 1 | 2 | 3 | 7 | 2 | 2.0% |
| Humboldt | 302 | 7 | 16 | 28 | 35 | 17 | 5.6% |
| Imperial | 372 | 13 | 16 | 21 | 24 | 17 | 4.5% |
| Inyo | 19 | 1 | 1 | 2 | 2 | 1 | 6.9% |
| Kern | 1,805 | 68 | 124 | 182 | 202 | 125 | 6.9% |
| Kings | 478 | 1 | 7 | 28 | 27 | 12 | 2.5% |
| Lake | 133 | 6 | 10 | 7 | 8 | 8 | 5.8% |
| Lassen | 71 | 7 | 8 | 7 | 5 | 7 | 10.3% |
| Los Angeles | 29,089 | 1,669 | 2,018 | 2,373 | 2,455 | 2,020 | 6.9% |
| Madera | 373 | 9 | 20 | 20 | 22 | 16 | 4.4% |
| Marin | 106 | 6 | 7 | 6 | 9 | 6 | 6.0% |
| Mariposa | 30 | 1 | 3 | 6 | 6 | 3 | 11.2% |
| Mendocino | 298 | 17 | 26 | 43 | 45 | 29 | 9.6% |
| Merced | 688 | 24 | 45 | 68 | 69 | 46 | 6.6% |
| Modoc | 15 | . | 2 | 1 | 2 | 2 | 10.0% |
| Mono | 10 | . | . | 1 | 1 | 1 | 10.3% |
| Monterey | 367 | 12 | 30 | 34 | 34 | 25 | 6.9% |

| County | Total Cases Cases 18 and over ----- | | | | | Average 2012-2014 | Average % of Total |
|-----------------|-------------------------------------|------|------|------|------|----------------------|-----------------------|
| | Average 12-14 | 7/12 | 7/13 | 7/14 | 4/15 | | |
| Napa | 151 | 5 | 11 | 9 | 11 | 8 | 5.5% |
| Nevada | 117 | 3 | 6 | 12 | 13 | 7 | 6.0% |
| Orange | 3,051 | 151 | 234 | 304 | 305 | 230 | 7.5% |
| Placer | 392 | 12 | 23 | 39 | 42 | 25 | 6.3% |
| Plumas | 55 | 2 | 4 | 7 | 8 | 4 | 7.8% |
| Riverside | 5,254 | 151 | 267 | 402 | 395 | 273 | 5.2% |
| Sacramento | 2,637 | 164 | 279 | 419 | 408 | 287 | 10.9% |
| San Benito | 110 | 3 | 3 | 7 | 5 | 4 | 4.0% |
| San Bernardino | 4,700 | 168 | 289 | 338 | 374 | 265 | 5.6% |
| San Diego | 3,862 | 173 | 302 | 412 | 466 | 296 | 7.7% |
| San Francisco | 1,296 | 116 | 191 | 239 | 247 | 182 | 14.0% |
| San Joaquin | 1,486 | 52 | 121 | 168 | 198 | 114 | 7.6% |
| San Luis Obispo | 443 | 14 | 28 | 47 | 49 | 30 | 6.7% |
| San Mateo | 485 | 38 | 64 | 100 | 104 | 67 | 13.9% |
| Santa Barbara | 630 | 30 | 47 | 58 | 52 | 45 | 7.1% |
| Santa Clara | 1,495 | 111 | 167 | 237 | 240 | 172 | 11.5% |
| Santa Cruz | 357 | 12 | 26 | 30 | 39 | 23 | 6.3% |
| Shasta | 611 | 16 | 25 | 39 | 48 | 27 | 4.4% |
| Sierra | 3 | | | | | | 0.0% |
| Siskiyou | 118 | 2 | 1 | 2 | 5 | 2 | 1.4% |
| Solano | 440 | 11 | 25 | 47 | 56 | 28 | 6.3% |
| Sonoma | 628 | 27 | 61 | 87 | 88 | 58 | 9.3% |
| Stanislaus | 630 | 31 | 48 | 61 | 63 | 47 | 7.4% |
| Sutter | 155 | 4 | 2 | 4 | 7 | 3 | 2.1% |
| Tehama | 207 | 16 | 21 | 19 | 20 | 19 | 9.0% |
| Trinity | 77 | 2 | | | 1 | 2 | 2.6% |
| Tulare | 1,088 | 25 | 47 | 76 | 81 | 49 | 4.5% |
| Tuolumne | 126 | 3 | 6 | 8 | 12 | 6 | 4.5% |
| Ventura | 1,040 | 32 | 67 | 88 | 95 | 62 | 6.0% |
| Yolo | 336 | 11 | 25 | 50 | 54 | 29 | 8.5% |
| Yuba | 159 | 5 | 14 | 24 | 30 | 14 | 9.0% |
| Missing | | 48 | 30 | 30 | 19 | | |

Data Source: CWS/CMS 2015 Quarter 1 Extract.

Program version: 1.00 Database version: 6825E308

Sibling-Group Case vs. Single Child Case

In order to be certain that case service times were not heavily influenced by those attorneys with multiple-child cases as compared to those with only single-child cases, an analysis of case times for single vs. multiple child cases was conducted. The results can be found in Table 1.

As can be seen in Table 1, no discernable pattern emerges from this analysis. In some Hearing Classifications attorneys spent more time, on average, on sibling-group cases, while in others the reverse holds true.

Request for Comment
Attachment B

Table 1: Analysis of Case Time, One Child vs. Sibling Group Cases

| Hearings | Single Child Case or Sibling Group | Mean | Median | N |
|-----------------|------------------------------------|----------|----------|------|
| Pre-Detention | Single Child Case | 0:39:15 | 0:28:00 | 964 |
| | More than One Child (Sibling Grp) | 0:40:47 | 0:30:00 | 460 |
| At Detention | Single Child Case | 0:26:36 | 0:19:00 | 796 |
| | More than One Child (Sibling Grp) | 0:27:03 | 0:15:00 | 458 |
| Pre-Juris/Dispo | Single Child Case | 0:55:35 | 0:30:00 | 3030 |
| | More than One Child (Sibling Grp) | 0:59:43 | 0:30:00 | 1435 |
| At Juris/Dispo | Single Child Case | 0:34:59 | 0:15:00 | 1996 |
| | More than One Child (Sibling Grp) | 0:36:25 | 0:19:00 | 1011 |
| Dispos. Appeal | Single Child Case | 1:25:25 | 0:25:00 | 7 |
| Pre-Review | Single Child Case | 0:44:11 | 0:20:00 | 6278 |
| | More than One Child (Sibling Grp) | 0:48:29 | 0:21:00 | 3041 |
| At Reviews | Single Child Case | 0:29:55 | 0:17:00 | 2880 |
| | More than One Child (Sibling Grp) | 0:28:55 | 0:15:00 | 1708 |
| Review Appeal | Single Child Case | 1:10:53 | 0:30:00 | 19 |
| | More than One Child (Sibling Grp) | 10:04:00 | 11:52:00 | 3 |
| Pre-".26" | Single Child Case | 0:56:28 | 0:20:00 | 1182 |
| | More than One Child (Sibling Grp) | 0:52:03 | 0:21:00 | 566 |
| At ".26" | Single Child Case | 0:37:17 | 0:15:00 | 688 |
| | More than One Child (Sibling Grp) | 0:36:11 | 0:15:00 | 333 |
| ".26" Appeal | Single Child Case | 3:10:45 | 1:00:00 | 45 |
| | More than One Child (Sibling Grp) | 3:45:45 | 0:46:00 | 28 |
| Pre-P.Perm | Single Child Case | 0:35:28 | 0:19:00 | 3615 |
| | More than One Child (Sibling Grp) | 0:38:28 | 0:20:00 | 1561 |
| At P.Perm | Single Child Case | 0:18:56 | 0:10:00 | 1881 |
| | More than One Child (Sibling Grp) | 0:20:21 | 0:10:00 | 865 |
| P.Perm Appeal | Single Child Case | 2:41:27 | 0:30:00 | 22 |
| | More than One Child (Sibling Grp) | 0:38:51 | 0:45:00 | 7 |

INTRODUCTION

This report is in response to the following requirement:

On or before January 1, 2008, the Judicial Council shall report to the Legislature the following information regarding caseload standards established pursuant to Section 317 of the Welfare and Institutions Code: (a) Steps taken and progress made toward developing caseload standards; (b) The efforts made and the efficacy of putting caseload standards in place for counsel representing dependent children; (c) any resources, support, or recommendations that might help propel these efforts and ensure implementation statewide of reasonable caseloads for dependency attorneys.⁷

This report outlines the Judicial Council's efforts to develop and implement caseload standards and to identify the resources needed to ensure reasonable caseloads for dependency attorneys statewide.

CASELOAD STUDY AND DEPENDENCY COUNSEL CASELOAD STANDARDS

Senate Bill 2160 (Stats. 2000, ch. 450) amended section 317 of the Welfare and Institutions Code to require that (1) counsel be appointed for children in almost all dependency cases; (2) appointed counsel have caseloads and training that ensure adequate representation; and (3) the Judicial Council promulgate rules establishing caseload standards, training requirements, and guidelines for appointment of counsel for children. In 2001, the Judicial Council took action to implement SB 2160. In addition to adopting a rule that mandated the appointment of counsel for children subject to dependency proceedings in all but the rarest of circumstances, the council directed staff to undertake a study to identify caseload standards for attorneys representing both parents and children, including an analysis of multiple service delivery models for dependency counsel.

In 2002, the AOC contracted with the American Humane Association to conduct a quantitative caseload study (Caseload Study) of trial-level court-appointed dependency counsel based on an assessment of the duties required as part of representation and the amount of time needed to perform those duties.

The Caseload Study was designed to identify maximum per-attorney caseloads for court-appointed dependency counsel based upon quantifiable standards of practice.⁸ Caseload Study results indicated an *optimal practice standard* maximum caseload of 77 cases or clients per full-time dependency attorney and a *basic practice standard* caseload of 141 clients per full-time dependency attorney; these recommended standards compared to a statewide average number, at the onset of the Caseload Study, of 273 clients per attorney. For purposes of the

⁷ This language was proposed as part of AB 2480 (Evans) as it was amended on May 26, 2006. Subsequent amendments removed this language from the bill before it was chaptered, but the Judicial Council agreed to provide a report to the Legislature on a voluntary basis that would be consistent with this language.

⁸ Unless otherwise noted, all references to court-appointed counsel refer to trial counsel; the Caseload Study did not address appellate counsel practice or caseload standards.

Caseload Study results, one client is equivalent to one case; each sibling of a sibling group is counted as an individual case.⁹

A detailed description of the Caseload Study is provided as Appendix 1.

DRAFT Pilot Program: Caseload Standard Adjustment and Compensation Model Development

Because of the obvious fiscal implications of caseload reduction as significant as that implicated by the Caseload Study results, and given the fact that the impact of nonattorney support staffing on attorney case-carrying capacity was not addressed by the Caseload Study, the Judicial Council did not immediately adopt a caseload standard pursuant to the Caseload Study results, but instead directed staff to pilot the basic-practice standard, or caseload reduction, as part of the Dependency Representation, Administration, Funding, and Training (DRAFT) pilot program.¹⁰

The goal of the DRAFT pilot program, originally implemented for a three-year period beginning July 1, 2004 and recently made permanent by the Judicial Council, is to improve the quality of attorney representation for parents and children in dependency cases in as cost effective a manner as possible. DRAFT comprises a partnership between the Administrative Office of the Courts (AOC) and participating courts, wherein court-appointed counsel are jointly selected by the courts and the AOC, with the AOC entering into direct contractual relationships with selected attorney providers. One of the initial challenges faced by the Implementation Committee charged with overseeing DRAFT was to develop an adjusted caseload standard reflecting the impact of nonattorney staffing, specifically social workers and investigators (both groups hereinafter referred to, collectively, as investigators), on attorney case-carrying capacity.

Caseload Standard Adjustment

The caseload standard adjustment process initially involved identifying those attorney tasks most commonly performed by investigators and determining the attorney time-savings associated with investigator activity.

In August 2005, a survey, designed to solicit information about the use of investigators, was sent to organizational juvenile dependency providers (e.g. for-profit law firms, nonprofit organizations, and government agencies) throughout the state. Responses were received from 21 of the 48 organizations to which the survey was sent. Among the questions asked of organizations was whether they employed investigators and, if so, what tasks those investigators performed that would, absent such staff, be performed by attorneys.

⁹ Comments were solicited regarding the determination that one child was equivalent to one case (and thus that sibling groups would be treated as individual cases). Feedback supported the notion that, while sibling groups generally require less attorney time than an equal number of unrelated cases, the numerous confounding variables affecting the workload associated with sibling representation suggest a one-to-one correlation.

¹⁰ Staff recommended piloting of the basic, as opposed to the optimal, caseload standard because of concerns about the fiscal viability of optimal standard implementation. It should be noted that national standards, promulgated by the American Bar Association and the National Association of Counsel for Children, recommend caseload maximums of 100 clients per full-time practitioner. This recommendation was followed by the U.S. District Court, Northern District of Georgia in *Kenny A. ex. Rel. Winn v. Perdue*, 218 F.R.D. 277 (N.D. Ga. 2005) in a decision that mandated a 100-client caseload maximum for dependency attorneys in Georgia.

Contract Caseload Variance Summary

DRAFT Courts
Quarter 2. 2015

| Court | Child | Parent | Parent % |
|-----------------|--------------|--------------|------------|
| Alameda | 2049 | 1443 | 70% |
| Amador | 96 | 112 | 117% |
| El Dorado | 451 | 405 | 90% |
| Imperial | 568 | 408 | 72% |
| Lake | 224 | 127 | 57% |
| Los Angeles | 29403 | 21558 | 73% |
| Marin | 90 | 61 | 68% |
| Mendocino | 344 | 305 | 89% |
| Plumas | 49 | 75 | 153% |
| Sacramento | 3722 | 2662 | 72% |
| San Diego | 3588 | 2827 | 79% |
| San Joaquin | 2395 | 3109 | 130% |
| San Luis Obispo | 413 | 385 | 93% |
| Santa Barbara | 658 | 1388 | 211% |
| Santa Clara | 1684 | 1201 | 71% |
| Santa Cruz | 337 | 332 | 99% |
| Solano | 492 | 672 | 137% |
| Sonoma | 594 | 775 | 130% |
| Stanislaus | 535 | 645 | 121% |
| Total | 47692 | 38490 | 81% |

Associate, Assistant or Deputy County Counsel Salary Information

BLS index applied to median salary

County website searches August 2015

| COUNTY | Class I or II | Class I or II | Midrange | BLS Index 2011-2013 | Index applied to | Workload |
|----------------|---------------|---------------|----------|------------------------|---------------------|-------------------|
| | Min | Max | | | median salary | Model Estimate |
| Alameda | 81,224 | 122,595 | 101,910 | 1.42 | 115,463 | 95,892 |
| Alpine | | | 0 | 0.82 | 66,952 | 79,539 |
| Amador | 80,080 | 115,440 | 97,760 | 0.99 | 80,670 | 79,539 |
| Butte | 49,920 | 78,000 | 63,960 | 0.92 | 74,738 | 67,143 |
| Calaveras | 64,480 | 104,000 | 84,240 | 0.86 | 69,624 | 79,539 |
| Colusa | 66,936 | 85,728 | 76,332 | 0.70 | 57,243 | 67,143 |
| Contra Costa | 87,010 | 126,078 | 106,544 | 1.25 | 101,555 | 114,800 |
| Del Norte | 51,800 | 93,026 | 72,413 | 0.79 | 64,295 | 67,143 |
| El Dorado | 90,209 | 129,480 | 109,845 | 0.99 | 80,649 | 79,539 |
| Fresno | 45,708 | 74,976 | 60,342 | 1.00 | 81,041 | 67,143 |
| Glenn | 80,340 | 97,676 | 89,008 | 0.68 | 55,250 | 79,539 |
| Humboldt | 51,240 | 77,525 | 64,383 | 0.76 | 61,709 | 67,143 |
| Imperial | 59,400 | 88,236 | 73,818 | 0.77 | 62,589 | 67,143 |
| Inyo | 68,304 | 87,240 | 77,772 | 0.83 | 67,598 | 79,539 |
| Kern | 62,868 | 88,248 | 75,558 | 1.05 | 85,481 | 79,539 |
| Kings | 58,284 | 82,596 | 70,440 | 0.89 | 72,035 | 67,143 |
| Lake | 47,839 | 67,314 | 57,576 | 0.76 | 61,713 | 79,539 |
| Lassen | 58,240 | 84,240 | 71,240 | 0.80 | 65,047 | 67,143 |
| Los Angeles | 65,590 | 117,064 | 91,327 | 1.34 | 108,524 | 95,892 |
| Madera | 63,646 | 89,401 | 76,524 | 0.94 | 75,968 | 79,539 |
| Marin | 83,034 | 119,392 | 101,213 | 1.30 | 105,395 | 114,800 |
| Mariposa | 59,785 | 79,936 | 69,861 | 0.74 | 60,132 | 67,143 |
| Mendocino | 57,075 | 72,841 | 64,958 | 0.86 | 69,795 | 79,539 |
| Merced | 58,282 | 70,907 | 64,594 | 0.91 | 73,727 | 67,143 |
| Modoc | | | 0 | 0.61 | 49,354 | 67,143 |
| Mono | 92,880 | 108,684 | 100,782 | 1.20 | 97,427 | 79,539 |
| Monterey | 61,560 | 100,920 | 81,240 | 1.19 | 96,682 | 95,892 |
| Napa | 80,101 | 116,917 | 98,509 | 1.21 | 98,367 | 95,892 |
| Nevada | 78,254 | 105,553 | 91,904 | 0.97 | 78,502 | 79,539 |
| Orange | 69,835 | 125,756 | 97,796 | 1.30 | 105,533 | 95,892 |
| Placer | 85,051 | 114,192 | 99,622 | 1.14 | 92,910 | 95,892 |
| Plumas | 52,140 | 69,948 | 61,044 | 0.70 | 57,259 | 67,143 |
| Riverside | 68,936 | 121,620 | 95,278 | 1.07 | 87,010 | 95,892 |
| Sacramento | 92,498 | 106,362 | 99,430 | 1.28 | 103,899 | 79,539 |
| San Benito | 56,856 | 84,036 | 70,446 | 0.97 | 79,105 | 79,539 |
| San Bernardino | 59,717 | 80,246 | 69,982 | 1.05 | 85,312 | 79,539 |
| San Diego | 62,754 | 96,075 | 79,414 | 1.17 | 95,211 | 95,892 |
| San Francisco | 104,546 | 183,144 | 143,845 | 1.61 | 131,120 | 114,800 |

Associate, Assistant or Deputy County Counsel Salary Information

BLS index applied to median salary

County website searches August 2015

| COUNTY | Class I or II | Class I or II | Midrange | BLS Index 2011-2013 | Index applied to | Workload |
|-----------------|---------------|---------------|----------|------------------------|---------------------|-------------------|
| | Min | Max | | | median salary | Model Estimate |
| San Joaquin | 63,379 | 93,676 | 78,528 | 1.11 | 90,296 | 79,539 |
| San Luis Obispo | 67,870 | 95,514 | 81,692 | 1.07 | 87,092 | 79,539 |
| San Mateo | 83,677 | 144,141 | 113,909 | 1.45 | 117,602 | 114,800 |
| Santa Barbara | 70,404 | 94,980 | 82,692 | 1.16 | 93,855 | 95,892 |
| Santa Clara | 101,419 | 129,164 | 115,291 | 1.47 | 119,379 | 114,800 |
| Santa Cruz | 63,168 | 106,764 | 84,966 | 1.17 | 95,128 | 95,892 |
| Shasta | 64,524 | 89,040 | 76,782 | 0.85 | 68,976 | 67,143 |
| Sierra | | | 0 | 0.71 | 58,064 | 67,143 |
| Siskiyou | 44,244 | 63,812 | 54,028 | 0.71 | 57,727 | 67,143 |
| Solano | 67,186 | 110,516 | 88,851 | 1.22 | 99,460 | 95,892 |
| Sonoma | 83,986 | 112,162 | 98,074 | 1.17 | 94,851 | 95,892 |
| Stanislaus | 73,960 | 110,070 | 92,015 | 1.02 | 83,139 | 79,539 |
| Sutter | 73,960 | 110,070 | 92,015 | 0.95 | 77,114 | 79,539 |
| Tehama | 62,172 | 83,580 | 72,876 | 0.80 | 65,068 | 67,143 |
| Trinity | 62,800 | 88,157 | 75,479 | 0.65 | 53,140 | 67,143 |
| Tulare | 56,412 | 77,457 | 66,935 | 0.82 | 66,805 | 67,143 |
| Tuolumne | 62,801 | 88,157 | 75,479 | 0.91 | 73,844 | 79,539 |
| Ventura | 70,868 | 110,675 | 90,772 | 1.23 | 99,709 | 95,892 |
| Yolo | 66,965 | 105,142 | 86,054 | 1.01 | 82,133 | 79,539 |
| Yuba | 61,368 | 72,072 | 66,720 | 0.94 | 76,415 | 79,539 |
| Median salary | 64,524 | 95,514 | 81,240 | | 79,877 | 79,539 |

Comparison of Workload Model Assumptions with Current JCATS Data

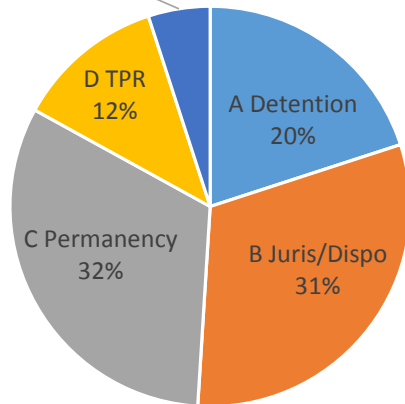
November 4, 2015

Draft: Not for citation or publication

November 4, 2015

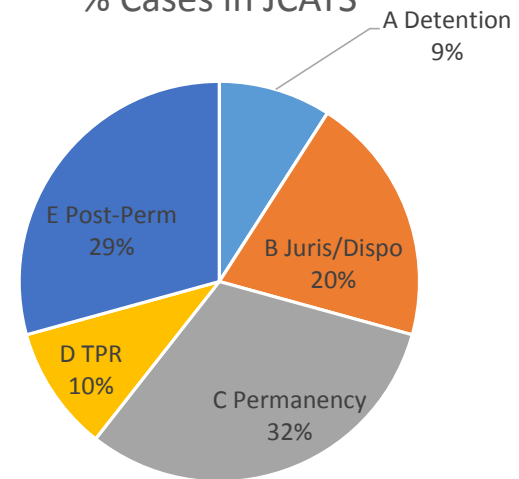
Cases in caseload weighted by phase (Children's cases)

% Cases in Model



■ A Detention ■ B Juris/Dispo ■ C Permanency ■ D TPR ■ E Post-Perm

% Cases in JCATS

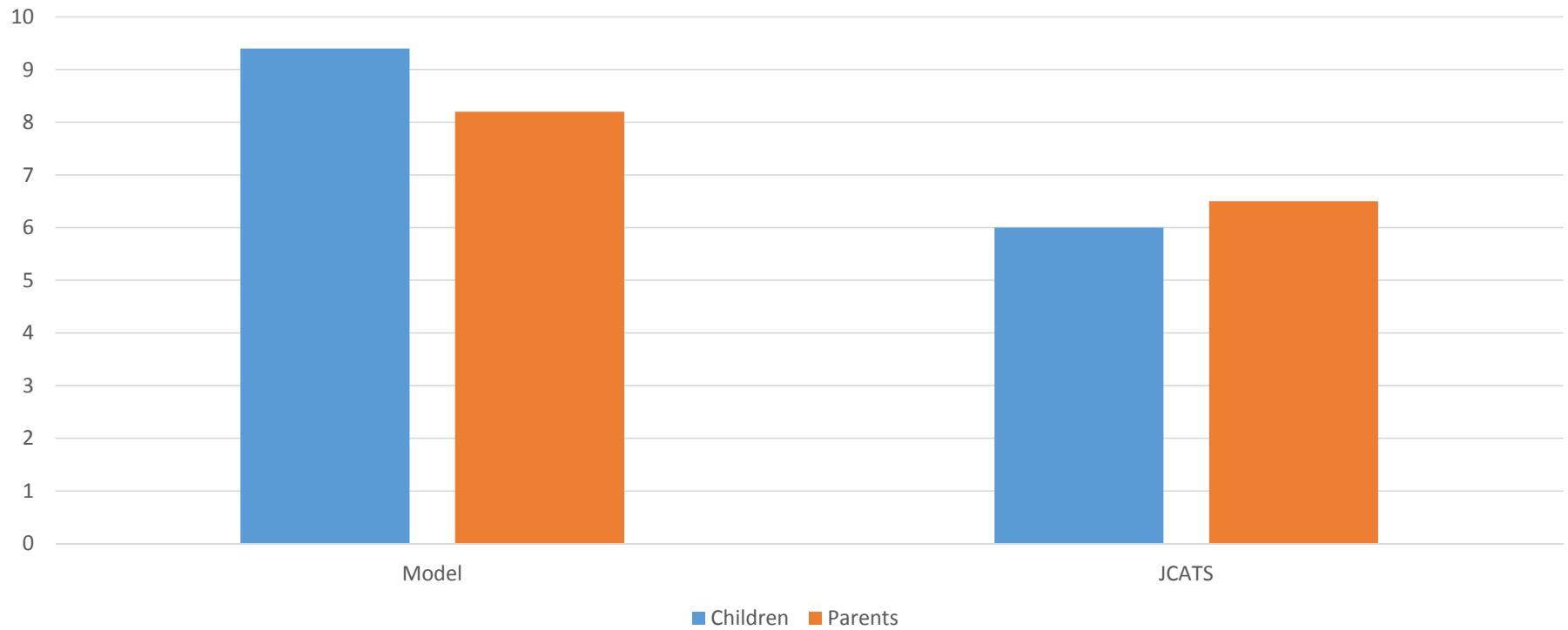


■ A Detention ■ B Juris/Dispo ■ C Permanency ■ D TPR ■ E Post-Perm

Draft: Not for citation or publication

November 4, 2015

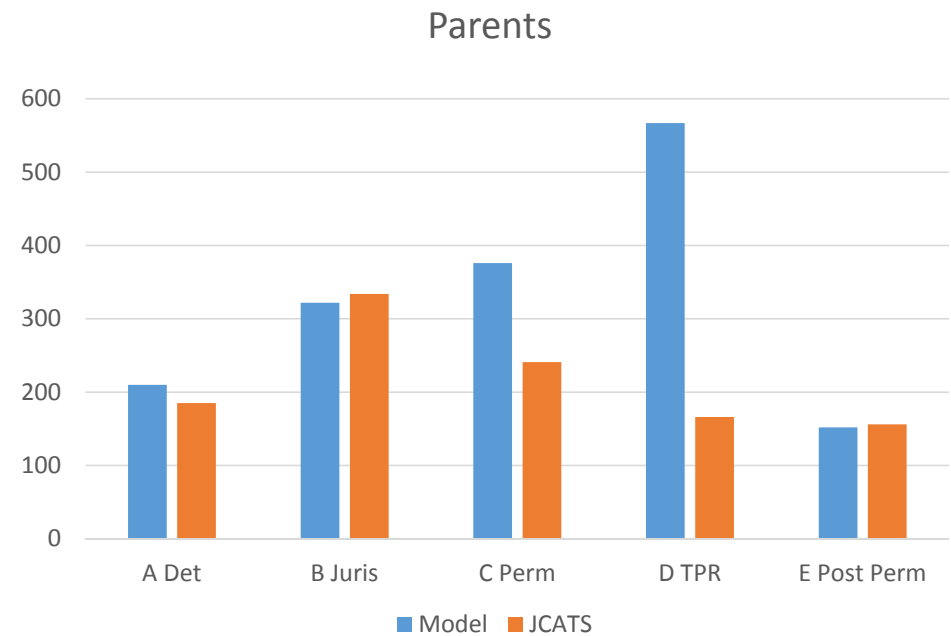
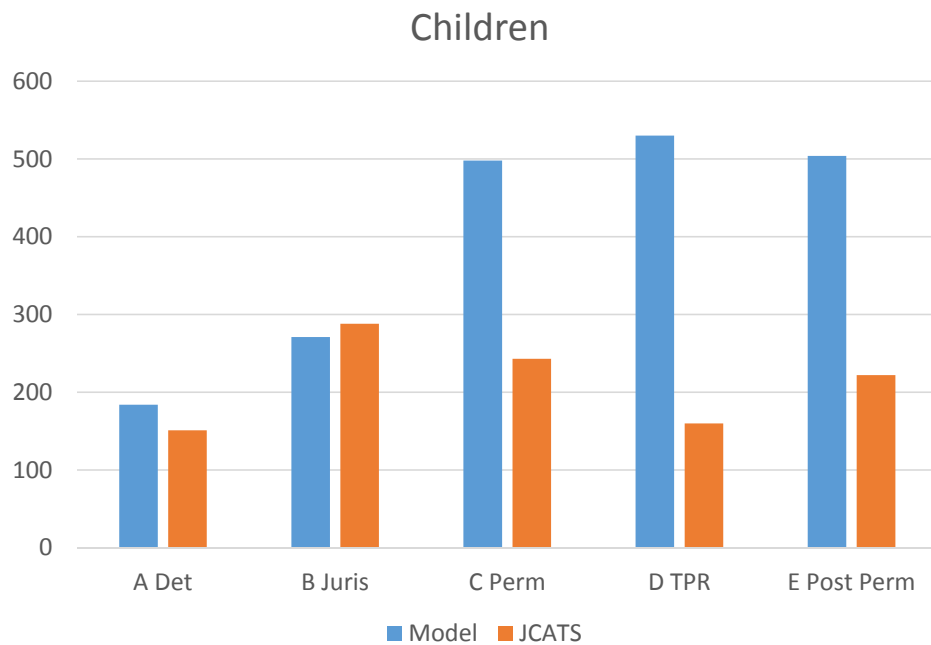
Weighted time per case



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Time allocated to phase -- unweighted

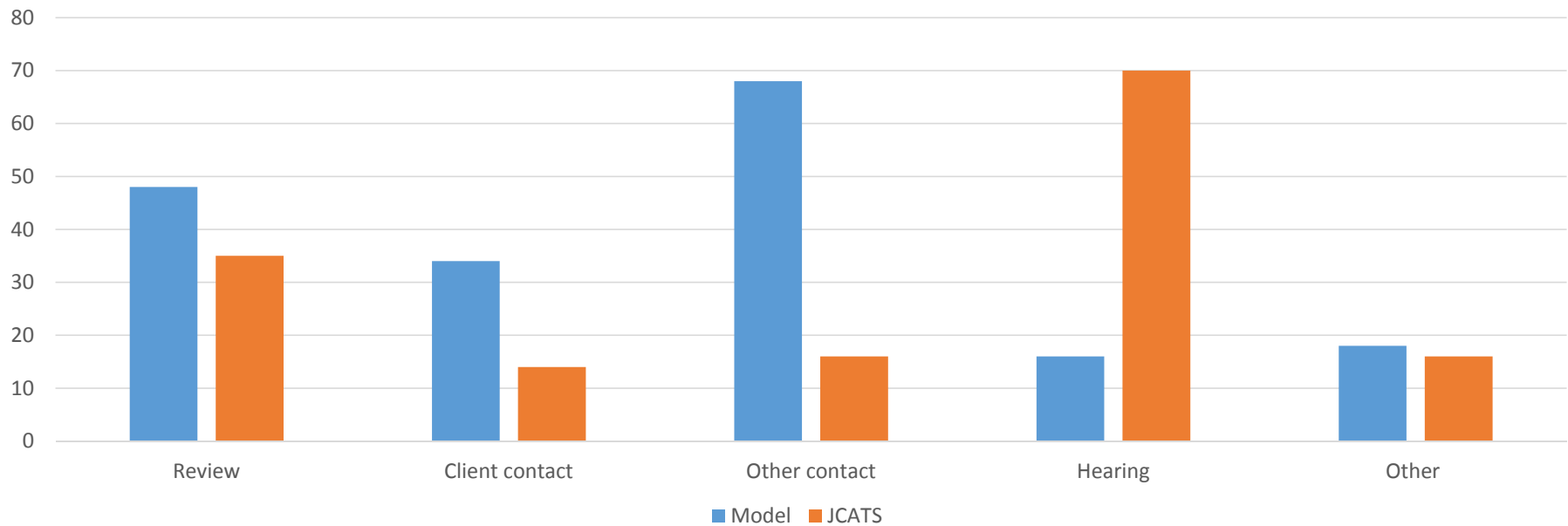


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Unweighted time allocated to tasks Detention phase

Children

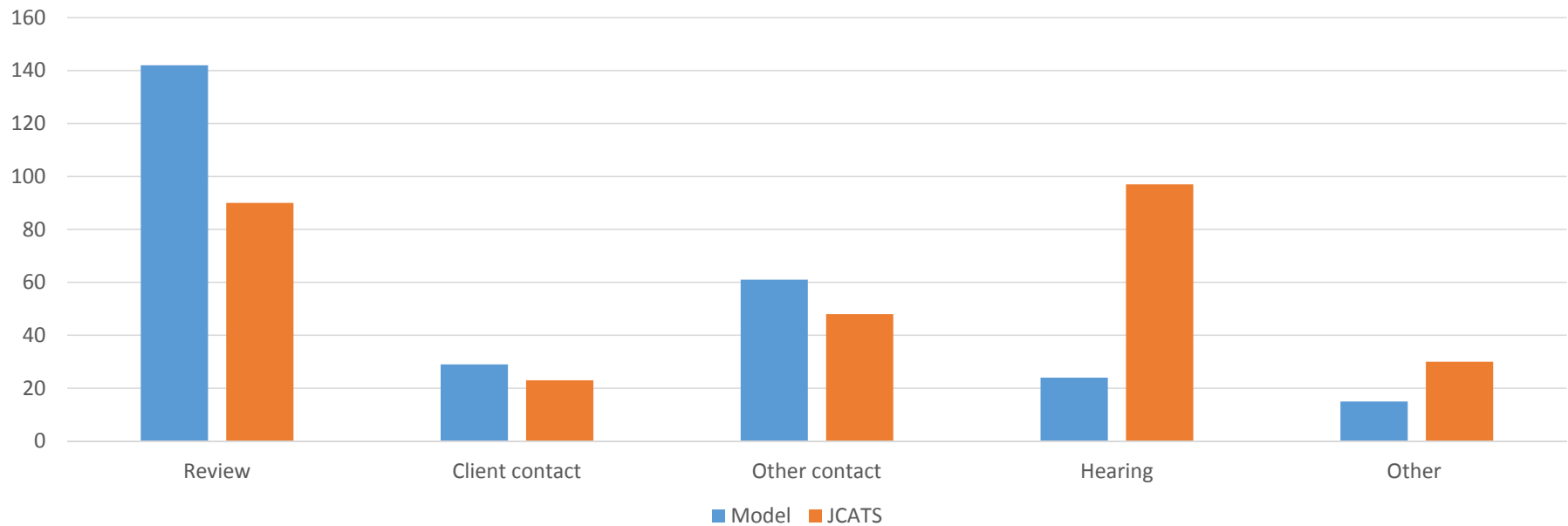


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Unweighted time allocated to tasks Juris/Dispo phase

Children

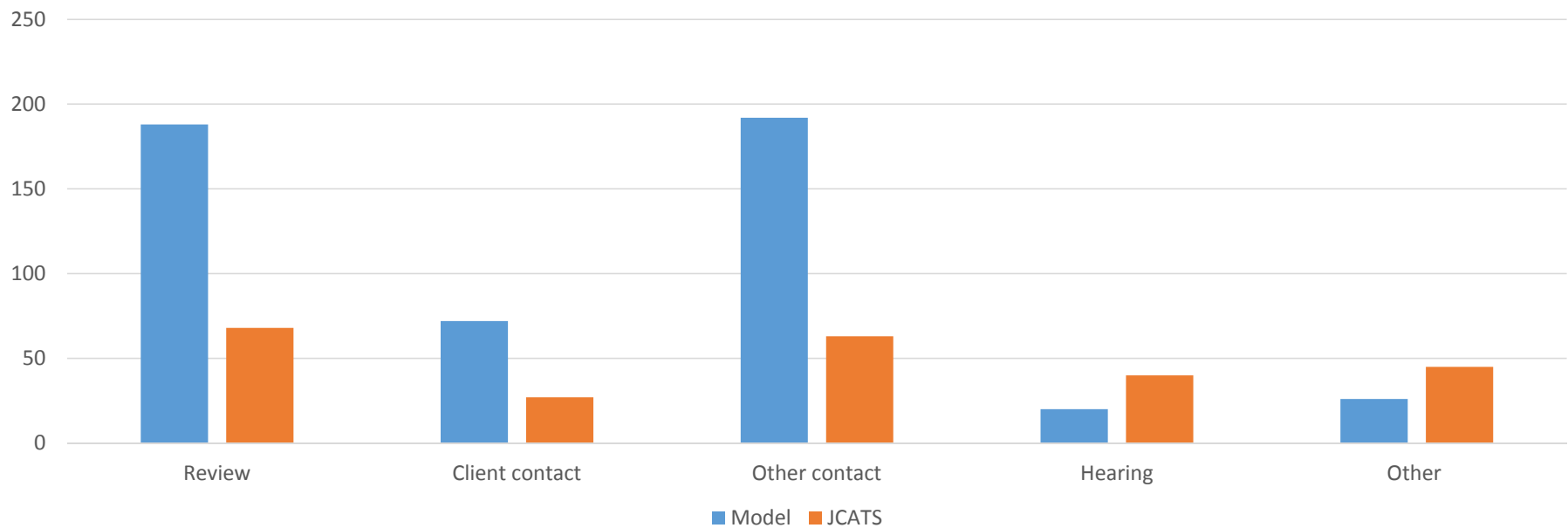


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Unweighted time allocated to tasks Permanency phase

Children

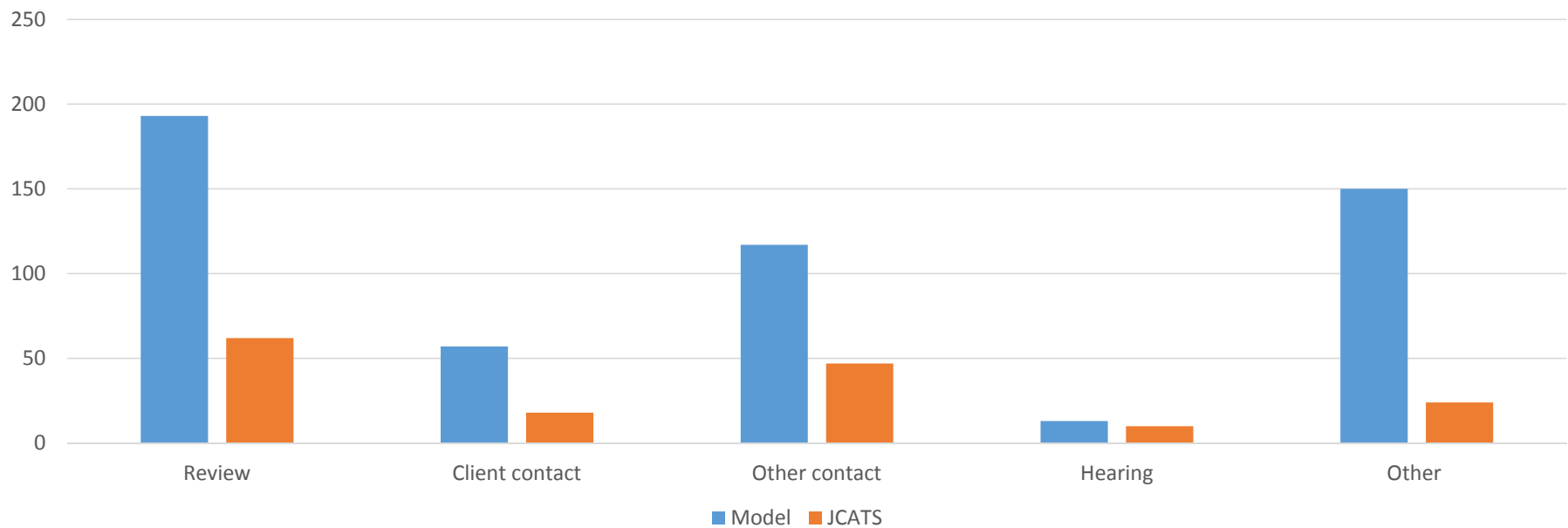


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Unweighted time allocated to tasks TPR phase

Children



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November 4, 2015

Unweighted time allocated to tasks Post-Permanency phase

Children



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November 4, 2015

Caseload Funding Model -- Summary of Tasks by Phase Weighted

| | Children | | | | | Total | Parents | | | | | Total | |
|-----------------------|---------------------------------|-------------------|------------------|---------|------------------|-------|---------------------------------|-------------------|------------------|---------|-------|------------------|-------|
| | Review/ Writing/ Research | Client Contact | Other Contact | Hearing | Other | | Review/ Writing/ Research | Client Contact | Other Contact | Hearing | Other | | |
| Detention | | | | | | | | | | | | | |
| minutes | 48 | 34 | 68 | 16 | 18 | 184 | 79 | 47 | 52 | 15 | 17 | 210 | |
| % | 26% | 18% | 37% | 9% | 10% | 100% | 43% | 26% | 28% | 8% | 9% | 114% | |
| +/- time | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| rev min | 48 | 34 | 68 | 16 | 18 | 184 | 79 | 47 | 52 | 15 | 17 | 210 | |
| rev % | 26% | 18% | 37% | 9% | 10% | 100% | 43% | 26% | 28% | 8% | 9% | 114% | |
| Juris/Dispo | | | | | | | | | | | | | |
| minutes | 142 | 29 | 61 | 24 | 15 | 271 | 183 | 50 | 46 | 27 | 16 | 322 | |
| % | 52% | 11% | 23% | 9% | 6% | 100% | 68% | 18% | 17% | 10% | 6% | 119% | |
| +/- time | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| rev min | 142 | 29 | 61 | 24 | 15 | 271 | 183 | 50 | 46 | 27 | 16 | 322 | |
| rev % | 52% | 11% | 23% | 9% | 6% | 100% | 68% | 18% | 17% | 10% | 6% | 119% | |
| Permanency | | | | | | | | | | | | | |
| minutes | 94 | 36 | 96 | 10 | 13 | 249 | 74 | 37 | 60 | 9 | 8 | 188 | |
| % | 38% | 14% | 39% | 4% | 5% | 100% | 30% | 15% | 24% | 4% | 3% | 76% | |
| +/- time | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| rev min | 94 | 36 | 96 | 10 | 13 | 249 | 74 | 37 | 60 | 9 | 8 | 188 | |
| rev % | 38% | 14% | 39% | 4% | 5% | 100% | 30% | 15% | 24% | 4% | 3% | 76% | |
| Termination | | | | | | | | | | | | | |
| minutes | 58 | 17 | 35 | 4 | 45 | 159 | 123 | 17 | 20 | 2 | 8 | 170 | |
| % | 36% | 11% | 22% | 3% | 28% | 100% | 77% | 11% | 13% | 1% | 5% | 107% | |
| +/- time | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| rev min | 58 | 17 | 35 | 4 | 45 | 159 | 123 | 17 | 20 | 2 | 8 | 170 | |
| rev % | 36% | 11% | 22% | 3% | 28% | 100% | 77% | 11% | 13% | 1% | 5% | 107% | |
| Post Perm | | | | | | | | | | | | | |
| minutes | 60 | 19 | 27 | 2 | 8 | 116 | 17 | 4 | 7 | 2 | 5 | 35 | |
| % | 52% | 16% | 23% | 2% | 7% | 100% | 15% | 3% | 6% | 2% | 4% | 30% | |
| +/- time | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| rev min | 60 | 19 | 27 | 2 | 8 | 116 | 17 | 4 | 7 | 2 | 5 | 35 | |
| rev % | 52% | 16% | 23% | 2% | 7% | 100% | 15% | 3% | 6% | 2% | 4% | 30% | |
| Weighted time: | 9.4 | | | | Caseload: | 140.5 | Weighted time: | 8.2 | | | | Caseload: | 159.4 |

Caseload Funding Model -- Summary of Tasks by Phase Unweighted

| | Children | | | | | Total | Parents | | | | | Total |
|--------------------|---------------------------------|-------------------|------------------|---------|-------|-------|---------------------------------|-------------------|------------------|---------|-------|-------|
| | Review/ Writing/ Research | Client Contact | Other Contact | Hearing | Other | | Review/ Writing/ Research | Client Contact | Other Contact | Hearing | Other | |
| Detention | | | | | | | | | | | | |
| minutes | 48 | 34 | 68 | 16 | 18 | 184 | 79 | 47 | 52 | 15 | 17 | 210 |
| % | 26% | 18% | 37% | 9% | 10% | 100% | 38% | 22% | 25% | 7% | 8% | 100% |
| +/- time | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| rev min | 48 | 34 | 68 | 16 | 18 | 184 | 79 | 47 | 52 | 15 | 17 | 210 |
| rev % | 26% | 18% | 37% | 9% | 10% | 100% | 38% | 22% | 25% | 7% | 8% | 100% |
| Juris/Dispo | | | | | | | | | | | | |
| minutes | 142 | 29 | 61 | 24 | 15 | 271 | 183 | 50 | 46 | 27 | 16 | 322 |
| % | 52% | 11% | 23% | 9% | 6% | 100% | 57% | 16% | 14% | 8% | 5% | 100% |
| +/- time | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| rev min | 142 | 29 | 61 | 24 | 15 | 271 | 183 | 50 | 46 | 27 | 16 | 322 |
| rev % | 52% | 11% | 23% | 9% | 6% | 100% | 57% | 16% | 14% | 8% | 5% | 100% |
| Permanency | | | | | | | | | | | | |
| minutes | 188 | 72 | 192 | 20 | 26 | 498 | 148 | 74 | 120 | 18 | 16 | 376 |
| % | 38% | 14% | 39% | 4% | 5% | 100% | 39% | 20% | 32% | 5% | 4% | 100% |
| +/- time | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| rev min | 188 | 72 | 192 | 20 | 26 | 498 | 148 | 74 | 120 | 18 | 16 | 376 |
| rev % | 38% | 14% | 39% | 4% | 5% | 100% | 39% | 20% | 32% | 5% | 4% | 100% |
| Termination | | | | | | | | | | | | |
| minutes | 193 | 57 | 117 | 13 | 150 | 530 | 410 | 57 | 67 | 7 | 27 | 567 |
| % | 36% | 11% | 22% | 3% | 28% | 100% | 72% | 10% | 12% | 1% | 5% | 100% |
| +/- time | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| rev min | 193 | 57 | 117 | 13 | 150 | 530 | 410 | 57 | 67 | 7 | 27 | 567 |
| rev % | 36% | 11% | 22% | 3% | 28% | 100% | 72% | 10% | 12% | 1% | 5% | 100% |
| Post Perm | | | | | | | | | | | | |
| minutes | 261 | 83 | 117 | 9 | 35 | 504 | 74 | 17 | 30 | 9 | 22 | 152 |
| % | 52% | 16% | 23% | 2% | 7% | 100% | 49% | 11% | 20% | 6% | 14% | 100% |
| +/- time | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| rev min | 261 | 83 | 117 | 9 | 35 | 504 | 74 | 17 | 30 | 9 | 22 | 152 |
| rev % | 52% | 16% | 23% | 2% | 7% | 100% | 49% | 11% | 20% | 6% | 14% | 100% |

JCATS Data -- Summary of Tasks by Phase Weighted

| | Children | | | | | Total | Parents | | | | | Total |
|-----------------------|---------------------------------|-------------------|------------------|---------|-------|-----------------------|---------------------------------|-------------------|------------------|---------|-------|-------|
| | Review/ Writing/ Research | Client Contact | Other Contact | Hearing | Other | | Review/ Writing/ Research | Client Contact | Other Contact | Hearing | Other | |
| Detention | | | | | | | | | | | | |
| minutes | 35 | 14 | 16 | 70 | 16 | 151 | 43 | 40 | 14 | 68 | 20 | 185 |
| % | 23% | 9% | 11% | 46% | 10% | 100% | 28% | 27% | 9% | 45% | 13% | 122% |
| +/- time | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| rev min | 35 | 14 | 16 | 70 | 16 | 151 | 43 | 40 | 14 | 68 | 20 | 185 |
| rev % | 23% | 9% | 11% | 46% | 10% | 100% | 28% | 27% | 9% | 45% | 13% | 122% |
| Juris/Dispo | | | | | | | | | | | | |
| minutes | 90 | 23 | 48 | 97 | 30 | 288 | 104 | 57 | 36 | 105 | 31 | 334 |
| % | 31% | 8% | 17% | 34% | 10% | 100% | 36% | 20% | 13% | 37% | 11% | 116% |
| +/- time | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| rev min | 90 | 23 | 48 | 97 | 30 | 288 | 104 | 57 | 36 | 105 | 31 | 334 |
| rev % | 31% | 8% | 17% | 34% | 10% | 100% | 36% | 20% | 13% | 37% | 11% | 116% |
| Permanency | | | | | | | | | | | | |
| minutes | 34 | 13 | 32 | 20 | 22 | 122 | 37 | 23 | 15 | 23 | 22 | 121 |
| % | 28% | 11% | 26% | 17% | 18% | 100% | 30% | 19% | 12% | 19% | 18% | 99% |
| +/- time | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| rev min | 34 | 13 | 32 | 20 | 22 | 122 | 37 | 23 | 15 | 23 | 22 | 121 |
| rev % | 28% | 11% | 26% | 17% | 18% | 100% | 30% | 19% | 12% | 19% | 18% | 99% |
| Termination | | | | | | | | | | | | |
| minutes | 19 | 5 | 14 | 3 | 7 | 48 | 24 | 9 | 7 | 2 | 8 | 50 |
| % | 39% | 11% | 29% | 6% | 15% | 100% | 49% | 18% | 15% | 5% | 17% | 104% |
| +/- time | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| rev min | 19 | 5 | 14 | 3 | 7 | 48 | 24 | 9 | 7 | 2 | 8 | 50 |
| rev % | 39% | 11% | 29% | 6% | 15% | 100% | 49% | 18% | 15% | 5% | 17% | 104% |
| Post Perm | | | | | | | | | | | | |
| minutes | 12 | 9 | 13 | 9 | 8 | 51 | 11 | 5 | 4 | 12 | 5 | 36 |
| % | 23% | 17% | 26% | 18% | 16% | 100% | 21% | 10% | 7% | 23% | 9% | 70% |
| +/- time | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| rev min | 12 | 9 | 13 | 9 | 8 | 51 | 11 | 5 | 4 | 12 | 5 | 36 |
| rev % | 23% | 17% | 26% | 18% | 16% | 100% | 21% | 10% | 7% | 23% | 9% | 70% |
| Weighted time: | 6.0 | | Caseload: | | 217.9 | Weighted time: | 6.5 | | Caseload: | | 202.7 | |

JCATS Data -- Summary of Tasks by Phase Unweighted

| | Children | | | | | Total | Parents | | | | | Total |
|--------------------|---------------------------------|-------------------|------------------|---------|-------|-------|---------------------------------|-------------------|------------------|---------|-------|-------|
| | Review/ Writing/ Research | Client Contact | Other Contact | Hearing | Other | | Review/ Writing/ Research | Client Contact | Other Contact | Hearing | Other | |
| Detention | | | | | | | | | | | | |
| minutes | 35 | 14 | 16 | 70 | 16 | 151 | 43 | 40 | 14 | 68 | 20 | 185 |
| % | 23% | 9% | 11% | 46% | 10% | 100% | 23% | 22% | 7% | 37% | 11% | 100% |
| +/- time | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| rev min | 35 | 14 | 16 | 70 | 16 | 151 | 43 | 40 | 14 | 68 | 20 | 185 |
| rev % | 23% | 9% | 11% | 46% | 10% | 100% | 23% | 22% | 7% | 37% | 11% | 100% |
| Juris/Dispo | | | | | | | | | | | | |
| minutes | 90 | 23 | 48 | 97 | 30 | 288 | 104 | 57 | 36 | 105 | 31 | 334 |
| % | 31% | 8% | 17% | 34% | 10% | 100% | 31% | 17% | 11% | 31% | 9% | 100% |
| +/- time | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| rev min | 90 | 23 | 48 | 97 | 30 | 288 | 104 | 57 | 36 | 105 | 31 | 334 |
| rev % | 31% | 8% | 17% | 34% | 10% | 100% | 31% | 17% | 11% | 31% | 9% | 100% |
| Permanency | | | | | | | | | | | | |
| minutes | 68 | 27 | 63 | 40 | 45 | 243 | 73 | 47 | 30 | 47 | 45 | 241 |
| % | 28% | 11% | 26% | 17% | 18% | 100% | 30% | 19% | 13% | 19% | 19% | 100% |
| +/- time | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| rev min | 68 | 27 | 63 | 40 | 45 | 243 | 73 | 47 | 30 | 47 | 45 | 241 |
| rev % | 28% | 11% | 26% | 17% | 18% | 100% | 30% | 19% | 13% | 19% | 19% | 100% |
| Termination | | | | | | | | | | | | |
| minutes | 62 | 18 | 47 | 10 | 24 | 160 | 79 | 29 | 23 | 8 | 27 | 166 |
| % | 39% | 11% | 29% | 6% | 15% | 100% | 48% | 17% | 14% | 5% | 16% | 100% |
| +/- time | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| rev min | 62 | 18 | 47 | 10 | 24 | 160 | 79 | 29 | 23 | 8 | 27 | 166 |
| rev % | 39% | 11% | 29% | 6% | 15% | 100% | 48% | 17% | 14% | 5% | 16% | 100% |
| Post Perm | | | | | | | | | | | | |
| minutes | 52 | 37 | 58 | 39 | 36 | 222 | 47 | 22 | 16 | 51 | 20 | 156 |
| % | 23% | 17% | 26% | 18% | 16% | 100% | 30% | 14% | 10% | 33% | 13% | 100% |
| +/- time | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| rev min | 52 | 37 | 58 | 39 | 36 | 222 | 47 | 22 | 16 | 51 | 20 | 156 |
| rev % | 23% | 17% | 26% | 18% | 16% | 100% | 30% | 14% | 10% | 33% | 13% | 100% |