

**Juvenile Dependency: Court Appointed Counsel Funding Allocation Methodology
Joint Subcommittee
Resources for July 16, 2015 Conference Call**

Table of Contents

#1. Update on research plan

#2. Tab A. Caseload analysis

#3. Tab B. Economic factors: Survey topics and examples

#4. Tab C. Workload factors:

Non-Minor Dependents

Siblings

Parent ratios

Time per tasks

**Family and Juvenile Law Advisory Committee and Trial Court Budget Advisory Committee
Court Appointed Counsel Funding Allocations Joint Subcommittee**

Update on Research Plan

Item	Comments
A. Caseload estimates	
1. Show results of combining JBSIS and child welfare data into a caseload model	Tab A. Filings and Child Welfare Clients Combined
2. Show number/growth in non-minor dependents by county	Tab A. Non Minor Dependents
3. Have California Department of Social Services and UC Berkeley/Center for Social Services Research join call and discuss data collection and verification	Planning to join call
B. Economic factors	
1. Compare DRAFT actual budgets to workload model and contract specifications	Tab B. has draft of survey topics for an Attorney Manager Survey
2. Gather data on attorney expenses from non-DRAFT courts	Tab B. has draft of survey topics for an Attorney Manager Survey
3. Survey to find what type of investigators are being used and how they are being paid	Tab B. has draft of survey topics for an Attorney Manager Survey
4. Update county counsel salary and benefits survey by county	In process
5. Explore BLS (Bureau of Labor Statistics) data that can be used for	In process

attorney salary estimates	
C. Workload factors	
1. Recap discussion of weighting sibling cases in the workload methodology	Tab C. Sibling cases
2. Review data available on interpreters in dependency court	In process
3. Analyze JCATS (DRAFT program) data to calculate time on tasks and compare to times in workload study	Tab C. Hearing and other task times from workload study JCATS analysis in process
4. Analyze JCATS (DRAFT-program) data to estimate current number of parents represented	Tab C. Parents represented
5. Inventory specialty courts and calendars in dependency	In process

Original Dependency Filings

Data from JBSIS warehouse as of July 6, 2015

COUNTY	FY11	FY12	FY13	FY14	Average FY12-FY14
Alameda	585	551	612	720	628
Alpine	0	0	0	0	0
Amador	37	31	37	42	37
Butte	361	291	208	306	268
Calaveras	65	81	93	140	105
Colusa	37	20	39	24	28
Contra Costa	701	782	762	641	728
Del Norte	82	43	61	47	50
El Dorado	160	207	211	172	197
Fresno	688	744	884	995	874
Glenn	48	50	43	67	53
Humboldt	155	132	137	168	146
Imperial	129	187	199	248	211
Inyo	22	12	7	7	9
Kern	860	1,031	734	766	844
Kings	153	190	190	209	196
Lake	73	44	72	43	53
Lassen	43	65	39	54	53
Los Angeles	15,340	15,187	17,343	17,569	16,700
Madera	123	172	271	237	227
Marin	57	54	69	65	63
Mariposa	29	33	30	13	25
Mendocino	121	136	157	180	158
Merced	339	363	447	407	406
Modoc	7	12	17	14	14
Mono	5	6	3	2	4
Monterey	88	134	175	170	160
Napa	86	71	83	106	87
Nevada	70	85	59	53	66
Orange	1,707	1,509	1,368	1,290	1,389
Placer	397	482	524	539	515
Plumas	30	46	28	24	33
Riverside	3,223	2,646	2,928	3,530	3,035
Sacramento	976	893	1,003	1,466	1,121
San Benito	65	66	47	62	58
San Bernardino	2,534	2,239	2,716	2,677	2,544
San Diego	1,661	1,975	1,527	1,324	1,609
San Francisco	586	565	587	558	570
San Joaquin	492	519	603	676	599
San Luis Obispo	203	236	308	262	269

Original Dependency Filings*Data from JBSIS warehouse as of July 6, 2015*

COUNTY	FY11	FY12	FY13	Average	
				FY14	FY12-FY14
San Mateo	173	148	255	210	204
Santa Barbara	325	277	271	242	263
Santa Clara	422	498	567	571	545
Santa Cruz	224	253	157	198	203
Shasta	264	272	274	222	256
Sierra	14	9	1	0	3
Siskiyou	46	78	73	78	76
Solano	257	231	260	247	246
Sonoma	295	300	265	212	259
Stanislaus	393	270	468	433	390
Sutter	105	91	86	69	82
Tehama	143	139	130	161	143
Trinity	34	53	40	49	47
Tulare	464	564	545	706	605
Tuolumne	70	83	49	88	73
Ventura	549	588	595	612	598
Yolo	130	176	196	240	204
Yuba	65	79	216	212	169
Total	36,311	35,999	39,069	40,423	38,497

California Child Welfare Indicators Project (CCWIP)
University of California at Berkeley
Caseload by Service Component Type
Agency Type: Child Welfare
July 1, 2011 through July 1, 2014
Selected Subset: Voluntary Status: Court Ordered

County	Total July 2011	Total July 2012	Total July 2013	Total July 2014	Avg. 2012- 2014
Alameda	1,836	1,656	1,758	1,892	1,769
Alpine				1	1
Amador	52	47	49	69	55
Butte	700	620	493	569	561
Calaveras	80	95	117	193	135
Colusa	45	22	43	39	35
Contra Costa	1,048	1,182	1,235	1,225	1,214
Del Norte	125	106	120	107	111
El Dorado	286	333	366	359	353
Fresno	2,036	1,833	1,886	2,132	1,950
Glenn	91	100	92	109	100
Humboldt	283	275	298	334	302
Imperial	255	319	354	444	372
Inyo	20	21	22	15	19
Kern	1,924	1,969	1,746	1,700	1,805
Kings	326	411	486	537	478
Lake	164	123	138	138	133
Lassen	69	76	69	68	71
Los Angeles	27,030	27,381	29,058	30,828	29,089
Madera	234	288	405	426	373
Marin	96	106	108	104	106
Mariposa	27	36	31	22	30
Mendocino	244	259	302	334	298
Merced	667	605	745	715	688
Modoc	11	11	17	17	15
Mono	10	11	8	10	10
Monterey	285	300	371	430	367
Napa	152	128	141	184	151
Nevada	102	124	111	115	117
Orange	3,132	3,124	3,054	2,976	3,051
Placer	306	334	374	467	392
Plumas	71	67	48	51	55
Riverside	5,263	4,880	5,101	5,780	5,254

California Child Welfare Indicators Project (CCWIP)
University of California at Berkeley
Caseload by Service Component Type
Agency Type: Child Welfare
July 1, 2011 through July 1, 2014
Selected Subset: Voluntary Status: Court Ordered

County	Total July 2011	Total July 2012	Total July 2013	Total July 2014	Avg. 2012- 2014
Sacramento	2,761	2,395	2,507	3,008	2,637
San Benito	99	123	104	102	110
San Bernardino	4,300	4,262	4,776	5,061	4,700
San Diego	3,966	4,017	3,814	3,754	3,862
San Francisco	1,425	1,262	1,291	1,335	1,296
San Joaquin	1,344	1,344	1,466	1,648	1,486
San Luis Obispo	420	443	468	418	443
San Mateo	372	389	542	525	485
Santa Barbara	693	653	643	593	630
Santa Clara	1,314	1,339	1,491	1,654	1,495
Santa Cruz	368	390	347	335	357
Shasta	532	565	640	629	611
Sierra	9	4	1		3
Siskiyou	103	117	107	131	118
Solano	424	421	436	464	440
Sonoma	651	660	620	604	628
Stanislaus	532	543	653	693	630
Sutter	184	173	164	129	155
Tehama	217	194	195	232	207
Trinity	52	81	73	76	77
Tulare	889	1,036	1,064	1,163	1,088
Tuolumne	124	143	103	133	126
Ventura	864	1,002	976	1,143	1,040
Yolo	297	325	322	361	336
Yuba	115	129	157	190	159
Missing	848	439	192	193	
California	69,873	69,291	72,298	76,964	72,851

Data Source: CWS/CMS 2015 Quarter 1 Extract.

Program version: 1.00 Database version: 6825E308

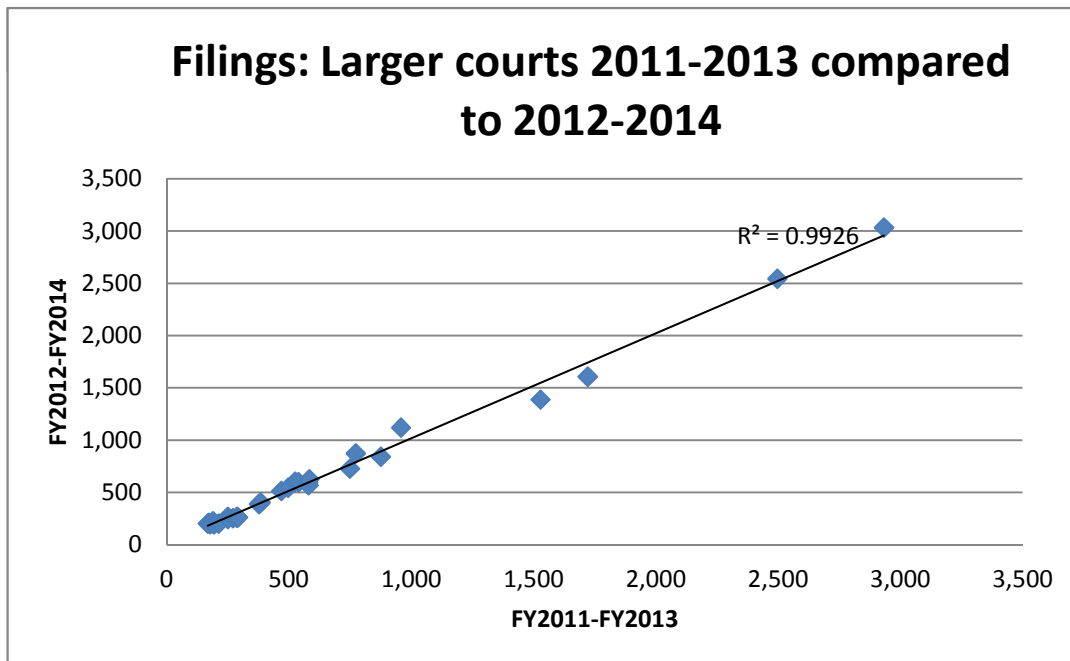
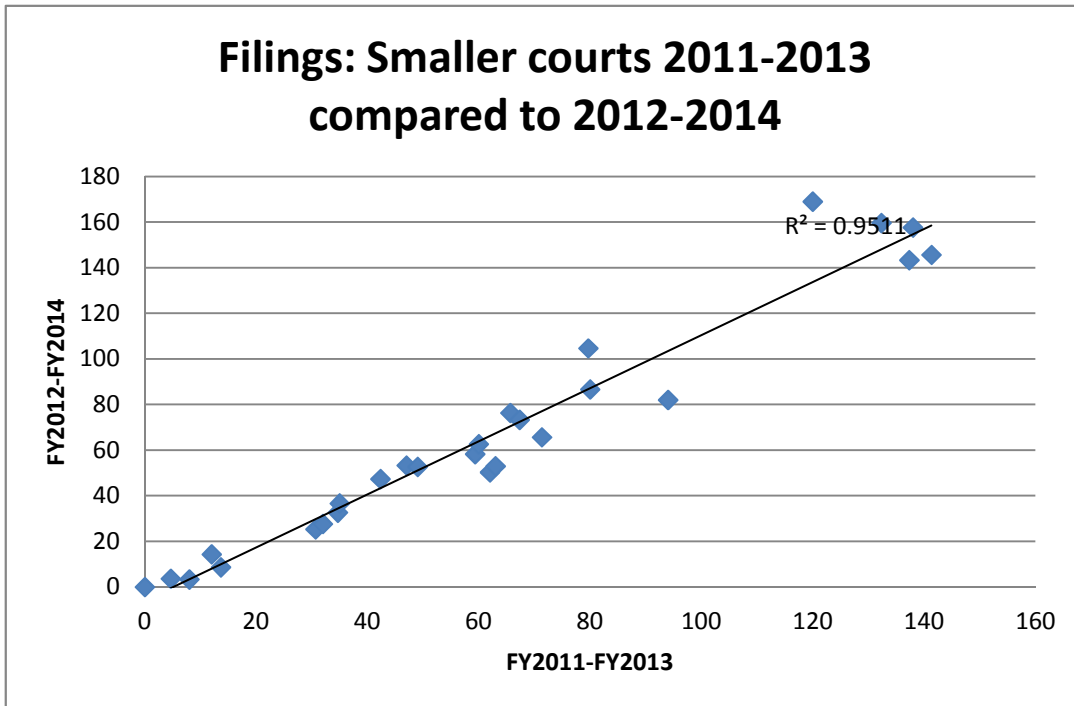
California Child Welfare Indicators Project (CCWIP)
 University of California at Berkeley
 Caseload by Service Component Type
 Agency Type: Child Welfare
 April 1, 2015
 California

Service Component Type	Voluntary Status			Total
	Court Ordered	Voluntary	Missing	
	n	n	n	n
Emergency Response	1,132	132	2,574	3,838
No Placement FM	9,531	6,673	29	16,233
Post-Placement FM	8,326	165	1	8,492
Family Reunification	26,936	231	30	27,197
Permanent Placement	25,386	5,645	91	31,122
Supportive Transition	6,142	600	.	6,742
Missing
Total	77,453	13,446	2,725	93,624

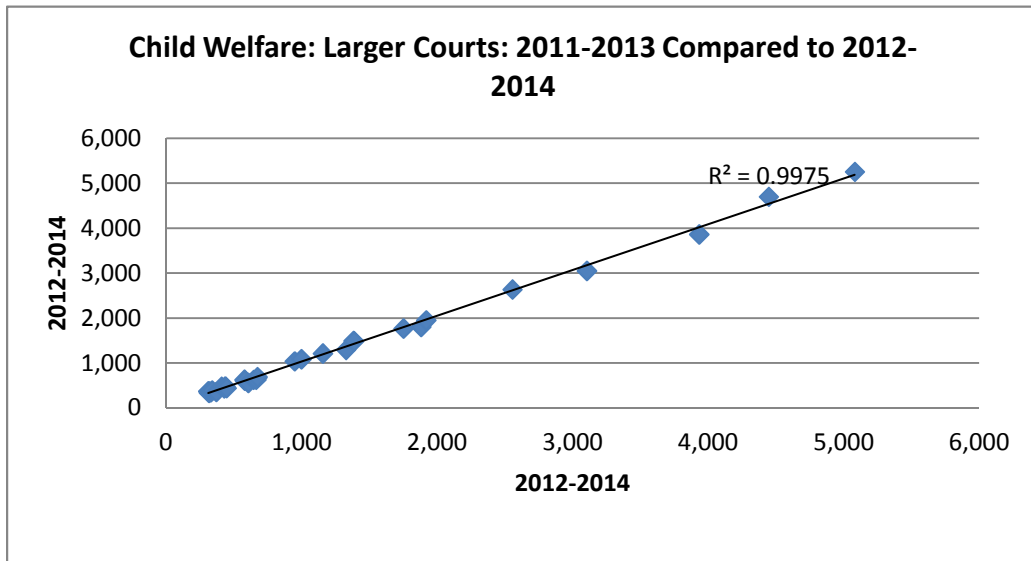
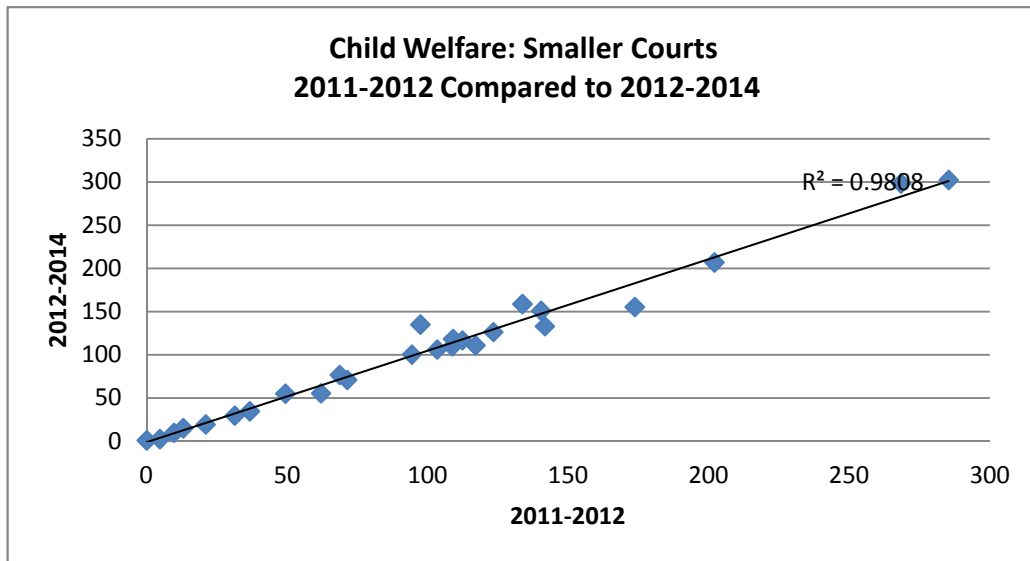
Data Source: CWS/CMS 2015 Quarter 1 Extract.

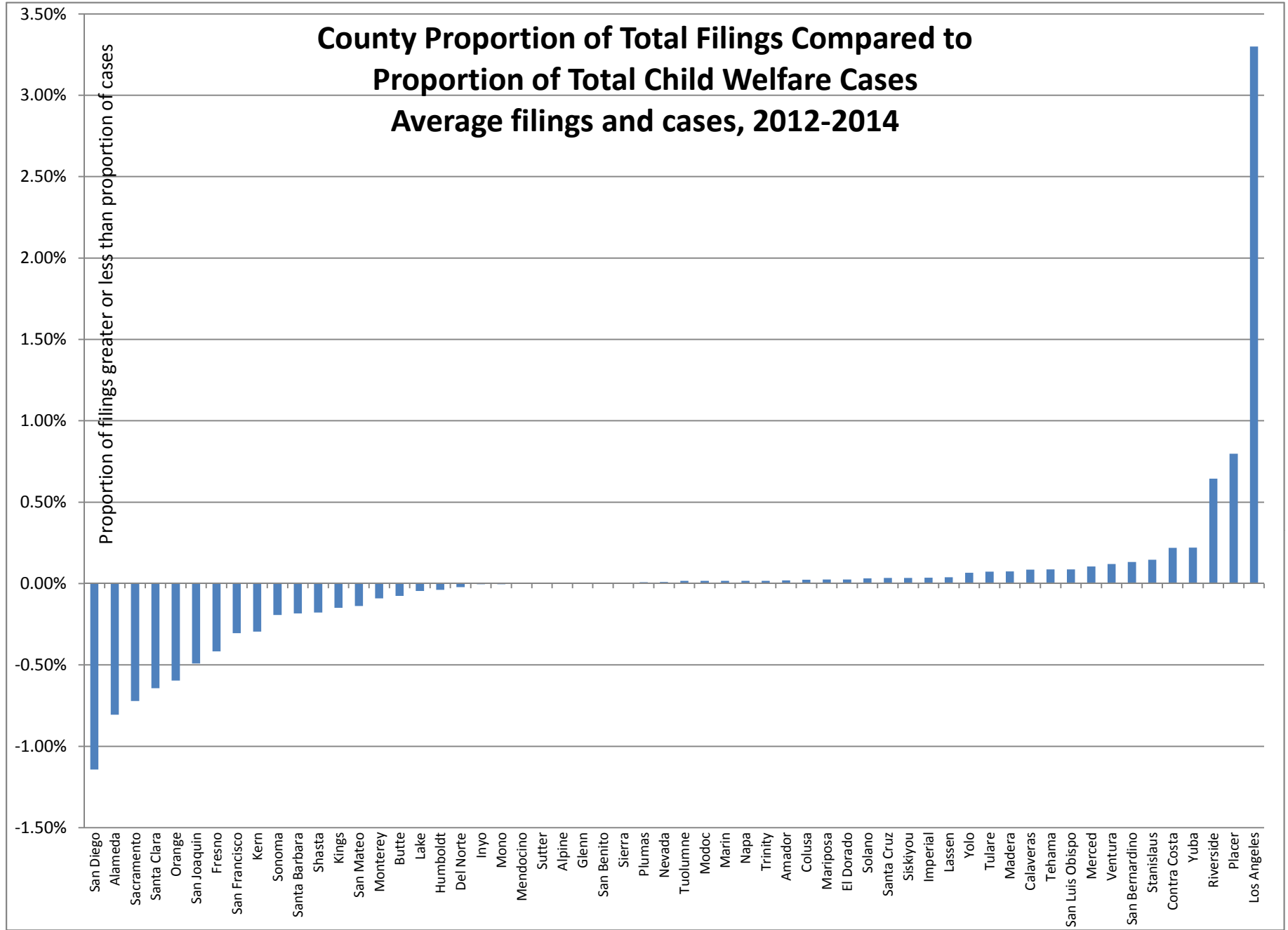
Program version: 2.00 Database version: 6825E308

Original Dependency Filings Change in 3-year average by court



Child Welfare Caseload Components Report Change in 3-year average by county





Proportion of Total Filings Compared to Proportion of Total Child Welfare Cases

COUNTY	Average Filings	Average CW	Filings %	Cases %	Net
	12-14	Cases 12-14			
San Diego	1,609	3,862	4.18%	5.32%	-1.14%
Alameda	628	1,769	1.63%	2.44%	-0.81%
Sacramento	1,121	2,637	2.91%	3.63%	-0.72%
Santa Clara	545	1,495	1.42%	2.06%	-0.64%
Orange	1,389	3,051	3.61%	4.20%	-0.60%
San Joaquin	599	1,486	1.56%	2.05%	-0.49%
Fresno	874	1,950	2.27%	2.69%	-0.42%
San Francisco	570	1,296	1.48%	1.79%	-0.31%
Kern	844	1,805	2.19%	2.49%	-0.30%
Sonoma	259	628	0.67%	0.87%	-0.19%
Santa Barbara	263	630	0.68%	0.87%	-0.18%
Shasta	256	611	0.66%	0.84%	-0.18%
Kings	196	478	0.51%	0.66%	-0.15%
San Mateo	204	485	0.53%	0.67%	-0.14%
Monterey	160	367	0.41%	0.51%	-0.09%
Butte	268	561	0.70%	0.77%	-0.08%
Lake	53	133	0.14%	0.18%	-0.05%
Humboldt	146	302	0.38%	0.42%	-0.04%
Del Norte	50	111	0.13%	0.15%	-0.02%
Inyo	9	19	0.02%	0.03%	0.00%
Mono	4	10	0.01%	0.01%	0.00%
Mendocino	158	298	0.41%	0.41%	0.00%
Sutter	82	155	0.21%	0.21%	0.00%
Alpine	0	0	0.00%	0.00%	0.00%
Glenn	53	100	0.14%	0.14%	0.00%
San Benito	58	110	0.15%	0.15%	0.00%
Sierra	3	3	0.01%	0.00%	0.01%
Plumas	33	55	0.08%	0.08%	0.01%
Nevada	66	117	0.17%	0.16%	0.01%
Tuolumne	73	126	0.19%	0.17%	0.02%
Modoc	14	15	0.04%	0.02%	0.02%
Marin	63	106	0.16%	0.15%	0.02%
Napa	87	151	0.23%	0.21%	0.02%
Trinity	47	77	0.12%	0.11%	0.02%
Amador	37	55	0.10%	0.08%	0.02%
Colusa	28	35	0.07%	0.05%	0.02%
Mariposa	25	30	0.07%	0.04%	0.02%
El Dorado	197	353	0.51%	0.49%	0.02%
Solano	246	440	0.64%	0.61%	0.03%
Santa Cruz	203	357	0.53%	0.49%	0.03%
Siskiyou	76	118	0.20%	0.16%	0.04%

Proportion of Total Filings Compared to Proportion of Total Child Welfare Cases

COUNTY	Average Filings	Average CW	Filings %	Cases %	Net
	12-14	Cases 12-14			
Imperial	211	372	0.55%	0.51%	0.04%
Lassen	53	71	0.14%	0.10%	0.04%
Yolo	204	336	0.53%	0.46%	0.07%
Tulare	605	1,088	1.57%	1.50%	0.07%
Madera	227	373	0.59%	0.51%	0.07%
Calaveras	105	135	0.27%	0.19%	0.09%
Tehama	143	207	0.37%	0.29%	0.09%
San Luis Obispo	269	443	0.70%	0.61%	0.09%
Merced	406	688	1.05%	0.95%	0.11%
Ventura	598	1,040	1.55%	1.43%	0.12%
San Bernardino	2,544	4,700	6.61%	6.48%	0.13%
Stanislaus	390	630	1.01%	0.87%	0.15%
Contra Costa	728	1,214	1.89%	1.67%	0.22%
Yuba	169	159	0.44%	0.22%	0.22%
Riverside	3,035	5,254	7.88%	7.24%	0.64%
Placer	515	392	1.34%	0.54%	0.80%
Los Angeles	16,700	29,089	43.38%	40.08%	3.30%
Total	38,497	72,577	100.00%	100.00%	

Filings and child welfare cases combined

COUNTY	Average Filings 12-14	Average CW Cases 12-14	Filings %	Cases %	Per 100,000	Ranked by CW Cases
Alameda	628	1,769	1.63%	2.44%	2,437	9
Alpine	0	0	0.00%	0.00%	0	58
Amador	37	55	0.10%	0.08%	76	51
Butte	268	561	0.70%	0.77%	773	21
Calaveras	105	135	0.27%	0.19%	186	39
Colusa	28	35	0.07%	0.05%	48	52
Contra Costa	728	1,214	1.89%	1.67%	1,673	13
Del Norte	50	111	0.13%	0.15%	153	44
El Dorado	197	353	0.51%	0.49%	486	31
Fresno	874	1,950	2.27%	2.69%	2,687	7
Glenn	53	100	0.14%	0.14%	138	47
Humboldt	146	302	0.38%	0.42%	417	33
Imperial	211	372	0.55%	0.51%	513	28
Inyo	9	19	0.02%	0.03%	27	54
Kern	844	1,805	2.19%	2.49%	2,487	8
Kings	196	478	0.51%	0.66%	659	23
Lake	53	133	0.14%	0.18%	183	40
Lassen	53	71	0.14%	0.10%	98	49
Los Angeles	16,700	29,089	43.38%	40.08%	40,080	1
Madera	227	373	0.59%	0.51%	514	27
Marin	63	106	0.16%	0.15%	146	46
Mariposa	25	30	0.07%	0.04%	41	53
Mendocino	158	298	0.41%	0.41%	411	34
Merced	406	688	1.05%	0.95%	948	16
Modoc	14	15	0.04%	0.02%	21	55
Mono	4	10	0.01%	0.01%	13	56
Monterey	160	367	0.41%	0.51%	506	29
Napa	87	151	0.23%	0.21%	208	38
Nevada	66	117	0.17%	0.16%	161	43
Orange	1,389	3,051	3.61%	4.20%	4,204	5
Placer	515	392	1.34%	0.54%	540	26
Plumas	33	55	0.08%	0.08%	76	50
Riverside	3,035	5,254	7.88%	7.24%	7,239	2
Sacramento	1,121	2,637	2.91%	3.63%	3,633	6
San Benito	58	110	0.15%	0.15%	151	45
San Bernardino	2,544	4,700	6.61%	6.48%	6,475	3
San Diego	1,609	3,862	4.18%	5.32%	5,321	4
San Francisco	570	1,296	1.48%	1.79%	1,786	12
San Joaquin	599	1,486	1.56%	2.05%	2,047	11
San Luis Obispo	269	443	0.70%	0.61%	610	24
San Mateo	204	485	0.53%	0.67%	669	22
Santa Barbara	263	630	0.68%	0.87%	868	17

Santa Clara	545	1,495	1.42%	2.06%	2,059	10
Santa Cruz	203	357	0.53%	0.49%	492	30
Shasta	256	611	0.66%	0.84%	842	20
Sierra	3	3	0.01%	0.00%	3	57
Siskiyou	76	118	0.20%	0.16%	163	42
Solano	246	440	0.64%	0.61%	607	25
Sonoma	259	628	0.67%	0.87%	865	19
Stanislaus	390	630	1.01%	0.87%	868	17
Sutter	82	155	0.21%	0.21%	214	37
Tehama	143	207	0.37%	0.29%	285	35
Trinity	47	77	0.12%	0.11%	106	48
Tulare	605	1,088	1.57%	1.50%	1,499	14
Tuolumne	73	126	0.19%	0.17%	174	41
Ventura	598	1,040	1.55%	1.43%	1,433	15
Yolo	204	336	0.53%	0.46%	463	32
Yuba	169	159	0.44%	0.22%	219	36
<hr/> Total	38,497	72,577	100.00%	100.00%		

Filings and child welfare cases combined

COUNTY	10% Filings (Per 100,000)	10% Rank	30% Filings (Per 100,000)	30% Rank	50% Filings (Per 100,000)	50% Rank
Alameda	2,356	9	2,195	9	2,034	9
Alpine	0	58	0	58	0	58
Amador	78	50	82	50	86	50
Butte	765	21	750	22	735	22
Calaveras	195	39	212	39	229	37
Colusa	50	52	55	52	60	52
Contra Costa	1,695	13	1,738	12	1,782	11
Del Norte	151	45	146	46	142	46
El Dorado	488	31	493	30	498	30
Fresno	2,646	7	2,562	7	2,479	7
Glenn	138	47	138	47	138	47
Humboldt	413	33	405	34	397	34
Imperial	517	28	524	28	531	28
Inyo	26	54	25	55	25	55
Kern	2,457	8	2,398	8	2,339	8
Kings	644	23	614	26	584	26
Lake	179	40	170	42	160	43
Lassen	102	49	110	49	117	48
Los Angeles	40,410	1	41,070	1	41,730	1
Madera	521	27	536	27	551	27
Marin	148	46	151	45	154	44
Mariposa	43	53	48	53	53	53
Mendocino	411	34	411	33	410	33
Merced	959	16	980	16	1,001	16
Modoc	22	55	26	54	29	54
Mono	13	56	12	56	11	56
Monterey	497	29	478	32	460	32
Napa	210	38	213	38	217	38
Nevada	162	43	164	43	166	42
Orange	4,145	5	4,025	5	3,906	5
Placer	619	24	779	21	939	18
Plumas	77	51	79	51	81	51
Riverside	7,303	2	7,432	2	7,561	2
Sacramento	3,561	6	3,416	6	3,272	6
San Benito	151	44	151	44	151	45
San Bernardino	6,489	3	6,515	3	6,542	3
San Diego	5,207	4	4,978	4	4,750	4
San Francisco	1,755	12	1,694	13	1,633	13
San Joaquin	1,998	10	1,900	10	1,802	10
San Luis Obispo	619	25	637	23	654	23
San Mateo	655	22	627	24	600	25
Santa Barbara	849	18	813	18	776	19

Santa Clara	1,995	11	1,867	11	1,738	12
Santa Cruz	496	30	503	29	509	29
Shasta	825	20	789	20	754	21
Sierra	4	57	5	57	6	57
Siskiyou	167	42	174	41	181	41
Solano	610	26	616	25	623	24
Sonoma	846	19	808	19	769	20
Stanislaus	882	17	911	17	941	17
Sutter	214	37	214	37	214	39
Tehama	294	35	311	35	329	36
Trinity	107	48	111	48	114	49
Tulare	1,506	14	1,521	14	1,535	14
Tuolumne	176	41	179	40	182	40
Ventura	1,445	15	1,470	15	1,494	15
Yolo	470	32	483	31	496	31
Yuba	241	36	285	36	329	35
<u>Total</u>						

Survey of Dependency Court Appointed Counsel Organization Managers

Note: Please note that this is a description of the survey, not the survey instrument itself.

Purpose	Collect consistent data on staffing, budget and workload from court appointed counsel providers.
Respondents	Managers of attorney services organizations, attorney panels and solo practitioners.
Timeframe	July 20 – August 21
Means	Survey Monkey, email
Topics	
Topic A: Budget	
1. Staff	<p>1. Number of staff and % of time each spends on juvenile dependency court appointed counsel cases, supervision and related work:</p> <ul style="list-style-type: none"> • Managers • Supervising attorneys • Line attorneys • Social workers/Investigators • Support staff including paralegals • Other (specify) <p>2. Describe qualifications and duties of social workers or investigators</p> <p>3. Describe duties of support staff</p>
2. Salaries, wages and benefits	<p>1. For each category above, calculate salaries or wages.</p> <p>2. For each category above, calculate benefits</p> <p><i>All costs should be estimated on an annual basis</i></p>
3. Conflict counsel	<p>1. Does your organization pay conflict counsel directly</p> <p>2. If yes, how many level of conflict is your organization responsible for</p> <p>3. If yes, estimate</p> <ul style="list-style-type: none"> • Number of hours or fte • Total annual cost
4. Additional costs	<p>1. Estimate additional direct costs of dependency case work not covered by staff listed above:</p> <ul style="list-style-type: none"> • Expert witness • Out of state travel for attorneys/investigators • In-state travel for attorneys/investigators <p>2. For the organization, estimate additional costs and the % of those costs attributable to juvenile dependency court appointed counsel cases:</p>

	<ul style="list-style-type: none"> • Rent • Insurance • Other operating equipment and expenses • Training • Other
5. Total	Review total calculated by survey. Does it reflect the organization's annual costs
Topic B. Caseload	<ol style="list-style-type: none"> 1. Total active parent cases on June 30, 2015 2. Total active child cases on June 30, 2015
Topic C. Workload	<p>Please list the collaborative courts and specialty calendars that case-carrying attorneys are required to attend in addition to dependency hearings:</p> <p>(Examples: family drug court, truancy court or calendar, settlement calendars)</p>

DRAFT Survey of Organizational Providers

The following survey is filled out by DRAFT organization managers as part of the program's assessment process. It is provided to give the joint subcommittee an example of how the above topics can be framed as survey questions.



DRAFT Pilot Program Organizational Providers Survey

This is a DRAFT Pilot Program evaluation to be completed by organizations that provide representation to parties in juvenile dependency proceedings.

If your organization provides dependency representation for more than one court system, please complete a separate survey for each court system.

Background

1. Please indicate the court system for which your organization provides juvenile dependency representation:
2. Please indicate which type of representation your organization provides:
 - Parent Representation
 - Child representation
 - Representation of both children and parents
3. Please indicate the compensation arrangement for your organization:
 - Annual Contract Rate
 - Per Case Rate
 - Per Event Rate
 - Hourly Rate
 - Other _____
4. Does your office provide representation in areas other than juvenile dependency?
 - Yes
 - No

5. If yes, do attorneys rotate into/out of dependency representation, or is there a dedicated dependency unit?
- Dependency assignment rotates
 - Dedicated dependency unit.
6. What percentage of your organization's operating costs, including those that may be provided as in-kind support, comes from the court/AOC?
- _____ %
7. What are your organization's other sources of economic support?
- Local Government
 - Private grants
 - Other (specify) _____
 - N/A

Language Needs

8. What are the primary languages, other than English, that are spoken by your clients? (Please check all that apply.)
- Spanish
 - Mandarin
 - Cantonese
 - Vietnamese
 - Tagalog
 - American Sign Language
 - Others (specify) _____
9. How does your organization meet the language needs of your clients? (Please check all that apply.)
- Bilingual attorneys
 - Bilingual paralegals
 - Bilingual social workers/investigators
 - Other bilingual staff (specify) _____
 - Interpreters are hired on an as-needed basis

Organizational Structure and Facilities

10. On the following chart, please list each position employed by your organization in the performance of dependency-related work in any capacity. (Add additional lines or pages if needed.)

Position Classification (E.g., Executive Director, Entry Level Attorney, Supervising Social Worker, etc.)	Number of Positions	Cumulative FTE status of all positions in this classification
Example: Attorney II	6	5.5
Example: Secretary I	4	2.0
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
Total FTEs (sum of column 3)		

11. The following chart reflects a condensed listing of dependency attorney tasks as developed during the Dependency Counsel Caseload Study. Please indicate on this chart the dependency-related tasks that are or could be conducted by non-attorney staff in your office:

g. Prepare offer of proof										
h. Prepare points and authorities									25	
i. Prepare and exchange witness lists										
j. Other trial preparation										

Please indicate which of the following non-attorney staff performs the above tasks, using the following codes. If current practice is for non-attorney staff to perform the tasks, write the code under the "C" column.

S = social worker

I = investigator

P = paralegal

column. If non-attorney staff does not currently perform the task, but you believe that it would be appropriate for non-attorney staff to do so, please write the code under the "A" column.

12. Please indicate how many levels of conflict your organization handles:

- None
- One
- Two
- Three
- Four
- Five
- Six or More

13. For organizations that do not handle any levels of conflict: What is your system for addressing conflicts when they occur?

- Refer back to court for appointment to another provider
- Refer directly to another provider

14. For organizations that handle one or more levels of conflict: What is your system for handling conflicts? (Please check all that apply.)

- Contract with private attorneys to handle conflicts
- Walled-off units within the organization

Number of separate units ____

Please describe case assignment between units (e.g. unit 1 takes first parent/child, etc.):

15. If you indicated in question 14 that your organization contracts with private attorneys to handle conflicts, please indicate the percentage of your organization's current caseload that is represented by private contracted attorneys.

_____ %

16. How many dependency courthouses (not court rooms) does your organization serve?

17. How far is your organization's main office from the primary dependency courthouse served by your organization?

- Less than one mile
- One to five miles
- Five to ten miles
- More than ten miles

18. Does your office provide space to meet with clients?

- Yes
- No

Performance Review and Employee Retention

19. Do you conduct written performance evaluations of your attorneys on a regular basis?
- Yes, annually
 - Yes, semi-annually
 - Yes, bi-annually
 - Yes, other (specify) _____
 - No
20. Do you conduct written performance evaluations of your other professional staff on a regular basis?
- Yes, annually
 - Yes, semi-annually
 - Yes, bi-annually
 - Yes, other (specify) _____
 - No
21. Does your organization have levels of attorney classification (e.g., Attorney I, II, Supervising Attorney, etc.)?
- Yes
 - No
22. If yes, are attorneys promoted from one level to the next?
- Yes
 - No
23. If promotions are available, do they occur only upon vacancy of higher positions, or are eligible attorneys promoted regardless of vacancy?
- Promotion can occur only upon vacancy
 - Promotion can occur regardless of vacancy
24. Does your organization provide for any of the following salary increases, irrespective of promotion?
- Cost of living increases
 - Merit-based increases
 - Other (Please describe) _____
 - Salary increases not resulting from promotion are not provided.
25. If there is a dedicated dependency unit, are promotions available for attorneys assigned within the dedicated dependency unit?
- Yes
 - No

26. Does your organization have any of the following staff retention policies and programs for attorneys? (Please check all that apply to attorneys.)

- Bonuses
- Sabbatical (or other increased leave time)
- Provide attorneys with opportunity to work on areas of interest (e.g., teaching, writing, etc.)
- Recognition of outstanding work (other than those above) Describe:

27. What is the average length of employment for your attorney staff?

- Less than one year
- One to two years
- Two to five years
- Five to ten years
- Over ten years

Initial Attorney Qualification Process

28. How many hours of initial training are required for new attorneys before they are allowed to represent a client without direct supervision?

_____ hours

29. Does your organization have the resources to provide initial training for new attorneys as required by your local court's rules and/or Rule 1438 of the California Rules of Court?

- Yes, in-house
- Yes, through outside training
- Yes, through a combination of in-house and outside training
- No

30. Which of the following training topics, if any, are required as part of the initial qualifications process?

- | | |
|---|---|
| <input type="checkbox"/> Child Abuse & Neglect | <input type="checkbox"/> Education/special education advocacy |
| <input type="checkbox"/> Child Development | <input type="checkbox"/> Expert Witnesses |
| <input type="checkbox"/> Child Support | <input type="checkbox"/> Family Dynamics |
| <input type="checkbox"/> Communication with clients | <input type="checkbox"/> Funding Issues |
| <input type="checkbox"/> Community resources | <input type="checkbox"/> SSI |
| <input type="checkbox"/> Conflicts & ethics | <input type="checkbox"/> Victims of Crime |
| <input type="checkbox"/> Cultural competency | <input type="checkbox"/> Guardians ad Litem |
| <input type="checkbox"/> Dependency law | <input type="checkbox"/> ICWA |
| <input type="checkbox"/> Domestic violence | <input type="checkbox"/> Immigration |
| <input type="checkbox"/> DSS Procedures | |

- Mental Health Issues

 Sex abuse issues
 Multiple courts cross over issues (delinquency, family)

 Substance abuse issues
 Placements

 Trial practice
 Other _____

31. What is the amount of staff resources dedicated to curriculum development and training for new attorneys?

_____ FTE

32. Does your organization have a formal mentoring program for new attorneys?

- Yes
 No

If you answered yes to question 32, please answer questions 33 and 34. Otherwise, please skip to question 35.

33. How many hours of mentoring are required for new attorneys?

- _____ hours
 A specific number of hours is not required

34. How is your mentoring program structured?

- New attorneys are assigned an experienced attorney as a mentor
 Experienced attorneys are available on an ad hoc basis to answer questions that new attorneys may have
 Other (please describe) _____

Continuing Legal Education

35. Is annual continuing legal education in juvenile dependency required for your staff attorneys?

- Yes
 No

36. If yes, how many hours of annual continuing legal education are required?

_____ hours

37. Does your organization provide in-house continuing legal education?

- Yes
 No

38. Does your organization subsidize attorney participation in out-of-town training, such as the annual Beyond the Bench and Rocky Mountain Child Advocacy Training Institute?

- Yes No

If you answered yes to question 37 please answer questions 39 through 44. Otherwise, please skip to question 44.

39. What is the amount of staff resources dedicated to curriculum development and training for continuing legal education?

_____ FTE

40. What types of materials/resources are used to provide continuing legal education?

(Check all that apply)

- Books
- Videotapes
- Live Training
- Other _____

41. How frequently is live training provided by your organization?

- Monthly
- Quarterly
- Bi-annually
- Annually
- Ad hoc
- No live training is provided

42. On which of the following topics is live continuing education training offered?

(Please check all that apply.)

- | | |
|--|---|
| <input type="checkbox"/> Child Abuse & Neglect | <input type="checkbox"/> Funding Issues |
| <input type="checkbox"/> Child Development | <input type="checkbox"/> SSI |
| <input type="checkbox"/> Child Support | <input type="checkbox"/> Victims of Crime |
| <input type="checkbox"/> Communication with clients | <input type="checkbox"/> Guardians ad Litem |
| <input type="checkbox"/> Community resources | <input type="checkbox"/> ICWA |
| <input type="checkbox"/> Conflicts & ethics | <input type="checkbox"/> Immigration |
| <input type="checkbox"/> Cultural competency | <input type="checkbox"/> Mental Health Issues |
| <input type="checkbox"/> Dependency law | <input type="checkbox"/> Multiple courts cross over issues
(delinquency, family) |
| <input type="checkbox"/> Domestic violence | <input type="checkbox"/> Placements |
| <input type="checkbox"/> DSS Procedures | <input type="checkbox"/> Sex abuse issues |
| <input type="checkbox"/> Education/special education
advocacy | <input type="checkbox"/> Substance abuse issues |
| <input type="checkbox"/> Expert Witnesses | <input type="checkbox"/> Trial practice |
| <input type="checkbox"/> Family Dynamics | <input type="checkbox"/> Other _____ |

43. Is attendance at live training mandatory?

- Yes
- No

44. If not, what percentage of your staff attorneys attends in-house training programs?

_____ %

45. Please list local dependency training providers utilized by your organization:

46. Considering both in-house and outside training resources available, does your organization have any unmet training needs?

- Yes
- No

47. If so, please list the topic areas below:

Technical Assistance

48. Please indicate on the following chart how case-specific technical assistance is provided to the attorneys in your office, if at all:

Topic	We provide technical assistance on this topic to attorneys in our office	External organizations provide technical assistance when needed. (Please indicate the name of the organization that provides assistance.)
Education Issues	<input type="checkbox"/>	
Special Education	<input type="checkbox"/>	
Immigration	<input type="checkbox"/>	
ICWA	<input type="checkbox"/>	
Psychotropic Drugs	<input type="checkbox"/>	

Other (specify)	<input type="checkbox"/>	
-----------------	--------------------------	--

49. Please indicate whether your organization is available to provide technical assistance to other attorneys (not in your office) on any of the following topics:

Topic	We are available to provide technical assistance to attorneys not in our office.
Education Issues	<input type="checkbox"/>
Special Education	<input type="checkbox"/>
Immigration	<input type="checkbox"/>
ICWA	<input type="checkbox"/>
Psychotropic Drugs	<input type="checkbox"/>
Other (specify)	<input type="checkbox"/>
Other (specify)	<input type="checkbox"/>

Insurance

50. Please provide the following information about your organization's insurance coverage:

Insurance Type	Amount of Coverage	Deductible	Annual Premium	Insurance Provider
Commercial General Liability				
Business Automobile Liability				
Professional Liability				
Workers' Compensation				
Employers' Liability				
Health				
Dental				

51. Would your organization be interested in group legal malpractice insurance, covering only court-appointed dependency work, if it were available statewide at a reduced rate?

- Yes
- No
- Maybe

52. Would your organization be interested in group policies for the other types of insurance listed in the above chart, if it were available statewide at a reduced rate?

- Yes
- No
- Maybe

Systems Meetings

53. Does your organization participate in court-sponsored juvenile dependency systems meetings?

- Yes
- No
- Not applicable (court does not sponsor systems meetings)

54. If yes, is one person from your office assigned to regularly attend these meetings or is the assignment rotated among your staff?

- Dedicated staff person
- Rotates among staff

55. How often do systems meetings take place?

- Monthly
- Quarterly
- Bi-annually
- Annually
- Ad hoc
- Not Applicable

Writ Practice

56. Who prepares and files writs for your organization?

- Trial attorney assigned to case
- Dedicated writ attorney in your office
- Other _____

57. If your organization has a dedicated writ attorney, please indicate the staff resources dedicated to writ preparation and filing:

_____ FTE

58. Do any of the following factors impact your organization’s writ practice?

- Insufficient time to complete writs
- Lack of attorneys with skills and/or experience in writ practice
- Lack of compensation for writ work
- Other: _____

Qualitative Assessment

59. What are the strengths of your organization’s model for providing dependency representation?

60. Are there barriers to providing adequate representation to parties in juvenile dependency proceedings in your jurisdiction or in your practice (e.g., unavailability of expert witnesses, need for GALs for incompetent parents, etc.)?

- Yes

No

61. If you answered yes to question 59, please describe these barriers, how they impact representation, and how they could be overcome.

Thank you for filling out the survey.

CFCC truly appreciates the time and effort that you have spent taking this survey. The survey results will provide us with valuable information in the assessment of the DRAFT Pilot Program and attorney performance.

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

**Request for Comment
Attachment B**

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%

Table 8: Caseload Model: Basic Standard						
	CWS/CMS Frequencies Not Already Accounted for in Structured Estimation Data	Hearing Classification Attorney Time Requirements: Child Client (in hours)	Hearing Classification Attorney Time Requirements: Parent Client (in hours)	Proportion of Caseload in Year One, Year Two, Year Three	Weighted Annual Hour Requirement by Case Type: Child Client	Weighted Annual Hour Requirement by Case Type: Parent Client
Year One						
Detention		3.04	3.50			
Disposition		4.49	5.35			
Permanency (6 month review)		4.15	3.17			
Year One Hours per Case		11.69	12.02	47.19%	5.52	5.67
Year Two						
12 month review	35.60%	2.96	2.26			
18 month review	15.00%	1.25	0.95			
.26 Hearing		2.59	4.67			
First PPH		1.92	0.57			
Year Two Hours per Case		8.72	8.44	36.50%	3.18	3.08
Year Three						
Second PPH		1.92	0.57			
Third PPH		1.92	0.57			
Year Three Hours per Case		3.84	1.14	16.31%	0.63	0.19
Total Annual Work Hours		1778	1778			
Annual Dependency Casework Hours / Annual Hours per Composite Case		1476	1476		9.32	8.94
Available Work Hours per Year per Case Composite (Year One+Year Two+Year Three)		158.29	165.13			
One 39.1B Writ per Year		11.25	13.22			
Revised Annual Dependency Casework Hours (Reflecting One 39.1B Writ per Year)		1464.75	1462.78			
Available Work Hours per Year Minus Writ per Case Composite (Year One+Year Two+Year Three)		157.08	164.00			
Travel Hours per Year per Case		3.20				
Child Cases with Travel Hours per Year/Travel Hours per Year/Other Case Service Time		117				
		374				
		1091				
RECOMMENDED CASELOAD		141				

Table 9: Caseload Model: Optimal Standard

	CWS/CMS Frequencies Not Already Accounted for in Structured Estimation Data	Hearing Classification Attorney Time Requirements: Child Client (in hours)	Hearing Classification Attorney Time Requirements: Parent Client (in hours)	Proportion of Caseload in Year One, Year Two, Year Three	Weighted Annual Hour Requirement by Case Type: Child Client	Weighted Annual Hour Requirement by Case Type: Parent Client
Year One						
Detention		5.00	7.06			
Disposition		10.28	12.95			
Permanency (6 month review)		8.33	5.82			
Year One Hours per Case		23.62	25.83	47.19%	11.15	12.19
Year Two						
12 month review	35.60%	6.14	4.14			
18 month review	15.00%	2.59	1.74			
.26 Hearing		6.04	6.39			
First PPH		2.15	1.08			
Year Two Hours per Case		16.93	13.35	36.50%	6.18	4.87
Year Three						
Second PPH		2.15	1.08			
Third PPH		2.15	1.08			
Year Three Hours per Case		4.31	2.16	16.31%	0.70	0.35
Total Annual Work Hours		1778	1778			
Annual Dependency Casework Hours / Annual Hours per Composite Case		1476	1476		18.03	17.41
Available Work Hours per Year per Case Composite (Year One+Year Two+Year Three)		81.88	84.77			
One 39.1 B Writ per Year		11.25	13.22			
Revised Annual Dependency Casework Hours (Reflecting One 39.1B Writ per Year)		1464.75	1462.78			
Available Work Hours per Year minus Writ per Case Composite (Year One+Year Two+Year Three)		81.25	84.01			
Travel Hours per Year per Case		3.20				
Child Cases with Travel Hours per Year/Travel		69				
Hours per Year/Other Case Service Time		221				
RECOMMENDED CASELOAD		1255				
		77				

The Caseload Study for Court-Appointed Dependency Counsel

APPENDIX 1B

Hearing Classification: Beginning Through Initial/Detention Hearing			
			Minutes to Complete: From Workload Data
<i>Phase A. Before Hearing</i>		N	Mean
Activity 1. Case Preparation			
Document review and Obtain and review discovery		770	:15
Notes to file and Draft orders		107	:10
Legal research		10	:38
Communicate with client (in person)		465	:20
Communicate with client (other)		153	:20
Communicate with child welfare worker		165	:11
Communicate with other counsel		191	:10
Communicate with others		123	:13
Other investigation or case management activity		71	:09
Activity 2. Motions and Other Hearings		82	:21
Activity 3. Detention Hearing Trial Preparation		82	:28
Phase B. At Initial/Detention Hearing			
Conduct hearing (witnesses testify)		90	:20
Conduct hearing (witnesses do not testify)		1146	:15
Phase C. File Writ			
Prepare and file notice of appeal			
Prepare/file/respond to/argue writ			

The Caseload Study for Court-Appointed Dependency Counsel

APPENDIX 1B

Hearing Classification: Post-Detention Hearing Through Disposition		Minutes to Complete: From Workload Data	
<i>Phase A. Before Hearing</i>		N	Mean
Activity 1. Case Preparation			
Document review and Obtain and review discovery		2083	:15
Notes to file and Draft orders		577	:10
Legal research		115	:33
Communicate with client (in person)		952	:22
Communicate with client (other)		695	:17
Communicate with child welfare worker		647	:10
Communicate with other counsel		833	:14
Communicate with others		588	:14
Other investigation or case management activity		324	:11
Activity 2. Motions and Other Hearings		415	:20
Activity 3. Juris/Dispo Trial Preparation		407	:35
			1:13
Phase B. At Hearing: Juris-Dispo Combined			
Conduct hearing (witnesses testify)		326	:45
Conduct hearing (witnesses do not testify)		2590	:14
Phase C. File Writ			
Prepare/file/respond to/argue writ		3	2:49
			2:49

The Caseload Study for Court-Appointed Dependency Counsel

APPENDIX 1B

Hearing Classification: 39.1B Writ Preparation through Completion of the Selection and Implementation (.26) Hearing		Minutes to Complete: From Workload Data	
<i>Phase A. Before Hearing</i>		N	Mean
Activity 1. Case Preparation			
Document review and Obtain and review discovery		757	:15 :26
Notes to file and Draft orders		223	:10 :13
Legal research		62	:39 1:11
Communicate with client (in person)		165	:15 :30
Communicate with client (other)		248	:16 :25
Communicate with child welfare worker		217	:11 :15
Communicate with other counsel		267	:14 :20
Communicate with others		309	:15 :24
Other investigation or case management activity		128	:12 :18
Activity 2. Motions and Other Hearings		179	:23 :54
Activity 3. 39.1B Writs			
Prepare and file notice of intent to file		4	:42 :53
Request preparation and/or augmentation of record		5	:38 :41
Review record		21	1:12 2:49
Preparation and filing of pleadings		6	2:25 5:05
Oral argument			0
Draft settlement/order language		1	:15 :15
Activity 4. .26 Hearing Trial Preparation		89	:37 :51
Phase B. At .26 Hearing			
Conduct hearing (witnesses testify)		127	:53 1:24
Conduct hearing (witnesses do not testify)		881	:10 :17
Phase C. File Notice of Appeal or Writ			
Prepare and file notice of appeal		26	:35 :58
Prepare/file/respond to/argue writ		46	3:00 4:46

The Caseload Study for Court-Appointed Dependency Counsel

APPENDIX 1B

Hearing Classification: Post-Disposition Through End of Reunification Services and/or End of In-Home Dependency Period		Minutes to Complete: From Workload Data		
		N	Median	Mean
Phase A. Before Hearing				
Activity 1. Case Preparation				
Document review and Obtain and review discovery		3661	:12	:18
Notes to file and Draft orders		1099	:10	:13
Legal research		122	:30	:43
Communicate with client (in person)		1291	:18	:24
Communicate with client (other)		1323	:15	:21
Communicate with child welfare worker		1291	:10	:15
Communicate with other counsel		1178	:10	:16
Communicate with others		1319	:14	:22
Other investigation or case management activity		530	:10	:18
Activity 2. Motions and Other Hearings				
		819	:17	:34
Activity 3. Review Hearing Trial Preparation				
		362	:32	:57
Phase B. Statutory Review Hearing				
At Hearing, Services Ongoing				
Conduct hearing (witnesses testify)		372	:30	1:00
Conduct hearing (witnesses do not testify)		3878	:10	:15
At Hearing, Services Terminating				
Conduct hearing (witnesses testify)		19	1:15	1:40
Conduct hearing (witnesses do not testify)		141	:13	:17
Phase C. File Notice of Appeal or Writ				
Prepare and file notice of appeal		12	:34	2:47
Prepare/file/respond to/argue writ		8	:40	2:16

The Caseload Study for Court-Appointed Dependency Counsel

APPENDIX 1B

Hearing Classification: Post-Permanent Plan				Minutes to Complete: From Workload Data	
Phase A. Before Hearing		N	Median	Mean	
Activity 1. Case Preparation		2323	:10	:15	
Document review and Obtain and review discovery		736	:08	:10	
Notes to file and Draft orders		69	:29	:38	
Legal research		519	:18	:30	
Communicate with client (in person)		778	:15	:20	
Communicate with client (other)		783	:10	:16	
Communicate with child welfare worker		498	:11	:18	
Communicate with other counsel		1056	:14	:22	
Communicate with others		416	:07	:17	
Other investigation or case management activity					
Activity 2. Motions and Other Hearings		390	:20	:41	
Activity 3. Review Hearing Trial Preparation		85	:28	:37	
Phase B. At Post Perm Plan Hearing					
Conduct hearing (witnesses testify)		173	:15	:29	
Conduct hearing (witnesses do not testify)		2469	:10	:13	
Phase C. File Notice of Appeal or Writ					
Prepare and file notice of appeal		15	:29	:36	
Prepare/file/respond to/argue writ		14	:48	3:42	