

Family & Juvenile Law Advisory Committee

Trial Court Budget Advisory Committee

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

September 17, 2015

Meeting Materials

- 1. Caseload statistics**
- 2. Case phase workload data**
- 3. Financial survey of attorney provider data**

Model Combining Filings and Child Welfare Case Numbers

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

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

Model Combining

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

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

Model Combining Filings and Child Welfare Case Numbers: Sort

COUNTY	Average Filings	Average CW	Filings %	Cases %
	12-14	Cases 12-14		
Alpine	0	0	0.00%	0.00%
Alameda	628	1,769	1.63%	2.44%
Santa Clara	545	1,495	1.42%	2.06%
Mono	4	10	0.01%	0.01%
Lake	53	133	0.14%	0.18%
San Joaquin	599	1,486	1.56%	2.05%
Kings	196	478	0.51%	0.66%
Sonoma	259	628	0.67%	0.87%
San Diego	1,609	3,862	4.18%	5.32%
Santa Barbara	263	630	0.68%	0.87%
Shasta	256	611	0.66%	0.84%
San Mateo	204	485	0.53%	0.67%
Sacramento	1,121	2,637	2.91%	3.63%
Monterey	160	367	0.41%	0.51%
San Francisco	570	1,296	1.48%	1.79%
Inyo	9	19	0.02%	0.03%
Fresno	874	1,950	2.27%	2.69%
Del Norte	50	111	0.13%	0.15%
Orange	1,389	3,051	3.61%	4.20%
Kern	844	1,805	2.19%	2.49%
Butte	268	561	0.70%	0.77%
Humboldt	146	302	0.38%	0.42%
Sutter	82	155	0.21%	0.21%
Mendocino	158	298	0.41%	0.41%
Glenn	53	100	0.14%	0.14%
San Benito	58	110	0.15%	0.15%
San Bernardino	2,544	4,700	6.61%	6.48%
Tulare	605	1,088	1.57%	1.50%
El Dorado	197	353	0.51%	0.49%
Solano	246	440	0.64%	0.61%
Nevada	66	117	0.17%	0.16%
Santa Cruz	203	357	0.53%	0.49%
Imperial	211	372	0.55%	0.51%
Napa	87	151	0.23%	0.21%
Los Angeles	16,700	29,089	43.38%	40.08%
Ventura	598	1,040	1.55%	1.43%
Riverside	3,035	5,254	7.88%	7.24%
Tuolumne	73	126	0.19%	0.17%
Merced	406	688	1.05%	0.95%
Plumas	33	55	0.08%	0.08%
Marin	63	106	0.16%	0.15%

Contra Costa	728	1,214	1.89%	1.67%
San Luis Obispo	269	443	0.70%	0.61%
Yolo	204	336	0.53%	0.46%
Madera	227	373	0.59%	0.51%
Trinity	47	77	0.12%	0.11%
Stanislaus	390	630	1.01%	0.87%
Siskiyou	76	118	0.20%	0.16%
Amador	37	55	0.10%	0.08%
Tehama	143	207	0.37%	0.29%
Lassen	53	71	0.14%	0.10%
Calaveras	105	135	0.27%	0.19%
Colusa	28	35	0.07%	0.05%
Mariposa	25	30	0.07%	0.04%
Modoc	14	15	0.04%	0.02%
Yuba	169	159	0.44%	0.22%
Placer	515	392	1.34%	0.54%
Sierra	3	3	0.01%	0.00%
<hr/> Total	38,497	72,577	100.00%	100.00%

Model Combined by Change in Proportion Statewide

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

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

Court Appointed Counsel Caseload Model Components
Attorney time per event estimates (2002)
compared to median times reported by DRAFT programs (2013-2015)
Case Phase 1: Pre detention and detention hearing
Children

	Model % freq. per case	Model Event time	Model Total Time	All DRAFT Event Time	All DRAFT Event Total Time
Activity 1: Case Preparation					
Document review	100%	20	20	30	30
Notes to file and drafting	52%	9	5	60	31
Legal research	7%	44	3	59	4
Communicate with client in person	83%	38	32	40	33
Communication with client other	24%	10	2	25	6
Communicate with social worker	75%	22	17	17	13
Communicate with other counsel	84%	25	21	22	19
Communicate with others	66%	45	30	22	15
Other	100%	18	18	34	34
Activity 2: Motions and Other Hearings					
	2%	21	0	43	1
Activity 3: Detention Hearing					
Hearing preparation	29%	69	20	62	18
Conduct hearing (Witnesses_	10%	20	2		
Conduct hearing (No witnesses)	90%	15	14		
Conduct hearing (JCATS)	100%			64	64
Total minutes			183		267

Sources. Court-Appointed Counsel: Caseload Standards, Service Delivery Models, and Contract Administration. Judicial Council of California, June 15, 2004
Judicial Council of California, Dependency Representation, Administration, Funding and Training (DRAFT) administrative data, 2013-2015.

Court Appointed Counsel Caseload Model Components
Attorney time per event estimates (2002)
compared to median times reported by DRAFT programs (2013-2015)
Case Phase 1: Pre detention and detention hearing
Parents

	Model % freq. per case	Model Event time	Model Total Time	All DRAFT Event Time	All DRAFT Event Total Time
Activity 1: Case Preparation					
Document review	100%	20	20	28	28
Notes to file and drafting	76%	11	8	30	23
Legal research	10%	23	2	79	8
Communicate with client in person	92%	43	40	39	36
Communication with client other	38%	18	7	31	12
Communicate with social worker	73%	22	16	19	14
Communicate with other counsel	93%	19	18	18	17
Communicate with others	63%	29	18	18	11
Other	91%	19	17	34	31
Activity 2: Motions and Other Hearings	2%	22	0	42	1
Activity 3: Detention Hearing					
Hearing preparation	27%	182	49	62	17
Conduct hearing (Witnesses_	11%	20	2		
Conduct hearing (No witnesses)	89%	15	13		
Conduct hearing (JCATS)	100%			47	47
Total minutes			211		243

Sources. Court-Appointed Counsel: Caseload Standards, Service Delivery Models, and Contract Administration. Judicial Council of California, June 15, 2004
Judicial Council of California, Dependency Representation, Administration, Funding and Training (DRAFT) administrative data, 2013-2015.

Court Appointed Counsel Caseload Model Components
Attorney time per event estimates (2002)
compared to median times reported by DRAFT programs (2013-2015)
Case Phase 2: End of Detention through Juris/Dispo
Children

	Model % freq. per case	Model Event time	Model Total time	DRAFT Event Time	DRAFT Total Time
Activity 1: Case Preparation					
Document review	90%	37	33	32	29
Notes to file and drafting	83%	20	17	34	28
Legal research	25%	28	7	65	16
Communicate with client in person	85%	32	27	57	48
Communication with client other	21%	11	2	23	5
Communicate with social worker	89%	21	19	16	14
Communicate with other counsel	85%	14	12	22	18
Communicate with others	74%	41	30	22	16
Other	50%	29	15	32	16
Activity 2: Motions and Other Hearings	53%	80	42	56	30
Activity 3: Juris Dispo Hearing					
Hearing preparation	33%	131	43	71	23
Juris only					
Conduct hearing (Witnesses)	9%	45	4		
Conduct hearing (No Witnesses)	27%	13	4		
Conduct hearing (JCATS all)	36%			59	21
Dispo only					
Conduct hearing (Witnesses)	11%	45	5		
Conduct hearing (No Witnesses)	25%	13	3		
Conduct hearing (JCATS all)	36%			61	22
Juris/Dispo combined					
Conduct hearing (Witnesses)	8%	45	4		
Conduct hearing (No Witnesses)	33%	13	4		
Conduct hearing (JCATS all)	41%			65	27
Total minutes			271	614	314

Court Appointed Counsel Caseload Model Components
Attorney time per event estimates (2002)
compared to median times reported by DRAFT programs (2013-2015)
Case Phase 2: End of Detention through Juris/Dispo
Parents

	Model % freq. per case	Model Event time	Model Total time	DRAFT Event Time	DRAFT Total Time
Activity 1: Case Preparation					
Document review	90%	41	37	30	27
Notes to file and drafting	71%	11	8	39	28
Legal research	30%	30	9	62	19
Communicate with client in person	82%	46	38	38	31
Communication with client other	59%	20	12	25	15
Communicate with social worker	69%	20	14	18	12
Communicate with other counsel	84%	17	14	22	18
Communicate with others	60%	30	18	22	13
Other	39%	40	16	48	19
Activity 2: Motions and Other Hearings	53%	84	45	44	23
Activity 3: Juris Dispo Hearing					
Hearing preparation	34%	247	84	68	23
Juris only					
Conduct hearing (Witnesses)	9%	45	4		
Conduct hearing (No Witnesses)	27%	15	4		
Conduct hearing (JCATS all)	36%			38	14
Dispo only					
Conduct hearing (Witnesses)	12%	45	5		
Conduct hearing (No Witnesses)	25%	15	4		
Conduct hearing (JCATS all)	37%			47	18
Juris/Dispo combined					
Conduct hearing (Witnesses)	10%	45	5		
Conduct hearing (No Witnesses)	36%	15	5		
Conduct hearing (JCATS all)	46%			63	29
Total minutes			321		287

Court Appointed Counsel Caseload Model Components
Attorney time per event estimates (2002)
compared to median times reported by DRAFT programs (2013-2015)
Case Phase 3: End of Disposition through Permanency
Children

	Model % freq. per case	Model Event time	Model Total time	DRAFT Event Time	DRAFT Total Time
Activity 1: Case Preparation					
Document review	49%	55	27	31	15
Notes to file and drafting	39%	33	13	34	13
Legal research	12%	32	4	58	7
Communicate with client in person	42%	56	24	61	25
Communication with client other	30%	41	12	25	7
Communicate with social worker	46%	57	26	16	7
Communicate with other counsel	47%	41	19	21	10
Communicate with others	43%	119	51	21	9
Other	33%	40	13	29	10
Activity 2: Motions and Other Hearings					
	31%	90	28	59	18
Activity 3: Review Hearing					
Hearing preparation	17%	128	22	70	12
Review Hearing					
Conduct hearing (Witnesses)	6%	25	2		
Conduct hearing (No Witnesses)	30%	10	3		
Conduct hearing (JCATS all)	36%			64	23
Termination of reunification					
Conduct hearing (Witnesses)	7%	65	5		
Conduct hearing (No Witnesses)	3%	10	0		
Conduct hearing (JCATS all)	10%			64	6
File Notice of Appeal or Writ					
Prepare/file notice of appeal	2%	24		24	0
Prepare/file/respond/argue/writ	2%				
Total minutes			248		164

Court Appointed Counsel Caseload Model Components
Attorney time per event estimates (2002)
compared to median times reported by DRAFT programs (2013-2015)
Case Phase 3: End of Disposition through Permanency
Parents

	Model % freq. per case	Model Event time	Model Total time	DRAFT Event Time	DRAFT Total Time
Activity 1: Case Preparation					
Document review	49%	29	14	28	14
Notes to file and drafting	37%	17	6	49	18
Legal research	14%	41	6	61	9
Communicate with client in person	40%	45	18	20	8
Communication with client other	46%	41	19	23	10
Communicate with social worker	43%	46	20	17	7
Communicate with other counsel	47%	42	20	21	10
Communicate with others	35%	57	20	21	7
Other	30%	28	8	40	12
Activity 2: Motions and Other Hearings	26%	101	26	39	10
Activity 3: Review Hearing					
Hearing preparation	16%	139	22	84	13
Review Hearing					
Conduct hearing (Witnesses)	6%	35	2		
Conduct hearing (No Witnesses)	30%	10	3		
Conduct hearing (JCATS all)	36%			52	19
Termination of reunification					
Conduct hearing (Witnesses)	5%	85	4		
Conduct hearing (No Witnesses)	3%	15	0		
Conduct hearing (JCATS all)	8%			52	4
File Notice of Appeal or Writ					
Prepare/file notice of appeal	3%	18			
Prepare/file/respond/argue/writ	2%				
Total minutes			189		142

Court Appointed Counsel Caseload Model Components
Attorney time per event estimates (2002)
compared to median times reported by DRAFT programs (2013-2015)
Case Phase 4: 241.1/39.1B Writ
Children

	Model % freq. per case	Model Event time	Model Total time	DRAFT Event Time	DRAFT Total Time
Activity 1: Case Preparation					
Document review	30%	80	24	32	10
Notes to file and drafting	23%	42	10	40	9
Legal research	15%	46	7	72	11
Communicate with client in person	26%	43	11	61	16
Communication with client other	21%	29	6	26	5
Communicate with social worker	28%	39	11	16	4
Communicate with other counsel	28%	39	11	23	6
Communicate with others	29%	46	13	23	7
Other	27%	39	11	31	8
Activity 2: Motions and Other Hearings	17%	87	15	69	12
Activity 3: 39.1B Writs					
Prepare and file notice of intent	5%	50	3		
Request preparation of record	5%	35	2		
Review Record	10%	140	14		
Prepare/file pleadings	5%	260	13		
Oral Arugment	1%	110	1		
Draft settlement/order language	0%	80	0		
Total JCATS estimate				30	30

Activity 3: 241.1 Hearing						
Hearing preparation	8%	20	2	74	6	
241.1 hearing						
Conduct hearing (Witnesses)	2%	46	1			
Conduct hearing (No Witnesses)	5%	10	1			
Conduct hearing (JCATS all)	7%			65	5	
Phase B At .26 Adoption indicated						
Conduct hearing (Witnesses)	4%	46	2			
Conduct hearing (No Witnesses)	3%	10	0			
Conduct hearing (JCATS all)	7%			65	5	
File Notice of Appeal or Writ						
Prepare/file notice of appeal	0%	20				
Prepare/file/respond/argue/writ	1%					
Total minutes			156		133	

Sources. Court-Appointed Counsel: Caseload Standards, Service Delivery Models, and Contract Administration. Judicial Council of California, June 15, 2004
Judicial Council of California, Dependency Representation, Administration, Funding and Training (DRAFT) administrative data, 2013-2015.

Court Appointed Counsel Caseload Model Components
Attorney time per event estimates (2002)
compared to median times reported by DRAFT programs (2013-2015)
Case Phase 4: 241.1/39.1B Writ
Parents

	Model % freq. per case	Model Event time	Model Total time	DRAFT Event Time	DRAFT Total Time
Activity 1: Case Preparation					
Document review	30%	80	24	42	13
Notes to file and drafting	23%	30	7	47	11
Legal research	17%	55	9	88	15
Communicate with client in person	22%	43	9	35	8
Communication with client other	25%	30	8	23	6
Communicate with social worker	21%	15	3	17	4
Communicate with other counsel	28%	27	8	25	7
Communicate with others	22%	43	9	25	6
Other	19%	41	8	42	8
Activity 2: Motions and Other Hearings	20%	230	46	73	15
Activity 3: 39.1B Writs					
Prepare and file notice of intent	10%	23	2		
Request preparation of record	8%	32	3		
Review Record	14%	365	51		
Prepare/file pleadings	13%	650	85		
Oral Arugment	1%	98	1		
Draft settlement/order language	0%	45	0		
Total JCATS estimate				30	30

Activity 3: 241.1 Hearing

Hearing preparation	8%	85	7	91	7
241.1 hearing					
Conduct hearing (Witnesses)	2%	60	1		
Conduct hearing (No Witnesses)	5%	10	1		
Conduct hearing (JCATS all)				58	0
Phase B At .26 Adoption indicated					
Conduct hearing (Witnesses)	0%	0	0		
Conduct hearing (No Witnesses)	0%	0	0		
Conduct hearing (JCATS all)				58	0
File Notice of Appeal or Writ					
Prepare/file notice of appeal	0%	0			
Prepare/file/respond/argue/writ	0%				
Total minutes			281		128

Sources. Court-Appointed Counsel: Caseload Standards, Service Delivery Models, and Contract Administration. Judicial Council of California, June 15, 2004
Judicial Council of California, Dependency Representation, Administration, Funding and Training (DRAFT) administrative data, 2013-2015.

Court Appointed Counsel Caseload Model Components
Attorney time per event estimates (2002)
compared to median times reported by DRAFT programs (2013-2015)
Case Phase 5: through Post Permanency Plan
Children

	Model % freq. per case	Model Event time	Model Total time	DRAFT Event Time	DRAFT Total Time
Activity 1: Case Preparation					
Document review	23%	16	4	26	6
Notes to file and drafting	14%	8	1	36	5
Legal research	2%	31	1	52	1
Communicate with client in person	21%	50	11	42	9
Communication with client other	13%	58	8	19	2
Communicate with social worker	16%	60	10	14	2
Communicate with other counsel	8%	23	2	19	2
Communicate with others	22%	70	15	19	4
Other	19%	43	8	26	5
Activity 2: Motions and Other Hearings	24%	107	26	48	12
Activity 3: Review hearing					
Hearing preparation	12%	230	28	56	7
Review hearing					
Conduct hearing (Witnesses)	1%	15	0		
Conduct hearing (No Witnesses)	18%	10	2		
Conduct hearing (JCATS all)				49	0
Review hearing: Adoption indicated					
Conduct hearing (Witnesses)	0%	15	0		
Conduct hearing (No Witnesses)	2%	10	0		
Conduct hearing (JCATS all)				49	0
File Notice of Appeal or Writ					
Prepare/file notice of appeal	0%	10			
Prepare/file/respond/argue/writ	4%				
Total minutes			114		55

Court Appointed Counsel Caseload Model Components
Attorney time per event estimates (2002)
compared to median times reported by DRAFT programs (2013-2015)
Case Phase 5: through Post Permanency Plan
Parents

	Model % freq. per case	Model Event time	Model Total time	DRAFT Event Time	DRAFT Total Time
Activity 1: Case Preparation					
Document review	23%	23	5	23	5
Notes to file and drafting	20%	11	2	39	8
Legal research	3%	29	1	104	3
Communicate with client in person	6%	30	2	29	2
Communication with client other	12%	15	2	22	3
Communicate with social worker	14%	15	2	16	2
Communicate with other counsel	20%	13	3	19	4
Communicate with others	5%	44	2	19	1
Other	11%	44	5	31	3
Activity 2: Motions and Other Hearings					
	5%	158	8	39	2
Activity 3: Review hearing					
Hearing preparation	1%	105	1	78	1
Review hearing					
Conduct hearing (Witnesses)	0%	15	0		
Conduct hearing (No Witnesses)	15%	10	2		
Conduct hearing (JCATS all)				41	0
Review hearing: Adoption indicated					
Conduct hearing (Witnesses)	0%	0	0		
Conduct hearing (No Witnesses)	0%	0	0		
Conduct hearing (JCATS all)					
File Notice of Appeal or Writ					
Prepare/file notice of appeal	1%	14			
Prepare/file/respond/argue/writ	0%				
Total minutes			34		34

Table 1. Average Attorney Salaries						
Region	Size	Organization Type	Senior Attorney Average	Attorney Average	Average Social Worker / Investigator	Salary includes overhead
Bay Area	Mid-sized	3 sole practitioner - associated	\$90,000	\$90,000	\$41,600	
Bay Area	Large	Administered panel		\$62,935		
Bay Area	Large	Administered panel	\$70,500	\$70,500	\$50,500	
Inland Empire	Large	Administered panel		\$105,000	\$49,840	
Inland Empire	Large	Administered panel		\$150,000	\$54,000	Yes
Bay Area	Large	Administered panel		\$102,224		Yes
Central Coast	Mid-sized	Administered panel	\$100,031	\$79,539	\$40,000	
Inland Empire	Mid-sized	Government agency		\$78,000	\$38,000	
Central Valley	Mid-sized	Government agency		\$58,000		
Southern	Large	Government agency	\$168,522	\$101,724	\$82,128	
Bay Area	Mid-sized	Government agency		\$96,877	\$73,806	
Central Valley	Mid-sized	Government agency	\$126,594	\$112,680		
Central Valley	Mid-sized	Government agency		\$93,333		
Bay Area	Mid-sized	Other (please specify)	\$91,429	\$90,000		
Southern	Large	Other (please specify)				
North	Small	Solo practitioner law firm (only 1 attorney)		\$103,000		
North	Small	Solo practitioner law firm (only 1 attorney)		\$49,000		Yes
North	Small	Solo practitioner law firm (only 1 attorney)				Yes

Table 1. Average Attorney Salaries						
Region	Size	Organization Type	Senior Attorney Average	Attorney Average	Average Social Worker / Investigator	Salary includes overhead
North	Small	Solo practitioner law firm (only 1 attorney)		\$61,200		Yes
North	Small	Solo practitioner law firm (only 1 attorney)		\$62,364		Yes
North	Mid-sized	Solo practitioner law firm (only 1 attorney)		\$108,000		
North	Mid-sized	Solo practitioner law firm (only 1 attorney)		\$115,000		
North	Mid-sized	Solo practitioner law firm (only 1 attorney)	\$115,000	\$115,000		
North	Small	Solo practitioner law firm (only 1 attorney)		\$173,585		
North	Mid-sized	Solo practitioner law firm (only 1 attorney)		\$126,000		Yes
Central Valley	Mid-sized	Solo practitioner law firm (only 1 attorney)		\$45,000		
Central Coast	Mid-sized	Solo practitioner law firm (only 1 attorney)		\$73,000		
North	Small	Solo practitioner law firm (only 1 attorney)		\$89,000	\$52,000	

Table 1. Average Attorney Salaries						
Region	Size	Organization Type	Senior Attorney Average	Attorney Average	Average Social Worker / Investigator	Salary includes overhead
North	Small	Solo practitioner law firm (only 1 attorney)				
North	Small	Solo practitioner law firm (only 1 attorney)		\$89,280		
North	Small	Solo practitioner law firm (only 1 attorney)	\$100,000	\$100,000	\$72,000	
North	Small	Solo practitioner law firm (only 1 attorney)				
Central Valley	Mid-sized	Solo practitioner law firm (only 1 attorney)	\$90,789	\$90,789		
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)	\$98,625	\$63,742	\$54,250	
Inland Empire	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$114,000	\$108,000	\$76,000	
North	Small	Staffed law firm (2 or more attorneys on staff)	\$77,030	\$77,030	\$46,800	
Southern	Large	Staffed law firm (2 or more attorneys on staff)		\$80,133	\$38,836	
Southern	Large	Staffed law firm (2 or more attorneys on staff)	\$100,269	\$63,356	\$41,104	

Table 1. Average Attorney Salaries						
Region	Size	Organization Type	Senior Attorney Average	Attorney Average	Average Social Worker / Investigator	Salary includes overhead
Bay Area	Mid-sized	Staffed law firm (2 or more attorneys on staff)		\$100,000		
North	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$85,160	\$85,160		
Southern	Mid-sized	Staffed law firm (2 or more attorneys on staff)		\$64,776	\$88,700	
Southern	Mid-sized	Staffed law firm (2 or more attorneys on staff)		\$54,000		
Central Valley	Large	Staffed law firm (2 or more attorneys on staff)		\$57,967	\$33,700	
Central Valley	Large	Staffed law firm (2 or more attorneys on staff)	\$132,000	\$105,000	\$30,000	
Central Coast	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$93,500	\$97,750		
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)		\$74,577	\$56,000	
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)	\$75,282	\$57,190	\$64,038	
Bay Area	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$85,000	\$60,000	\$40,000	

Table 1. Average Attorney Salaries						
Region	Size	Organization Type	Senior Attorney Average	Attorney Average	Average Social Worker / Investigator	Salary includes overhead
Central Valley	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$84,000	\$60,000		
Central Valley	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$100,000	\$80,000	\$49,250	
North	Small	Staffed law firm (2 or more attorneys on staff)		\$82,500		
North	Small		\$90,000	\$90,000		

Table 2. Benefits paid to staff							
Region	Size	Organization Type		Salary total	Est. Total Benefits Cost	% Benefits	
Bay Area	Mid-sized	3 sole practitioner - associated		\$372,200	\$36,000	10%	
Bay Area	Large	Administered panel		\$1,702,786	\$13,006	1%	
Bay Area	Large	Administered panel		\$1,092,132	\$264,101	24%	
Inland Empire	Large	Administered panel		\$185,000		0%	
Inland Empire	Large	Administered panel		\$580,000		0%	
Bay Area	Large	Administered panel		\$0			
Central Coast	Mid-sized	Administered panel		\$534,187	\$133,513	25%	
Inland Empire	Mid-sized	Government agency		\$240,700	\$70,000	29%	
Central Valley	Mid-sized	Government agency		\$138,652		0%	
Southern	Large	Government agency		\$1,556,020	\$688,783	44%	
Bay Area	Mid-sized	Government agency		\$396,160	\$169,384	43%	
Central Valley	Mid-sized	Government agency		\$143,585	\$43,075	30%	
Central Valley	Mid-sized	Government agency		\$42,000	\$13,323	32%	
Bay Area	Mid-sized	Other (please specify)		\$241,000	\$53,400	22%	
Southern	Large	Other (please specify)		\$0	\$0		
North	Small	Solo practitioner law firm (only 1 attorney)		\$30,000	\$7,000	23%	
North	Small	Solo practitioner law firm (only 1 attorney)		\$45,000			

Table 2. Benefits paid to staff							
Region	Size	Organization Type		Salary total	Est. Total Benefits Cost	% Benefits	
North	Small	Solo practitioner law firm (only 1 attorney)			\$12,000		
North	Small	Solo practitioner law firm (only 1 attorney)		\$61,200	\$2,400	4%	
North	Small	Solo practitioner law firm (only 1 attorney)			\$16,000		
North	Mid-sized	Solo practitioner law firm (only 1 attorney)		\$108,000			
North	Mid-sized	Solo practitioner law firm (only 1 attorney)		\$119,500			
North	Mid-sized	Solo practitioner law firm (only 1 attorney)		\$115,000			
North	Small	Solo practitioner law firm (only 1 attorney)		\$92,000			
North	Mid-sized	Solo practitioner law firm (only 1 attorney)		\$126,000	\$13,500	11%	

Table 2. Benefits paid to staff							
Region	Size	Organization Type		Salary total	Est. Total Benefits Cost	% Benefits	
Central Valley	Mid-sized	Solo practitioner law firm (only 1 attorney)		\$90,000			
Central Coast	Mid-sized	Solo practitioner law firm (only 1 attorney)		\$96,000	\$30,000	31%	
North	Small	Solo practitioner law firm (only 1 attorney)		\$172,090	\$15,800	9%	
North	Small	Solo practitioner law firm (only 1 attorney)		\$0	\$0		
North	Small	Solo practitioner law firm (only 1 attorney)		\$0	\$3,000		
North	Small	Solo practitioner law firm (only 1 attorney)		\$35,000			
North	Small	Solo practitioner law firm (only 1 attorney)		\$19,000			
Central Valley	Mid-sized	Solo practitioner law firm (only 1 attorney)		\$0	\$0		

Table 2. Benefits paid to staff							
Region	Size	Organization Type		Salary total	Est. Total Benefits Cost	% Benefits	
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)		\$1,497,730	\$236,960	16%	
Inland Empire	Mid-sized	Staffed law firm (2 or more attorneys on staff)		\$345,800	\$1,400	0%	
North	Small	Staffed law firm (2 or more attorneys on staff)		\$58,786	\$11,611	20%	
Southern	Large	Staffed law firm (2 or more attorneys on staff)		\$17,269,740	\$3,932,348	23%	
Southern	Large	Staffed law firm (2 or more attorneys on staff)		\$9,616,626	\$1,539,695	16%	
Bay Area	Mid-sized	Staffed law firm (2 or more attorneys on staff)		\$93,500	\$125	0%	
North	Mid-sized	Staffed law firm (2 or more attorneys on staff)		\$115,025	\$41,668	36%	
Southern	Mid-sized	Staffed law firm (2 or more attorneys on staff)		\$471,048	\$86,300	18%	
Southern	Mid-sized	Staffed law firm (2 or more attorneys on staff)		\$246,000	\$99,000	40%	
Central Valley	Large	Staffed law firm (2 or more attorneys on staff)		\$1,853,424	\$413,600	22%	

Table 2. Benefits paid to staff						
Region	Size	Organization Type	Salary total	Est. Total Benefits Cost	% Benefits	
Central Valley	Large	Staffed law firm (2 or more attorneys on staff)	\$1,777,000	\$247,682	14%	
Central Coast	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$605,900	\$0	0%	
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)	\$1,937,810	\$376,066	19%	
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)	\$1,715,820	\$339,655	20%	
Bay Area	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$260,000	\$13,525	5%	
Central Valley	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$116,400	\$125		
Central Valley	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$254,750	\$34,184	13%	
North	Small	Staffed law firm (2 or more attorneys on staff)	\$50,000			
North	Small		\$90,000			

Table 3. Contract and Operating Costs							
Region	Size	Organization Type	Est. Contract Legal Services	Est. Contract Total	Travel	Training	Expert Witnesses
Bay Area	Mid-sized	3 sole practitioner - associated	\$0	\$1,200	\$22,000	\$1,500	\$5,000
Bay Area	Large	Administered panel	\$6,056	\$7,061	\$1,238	\$17,276	\$27,000
Bay Area	Large	Administered panel	\$1,044,765	\$1,300,022	\$23,129	\$21,528	\$5,652
Inland Empire	Large	Administered panel	\$775,000	\$800,000		\$6,000	
Inland Empire	Large	Administered panel	\$2,550,000	\$2,766,000	\$41,720	\$10,000	\$25,000
Bay Area	Large	Administered panel	\$3,533,197	\$3,533,198			
Central Coast	Mid-sized	Administered panel	\$0	\$0	\$10,000	\$4,000	\$0
Inland Empire	Mid-sized	Government agency			\$6,250	\$3,000	\$5,000
Central Valley	Mid-sized	Government agency	\$132,000	\$365,140			
Southern	Large	Government agency				\$1,000	\$32,231
Bay Area	Mid-sized	Government agency			\$380	\$2,115	\$7,500
Central Valley	Mid-sized	Government agency				\$2,000	\$2,000
Central Valley	Mid-sized	Government agency			\$262	\$450	
Bay Area	Mid-sized	Other (please specify)	\$19,200	\$50,600	\$13,000	\$3,500	\$5,000
Southern	Large	Other (please specify)	\$0	\$120,000			
North	Small	Solo practitioner law firm (only 1 attorney)			\$4,800	\$2,500	\$1,500
North	Small	Solo practitioner law firm (only 1 attorney)	\$0	\$5,400	\$750	\$500	

Table 3. Contract and Operating Costs							
Region	Size	Organization Type	Est. Contract Legal Services	Est. Contract Total	Travel	Training	Expert Witnesses
North	Small	Solo practitioner law firm (only 1 attorney)			\$2,600	\$2,000	\$2,500
North	Small	Solo practitioner law firm (only 1 attorney)				\$700	0-1500
North	Small	Solo practitioner law firm (only 1 attorney)			\$750	\$1,000	\$5,000
North	Mid-sized	Solo practitioner law firm (only 1 attorney)			\$14,515	\$1,500	\$1,500
North	Mid-sized	Solo practitioner law firm (only 1 attorney)					
North	Mid-sized	Solo practitioner law firm (only 1 attorney)			\$0	\$0	\$0
North	Small	Solo practitioner law firm (only 1 attorney)	\$800	\$1,250	\$5,125	\$2,500	\$7,500
North	Mid-sized	Solo practitioner law firm (only 1 attorney)	\$750	\$1,500	\$2,200	\$300	\$6,000

Table 3. Contract and Operating Costs							
Region	Size	Organization Type	Est. Contract Legal Services	Est. Contract Total	Travel	Training	Expert Witnesses
Central Valley	Mid-sized	Solo practitioner law firm (only 1 attorney)			\$1,500	\$1,000	\$0
Central Coast	Mid-sized	Solo practitioner law firm (only 1 attorney)			\$1,000	\$0	\$0
North	Small	Solo practitioner law firm (only 1 attorney)			\$2,358	\$500	
North	Small	Solo practitioner law firm (only 1 attorney)			\$0	None to date	None to date
North	Small	Solo practitioner law firm (only 1 attorney)			\$3,858	\$1,000	
North	Small	Solo practitioner law firm (only 1 attorney)				\$1,000	
North	Small	Solo practitioner law firm (only 1 attorney)				\$400	
Central Valley	Mid-sized	Solo practitioner law firm (only 1 attorney)			\$2,600		

Table 3. Contract and Operating Costs							
Region	Size	Organization Type	Est. Contract Legal Services	Est. Contract Total	Travel	Training	Expert Witnesses
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)	\$0	\$38,200	\$67,500	\$15,000	\$5,000
Inland Empire	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$14,400	\$14,400		\$2,500	\$1,500
North	Small	Staffed law firm (2 or more attorneys on staff)	\$750	\$7,560	\$4,692	\$1,000	\$5,000
Southern	Large	Staffed law firm (2 or more attorneys on staff)	\$361,530	\$378,246	\$432,938	\$33,000	\$8,000
Southern	Large	Staffed law firm (2 or more attorneys on staff)	\$41,265	\$150,155	\$22,414	\$2,459	\$168,708
Bay Area	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$165,000	\$171,000	\$2,670	\$1,000	\$5,000
North	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$0	\$51,027	\$7,350	\$3,000	\$10,000
Southern	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$0	\$4,500			
Southern	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$0	\$20,850	\$3,600	\$1,155	
Central Valley	Large	Staffed law firm (2 or more attorneys on staff)	\$143,590	\$153,570	\$71,113	\$8,000	\$1,000

Table 3. Contract and Operating Costs							
Region	Size	Organization Type	Est. Contract Legal Services	Est. Contract Total	Travel	Training	Expert Witnesses
Central Valley	Large	Staffed law firm (2 or more attorneys on staff)			\$16,300	\$15,000	\$10,000
Central Coast	Mid-sized	Staffed law firm (2 or more attorneys on staff)			\$0	\$9,000	\$10,000
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)			\$36,725	\$13,594	\$31,309
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)			\$26,010	\$15,825	\$0
Bay Area	Mid-sized	Staffed law firm (2 or more attorneys on staff)			\$2,670	\$2,000	\$25,000
Central Valley	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$0	\$4,800	\$2,670	\$1,000	\$5,000
Central Valley	Mid-sized	Staffed law firm (2 or more attorneys on staff)			\$3,660	\$4,800	\$3,500
North	Small	Staffed law firm (2 or more attorneys on staff)			\$600	\$5,000	
North	Small				\$700	\$2,000	

Table 3. Contract and Opera							
Region	Size	Organization Type	Insurance	Rent	Overhead	Other Project Costs	Total Operating
Bay Area	Mid-sized	3 sole practitioner - associated	\$10,000	\$23,000	\$23,950		\$85,450
Bay Area	Large	Administered panel	\$44,644	\$15,000	\$30,064	\$0	\$135,222
Bay Area	Large	Administered panel	\$31,504	\$116,522	\$138,706	\$38,156	\$375,197
Inland Empire	Large	Administered panel	\$8,400	\$15,000	\$10,290		\$39,690
Inland Empire	Large	Administered panel	\$16,059	\$48,708	\$32,882		\$174,369
Bay Area	Large	Administered panel				\$374,377	\$374,377
Central Coast	Mid-sized	Administered panel	\$9,000	\$10,000	\$4,900	\$0	\$37,900
Inland Empire	Mid-sized	Government agency			\$3,500		\$17,750
Central Valley	Mid-sized	Government agency					\$0
Southern	Large	Government agency	\$39,659		\$24,429		\$97,319
Bay Area	Mid-sized	Government agency	\$6,073		\$73,646		\$89,714
Central Valley	Mid-sized	Government agency					\$4,000
Central Valley	Mid-sized	Government agency					\$712
Bay Area	Mid-sized	Other (please specify)	\$5,900	\$18,000	\$9,350	\$0	\$49,750
Southern	Large	Other (please specify)			\$19,156		\$19,156
North	Small	Solo practitioner law firm (only 1 attorney)	\$3,475	\$7,000	\$8,350		\$27,625
North	Small	Solo practitioner law firm (only 1 attorney)	\$11,100	\$7,980	\$18,420		\$38,750

Table 3. Contract and Opera							
Region	Size	Organization Type	Insurance	Rent	Overhead	Other Project Costs	Total Operating
North	Small	Solo practitioner law firm (only 1 attorney)	\$4,100	\$6,000	\$2,450		\$19,650
North	Small	Solo practitioner law firm (only 1 attorney)	\$2,553	\$0	\$3,050		\$6,303
North	Small	Solo practitioner law firm (only 1 attorney)	\$4,500	\$8,436	\$13,090		\$32,776
North	Mid-sized	Solo practitioner law firm (only 1 attorney)	\$6,100	\$5,000	\$23,815		\$52,430
North	Mid-sized	Solo practitioner law firm (only 1 attorney)	\$4,263	\$3,000	\$21,125		\$29,138
North	Mid-sized	Solo practitioner law firm (only 1 attorney)	\$6,580	\$5,600	\$17,286	\$700	\$30,166
North	Small	Solo practitioner law firm (only 1 attorney)	\$5,700	\$5,200	\$8,650		\$34,675
North	Mid-sized	Solo practitioner law firm (only 1 attorney)	\$1,850	\$4,500	\$4,980		\$19,830

Table 3. Contract and Opera							
Region	Size	Organization Type	Insurance	Rent	Overhead	Other Project Costs	Total Operating
Central Valley	Mid-sized	Solo practitioner law firm (only 1 attorney)	\$12,250	\$12,000	\$15,170	\$1,000	\$42,920
Central Coast	Mid-sized	Solo practitioner law firm (only 1 attorney)	\$7,132	\$19,000	\$8,890		\$36,022
North	Small	Solo practitioner law firm (only 1 attorney)	\$3,900	\$7,200	\$3,600		\$17,558
North	Small	Solo practitioner law firm (only 1 attorney)	\$1,500	\$0	\$5,120	\$0	\$6,620
North	Small	Solo practitioner law firm (only 1 attorney)	\$950	\$3,750	\$1,200		\$10,758
North	Small	Solo practitioner law firm (only 1 attorney)	\$3,800	\$1,200	\$8,740		\$14,740
North	Small	Solo practitioner law firm (only 1 attorney)	\$2,100	\$5,100	\$4,200		\$11,800
Central Valley	Mid-sized	Solo practitioner law firm (only 1 attorney)	\$2,701	\$281	\$3,789		\$9,371

Table 3. Contract and Opera							
Region	Size	Organization Type	Insurance	Rent	Overhead	Other Project Costs	Total Operating
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)	\$40,048	\$115,500	\$74,710	\$213,900	\$531,658
Inland Empire	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$15,236	\$42,000	\$11,355		\$72,591
North	Small	Staffed law firm (2 or more attorneys on staff)	\$2,000	\$4,000	\$5,034	\$2,000	\$23,726
Southern	Large	Staffed law firm (2 or more attorneys on staff)	\$559,540	\$422,287	\$936,879	\$48,250	\$2,440,894
Southern	Large	Staffed law firm (2 or more attorneys on staff)	\$261,331	\$727,767	\$509,312	#####	\$3,545,913
Bay Area	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$2,325	\$9,000	\$5,835	\$700	\$26,530
North	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$8,482	\$8,075	\$10,038	\$7,500	\$54,445
Southern	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$9,450	\$31,603	\$38,972		\$80,025
Southern	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$25,621	\$2,000	\$22,607		\$54,983
Central Valley	Large	Staffed law firm (2 or more attorneys on staff)	\$62,169	\$131,000	\$63,619	\$6,675	\$343,576

Table 3. Contract and Opera							
Region	Size	Organization Type	Insurance	Rent	Overhead	Other Project Costs	Total Operating
Central Valley	Large	Staffed law firm (2 or more attorneys on staff)	\$78,100	\$139,662	\$144,363	\$0	\$403,425
Central Coast	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$19,200	\$12,000	\$43,506	\$0	\$93,706
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)	\$40,728	\$131,663	\$72,143	\$3,259	\$329,421
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)	\$25,330	\$153,080	\$123,475	\$220,055	\$563,775
Bay Area	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$2,325	\$14,000	\$9,350	\$700	\$56,045
Central Valley	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$2,325	\$4,800	\$5,960	\$700	\$22,455
Central Valley	Mid-sized	Staffed law firm (2 or more attorneys on staff)	\$7,244	\$18,800	\$6,536	\$22,825	\$67,365
North	Small	Staffed law firm (2 or more attorneys on staff)	\$4,930	\$9,000	\$7,910		\$27,440
North	Small		\$17,000	\$4,800	\$4,110		\$28,610

Table 3a. Operating Costs as % of Total Costs								
Region	Size	Organization Type	Travel	Training	Expert Witnesses	Insurance	Rent	Overhead
Bay Area	Mid-sized	3 sole practitioner - associated	4%	0%	1%	2%	5%	5%
Bay Area	Large	Administered panel	0%	1%	1%	2%	1%	2%
Bay Area	Large	Administered panel	1%	1%	0%	1%	4%	5%
Inland Empire	Large	Administered panel	0%	1%	0%	1%	1%	1%
Inland Empire	Large	Administered panel	1%	0%	1%	0%	1%	1%
Bay Area	Large	Administered panel	0%	0%	0%	0%	0%	0%
Central Coast	Mid-sized	Administered panel	1%	1%	0%	1%	1%	1%
Inland Empire	Mid-sized	Government agency	2%	1%	2%	0%	0%	1%
Central Valley	Mid-sized	Government agency	0%	0%	0%	0%	0%	0%
Southern	Large	Government agency	0%	0%	1%	2%	0%	1%
Bay Area	Mid-sized	Government agency	0%	0%	1%	1%	0%	11%
Central Valley	Mid-sized	Government agency	0%	1%	1%	0%	0%	0%
Central Valley	Mid-sized	Government agency	0%	1%	0%	0%	0%	0%
Bay Area	Mid-sized	Other (please specify)	3%	1%		1%	5%	2%
Southern	Large	Other (please specify)	0%	0%	0%	0%	0%	14%
North	Small	Solo practitioner law firm (only 1 attorney)	7%	4%	2%	5%	11%	13%

Table 3a. Operating Costs as % of Total Costs								
Region	Size	Organization Type	Travel	Training	Expert Witnesses	Insurance	Rent	Overhead
North	Small	Solo practitioner law firm (only 1 attorney)	1%	1%	0%	12%	9%	21%
North	Small	Solo practitioner law firm (only 1 attorney)	8%	6%	8%	13%	19%	8%
North	Small	Solo practitioner law firm (only 1 attorney)	0%	1%	#VALUE!	4%	0%	4%
North	Small	Solo practitioner law firm (only 1 attorney)	0%	1%	3%	3%	5%	8%
North	Mid-sized	Solo practitioner law firm (only 1 attorney)	9%	1%	1%	4%	3%	15%
North	Mid-sized	Solo practitioner law firm (only 1 attorney)	0%	0%	0%	3%	2%	14%
North	Mid-sized	Solo practitioner law firm (only 1 attorney)	0%	0%	0%	5%	4%	12%
North	Small	Solo practitioner law firm (only 1 attorney)	4%	2%	6%	4%	4%	7%

Table 3a. Operating Costs as % of Total Costs								
Region	Size	Organization Type	Travel	Training	Expert Witnesses	Insurance	Rent	Overhead
North	Mid-sized	Solo practitioner law firm (only 1 attorney)	1%	0%	4%	1%	3%	3%
Central Valley	Mid-sized	Solo practitioner law firm (only 1 attorney)	1%	1%	0%	9%	9%	11%
Central Coast	Mid-sized	Solo practitioner law firm (only 1 attorney)	1%	0%	0%	4%	12%	5%
North	Small	Solo practitioner law firm (only 1 attorney)	1%	0%	0%	2%	4%	2%
North	Small	Solo practitioner law firm (only 1 attorney)	0%			23%	0%	77%
North	Small	Solo practitioner law firm (only 1 attorney)	28%	7%	0%	7%	27%	9%
North	Small	Solo practitioner law firm (only 1 attorney)	0%	2%	0%	7%	2%	17%
North	Small	Solo practitioner law firm (only 1 attorney)	0%	1%	0%	7%	17%	14%

Table 3a. Operating Costs as % of Total Costs								
Region	Size	Organization Type	Travel	Training	Expert Witnesses	Insurance	Rent	Overhead
Central Valley	Mid-sized	Solo practitioner law firm (only 1 attorney)	28%	0%	0%	29%	3%	40%
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)	3%	1%	0%	2%	5%	3%
Inland Empire	Mid-sized	Staffed law firm (2 or more attorneys on staff)	0%	1%	0%	4%	10%	3%
North	Small	Staffed law firm (2 or more attorneys on staff)	5%	1%	5%	2%	4%	5%
Southern	Large	Staffed law firm (2 or more attorneys on staff)	2%	0%	0%	2%	2%	4%
Southern	Large	Staffed law firm (2 or more attorneys on staff)	0%	0%	1%	2%	5%	3%
Bay Area	Mid-sized	Staffed law firm (2 or more attorneys on staff)	1%	0%	2%	1%	3%	2%
North	Mid-sized	Staffed law firm (2 or more attorneys on staff)	3%	1%	4%	3%	3%	4%
Southern	Mid-sized	Staffed law firm (2 or more attorneys on staff)	0%	0%	0%	1%	5%	6%

Table 3a. Operating Costs as % of Total Costs								
Region	Size	Organization Type	Travel	Training	Expert Witnesses	Insurance	Rent	Overhead
Southern	Mid-sized	Staffed law firm (2 or more attorneys on staff)	1%	0%	0%	6%	0%	5%
Central Valley	Large	Staffed law firm (2 or more attorneys on staff)	3%	0%	0%	2%	5%	2%
Central Valley	Large	Staffed law firm (2 or more attorneys on staff)	1%	1%	0%	3%	6%	6%
Central Coast	Mid-sized	Staffed law firm (2 or more attorneys on staff)	0%	1%	1%	3%	2%	6%
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)	1%	0%	1%	1%	5%	3%
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)	1%	1%	0%	1%	6%	5%
Bay Area	Mid-sized	Staffed law firm (2 or more attorneys on staff)	1%	0%	5%	0%	3%	2%
Central Valley	Mid-sized	Staffed law firm (2 or more attorneys on staff)	2%	1%	3%	2%	3%	4%
Central Valley	Mid-sized	Staffed law firm (2 or more attorneys on staff)	1%	1%	1%	2%	5%	2%
North	Small	Staffed law firm (2 or more attorneys on staff)	1%	6%	0%	6%	12%	10%

Table 3a. Operating Costs as % of Total Costs								
Region	Size	Organization Type	Travel	Training	Expert Witnesses	Insurance	Rent	Overhead
North	Small		1%	2%	0%	14%	4%	3%

Table 3a. Operating Costs a:			
Region	Size	Organization Type	Other Project Costs
Bay Area	Mid-sized	3 sole practitioner - associated	0%
Bay Area	Large	Administered panel	0%
Bay Area	Large	Administered panel	1%
Inland Empire	Large	Administered panel	0%
Inland Empire	Large	Administered panel	0%
Bay Area	Large	Administered panel	10%
Central Coast	Mid-sized	Administered panel	0%
Inland Empire	Mid-sized	Government agency	0%
Central Valley	Mid-sized	Government agency	0%
Southern	Large	Government agency	0%
Bay Area	Mid-sized	Government agency	0%
Central Valley	Mid-sized	Government agency	0%
Central Valley	Mid-sized	Government agency	0%
Bay Area	Mid-sized	Other (please specify)	0%
Southern	Large	Other (please specify)	0%
North	Small	Solo practitioner law firm (only 1 attorney)	0%

Table 3a. Operating Costs a:			
Region	Size	Organization Type	Other Project Costs
North	Small	Solo practitioner law firm (only 1 attorney)	0%
North	Small	Solo practitioner law firm (only 1 attorney)	0%
North	Small	Solo practitioner law firm (only 1 attorney)	0%
North	Small	Solo practitioner law firm (only 1 attorney)	0%
North	Mid-sized	Solo practitioner law firm (only 1 attorney)	0%
North	Mid-sized	Solo practitioner law firm (only 1 attorney)	0%
North	Mid-sized	Solo practitioner law firm (only 1 attorney)	0%
North	Small	Solo practitioner law firm (only 1 attorney)	0%

Table 3a. Operating Costs a:			
Region	Size	Organization Type	Other Project Costs
North	Mid-sized	Solo practitioner law firm (only 1 attorney)	0%
Central Valley	Mid-sized	Solo practitioner law firm (only 1 attorney)	1%
Central Coast	Mid-sized	Solo practitioner law firm (only 1 attorney)	0%
North	Small	Solo practitioner law firm (only 1 attorney)	0%
North	Small	Solo practitioner law firm (only 1 attorney)	0%
North	Small	Solo practitioner law firm (only 1 attorney)	0%
North	Small	Solo practitioner law firm (only 1 attorney)	0%
North	Small	Solo practitioner law firm (only 1 attorney)	0%

Table 3a. Operating Costs a:			
Region	Size	Organization Type	Other Project Costs
Central Valley	Mid-sized	Solo practitioner law firm (only 1 attorney)	0%
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)	9%
Inland Empire	Mid-sized	Staffed law firm (2 or more attorneys on staff)	0%
North	Small	Staffed law firm (2 or more attorneys on staff)	2%
Southern	Large	Staffed law firm (2 or more attorneys on staff)	0%
Southern	Large	Staffed law firm (2 or more attorneys on staff)	12%
Bay Area	Mid-sized	Staffed law firm (2 or more attorneys on staff)	0%
North	Mid-sized	Staffed law firm (2 or more attorneys on staff)	3%
Southern	Mid-sized	Staffed law firm (2 or more attorneys on staff)	0%

Table 3a. Operating Costs a:			
Region	Size	Organization Type	Other Project Costs
Southern	Mid-sized	Staffed law firm (2 or more attorneys on staff)	0%
Central Valley	Large	Staffed law firm (2 or more attorneys on staff)	0%
Central Valley	Large	Staffed law firm (2 or more attorneys on staff)	0%
Central Coast	Mid-sized	Staffed law firm (2 or more attorneys on staff)	0%
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)	0%
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)	8%
Bay Area	Mid-sized	Staffed law firm (2 or more attorneys on staff)	0%
Central Valley	Mid-sized	Staffed law firm (2 or more attorneys on staff)	0%
Central Valley	Mid-sized	Staffed law firm (2 or more attorneys on staff)	6%
North	Small	Staffed law firm (2 or more attorneys on staff)	0%

Table 3a. Operating Costs a:			
Region	Size	Organization Type	Other Project Costs
North	Small		0%

Table 4. Direct and Indirect Cost Proportions								
Region	Size	Organization Type	% line staff to total salaries	% benefits to total salaries	% Non legal Contract + Operating to salaried personnel			
Bay Area	Mid-sized	3 sole practitioner - associated	73%	10%	18%			
Bay Area	Large	Administered panel	91%	1%	7%			
Bay Area	Large	Administered panel	32%	24%	21%			
Inland Empire	Large	Administered panel	0%	0%	6%			
Inland Empire	Large	Administered panel	0%	0%	11%			
Bay Area	Large	Administered panel			10%			
Central Coast	Mid-sized	Administered panel	78%	25%	5%			
Inland Empire	Mid-sized	Government agency	49%	29%	5%			
Central Valley	Mid-sized	Government agency	42%	0%	46%			
Southern	Large	Government agency	54%	44%	4%			
Bay Area	Mid-sized	Government agency	49%	43%	14%			
Central Valley	Mid-sized	Government agency	87%	30%	2%			
Central Valley	Mid-sized	Government agency	100%	32%	1%			
Bay Area	Mid-sized	Other (please specify)	90%	22%	21%			
Southern	Large	Other (please specify)			100%			
North	Small	Solo practitioner law firm (only 1 attorney)	113%	23%	43%			
North	Small	Solo practitioner law firm (only 1 attorney)	67%	0%	50%			

Table 4. Direct and Indirect Cost Proportions								
Region	Size	Organization Type	% line staff to total salaries	% benefits to total salaries	% Non legal Contract + Operating to salaried personnel			
North	Small	Solo practitioner law firm (only 1 attorney)			62%			
North	Small	Solo practitioner law firm (only 1 attorney)	100%	4%	9%			
North	Small	Solo practitioner law firm (only 1 attorney)			20%			
North	Mid-sized	Solo practitioner law firm (only 1 attorney)	100%	0%	33%			
North	Mid-sized	Solo practitioner law firm (only 1 attorney)	96%	0%	20%			
North	Mid-sized	Solo practitioner law firm (only 1 attorney)	0%	0%	21%			
North	Small	Solo practitioner law firm (only 1 attorney)	100%	0%	27%			
North	Mid-sized	Solo practitioner law firm (only 1 attorney)	100%	11%	13%			

Table 4. Direct and Indirect Cost Proportions								
Region	Size	Organization Type	% line staff to total salaries	% benefits to total salaries	% Non legal Contract + Operating to salaried personnel			
Central Valley	Mid-sized	Solo practitioner law firm (only 1 attorney)	100%	0%	32%			
Central Coast	Mid-sized	Solo practitioner law firm (only 1 attorney)	76%	31%	22%			
North	Small	Solo practitioner law firm (only 1 attorney)	0%	9%	9%			
North	Small	Solo practitioner law firm (only 1 attorney)			100%			
North	Small	Solo practitioner law firm (only 1 attorney)			78%			
North	Small	Solo practitioner law firm (only 1 attorney)	71%	0%	28%			
North	Small	Solo practitioner law firm (only 1 attorney)	100%	0%	38%			
Central Valley	Mid-sized	Solo practitioner law firm (only 1 attorney)	#DIV/0!	#DIV/0!	100%			

Table 4. Direct and Indirect Cost Proportions								
Region	Size	Organization Type	% line staff to total salaries	% benefits to total salaries	% Non legal Contract + Operating to salaried personnel			
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)	52%	16%	25%			
Inland Empire	Mid-sized	Staffed law firm (2 or more attorneys on staff)	64%	0%	17%			
North	Small	Staffed law firm (2 or more attorneys on staff)	69%	20%	30%			
Southern	Large	Staffed law firm (2 or more attorneys on staff)	52%	23%	10%			
Southern	Large	Staffed law firm (2 or more attorneys on staff)	66%	16%	25%			
Bay Area	Mid-sized	Staffed law firm (2 or more attorneys on staff)	64%	0%	11%			
North	Mid-sized	Staffed law firm (2 or more attorneys on staff)	35%	36%	40%			
Southern	Mid-sized	Staffed law firm (2 or more attorneys on staff)	69%	18%	13%			
Southern	Mid-sized	Staffed law firm (2 or more attorneys on staff)	44%	40%	18%			

Table 4. Direct and Indirect Cost Proportions								
Region	Size	Organization Type	% line staff to total salaries	% benefits to total salaries	% Non legal Contract + Operating to salaried personnel			
Central Valley	Large	Staffed law firm (2 or more attorneys on staff)	44%	22%	13%			
Central Valley	Large	Staffed law firm (2 or more attorneys on staff)	84%	14%	17%			
Central Coast	Mid-sized	Staffed law firm (2 or more attorneys on staff)	69%	0%	13%			
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)	50%	19%	12%			
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)	50%	20%	22%			
Bay Area	Mid-sized	Staffed law firm (2 or more attorneys on staff)	56%	5%	11%			
Central Valley	Mid-sized	Staffed law firm (2 or more attorneys on staff)	98%	0%	19%			
Central Valley	Mid-sized	Staffed law firm (2 or more attorneys on staff)	61%	13%	19%			
North	Small	Staffed law firm (2 or more attorneys on staff)	100%	0%	35%			
North	Small		100%	0%	24%			

Table 5. County Counsel and Attorney Survey Salaries Compared by BLS Quartile

County	BLS applied last year (2014)	County Counsel midrange	Workload model	Survey average	County Counsel Average	Survey Average
Modoc	0.61		67,143			
Trinity	0.65	75,479	67,143			
Glenn	0.68	89,008	79,539			
Colusa	0.70	76,332	67,143			
Plumas	0.70	61,044	67,143			
Siskiyou	0.71	54,028	67,143	94,640		
Sierra	0.71		67,143			
Mariposa	0.74	69,861	67,143			
Humboldt	0.76	64,383	67,143	115,000		
Lake	0.76	57,576	79,539	77,030		
Imperial	0.77	73,818	67,143	93,000		
Del Norte	0.79	72,413	67,143	49,000		
Lassen	0.80	71,240	67,143			
Tehama	0.80	72,876	67,143	82,500		
Tulare	0.82	66,935	67,143	90,789	69,615	85,994
Alpine	0.82		79,539			
Inyo	0.83	77,772	79,539			
Shasta	0.85	76,782	67,143			
Calaveras	0.86	84,240	79,539			
Mendocino	0.86	64,958	79,539	105,580		
Kings	0.89	70,440	67,143	58,000		
Merced	0.91	64,594	67,143	45,000		
Tuolumne	0.91	75,479	79,539	93,333		
Butte	0.92	63,960	67,143			
Madera	0.94	76,524	79,539			
Yuba	0.94	66,720	79,539			
Sutter	0.95	92,015	79,539			
Nevada	0.97	91,904	79,539	90,000		
San Benito	0.97	70,446	79,539		75,064	78,383
El Dorado	0.99	109,845	79,539	77,188		
Amador	0.99	97,760	79,539	103,000		
Fresno	1.00	60,342	67,143			
Yolo	1.01	86,054	79,539			
Stanislaus	1.02	92,015	79,539	70,000		
San Bernardino	1.05	69,982	79,539			
Kern	1.05	75,558	79,539			
Riverside	1.07	95,278	95,892	127,500		
San Luis Obispo	1.07	81,692	79,539	79,539		
San Joaquin	1.11	78,528	79,539	105,000		
Placer	1.14	99,622	95,892			

Table 5. County Counsel and Attorney Survey Salaries Compared by BLS Quartile

County	BLS applied last year (2014)	County Counsel midrange	Workload model	Survey average	County Counsel Average	Survey Average
Santa Barbara	1.16	82,692	95,892	97,750		
Sonoma	1.17	98,074	95,892	60,000		
Santa Cruz	1.17	84,966	95,892	90,000		
San Diego	1.17	79,414	95,892		86,121	89,997
Monterey	1.19	81,240	95,892	73,000		
Mono	1.20	100,782	79,539			
Napa	1.21	98,509	95,892			
Solano	1.22	88,851	95,892	96,877		
Ventura	1.23	90,772	95,892			
Contra Costa	1.25	106,544	114,800	70,500		
Sacramento	1.28	99,430	79,539	57,967		
Marin	1.30	101,213	114,800	100,000		
Orange	1.30	97,796	95,892	73,500		
Los Angeles	1.34	91,327	95,892	78,580		
Alameda	1.42	101,910	95,892	63,338		
San Mateo	1.45	113,909	114,800			
Santa Clara	1.47	115,291	114,800	65,883		
San Francisco	1.61	143,845	114,800	102,224	102,244	78,187

Table 5. County Counsel and Attorney Survey Salaries Compared by EDD Region							
County	EDD Econ Region	BLS applied last year (2014)	County Counsel midrange	Workload model	Survey average	County Counsel Average	Survey Average
Modoc	1	0.61		67,143			
Trinity	1	0.65	75,479	67,143			
Glenn	1	0.68	89,008	79,539			
Colusa	1	0.70	76,332	67,143			
Plumas	1	0.70	61,044	67,143			
Siskiyou	1	0.71	54,028	67,143	94,640		
Sierra	1	0.71		67,143			
Mariposa	1	0.74	69,861	67,143			
Humboldt	1	0.76	64,383	67,143	115,000		
Lake	1	0.76	57,576	79,539	77,030		
Del Norte	1	0.79	72,413	67,143	49,000		
Lassen	1	0.80	71,240	67,143			
Tehama	1	0.80	72,876	67,143	82,500		
Inyo	1	0.83	77,772	79,539			
Shasta	1	0.85	76,782	67,143			
Calaveras	1	0.86	84,240	79,539			
Mendocino	1	0.86	64,958	79,539	105,580		
Tuolumne	1	0.91	75,479	79,539	93,333		
Butte	1	0.92	63,960	67,143			
Amador	1	0.99	97,760	79,539	103,000		
Mono	1	1.20	100,782	79,539			
	North and Eastern					73,999	90,010
Tulare	2	0.82	66,935	67,143	90,789		
Alpine	2	0.82		79,539			
Kings	2	0.89	70,440	67,143	58,000		
Merced	2	0.91	64,594	67,143	45,000		
Madera	2	0.94	76,524	79,539			
Yuba	2	0.94	66,720	79,539			
Sutter	2	0.95	92,015	79,539			
Nevada	2	0.97	91,904	79,539	90,000		
El Dorado	2	0.99	109,845	79,539	77,188		
Fresno	2	1.00	60,342	67,143			
Yolo	2	1.01	86,054	79,539			
Stanislaus	2	1.02	92,015	79,539	70,000		
Kern	2	1.05	75,558	79,539			
San Joaquin	2	1.11	78,528	79,539	105,000		
Placer	2	1.14	99,622	95,892			
Sacramento	2	1.28	99,430	79,539	57,967		
	Sacramento and San Joaquin Valleys					82,035	74,243

County	EDD Econ Region	BLS applied last year (2014)	County Counsel midrange	Workload model	Survey average	County Counsel Average	Survey Average
Sonoma	3	1.17	98,074	95,892	60,000		
Napa	3	1.21	98,509	95,892			
Solano	3	1.22	88,851	95,892	96,877		
Contra Costa	3	1.25	106,544	114,800	70,500		
Marin	3	1.30	101,213	114,800	100,000		
Alameda	3	1.42	101,910	95,892	63,338		
San Mateo	3	1.45	113,909	114,800			
Santa Clara	3	1.47	115,291	114,800	65,883		
San Francisco	3	1.61	143,845	114,800	102,224		
	Bay Area					107,572	79,832
San Benito	4	0.97	70,446	79,539			
San Luis Obispo	4	1.07	81,692	79,539	79,539		
Santa Barbara	4	1.16	82,692	95,892	97,750		
Santa Cruz	4	1.17	84,966	95,892	90,000		
Monterey	4	1.19	81,240	95,892	73,000		
	Central					80,207	85,072
San Diego	5	1.17	79,414	95,892			
Ventura	5	1.23	90,772	95,892			
Orange	5	1.30	97,796	95,892	73,500		
Los Angeles	5	1.34	91,327	95,892	78,580		
	Southern					89,827	76,040
Imperial	6	0.77	73,818	67,143	93,000		
San Bernardino	6	1.05	69,982	79,539			
Riverside	6	1.07	95,278	95,892	127,500		
	Inland Empire					79,692	110,250

Table 6: Staff Ratios					
Region	Size	Organization Type	Clients	Ratio: Clients to Sen Attys and Attvs	Ratio: SWs to Sen Attys and Attvs
Bay Area	Mid-sized	3 sole practitioner - associated	360	120	6.0
Bay Area	Large	Administered panel	1596	166	
Bay Area	Large	Administered panel	2,185	437	1.0
Inland Empire	Large	Administered panel	1,749	236	7.4
Inland Empire	Large	Administered panel	8,664	510	4.3
Bay Area	Large	Administered panel	3,057	90	
Central Coast	Mid-sized	Administered panel	850	170	2.5
Inland Empire	Mid-sized	Government agency	521	347	5.0
Central Valley	Mid-sized	Government agency	686	686	
Southern	Large	Government agency	2,113	302	1.8
Bay Area	Mid-sized	Government agency	600	300	1.7
Central Valley	Mid-sized	Government agency	180	180	
Central Valley	Mid-sized	Government agency	155	344	
Bay Area	Mid-sized	Other (please specify)	351	146	
Southern	Large	Other (please specify)	approx 1200		
North	Small	Solo practitioner law firm (only 1 attorney)	47	157	
North	Small	Solo practitioner law firm (only 1 attorney)	92	92	

Table 6: Staff Ratios					
Region	Size	Organization Type	Clients	Ratio: Clients to Sen Attys and Attvs	Ratio: SWs to Sen Attys and Attvs
North	Small	Solo practitioner law firm (only 1 attorney)		0	
North	Small	Solo practitioner law firm (only 1 attorney)	60		
North	Small	Solo practitioner law firm (only 1 attorney)		0	
North	Mid-sized	Solo practitioner law firm (only 1 attorney)	135	135	
North	Mid-sized	Solo practitioner law firm (only 1 attorney)	188	188	
North	Mid-sized	Solo practitioner law firm (only 1 attorney)	199	199	
North	Small	Solo practitioner law firm (only 1 attorney)	70	132	
North	Mid-sized	Solo practitioner law firm (only 1 attorney)	115	115	

Table 6: Staff Ratios					
Region	Size	Organization Type	Clients	Ratio: Clients to Sen Attys and Attvs	Ratio: SWs to Sen Attys and Attvs
Central Valley	Mid-sized	Solo practitioner law firm (only 1 attorney)	604	302	
Central Coast	Mid-sized	Solo practitioner law firm (only 1 attorney)	292	292	
North	Small	Solo practitioner law firm (only 1 attorney)	81		0.0
North	Small	Solo practitioner law firm (only 1 attorney)	2	20	
North	Small	Solo practitioner law firm (only 1 attorney)	51	102	
North	Small	Solo practitioner law firm (only 1 attorney)	50	200	
North	Small	Solo practitioner law firm (only 1 attorney)	45	45	
Central Valley	Mid-sized	Solo practitioner law firm (only 1 attorney)	353		

Table 6: Staff Ratios					
Region	Size	Organization Type	Clients	Ratio: Clients to Sen Attys and Attvs	Ratio: SWs to Sen Attys and Attvs
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)	1,807	181	2.5
Inland Empire	Mid-sized	Staffed law firm (2 or more attorneys on staff)	353	177	1.3
North	Small	Staffed law firm (2 or more attorneys on staff)	90	170	
Southern	Large	Staffed law firm (2 or more attorneys on staff)	29,826	264	1.6
Southern	Large	Staffed law firm (2 or more attorneys on staff)	21,429	214	6.7
Bay Area	Mid-sized	Staffed law firm (2 or more attorneys on staff)	240	400	
North	Mid-sized	Staffed law firm (2 or more attorneys on staff)	260	553	
Southern	Mid-sized	Staffed law firm (2 or more attorneys on staff)	492	98	5.0
Southern	Mid-sized	Staffed law firm (2 or more attorneys on staff)	546	273	

Table 6: Staff Ratios					
Region	Size	Organization Type	Clients	Ratio: Clients to Sen Attys and Attvs	Ratio: SWs to Sen Attys and Attvs
Central Valley	Large	Staffed law firm (2 or more attorneys on staff)	3,053	218	1.8
Central Valley	Large	Staffed law firm (2 or more attorneys on staff)	2,615	201	4.3
Central Coast	Mid-sized	Staffed law firm (2 or more attorneys on staff)	853	284	
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)	1357	104	7.2
Bay Area	Large	Staffed law firm (2 or more attorneys on staff)	1567	133	2.1
Bay Area	Mid-sized	Staffed law firm (2 or more attorneys on staff)	660	330	
Central Valley	Mid-sized	Staffed law firm (2 or more attorneys on staff)	145	97	
Central Valley	Mid-sized	Staffed law firm (2 or more attorneys on staff)	437	250	1.8
North	Small	Staffed law firm (2 or more attorneys on staff)	50	25	
North	Small		87	174	