

FINAL REPORT

AN ORGANIZATIONAL AND MANAGEMENT REVIEW OF THE CLERK OF COURT

July 2004

Racine County, Wisconsin

MAXIMUS
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I. INTRODUCTION

This report presents a summary of observations and recommendations developed by the MAXIMUS project team regarding the organization and management of the Clerk of Court for Racine County, Wisconsin. The purpose of the project was to review office operations and develop recommendations to improve services to the courts and citizens of Racine County.

The scope of services included in this organizational and management review included extensive interviews, data collection, observation of work practices, as well as “peer county” and “best practice” comparisons. Specifically, the scope of the study included the following steps:

- Conduct an initial kick-off meeting to discuss project protocols, finalize the project scope and timetable, establish interview schedules and review the interview content, and to provide the office you with a data request list.
- Conduct confidential personal interviews with the Judges, the Clerk of Court, and up to 45 staff members. Use a structured interview document that addresses the work duties of each interviewee, work satisfaction, perceptions regarding current strengths of the Clerk of Court’s operations, areas in which the interviewee believes that improvements can be made, as well as personal thoughts regarding improvements to work volume and processes.
- Evaluate current business practices, processes, and work volumes of the Court, relative to industry standards.
- Draft a preliminary issues report that summarizes the project work activity and identifies issues that should be addressed, the relative priority of those issues, and possible next steps. The issues report will be in a bullet point format. For each issue, state the issue, the basis for its identification, importance relative to the other issues, and suggested next steps. The report will include recommendations

on staffing, use of technology and changes in workflow processes as identified during the interview process and our review of the department. Review the draft with the County's project manager for completeness and clarity.

- Adjust the draft report based on the review with the County's project manager and finalize it. Present the final report to County Executives, Judges and other interested parties.

This report begins with an *Executive Summary* highlighting the major observations and recommendations. Specific detail on the project approach and conduct of this organizational and management review follows the Executive Summary in the section *Conduct of the Project*. A more detailed discussion of project team observations follows the project methodology in *Current Operation*. The report concludes with *Opportunities and Recommendations* that ties the project team's observations to recommendations for improved services to the Courts and citizens of Racine County.

II. EXECUTIVE SUMMARY

Overall we find that the Office of the Clerk of Court must confront existing issues relating to: the lack of clear policy and management direction; the lack of mechanisms to foster learning, innovation, collaboration and adaptation to meet changing conditions; the lack of effective management and oversight of a distributed staff structure; the absence of customer service strategies, goals, objectives or training; and, poor coordination and utilization of available staff resources between the existing operating divisions.

The operations of the Clerk of Court are driven by real-time demands to support operations of the Circuit Court. The resources available to the Clerk of Court are limited. The Office secures comparatively few tax resources from the County to fund operations and the complement of staffing is lean compared to peer organizations in the State.

The demands for service are relatively static in functional areas with the exception of Civil and Traffic where the demands have increased. The demands for service in terms of complexity are increasing in certain functional areas due to new or revised State requirements.

The Office has effectively managed County expenditures for Court Services, Professional Services, Compensation, and Employee Benefits. Since 1999 these expenditures have increased by significant percentages. While this expenditure growth is beyond the control of the Office of Clerk of Court, it has managed to cut expenditures related to programmatic changes and certain support lines. Barring a

major change in the financing stream dedicated to support its operations, the Office will grow beyond the capacity of management to respond with continued changes “at the margin” of its activities. Meaningful organizational and process change should be considered at this time to create a lasting beneficial impact on the Office’s financial position.

The following table provides a summary of identified improvement opportunities and related recommendations. These opportunities and associated recommendations are discussed in greater detail in Chapter 5 *Opportunities and Recommendations*.

Improvement Opportunity		Recommendations
1.	Develop Policies and Direction	<ul style="list-style-type: none"> ○ The Racine County Clerk of Court should develop written policies and procedures identifying goals, objectives, and associated methodology / procedures to yield outstanding customer service within existing fiscal constraints.
2.	Enhance Learning in the Organization	<ul style="list-style-type: none"> ○ Solicit additional feedback from judicial process partners and participants. ○ Solicit feedback from Clerk of Court employees. ○ Provide organizational feedback to Clerk of Court employees. ○ Provide leadership in the area of judicial process resource allocation decisions. ○ Develop internal feedback mechanism reporting on relative provision of services and performance. ○ Develop internal mechanisms allowing management / staff to communicate new ideas with other Clerk staff members. ○ Increase investment in continuous staff training and development.
3.	Confront Physical Space Problems	<ul style="list-style-type: none"> ○ Capitalize on the beneficial aspects of a distributed staff structure (ready access to case files, Judges and Courtroom) while improving system capabilities to communicate in a real-time basis.

4.	Focus on Customer Service	<ul style="list-style-type: none">○ All employees with regular contact with the public should participate in customer service training.○ Improve customer service processes.○ Improve verbal communication at the Traffic Window in LEC.
5.	Balance Workload	<ul style="list-style-type: none">○ Provide incentive structure for individual managers to identify and reassign excess or under utilized staff time.○ Eliminate multiple front counters for purposes of reception and client contact.○ Reorganize the operating divisions to minimize silos and facilitate sharing of resources.

III. CONDUCT OF THE PROJECT

The MAXIMUS project team generally followed the proposed work plan. Specific elements of our project approach included the following:

A. Interviews and Meetings

The County required that every employee of the Office of the Clerk of Court have the opportunity to communicate with the Project Team through a confidential, one-on-one interview. The Clerk of Court and her management team made every staff member available to the Team in an appropriate interview space during the first two weeks of the engagement. The County also requested that the Project Team solicit feedback from the Circuit Court judges on court operations and the support that they each receive from the Clerk of Court's Office. Additional interviews were conducted with selected interested parties as determined by the Project Team.

The organizational and management review of the Clerk of Court's Office required a full understanding of the statutory requirements, judicial needs and management allocation of staff and resources to accomplish the organization's mission. The Project Team developed and tested this understanding throughout the project by conducting extensive, individual interviews with principal policy, management and line staff including:

- County Policy Staff – Interviewed Doug Stansil, Racine County Finance Director in his role as Project Coordinator to gain an understanding of holistic issues and project objectives.
- Circuit Court – Interviewed all sitting Circuit Court Judges. One post is currently vacant and is served by a Reserve Judge. The nine Judges interviewed included:
 - Judge Dennis J. Barry
 - Judge Charles H. Constantine
 - Judge Faye M. Flancher
 - Judge Richard J. Kreul
 - Judge Wayne J. Marik
 - Judge Emily S. Mueller
 - Chief Judge Gerald Paul Ptacek
 - Judge Stephen A. Simanek
 - Judge Allan "Pat" Torhorst
- Circuit Court – Interviewed James Drummond, the Judicial Court Commissioner appointed by the Chief Judge to handle high volume pre-trial case dispositions.
- Family Court – Interviewed Kevin Van Kampen, the Family Court Commissioner appointed by the Chief Judge to handle pre-trial dispute resolution on family law matters.
- State Courts – Interviewed Kerry Connelly, the District Court Administrator for the Second Judicial District assigned by the Supreme Court of Wisconsin. The purpose of this meeting was to solicit State Court perspectives on local operations and to identify available State Court data for comparison purposes.
- Racine County Clerk of Court Management Team
 - Taraesa Wheary, Clerk of Court
 - Rose Lee, Administrative Deputy Clerk of Court
 - Wendy Killberg, Case Manager – Family Division
 - Bonnie Nagy, Case Manager – Criminal Division
 - Gail Videkovich, Case Manager – Juvenile Division
 - Lori Goodwin, Case Manager – Traffic Division
 - Carol Mills, Register in Probate – Probate Division
- Clerk of Court Staff – Interviewed all current staff of the Clerk of Court. These positions and incumbents included:
 - Administrative Assistant for Jury (1)
 - Deputy Register in Probate (1)
 - Guardianship Administrator in Probate (1)
 - Deputy Small Claims Clerk (1)
 - Deputy Court Clerk (15)
 - Account Clerk II (2)

- Senior Clerk Typist (6 less 1 vacant position)
- Clerk Typist (2 less 1 vacant position)

B. Documentary Material Review

The Project Team reviewed documentary material relating to the Office of the Clerk of Court in Racine County. This material included the following:

- Wisconsin Statutes Chapter 59.40 and associated statutory cross-references relating to the office of Clerk of Court.
- Position Descriptions for each job classification reporting to the Clerk of Court, including:
 - Administrative Deputy Clerk of Court
 - Register in Probate
 - Case Manager
 - Administrative Assistant
 - Account Clerk II
 - Deputy Register in Probate
 - Deputy Small Claims Clerk
 - Deputy Court Clerk II
 - Deputy Court Clerk
 - Guardianship Administrator
 - Senior Clerk Typist
 - Clerk Typist
- Clerk of Court revenue and expenditure budgets for the past three years.
- Various court operations statistics developed and maintained by the State Courts.
- Reviewed Consolidated Court Automation Programs (CCAP) system documentation for users.
- Reviewed the CCAP 2004 Annual Plan developed by the Chief Information Officer of the Wisconsin State Courts.
- Reviewed the Wisconsin Consolidated Court Automation Programs Judicial Branch Information Technology Strategic Plan (September 2002).
- Reviewed State Courts staff report on operations of the Racine County Traffic Division and associated recommendations.

C. Analysis and Report Preparation

The Project Team compiled the information developed through interviews and subsequent analysis of budgetary and operations data to understand the current office operation. The report that follows integrates the various work elements to provide a summary of the current operation and recommendations for improvement.

IV. CURRENT OPERATION

A. General Responsibilities

The Office of the Clerk of Court is established by the Wisconsin State Constitution and governed by the Wisconsin State Statutes. The residents of Racine County elect the Clerk for a two-year term. The Clerk maintains records of all documents filed with the court, keeps a record of court proceedings, and collects, disburses and reconciles monies related to court cases including fees, fines, criminal forfeitures and guardian ad litem reimbursements. The Clerk is also responsible for maintenance of the Racine County Law Library.

B. Key Participants in the Judicial Process

Circuit Court

The administrative structure of the court system is detailed in Article VII, section 4(3) of the Wisconsin Constitution, Statute (758.19) and Supreme Court Rule (SCR) Chapter 70. The Chief Justice is the administrative head of the judicial system, exercising authority according to procedures adopted by the Supreme Court. The structure is analogous to a corporation, with the Chief Justice as the chair of the board, the other Justices as the board of directors, and the Director of State Courts as the chief operating officer.¹

¹ Background information on Wisconsin state courts developed from publicly available information from the Director of State Courts.

For administrative purposes, the circuit courts are divided into ten judicial administrative districts. The districts range in size from one county to 13 counties. A Chief Judge selected by the Supreme Court to serve a two-year term supervises the judicial business in each district. A Chief Judge can serve up to three two-year terms if the court continues to appoint him or her. Each district also has a District Court Administrator who is a permanent employee of the Director of State Courts Office who in turn is assisted by a Court Management Assistant. The District Court Administrators' offices are generally located in the largest city in the respective district. The Chief Judges meet monthly as a committee, as do the District Court Administrators.

The Wisconsin Circuit Courts are the State's trial courts. Circuit courts have original jurisdiction in all civil and criminal matters within the state, including probate, juvenile, and traffic matters, as well as civil and criminal jury trials. Currently, there are 241 Circuit Court judges in Wisconsin. The Circuit Courts are divided into branches with at least one branch in every county, with the exception of six counties that are paired off and share judges.

Clerks of Court are independently elected, constitutional officers who work in close cooperation with the Chief Judges, District Court Administrators, and staff of the Director of State Courts Office. The Clerks provide management and administrative leadership in each circuit and are indispensable to the effective functioning of Wisconsin's circuit courts.

The circuit courts are funded with a combination of State and County money. State funds are used to pay the salaries of the judges, official court reporters, and reserve judges (retired judges who are assigned to hear cases when the need arises). The state also funds travel and training for the judges.

By law, the counties are responsible for all other operating costs except those enumerated by Statute. For those exceptions, which include among other things the costs of providing

guardians ad litem (court-appointed attorneys), court-appointed witnesses, interpreters, and jurors, the State provides assistance in the form of statutory formula grants.

The State has authorized ten branches of the Circuit Court for Racine County. These Branches, their physical locations (Courthouse – CH; Law Enforcement Center – LEC) and relative areas of responsibility, as well as the Judge currently assigned are displayed below:

Branch	Location	Responsibility	Judge
Branch 1	CH 7 th Floor	Civil Small Claims	Judge Gerald Ptacek
Branch 2	LEC Main Level	Traffic Criminal Traffic Criminal Misdemeanor	Judge Stephen Simanek
Branch 3	LEC Main Level	Traffic Criminal Traffic Criminal Misdemeanor	Judge Emily Mueller
Branch 4	LEC Main Level	Juvenile	Judge Emmanuel Vuvunas
Branch 5	CH 2 nd Floor	Juvenile	Judge Dennis Barry
Branch 6	CH 1 st Floor	Family	Judge Wayne Marik
Branch 7	CH 4 th Floor	Civil Small Claims	Judge Charles Constantine
Branch 8	CH 6 th Floor	Probate	Judge Faye Flancher
Branch 9	LEC Lower Level	Criminal Felony	Judge Allan Torhorst
Branch 10	LEC Lower Level	Criminal Felony	Judge Richard Kreul
Judicial Court Commissioner	LEC Hearing Room	Civil, Criminal, Juvenile	Court Commissioner James Drummond
Family Court Commissioner	CH 5 th Floor	Family	Court Commissioner Kevin Van Kampen

The current court assignments will change as mandated by the State Courts. All judges in the Wisconsin Circuit Court system rotate to new assignments every two years with the exception of Judges serving alone in smaller counties. In Racine County, each judge will physically move to a different Branch office with his or her respective Court Reporter. The Chief Judge in each County determines the method for case rotation, resulting in a variety of approaches among Circuit Courts.

Litigants

Litigants in the judicial system include the parties to a dispute, prosecution and defense, plaintiff and defendant. As local court administrative personnel, Clerks of Court are at the center of a variety of activities and work daily with many different people. Law enforcement, the legal

community, local, state and federal agencies, businesses and the general public depend upon the Office of the Clerk of Court to solve a wide range of problems.

Clerks of Court provide an administrative link between the judiciary and the county boards and the public. Clerks also work closely with other court staff to ensure that the courts run smoothly and efficiently.

Clerk of Court

Clerks of Court are public officials elected to two-year terms in countywide races. They are statutorily responsible for various record keeping functions of the courts. Chapter 59.40 of the Wisconsin State Statutes is included as **Attachment 1** to this report. As custodians of the courts' records, clerks of circuit court play a significant role in Wisconsin's judicial system.

Record keeping for the courts is governed by State Statute and Wisconsin Supreme Court rule. These require that Clerks maintain records of all documents filed with the courts, keep a record of court proceedings and collect various fees, fines and forfeitures ordered by the court or specified by statute. Clerks of Court also must establish and promote procedures for reasonable access to court records as well as maintain the confidentiality of records as set forth by statute and court order.

Jury management is also a responsibility of Clerks of Court. Automation in the courts has made the process of selecting and notifying potential jurors much more efficient and has improved record keeping for jury management. Clerks work with the Director of State Courts and the Legislature to continue to improve jury management. The most noticeable improvement has been the decrease in the time jurors are required to serve. Effective July 1, 1997, Wisconsin citizens are obligated for no more than one month of jury service in a four-year period.²

² Wisconsin State Courts.

Millions of dollars in fees, fines and forfeitures are paid through the respective Clerks' offices annually. Clerks of Court are responsible for the accurate, efficient and effective accounting of these funds. Financial software, designed in accordance with generally accepted accounting principles, assists clerks in efficiently handling this money.

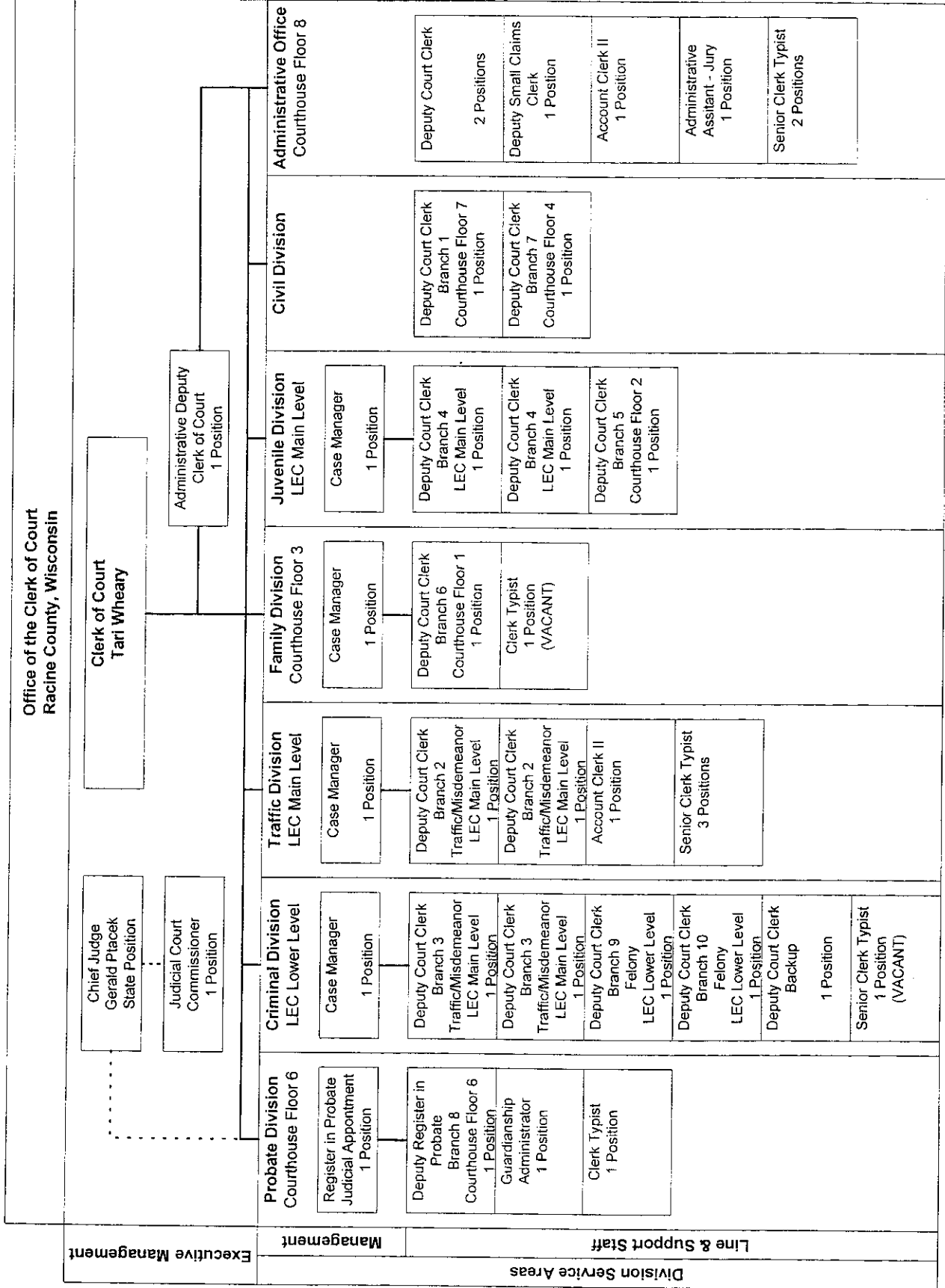
The administrative responsibilities at the circuit court level involve a variety of tasks. These include budgeting and administering trial court resources, developing effective policies and procedures and recruiting and maintaining competent staff.

The Clerk of Court maintains records of all documents filed with the court, keeps a record of court proceedings, and collects, disburses and reconciles monies related to court cases including fees, fines, criminal forfeitures and guardian ad litem reimbursements.

C. Organization and Management

Clerk of Court staff in Racine County are distributed throughout the Courthouse and Law Enforcement Center. This reflects past practice driven by the lack of central space for file development, maintenance and storage. Clerk staff and associated case files are located in Division offices organized by Case Type and headed by Case Managers. These Division offices are located proximate to the respective judges assigned to cases handled by the Division and their courtrooms. Based on space availability and the distribution of courtrooms across two buildings and multiple floors in each, the preference is to locate Clerk staff in close proximity to their respective Judge, courtroom and case files. The result is Clerk staff with primary office locations distributed throughout the Courthouse and Law Enforcement Center.

The following organization chart graphically depicts reporting relationships and work assignments:



D. Relative Responsibilities

In this section, we provide brief synopses of the relative areas of responsibility for each operating unit of the Clerk of Court.

Probate Division

Coordinates the judicial activities, administrative functions and financial management of the Probate Court. This includes the opening, closing, maintenance and preservation of all files dealing with probate proceedings. This includes estate proceedings, trusts, adult guardianships and protective placements, adult adoptions, adult civil commitments, and juvenile guardianships of the estate.

Criminal Division

Directs and coordinates in-court support and record management services for all criminal matters handled by Circuit Court Judges and the Judicial Court Commissioner. Initiates and maintains the official court record for all felony and misdemeanor cases filed with this Division. Prepares all necessary court orders and disposition judgments. Establishes payment requirements, receipts and disburses all payments for fines, forfeitures, restitution and bail as ordered by the court. Schedules and coordinates court calendars for court officials. Transmits appropriate court case data to local, county and state agencies as required.

Traffic Division

Directs and coordinates in-court support and record management services for all traffic related matters handled by Circuit Court Judges and the Judicial Court Commissioner. Initiates and maintains the official court record for all criminal / traffic and ordinance / traffic cases filed with this Division. Prepares all necessary court orders and disposition judgments. Establishes payment requirements, receipts and disburses all payments for fines, forfeitures, restitution and

bail as ordered by the court. Schedules and coordinates court calendars for court officials. Transmits appropriate court case data to local, county and state agencies as required.

Family Division

Directs and coordinates court support and record management services for all family related case matters handled by Circuit Court Judges and Family Court Commissioners. Initiates and maintains the official court record for all divorce, paternity, custody / visitation, and support enforcement cases filed with this division. Prepares all necessary court orders and disposition judgments. Establishes payment requirements, receipts and disburses all payments for case filings and case fees as ordered by the court. Schedules and coordinates court calendars for divisional court officials. Transmits the appropriate court case data to local, county and state agencies as required.

Juvenile Division

Provides for the administrative and financial management of the Juvenile Court and is responsible for the collection and disbursement of victim restitution, court fines and fees and any other administrative costs ordered by the court. Performs all court related activities of juvenile matters per State Statute. These activities include accepting petitions / citations for case initiation, scheduling hearings, preparing court orders, and collection and disbursing restitution at the conclusion of a case. Collects all costs, fines, fees and assessments for proper distribution to state, county and local municipalities. Records and maintains all required case data relative to case filings for reporting to various state agencies.

Civil Division

Directs and coordinates court support and record management services for all Civil Division case matters handled by Circuit Court Judges and the Judicial Court Commissioner. Initiates and maintains the court record for all large claim cases. Prepares all necessary court

orders and disposition judgments. Establishes payment requirements, receipts and disburses all payments for case filings and case fees as ordered by the court. Schedules and coordinates court calendars for court officials. Transmits the appropriate court case data to local, county and state agencies as required.

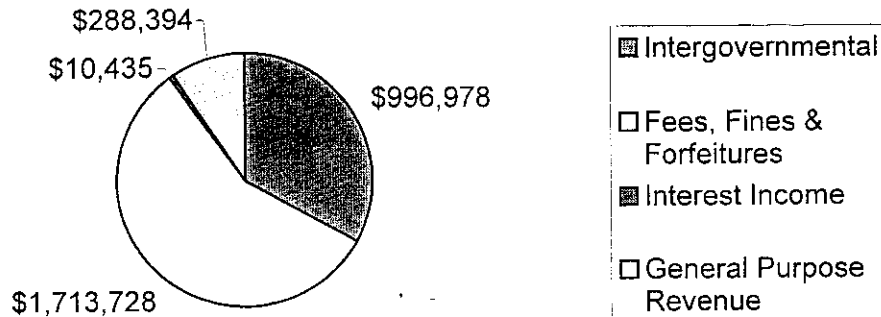
Administrative Division

This Division provides case-specific services related to small claims processing as well as the following court support services:

- Restraining orders.
- Jury coordination of qualification, summons and service for all circuit courts.
- Accounting for receipt and disbursement of all court-related fine and forfeiture obligations.
- Coordination of language interpreters for all circuit courts.
- Back-up Deputy Court Clerk services for other operating Divisions as needed.
- Front-counter and phone reception services.

E. Financial Resources

The Office of the Clerk of Court receives funding for operations from a variety of sources. The majority of funds are received from Fees, Fines and Forfeitures. The following chart displays the major funding sources for the operation in Fiscal Year 2003:

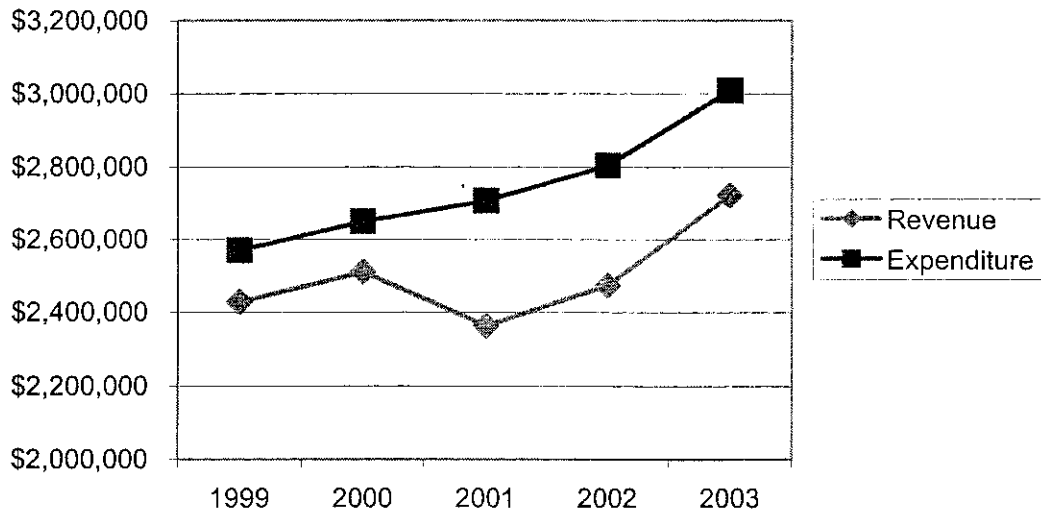


The operations of the Clerk of Court in Racine County rely on considerably less property tax funds (as a percentage of total funding) than comparable operations in other counties. In the following table, Racine County provides less than 10% of total spending from the property tax levy. Brown County is next with approximately twice the share of property tax funds.

Budget 2003	Brown County	Dane County	Kenosha County	Racine County	Waukesha County
Levy	\$ 326,924	\$ 2,607,466	\$ 1,541,038	\$ 288,394	\$ 4,084,383
Revenue	\$ 1,437,338	\$ 4,408,500	\$ 2,135,530	\$ 2,721,141	\$ 4,185,292
Expense	\$ 1,764,262	\$ 7,015,966	\$ 3,676,568	\$ 3,009,535	\$ 8,269,675
Levy %	18.5%	37.2%	41.9%	9.6%	49.4%

The Clerk of Court in Racine applies these public funds to secure the service required to conduct business throughout the year. Although revenues have increased significantly in the last four years, expenditure growth has kept pace. The net result is an increasing reliance on property taxes to fund Office operations. The following table and graph displays the increasing reliance on County general-purpose revenues during the five-year period.

	1999	2000	2001	2002	2003
Revenue	\$ 2,428,525	\$ 2,509,911	\$ 2,363,397	\$ 2,474,416	\$ 2,721,141
Expenditure	\$ 2,570,083	\$ 2,649,358	\$ 2,707,049	\$ 2,804,787	\$ 3,009,535
Balance	\$ (141,558)	\$ (139,447)	\$ (343,652)	\$ (330,371)	\$ (288,394)



A detailed presentation of the Office’s financial position is presented in **Attachment 2** to this report.

Office expenditures grew more than 17% during the period 1999-2003. Drivers of expenditure increases include employee benefits, payments for court services, employee compensation, payments for psychological evaluation, as well as miscellaneous items such as postage, copying and telephone. A detailed account of major items driving expenditure increases is presented in the following table. These items reflect payments for services required to conduct the legal process in Racine County. Forces outside the control of the Clerk of Court primarily drive these expenditure changes.

Account #	Object & Description	1999-2003 Increased Costs		% of Total
		Item	Category	
	TOTAL		\$ 580,938	100.0%
62XX	EMPLOYEE BENEFITS		\$ 174,301	30.0%
6260	GROUP INSURANCE	\$ 143,191		24.6%
6250	UNEMPLOYMENT COMP	\$ 10,489		1.8%
6220	SOCIAL SECURITY	\$ 9,301		1.6%
6210	WORKERS COMP	\$ 5,397		0.9%
6270	LIFE INSURANCE	\$ 3,351		0.6%
6230	RETIREMENT	\$ 1,434		0.2%
6240	DISABILITY INSURANCE	\$ 1,138		0.2%
63XX	COURT SERVICES		\$ 162,298	27.9%
6330	ATTORNEYS	\$ 86,803		14.9%
6360	INTERPRETERS	\$ 33,277		5.7%
6330 3150	GUARDIAN AD LITEM ATTORN	\$ 23,660		4.1%
6340	COURT REPORTERS	\$ 9,557		1.6%
6320 2001182	C/S JURY PARKING	\$ 4,950		0.9%
6380	TRANSCRIPT	\$ 4,051		0.7%
61XX	COMPENSATION		\$ 134,795	23.2%
6120	REGULAR WAGES - PRODUCTIVE	\$ 119,303		20.5%
6125	REGULAR WAGES OVERTIME	\$ 12,565		2.2%
6120 7253	REGULAR WAGES BAILIFFS	\$ 2,927		0.5%
64XX	PROFESSIONAL SERVICES		\$ 42,367	7.3%
6400	PSYCHOLOGIST	\$ 39,135		6.7%
6410	PSYCHIATRIC	\$ 3,232		0.6%
XXXX	MISCELLANEOUS		\$ 67,177	11.6%
7030	POSTAGE	\$ 29,749		5.1%
7013	COPY COST	\$ 16,802		2.9%
6900	TELEPHONE	\$ 8,470		1.5%
7015	PRINTING	\$ 6,713		1.2%
7110	EQUIPMENT	\$ 2,095		0.4%
7012	PAPER	\$ 1,895		0.3%
7095	COURT ORDERED EXPENSES	\$ 1,453		0.3%

Other expenditure items over which the Clerk of Court has influence have decreased during the period 1999-2003. These items include child support processing expenditures (programmatic shift to another agency), juror costs (decreasing number of jury trials), supplies and other miscellaneous expenditures. A detailed account of major items driving expenditure decreases is presented in the following table.

Account #	Object & Description	1999-2003 Decreased Costs		% of Total
		Item	Category	
TOTAL			\$ (141,704)	100.0%
6320	CHILD SUPPORT		\$ (47,963)	33.8%
6320 169	C/S MICROFILM	\$ (42,754)		30.2%
6320 178	C/S COURT COMMISSIONERS	\$ (5,209)		3.7%
6820	JUROR COSTS		\$ (39,983)	28.2%
6820 687	JUROR FEES PER DIEM	\$ (26,911)		19.0%
6820 693	JUROR TRAVEL	\$ (10,280)		7.3%
6820 2520	OTHER JURY EXPENSE	\$ (1,812)		1.3%
6820 193	MEALS JUROR	\$ (775)		0.5%
6820 167	FOOD SUPPLIES JURY	\$ (205)		0.1%
70XX	SUPPLIES		\$ (37,298)	26.3%
7020	PUBLICATIONS/LIBRARY	\$ (17,525)		12.4%
7010	OFFICE SUPPLIES	\$ (10,789)		7.6%
7014	OFFICE DEPOT	\$ (8,984)		6.3%
XXXX	MISCELLANEOUS		\$ (16,460)	11.6%
6620	EQUIPMENT REPAIRS	\$ (7,483)		5.3%
6840	PROCESS FEES	\$ (5,832)		4.1%
6490	TEMPORARY HELP	\$ (2,204)		1.6%
6940	TRAINING	\$ (941)		0.7%

The Office's history with expenditure pressures indicates a fiscally conservative approach that limits increases to areas of absolute necessity while aggressively leveraging savings from programmatic changes and support lines. This reactive approach attempts to maintain the status through adjustments at the margin of operations.

F. Human Resources

The Office of the Clerk of Court has maintained relatively static staffing levels over the past five years. The only change has been the elimination of the Law Library position in 2003, bringing approved staffing levels to 37 full-time equivalent (FTE) positions, including one (1) Judicial Court Commissioner.

G. Electronic Data Systems

All Circuit Courts in Wisconsin use the Wisconsin Consolidated Court Automation Program (CCAP) for case initiation, maintenance and management. The CCAP system is available to all Racine County Clerk of Court staff members via a wide-area network.

The CCAP system provides a comprehensive case management tool that incorporates fee / fine receipting and form generation. Some staff indicated a problem with the forms function that appears to be limited to certain desktop PCs. These employees make regular use of CCAP forms saved in MSWord format to their local drives.

The CCAP system is also available to the general public for simple queries / data look-up via public access terminals located in the Courthouse and in the Law Enforcement Center, as well as over the Internet. The user interface requires some familiarity with computers.

H. Workload

The workload processed by the Office is impacted by the nominal volume of cases, the contributed time / effort of associated offices for development of court documents, and the complexity of relative cases as measured by State requirements and associated time required to process files.

The following table presents the volume of disposed cases handled by the Racine County Clerk of Court.

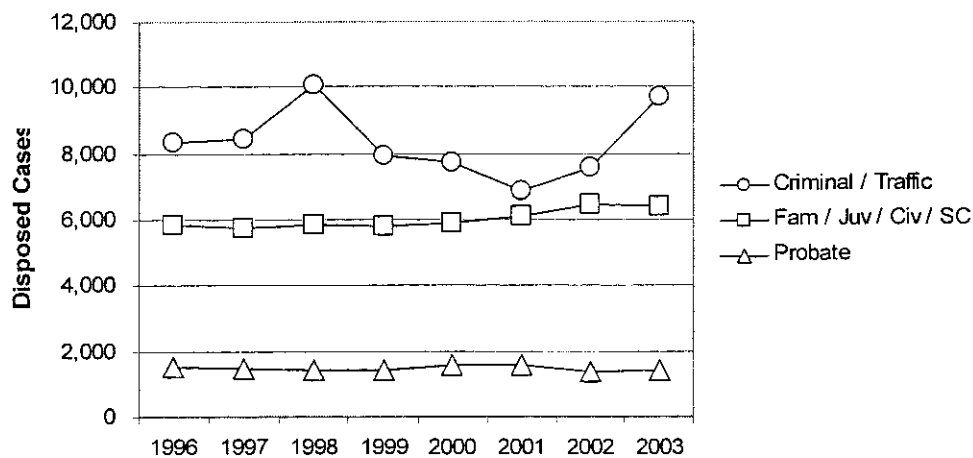
Case Type	1996	1997	1998	1999	2000	2001	2002	2003	% Change 1996-2003
Criminal / Traffic	8,319	8,434	10,090	7,910	7,731	6,849	7,589	9,727	16.9%
Civil / Small Claims	2,291	2,382	2,357	2,236	2,471	2,574	2,684	2,782	21.4%
Family	2,404	1,858	1,866	2,046	1,944	2,070	2,267	2,257	-6.1%
Juvenile	1,172	1,497	1,648	1,511	1,495	1,479	1,501	1,354	15.5%
Probate	1,550	1,480	1,439	1,440	1,552	1,563	1,388	1,430	-7.7%

Nominal case counts may not provide a complete measure of total work effort for the following reasons:

- Criminal cases require relatively greater supporting material development by Clerk staff.
- Family and Juvenile submissions developed primarily by third parties and submitted for case entry.
- Small Claims and Probate include relatively large volume of Pro Se cases in which individuals act as their own attorney (often require additional staff time to process).
- Probate workload includes significant case file maintenance over multi-year periods as administrator of case files.

Different case types may require, on average, varying processing times relative to other case types. The State Courts have developed case processing time factors for estimation of judicial need (number of circuit court judges to handle existing / expected caseload). However, the State Courts have not considered the associated time required for in-court and back-office case processing by Clerk of Court staff.

Regardless of perceived shortcomings of nominal case counts as a basis for comparison between operating divisions, these measures are consistent across time and can illustrate gross changes to caseload within an operating area. The graph on the following page displays changes in caseload between three aggregated case categories. Criminal and Traffic caseload has the greatest variability driven by changes in law and enforcement.



I. Peer Group Comparisons

The following table presents comparative information developed from State Courts data and peer group research. The table compares Racine County Clerk of Court total staffing against comparable operations in Brown County, Dane County, Kenosha County, and Waukesha County. Racine County Clerk of Court has the highest weighted caseload per total staff as well as the lowest Total Staff per Judicial Need. This comparison indicates that the Racine County Clerk of Court maintains lower total staffing levels relative to the amount of work produced than the peer counties.

	Brown County	Dane County	Kenosha County	Racine County	Waukesha County
Total Staff (FTE)	40.10	91.00	37.00	36.00	92.25
Weighted Caseload (1)	14,212	28,559	13,635	17,835	20,191
Judicial Need	10.736	21.589	9.914	12.584	13.808
Weighted Caseload Per Staff	354.4	313.8	368.5	495.4	218.9
Staff Per Judicial Need	3.7	4.2	3.7	2.9	6.7

(1) Weighted Caseload provided Wisconsin State Courts. Refers to nominal case counts weighted to reflect amount of time necessary to process each case type by the Judiciary.

Counties in Wisconsin may elect to organize their Circuit Courts in a variety of ways that may impact the workload and productivity of Clerk of Court staff. The respective Clerks may also elect to allocate staff resources in different ways to meet required service levels. For these reasons, it is difficult to make comparisons between counties of internal allocation of respective Clerk staff time.

Using available data and information generated through phone interviews, the following table presents a comparison between Brown County, Kenosha County and Racine County

relative to their respective Clerk of Court’s staff time allocation by case type. Comparison of the Caseload Per Staff indicates similarities between the respective Criminal & Traffic and Probate case areas. There is some variation among the remaining case areas. Figures presented in **bold** indicate the highest caseload per staff among the three counties. The Racine County Clerk of Court handles relatively more Family and Civil / Small Claims cases per assigned staff, and relatively fewer Juvenile and Probate cases per assigned staff.

Case Type	Brown			Kenosha			Racine		
	Staff	Weighted Caseload	Caseload Per Staff	Staff	Weighted Caseload	Caseload Per Staff	Staff	Weighted Caseload	Caseload Per Staff
Criminal & Traffic	10.80	7,457	690.5	10.00	7,642	764.2	14.00	10,268	733.4
Juvenile	2.90	555	191.4	2.00	912	456.0	4.00	1,202	300.5
Family	3.40	2,151	632.6	4.00	1,882	470.5	3.00	2,085	695.0
Civil & Small Claims	5.00	2,262	452.4	3.00	2,106	702.0	3.00	2,805	935.0
Probate	4.00	1,787	446.8	3.00	1,093	364.3	4.00	1,475	368.8
Subtotal	26.10	14,212	544.5	22.00	13,635	619.8	28.00	17,835	637.0
Other	14.00	14,212	1,015.1	15.00	13,635	909.0	8.00	17,835	2,229.4
TOTAL	40.10	14,212	354.4	37.00	13,635	368.5	36.00	17,835	495.4

Racine County also handles more cases per line division staff member than the peers as well as more total cases per Other (Administrative) staff member. Together, these figures yield a higher caseload per total staff than the peer counties, indicating that the Racine County Clerk of Courts is relatively understaffed compared to Brown County and Kenosha County. Racine County would need to add approximately 13 FTE positions to reach the average caseload per staff of Brown County and Kenosha County.

V. OPPORTUNITIES AND RECOMMENDATIONS

In this section of the report, the Project Team presents a summary table of best management practices related to Clerk of Court operations, as well as makes general observations on possible opportunities concerning Office management and operations. Specific recommendations to address identified issues are presented in **bold** type.

A. Best Management Practices

The following table presents best management practices related to Clerk of Court operations and the Project Team’s assessment of Racine County’s performance. In general, the Racine County Clerk of Court practices related to organization management should be improved while practices related to office automation are adequate.

Best Management Practice	Racine County Performance
<ul style="list-style-type: none"> Weekly meetings are held with all management staff to review court workload and processing issues. 	<ul style="list-style-type: none"> Weekly meetings are not being held with management and Division supervisors.
<ul style="list-style-type: none"> Quarterly meetings are held with other criminal justice department managers. 	<ul style="list-style-type: none"> Meetings are held periodically to discuss issues, however, formal meetings are not held with system participants.
<ul style="list-style-type: none"> Internal systems and performance measures have been designed to provide for internal accountability. 	<ul style="list-style-type: none"> Data are collected and tracked through the State CCAP system. Information collected is not currently used to determine performance or to compare to established standards.
<ul style="list-style-type: none"> Automated and integrated information systems provide criminal justice participants access to case files, as well as limited access to the public. 	<ul style="list-style-type: none"> The Clerk’s Office has public access terminals in the Courthouse and in the Law Enforcement Center through which all public information can be viewed via the State CCAP system. All Clerk staff have access to the State CCAP system for case initiation, maintenance, and receipting. Judges have access to CCAP in their chambers and courtrooms. The District Attorney’s Office has access to CCAP at a central point for scheduling. Individual attorneys have access through the public-access point via the Internet..
<ul style="list-style-type: none"> Records are easily located, accessed, and centralized. 	<ul style="list-style-type: none"> Records are not maintained in central location. Records reside proximate to the Clerk Division and Clerk staff throughout the Courthouse and Law Enforcement Center. There does not appear to be any consistent or required mechanism throughout the organization for case file sign-out or receipt of return.

Best Management Practice	Racine County Performance
<ul style="list-style-type: none"> Professional personnel are not handling administrative assignments that could be performed by clerical personnel. 	<ul style="list-style-type: none"> The distribution of work and assignments are generally appropriate to position responsibilities. Most managers describe themselves as “working managers” and cover for employees for short periods or in case of absence.
<ul style="list-style-type: none"> Appropriate supervisory span of control. 	<ul style="list-style-type: none"> There is considerable variability among managers regarding span of control. Typical ratio is 1:7, although high-volume, low input areas may have higher ratios.
<ul style="list-style-type: none"> Annual survey of attorneys and judges for issues relating to the roles played by the Clerk’s staff. 	<ul style="list-style-type: none"> There is no formal mechanism in place to receive input from other criminal justice participants.
<ul style="list-style-type: none"> Financial operations are automated and integrated. 	<ul style="list-style-type: none"> All Circuit Clerks in Wisconsin subscribe to the Wisconsin State Court’s Consolidated Court Automation Program (CCAP). CCAP supports financial processes and reporting. Ad hoc or topical research may involve spreadsheet programs.
<ul style="list-style-type: none"> There are written policies and procedures with regard to collections on delinquent accounts, including guidelines for establishing payment plans. 	<ul style="list-style-type: none"> The Clerk of Court follows general statutory guidance on collection of accounts and the use of a collection agency. There are limited policies and procedures regarding collection of delinquent accounts related to the use of a collection agency. Judges may order the development of a payment plan in individual situations. The Office has implemented a new collections program in which delinquent accounts are sent to a collections agency. State Statute provides some guidance on use of collection agency. The Office has begun using Tax Intercept as mechanism to improve collections.
<ul style="list-style-type: none"> There are policies in place to ensure consistencies in job responsibilities and performance. 	<ul style="list-style-type: none"> The Office maintains general position descriptions identifying job duties. There can be significant variation in specific responsibilities between individuals. Procedures and methods vary depending on the Division to which staff are assigned (i.e. setting a docket, court preparation, case file notes).

B. Opportunities and Recommendations

In the following sections, the Project Team presents general observations derived through our staff interviews, peer group comparisons, best management practices and public sector management experience.

1. Policies and Direction

The office lacks clear written policies and guidelines to direct staff on the appropriate and desired response to common situations and problems. The reliance on one-on-one training in the absence of written policies leads to a proliferation of often conflicting case handling and processing methods.

Some individual divisions maintain compilations of past issues and resulting actions that their staff may access for guidance. However, these documents are not maintained in a format that makes their use worthwhile in a high-volume, time-sensitive environment.

The lack of written guidelines is evident in the widely diverging quality, quantity and scope of case entries among different divisions. Some divisions produce case notes of marginal detail and usefulness while others may expend too much time on data entry. A consistent approach can guide staff and help to address workload balance issues between the divisions.

Recommendation 1-1: The Racine County Clerk of Court should develop written policies and procedures identifying goals, objectives, and associated methodology / procedures to yield outstanding customer service within existing fiscal constraints.

The policies and procedures should be presented in a clear and concise format, and indexed to allow inexperienced staff to locate answers. The policies and procedures should be distributed to all affected staff. Updates should be made as needed and communicated to staff in a timely and accessible manner.

Each operating division should develop amendments to the general organization policies that are specific to their respective case types. The senior management team should review these

amended policies on a continuing basis with updates communicated and distributed to each affected staff member.

2. Learning in the Organization

Every organization, public or private, needs to accomplish three inter-related tasks on a continuing basis:

- a) Determine client service requirements (demand for service);
- b) Assess ability to meet these requirements (supply of service); and,
- c) Respond to changes in a) and/or b) as needed.

The relative success in accomplishing these tasks depends directly on the organization's ability to learn and adapt. This internal organizational ability can be manifest in many ways, but will typically involve staff at all levels of the organization.

Recommendation 2-1: Solicit feedback from judicial process partners and participants.

Public sector entities, unless they are proactively constructed as enterprise activities, lack the fundamental economic bottom line that separates success from failure. Public organizations must develop other sources of information to assess the demand for their services and their performance.

The Clerk of Court has two current avenues available for soliciting feedback from the judiciary. The Clerk of Court participates in regularly scheduled meetings of the Criminal Justice Coordinating Committee. The Chief Judge schedules the Committee meetings and solicits input on issues and determines the agenda. In addition to the judiciary, other participants included the Court Commissioners, County Corporation Counsel, District Attorney's Office, and the Sheriff's Department. The Clerk of Courts also participates in meetings approximately every six weeks with the Chief Judge and other presiding judges in the County.

The Clerk should also solicit feedback from other process participants including litigants and their legal counsel. Given the infrequency of contact, this feedback is probably best sought through incident-specific comment cards or web submissions. Any issue identifying a specific employee or group of employees should be addressed immediately. Each comment or complaint should be maintained as a record of service and follow-up noted and reported to the responding individual (if desired) and/or the senior management team.

Recommendation 2-2: Solicit feedback from Clerk of Court employees.

Judicial processing is a labor-intensive enterprise and success or failure can largely depend on the capabilities of individual employees. From Case managers to Clerk Typists, the Clerk's employees are the Office's greatest strength.

They are also the most knowledgeable group on what works, who works and how they work. The Clerk of Court should provide a mechanism that can provide employees with the opportunity to contribute to the success of the organization by sharing their insights on how to improve client service and make the office a better place to work. The mechanism should provide confidentiality (if desired) and a real-time response, as well as updates on the progress of any initiative that is pursued.

Communicating to employees that their views and ideas have value and are considered fundamental to the organization's success will help to foster innovative and collaborative behavior that does not currently exist among line employees.

Recommendation 2-3: Provide organizational feedback to Clerk of Court employees.

The line employees currently operate in a vacuum with little feedback from management. The Clerk of Court should require that divisions or other operating groups have regularly scheduled meetings for the purpose of presenting to employees the current activities, changes in approach and available supports to implement the change. The meetings should be brief and

focused on a limited agenda. The content should center on linking individual performance to organizational objectives, and should be provided to the employees in a context that they will understand and appreciate.

Recommendation 2-4: Provide leadership in the area of judicial process resource allocation decisions.

The Office of the Clerk of Court provides both direct and indirect support to a variety of judicial processes and participants. Significant changes to one judicial process will ultimately impact many other processes through the subsequent reappraisal of relative need and reallocation of limited resources. The Clerk of Court should provide leadership and analytical support to address these issues at both the state and local level.

To be most effective, the Office of the Clerk of Court must identify the forums where these decisions will be made and become a contributing partner in the discussion and recommended action. All interested parties should clearly understand the impacts of their decisions and this understanding can only come from improved communication and cooperation with other county agencies.

Recommendation 2-5: Develop internal feedback mechanism reporting on relative provision of services and performance.

The first step in assessing your ability to meet future needs is to understand how well you currently provide service. The Clerk of Court currently has no objective means of assessing relative workload and performance between divisions and individuals. The Clerk of Court should develop a means of assessing relative performance of the organization's component divisions as well as individual employees.

This can take the form of benchmark metrics on average processing time by case type. When this metric is applied to past activity, it can help to gauge relative levels of performance in terms of cases processed per person. When this metric is applied to current activities, it can help

to assess organizational resource shortfalls that may impact the provision of services (quality and/or quality). When this metric is applied to forecast activities, it can help to assess necessary reallocation of resources within the organization or between County organizations.

The mechanism should be automated to minimize employee system maintenance time. The process should be ongoing with regular reports to the entire enterprise highlighting relative performance and contributions to organizational success.

Recommendation 2-6: Develop internal mechanisms allowing management / staff to communicate new ideas with other Clerk staff members.

Standardized procedures are vital to the efficient and effective handling of material in high-volume processing environments. They have been developed and tested to insure consistent treatment and to meet current needs. However, needs can change and change often.

The Clerk of Court should develop communication mechanisms to allow the expeditious transfer and testing of new ideas to meet these changing needs. Staff at all levels of the organization should be encouraged to contribute in the development and testing of new approaches. The communication mechanisms must flow through operating division and executive management for their determination of appropriate staff time and resource allocation to the effort. The key to this effort is striking an effective balance between encouragement of risk taking through innovation and collaboration while maintaining acceptable levels of service provision.

Recommendation 2-7: Increase investment in continuous staff training and development.

The current approach to training consists of limited “hands-on” training by an employee’s supervisor or another senior employee acting as a mentor. Although this can effectively meet the short-term need of bringing someone up-to-speed in a certain subject area in a relatively short

period, it fails to provide context and answer the questions of “Why do we do this?” and “How does this lead to the success of the organization?”

The Clerk of Court should require that each new employee complete a core sequence providing basic functional understanding of their job, as well as receive general information on Office / County operations and how the organization’s services complement the work of others. Elements of training should include management and organization, operating systems, work requirements, the current state-of-the-county processes as tested and identified by the organization, and mechanisms for communication. The training should be scheduled and audited for impact. This level of understanding is necessary both to further refine training efforts, as well as to provide a knowledgeable and engaged workforce cognizant of the larger environment in which they operate. A trained and empowered workforce then becomes an internal asset contributing value far in excess of their labor hours. This workforce is now positioned to identify challenges and respond with well-reasoned, innovative solutions.

3. Physical Space Challenges

The Office of the Clerk of Court is continually challenged by its physical office locations. Due to the lack of adequate space for a central office and file area, the Clerk’s Office has distributed its staff throughout the Courthouse and the Law Enforcement Center. The practice has been to locate a Division Office near the respective Judge’s chambers and courtroom. In some instances, the individual Clerk is co-located with the Judge in space that is physically distinct from their respective Division Office.

The physical distribution of staff increases the difficulty of frequent and effective communications. It also contributes to the sense that the Office is actually a collection of individual and autonomous functions. Most staff indicated that they feel particularly close to their respective Division with few recounting a sense that they are part of a larger concern.

Recommendation 3-1: Capitalize on the beneficial aspects of a distributed staff structure (ready access to case files, Judges and Courtroom) while improving system capabilities to communicate in a real-time basis.

The Office is already using instant messaging to relay messages in court, as well as e-mail for each employee. The Office must take this communication to the next level.

Distributed staffing often fails because of inadequate oversight of work product and work processes. The Office should work with the State Courts to identify reporting needs that could be met through the CCAP system. Daily / weekly / monthly management reports on employee / unit processing, as well as random spot checks of work can assure that everyone meets their performance objectives and provides quality products within established timeframes. The reporting systems should also communicate proactive expectations of required performance in order to facilitate the timely reallocation of staff resources to meet particular short-term objectives.

4. Customer Service

The Project Team's review of Office operations also considered general customer service provision from the perspective of the client to answer the question "How well is the customer served when they enter and move through the County legal system?" Certain anecdotal incidents arose during our operations review with a frequency that warrants further discussion.

Recommendation 4-1: All employees with regular contact with the public should participate in customer service training.

No staff member could recount any customer service training received from the Office. The purpose of the proposed training is not to punish employees for past performance, but to provide them with proven tools and techniques to identify, acknowledge and satisfy the reasonable needs of their clients. The training will also provide guidance and support in dealing with negative client encounters in order to reduce employee stress while redirecting the client's

attitude towards an acceptable and timely resolution. Staff communicated considerable levels of frustration and anxiety on this issue.

This training can also address tone and content of the message that employees consciously or unconsciously deliver to clients. A surprising number of employees regularly refer to their service clients as criminals. Many of their clients are criminals; many more are not, at least not by any reasonable definition. Treating every person who approaches the counter in the same manner is a goal of equitable treatment. However, the goal should be to treat everyone with dignity and respect, regardless of their past or their current appearance to staff.

Recommendation 4-2: Improve customer service processes.

Clients must often report to one floor or window, only to find that they are directed to another location to complete their transaction. That is an unacceptable level of performance. The Clerk of Court should review all client contacts at windows to determine the actual incidence and severity of this problem. Staff should be trained and empowered to complete all elements of the client's transaction at any counter. With the exception of a client misreading or misunderstanding the direction that they received (either orally or in writing), no client should be sent to another counter. This wastes their time and the organization's time.

Recommendation 4-3: Improve verbal communication at the Traffic Window in LEC.

Communication through the existing protective screen at the Traffic Window often requires clients and employees to lean over and "talk through the slot". Parties on both sides of the partition are required to raise their voices to be heard. This leads to miscommunication, extends the time required to serve the client, and contributes to a tense and confrontational environment.

The County should install microphones and speakers to facilitate communication between the client and staff at the Traffic window.

5. Workload Balancing

The Divisions currently operate as autonomous units and hesitate to contribute resources to another operating unit in the absence of direct Clerk of Court involvement. They provide duplicated reception services through multiple front counters. There are no current performance incentives for Case Managers to share “their” limited resources. Contributing resources is too often seen as a liability that may indicate to others that a manager may have more people than they need.

There is some sharing of staff resources between Divisions in response to recent position vacancies. However, everyone understands that these efforts are short-term and do not reflect a reallocation of resources. The Office lacks a mechanism to effectively identify staff with available time in the short-term and to match these employees to appropriate tasks in other Divisions. The Office also lacks an incentive structure to reward managers for “selling” their short-term staff availability to other operating divisions.

Recommendation 5-1: Provide incentive structure for individual managers to identify and reassign excess or under utilized staff time.

Division managers are in the best position to quickly identify both employees that may be positioned in the near term to provide time as well as employees that may require assistance. The Clerk of Court should incorporate a performance measure in the annual division manager performance appraisal that measures the frequency and effectiveness of the individual manager’s assessment of staff time availability while meeting internal division needs.

Recommendation 5-2: Eliminate multiple front counters for purposes of reception and client contact.

The current organization maintains multiple points of entry for clients through duplicated front counter operations. Although they may provide some level of specialized knowledge, supporting multiple counters utilizes productive staff time that can be better spent elsewhere.

The Clerk of Court should eliminate the front counter operations in the Family Division and Juvenile Division and direct that all client reception should be made at the 8th Floor Courthouse counter.

Recommendation 5.3: Employ automated resource allocation element from previous recommendation to identify employees with time available for other duties. Reorganize the operating divisions to minimize silos and facilitate sharing of resources.

No amount of reorganization will eliminate the continuing need for some level of distributed staffing throughout the Courthouse and Law Enforcement Center. As discussed earlier, appropriate automated management reporting of staff members' current and projected workload can leverage additional productivity by utilizing previously unknown staff availability. This process is equally effective in a "bullpen" office layout or with distributed staffing.

The physically distinct Division offices have lead to "silos" containing both specialized knowledge and underutilized staff resources. The Office should reorganize to aggregate like case types / processing characteristics from the existing seven divisions into five divisions. The following points summarize the changes associated with consolidation of operating divisions:

Probate Division – Remains functionally and physically distinct division. One Clerk Typist position eliminated to bring staff allocation per workload in line with other operating divisions. Maintain counter operation in Courthouse 6th Floor.

Criminal Division – Remains functionally and physically distinct division located in LEC Lower Level. Two Deputy Court Clerk positions transferred to Traffic & Misdemeanor Division

to allow management focus on major case type. One vacant Senior Clerk Typist transferred to expanded Courthouse 8th Floor Counter operation. One Deputy Court Clerk transferred from Combined Family, Juvenile, Civil & Small Claims Division to Criminal Division to provide greater functionality and staffing flexibility. Maintain counter operation in LEC Lower Level.

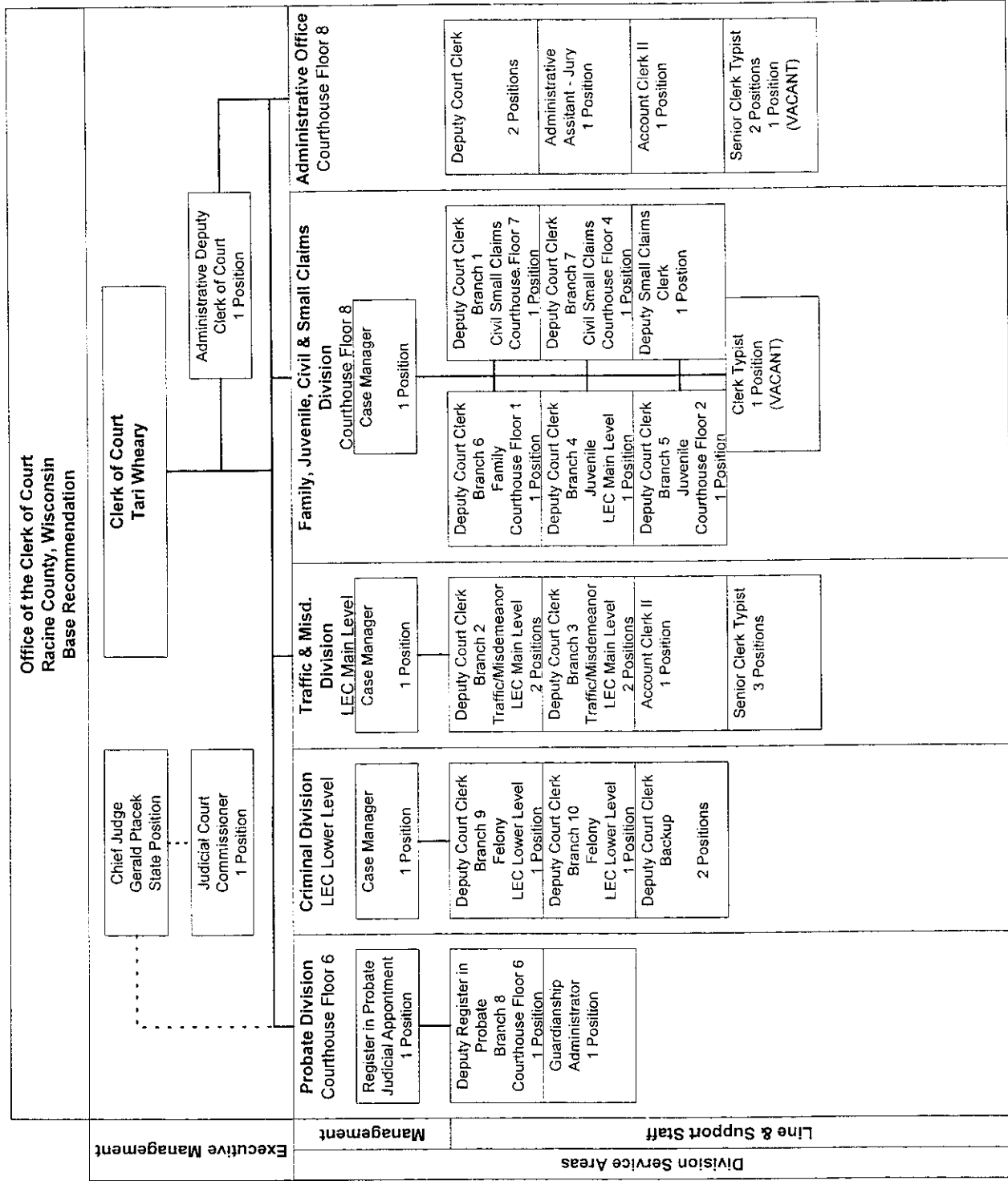
Traffic & Misdemeanor Division – Expand the organizational responsibility to include support for both of the Traffic & Misdemeanor courts. Transfer two Deputy Court Clerks serving Traffic & Misdemeanor court from Criminal Division to Traffic & Misdemeanor Division. Change will centralize high-volume case types and support consistent approach to court services. Maintain existing counter operation in LEC Main Level.

Family, Juvenile, Civil & Small Claims Division – Eliminate one Case Manager and consolidate these divisions / case types under single Case Manager. Transfer one Deputy Court Clerk to Criminal Division. Shift the existing counter operations from multiple points (initial intake and reception) to Courthouse 8th Floor.

Administrative Division – Expand counter operation to serve as main entry point to system and directly support operations of Family, Juvenile, Civil & Small Claims Division. Transfer vacant Senior Clerk Typist from Criminal to support the expanded operation.

The diagram on the following page presents our recommended organization and staffing plan. This recommendation results in the elimination of two FTE from the existing organization (1 FTE Clerk Typist and 1 FTE Case Manager).

We also present an alternative or supplementary recommendation that creates a new Collections Clerk position supporting collections efforts throughout the organization. This position would report to the Administrative Deputy Clerk of Court and would be located in the Courthouse 8th Floor operation. We believe that this position would yield net benefits to the operation through increased collections.



ATTACHMENT 1

**Unofficial Text from Updated Database of
2001-02 WISCONSIN STATUTES & ANNOTATIONS
Current through May 26, 2004 and 2003 Wis. Act 318**

CHAPTER 59 COUNTIES

SUBCHAPTER IV COUNTY OFFICERS

59.40 Clerk of Court

Revisor of Statutes Bureau
Joint Committee On Legislative Organization
State of Wisconsin

CHAPTER 59 COUNTIES SUBCHAPTER 4 COUNTY OFFICERS

59.40 Clerk of Court.

59.40(1) Clerk of court; deputies; chief deputy; division chief deputies; calendar deputy clerk in certain counties.

59.40(1)(a) *Counties of less than 500,000 population.* Every clerk of the circuit court shall appoint one or more deputies and the appointments shall be approved by the majority of circuit judges for the county, but shall be revocable by the clerk at pleasure, except in counties having a population of 500,000 or more. The appointments and revocations shall be in writing and shall be filed in the clerk's office. The deputies shall aid the clerk in the discharge of the clerk's duties. In the absence of the clerk from the office or from the court, the deputies may perform all the clerk's duties; or in case of a vacancy by resignation, death, removal or other cause the deputy appointed shall perform all such duties until the vacancy is filled.

59.40(1)(b) *Counties of more than 500,000 population.* In counties having a population of 500,000 or more the clerk shall appoint one chief deputy and 4 assistant chief deputy clerks, 3 calendar deputy clerks, and one or more deputy clerks as the board authorizes. The deputy clerks shall aid the clerk in the discharge of the clerk's duties under the supervision of the clerk, the chief deputy clerk and the assistant chief deputy clerks. The appointments of the chief deputy clerk who is exempt from classified civil service and the calendar deputy clerks shall be in writing and filed in the clerk's office. These appointments shall be approved by the chief judge of the judicial administrative district, but are revocable at the pleasure of the clerk. The chief deputy clerk has all powers and duties of assistant chief deputy clerks, deputy clerks, and other court assistants except bailiffs and reporters and in the absence of the clerk from the office or from the court, the chief deputy clerk may perform all of the clerk's duties; or in case of a vacancy by resignation, death, removal or other cause the chief deputy clerk shall perform all such duties until the vacancy is filled.

59.40(2) Clerk of court; to keep court papers, books and records. The clerk of circuit court shall:

59.40(2)(a) File and keep all papers properly deposited with him or her in every action or proceeding unless required to transmit the papers. The papers may be microfilmed or microphotographed, or transferred to optical disks or electronic format if authorized under s. 59.52 (14), and the originals may thereafter be destroyed upon compliance with SCR chapter 72.

59.40(2)(b) Keep a court record and write in that record the names of parties in every civil action or proceeding in the court, the names of attorneys representing the parties, a brief statement of the nature of the action or proceeding, the date of filing every paper therein and of each proceeding taken, the file in which the papers can be found, the time when the action or proceeding is put on the calendar for trial, and when and how the action or proceeding is disposed of; the location where minutes in every case can be found and the place in the judgment record or microfilm or optical disc or electronic file where any judgment, order or report has been recorded, so as to make the court record a history in brief of each action or proceeding from beginning to final disposition; and a complete index of all proceedings therein.

59.40(2)(c) Keep a criminal record and write in that record a history in every criminal action like the court record in civil actions and proceedings with references to the file where papers in the action can be found, to the minute record and to the information record where indictments and information can be found.

59.40(2)(d) Keep a minute record and, except for actions under ch. 799, write in that record a brief statement of all proceedings in open court showing motions and orders during trial, names of witnesses, jurors selected, the officer sworn to take them in charge, jury verdicts and openings and adjournments of court. The clerk, in lieu of keeping a minute record, may elect to incorporate in the appropriate court record, civil or criminal, the data which this paragraph requires to be recorded.

59.40(2)(e) Keep a judgment and lien docket of all money judgments of the court, transcripts from judgment and lien dockets of other Wisconsin courts and of federal courts, warrants for unemployment insurance and warrants for delinquent Wisconsin income or franchise taxes.

59.40(2)(f) Keep a judgment and lien docket of all claims for liens filed by contractors, subcontractors, materialmen and laborers and all claims filed for log, mining and maintenance liens.

59.40(2)(g) Keep an index to the court record, the criminal record, the judgment record and the lien record.

59.40(2)(i) File, enter, record and keep such other papers, books and records as are required by law.

- 59.40(2)(im)** Keep a record of all payments ordered by the court under s. 973.05 (4) or 778.30 (1) to be paid to the clerk of circuit court.
- 59.40(2)(j)** Keep a record called registers of officials and write or copy in the record in tabular form the names of circuit and supplemental court commissioners, deputy sheriffs, notaries public and municipal judges. The clerk shall list the officers' names, the dates of their qualification and the commencement and termination, if any, of their terms. The names shall be in alphabetical order or there shall be an index in alphabetical order to the names.
- 59.40(2)(k)** Keep a record called certificate lists and write or copy in the record a list of all certificates issued by him or her to witnesses, interpreters, jurors, sheriffs, deputy sheriffs and deputy clerks, stating the persons to whom issued, the number, date and amount of each certificate. At each annual session of the board, the board may request that the clerk prepare a summary report of certificates issued in the previous year.
- 59.40(2)(L)** Send to the secretary of state on or before June 1 of each year a certified list of all municipal judges who filed their official bonds during the preceding year.
- 59.40(2)(m)** Pay monthly to the secretary of administration [treasurer] for the use of the state the state's percentage of the costs, fees, and surcharges imposed under ch. 814 that are required to be paid on each civil action, criminal action, and special proceeding filed during the preceding month and pay monthly to the secretary of administration [treasurer] for the use of the state the percentage of court imposed fines and forfeitures that are required by law to be deposited in the state treasury. The payments shall be made by the 15th day of the month following receipt of the payments.
- 59.40 - ANNOT.** NOTE: Par. (m) is shown as amended eff. 7-1-04 by two acts of the 2003 legislature and as merged by the revisor under s. 13.93 (2) (c). The bracketed language indicates the correct term. Corrective legislation is pending. Prior to 7-1-04 it reads:
- 59.40 - ANNOT.** (m) Pay monthly to the treasurer for the use of the state the state's percentage of the costs, fees, and surcharges imposed under ch. 814 that are required to be paid on each civil action, criminal action, and special proceeding filed during the preceding month and pay monthly to the treasurer for the use of the state the percentage of court imposed fines and forfeitures that are required by law to be deposited in the state treasury. The payments shall be made by the 15th day of the month following receipt of the payments.
- 59.40(2)(n)** Pay monthly to the treasurer the amounts required by s. 302.46 (1) for the jail assessment surcharge. The payments shall be made by the 15th day of the month following receipt thereof.
- 59.40(2)(o)** Address process to the coroner if a party, the party's agent or the party's attorney files an affidavit that the party believes the sheriff will not properly perform the sheriff's duty in such action.
- 59.40(2)(p)** Cooperate with the department of workforce development with respect to the child and spousal support and establishment of paternity and medical liability support program under ss. 49.22 and 59.53 (5), and provide that department with any information from court records which it requires to administer that program.
- 59.40(2)(q)** Perform all other duties that are required by law.
- 59.40(3)** Clerk of court; fees; investment of funds.
- 59.40(3)(a)** The clerk of the circuit court shall collect the fees that are prescribed in ss. 814.60 to 814.63. The clerk may refuse to accept any paper for filing or recording until the fee prescribed in subch. II of ch. 814 or any applicable statute is paid.
- 59.40(3)(b)** Except as provided in par. (c), the clerk may invest any funds that are paid into his or her office and are being held for repayment. The investments shall be made in suitably protected accounts in the manner specified in s. 66.0603 (1) [s. 66.0603 (1m)] and all income that may accrue shall be paid into the county general fund.
- 59.40 - ANNOT.** NOTE: The bracketed language indicates the correct cross-reference. Corrective legislation is pending.
- 59.40(3)(c)** A judge may direct that par. (b) does not apply to certain funds paid into the office. The judge's authority applies only to funds relating to cases before his or her court.
- 59.40(4)** Clerk of circuit court; collection agency contract. If authorized by the board under s. 59.52 (28), the clerk of circuit court may contract with a collection agency for the collection of unpaid fines and forfeitures. Any contract entered into shall provide that the collection agency shall be paid from the proceeds recovered by the collection agency. The net proceeds received by the clerk of circuit court after the payment to the collection agency shall be considered the amount of fines and forfeitures collected for purposes of distribution to the state and county under sub. (2) (m).

ATTACHMENT 2

CLERK OF COURT RACINE COUNTY, WISCONSIN REVENUE AND EXPENDITURES

**Racine County, Wisconsin
Organizational Review of the Clerk of Court – Final Report**

Account #	Object & Description	1999			2000			2001			2002			2003			Monthly Change			Percent Change				
		Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	01-01	01-02	01-03					
3150	REVENUES	\$2,228,000	\$2,429,525	\$201,525	\$2,423,000	\$2,509,911	\$86,911	\$2,490,955	\$2,983,397	\$492,442	\$2,474,416	\$2,983,397	\$508,981	\$2,721,141	\$2,771,141	\$50,000	\$11,019	\$246,725	\$262,612	3.4%	3.1%	4.7%	10.0%	12.0%
3160	STATE CIRCUIT COURT REVENUES	\$675,000	\$716,076	\$41,076	\$675,000	\$724,464	\$49,464	\$747,434	\$749,108	\$1,674	\$747,434	\$749,108	\$1,674	\$749,108	\$749,108	\$0	\$4,004	\$2,702	\$5,100	-5.4%	-5.4%	-5.4%	18%	-2.8%
3170	INTERPRETERS REIMBURSEMENT	\$12,000	\$12,664	\$664	\$12,000	\$13,200	\$1,200	\$20,452	\$24,036	\$3,584	\$20,452	\$24,036	\$3,584	\$20,452	\$24,036	\$3,584	\$1,178	\$3,156	\$3,038	5.1%	5.1%	-11.0%	0.2%	4.6%
4270	CO SHARE STATE FINES & FORFS	\$302,000	\$366,981	\$64,981	\$302,000	\$324,664	\$22,664	\$350,000	\$324,664	-\$25,336	\$350,000	\$324,664	-\$25,336	\$350,000	\$324,664	-\$25,336	\$10,805	\$5,162	\$9,301	4.5%	4.5%	85.2%	71.7%	488.3%
4280	CO ORDINANCE FORTIFURES	\$320,000	\$398,384	\$78,384	\$320,000	\$324,664	\$4,664	\$350,000	\$324,664	-\$25,336	\$350,000	\$324,664	-\$25,336	\$350,000	\$324,664	-\$25,336	\$10,805	\$5,162	\$9,301	-11.4%	-11.4%	-18.7%	-1.4%	9.8%
4290	CO ORDINANCE FORTIF	\$400,000	\$52,472	-\$347,528	\$400,000	\$49,148	-\$350,852	\$400,000	\$49,148	-\$350,852	\$400,000	\$49,148	-\$350,852	\$400,000	\$49,148	-\$350,852	\$14,378	\$371,566	\$371,566	8.9%	8.9%	-8.3%	20.2%	-1.5%
4291	CIRCUIT COURT FEES & COSTS	\$19,000	\$11,984	-\$7,016	\$19,000	\$11,984	-\$7,016	\$19,000	\$11,984	-\$7,016	\$19,000	\$11,984	-\$7,016	\$19,000	\$11,984	-\$7,016	\$14,378	\$371,566	\$371,566	0.6%	0.6%	-107.3%	0.0%	-16.9%
4292	ATTY FEES-JUVENILES PUB DEF	\$1,000	\$1,000	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	\$1,000	19.1%	19.1%	-198.9%	0.0%	-48.0%
4900	GUARDIANSHIP REVIEW FEE	\$70,000	\$110,933	\$40,933	\$70,000	\$88,412	\$18,412	\$80,000	\$92,277	\$12,277	\$80,000	\$92,277	\$12,277	\$80,000	\$92,277	\$12,277	\$3,515	\$10,312	\$13,784	-20.3%	-20.3%	-30.6%	33.3%	4.3%
4310	GAL RECOVERY OF LEGAL FEES	\$1,000	\$1,000	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	\$1,000	0.0%	0.0%	0.0%	0.0%	0.0%
4320	JURY WAGES & SUBPOENA FEES	\$170,000	\$132,893	-\$37,107	\$170,000	\$176,659	\$6,659	\$160,000	\$160,000	\$0	\$160,000	\$160,000	\$0	\$160,000	\$160,000	\$0	\$133	\$7	\$114	-67.0%	-67.0%	-67.0%	75.9%	0.0%
4330	CRIMINAL BOND FORTIFURES	\$15,000	\$7,974	-\$7,026	\$15,000	\$22,665	\$7,665	\$10,000	\$11,596	\$1,596	\$10,000	\$11,596	\$1,596	\$10,000	\$11,596	\$1,596	\$1,721	\$11,099	\$13,977	32.3%	32.3%	-117.9%	-5.9%	-48.3%
4340	PSYCHOLOGICAL REIMBURSEMENT	\$5,000	\$1,130	-\$3,870	\$5,000	\$22,665	\$17,665	\$5,000	\$5,000	\$0	\$5,000	\$5,000	\$0	\$5,000	\$5,000	\$0	\$4,721	\$10,959	\$13,977	184.8%	184.8%	-280.7%	0.0%	-48.9%
5220	BURLINGTON CLEARING ACCOUNT	\$30,000	\$36,824	\$6,824	\$30,000	\$61,463	\$31,463	\$30,000	\$39,750	\$9,750	\$30,000	\$39,750	\$9,750	\$30,000	\$39,750	\$9,750	\$21,139	\$21,139	\$21,139	66.9%	66.9%	-100.0%	0.0%	-100.0%
5910	CLERK OF CRTS INTEREST INC	\$228,000	\$249,525	\$21,525	\$228,000	\$250,911	\$22,911	\$249,156	\$263,397	\$14,241	\$249,156	\$263,397	\$14,241	\$249,156	\$263,397	\$14,241	\$11,019	\$246,725	\$262,612	3.4%	3.4%	-56.7%	2.8%	5.6%
6120	TOTAL REVENUES	\$1,180,770	\$1,180,770	\$0	\$1,180,770	\$1,203,073	\$22,303	\$1,203,073	\$1,203,073	\$0	\$1,203,073	\$1,203,073	\$0	\$1,203,073	\$1,203,073	\$0	\$1,203,073	\$1,203,073	\$1,203,073	1.9%	1.9%	NA	0.1%	0.1%
6120	REGULAR WAGES - PRODUCTIVE	\$50,132	\$50,132	\$0	\$50,132	\$45,481	-\$4,651	\$50,132	\$45,481	-\$4,651	\$50,132	\$45,481	-\$4,651	\$50,132	\$45,481	-\$4,651	\$1,200	\$6,523	\$8,957	1.9%	1.9%	NA	-0.1%	-0.1%
6125	REGULAR WAGES BAIFFS	\$2,513	\$2,513	\$0	\$2,513	\$2,375	-\$138	\$2,513	\$2,375	-\$138	\$2,513	\$2,375	-\$138	\$2,513	\$2,375	-\$138	\$4,410	\$4,410	\$4,410	9.3%	9.3%	NA	-9.7%	-9.7%
6270	WORKERS COMP	\$8,019	\$8,019	\$0	\$8,019	\$8,413	\$394	\$8,019	\$8,413	\$394	\$8,019	\$8,413	\$394	\$8,019	\$8,413	\$394	\$2,642	\$2,642	\$2,642	105.1%	105.1%	NA	314.6%	314.6%
6280	SOCIAL SECURITY	\$9,089	\$9,089	\$0	\$9,089	\$9,402	\$313	\$9,089	\$9,402	\$313	\$9,089	\$9,402	\$313	\$9,089	\$9,402	\$313	\$3,131	\$3,131	\$3,131	17.7%	17.7%	NA	3.2%	3.2%
6290	RETIREMENT	\$141,376	\$141,376	\$0	\$141,376	\$136,951	-\$4,425	\$141,376	\$136,951	-\$4,425	\$141,376	\$136,951	-\$4,425	\$141,376	\$136,951	-\$4,425	\$13,416	\$13,416	\$13,416	1.0%	1.0%	NA	0.7%	0.7%
6290	DISABILITY INSURANCE	\$5,699	\$5,699	\$0	\$5,699	\$6,159	\$460	\$5,699	\$6,159	\$460	\$5,699	\$6,159	\$460	\$5,699	\$6,159	\$460	\$7,255	\$7,255	\$7,255	1.4%	1.4%	NA	1.0%	1.0%
6290	UNEMPLOYMENT COMP	\$4	\$4	\$0	\$4	\$4	\$0	\$4	\$4	\$0	\$4	\$4	\$0	\$4	\$4	\$0	\$4	\$4	\$4	8.1%	8.1%	NA	4.4%	4.4%
6290	GROUP INSURANCE	\$191,182	\$191,182	\$0	\$191,182	\$201,195	\$10,013	\$191,182	\$201,195	\$10,013	\$191,182	\$201,195	\$10,013	\$191,182	\$201,195	\$10,013	\$10,543	\$10,543	\$10,543	64.4%	64.4%	NA	25.1%	25.1%
6290	LIFE INSURANCE	\$3,746	\$3,746	\$0	\$3,746	\$4,388	\$642	\$3,746	\$4,388	\$642	\$3,746	\$4,388	\$642	\$3,746	\$4,388	\$642	\$6,837	\$6,837	\$6,837	180.8%	180.8%	NA	1.0%	1.0%
6300	CIS MICROFILM	\$5,930	\$4,636	-\$1,294	\$5,930	\$3,223	-\$2,707	\$5,930	\$3,223	-\$2,707	\$5,930	\$3,223	-\$2,707	\$5,930	\$3,223	-\$2,707	\$4,942	\$4,942	\$4,942	7.9%	7.9%	NA	10.4%	10.4%
6300	CIS COURT COMMISSIONERS	\$14,100	\$14,897	\$797	\$14,100	\$17,005	\$2,905	\$14,100	\$17,005	\$2,905	\$14,100	\$17,005	\$2,905	\$14,100	\$17,005	\$2,905	\$14,100	\$17,005	\$17,005	17.1%	17.1%	NA	12.6%	12.6%
6320	CIS JURY PARKING	\$0	\$0	\$0	\$0	\$1,161	\$1,161	\$0	\$1,161	\$1,161	\$1,161	\$1,161	\$1,161	\$1,161	\$1,161	\$1,161	\$1,161	\$1,161	\$1,161	-31.4%	-31.4%	NA	-20.3%	-20.3%
6330	ATTORNEYS	\$28,000	\$27,799	-\$201	\$28,000	\$27,552	-\$448	\$28,000	\$27,552	-\$448	\$28,000	\$27,552	-\$448	\$28,000	\$27,552	-\$448	\$2,400	\$2,400	\$2,400	8.6%	8.6%	NA	664.0%	664.0%
6330	GUARDIAN AD LITEM ATTORN	\$73,235	\$73,235	\$0	\$73,235	\$60,868	-\$12,367	\$73,235	\$60,868	-\$12,367	\$73,235	\$60,868	-\$12,367	\$73,235	\$60,868	-\$12,367	\$11,602	\$11,602	\$11,602	15.7%	15.7%	NA	10.4%	10.4%
6330	OUT OF CO GUARDIAN AD LITEM	\$5,968	\$3,335	-\$2,633	\$5,968	\$3,218	-\$2,750	\$5,968	\$3,218	-\$2,750	\$5,968	\$3,218	-\$2,750	\$5,968	\$3,218	-\$2,750	\$2,819	\$2,819	\$2,819	47.3%	47.3%	NA	17.1%	17.1%
6340	COURT REPORTERS	\$1,000	\$2,443	\$1,443	\$1,000	\$3,025	\$2,025	\$1,000	\$3,025	\$2,025	\$1,000	\$3,025	\$2,025	\$1,000	\$3,025	\$2,025	\$4,000	\$4,000	\$4,000	11.8%	11.8%	NA	12.6%	12.6%
6340	INTERPRETERS	\$3,000	\$4,635	\$1,635	\$3,000	\$4,078	\$1,078	\$3,000	\$4,078	\$1,078	\$3,000	\$4,078	\$1,078	\$3,000	\$4,078	\$1,078	\$8,867	\$8,867	\$8,867	19.3%	19.3%	NA	64.7%	64.7%
6360	TRANSPORT	\$10,000	\$9,774	-\$226	\$10,000	\$9,402	-\$598	\$10,000	\$9,402	-\$598	\$10,000	\$9,402	-\$598	\$10,000	\$9,402	-\$598	\$3,468	\$3,468	\$3,468	34.9%	34.9%	NA	30.6%	30.6%
6400	PSYCHOLOGIST	\$1,000	\$1,000	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	\$0	\$1,171	\$1,171	\$1,171	17.1%	17.1%	NA	12.6%	12.6%
6400	PSYCHIATRIC	\$45,000	\$43,098	-\$1,902	\$45,000	\$43,566	-\$1,434	\$45,000	\$43,566	-\$1,434	\$45,000	\$43,566	-\$1,434	\$45,000	\$43,566	-\$1,434	\$14,000	\$14,000	\$14,000	31.1%	31.1%	NA	31.4%	31.4%
6400	TEMPORARY HELP	\$16,100	\$15,156	-\$944	\$16,100	\$15,156	-\$944	\$16,100	\$15,156	-\$944	\$16,100	\$15,156	-\$944	\$16,100	\$15,156	-\$944	\$16,100	\$15,156	\$15,156	93.5%	93.5%	NA	106.4%	106.4%
6500	SECURITY CONSULTANTS	\$14,200	\$14,200	\$0	\$14,200	\$14,200	\$0	\$14,200	\$14,200	\$0	\$14,200	\$14,200	\$0	\$14,200	\$14,200	\$0	\$14,200	\$14,200	\$14,200	100.0%	100.0%	NA	100.0%	100.0%
6620	EQUIPMENT REPAIRS	\$17,000	\$11,971	-\$5,029	\$17,000	\$9,594	-\$7,406	\$17,000	\$9,594	-\$7,406	\$17,000	\$9,594	-\$7,406	\$17,000	\$9,594	-\$7,406	\$12,500	\$12,500	\$12,500	73.5%	73.5%	NA	17.1%	17.1%
6810	WITNESS FEES	\$7,000	\$4,833	-\$2,167	\$7,000	\$4,417	-\$2,583	\$7,000	\$4,417	-\$2,583	\$7,000	\$4,417	-\$2,583	\$7,000	\$4,417	-\$2,583	\$5,000	\$5,000	\$5,000	71.4%	71.4%	NA	31.2%	31.2%
6820	FOOD SUPPLIES JURY	\$1,500	\$1,047	-\$453	\$1,500	\$906	-\$594	\$1,500	\$906	-\$594	\$1,500	\$906	-\$594	\$1,500	\$906	-\$594	\$1,500	\$1,500	\$1,500	2.8%	2.8%	NA	3.0%	3.0%
6820	MEALS JUROR	\$5,000	\$3,268	-\$1,732	\$5,000	\$3,231	-\$1,769	\$5,000	\$3,231	-\$1,769	\$5,000	\$3,231	-\$1,769	\$5,000	\$3,231	-\$1,769	\$5,000	\$5,000	\$5,000	64.0%	64.0%	NA	14.8%	14.8%
6820	OTHER JURY EXPENSE	\$2,000	\$1,898	-\$102	\$2,000	\$1,166	-\$834	\$2,000	\$1,166	-\$834	\$2,000	\$1,166	-\$834	\$2,000	\$1,166	-\$834	\$2,000	\$2,000	\$2,000	58.3%	58.3%	NA	16	