



Judicial Council of California

Data Analytics Advisory Committee

www.courts.ca.gov/daac.htm
research@jud.ca.gov

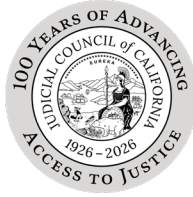
Request for ADA accommodations
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JCCAccessCoordinator@jud.ca.gov

DATA ANALYTICS ADVISORY COMMITTEE

MATERIALS FOR SEPTEMBER 15, 2026

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Judicial Council of California

**DATA ANALYTICS ADVISORY COMMITTEE
NOTICE AND AGENDA OF OPEN ELECTRONIC MEETING
WITH CLOSED SESSION**

September 15 2026

1:30 P.M.

Public Access: <https://jcc.granicus.com/player/event/4925>

Open to the public unless indicated as closed (Cal. Rules of Court, rule 10.75(c), (d), and (e)(1)).

Meeting materials for open portions of the meeting will be posted on the [Data Analytics Advisory Committee](#) webpage on the California Courts website at least three business days before the meeting.

Request for ADA accommodations should be made at least three business days before the meeting and directed to: JCCAccessCoordinator@jud.ca.gov

Members of the public seeking to make an audio recording of the open meeting portion of the meeting must submit a written request at least two business days before the meeting. Requests can be emailed to [. research@jud.ca.gov](mailto:research@jud.ca.gov).

Agenda items are numbered for identification purposes only and will not necessarily be considered in the indicated order.

I. OPEN MEETING (CAL. RULES OF COURT, RULE 10.75(C)(1))

Call to Order and Roll Call, (1:30 P.M. – 2: 00 P.M.)

Approval of Minutes

Approve minutes of the July 14, 2026 and August 20, 2026, Data Analytics Advisory Committee meeting(s).

New Members/Changing members

II. PUBLIC COMMENT (CAL. RULES OF COURT, RULE 10.75(K))

This meeting will be conducted by electronic means with listen-only capability. As such, the public may submit comments for this meeting only in writing.

Written Comment

In accordance with California Rules of Court, rule 10.75(k)(1), written comments pertaining to any agenda item of a regularly noticed open meeting can be submitted up to one complete business day before the meeting. For this specific meeting, comments must be emailed to research@jud.ca.gov by September 14, 2026 12:00 P.M. to be provided to advisory body members prior to the start of the meeting.

III. DISCUSSION AND POSSIBLE ACTION ITEMS (ITEMS X-X)

Item 1

Jury Dashboard, 2:00 P.M. – 2:15 P.M. (15 minutes)

Presentation of the Jury Dashboard

Presenter(s)/Facilitator(s):

Mr. Jack Madans, Project Manager, JCC

Mr. Stephen Tow, Senior Analyst, JCC

Item 2

Alameda Adjustment Request Proposal, 2:15 P.M. – 2:35 P.M. (20 minutes)

Discuss the memo regarding the Adjustment Request Proposal submitted by the Superior Court of Alameda County.

Presenter(s)/Facilitator(s):

Mr. Jake Chatters, Chair

Ms. Leah Rose-Goodwin, Chief Data and Analytics Officer, JCC

Item 3

Judicial Council Report on the Judicial Needs Assessment (JNA): Judgeships and Prioritization Recommendation 3:00 P.M. – 3:30 P.M. (30 minutes)

Discuss the recent funded judgeships and prioritization and action items

Presenter(s)/Facilitator(s):

Mr. Jake Chatters, Chair

Mr. Zlatko Theodorovic, Director, Budget Services, JCC

Item 4

2027 DAAC Annual Agenda 3:30 P.M. – 4:00. P.M. (30 minutes)

DAAC chair provides overview of 2027 Annual Agenda

Presenter(s)/Facilitator(s):

Mr. Jake Chatters, Chair

IV. INFORMATION ONLY ITEMS (NO ACTION REQUIRED)

Info 1

Judicial Needs Assessment (JNA) Report 2:35PM – 3:00PM (25 minutes)

Presentation on the 2026 Judicial Needs Assessment (JNA) Report to be sent to the legislature on November 1.

Presenter(s)/Facilitator(s):

Mr. Jake Chatters, Chair

Mr. Mustafa Sagir, Supervising Analyst

V. ADJOURNMENT

Adjourn to Closed Session

VI. CLOSED SESSION (CAL. RULES OF COURT, RULE 10.75(D)(X))

Item 1

Language Access Dashboard, 1:00 P.M. – 1:30 P.M (30 Minutes)

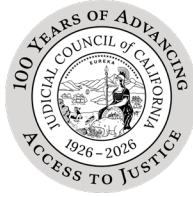
Presentation of the language Access court-facing dashboard

Presenter(s)/Facilitator(s):

Eunice Lee, Supervising Analyst, Leadership Support Services, JCC

Aggie Wong, Senior Analyst, Leadership Support Services, JCC

Adjourn Closed Session



Judicial Council of California

**DATA ANALYTICS ADVISORY COMMITTEE
MINUTES OF OPEN MEETING**

July 14, 2026

1:00PM – 4:00PM

Electronic

Members Present: Mr. Jake Chatters, Chair; Hon. Thomas Kuhnle, Vice-Chair; Mr. Sharif Elmallah; Ms. Nocona Soboleski; Mr. David Yamasaki; Mr. Christopher Roman; Mr. Travis Trapp; Ms. Nicole Le; Mr. Kevin Harrigan; Hon. Lawrence R. Riff; Mr. Robert Oliver; Hon. Benjamin Coats

Members Absent: Hon. Tara M. Desautels; Mr. Brandon Henson

Others Present: Ms. Leah Rose-Goodwin; Ms. Kristin Greenaway; Mr. Mustafa Sagir; Mr. Kyle Capuli; Ms. Anna Stenkamp; Mr. Jonatan Alzate

OPEN MEETING

Call to Order and Roll Call

The chair called the meeting to order at 1:00 p.m., and Ms. Kristin Greenaway took roll call.

Approval of Minutes

The advisory body reviewed and approved the minutes of the May 12, 2026, Data Analytics Advisory Committee meeting.

DISCUSSION AND ACTION ITEMS (ITEMS 1)

Item 1

Sacramento Adjustment Request Proposal

Presenter(s)/Facilitator(s): Mr. Jake Chatters, Chair

Ms. Kristin Greenaway, Manager, JCC

Sacramento Superior Court submitted an Adjustment Request Proposal (ARP) for a workload formula adjustment to support post-conviction workload needs under AB 1076. The ARP was initially received by the Trial Court Advisory Committee and then referred to DAAC. JCC staff reviewed the request and determined that the impact of AB 1076 is reflected in the updated caseweights from the most recent Resource Assessment Study (RAS) update. Thus, JCC staff recommended that DAAC should not approve the Sacramento ARP.

Action:

The committee voted to send the request back to the Trial Court Advisory Committee with a recommendation not to adjust the workload formula model.

Item 2

Judicial Workload Study: Day Value

Presenter(s): Mr. Jake Chatters, Chair
Mr. Mustafa Sagir, Supervising Analyst, JCC

Mr. Jake Chatters gave an overview of the Judicial Workload Study Day Value and allowed various members to share their concerns. The committee debated whether the value of non-case related time should be adjusted and whether break times should be explicitly accounted for. Members also shared their concerns regarding data support and optics. There was a motion to add 30 minutes for break time and adjust the Judicial Day Value, but this motion failed after a roll call vote was held.

Action:

None.

Item 3

Judicial Workload Study: Workload Changes and Assessed Need

Presenter(s): Mr. Mustafa Sagir, Supervising Analyst, JCC

Mr. Mustafa Sagir first provided a deep dive into certain case types that experienced significant case weight increases. Examples include misdemeanor traffic, child support, domestic violence, and other family law. Citing feedback from focus groups, Mr. Sagir explained that workload has risen due to legislative changes, technology, and an increase in self-represented litigants.

Next, Mr. Sagir gave an overview of the upcoming judicial needs assessment. Based on the updated caseweights and other parameters from the judicial workload study, the judicial needs assessment shows that 159 judgeships are needed statewide across 18 courts. Lastly, Mr. Sagir briefly highlighted the judicial prioritization methodology, which is a three-step mathematical formula that will be used to apportion judgeships fairly.

Action:

None

INFORMATION ONLY ITEMS (ITEM 1)

Item 1

Resource Assessment Study (RAS): RAS Supplemental

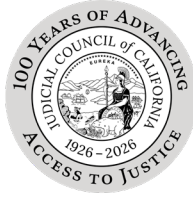
Presenter(s): Mr. Jake Chatters, Chair
Ms. Leah Rose-Goodwin, Chief Data and Analytics Officer, JCC

Ms. Leah Rose-Goodwin explained that substantive edits were made to the RAS Supplemental Review memo based on committee feedback. No further action is needed from the committee. The memo will be finalized and shared as an informational item at the statewide meeting.

ADJOURNMENT

There being no further business, the meeting was adjourned at 2:58PM.

Approved by the advisory body on enter date.



Judicial Council of California

DATA ANALYTICS ADVISORY COMMITTEE MINUTES OF OPEN MEETING

August 20, 2026

12:15PM – 1:15PM

Electronic

Members Present: Mr. Jake Chatters, Chair; Hon. Thomas Kuhnle, Vice-Chair; Hon. Tara M. Desautels, Hon. Benjamin Coats, Hon. Lawrence R. Riff, Mr. Sharif Elmallah, Mr. Kevin Harrigan, Ms. Nicole Le, Mr. Christopher Roman, Ms. Nocona Soboleski

Members Absent: Mr. Brandon Henson, Mr. Robert Oliver, Mr. Travis Trapp, Mr. David Yamasaki

Others Present: Ms. Leah Rose-Goodwin; Ms. Kristin Greenaway; Mr. Mustafa Sagir; Mr. Kyle Capuli; Ms. Anna Stenkamp; Mr. Jonatan Alzate

OPEN MEETING

Call to Order and Roll Call

The chair called the meeting to order at 12:16 PM, and Ms. Anna Stenkamp took roll call.

Public Comment

The committee received a written public comment from the Superior Court of Los Angeles County.

DISCUSSION AND ACTION ITEMS (ITEMS 1)

Item 1

Judicial Workload Study (JWS) (Action Required)

Presenter(s)/Facilitator(s): Mr. Jake Chatters, Chair

Mr. Mustafa Sagir, Supervising Analyst, JCC

Mr. Mustafa Sagir provided an overview of the draft report for the 2025 Judicial Workload Study. Mr. Sagir first summarized prior DAAC discussions, including presentations on preliminary caseweights, findings from focus groups, and the methodological guidance DAAC has offered since March 2026. He then presented the draft report, outlining three parameter recommendations for the Judicial Council as well as calculations for the work year, workday value, and updated caseweights for the judicial workload model.

The committee subsequently discussed a public comment submitted by the Superior Court of Los Angeles County regarding the workday value, including a proposal to increase the combined lunch and break period from 60 to 90 minutes.

Action:

The committee voted to revise the judicial workload model's workday value by increasing the lunch and break allowance to 90 minutes, resulting in 401 case-related minutes per judge per day after accounting for non-case-related time and breaks. The committee approved forwarding the draft Judicial Workload Study Report to the Judicial Council incorporating this revision.

INFORMATION ONLY ITEMS (ITEM 1)

Item 1

Assessed Judicial Need (AJN): Ranking and Prioritization Methodology

Presenter(s)/Facilitator(s): Mr. Jake Chatters, Chair

Mr. Mustafa Sagir, Supervising Analyst, JCC

Mr. Jake Chatters noted that the ranking and prioritization methodology was provided to the committee as an informational item, accompanied by a memorandum in the meeting materials. He highlighted that JCC staff will apply this methodology in ranking courts for judgeship allocation as part of the 2026 update to the Judicial Needs Assessment. No committee action was required.

ADJOURNMENT

There being no further business, the meeting was adjourned at 1:21PM.

Approved by the advisory body on enter date.

Data Visualization Release Policy

Purpose

This policy requires Judicial Council staff to follow a methodical process to solicit court feedback and ensure court awareness when developing and releasing data visualizations that include court-provided data. This will ensure transparency, validation, usefulness, and notice, while supporting the California Judicial Branch’s commitment to using data in ways that contribute to greater public understanding of the work of the branch and ensure data informed branch decision-making.

This policy requires Judicial Council staff to consult with 1) the Data Analytics Advisory Committee (DAAC) to provide a technical review involving court data subject matter experts and 2) all Court Executive Officers within the tier of courts (Superior, Appellate, Supreme) who have provided data that will be included in the visualization.

Applicability

This policy applies to **all visualizations to be released digitally (e.g. via embed on public websites or via JRN or data visualization software for court use) that display or characterize court collected data at any level of aggregation.**

Principles

The process described in this policy will assist the California judicial branch in achieving the following:

- Data visualizations that report clear, accurate, and helpful information about the California court system and the administration of justice.
- Data visualizations for court use that provide useful, reliable information to support sound decision-making.
- Data visualizations for public and court use created by the Judicial Council are developed in accordance with standards and best practices to ensure they are consistent in design and quality.

Phases for Court Review

1. **Consultation** – Court data subject matter experts have an opportunity to provide input on the scope and data elements of data visualizations designed for courts or the public that include data collected from – or describing trial court operations.
2. **Validation** – The concept, narrative and underlying data used in the creation of data visualizations must be validated with court leaders before release.

3. **Notice**— Courts must be notified of release timing of data visualizations intended for the public and aware of the final version of the data visualization prior to release.

Development and Release Process for JCC Data Visualizations

Phase 1: Consultation

Purpose: The Judicial Council office (“office”) must seek review, comment, and input on data visualizations from the Data Analytics Advisory Committee (DAAC) by completing the following steps:

1. Develop a scope document for the data product using the Judicial Council Research, Analytics, and Data (RAD) recommended template. Develop drafts data visualizations based on the defined scope. Council staff may develop these proposals in collaboration with court subject matter experts as needed. RAD staff will evaluate the visualization’s compliance with standards and best practices using a standard evaluation rubric.
2. Share the scope, draft visualizations, and results of the RAD evaluation with the DAAC Chair(s). DAAC Chair(s) will determine the appropriate pathway or venue for committee review. Sharing the results of RAD’s evaluation with DAAC Chair(s) and/or the committee is at the discretion of the CDAO.
3. Execute the Chair(s) chosen pathway for committee review.
4. The JCC office will address feedback, if any, from committee chair(s), members, and/or their designee(s) with edits to the data product or comprehensive explanation.
5. The JCC office will share a summary of feedback, if any, received through the chosen review pathway and how issues have been addressed with DAAC via email. DAAC reserves the right to make a recommendation to the JCC Administrative Director and Chief Data Analytics Officer about any aspect of the design and release of proposed data products.

Phase 2: Validation

Purpose: The JCC office must give all executive officers from the tier of courts (Trial, Appellate, Supreme) providing data an opportunity to review, validate, and provide comment on the visualization(s) before release by completing the following steps:

1. JCC office will share via email the scope document, draft dashboard, and a summary of DAAC’s recommendation (if available) with court executives from the tier of courts (Trial, Appellate, Supreme) which provided data included in the visualizations to be released.
2. The JCC office will collect feedback for at least 10 court days.
3. The JCC office will address feedback from court executives or their designee(s) with edits to the data visualization or explanation.
4. The JCC Office will share a summary of feedback received and edits made during the validation phase to the Court Executive Officers of courts providing data for visualizations.

Phase 3: Notice (for visualizations being released publicly)

Purpose: The office must notify courts before visualizations are published publicly as follows.

1. Notify previously consulted Court Executive Officers five court days **prior** to publication.
2. The notice will include talking points stating the dashboard's purpose and content to be useful in answering questions from staff and/or public

Special Cases:

- **Cosmetic Changes or Data Refreshes:** Visualizations that have already been approved through this process or released prior to the adoption of this policy that are simply being updated with new data or cosmetic changes (e.g., layout, colors, organization) are exempt.
- **Additional data elements or metrics added to an already reviewed dashboard.** JCC staff will give the DAAC Chair the option to restart the full review process. If DAAC Chairs decline review, then the dashboard can proceed to the Validation phase.
- **Expedited review for Court-facing visualizations not for public release:** Dashboards intended for only court audiences may satisfy the Consultation and/or Validation steps via email to Court Executives when deemed appropriate by the DAAC Chair.
- **Expedited review for public dashboards that only feature metrics/data aggregated to a statewide level.** DAAC & CEAC (Court Executive Advisory Committee) Chair(s) can approve expedited review bypassing the Consultation and Validation stage for dashboards only presenting metrics at a statewide level and collected from Superior Courts. The JCC office can proceed to the Notice phase.

Dashboard Scope Document: Jury Data Interactive Fact Sheet

Purpose & Goals

The Judicial Council of California (JCC) aims to implement data-driven decision-making and evidence-based practices to improve operational efficiency and stakeholder experience across California Courts. Through the Jury Improvement Program (JIP), the JCC collects statewide aggregated jury statistics annually for the Jury Data Report (JDR). This data has not historically been published for public review or shared regularly with the courts. Further, while courts utilize their Jury Management Systems (JMS) to organize their data, there is a need for enhanced analytics capabilities and tools.

This project seeks to address three key areas:

1. Improving Jury Administration and Management
2. Expanding Understanding of the Jury System
3. Enhancing Visualization and Analytical Capabilities

The primary goal of this project is to provide a simple, interactive view of jury operations across California's trial courts, supporting data-driven decision-making and evidence-based initiatives across the branch, as well as statewide jury improvement efforts. To achieve this goal, we will develop a Jury Data Interactive Fact Sheet (JDIFS) that will educate the public on how the jury system works and what to expect from jury service.

The JDIFS will illustrate the public's critical role in the jury system at each stage of the jury service process, regardless of whether they are ultimately sworn as a trial juror or not. It will allow users to review statewide trends, fostering a shared understanding of the jury system, improving the juror experience.

We believe it will also support jury administration and management improvement efforts by providing shared data for courts and branch leaders to use for informing daily operations and strategic policymaking. It may help courts identify specific opportunities for improvements to their jury departments and may even encourage the development of future comprehensive analytics tools to be used by the branch and individual courts in pursuit of overall jury improvement.

By engaging in the proactive disclosure of jury data, stakeholders will have regular access to information about and an increased understanding of the state's jury system. This data is regularly sought by members of the public (particularly researchers and academics), court administrators, and justice partners to track relevant inputs, outputs, and management, of the jury system. For members of the public, they will now be able to better understand their contributions

to our system of justice and the invaluable role that every individual occupies when summoned for jury service.

Users. Who are the most important users of this dashboard?

- Members of the public, including academics, researchers, the jury-eligible population, and the branch's justice partners
- Court executive officers, jury department managers, and court staff across California's trial courts
- The Judicial Council of California and its staff, particularly the JIP team

Opportunities. What can our team do to improve the design, workflow, and overall satisfaction for users and stakeholders?

Design and Content

- Four sections answering the public's primary questions:
 - "How likely is it that I will have to serve?"
 - Horizontal bar chart with data on key steps in the jury service process
 - Content about actual likelihood a given person serves on a jury
 - Quote by the Chief Justice
 - "Who is asked to serve as a juror?"
 - Pie chart with percentage of jurors able to serve vs. not able to serve
 - Content explaining hardships, excusals, deferrals, and related concepts
 - "What does the data show about jury service?"
 - Pie chart with percentage of people who serve in person vs. on telephone standby (includes on call)
 - Vertical bar chart with outcomes by percentage for those who report for jury service in person
 - Content explaining the process of jury selection
 - "Why are so many people summoned for jury service?"
 - Sankey chart illustrating overall jury service process based on previous visualizations with percentages of outcomes for jury service
 - Content on the importance of every individual's contribution to jury service, regardless of where in the process they participated

Visualizations:

- Implement data-storytelling fundamentals and techniques that guide the public through the jury service process from start to finish
- Explore ways of displaying and grouping categories to better represent complex metrics using simple visuals and plain language
- Aggregate statewide data from individual court-level data

Potential for additional data sources:

- Include budget information to show costs of jury system inputs, outputs, and outcomes

How will we know it's working?

- The public reads the interactive fact sheet and reviews underlying data about the state's jury system
- The public use jury data to discuss and inform their participation in the courts
- Courts begin using jury data to guide decision-making and pursue improvements
 - For example: juror yield increases statewide and/or individually towards 50%
 - For example: juror utilization increases statewide and/or individually above 10%

Working Questions:

- How can we improve jury data literacy among the public?
- How can we improve jury data literacy among courts' jury departments?
- Is one component of juror yield/utilization driving the broader metric significantly more than the others? If so, which one(s)?
- Is jury data quality random? Are there systematic reporting errors? Where are errors concentrated? Is it court specific or statewide?
- Are there any other operational factors that could be impacting reports on statistical jury data?
- What are the costs to courts and communities as a result of jury service?
- How can we better use jury data to improve the jury system and the juror experience?

Research, Analytics & Data Dashboard webpage rubric

This rubric assesses data dashboard webpages to ensure they meet RAD's standards for data quality, visual design, web content, and accessibility.

Webpage content

Category:	Looking for:	Comments:
Drupal template	Page is created as a Landing Page in Drupal. Page uses components outlined in the Data viz guide, and all data visualizations use a Data visualization embed component. Page leverages a variety of components to break up content and create an engaging flow.	Yes. Uses a variety of templated drupal components.
Plain language and accessibility	Body uses headers and sub-headers to organize the content. Text is written in plain language, avoids or explains technical terms, and avoids complex sentences. Intro text should be Grade 9 level or lower. Body text should be Grade 12 level or lower.	Intro is Grade 6, body is Grade 8. Page has no accessibility alerts.
Content	Title is specific about what data or research will be on the page. Intro text explains the context and significance of the data. Body text outlines logical topic areas and is not repetitive. Text is used to support and introduce data visuals.	Intro, titles, and body copy are clearly organized. Footnotes glossary is getting a bit long. May need to be moved to an accordion if it were to get any longer. May benefit from some styling to improve readability.

	Notes section is used appropriately for supplemental information.	
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Data

Category:	Looking for:	Score and comments:
Data Dictionary	Clear definitions of all data fields used in the dashboard. DAX measures should have the description field filled out in its Properties section of the Model view in Power BI.	8/10. Complete descriptions of final measures for perfect score.
Data Prep Documentation	Data output resulting from processing/cleaning steps are consistent with data dictionary and well-documented. Another analyst should be able to reproduce results with documented steps alone.	6/10. Reproducible process and documentation are present, but not accessible to outside analysts. Data dictionary is incomplete, reproducible steps manual is absent.
Data Model	Data must be in Star Schema format.	10/10

Visualization Design

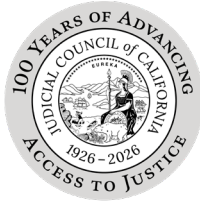
Category:	Looking for:	Score and comments:
PowerBI theme	PowerBI embeds stylistically match RAD standards. Visuals match the spacing, background colors, text and color palette of the PowerBI theme. Text is dark grey or black, and large enough to be legible. Visuals use colors from the color palette that can be distinguished. Colors are consistent between visuals, if applicable. No other decorative graphics (including logos and seals) unless required.	Good

Layout and usability	PowerBI pages are cleanly arranged and organized. Related visuals are grouped together. Titles and slicers are clear. Interactive buttons and slicers are logically arranged. Interactivity is limited to features that will be commonly useful and easy to understand. Hover tooltips are brief and used sparingly.	Good – simple with few visuals per embed and no interactivity.
Visualizations	Each visual has a distinct purpose, and is easy to understand and parse without confusion. Chart types, formatting, and settings are selected that best highlight key trends or findings in the data. Errors or explanatory text are included for empty states or confusing data.	Good. Decimals not necessary on bar chart.

Devices and assistive technology

Category:	Looking for:	Score and comments:
Mobile devices	Webpage doesn't crash when opened on mobile phone. All visuals have a mobile version or are legible on a phone. If warranted, a visual is completely reformatted or redesigned to fit better for the mobile experience.	Not done. Data visualizations are not mobile optimized.
Alt text	All images have alt text describing the image.	Image has alt text, but powerBI embeds do not have alt text.

	For data visualizations: alt text describes both the key finding, and what data we are using to arrive at that finding.	
Tab order	Logical tab order has been set for PowerBI dashboards. Unnecessary elements have been hidden from tab order.	Not done. Invisible and decorative elements being read.



Judicial Council of California

455 Golden Gate Avenue · San Francisco, California 94102-3688

Telephone 415-865-4200 · Fax 415-865-4205

MEMORANDUM

Date

August 24, 2026

Action Requested

Review and approve recommendation

To

Data Analytics Advisory Committee

Deadline

September 15, 2026

From

Leah Rose-Goodwin, Chief Data and
Analytics Officer, Research, Analytics, and
Data

Contact

Leah Rose-Goodwin
Leah.rose-goodwin@jud.ca.gov

Subject

Superior Court of California, County of
Alameda Adjustment Request Analysis

Introduction

On January 15, 2025, an Adjustment Request Proposal (ARP) was submitted by the Superior Court of Alameda proposing a minimum staff-to-judge ratio be factored into the Resource Assessment Study (RAS) as a supplemental need and included in the Workload Formula calculations (see Appendix A). Specifically, this proposal recommends factoring in the minimum staff needed to support authorized judgeships when measuring each court's staffing-based financial need. At the time that the ARP was submitted, the Council had not yet approved the updated RAS model caseweights, which were subsequently approved in April 2025 following DAAC's vote to recommend approval of weights in early 2025. Additionally, the Judicial Workload Study, which is used to measure judicial need using a weighted caseload methodology, had not been updated since 2018. With the Judicial Workload Study update approved by DAAC (subject to approval by the Judicial Council at its October 2026 meeting), DAAC now has sufficient information to evaluate the request and make a recommendation.

Background

The RAS model uses a weighted caseload methodology to measure staff resource need in the trial courts based on a court's specific combination of workload volume (measured in filings) and workload mix (the number of filings categorized in different case types, weighted using Council-approved caseweights to account for differences in workload by case type). The estimated need for each court is updated annually to include the most recent three-year average filings data, and this data from RAS then feeds into the Workload Formula.

As an entirely workload-based model that uses filings as the primary driver, neither RAS nor the Workload Formula currently accounts for a court's number of authorized and funded judgeships when determining a court's staffing-based financial need. In their ARP, Alameda states that the current iteration of the Workload Formula may lead some courts to be funded at a level where each judge does not have a sufficient level of support staff to perform the work expected of them. Further, the court references the ethical mandate and public expectation that judges provide the services for which they are paid. Additionally, they note that Gov. Code § 69841 requires the clerk of the superior court to attend each court session and assist judges in chambers, which they argue means judges must have clerical support to perform their official duties.

This ARP recommends that the Workload Formula factor in each court's number of authorized and funded judgeships to help ensure that every court is funded to allow for a minimum ratio of support staff to judges.

Staff and judicial workload analyses

The branch uses weighted caseload methodologies to estimate the number of staff and judicial resources needed to manage workload. The Resource Assessment Study (RAS) measures the need for staff expressed as full-time equivalents by multiplying a three-year average of filings by case type by weights that assess the average amount of staff needed for each case type, all divided by the amount of time that staff have to perform their work. A similar calculation is done to measure the need for judicial officers, using weights that assess the average amount of time that judicial officers need for judicial work. The end result of that calculation is the judicial needs assessment (JNA), which is updated, according to statute,¹ biennially in the even-numbered years. The results of the two workload assessments can be used together to estimate the total resources needed for case processing.

Use of staff-to-judge ratios in RAS

Some parts of the current RAS model rely on ratios to quantify need for certain position types. Court reporters, manager/supervisor need, and Program 90 (administration) staff needs are all computed on the basis of ratios to quantify expected relationships between position types: court

¹ See Government Code section 69614(c)(1) and (3)

reporter to judge, manager/supervisor to line staff; Program 90 to 10 (operations). Additionally, early versions of RAS used staff-to-judge ratios to estimate staff need for certain position types, such as judicial assistants and legal research attorneys. With the 2013 RAS model update, ratios for all courtroom support positions other than court reporters were dropped in favor of including support staff need in the caseweight. This change made sense for a number of reasons:

- Trial courts found it difficult to use the previous model for making workload estimates locally because the number of staff per judge did not reflect the types of cases that were being processed at a given location.
- Time-study data showed significant differences in the number and type of staff that judicial officers required as support, depending on the type of case that the judicial officer heard.
- Staff-to-judge ratios appeared overly prescriptive because case processing practices vary widely from one court to another. Depending on a court's technology, work that in one court might be considered back-office processing may actually be performed in the courtroom of another court, making the distinction between judicial officer support and other staff less relevant.

Following the 2013 decision to remove ratios from the model to compute the need for courtroom staff, RAS only uses ratios to compute the need for court reporters, managers/supervisors, and Program 90 staff. The RAS model results in an estimate of the full-time staff (FTE) needed by court based on its workload as measured by caseweights.

Current use of staff to judge ratios

When used in combination, the RAS and Judicial Needs Assessment can paint a more complete picture of workload-based resource need in a court. For example, if each of the studies show that 100 judges are needed statewide (Judicial Needs Assessment) and 1,000 court staff (RAS), comparing the two models would show that there are ten court staff needed for every judge in the state based on workload by taking 1,000 and dividing by 100. Since RAS measures the workload need for all court staff, the ratio of 10:1 must be understood as including **all** court staff, not just courtroom support: case processing staff in the back office and courtroom, non-case processing staff (e.g., Information Technology, Finance, Administration), and managers and supervisors, among others. Put another way, RAS does not create a prescriptive model of staffing at a local court level; rather, it is a tool to normalize non-judicial tasks and workload. Thus an individual court may make staffing decisions based on technology, facilities, and local practices. Additionally, some court workload might be managed by automation or technology in lieu of FTEs.

For greatest clarity, it helps to think about the application of these ratios in the context of staffing a brand-new court. If a new court were established in California, and that court had a filings volume that showed a need for 20 judges, the 10:1 staff to judge ratio would suggest that

approximately 200 staff would be needed to support those judges and manage the workload in the court.

Staff-to-judge estimates computed in this way have been used as the basis for funding requests to support new authorized judgeships. As new judgeships are authorized and funded, the branch has sought funding to support the staffing needed for those judicial officers. When those requests are made, a ratio is computed that is based on the most recent judicial needs assessment and the RAS computation in the same year. (Since JNA is only computed in the even-numbered years, the assessment is more accurate when RAS and JNA are run in the even-numbered years when both models draw on the same set of filings data.) The studies were both updated in 2026 using the same set of filings data and updated model parameters resulting from the most recent time study updates.

Using the 2026 updates to RAS and JNA, where JNA uses the recommended new JWS caseweights and other model parameters, the branch was shown as needing 2,164 judicial officers and 19,701 staff, for a ratio of 9.10 staff to judge.

DAAC Review and San Francisco Public Comment

An ad hoc committee was convened in late 2025 to review this request in greater detail and develop a recommendation for the full committee. The ad hoc committee met in December 2025, January 2026, February 2026, May 2026, and July 2026. For its February 2026 meeting, the ad hoc committee invited the Court Executive of the Alameda Superior Court to discuss that court's ARP. During that discussion, the ad hoc committee noted the court's earlier statement underscoring the importance of ensuring that judges are able to perform judicial work. Although the workload models effectively measure both staff and judicial officer workload, courts do not control the number of authorized judgeships or the timing of those appointments. The committee emphasized the need to quantify the staff resources required for courts to operate effectively and directed staff to conduct additional analysis to define those needs.

In April 2026, DAAC received public comment on this proposal from the San Francisco Superior Court. In their comments, given in support of the Alameda request, the court asserts that the statewide RAS model does not show the same measured need as San Francisco's court-specific RAS time study results (San Francisco has participated in the RAS time study each of the last three studies) and that this discrepancy has persisted across all three studies. The court also suggests that there might be regional differences in workload that aren't recognized in the statewide workload measurement.

Courtroom Staff Workload Survey

One of the limitations of the staff -to-judge ratio used for judgeship funding requests is that it does not isolate or strictly measure courtroom staff need. New authorized judgeships have an immediate impact on court staff need, as judges will need clerical and administrative support to maintain operations (see Government Code Section 69841). Since it's been over a decade since

the branch quantified courtroom support need, the ad hoc committee wanted to understand current courtroom staffing need, so they commissioned Council staff to conduct a survey of courts to determine the number of staff needed to directly support courtroom operations

Survey respondents were asked to identify the average number of Program 10 staff that work in courtrooms across all courts and that are needed in the courtroom for proceedings to occur. Courts were asked to exclude counts of non-case processing staff, such as bailiffs and marshals, as well as roles like court interpreters, where funding is allocated for those positions through separate funding streams not based on weighted caseload. Counts were also intended to exclude calendar clerks, post-hearing processing, and other staff that support courtroom functions from outside the courtroom that would be required to process case-related work regardless of the number of courtrooms in operation. Courts were asked to provide averages across days of the week and across case types and to focus on general, current conditions rather than aspirational levels of staffing or specific circumstances.

Fifty-three courts provided responses, with representation across courts of all sizes:

Cluster	Number of responses received	Total courts in cluster
1	13	15
2	21	22
3	12	13
4	7	8

The mean of all responses was calculated by case type:

Case type	Average courtroom staff
Felony	2.54
Misdemeanor	1.56
Infraction	1.01
Civil	1.56
Family law	1.56
Juvenile	2.23
Probate	1.33
Mental health	1.53
Average (weighted by court)	1.72
Average (weighted by case type)	1.87

The data showed that there are about 1.87 courtroom staff per judicial officer, averaged across all case types. There were some differences across case types, with felony cases showing the most need for courtroom support (about 2.5 positions) and other cases requiring less support.

Weighting by case type ensures that the staffing ratio accounts for the case types that require additional work.

Analysis

With all of the prior work and analysis completed, at its May 2026 meeting, staff developed some options for the ad hoc committee's consideration:

Option 1: Apply staff-to-judge ratios after RAS is applied

Staff to judge ratios, using RAS to JNA ratio, are applied to each court's authorized judicial positions in excess of assessed judicial need.

Appendix B contains the data and calculations used for this option. Each court's number of current authorized judgeships was subtracted from the assessed judicial need. Courts with more authorized judgeships than assessed need were identified. Of those courts, all two-judge courts were taken out of the analysis since courts have a minimum of two judges, regardless of workload-based need. Of all remaining courts, courts that showed a differential of at least one judgeship were retained and remaining values were rounded to full numbers. The ratio of 9.10 staff FTE was applied to each of the judgeships identified as needing a support factor.

Four courts met the criteria for the support factor. Applying this factor as stated in Option 1 would result in an FTE need for 172.9 support positions.

Option 2: Courtroom staff to judge ratios used to supplement workload need. Courtroom staff to judge ratios, using average results of courtroom staff survey, will be applied to each court's current authorized judgeships in excess of Assessed Judicial Need (AJN).

Appendix C contains the data and calculations used for this option. Each court's number of authorized judgeships was subtracted from the assessed judicial need. Courts with more judgeships than assessed need were identified. Of those courts, all two-judge courts were taken out of the analysis since courts have a minimum of two judges, regardless of workload-based need. Of all remaining courts, courts that showed a differential of at least one judgeship were retained and remaining values were rounded to full numbers. A ratio of 1.87 FTE was applied to each of the judicial positions identified as needing a support factor.

Four courts met the criteria. Applying this factor would result in an FTE need for 35.53 support positions.

Option 3: Status Quo

Workload need will continue to be measured using the weights and other RAS model parameters. Judicial position support will not be factored into the model.

July 2026 Ad hoc committee Review

The ad hoc committee met on July 23, 2026 to review the three options. Following a presentation and discussion, the ad hoc committee recommended that clarifying edits be made to the memo to more clearly articulate the calculation as supplemental to the RAS calculation; to address the public comment received on this item; and to add additional context concerning judicial work. The ad hoc committee also suggested adding language to specify that the calculation be updated at the same time that the RAS model parameters are updated (approximately every five years).

Recommendation

With those changes and additions incorporated into this memo, the ad hoc committee recommends that DAAC:

- Adopt a methodology to calculate an adjustment factor for eligible courts which is based on a courtroom support factor (currently 1.87 staff to 1 judge), applied to each judgeship in excess of a court's assessed judicial need, when rounded to whole numbers, for courts with more than two authorized judgeships;
- Apply said methodology and transmit those findings to the Trial Court Budget Advisory Committee as a supplemental calculation that is additive to the workload-based RAS calculation for TCBAC's review and consideration; and
- Update the support factor each time that the RAS model parameters are updated (approximately every five years.)



SUPERIOR COURT OF CALIFORNIA, COUNTY OF ALAMEDA

Executive Office

René C. Davidson Courthouse • 1225 Fallon Street, Oakland, CA 94612

Telephone: (510) 891-6012

THOMAS J. NIXON
Presiding Judge

CHAD FINKE
Executive Officer

January 15, 2025

Michelle Curran, Judicial Council Administrative Director
Judicial Council of California
2850 Gateway Oaks Drive
Sacramento, CA 95833

SENT VIA EMAIL

Re: Workload Formula Adjustment Request

Dear Ms. Curran:

On behalf of the Superior Court of Alameda County, we are submitting this Workload Formula ("WF") adjustment request pursuant to the Adjustment Request Process ("ARP") distributed via email to trial court leadership on December 16, 2024. Our request is that the Trial Court Budget Advisory Committee consider adding a "minimum staff-to-judge ratio" factor to the WF as a supplemental/alternative way of measuring each court's staffing-based financial need. Specifically, we believe that in addition to using a court's three-year filings average to determine staffing/funding need, the WF should also factor in each court's number of authorized, funded judgeships, ensuring that every court is funded to allow for some minimum ratio of support staff to judges.¹ In our view, assessing staff need (and the funding associated therewith) via two different measures and funding each court by whichever measure is higher is necessary to ensure an efficient and effective use of judicial resources throughout the state, as required under rule 10.603 of the California Rules of Court, specifically subdivisions (a)(1) and (c)(1)(C).

¹ This request could, in the alternative, be construed as a request to amend the Resource Assessment Study ("RAS") model to assess a court's staffing need not just in relation to its filings, but also by using a minimum staff-to-judge ratio and basing need on whichever approach yields the highest full-time equivalent ("FTE") count. However, in the absence of a formal process for submitting RAS change proposals to the Data Analytics Advisory Committee ("DAAC"), we are submitting this request for consideration through the ARP.

DESCRIPTION OF HOW THE FACTOR IS NOT CURRENTLY ACCOUNTED FOR IN THE WORKLOAD FORMULA

As described in a July 25, 2019, report to the Council, “The branch’s workload formula computes the total resources needed for trial court workload using the Resource Assessment Study (RAS) model and compares that to the total funding allocated for the same purpose.”² In other words, the primary driver that feeds the current iteration of the WF is data from RAS.³

In turn, the stated goal of RAS is “to estimate the number of staff needed to handle the volume of filings coming before the courts.”⁴ To do so, RAS looks at each court’s filings over a three-year period. Weighing those filings, RAS then estimates the number of Program 10 staff (including supervisors and managers) that each court needs and applies a multiplier to determine how many Program 90 staff the court needs on top of that, producing an overall total FTE count needed to process each court’s average number of filings.⁵

In short, neither RAS nor the WF currently account for a court’s number of authorized, funded judgeships in determining that court’s staffing need or resulting funding need.

IDENTIFICATION AND DESCRIPTION OF THE BASIS FOR WHICH THE ADJUSTMENT IS REQUESTED

Please see detailed analysis below.

DETAILED ANALYSIS AS TO WHY THIS FACTOR IS NECESSARY

While we understand why the WF was developed to rely on RAS’s filings-based FTE estimates as the primary measure of a court’s funding needs, our concern is that as funding and staffing levels have evolved over time, that approach has produced untenable outcomes that leave many courts without sufficient funding to ensure that all of their judges are supported by staff at a level that will allow them to perform the work expected of them. Put another way, divorcing a court’s funding needs entirely from its number of funded, statutorily authorized judgeships has resulted in many courts, including ours, being funded at a level that results in an untenably low staff-to-judge ratio.

To illustrate, based on our most recent filings data, RAS estimates that Alameda needs 506 FTEs to handle our current level of filings. By statute, Alameda has 73 funded, authorized judgeships.⁶ This

² <https://jcc.legistar.com/View.ashx?M=F&ID=7338800&GUID=9284F0B3-BCAE-4C0C-A110-49AA99D8A139>

³ See also <https://www.courts.ca.gov/documents/RAS.pdf>, at p. 2: “The full-time equivalent staff need produced by RAS is translated into dollars using average salary costs, adjusting for cost-of-labor differentials using Bureau of Labor Statistics data, and including actual retirement and health care costs. Non-personnel costs and other elements are factored into WF to project the total funding need for each court.”

⁴ <https://www.courts.ca.gov/documents/RAS.pdf>

⁵ We are aware that RAS does not account for all classifications; exclusions include, among other things, interpreters, court attendants, subordinate judicial officers, and the Court Executive Officer.

⁶ It bears noting that the number of funded, authorized, and filled judgeships that each court has is entirely outside of its control. The overall number of authorized judgeships in each county is set by the Legislature via statute.

means that we are effectively funded at a level that will allow a ratio of 6.917 RAS-covered staff per authorized judgeship.⁷

By contrast, we understand that when the Judicial Council seeks funding for new judgeships, the Council requests funding for the judgeship itself plus funding for 9 staff members (which is inclusive of all of the categories covered by RAS, i.e., Program 10 employees and supervisors, plus Program 90 support staff). Thus, there appears to be at least some acknowledgement by the Council that each judge in the state requires 9 staff members in order to do their job effectively.

We believe that there is a disconnect between a model that funds a staffing level based solely on filings versus one—like the one we are advocating for—that establishes an alternative minimum funding “need” based on actual number of funded judgeships. Once again using Alameda as an example, if a ratio of 9 staff per judge were applied, Alameda would need to be funded sufficiently to hire 657 FTEs (73 judges times 9 staff per judge), not the 506 that RAS says we need based on filings alone.

If one were to perform a court-by-court analysis like the one provided for Alameda above, the results would show that there is little consistency among the courts in terms of the ratio of funding for staff and the number of judges. The two are, unfortunately, completely decoupled from one another, which does not reflect the operational realities of running a court.

DESCRIPTION OF WHETHER THE UNACCOUNTED-FOR FACTOR IS UNIQUE TO THE APPLICANT COURT OR HAS BROADER APPLICATIONS

This issue is not unique to Alameda. Rather, it would appear to affect any court in which the number of funded, authorized judgeships is higher than its judicial need as measured by filings. Put another way, this issue would be faced by any court that has reduced its staffing level over time due to a lower number of filings resulting in decreased funding, but where the number of funded, authorized judgeships has not changed over that same period of time.

Whether those judgeships are funded is determined through the state budget process. And whether a funded, authorized judgeship is filled is determined by the Governor, working with their Appointments Secretary.

⁷ For purposes of this request, we are only including judgeships, i.e., we are not including authorized subordinate judicial officer (“SJO”) positions. We make the distinction because the decision whether or not to fill an SJO position lies with the local court whereas—as discussed above in footnote 6—the decision whether to fill a judgeship is entirely outside of the local court’s control.

DETAILED DESCRIPTION OF STAFFING NEEDS AND/OR COSTS REQUIRED TO SUPPORT THE FACTOR THAT IS UNACCOUNTED FOR BY THE WORKLOAD FORMULA

Without a threshold determination as to what the minimum staff-to-judge ratio should be to ensure that each judge is adequately staffed, it is impossible to estimate the cost and staffing need, although certainly there would be additional costs driven solely by the need to fund those additional staff.⁸

Using Alameda as an example, and using a hypothetical 9:1 staff-to-judge ratio, Alameda's staffing need would increase from the current filings-based, RAS level of 506 FTEs to 657 FTEs, an increase of 151 FTEs. Assuming for the sake of illustration a per-FTE cost of \$100,000, the increased funding need for Alameda to be funded at a minimum staff-per-judge level, versus on a strictly per-filings level, would be \$15,100,000. We assume that a corresponding funding need could likewise be calculated for all similarly situated courts once an appropriate ratio and FTE cost is established.

DESCRIPTION OF THE CONSEQUENCES TO THE PUBLIC AND ACCESS TO JUSTICE WITHOUT THE FUNDING

Courts that are not funded at a level sufficient to ensure some adequate level of staffing for each judge are placed in a difficult position. At a fundamental level, it might appear that the solution to this issue is simply to have judges either sit idle or work far below their capacity, i.e., to whatever extent is permitted by the level of staffing the court can afford. We note, however, that Government Code section 69841 is clear that a "clerk of the superior court shall attend each session of the superior court in the county and upon the judges of the court in chambers when required." (Emphasis added.) In other words, judges are limited by law in terms of the types of official work they can do without a clerk present.

Further, as the Commission on Judicial Performance has recently made clear, "[the t]axpayers of the State of California have a right to expect that judges are available to provide the services for which they are paid." (*Severe Public Censure of Judge Howard H. Shore* (2023) p.5.) Having judges sit idly in a courthouse due to lack of sufficient support staff runs the risk of putting those judges in an intractable ethical position, to say nothing of frustrating the expectations of the taxpayers.

To mitigate this concern, a court with more judges than it has staff to support them might make a business decision to use its limited funding to prioritize hiring courtroom clerks and other judicial support staff over other classifications that might be needed.⁹ While this might solve the immediate

⁸ We take no position on what that ratio should be. As noted, the Judicial Council appears to rely on a ratio of 9 staff per judge when seeking funding for a new judgeship, and thus that may be the appropriate ratio to use for the recommended "floor" in the WF and/or RAS as well.

⁹ One might suggest that judges could, in the alternative, share staff. While this might be possible to some extent, it is also not necessarily a solution that would be available to all courts. Many courts have multiple case management systems with staff that are not cross-trained across each. Labor agreements may limit the ability to which a court can readily transfer staff between locations. Further, the number, size, and geographic distance between courthouses in a county may limit the extent to which staff can be shared among judges. On the latter point, we note that in the past other courts have submitted ARPs requesting that "number of courthouses" be

issue of properly staffing each judge, it would also result in other undesirable consequences to the public, including:

- Limiting the hours a clerk's office is open to the public (if courtroom staff were prioritized over office staff);
- Under-resourcing the court in critical infrastructure areas such as information technology; and/or
- Cutting funding to non-mandatory areas that nonetheless improve access to justice, such as Self-Help Centers and Family Law Facilitators Offices.

DESCRIPTION OF THE CONSEQUENCES TO THE REQUESTING COURT(S) WITHOUT THE FUNDING

As noted above, in theory a court could simply decide not to hire sufficient staff to support each judge, effectively leaving some number of judges without clerks and other necessary courtroom staff. While this would solve the immediate funding issue, it would also—as detailed above—potentially create significant ethical issues for those judges who both do not have the staff needed to take the bench and who do not have a necessary level of chambers work in the absence of calendar work to keep them working at capacity.

Alternatively, a court may decide not to prioritize courtroom staff over any other staff, but rather to hire courtroom staff at levels above what RAS says it needs based on its filings, i.e., in excess of the staffing level it is funded for under the WF. The issue with that approach is that, on an annual basis, trial court funding is a zero-sum game, meaning that a court that chooses to hire more staff than RAS says it needs—i.e., more than it is funded for under the WF—has only one way to pay for those “excess” staff members, and that is to reduce other costs. Because the vast majority of trial court expenses are personnel salary and benefits, this means that in actual practice if a court wants to hire more personnel than RAS says it needs, the primary way to do so on an ongoing basis is to keep its salaries artificially low.¹⁰ Put another way, a court in this situation must decide between (a) having the number of staff that RAS says it needs, paid at the proper scale but in insufficient numbers to staff its judges, or (b) having more staff than RAS says it needs who are paid under market and who do not receive the level of annual cost increases that may be available in other courts. Unfortunately, the latter option, which ensures that the judges are staffed to perform their work, is also highly likely to lead to labor unrest, including work stoppages, as well as to impede significantly the court's efforts at recruitment and retention of knowledgeable staff.

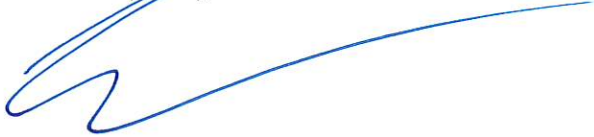
factored into the WF, and we would support and join in such requests. (See, e.g., <https://courts.ca.gov/system/files/file/tcbac-20190617-fms-materials.pdf> at p. 13.)

¹⁰ We acknowledge that courts can also control costs through the reduction of OE&E, but such non-personnel costs can only be reduced so far without eliminating mandatory expenses such as janitorial services, software licenses, necessary supplies, and the like.

CONCLUSION

In summary, we ask that TCBAC (or, as may be appropriate, DAAC) explore whether a minimal “staff to judge” ratio should be included in RAS and/or the WF as an alternative way to measure each court’s funding needs. A part of that examination could include the extent to which such an alternative approach would be appropriate to use for purposes of expressing funding needs to the other branches of government versus being used as a way to reallocate funding among the courts. By looking at both filings-based staffing needs and judge-based staffing need and working to fund each court to whichever level is higher, the system will ensure that all judges are able to perform the functions required of them by law and expected of them by the public, and that every court has the ability to recruit, retain, and pay a fair wage to qualified staff.

Yours Very Truly,

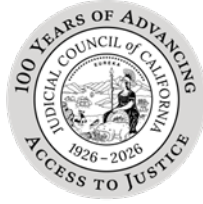


Chad Finke
Court Executive Officer

cc: Members of the Trial Court Budget Advisory Committee
Hon. Thomas J. Nixon, Presiding Judge

Cluster	Court	2026 RAS Need	2026 Assessed Judicial Need (AJN)	Authorized Judges	AJ-AJN	Judges needing support factor	Support factor (9.10 FTE)	Total RAS FTE need plus support factor
4	Alameda	629.0	70.8	73.0	2.2	2.0	18.20	647.2
1	Alpine	3.0	0.1	2.0	1.9		-	3.0
1	Amador	36.0	3.4	2.0	(1.4)		-	36.0
2	Butte	128.0	12.6	11.0	(1.6)		-	128.0
1	Calaveras	28.0	2.6	2.0	(0.6)		-	28.0
1	Colusa	19.0	1.5	2.0	0.5		-	19.0
3	Contra Costa	395.0	40.7	38.0	(2.7)		-	395.0
1	Del Norte	30.0	2.6	2.0	(0.6)		-	30.0
2	El Dorado	87.0	8.6	8.0	(0.6)		-	87.0
3	Fresno	607.0	66.4	47.0	(19.4)		-	607.0
1	Glenn	26.0	2.0	2.0	0.0		-	26.0
2	Humboldt	94.0	10.1	7.0	(3.1)		-	94.0
2	Imperial	105.0	9.9	10.0	0.1		-	105.0
1	Inyo	23.0	1.8	2.0	0.2		-	23.0
3	Kern	614.0	67.4	40.0	(27.4)		-	614.0
2	Kings	118.0	12.6	9.0	(3.6)		-	118.0
2	Lake	67.0	7.2	4.0	(3.2)		-	67.0
1	Lassen	27.0	2.6	2.0	(0.6)		-	27.0
4	Los Angeles	4,959.0	573.0	510.0	(63.0)		-	4,959.0
2	Madera	133.0	14.7	10.0	(4.7)		-	133.0
2	Marin	106.0	9.6	12.0	2.4	2.0	18.20	124.2
1	Mariposa	15.0	1.2	2.0	0.8		-	15.0
2	Mendocino	71.0	7.2	8.0	0.8		-	71.0
2	Merced	174.0	17.2	11.0	(6.2)		-	174.0
1	Modoc	13.0	1.1	2.0	0.9		-	13.0
1	Mono	13.0	0.9	2.0	1.1		-	13.0
3	Monterey	223.0	22.9	19.0	(3.9)		-	223.0
2	Napa	74.0	7.6	7.0	(0.6)		-	74.0
2	Nevada	54.0	5.1	6.0	0.9		-	54.0
4	Orange	1,542.0	164.3	127.0	(37.3)		-	1,542.0
2	Placer	204.0	21.7	11.0	(10.7)		-	204.0
1	Plumas	14.0	1.0	2.0	1.0		-	14.0
4	Riverside	1,295.0	144.3	75.0	(69.3)		-	1,295.0
4	Sacramento	856.0	97.2	68.0	(29.2)		-	856.0
1	San Benito	40.0	3.5	2.0	(1.5)		-	40.0
4	San Bernardino	1,326.0	144.7	85.0	(59.7)		-	1,326.0
4	San Diego	1,301.0	145.5	135.0	(10.5)		-	1,301.0
3	San Francisco	332.0	40.1	52.0	11.9	12.0	109.20	441.2
3	San Joaquin	428.0	48.2	31.0	(17.2)		-	428.0
2	San Luis Obispo	155.0	15.3	13.0	(2.3)		-	155.0
3	San Mateo	294.0	29.1	28.0	(1.1)		-	294.0
3	Santa Barbara	216.0	23.2	21.0	(2.2)		-	216.0
4	Santa Clara	650.0	73.6	77.0	3.4	3.0	27.30	677.3
2	Santa Cruz	127.0	13.0	12.0	(1.0)		-	127.0
2	Shasta	175.0	17.2	11.0	(6.2)		-	175.0
1	Sierra	4.0	0.2	2.0	1.8		-	4.0
2	Siskiyou	44.0	4.4	4.0	(0.4)		-	44.0
3	Solano	213.0	21.8	20.0	(1.8)		-	213.0
3	Sonoma	216.0	23.0	20.0	(3.0)		-	216.0
3	Stanislaus	339.0	39.2	23.0	(16.2)		-	339.0
2	Sutter	76.0	7.8	6.0	(1.8)		-	76.0
2	Tehama	61.0	6.1	4.0	(2.1)		-	61.0
1	Trinity	17.0	1.5	2.0	0.5		-	17.0
3	Tulare	304.0	33.1	22.0	(11.1)		-	304.0
2	Tuolumne	45.0	4.5	4.0	(0.5)		-	45.0
3	Ventura	367.0	37.3	30.0	(7.3)		-	367.0
2	Yolo	117.0	11.7	11.0	(0.7)		-	117.0
2	Yuba	72.0	8.0	5.0	(3.0)		-	72.0
	Statewide	19,701	2,164				172.90	19,873.9

Cluster	Court	2026 RAS Need	2026 Assessed Judicial Need (AJN)	Authorized Judges	AJ-AJN	Judges needing support factor	Support factor (1.87 FTE)	Total RAS FTE need plus support factor
4	Alameda	629.0	70.8	73.0	2.2	2.0	3.74	632.7
1	Alpine	3.0	0.1	2.0	1.9		-	3.0
1	Amador	36.0	3.4	2.0	(1.4)		-	36.0
2	Butte	128.0	12.6	11.0	(1.6)		-	128.0
1	Calaveras	28.0	2.6	2.0	(0.6)		-	28.0
1	Colusa	19.0	1.5	2.0	0.5		-	19.0
3	Contra Costa	395.0	40.7	38.0	(2.7)		-	395.0
1	Del Norte	30.0	2.6	2.0	(0.6)		-	30.0
2	El Dorado	87.0	8.6	8.0	(0.6)		-	87.0
3	Fresno	607.0	66.4	47.0	(19.4)		-	607.0
1	Glenn	26.0	2.0	2.0	0.0		-	26.0
2	Humboldt	94.0	10.1	7.0	(3.1)		-	94.0
2	Imperial	105.0	9.9	10.0	0.1		-	105.0
1	Inyo	23.0	1.8	2.0	0.2		-	23.0
3	Kern	614.0	67.4	40.0	(27.4)		-	614.0
2	Kings	118.0	12.6	9.0	(3.6)		-	118.0
2	Lake	67.0	7.2	4.0	(3.2)		-	67.0
1	Lassen	27.0	2.6	2.0	(0.6)		-	27.0
4	Los Angeles	4,959.0	573.0	510.0	(63.0)		-	4,959.0
2	Madera	133.0	14.7	10.0	(4.7)		-	133.0
2	Marin	106.0	9.6	12.0	2.4	2.0	3.74	109.7
1	Mariposa	15.0	1.2	2.0	0.8		-	15.0
2	Mendocino	71.0	7.2	8.0	0.8		-	71.0
2	Merced	174.0	17.2	11.0	(6.2)		-	174.0
1	Modoc	13.0	1.1	2.0	0.9		-	13.0
1	Mono	13.0	0.9	2.0	1.1		-	13.0
3	Monterey	223.0	22.9	19.0	(3.9)		-	223.0
2	Napa	74.0	7.6	7.0	(0.6)		-	74.0
2	Nevada	54.0	5.1	6.0	0.9		-	54.0
4	Orange	1,542.0	164.3	127.0	(37.3)		-	1,542.0
2	Placer	204.0	21.7	11.0	(10.7)		-	204.0
1	Plumas	14.0	1.0	2.0	1.0		-	14.0
4	Riverside	1,295.0	144.3	75.0	(69.3)		-	1,295.0
4	Sacramento	856.0	97.2	68.0	(29.2)		-	856.0
1	San Benito	40.0	3.5	2.0	(1.5)		-	40.0
4	San Bernardino	1,326.0	144.7	85.0	(59.7)		-	1,326.0
4	San Diego	1,301.0	145.5	135.0	(10.5)		-	1,301.0
3	San Francisco	332.0	40.1	52.0	11.9	12.0	22.44	354.4
3	San Joaquin	428.0	48.2	31.0	(17.2)		-	428.0
2	San Luis Obispo	155.0	15.3	13.0	(2.3)		-	155.0
3	San Mateo	294.0	29.1	28.0	(1.1)		-	294.0
3	Santa Barbara	216.0	23.2	21.0	(2.2)		-	216.0
4	Santa Clara	650.0	73.6	77.0	3.4	3.0	5.61	655.6
2	Santa Cruz	127.0	13.0	12.0	(1.0)		-	127.0
2	Shasta	175.0	17.2	11.0	(6.2)		-	175.0
1	Sierra	4.0	0.2	2.0	1.8		-	4.0
2	Siskiyou	44.0	4.4	4.0	(0.4)		-	44.0
3	Solano	213.0	21.8	20.0	(1.8)		-	213.0
3	Sonoma	216.0	23.0	20.0	(3.0)		-	216.0
3	Stanislaus	339.0	39.2	23.0	(16.2)		-	339.0
2	Sutter	76.0	7.8	6.0	(1.8)		-	76.0
2	Tehama	61.0	6.1	4.0	(2.1)		-	61.0
1	Trinity	17.0	1.5	2.0	0.5		-	17.0
3	Tulare	304.0	33.1	22.0	(11.1)		-	304.0
2	Tuolumne	45.0	4.5	4.0	(0.5)		-	45.0
3	Ventura	367.0	37.3	30.0	(7.3)		-	367.0
2	Yolo	117.0	11.7	11.0	(0.7)		-	117.0
2	Yuba	72.0	8.0	5.0	(3.0)		-	72.0
	Statewide	19,701	2,164				35.53	19,736.5



Judicial Council of California

455 Golden Gate Avenue • San Francisco, California 94102-3688

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REPORT TO THE JUDICIAL COUNCIL

Item No.: 26-158

For the business meeting on October 15–16, 2026

Report to the Legislature: 2026 Update of the Judicial Needs Assessment (Draft)

Judicial Council Report Details

Rules, Forms, Standards, or Statutes Affected

None

Report Type

Action Required

Effective Date

October 16, 2026

Date of Report

September 15, 2026

Contact

Mustafa Sagir, 415-865-7553

Mustafa.Sagir@jud.ca.gov

Executive Summary

The Need for New Judgeships in the Superior Courts: 2026 Update of the Judicial Needs Assessment, a report to the Legislature required by Government Code section 69614(c)(1), shows that 231 new judgeships are needed across 22 courts to meet workload demand. This represents a significant increase from the 2022 assessment, which identified a need for 98 judgeships across 17 courts. The increase is driven by updated model parameters from the 2026 Judicial Workload Study—based on data collected through a time study conducted in 2025—and post-pandemic filings data from fiscal years 2022–23 through 2024–25. The mandated report also includes information about the conversion of additional subordinate judicial officer positions, as required by Government Code section 69614(c)(3). As in previous years, the Judicial Council does not need to take action on submission of the report to the Legislature and Governor. However, this year the council is asked to consider a recommendation to establish the 2026 Judicial Needs

Assessment as the basis for allocating judgeships that were funded in the Budget Act of 2026 (Stats. 2026, ch. 19) over the next five years to provide courts and the branch with the stability needed for effective long-term planning, while ensuring that allocations continue to be grounded in a rigorous, workload-based methodology.

Recommendation

The Need for New Judgeships in the Superior Courts: 2026 Update of the Judicial Needs Assessment is submitted to the Judicial Council as an informational item and will be transmitted to the Legislature and the Governor on or before November 1, as required by Government Code section 69614(c)(1) and (3).

However, the Data Analytics Advisory Committee recommends that the Judicial Council consider the following action on the prioritization of the thirteen judgeships funded by the Budget Act of 2026 over the next five years, effective upon approval of the Judicial Workload Study Update:

Allocate the thirteen judgeships funded over the next five years by the Budget Act of 2026 (Stats. 2026, ch. 19) as shown in Table A2 of *The Need for New Judgeships in the Superior Courts: 2026 Update of the Judicial Needs Assessment* (Attachment A), which will be filled over the next five years contingent on court readiness and availability of funding and facilities.

Relevant Previous Council Action

The methodology for determining the number of judgeships needed in the trial courts was first approved by the Judicial Council in August 2001.¹ At that meeting, the Judicial Council also directed staff to assess statewide judicial need using workload standards developed by the National Center for State Courts. That initial needs assessment and priority ranking was approved by the Judicial Council at its October 2001 meeting.²

At its August 2004 meeting, the council approved technical modifications to the judicial workload methodology and modified the priority ranking of the new judgeships.³ At its February 2007 meeting, after the state Legislature created 50 new judgeships,⁴ the council approved a subsequent reranking of the remaining 100 top-priority judgeships to reflect changes in workload since the 2004 report. The council also approved the methodology for identifying the number

¹ Judicial Council of Cal., Research and Planning Unit Rep., *A New Process for Assessing Judicial Needs in California* (Aug. 24, 2001), www.courts.ca.gov/documents/judneedsreview.pdf.

² Judicial Council of Cal., Research and Planning Unit Rep., *Results of Statewide Assessment of Judicial Needs Including List of Recommended New Judgeships* (Oct. 26, 2001), www.courts.ca.gov/documents/stateassess.pdf.

³ Judicial Council of Cal., Office of Court Research Rep., *Update of Judicial Needs Study* (Aug. 9, 2004), www.courts.ca.gov/documents/0804item6.pdf.

⁴ In September 2006, Senate Bill 56 was enacted (Stats. 2006, ch. 390), authorizing 50 new judgeships; funding in fiscal year (FY) 2006–07 was provided for one month and ongoing thereafter.

and location of subordinate judicial officer (SJO) positions that should be converted to judgeships.

The Council's approved methodology has been used consistently since adoption to prioritize and allocate new judicial positions. In October 2007, Assembly Bill 159 (Stats. 2007, ch. 722) was enacted, authorizing 50 additional new judgeships; all but two had remained unfunded and unfilled until 2019. In 2018, two judgeships were funded and allocated to the Superior Court of Riverside County. The Budget Act of 2019 funded 25 new trial court judgeships. The Budget Act of 2022 funded the remaining 23 judgeships. AB 159 also authorized the conversion of 162 vacant SJO positions—identified according to the council-approved methodology—at a rate of no more than 16 per year. AB 2763 (Stats. 2010, ch. 690) authorized 10 additional conversions per year, if the conversions were to result in judges being assigned to family or juvenile law calendars previously presided over by SJOs.

In more recent years, the council has made further refinements to the methodology used to calculate judicial need. Updated caseweights to measure the amount of time that judicial officers need for case processing work were approved by the council in December 2011⁵ and again in September 2019.⁶ At its December 2013 meeting, the council adopted a recommendation that any judgeships approved and funded be based on the most recent judicial needs assessment approved by the council.⁷ And in December 2014, the council adopted a revision to the prioritization method used to allocate any new judgeships, lowering the initial qualifying threshold from a 1.0 full-time equivalent (FTE) position to 0.8 FTE so that courts with fewer judicial officers have a greater opportunity to become eligible for new judgeships.⁸

Updates of assessed judicial needs were approved by the Judicial Council, as directed by statute, in every even-numbered year, starting with 2008.⁹ However, the 2024 Judicial Needs Assessment was not published because the COVID-19 pandemic deferred the planned judicial workload study update from 2023 to 2025 and affected filings across the relevant three fiscal years (FY 2020–21 through FY 2022–23). A companion report for the council approval with updated caseweights and model parameters resulting from the 2026 Judicial Workload Study, is submitted for the October 2026 business meeting. The updated workload parameters including caseweights from 2026 update are reflected in the current needs assessment.

⁵ Judicial Council of Cal., Senate Bill 56 Working Group Rep., *Judicial Workload Assessment: Updated Caseweights* (Nov. 7, 2011), <https://www4.courts.ca.gov/documents/jc-121211-item3.pdf>.

⁶ Judicial Council of Cal., Workload Assessment Adv. Com. Rep., *Judicial Workload Assessment: 2018 Judicial Workload Study Updated Caseweights* (Sept. 10, 2019), www.courts.ca.gov/documents/20190924-19-083.pdf.

⁷ Assembly Bill 2745 (Stats. 2014, ch. 311) amends Government Code section 69614.2 to reflect this change.

⁸ Judicial Council of Cal., Workload Assessment Adv. Com. Rep., *Judicial Workload Assessment: 2014 Update of Judicial Needs Assessment and Proposed Revision to Methodology Used to Prioritize New Judgeships* (Nov. 7, 2014), www.courts.ca.gov/documents/jc-20141212-itemT.pdf.

⁹ The latest assessed judicial need update is available at www.courts.ca.gov/documents/Report-to-the-Legislature_2022-Update-of-the-Judicial-Needs-Assessment.pdf.

Analysis/Rationale

Government Code section 69614(c)(1) mandates biennial updates to the judicial needs assessment in even-numbered years. The 2026 assessment, based on updated Judicial Workload Study parameters and a three-year average of filings from FY 2022–23 through FY 2024–25, identifies a statewide assessed judicial need of 2,165.8 FTE judicial officers. Twenty-two courts have fewer authorized judicial positions than their workload requires, resulting in a total need of 231 new judgeships (see Attachment A, Table 2). By comparison, the 2022 assessment identified 98 needed judgeships across 17 courts, with a statewide assessed need of 1,905.5 FTE. The increase reflects both higher post-pandemic filings volumes and updated model parameters from the 2026 Judicial Workload Study.

When these or any additional positions are funded, the determination of which courts receive them will be based on the Judicial Council’s prioritization and ranking methodology, adapted from the Huntington-Hill method used to apportion Congressional seats. The methodology works as follows: First, the number of judgeships needed in each court is determined by comparing authorized judicial positions to the most recent judicial needs assessment. Any court needing at least 0.8 FTE of a judgeship becomes eligible, per the council policy adopted in December 2014.¹⁰ Second, each court’s absolute need is weighted by its percentage need, the shortfall relative to its current complement, so that both the size of the gap and its proportional severity are accounted for. For courts needing multiple judgeships, the percentage is recalculated after each hypothetical allocation. The methodology also gives additional weight to each court’s first judgeship, ensuring positions are distributed broadly across the state rather than concentrating in the courts with the largest numeric need. Courts needing more than one new judgeship appear multiple times on the allocation list until all positions have been assigned. The proposed allocation order of new judgeships is detailed in Attachment A, Table A2.

In October 2023, Senate Bill 75 (Stats. 2023, ch. 482) authorized 26 new judgeships; funding for 13 of those judgeships and associated facilities costs was provided in the Budget Act of 2026 (Stats. 2026, ch. 19) over the next five years.¹¹ Although Government Code section 69614(c)(1) requires biennial updates to the judicial needs assessment, the allocation of newly funded judgeships requires a longer planning horizon. Facilities construction and renovation, staffing plans, and budget projections all require lead times that extend well beyond a two-year cycle. Approving the current (2026) prioritization as the basis for allocating judgeships funded by the Budget Act of 2026 would provide the branch with the stability needed for effective long-term planning, while ensuring that allocations continue to be grounded in a rigorous, workload-based methodology.

¹⁰ Judicial Council of Cal., Workload Assessment Adv. Com. Rep., *Judicial Workload Assessment: 2014 Update of Judicial Needs Assessment and Proposed Revision to Methodology Used to Prioritize New Judgeships* (Nov. 7, 2014), www.courts.ca.gov/documents/jc-20141212-itemT.pdf.

¹¹ Senate Bill 75 (Stats. 2023, ch. 482), https://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=202320240SB75.

Policy implications

Adopting the prioritization established in this assessment as the basis for allocating judgeships funded by the Budget Act of 2026 over the next five years provides courts identified as having the greatest need with greater certainty for long-range planning—including courthouse construction and renovation, judicial support staffing, and operational readiness—while maintaining the integrity of the workload-based methodology that underlies the allocation. The judicial needs assessment will continue to be updated biennially as required by statute; however, those updates would inform future allocations of new judgeships outside of those funded by the Budget Act of 2026 over the next five years rather than alter the prioritization approved for the current five-year period.

Comments

The findings and recommendations made in this report were not circulated for public comment.

Alternatives considered

During the process of finalizing the 2026 Judicial Workload Study, DAAC considered several alternative methodological approaches to the formulas and model inputs used to assess the need for judicial officers. There was a robust discussion of the judge day value used to express the capacity of judicial officers over the course of the work day. As described more fully in the Judicial Workload Study report, the committee first voted to approve a day value of 431 minutes (60 minutes for lunch and breaks), but ultimately voted for a judicial work day value of 401 minutes of case-related time (90 minutes for lunch and breaks) per available working day.

That report noted that if the Judicial Council adopts the 60-minute or a different alternative it would not need to be referred back to DAAC, as that change represents a study-implementation choice rather than a change to the underlying methodology approved by DAAC. Staff would update the work day value used in the model, and the revised parameter would carry through to the forthcoming 2026 Update of the Judicial Needs Assessment. Attachment B shows the outcome should a 60-minute break be adopted.

Should the council chose not to approve or to request an alternative to other model parameters, such as the caseweights or judge year value, the decision would need to be referred back to DAAC for further consideration. The prioritization would need to be put on hold pending the outcome of those additional discussions.

In terms of the application of the prioritization methodology, one alternative would be to continue the existing practice of updating the allocation prioritization with each biennial judicial needs assessment. Under this approach, the allocation order for funded judgeships could shift every two years as filings are updated. While this would ensure that allocations always reflect the most current data, it would introduce uncertainty for courts planning facilities and staffing around judgeships funded by the Budget Act of 2026 over the next five years. The recommendation balances the need for current data with the practical requirements of long-range resource planning.

Another alternative would be to allocate judgeships based on funding available in each year of the five year phase in. This would result in a re-prioritization bi-annually based on updated filings. This would require JCC Facilities to develop a court facility readiness plan based on current state to determine which judgeships could be operationalized immediately without facility improvements or those that could be completed within two years. Such a methodology could result in only those courts with existing facilities or simply lease facility needs from receiving judgeships. Such an approach would also change the allocation of judgeships at the 2 year mark, frustrating court facility construction efforts and would be inconsistent with prior allocations that occurred in the year in which the funding for judgeships was approved.

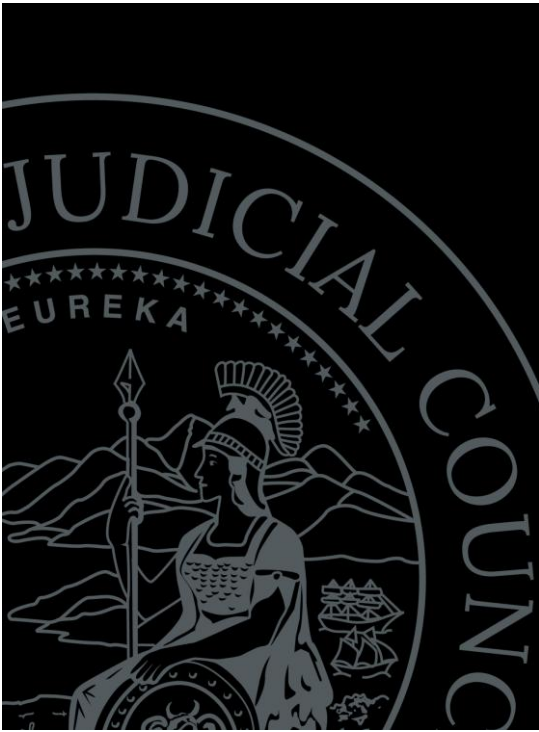
Fiscal and Operational Impacts

No costs to the branch are associated with the production of this report, other than the staff time needed to prepare the report and analyses. The funding associated with any new judgeships that may be authorized for the judicial branch as a result of this analysis is incorporated into the budget change proposals or the legislation, or both, that is sponsored to request new judgeships.

The recommendation carries no additional cost beyond those already associated with the funding of new judgeships. Operationally, a stable prioritization allows courts to plan for the receipt of new judicial positions with greater lead time, supporting more efficient use of facilities funding and staffing resources.

Attachments and Links

1. Attachment A: *The Need for New Judgeships in the Superior Courts: 2026 Update of the Judicial Needs Assessment*
2. Attachment B: Judicial Need and Prioritization Based on 431-minute Workday Value



The Need for New Judgeships in the Superior Courts: 2026 Update of the Judicial Needs Assessment

Report to the Legislature Under
Government Code Section
69614(c)(1) & (3)



Judicial Council of California

Data Analytics Advisory Committee

JUDICIAL COUNCIL OF CALIFORNIA

Hon. Patricia Guerrero

*Chief Justice of California and
Chair of the Judicial Council*

Michelle Curran

*Administrative Director
Judicial Council*

Robert Oyung

Chief Deputy Director

RESEARCH, ANALYTICS, AND DATA

Leah Rose-Goodwin

Chief Data and Analytics Officer

Kristin Greenaway

Manager

Mustafa Sagir

*Supervising Research Analyst
Primary Author of Report*

Access to Justice Requires Having Sufficient Judicial Resources: Progress Made, Challenges Remain in Meeting Statewide Judicial Needs

Government Code section 69614(c)(1) requires the Judicial Council to report to the Legislature and the Governor on or before November 1 of every even-numbered year on the need for new judgeships in each superior court, using the uniform criteria for the allocation of judgeships described in Government Code section 69614(b). Additionally, Government Code section 69614(c)(3) requires the Judicial Council to report on the status of the conversion of additional subordinate judicial officer (SJO) positions to family or juvenile assignments.

The public's right to timely access to justice is contingent on having adequate judicial resources in every jurisdiction. Over the last decade, new judicial resources authorized and/or funded by the Legislature have provided much-needed relief to courts most in need of additional judicial resources. These new judgeships have helped courts:

- Expand services offered in outlying court locations;
- Increase calendar time available for trials across all case types;
- Address backlogs to ensure timely access to justice;
- Allow the courts to devote more resources to specialized courts such as mental health court and Community Assistance, Recovery, and Empowerment (CARE) court, which handle complex matters involving mental health, addiction, and homelessness; and
- Shorten delays for hearings on child custody and visitation disputes, lessening the stress and trauma on children and families.

However, significant resource gaps remain across the state. Eighteen courts continue to face shortfalls exceeding 20 percent between the number of judgeships needed and those authorized and filled. Securing resources to meet the workload-based need for new judgeships has been and will continue to be a top priority of the Judicial Council. Additional judicial resources would strengthen the courts' capacity to provide timely access to justice and improve the overall quality and availability of public services by reducing caseloads and shortening the time it takes for cases to reach disposition.

The findings in this report are based on model parameters updated with the 2026 Judicial Workload Study (JWS) update and the most recent three-year average filings (FY 2022-23 through FY2024-25).

Quantifying the Need for New Judgeships in the Superior Courts

California is a pioneer in the measurement of judicial workload-based need, having been the first state to use a weighted caseload methodology to assess the need for judicial officers, beginning in 1963.¹ Since then, weighted caseload has become a nationally accepted methodology for measuring judicial workload. To assess judicial officer workload and determine need within the

¹ Harry O. Lawson and Barbara J. Gletne, *Workload Measures in the Court* (National Center for State Courts, 1980).

superior courts, the Judicial Council conducted a 2025 time study involving more than 1,200 judicial officers from 17 participating superior courts. The study collected standardized time measurements across case types and operational activities, providing the empirical foundation for the current workload-based methodology. The time study findings resulted in the development of a set of caseweights that quantify the amount of case processing time needed for different case types, taking into account the full range of possible case processing outcomes and their relative probability of occurrence. The caseweights that resulted from the 2025 time study and other model parameters to calculate the assessed judicial need were approved by the Judicial Council in October 2026.²

Caseweights are applied to estimate judicial officer need by multiplying each caseweight by the three-year average of the most recently validated filings for that case type. This product is then divided by the available judicial officer time, measured in minutes, to determine the number of full-time equivalent (FTE) judicial positions required. The FTEs for all case types are subsequently summed to produce each superior court's assessed judicial need.

Overview of Authorized Judicial Positions, Needs Assessment, and Recent Legislative Actions

Table 1 presents the current statewide authorized judicial positions (AJPs) and the assessed judicial need. Assembly Bill 159 in 2007 authorized 50 new, unfunded judgeships.³ Between 2007 and 2022, 27 of these judgeships were funded and allocated, narrowing the gap between authorized judgeships and judicial need. The Budget Act of 2022 funded the remaining 23 judges that had been authorized by AB 159. In 2023, Senate Bill 75 authorized 26 new judgeships.⁴ Funding for some of those judgeships and associated facilities costs was provided in the Budget Act of 2026 (Stats. 2026, ch. 19).

Additionally, some courts have increased judicial resources by hiring commissioners or subordinate judicial officers, based on workload analysis. From 2022 to 2026, seven courts received approval for increases in authorized subordinate judicial positions, increasing the total SJO positions from 250.0 to 257.8 full-time equivalents (FTEs). All these changes are reflected in Table 1.

The 2026 statewide assessed judicial need is 2,165.8 FTE judicial officers (Table 1). The 2022 *Update of the Judicial Needs Assessment* findings are also shown in Table 1.⁵ Differences in assessed judicial need between the 2022 and 2026 updates are due to changes in filings data and updated model parameters. The needs assessment uses a three-year average of the most recent

² Judicial Council of Cal., Data Analytics Adv. Com. Rep., *Judicial Workload Study Update* (Oct. 15-16, 2026)

³ Assem. Bill 159 (Stats. 2007, ch. 722), [AB 159 \(Stats. 2007, ch. 722\)](#).

⁴ Sen. Bill 75 (Stats. 2023, ch. 482), [SB 75 \(Stats. 2023, ch. 482\)](#).

⁵ The 2024 Judicial Needs Assessment was not published because the COVID-19 pandemic deferred the planned study update from 2023 to 2025 and affected filings across the relevant three fiscal years (FY 2020–21 through FY 2022–23).

available filings data to ensure it reflects current workload. For the 2026 update, this was fiscal years (FYs) 2022–23 through 2024–25.

The 2022 update used filings from fiscal years 2018–19 through 2020–21. To account for the sharp decline in filings starting in March 2020 due to the implementation of emergency orders that closed courts for the protection and safety of the public because of the pandemic, the Workload Assessment Advisory Committee approved using adjusted filings data for that period, based on pre-pandemic trends and seasonal patterns.⁶ The 2026 update does not use adjusted filings data.

Table 1. Statewide Need for Judicial Officers, 2022 and 2026 Judicial Needs Assessments

Year	Authorized Judicial Positions	Authorized and Funded Judgeships and Authorized Subordinate Judicial Officer Positions	Assessed Judicial Need
2022	2,005.0	2,005.0	1,905.5
2026	2,038.8	2,012.8	2,165.8

Some Courts Continue to Lack Needed Judicial Resources: 231 Judicial Officers Needed in 22 Superior Courts to Meet Workload Demand

The statewide assessed judicial need is calculated by summing the individual assessed needs for each trial court, as shown in Table A1 in the appendix. However, simply subtracting the total number of authorized and funded judgeships from the statewide assessed need does not accurately identify the courts’ need for new judgeships. This is because judgeships are allocated at the individual trial court level and not at the statewide level. The net statewide calculations of judicial need do not reflect the specific needs of individual courts.

To illustrate, the branch’s smallest courts are statutorily provided with a minimum of two judgeships and at least 0.3 FTE of a federally funded child support commissioner, for a total of 2.3 FTE judicial officers. This statutory minimum applies even if the workload need in those courts translates to a much smaller number of judge FTEs. As shown in Table A1, under a pure

⁶ Given the impacts the pandemic had on the workload of the trial court—beginning in March 2020—the Workload Assessment Advisory Committee approved a different approach for the filings used in the workload model (Resource Assessment Study and Judicial Workload) updates. The committee approved not using March to June 2020 actual filings data but rather replacing the data for those months with data that is more representative of the expected trend in filings, by court and by month. The committee emphasized an approach that would retain all of the policies and principles of the workload models, such as use of a three-year average of filings and periodic updates to model parameters. The approved committee approach used the July 2019–February 2020 filings (eight months) for each court, by case type, and extrapolated to a full year, adjusted for seasonality patterns observed based on the averages of FY 2017–18 and FY 2018–19 data.

workload analysis, two of California’s two-judge courts—in Alpine and Sierra Counties—would only need 0.1 and 0.2 FTE judicial officers, respectively. However, they have the minimum 2.3 FTE authorized positions. These courts thus show a negative number in the need for new judicial officers. The allocation of judgeships must account for these statutory minimums in small courts, rather than relying solely on the statewide net calculations of judicial need.

The actual statewide need for new judgeships is calculated by adding up the judicial need only among the courts that have fewer judgeships than their workload requires. For each court, the judicial officer FTE need—which is the difference between the assessed judicial need and the authorized judicial positions—is rounded down to the nearest whole number to arrive at the number of new judgeships needed.⁷

According to the 2026 Update, 22 courts are identified as needing a total of 231 new judgeships (see Table 2 and Figure A1). This needs estimate does not include any judicial vacancies resulting from retirements, elevations, or other changes. Information on current judicial vacancies is reported monthly on the California Courts website.⁸

Table 2. Number of New Judgeships Needed, by Court (sorted by Column D)

	A	B	C	D
Court	Authorized and Funded Judicial Positions	2026 Assessed Judicial Need	Number of Judgeships Needed* (B – A)	Additional Judicial Need (C / A)
Riverside	89.0	144.4	55	61.8%
Stanislaus	26.0	39.2	13	50.0%
Kern	47.0	67.4	20	42.6%
Lake	4.7	7.2	2	42.6%
San Benito	2.5	3.5	1	40.0%
San Bernardino	103.0	144.8	41	39.8%
Placer	15.5	21.7	6	38.7%
Madera	10.5	14.7	4	38.1%
Yuba	5.3	8.0	2	37.5%
San Joaquin	35.5	48.2	12	33.8%
Tulare	25.0	33.1	8	32.0%
Merced	13.0	17.2	4	30.8%
Shasta	13.0	17.2	4	30.8%

⁷ Per the Judicial Council policy adopted in 2014, an exception is made for courts with a judicial FTE need of more than 0.8 but less than 1.0. For such courts, their actual judicial officer FTE need is reported without any rounding down. See Judicial Council of Cal., Workload Assessment Advisory Com. Rep., *Judicial Workload Assessment: 2014 Update of Judicial Needs Assessment and Proposed Revision to Methodology Used to Prioritize New Judgeships* (Nov. 7, 2014), Judicial Workload Assessment: 2014 Update & methodology revision (Item T).

⁸ Judicial vacancies are reported monthly at [Judicial Vacancy Reports](#).

Court	Authorized and Funded Judicial Positions	2026 Assessed Judicial Need	Number of Judgeships Needed* (B – A)	Additional Judicial Need (C / A)
Humboldt	8.0	10.1	2	25.0%
Fresno	53.0	66.5	13	24.5%
Tehama	4.3	6.1	1	23.1%
Sacramento	79.0	97.3	18	22.8%
Sutter	6.3	7.8	1	15.9%
Orange	145.0	164.3	19	13.1%
Kings	11.0	12.6	1	9.1%
Ventura	34.0	37.4	3	8.8%
Monterey	21.2	22.9	1	4.7%
Total			231	

* Rounded down to the nearest whole number.

Prioritization of New Judgeships

The determination of which courts receive new judgeships is based on the Judicial Council's prioritization and ranking methodology, first approved in 2001 and codified in Government Code section 69614(b).⁹ This methodology identifies the courts with the greatest need relative to their current complement of judicial officers, with the overarching goal of improving access to justice for the greatest number of court users. The approach is based on the methodology used to apportion seats in Congress, where similar scale issues exist. It balances absolute need with proportional need so that judgeships are distributed broadly across the state.

Table A2 lists the allocation order for each of the 231 judgeships identified as needed across the California trial court system, as determined through this prioritization process.

Status of Conversion of Additional SJO Positions to Family and Juvenile Assignments

As directed by Government Code section 69614(c)(3), this report also addresses the implementation of conversions of additional SJO positions (above the 16 authorized per year) that results in judges being posted to family or juvenile assignments previously held by SJOs.¹⁰

Conversions of additional positions were authorized for fiscal year 2011–12 (Gov. Code, § 69616), and under this authority four SJO positions were converted to judgeships. Conversions

⁹ Judicial Council of Cal., Staff Rep., *Results of statewide assessment of judicial needs including list of recommended new judgeships* (Oct. 26, 2001), www.courts.ca.gov/documents/stateassess.pdf.

¹⁰ As authorized by Gov. Code, § 69615(c)(1)(C).

of 10 additional positions had been authorized for each fiscal year from 2013–14 through 2017–18 (Gov. Code, §§ 69617–69619.6), but no additional SJO positions above the 16 authorized per year were converted under this authority. No additional conversions took place in this reporting period.

Ensuring Access to Justice: Ongoing Judicial Needs in Several Superior Courts

Timely access to justice should not depend on the county in which a resident lives or brings a legal matter. All Californians deserve a level of judicial resources sufficient to meet the workload in their jurisdiction. Recent legislative action to authorize and fund new judgeships has provided meaningful relief in high-need courts, enabling expanded services in remote locations, increased trial calendar capacity, reduced backlogs, and strengthened specialized court operations.

Despite these improvements, judicial resource gaps persist. Twenty-two superior courts continue to face significant shortfalls between the number of judgeships needed and those currently authorized and filled. Addressing these unmet needs remains a core priority of the Judicial Council. Securing additional judicial officers would enhance access to justice statewide by reducing caseloads, improving case processing times, and strengthening the courts' ability to provide responsive and effective public service.

This report highlights the tangible benefits that additional resources have brought to the communities they serve, while also underscoring the ongoing need for new judgeships in the superior courts.

Appendix: Judicial Needs Resources

Table A1. Assessed Judicial Need Compared to Authorized Positions

Court	A Authorized and Funded Judicial Positions (AJP)*	B Assessed Judicial Need (AJN)	C AJN – AJP (B – A)	D Additional Judicial Need (C / A)†
Riverside	89.0	144.4	55.4	62.2%
Lake	4.7	7.2	2.5	53.1%
Stanislaus	26.0	39.2	13.2	50.8%
Yuba	5.3	8.0	2.7	49.8%
Kern	47.0	67.4	20.4	43.5%
Tehama	4.3	6.1	1.8	41.4%
San Benito	2.5	3.5	1.0	40.9%
San Bernardino	103.0	144.8	41.8	40.6%
Placer	15.5	21.7	6.2	40.3%
Madera	10.5	14.7	4.2	39.9%
San Joaquin	35.5	48.2	12.7	35.8%
Merced	13.0	17.2	4.2	32.5%
Tulare	25.0	33.1	8.1	32.5%
Shasta	13.0	17.2	4.2	32.3%
Humboldt	8.0	10.1	2.1	26.5%
Fresno	53.0	66.5	13.5	25.4%
Sutter	6.3	7.8	1.5	24.4%
Sacramento	79.0	97.3	18.3	23.1%
Lassen	2.3	2.6	0.3	15.1%
Kings	11.0	12.6	1.6	14.7%
Amador	3.0	3.4	0.4	14.1%
Orange	145.0	164.3	19.3	13.3%
Ventura	34.0	37.4	3.4	9.9%
Monterey	21.2	22.9	1.7	8.2%
San Luis Obispo	15.0	15.3	0.3	2.0%
Los Angeles	585.3	573.5	-11.8	-2.0%
Santa Barbara	24.0	23.3	-0.7	-3.1%
Contra Costa	42.0	40.7	-1.3	-3.2%
Santa Cruz	13.5	13.1	-0.4	-3.3%
Butte	13.0	12.6	-0.4	-3.3%
El Dorado	9.0	8.7	-0.3	-3.8%
Sonoma	24.0	23.0	-1.0	-4.2%

	A	B	C	D
Court	Authorized and Funded Judicial Positions (AJP)*	Assessed Judicial Need (AJN)	AJN – AJP (B – A)	Additional Judicial Need (C / A)†
Tuolumne	4.8	4.5	-0.2	-5.0%
Solano	23.0	21.8	-1.2	-5.1%
Napa	8.0	7.6	-0.4	-5.2%
Yolo	12.4	11.7	-0.7	-5.4%
San Diego	154.0	145.6	-8.4	-5.5%
Del Norte	2.8	2.6	-0.2	-7.5%
Santa Clara	82.0	73.6	-8.4	-10.2%
Siskiyou	5.0	4.4	-0.6	-11.4%
San Mateo	33.0	29.2	-3.8	-11.7%
Imperial	11.3	9.9	-1.4	-12.7%
Mendocino	8.4	7.2	-1.2	-14.0%
Calaveras	3.0	2.6	-0.4	-14.1%
Glenn	2.3	2.0	-0.3	-14.6%
Alameda	83.0	70.9	-12.1	-14.6%
Inyo	2.3	1.8	-0.5	-21.5%
Marin	12.7	9.7	-3.0	-24.0%
San Francisco	55.9	40.1	-15.8	-28.2%
Nevada	7.6	5.1	-2.5	-32.3%
Trinity	2.3	1.5	-0.8	-33.3%
Colusa	2.3	1.5	-0.8	-34.2%
Mariposa	2.3	1.2	-1.1	-46.3%
Modoc	2.3	1.1	-1.2	-50.3%
Plumas	2.3	1.0	-1.3	-54.6%
Mono	2.3	0.9	-1.4	-62.7%
Sierra	2.3	0.2	-2.1	-91.1%
Alpine	2.3	0.1	-2.2	-94.6%

* Authorized judicial positions (AJPs) include both judgeships and subordinate judicial officer positions.

† Percentages in Table A1 differ slightly from those in Table 2 (Number of New Judgeships Needed, by Court). Percentages in Table A1 are calculated based on the *actual* differences between AJN and AJP, whereas the percentages in Table 2 are based on *rounded-down* differences.

Figure A1. 2026 Judgeship Needs Map: Number of Judges Needed in California Courts Based on Workload

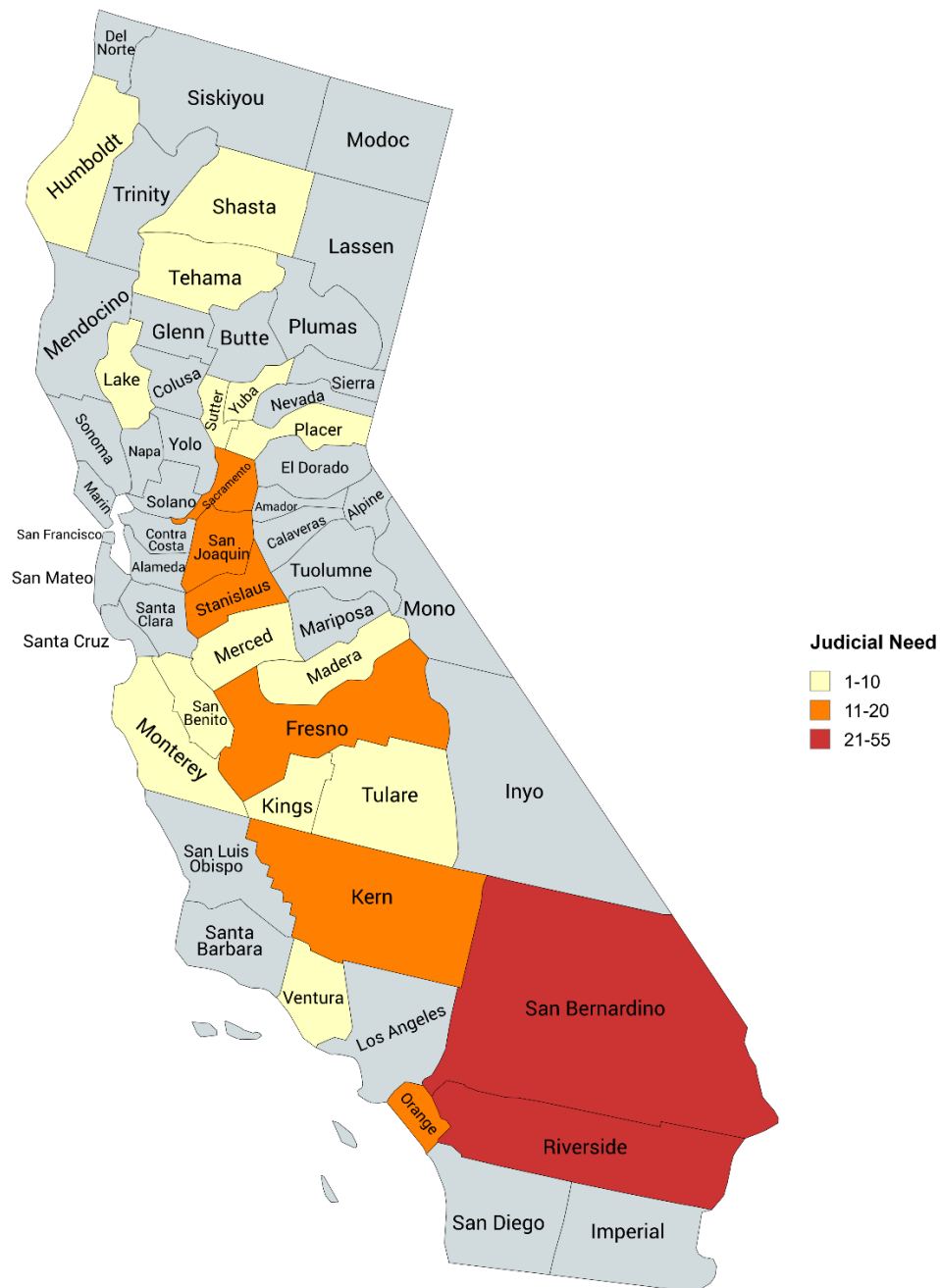


Table A2. Allocation Order of New Judgeships Based on 2026 Needs Assessment

Court	Allocation Order	Court	Allocation Order	Court	Allocation Order
Riverside	1	Stanislaus	33	San Bernardino	65
San Bernardino	2	Riverside	34	Riverside	66
Kern	3	Tulare	35	Stanislaus	67
Riverside	4	Humboldt	36	Yuba	68
Stanislaus	5	Placer	37	Orange	69
Sacramento	6	Kern	38	Lake	70
San Bernardino	7	Sacramento	39	Sacramento	71
San Joaquin	8	San Bernardino	40	Riverside	72
Riverside	9	Riverside	41	Monterey	73
Fresno	10	San Joaquin	42	San Bernardino	74
Orange	11	Fresno	43	San Joaquin	75
Tulare	12	Ventura	44	Kern	76
Placer	13	Riverside	45	Riverside	77
Kern	14	Sutter	46	San Bernardino	78
Riverside	15	San Benito	47	Stanislaus	79
San Bernardino	16	San Bernardino	48	Tulare	80
Madera	17	Orange	49	Fresno	81
Stanislaus	18	Stanislaus	50	Riverside	82
Merced	19	Madera	51	Orange	83
Shasta	20	Kern	52	Sacramento	84
Riverside	21	Riverside	53	Madera	85
Sacramento	22	Merced	54	Kern	86
San Joaquin	23	Sacramento	55	San Bernardino	87
San Bernardino	24	Shasta	56	Riverside	88
Yuba	25	San Bernardino	57	Merced	89
Lake	26	Kings	58	San Joaquin	90
Kern	27	Tulare	59	Placer	91
Fresno	28	San Joaquin	60	Shasta	92
Riverside	29	Riverside	61	Riverside	93
Orange	30	Kern	62	San Bernardino	94
San Bernardino	31	Fresno	63	Humboldt	95
Tehama	32	Placer	64	Stanislaus	96

Court	Allocation Order	Court	Allocation Order	Court	Allocation Order
Riverside	97	Kern	129	Orange	161
Kern	98	Madera	130	Fresno	162
Sacramento	99	Riverside	131	Stanislaus	163
Fresno	100	San Bernardino	132	Kern	164
Orange	101	Riverside	133	Riverside	165
Ventura	102	Merced	134	San Bernardino	166
San Bernardino	103	Sacramento	135	Riverside	167
Riverside	104	Shasta	136	San Bernardino	168
Tulare	105	San Bernardino	137	Sacramento	169
San Bernardino	106	Orange	138	Riverside	170
Riverside	107	Riverside	139	Orange	171
San Joaquin	108	Kern	140	Kern	172
Kern	109	San Joaquin	141	San Bernardino	173
Sacramento	110	San Bernardino	142	Riverside	174
Stanislaus	111	Riverside	143	San Joaquin	175
Riverside	112	Stanislaus	144	Fresno	176
Orange	113	Fresno	145	San Bernardino	177
San Bernardino	114	Sacramento	146	Riverside	178
Fresno	115	Riverside	147	Stanislaus	179
Riverside	116	San Bernardino	148	Orange	180
San Bernardino	117	Ventura	149	Sacramento	181
Kern	118	Orange	150	Riverside	182
Riverside	119	Kern	151	San Bernardino	183
Placer	120	Riverside	152	Kern	184
Sacramento	121	San Bernardino	153	Riverside	185
San Joaquin	122	Riverside	154	San Bernardino	186
San Bernardino	123	Tulare	155	Tulare	187
Orange	124	San Joaquin	156	Riverside	188
Riverside	125	San Bernardino	157	Orange	189
Stanislaus	126	Placer	158	San Bernardino	190
Tulare	127	Sacramento	159	Sacramento	191
Fresno	128	Riverside	160	Riverside	192

Court	Allocation Order	Court	Allocation Order	Court	Allocation Order
Fresno	193	Kern	206	Riverside	219
Kern	194	Orange	207	San Bernardino	220
Riverside	195	Riverside	208	Orange	221
San Joaquin	196	San Bernardino	209	Riverside	222
San Bernardino	197	Fresno	210	Sacramento	223
Riverside	198	Riverside	211	San Bernardino	224
Orange	199	San Bernardino	212	Riverside	225
San Bernardino	200	Sacramento	213	San Bernardino	226
Riverside	201	Riverside	214	Riverside	227
Sacramento	202	Orange	215	Orange	228
Stanislaus	203	San Bernardino	216	San Bernardino	229
San Bernardino	204	Riverside	217	Riverside	230
Riverside	205	Kern	218	Riverside	231

ATTACHMENT B

Table 1. Number of New Judgeships Needed, by Court Based on 431-minute Workday value (sorted by Column D)

	A	B	C	D
Court	Authorized and Funded Judicial Positions	2026 Assessed Judicial Need	Number of Judgeships Needed* (B – A)	Additional Judicial Need (C / A)
Riverside	89.0	134.3	45	50.6%
Stanislaus	26.0	36.5	10	38.5%
Yuba	5.3	7.4	2	37.5%
Kern	47.0	62.7	15	31.9%
San Bernardino	103.0	134.6	31	30.1%
Madera	10.5	13.7	3	28.6%
Placer	15.5	20.2	4	25.8%
San Joaquin	35.5	44.8	9	25.4%
Tehama	4.3	5.7	1	23.1%
Merced	13.0	16.0	3	23.1%
Lake	4.7	6.7	1	21.3%
Tulare	25.0	30.8	5	20.0%
Sutter	6.3	7.3	1	15.9%
Shasta	13.0	16.0	2	15.4%
Fresno	53.0	61.8	8	15.1%
Sacramento	79.0	90.4	11	13.9%
Humboldt	8.0	9.4	1	12.5%
Orange	145.0	152.8	7	4.8%
Total			159	

Table 2. Allocation Order of New Judgeships Based on 2026 Needs Assessment (431-minute Workday value)

Court	Allocation Order	Court	Allocation Order	Court	Allocation Order
Riverside	1	Tehama	32	Placer	63
San Bernardino	2	Fresno	33	Sacramento	64
Riverside	3	Riverside	34	Riverside	65
Kern	4	Tulare	35	San Bernardino	66
Stanislaus	5	Kern	36	Kern	67
San Bernardino	6	Placer	37	Fresno	68
Riverside	7	San Bernardino	38	Riverside	69
San Joaquin	8	Humboldt	39	San Joaquin	70
Sacramento	9	Riverside	40	Stanislaus	71
Fresno	10	San Joaquin	41	San Bernardino	72
Riverside	11	Stanislaus	42	Riverside	73
Placer	12	Riverside	43	Sacramento	74
Tulare	13	San Bernardino	44	Riverside	75
Kern	14	Sacramento	45	San Bernardino	76
San Bernardino	15	Kern	46	Kern	77
Stanislaus	16	Madera	47	Tulare	78
Madera	17	Riverside	48	Orange	79
Riverside	18	Sutter	49	Riverside	80
Yuba	19	Fresno	50	San Bernardino	81
Lake	20	San Bernardino	51	Madera	82
Merced	21	Merced	52	Fresno	83
Shasta	22	Riverside	53	Riverside	84
San Bernardino	23	Shasta	54	Stanislaus	85
San Joaquin	24	San Joaquin	55	San Joaquin	86
Riverside	25	Orange	56	Kern	87
Kern	26	Tulare	57	Placer	88
Orange	27	Kern	58	Riverside	89
Sacramento	28	Stanislaus	59	San Bernardino	90
Riverside	29	San Bernardino	60	Sacramento	91
San Bernardino	30	Riverside	61	Riverside	92
Stanislaus	31	Yuba	62	Merced	93

Court	Allocation Order	Court	Allocation Order	Court	Allocation Order
San Bernardino	94	Riverside	116	Riverside	138
Riverside	95	Fresno	117	Sacramento	139
Kern	96	San Bernardino	118	San Bernardino	140
San Bernardino	97	San Joaquin	119	Riverside	141
Stanislaus	98	Orange	120	San Bernardino	142
Riverside	99	Riverside	121	Riverside	143
Fresno	100	San Bernardino	122	Riverside	144
Orange	101	Riverside	123	Kern	145
San Joaquin	102	Riverside	124	Orange	146
Sacramento	103	Kern	125	San Bernardino	147
Riverside	104	Sacramento	126	Riverside	148
Tulare	105	San Bernardino	127	Sacramento	149
San Bernardino	106	Riverside	128	San Bernardino	150
Kern	107	San Bernardino	129	Riverside	151
Riverside	108	Riverside	130	Riverside	152
San Bernardino	109	Stanislaus	131	San Bernardino	153
Riverside	110	Fresno	132	Riverside	154
Riverside	111	Orange	133	San Bernardino	155
San Bernardino	112	Riverside	134	Riverside	156
Stanislaus	113	San Bernardino	135	San Bernardino	157
Sacramento	114	Kern	136	Riverside	158
Kern	115	San Joaquin	137	Riverside	159

Data Analytics Advisory Committee Annual Agenda—2027

Approved by Executive and Planning Committee: [Enter a date](#)

I. COMMITTEE INFORMATION

Chair: Mr. Jake Chatters, Court Executive Officer, Superior Court of Placer County

Vice Chair: Hon. Thomas E. Kuhnle, Judge, Superior Court of Santa Clara County

Lead Staff: Ms. Leah Rose-Goodwin, Chief Data and Analytics Officer, Research, Analytics, and Data
Ms. Kristin Greenaway, Manager, Research, Analytics, and Data
Mr. Mustafa Sagir, Supervising Analyst, Research, Analytics, and Data

Advisory Body's Charge/Membership:

Rule [10.68](#) of the California Rules of Court states the charge of the Data Analytics Advisory Committee (DAAC), which is to make recommendations to the Judicial Council regarding the collection, use, and sharing of judicial branch data and information to inform decision-making, promote transparency, and improve the administration of justice while ensuring the security of nonpublic data and data sources.

In addition to the duties described in rule [10.68](#), the committee must:

- (1) Develop and recommend policies, or revisions to existing policies, concerning standards and measures to use in collecting, analyzing, and sharing data and information that will advance the goals of increased access to justice, greater transparency and accountability, and enhanced delivery of services to the public.
- (2) Develop and recommend performance measures, studies, and methodologies to measure and report on court administration, practices, and procedures, including workload assessments; and
- (3) Identify, analyze, and report on emerging issues related to branch data and information, including usage of data and information to support branch projects and initiatives.

Rule [10.68](#) sets forth the membership position of the committee. The Data Analytics Advisory Committee currently has 14 voting members and 2 advisory members. The current committee [roster](#) is available on the committee's webpage.

Subgroups of the Advisory Body:

1. **Ad Hoc Data Visualization Workgroup** (Continued)
2. **Ad Hoc Workload Measurement Workgroup** (Continued)

Tentative: CEAC Judicial Branch Statistical Information Systems Subcommittee- This subcommittee is currently under the Court Executive Advisory Committee and is responsible for monitoring and addressing questions related to JBSIS data collection. This subcommittee may be moved under DAAC.

Advisory Body and Subgroup Meetings Planned for 2027:

- January 14, 2027: Videoconference
- March 11, 2027: Videoconference
- May 13, 2027: In-person (San Francisco); we will seek approval in late 2026 or early 2027 to hold this meeting in person
- July 8, 2027: Videoconference
- September 16, 2027: Videoconference
- November 11, 2027: Videoconference

☐ Check here if more than one in-person meeting is approved by the internal committee oversight chair.

II. COMMITTEE PROJECTS

Priority Levels and Branch Goals Key

Priority Levels for Non-Rules/Forms

- 1 – Must be done
- 2 – Should be done

Priority Levels for Rules/Forms Proposals

1a (Legal Compliance) – Proposal urgently needed to conform to or accurately reflect the law.

1b (Council Directive) – Council has directed the committee to consider new or amended rules and forms.

1c (Urgent Remedial Action) – Change is urgently needed to remedy a problem that is causing significant cost or inconvenience to the courts or the public.

1d (Financial/ Legal Risk Mitigation) – Proposal is otherwise urgent and necessary, such as a proposal that would mitigate exposure to immediate or severe financial or legal risk.

2a (Useful Changes in Law) – Useful, but not necessary, to implement changes in law.

2b (Responsive to Concerns) – Responsive to identified concerns or problems.

2c (Helpful Advancing Branch Goals) – Helpful in otherwise advancing Judicial Council goals and objectives

Judicial Branch Strategic Plan–Branch Goals

- I. [Access, Fairness, Diversity, and Inclusion](#)
- II. [Independence and Accountability](#)
- III. [Modernization of Management and Administration](#)
- IV. [Quality of Justice and Service to the Public](#)
- V. [Education for Branchwide Professional Excellence](#)
- VI. [Branchwide Infrastructure for Service Excellence](#)
- VII. [Adequate, Stable, and Predictable Funding for a Fully Functioning Branch](#)

New or One-Time Projects

1. **Project Title:** Enter project title

Priority: Choose the priority level for this project

Supported Strategic Plan Branch Goals:

I. Access ☐	II. Independence ☐	III. Modernization ☐	IV. Quality ☐	V. Education ☐	VI. Infrastructure ☐	VII. Funding ☐
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Project Summary: Enter a project summary

Status/Timeline: Enter a status/timeline

Fiscal Impact/Staff Resources: Enter fiscal impact/staff resources

☐ Check this box if this project may result in an allocation or distribution of funds to the courts. *Advisory body staff will coordinate with Budget Services to ensure its review of relevant materials.*

Internal/External Stakeholders: Enter internal/external stakeholders

AC Collaboration: Enter AC collaborators

Ongoing Projects and Activities

1. *Project Title:* Branchwide Data Analytics Governance and Policy Development

Priority: 1

Supported Strategic Plan Branch Goals:

I. Access ☐	II. Independence ☐	III. Modernization ☒	IV. Quality ☐	V. Education ☐	VI. Infrastructure ☐	VII. Funding ☐
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Project Summary: As part of branchwide efforts to use technology to innovate and increase access to justice and in recognition of the critical importance of data-driven decision-making, the committee will develop data standards and principles that address (1) data quality; (2) how we access, use, and share data, including data visualizations and dashboards; and (3) data security, among others. These policies will guide the Judicial Council and its advisory bodies in the use of data for decision-making. The committee will develop a prioritized list of data governance policies for Committee review, update, development, and submission for Judicial Council review and approval.

Data Visualizations and Dashboard Review – The committee will review data visualizations and dashboards submitted by Judicial Council staff for review as outlined in the Dashboard Release Policy.

Data Analytics Policies –The Committee will focus 2027 efforts on the development of a policy workplan to establish clear policy priorities. Initial priority will be given to policy development related to the use of court data stored in the JCC data lake (Azure database/Snowflake).

Status/Timeline: Ongoing

Fiscal Impact/Staff Resources: Completion of this project will be accomplished with existing resources with input from Judicial Council offices of Information Technology, Legal Services, and CJER.

☐ Check this box if this project may result in an allocation or distribution of funds to the courts. *Advisory body staff will coordinate with Budget Services to ensure its review of relevant materials.*

Internal/External Stakeholders: Trial courts.

AC Collaboration: Artificial Intelligence Task Force, Information Technology Advisory Committee

2. Project Title: Workload Studies (Resource Assessment Study (RAS) and Judicial)

Priority: 1

Supported Strategic Plan Branch Goals:

I. Access ☐	II. Independence ☐	III. Modernization ☒	IV. Quality ☐	V. Education ☐	VI. Infrastructure ☐	VII. Funding ☐
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Project Summary: In October 2013, the Workload Assessment Advisory Committee approved a motion stating that the workload studies (both staff and judicial) should be updated every five years, though not concurrently so that they continue to accurately represent staff and judicial workload. The Resource Assessment Study (RAS) is used to update the caseweights and other model parameters that are needed to estimate workload-based need for the staff in the trial courts. Outputs from RAS are provided to the Trial Court Budget Advisory Committee (TCBAC) for their use in the Workload Formula (WF). The Judicial Workload Study is used to update the caseweights and other model parameters that are needed to estimate the number of judgeships needed in the trial courts.

2024 Resource Assessment Study (RAS) – The Judicial Council approved the 2024 Resource Assessment Study (RAS) model in April 2025 on the recommendation of the committee. The 2024 RAS Model updates the prior RAS study from 2018. Due to the close proximity between adoption of the 2024 RAS Model and annual update of the 2025/2026 Trial Court Workload Funding Model, a one-year pause was instituted on the use of the 2024 RAS Model to allow additional DAAC-led stakeholder engagement. During 2026, DAAC initiated a supplemental review to validate the study findings and to articulate the factors driving changes in staff processing times more fully. The committee did not recommend changes to the 2024 RAS study caseweights based on this supplemental review.

2025 Judicial Workload Study – The Judicial Workload Study update began in the summer of 2025, with the goal of completing the study update in 2026 to coincide with the legislatively-mandated Judicial Needs Assessment report due November 1, 2026. The committee approved the updated judicial workload model parameters at their July 14, 2026 and August 20, 2026 meetings. A report summarizing the study updates will be submitted to the Judicial Council for approval at the October 16, 2026, business meeting.

RAS Annual and Periodic Updates – The RAS output is used as a key metric in the Trial Court Workload Funding Model, which is used by the TCBAC and the Judicial Council to assess funding need in the Trial Courts. Each year, the RAS is updated to reflect the most current three-year average filings. Additionally, periodic updates are made to other model parameters (including ratios used in the model to estimate Program 90 staff and supervisory staff). Further, interim adjustments may be made to the RAS model as needed.

Adjustment Request Proposals (ARPs) – If applicable, the TCBAC refers ARPs to DAAC for review and analysis as they pertain to the workload models. ARPs are due to TCBAC in January of each year.

This upcoming year, the committee will continue to work on the workload studies, including a review of court clusters used in the RAS, potential revision to the ARP process to reduce delays, and reviewing the methodology to measure caseweights in special case types (i.e. Asbestos, complex civil, and CARE court) as well as any additional review as needed.

Status/Timeline: Ongoing

Fiscal Impact/Staff Resources: In addition to existing resources, expanded use of subcommittees to address referred and requested projects may require additional administrative support for meeting preparation and documentation of outcomes.

☒ Check this box if this project may result in an allocation or distribution of funds to the courts. *Advisory body staff will coordinate with Budget Services to ensure its review of relevant materials.*

Internal/External Stakeholders: Trial courts; Judicial Council

AC Collaboration: JBBC, TCBAC

3. Project Title: Trial Court Operational Metrics Review

Priority: 1

Supported Strategic Plan Branch Goals:

I. Access ☐	II. Independence ☐	III. Modernization ☒	IV. Quality ☒	V. Education ☐	VI. Infrastructure ☐	VII. Funding ☐
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Project Summary: In connection with the required reporting per Government Code section 68515 (formerly known as SB 154), the committee should review existing standards and measures of judicial administration and consider whether existing standards should be updated or modified or if new standards should be adopted. Any new, updated, or modified metrics should be relevant and meaningful to court operations and further progress efficient and effective caseflow management. The committee will continue to assess current standards and measures and may want to consult with the National Center for State Courts or other entities on these standards. This effort will inform caseflow management monitoring and reporting, as part of the recommended approach to these areas being considered by the Judicial Council, as recommended by the TCPJAC/CEAC joint subcommittee on caseflow management.

Status/Timeline: Ongoing

Fiscal Impact/Staff Resources: Completion of this project will be accomplished with existing resources.

☐ Check this box if this project may result in an allocation or distribution of funds to the courts. *Advisory body staff will coordinate with Budget Services to ensure its review of relevant materials.*

Internal/External Stakeholders: Trial courts, Judicial Council, and NCSC.

AC Collaboration: Center for Judicial Education (CJER) Advisory Committee, CLAC, CSCAC, Fam/Juv, JBBC, and TCBAC

4. Project Title: Trial Court Operational Metrics Annual Report (Government Code 68515, formerly known as SB 154)

Priority: 1

Supported Strategic Plan Branch Goals:

I. Access ☐	II. Independence ☒	III. Modernization ☒	IV. Quality ☐	V. Education ☐	VI. Infrastructure ☐	VII. Funding ☐
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Project Summary: As required by budget bill language, the Judicial Council will publish an annual report by February 1 each year to the Legislature on the operations of each trial court with various operational and budgetary metrics, including but are not limited to, time to disposition and case clearance rates by case type, backlogs by case type, court hours of operations including public counter hours, staff vacancy rates by classification, fund balance detail from the prior fiscal year, the calculated funding level of each court and the percent of funding actually provided to each court, and the funding level of each trial court as measured by the Judicial Council—approved workload formula..

Status/Timeline: Ongoing; the annual report is due February 1.

Fiscal Impact/Staff Resources: Completion of this project will be accomplished with existing resources.

☐ Check this box if this project may result in an allocation or distribution of funds to the courts. *Advisory body staff will coordinate with Budget Services to ensure its review of relevant materials.*

Internal/External Stakeholders: Legislature

AC Collaboration: TBD/as needed

5. **Project Title: Branchwide Data Collection**

Priority: 1

Supported Strategic Plan Branch Goals:

I. Access ☐	II. Independence ☐	III. Modernization ☒	IV. Quality ☒	V. Education ☐	VI. Infrastructure ☐	VII. Funding ☐
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Project Summary: The Judicial Council is required to survey the business of the courts. Branch data collection helps to inform court leaders of trends and to make business decisions based on data. The committee will review and make policy recommendations on statewide data collection beyond the Judicial Branch Statistical Information System (JBSIS). The recommendations should be incorporated into the judicial branch data roadmap. In 2026/2027, the committee will work with the Court Executive Advisory Committee and the Appellate Advisory Committee to define responsibilities and process for defining new data reporting requirements. If approved, the committee will work on the transition of the JBSIS Subcommittee activities from the Court Executive Advisory Committee. The committee will review staff findings and recommendations related to the Data Analytics / Data Integration Project and make recommendations for long term data storage and reporting mechanisms to the Judicial Council.

Status/Timeline: Ongoing.

Fiscal Impact/Staff Resources: Completion of this project will be accomplished with existing resources.

☐ Check this box if this project may result in an allocation or distribution of funds to the courts. *Advisory body staff will coordinate with Budget Services to ensure its review of relevant materials.*

Internal/External Stakeholders: Trial and appellate courts

AC Collaboration: Appellate Advisory Committee, CEAC, JBSIS Subcommittee of CEAC, and others TBD

6. **Project Title: Branchwide Data Analytics Education and Building a Data Analytics Community**

Priority: 1

Supported Strategic Plan Branch Goals:

I. Access ☐	II. Independence ☐	III. Modernization ☐	IV. Quality ☐	V. Education ☒	VI. Infrastructure ☐	VII. Funding ☐
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Project Summary: As part of its efforts to expand data analytics capacity, the committee should identify branchwide educational opportunities for judges, justices, and court staff to become more conversant in data collection and usage in order to foster a branchwide data analytics community.

Data Analytics Summit – The committee will support data analytics events and other forms of community-building to support information sharing and education of court leaders and data practitioners.

Data Educational Sessions – The committee will support the CJER Advisory Committee’s efforts for data education sessions as requested.

Status/Timeline: Ongoing.

Fiscal Impact/Staff Resources: This project will draw on existing resources in the Judicial Council Research, Analytics, and Data Office.

☐ Check this box if this project may result in an allocation or distribution of funds to the courts. *Advisory body staff will coordinate with Budget Services to ensure its review of relevant materials.*

Internal/External Stakeholders: Trial and appellate courts.

AC Collaboration: CJER Advisory Committee, CEAC, and TCPJAC

7. **Project Title: Defining Appropriate Use of Resource Assessment Study for Workload and Performance Evaluation**

Priority: 2

Supported Strategic Plan Branch Goals:

I. Access ☐	II. Independence ☐	III. Modernization ☒	IV. Quality ☒	V. Education ☐	VI. Infrastructure ☐	VII. Funding ☐
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Project Summary: The committee will initiate development of policy parameters for use of data from the workload studies in evaluating Branch-wide workload and identifying performance or service metric development. This work is intended to mature the use of the Resource Assessment Study beyond defining weighted caseloads to how it could be used for defining workload impacts if specific service or access to justice initiatives are expanded branchwide. DAAC will keep working in partnership with the Administrative Director's Trial Court Workload Funding Need Working Group.

Status/Timeline: Ongoing

Fiscal Impact/Staff Resources: Completion of this project will be accomplished with existing resources.

☒ Check this box if this project may result in an allocation or distribution of funds to the courts. *Advisory body staff will coordinate with Budget Services to ensure its review of relevant materials.*

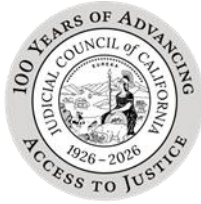
Internal/External Stakeholders: Trial Courts, JBBC, TCBAC, DOF, Administrative Director's Trial Court Workload Funding Need Working Group.

AC Collaboration: Criminal Law Advisory Committee (CLAC), Civil and Small Claims Advisory Committee (CSCAC), Family and Juvenile Law Advisory Committee (Fam/Juv), and Traffic Advisory Committee.

III. LIST OF 2026 PROJECT ACCOMPLISHMENTS

Project Highlights and Achievements

1. In January 2026, DAAC reviewed and approved the 2027-28 budget change proposal related to the data analytics program to support the expansion of the data warehouse and analytics platform.
2. In August 2026, DAAC's supplemental review to validate the 2024 Resource Allocation Study (RAS) was completed and approved by DAAC.
3. The Judicial Workload Study update was completed in 2026. The updated caseweights and other model parameters were approved by the Judicial Council at its October 15-16, 2026, business meeting.
4. In September 2026, DAAC reviewed the Judicial Needs Assessment and sent to the legislature on November 1, 2026.
5. In October 2026, DAAC sponsored a statewide Data Analytics Summit, which was attended by more than 200 analytical staff from across the Judicial Branch. The summit advanced knowledge-sharing, collaboration, and professional development in data analytics practices
6. Throughout 2026, DAAC reviewed and provided detailed feedback on the branch's data dashboard release policy, as well as several major data visualizations and dashboards. These included the MyCitations dashboard, a MyCitations factsheet, a dashboard on civil arrests in court facilities, a dashboard on juries and a set of court-specific analytical dashboards intended to support statewide transparency and decision-making.



Judicial Council of California

455 Golden Gate Avenue · San Francisco, California 94102-3688

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REPORT TO THE JUDICIAL COUNCIL

Item No.: 26-157

For business meeting on October 15–16, 2026

Judicial Workload Assessment: Judicial Workload Study Update (DRAFT)

Judicial Council Report Details

Rules, Forms, Standards, or Statutes Affected

None

Effective Date

October 16, 2026

Recommended by

Data Analytics Advisory Committee
Mr. Jake Chatters, Chair

Date of Report

September 9, 2026

Report Type

Action Required

Contact

Mustafa Sagir, Supervising Analyst,
415-865-7553,
Mustafa.Sagir@jud.ca.gov

Executive Summary

The Data Analytics Advisory Committee (DAAC) recommends that the Judicial Council adopt the 2026 Judicial Workload Study (JWS) updated model parameters used as part of the formula for assessing judicial need in the trial courts. Applying the updated model parameters to the most recent three-year average of filings identifies a need for 231 additional judgeships across 22 superior courts. The full assessed need and prioritization details are presented separately in *2026 Update of the Judicial Needs Assessment*, which will be transmitted to the Judicial Council in a companion report.

Recommendation

The Data Analytics Advisory Committee recommends that the Judicial Council adopt the following JWS parameters, effective October 16, 2026, for use in evaluating statewide judicial workload and in the biennial judicial needs assessment to meet the requirements of Government Code section 69614(c)(2):

1. The updated **judicial work year** of 212 available working days for use in the JWS model, as described in the Analysis section below;
2. The updated **judicial workday value** of 401 minutes of case-related time per available working day for use in the JWS model, as described in the Analysis section below; and
3. The **2026 Judicial Workload Study updated caseweights** for use in evaluating statewide judicial workload, as detailed in Attachment A, the proposed 2026 JWS Update—Draft Caseweights and Standards.

Relevant Previous Council Action

The methodology for determining the number of judgeships needed in the trial courts was first approved by the Judicial Council in August 2001¹ and later modified and approved by the council in August 2004.² The initial action in August 2001, among other things, approved a set of workload standards (caseweights) that would be used to conduct statewide assessments of judicial need. The council also directed staff to develop a process to periodically review and update the workload standards, the Judicial Workload Study. The modification in August 2004 revised how filing data are incorporated into the model, replacing a single year of filings with a three-year average to smooth year-to-year fluctuations.

The model was updated with new workload study data in 2010, and the resulting updated caseweights were approved by the Judicial Council in December 2011.³ The most recent prior update was based on a time study conducted in 2018 and approved by the Judicial Council on September 24, 2019.⁴

The JWS parameters are used to calculate the biennial judicial needs assessment across California's superior courts. The current recommendation updates those parameters based on data from the 2025 time study, replacing reliance on the 2019 caseweights and standards. *2026 Update of the Judicial Needs Assessment*, which applies the recommended parameters to the most recent three-year average of filings, will be transmitted to the Judicial Council in a companion report.

Analysis/Rationale

Overview of the Judicial Workload Study

The Judicial Workload Study is a workload-based model used to assess judicial need in the trial courts. Also known as weighted caseload models, workload models are the nationally accepted

¹ Judicial Council of Cal., Staff Rep., [*A New Process for Assessing Judicial Needs in California*](#) (Aug. 24, 2001).

² Judicial Council of Cal., Staff Rep., [*Update of Judicial Needs Study*](#) (Aug. 9, 2004).

³ Judicial Council of Cal., Staff Rep., [*Judicial Workload Assessment: Updated Caseweights*](#) (Nov. 7, 2011).

⁴ Judicial Council of Cal., [*The Need for New Judgeships in the Superior Courts: 2019 Update of the Judicial Needs Assessment*](#) (November 2019).

methodology for assessing judicial workload; approximately 30 states have used this approach. The Judicial Council contracted with the National Center for State Courts (NCSC) for the 2026 JWS update. NCSC served as the consultant for California’s prior workload studies (2001 and 2011) and has conducted similar studies in nearly 30 other states.

Weighted caseload measures the judicial workload associated with cases of different types, recognizing that some case types require more court resources than others. To provide context, Figure 1 presents the distribution of three-year average filings by case type. Infractions account for nearly three in five cases filed statewide—58.3 percent of all filings. Felonies, one of the most time-demanding case types, represent less than 4 percent, and felony and family cases combined make up just over 10 percent of filings. Filing volume alone is a misleading measure of judicial workload; it tells us how many cases come through the door, not how much judicial time each one requires.

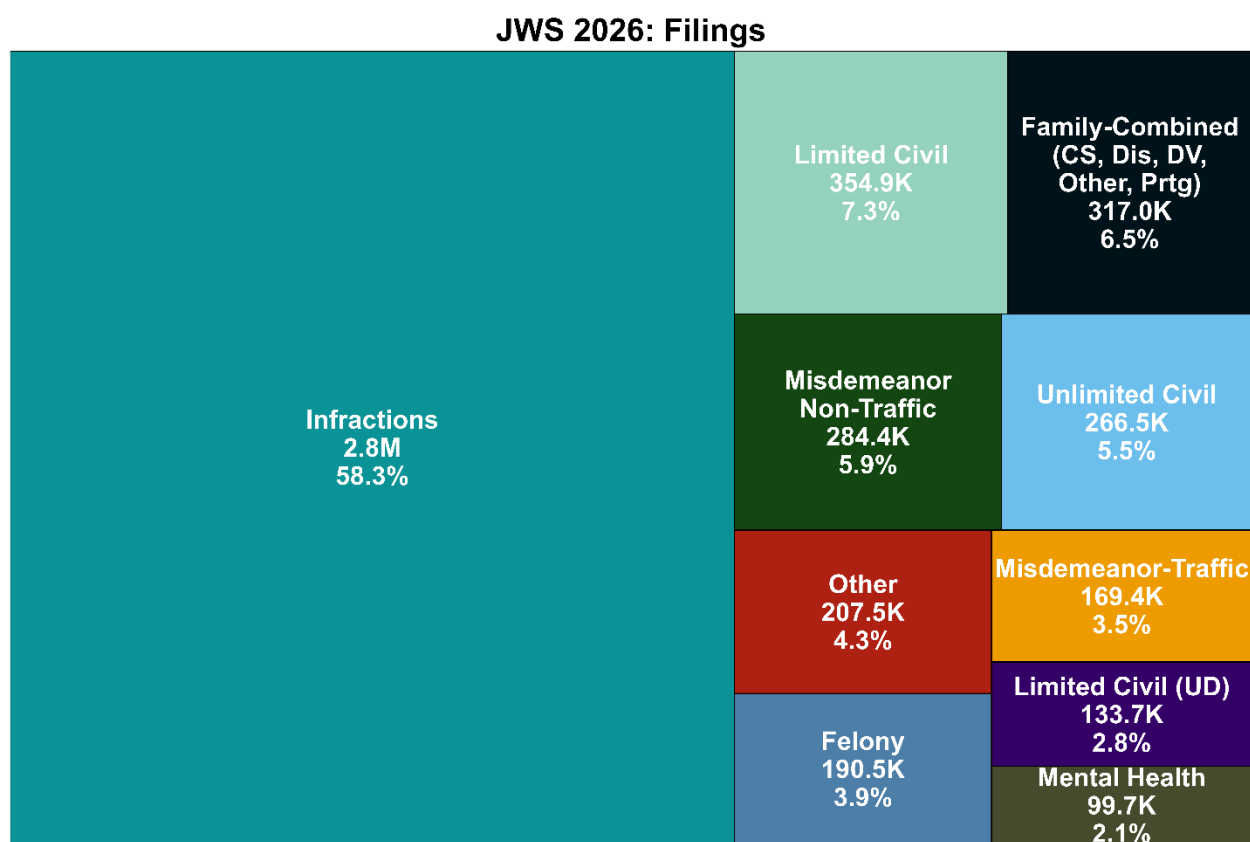


Figure 1: Distribution of Three-Year Average Filings by Case Type (Fiscal Year (FY) 2022–23 through FY 2024–25)

When filings are weighted by their caseweights—accounting for the actual judicial time each case type demands—the picture changes substantially. Figure 2 presents the weighted caseloads. Felonies, which make up less than 4 percent of filings, account for 27.5 percent of statewide judicial workload. Family cases combined represent 21.9 percent. Together, felony and family cases account for nearly half of the statewide workload. Filings measure volume; caseweights translate that volume into workload. Without this adjustment, resource and staffing decisions would systematically underestimate the workload in courts handling more time-intensive case types.

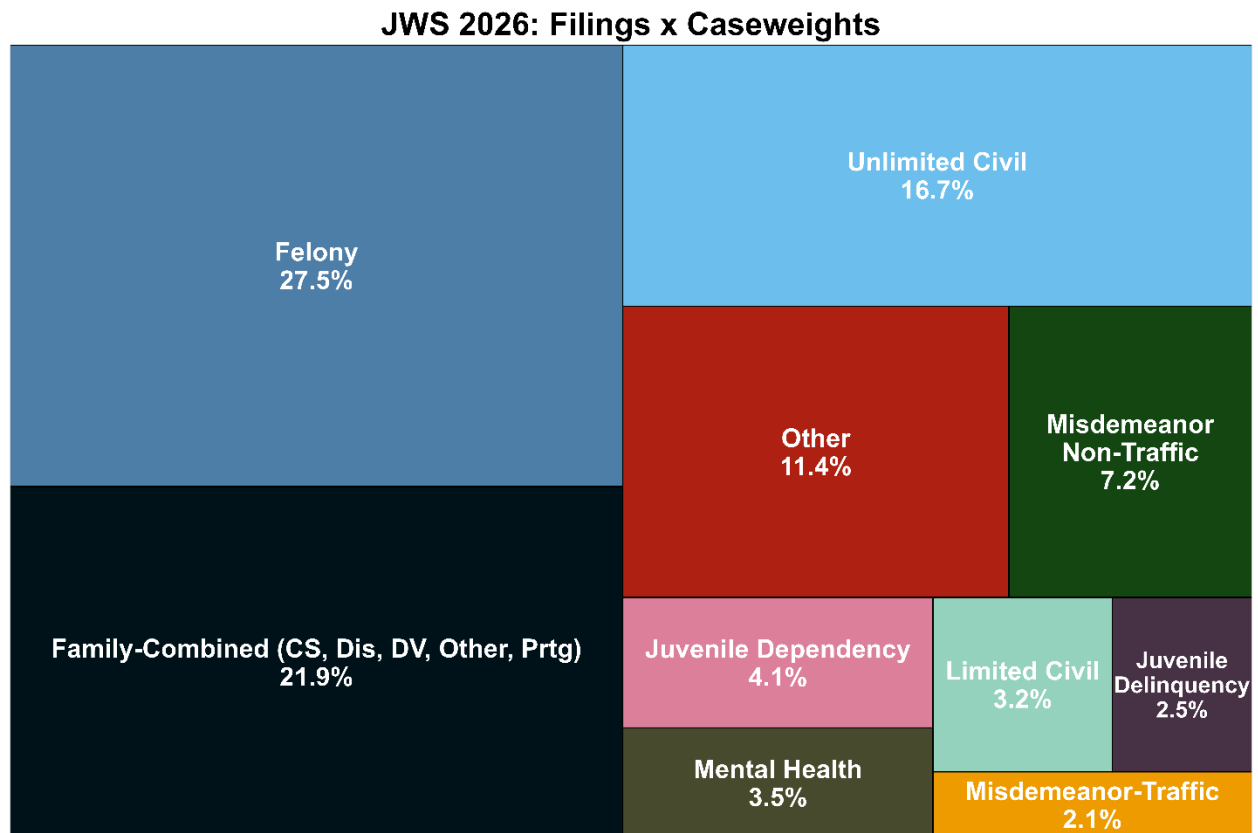


Figure 2: Distribution of Weighted Caseload by Case Type (FY 2022–23 through FY 2024–25)

The Judicial Workload Study measures how judicial officers in California currently spend their time; it is not prescriptive. Model parameters such as caseweights and non-case-related time allowances are descriptive averages derived from observed practice during the time study, reflecting the average time California judicial officers spend to resolve specific case types from filing through postdisposition, as well as the average time spent on non-case-related activities. They are not standards, benchmarks, or recommendations for how an individual judicial officer should allocate time to any particular case or activity, nor are they tools for evaluating individual judicial performance. The parameters exist to translate observed workload into a statewide estimate of judicial need.

Why update the workload measures?

Court workload can arise from a new court filing or from a new step or process in an existing case. Changes in the law, technology, and case-processing practices therefore require periodically remeasuring workload in the courts. These changes are reflected not only in the number of court filings but in the judicial time required to process each filing. The caseweights currently in use were derived from the 2018 time study and adopted in 2019; they do not reflect subsequent changes, including legislatively mandated postdisposition relief, technological advancements, and the expanded use of remote proceedings. Adopting the updated caseweights derived from the 2025 time study ensures that these changes are reflected in current workload estimates.

Judicial Workload Study methodology

The JWS relies on three basic components: (1) a three-year annual average of filings, (2) caseweights that estimate the judicial time required to process a case from initial filing through postdisposition, and (3) a judicial work year value that quantifies the case-related time a judicial officer has available in a year. Multiplying filings by caseweights and dividing by the work year value produces an estimate of judicial need expressed as full-time equivalents (FTEs).

FTE Need Calculation:

$$\text{FTE Need} = 3 - \text{Year Average Filings} \times \text{Caseweights} \div \text{WorkYear Value (WYV)}$$

The first two components—caseweights and three-year average filings—represent the **demand** side of judicial need: how many cases arrive and how much judicial time each one requires. The third component—available case-related minutes per year—represents the **capacity** side: how much case-related time a single judicial officer has available in a year to meet that demand.

Caseweights are built from all case-related minutes entered by judicial officers during the time study—including after-hours, weekend, holiday, and time spent by judges from the Temporary Assigned Judges Program—summed by case type. Court-level caseweights are then combined into statewide caseweights using the median value across participating courts.

Three-year average filings are used to smooth year-to-year fluctuations while keeping the analysis grounded in the most recent available data.

Available case-related minutes per year measure the capacity of a single judicial officer to perform case-related work over the course of a year. This number is derived by subtracting the average non-case-related time entered by judicial officers during the time study from a standard working day, then multiplying the resulting daily case-related minutes by the number of available working days in a year. Weekends, official holidays, and average leave time are excluded from that day count.

Distinguishing demand from capacity matters because the two behave differently over time. Demand is dynamic: Filing volume shifts with population, economic conditions, new legislation, and enforcement priorities, and workload per case shifts with changes in law, technology, and court practice. Capacity, by contrast, is comparatively fixed: A judicial officer's available time in a year is bounded by the number of working days and the hours in a working day. Capacity itself must also be periodically updated to reflect current practice. Because capacity has an upper bound, growth in demand eventually requires additional judicial resources rather than being absorbed within existing capacity. This is the essential logic of the JWS: It converts changing demand into a measurable estimate of the judicial capacity required to meet it.

Time study

The 2026 update is based on a time study conducted from August 18 through September 12, 2025. Seventeen superior courts participated in the primary study window, and data from the Superior Court of Los Angeles County's independent 2024 study were incorporated into the analysis. Combined, the dataset covers over 60 percent of all judicial officers statewide.

Time data were collected using a web-based daily time log, with judicial officers recording time spent on case-related activities (organized by case type and phase of case processing) and non-case-related activities (administrative duties, judicial education and training, community outreach, and committee participation). The daily time log is presented in Attachment B. Ten online training sessions were conducted by NCSC in June and July 2025 to promote uniformity and understanding among participating judicial officers.

Participation

Over 1,200 judicial officers in 18 courts, including Los Angeles, participated in the study (see Table 1). The courts that participated included small, medium, and large courts; rural and urban courts; and all regions of the state—northern, coastal, central, and southern. Figure 3 shows the participating courts by their clusters.⁵ Participation rates among judicial officers in the study courts were excellent; the statewide average weekly participation rate was approximately 97 percent throughout the study, and overall total participation was 98 percent. The study requires significant investment of time and resources, and the courts that volunteered to participate should be recognized for their significant contribution.

⁵ The current four-cluster model was developed based on the number of authorized judicial positions (AJP). The smallest of the 58 trial courts, those with two AJPs, composed cluster 1 courts. The remaining three clusters were identified based on natural breaks—or jumps—in total number of AJPs.

Table 1. Time Study Participating Courts (alphabetical order)

Court	Court
Butte	San Bernardino
Calaveras	San Francisco
El Dorado	San Luis Obispo
Fresno	Santa Barbara
Humboldt	Santa Clara
Kern	Shasta**
Los Angeles*	Solano
Orange	Sonoma
San Benito	Stanislaus

* Data collected from an independent workload study for Los Angeles in 2024 was incorporated.

** Because of water damage affecting several of its courthouses, the Superior Court of Shasta County was unable to participate during the primary window and collected data only for a limited set of case types in October 2025. However, because those data were insufficient to produce reliable caseweights, they were not incorporated into the study.

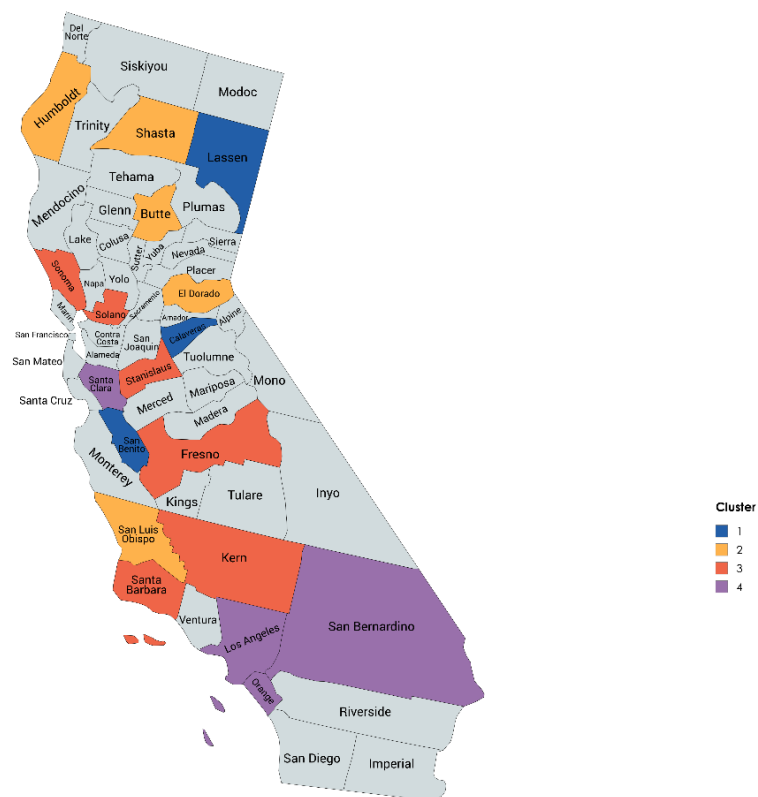


Figure 3: Map of Participating Courts

Key milestones in the JWS update process

- Three preliminary planning meetings with participating courts' presiding judges and court executive officers in June and July 2025 to confirm study scope and case type categories and receive feedback.
- Ten online training sessions in June and July 2025 to ensure uniformity and understanding among participating judicial officers.
- Time study data collection from August 18 through September 12, 2025.
- Data cleaning, annualization, and preliminary caseweight development by NCSC and Judicial Council Research, Analytics, and Data (RAD) staff.
- Five presiding judge and court executive officer validation meetings in January 2026 to review preliminary caseweights and confirm that observed values reflected legitimate workload variations.
- Sixteen virtual focus group meetings in April and May 2026, involving 4 to 16 judicial officers each, to understand the drivers behind caseweight changes greater than 20 percent compared to the 2019 update.

The 2025 time study accounted for judicial vacancies and temporary assignments in the participating courts. Time from judicial officers who took leave during the study period was imputed based on their nonleave activity so that temporary absences did not understate workload, and time from temporary assigned judges who were not covering short-term leave for another judicial officer was included in the study data. Vacant positions were reflected in each court's caseweight calculation. As a result, the caseweights themselves, which measure the time required to process a case from filing through postdisposition, are not distorted by staffing gaps in individual courts. Vacancies do, however, affect overall capacity at a court and continue to shape how judicial officers and court staff experience workload in day-to-day operations, which is one of several factors reflected in the qualitative feedback gathered through the adequacy of time survey and focus groups.

Post-time study analysis

Adequacy of time survey

Alongside the 2025 time study, NCSC administered an adequacy of time survey to gather structured input from participating judicial officers on whether they have sufficient time to perform their work, whether the study period reflected typical workload, and how case complexity has evolved. This was the first time an adequacy of time instrument was administered in conjunction with a JWS update. A total of 310 judicial officers across 17 superior courts responded. While adequacy of time surveys were not used to change the caseweights, they were very helpful for understanding the realities of judicial work and perspectives and perceptions of judicial officers in a range of issues related to their work. Three high-level findings warrant particular attention.

- **Judicial officers report limited time for lunch, breaks, and sustained focus during the workday.** Among the nine adequacy of time questions asked on a five-point scale, the lowest-scoring item—2.95 out of 5—was whether respondents have time available to take lunch and breaks.
- **Time to resolve cases has increased across every major case type area.** A substantial share of respondents reported that their cases have become more time-consuming compared with several years ago—84 percent in criminal, 57 percent in civil, 74 percent in family law, and 68 percent in juvenile. Respondents pointed to several drivers behind this shift: ongoing legislative and appellate changes, growth in postdisposition and resentencing work, expanded diversion frameworks, increasingly voluminous digital evidence, and a rising number of self-represented litigants filing artificial intelligence (AI)-generated materials. Together, these trends signal the case type-specific increases in caseweights that are examined in the next section.
- **Resource and staffing constraints amplify workload pressures.** Across every case type area, respondents identified shortages of court personnel—research attorneys, clerks, court reporters, interpreters, mental health evaluators, probate examiners, and support staff—as a significant driver of increased judicial time per case. Respondents noted that shortages of specialized personnel, particularly interpreters and mental health evaluators, drive continuances and repeat hearings that extend case timelines.

Taken together, the findings show that judges report time pressure across the workday and the time required to resolve cases is growing broadly across case types. The next section examines how these dynamics are reflected in the updated caseweights.

Caseweight changes

Following the time study, NCSC and RAD staff conducted data cleaning, annualization, outlier analysis, and preliminary caseweight development. To ensure that court-level caseweights reflected actual workload in each participating court, NCSC and RAD staff conducted five validation meetings in January 2026 with presiding judges and court executive officers from each of the 17 time study courts. During those meetings, each court reviewed its own caseweights alongside those of other participating courts and confirmed that the caseweights reflected real workload and current practice. All caseweights were reviewed during these validation meetings.

The 2026 update produces caseweights for 23 case types, an increase from the 21 case types used in the 2019 model. Two new case types were added to reflect workload categories not previously captured:

- **Community Assistance, Recovery, and Empowerment (CARE) Act petitions.** Statewide implementation of the CARE Act began December 1, 2024, creating a new petition category with a workload profile that differs substantially from existing mental health and probate case types. Because CARE filings were not yet reported through the

Judicial Branch Statistical Information System (JBSIS) at the time of the study, filing data were collected manually, and filings per month were annualized to produce a full-year estimate. The 2026 caseweight for CARE Act petitions is 205 minutes per filing. Because CARE Act filings were manually collected and annualized, and JBSIS reporting integration is still pending, these values should be considered provisional and will be revisited once three-year filing data are available across all courts.

- **Appellate division appeals.** Presiding judges and court executive officers indicated during preliminary planning meetings in June and July 2025 that appellate workload is meaningfully different from the underlying case types from which appeals originate and should be measured separately. Time for these appeals was captured as a distinct category during the 2025 time study, producing a caseweight of 405 minutes per filing.

Beyond the two new categories, several existing caseweights changed by more than 20 percent compared to the 2019 update. The case types with the most significant movement include felony, misdemeanor traffic, complex civil, limited civil—unlawful detainer, small claims, family law—child support, family law—domestic violence, family law—other, juvenile dependency, juvenile delinquency, and mental health. All but one of these movements represents an increase; complex civil is the exception.

The direction and magnitude of the increases align closely with the adequacy of time survey findings summarized above. The survey identified growth in the time required to resolve cases as a widespread phenomenon across every major case type area; the caseweight changes show that growth translating into measurable, per-case increases in judicial time. Similarly, the resource and staffing shortages that survey respondents identified as amplifying workload pressures—particularly interpreter and mental health evaluator shortages—appear in the case types most affected by continuances and repeat hearings, which show the largest caseweight increases.

Case types that did not experience changes greater than 20 percent—including infractions, misdemeanor nontraffic, unlimited civil, limited civil (without unlawful detainer), asbestos, family law—dissolution, family law—parentage, estates/trusts/probate—other, conservatorship/guardianship, and Employment Development Department (EDD)—reflect either stable workload per case since 2019 or offsetting factors.

Focus groups

Following the validation meetings in January 2026, NCSC and RAD staff conducted 16 virtual focus groups in April and May 2026 to examine the operational drivers behind the case types with the most significant caseweight changes. Each session included 4 to 16 judicial officers from participating courts, and the sessions collectively covered seven case type areas that experienced caseweight change greater than 20 percent compared to the 2019 update: felony, misdemeanor traffic, mental health, juvenile (delinquency and dependency combined), family law (child support, domestic violence, and other petitions combined), small claims, and unlawful detainer.

The focus groups were structured to distinguish predictable trends from unexpected variations and to help staff understand whether the caseload changes reflected genuine shifts in workload or artifacts of the study period. While each session surfaced case type–specific drivers, seven overarching themes emerged across multiple case types. Table 2 summarizes the themes identified as meaningful drivers in each case type area.

Table 2. Cross-Cutting Themes Across Case Types

Overarching Theme	Felony	Misdemeanor Traffic	Mental Health	Juvenile	Family Law	Small Claims	Unlawful Detainer
Legislative & regulatory change	✓	✓	✓	✓	✓	✓	✓
Resource & capacity gaps	✓	✓	✓	✓	✓	✓	
Technology issues (AI, Zoom, CMS, etc.)	✓	✓			✓	✓	✓
More time-consuming case concentration	✓	✓		✓	✓		✓
Preparedness & incivility	✓	✓			✓	✓	✓
Self-represented litigants			✓	✓	✓		✓
Diversion-related issues	✓	✓	✓	✓			

✓ Theme identified as a meaningful driver across focus group sessions for the case type. Empty cells indicate the theme was not prominently identified.

AI = artificial intelligence.

CMS = case management system.

The most universal finding was **legislative and regulatory change**, identified as a meaningful driver of workload change in all seven case type areas. This theme reflects the cumulative effect of statutory reforms enacted since the 2018 study—including postdisposition relief mechanisms, expanded diversion, procedural changes to unlawful detainer, and new petition categories such as the CARE Act—each of which has added judicial steps to case processing without necessarily changing filing volumes.

Resource and capacity gaps were the second-most widely cited theme, appearing in six of the seven case type areas. Focus group participants pointed to shortages of court interpreters, mental health evaluators, and other specialized personnel and to the downstream scheduling effects those shortages produce—including continuances, repeat hearings, and extended case timelines that increase judicial time per case. This theme mirrors the resource and staffing findings from the adequacy of time survey.

Technology issues—including the integration of AI tools, ongoing use of Zoom and other remote appearance platforms, and case management system (CMS) limitations—were identified in five case type areas. Participants described technology as a dual-impact factor: While some tools reduce administrative burden, others introduce new workload through troubleshooting, hybrid-proceeding management, and workflow adjustments.

More time-consuming case concentration—the phenomenon of the case mix within a given case type shifting toward more complex or contested matters—was identified in five case type areas. **Preparedness and incivility** concerns, encompassing counsel and party preparedness and courtroom conduct issues that extend hearing time, similarly appeared in five case type areas.

Self-represented litigants were identified as a significant workload factor in four case type areas, particularly those with high volumes of pro per participants: mental health, juvenile, family law, and unlawful detainer. Focus group participants noted that self-represented proceedings typically require additional judicial time for procedural guidance, explanation, and record development. **Diversion-related issues**—including the judicial supervision workload associated with diversion programs and the procedural complexity of diversion eligibility determinations—also appeared in four case type areas.

Taken together, the focus group findings from judicial officers across participating courts confirm that the caseweight increases reflected in the 2026 update are not isolated to a single court or a single case type. They represent broad, systemic changes in how California courts are processing cases, consistent with both the case complexity findings from the adequacy of time survey and the qualitative feedback received during the validation meetings in January 2026.

DAAC meetings and discussions

Throughout the study period, DAAC provided guidance and oversight on the conduct of the JWS update and all significant methodological decisions. At its meeting in March 2026, DAAC approved the model parameters and the caseweight measurement approach for specific case types, including:⁶

- Use of the median across participating courts as the primary statewide caseweight aggregation method, except for complex civil cases;
- Retention of all outlier values in the court-level caseweights when calculating statewide caseweights;
- A hybrid approach for asbestos combining the adjusted data from the Superior Court of San Francisco County with the Los Angeles court’s independent caseweight to account for the limited number of courts handling this workload;
- A mean-based approach for complex civil across the five courts with substantial complex civil activity (Los Angeles, Orange, San Bernardino, San Francisco, and Santa Clara), consistent with prior JWS practice;
- An updated judicial work year value of 212 available working days; and

⁶ Data Analytics Advisory Com., [meeting materials](#) (Mar. 25, 2026).

- An updated judicial workday value of 431 minutes of case-related time per available working day.⁷

Following the approval of the model parameters in March 2026, NCSC and Judicial Council staff calculated the updated caseweights. The full recommendation of caseweights was presented to DAAC at its meeting in May 2026 for approval to forward to the Judicial Council.

Recommendation 1: Adopt the updated judicial work year

DAAC recommends that the Judicial Council adopt an updated judicial work year of 212 available working days. This value represents the number of days a judicial officer is available for work in a calendar year after accounting for weekends, official holidays, vacation, sick leave, and training days. The 2019 study used a judicial work year of 215 days. The 2026 value reflects two updates:

- Data on vacation, sick leave, and training days drawn from the 2025 time study courts, which allowed the components of the work year to be derived from current practice;
- The addition of Juneteenth as an official holiday, which added one holiday since the 2019 update.

Alternatives considered

DAAC considered retaining the 2019 work year value of 215 days and alternative combinations of the underlying components (vacation, sick, and training day assumptions). DAAC concluded that using components derived from data collected in the time study courts best reflects contemporary judicial practice and is consistent with the study's overall approach of grounding model parameters in observed data. The 212-day value excludes 104 weekends, 14 holidays (including Juneteenth), and 35 days of combined vacation, sick, and training/education absence. The committee discussed alternative combinations and ultimately rejected them in favor of the recommended approach. If the council prefers an alternative to the recommended judicial work year, the matter would need to be referred back to DAAC for further consideration before adoption.

Recommendation 2: Adopt the updated judicial workday value

The judicial workday value is a study construct used to translate observed time study data into an FTE-based measure of judicial need. It is important to emphasize that it is not a prescription for how any individual judicial officer must structure their day or a standard for evaluating an individual judge's performance or work hours. The workday value is used solely to calculate the average capacity of available case-related minutes per judicial officer per year, which is then applied in the workload measurement formula.

⁷ The committee revisited this matter at its meeting in August 2026, where a subsequent vote affirmed adoption of the 401-minute workday value.

Until the present study, the California workday value has consistently been based on an eight-hour workday, reflecting a 60-minute allowance for lunch and breaks. The National Center for State Courts notes that states generally chose day values that reflect an eight-hour workday, minus either 60 or 90 minutes for lunch and breaks. There is no clear consensus among states that have conducted judicial workload studies recently.

DAAC recommends that the Judicial Council adopt an updated judicial workday value of 401 minutes of case-related time per available working day. The judicial workday value is derived as follows:

- A nine-hour (540-minute) working day;
- Less 90 minutes for lunch and breaks; and
- Less 49 minutes for non-case-related activities such as administrative duties, meetings, community outreach, and committee participation.

Alternatives considered

DAAC considered two principal alternatives to the recommended workday value:

- **Longer non-case-related time allowance.** Some committee members observed that judicial officers report substantial non-case-related workload—including administrative responsibilities, judicial education, and committee service—and suggested that the 49-minute allowance may understate this workload. DAAC ultimately concluded that the 49-minute figure is grounded in observed data from the 2025 time study, with closely aligned values reported across participating courts and no meaningful outliers, and best reflects current practice on average. Additional analysis of non-case-related time can be pursued in future study cycles.
- **Lunch/break time of 60 minutes.** This alternative reflects the view that a judicial officer’s workday should have eight hours of working time (a nine-hour day less 60 minutes for lunch and breaks). Under this alternative, the workday value would be nine hours less 60 minutes less 49 minutes (for non-case-related activities), or 431 minutes of case-related time per day.

The committee discussed alternative combinations and ultimately voted for the recommended approach. A change to the lunch/break assumption represents a study implementation choice rather than a change to the underlying methodology approved by DAAC; therefore, if the Judicial Council adopts the 60-minute or a different alternative, it would not need to be referred back to DAAC. Staff would update the workday value used in the model, and the revised parameter would carry through to the forthcoming *2026 Update of the Judicial Needs Assessment*.

Recommendation 3: Adopt the updated caseweights

DAAC recommends that the Judicial Council adopt the updated 2026 caseweights presented in Attachment A. The 2026 update includes caseweights for the 21 case types previously used in the 2019 model, plus two new case types—Community Assistance, Recovery, and Empowerment (CARE) Act petitions and appellate division appeals—for a total of 23 case type caseweights.

Caseweights were developed by aggregating each court’s case-related time from the time study, annualizing that total to reflect a full year of available working days, and dividing by the court’s three-year average annual filings for each case type. Statewide caseweights were then developed using the median value across participating courts, except for asbestos and complex civil, which used the hybrid and mean-based approaches described above. Median preserves typical workload across diverse courts; mean is used where activity is concentrated in a small number of courts, making the average more representative.

Preliminary caseweight results were validated with presiding judges and court executive officers of participating courts in January 2026. Participants indicated that differences among courts generally reflected legitimate workload variations rather than data quality issues, with contributing factors including differences in technology, case mix, local practices, backlog levels, and unusual activity during the study period. Case types with more than a 20 percent change from the 2019 caseweights were further examined in 16 virtual focus groups conducted in April and May 2026.

Alternatives Considered

DAAC considered several alternative approaches to caseweight development, including removing outlier court-level caseweights and using a mean-based aggregation rather than the median-based approach. Because presiding judges and court executive officers confirmed during the validation meetings in January 2026 that the court-level caseweights reflect real workload, removing outliers was rejected, and the model retains the median-based approach adopted in 2019.

Regarding a mean-based aggregation for all case types, statewide values would be pulled by extreme court-level values under a mean-based approach—the same concern that drove the shift to the median-based approach in 2019. DAAC concluded that the median better preserves all available data, avoids subjective case-by-case exclusions, and produces more stable statewide caseweights, while the mean is more appropriate for the concentrated workload categories (asbestos and complex civil).

If the council prefers an alternative to the recommended caseweights, the matter would need to be referred back to DAAC for further consideration before adoption.

Study caveats and ongoing refinement

As with prior updates, DAAC will continue to refine data collection and analysis processes for future study cycles. Ongoing considerations include the following:

- The current methodology collects workload data at a specific point in time. Gathering data over an extended period across different times of the year may provide a better representation of average workload.
- The four-week study window captures a representative range of court activity but may not fully capture specialized case types such as asbestos and complex civil. Alternative methods of collecting data over a longer period for these case types would help produce more precise caseweights.
- New workload created by recent statutory reforms—including the CARE Act, ongoing criminal justice resentencing work, and Racial Justice Act proceedings—will continue to evolve, and periodic updates to the model will be needed to ensure the caseweights remain representative of current workload.

Policy implications

Government Code section 69614(c)(1) requires the Judicial Council to report on the statewide need for judicial officers every November of even-numbered years. The *2022 Judicial Needs Assessment*, submitted to the Legislature in November 2022, was based on the 2019 caseweights and the most recent three-year average of filings (FY 2018–19 through FY 2020–21), resulting in a statewide need of 98 additional judicial officers.⁸

If the Judicial Council approves the recommended judicial work year, judicial workday value, and caseweights, the updated model parameters will be applied to the most recent three-year average of filings (FY 2022–23 through FY 2024–25) in the *2026 Update of the Judicial Needs Assessment*. Based on those parameters and filings, there is a need for 231 additional judgeships across 22 courts. Table 3 shows the Judicial Needs Assessment Comparison of 2022 vs. 2026. The full assessed need and prioritization details will be presented to the Judicial Council in a companion report and, upon approval, transmitted to the Legislature to satisfy the reporting requirement of Government Code section 69614(c)(1).

Table 3. Judicial Needs Assessment Comparison, 2022 vs. 2026

	2022 Judicial Needs Assessment	2026 Judicial Needs Assessment
Judgeship need	98	231
Courts with need	17	22

⁸ A judicial needs assessment was not published in 2024 because the COVID-19 pandemic deferred the planned study update from 2023 to 2025 and affected filings across the relevant three fiscal years (FY 2020–21 through FY 2022–23).

Comments

Throughout the 2025 study period, participating courts provided input on both pre-time study activities (including training and study tools) and post-time study review (particularly during the validation meetings in January 2026 and the focus groups in April and May 2026).

The findings and recommendations made in this report were not circulated for public comment. However, they were considered at meetings that were open to the public. Status updates were presented to DAAC at its regularly scheduled public meetings for its guidance and oversight throughout the study period. Members of Data Analytics Advisory Committee as of September 1, 2026 and Judicial Council Lead Committee Staff are presented in Attachment C.

At its meeting in August 2026, DAAC received a written public comment from the Superior Court of Los Angeles County asking the committee to adopt a 90-minute allowance for lunches and breaks and a corresponding 401-minute (six hours and 41 minutes) case-related day. The committee discussed this comment and voted to revise the workload model's workday value by increasing the lunch and break allowance to 90 minutes, resulting in 401 case-related minutes per judge per day after accounting for non-case-related time and breaks. The committee then approved submission of the draft *Judicial Workload Study Report* to the Judicial Council with this revision included.

Fiscal and Operational Impacts

If approved, the updated caseweights, judicial work year, and judicial workday value will be incorporated into the JWS model used to calculate the statewide need for judicial officers. Any new judgeships that might be authorized and funded for the judicial branch will be allocated on the basis of these updated parameters until such time as they are next updated.

Attachments and Links

1. Attachment A: 2026 Judicial Workload Study Update—Draft Caseweights and Standards
2. Attachment B: California Judicial Officer Workload Assessment Study Daily Time Log
3. Attachment C: Data Analytics Advisory Committee Membership, September 1, 2026

2026 Judicial Workload Study Update—Draft Caseweights and Standards

Work Year Value	85,102 minutes (212 days × 431 min/day)
Judicial Work Year	212 available working days
Judicial Workday Value	401 minutes case-related time per day
3-Year Average Filings	FY 2022–23, FY 2023–24, FY 2024–25

Case Type		2026 Caseweight (minutes per filing)
<i>Criminal</i>		
Felony		274
Misdemeanor—Traffic		24
Misdemeanor—Nontraffic		48
Infractions		1.35
<i>Civil</i>		
Complex		339
Asbestos		527
Unlimited Civil		119
Limited Civil (without unlawful detainer)		17
Limited Civil—Unlawful Detainer		27
Small Claims		41
<i>Family Law</i>		
Family Law—Dissolution		95
Family Law—Parentage		146
Family Law—Child Support		81
Family Law—Domestic Violence		106
Family Law—Other		226
<i>Juvenile</i>		
Juvenile Dependency		271
Juvenile Delinquency		210
<i>Probate and Mental Health</i>		
Estates/Trusts/Probate—Other		70
Conservatorship/Guardianship		128
Mental Health		66
CARE Act		205

Case Type		2026 Caseweight (minutes per filing)
<i>Appellate and EDD</i>		
Appellate Division Appeals		405
EDD		0.4

Notes:

Caseweights are minutes per filing, measured from initial filing through postdisposition.

Statewide caseweights are calculated as the median across participating courts that reported data for a given case type, except as noted below.

Complex civil is calculated as the mean across the five courts with substantial complex civil activity (Los Angeles, Orange, San Bernardino, San Francisco, Santa Clara).

Asbestos uses a hybrid approach combining the San Francisco court's adjusted time study data with the Los Angeles court's independent 2024 caseweight.

CARE Act and appellate division appeals are new caseweight categories in the 2026 update.

The Employment Development Department (EDD) caseweight is low because most EDD-related matters resolve administratively, requiring little judicial involvement.

California Judicial Officer Workload Assessment Study									
Daily Time Log for ____ / ____ / 2025									
CASE TYPES						Record all time from 8/18 through 9/12			
Criminal	A	Felony	Family	M	Dissolution/Legal Separation	CASE TYPE CODE	ACTIVITY CODE	TICK MARKS (FOR TIME INTERVALS) OR TIME SEGMENTS	TOTAL TIME
	B	Misdemeanor - Traffic		N	Child Support				
	C	Misdemeanor - Non-Traffic		O	Domestic Violence Prevention				
	D	Infractions		P	Parentage				
				Q	Family Law - Other				
Civil	E	Unlimited Civil	Juvenile	R	Juvenile Dependency				
	F	Limited Civil (without UD)		S	Juvenile Delinquency				
	G	Complex Civil	MH	T	Mental Health				
	H	Unlawful Detainer		U	CARE Court				
	I	Asbestos	Appellate Division Appeals	V	Appeals-Limited Civil				
	J	Small Claims		W	Appeals - Misdemeanor				
Probate	K	Conservatorship/Guardianship		X	Appeals - Infraction				
	L	Estates/Trusts							
CR	Y	Case-Related Work for Non-Case-Specific Tasks							
NCR	Z	Non-Case Related Work							
CASE-RELATED ACTIVITIES									
CASE-RELATED ACTIVITIES	1	Pre-Trial/Pre-Disposition							
	2	Non-Trial OR Uncontested Disposition							
	3	Trial/Contested Disposition							
	4	Post-Trial/Post-Disposition							
	4a	Resentencing Litigation (PC 1172.6)							
	4b	Racial Justice Act							
	CASE-RELATED Work for Non-Case Specific Tasks								
CR	5	Case-Related Work for Non-Case-Specific Tasks							
NON-CASE-RELATED ACTIVITIES									
NON-CASE-RELATED ACTIVITIES	a	PJ / APJ Administrative Work							
	b	Non-Case-Specific Administration							
	c	Judicial Education & Training							
	d	Non-Case-Specific Legal Research & Writing							
	e	Community Activities/Outreach							
	f	Committees, Meetings, & Related Work							
	g	Vacation/Sick/Other Leave							
	h	Time Study Data Reporting & Entry							

**Data Analytics Advisory Committee
As of September 1, 2026**

Mr. Jake Chatters, Chair

Court Executive Officer
Superior Court of California,
County of Placer

Mr. Robert Oliver (Advisory Member)

Court Executive Officer
Superior Court of California,
County of Sonoma

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County of Santa Clara

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Judge of the Superior Court of California,
County of Los Angeles

Hon. Benjamin F. Coats

Judge of the Superior Court of California,
County of Ventura

Mr. Christopher Roman

Data Analytics Manager
Superior Court of California,
County of San Bernardino

Hon. Tara M. Desautels

Associate Justice of the Court of Appeal,
First Appellate District

Ms. Nocona Soboleski

Court Executive Officer
Superior Court of California,
County of Kings

Mr. Sharif Elmallah

Court Executive Officer
Superior Court of California,
County of Butte

Mr. Travis Trapp

Director of Analytics
Superior Court of California,
County of Riverside

Mr. Kevin Harrigan (Advisory Member)

Court Executive Officer
Superior Court of California,
County of Tehama

Mr. David H. Yamasaki

Court Executive Officer,
Superior Court of California,
County of Orange

Mr. Brandon L. Henson

Clerk/Executive Officer
Appellate Court of California,
Fourth District

Ms. Nicole N. Le

Business Analytics Director
Superior Court of California,
County of Orange

**Data Analytics Advisory Committee
As of September 1, 2026**

Judicial Council Lead Committee Staff

Mr. Mustafa Sagir

Supervising Research Analyst
Research, Analytics, and Data
Judicial Council of California

Ms. Kristin Greenaway

Manager
Research, Analytics, and Data
Judicial Council of California

Ms. Leah Rose-Goodwin

Chief Data and Analytics Officer
Research, Analytics, and Data
Judicial Council of California