

Iowa Court Clerk and Court Support Staff Workload Assessment Study, 2016

Final Report

May 2017

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Court Consulting Division
National Center for State Courts



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Table of Contents

Executive Summary	i
I. Introduction	1
II. Clerk and Court Staff Workload Formula Committee	2
III. Work-Time Study	2
Participants	2
Work-Time Data Collection Period	3
Work-Time Data Collection Process	3
Survey on the Adequacy of Time	4
Focus Groups	4
Data Elements in the Clerk and Support Staff Work-Time Study	4
Case Types	4
Tasks and Activities	5
Caseload vs Workload	6
IV. Initial Case Weights	7
V. Adequacy of Time Survey	9
VI. Focus Groups	11
Clerk and Support Staff Focus Groups: Summary of Findings	11
Conclusions	13
VII. Advisory Committee Review of Case Weights and Qualitative Feedback	14
VIII. Calculating the Need for Clerk and Court Support Staff	15
Step 1: Determine the Clerk and Court Support Staff Work Year	15
Step 2: Determine the Clerk and Court Support Staff Work Day	15
Step 3: Calculate the Clerk & Court Support Staff's Annual Available Time for <i>Case Work</i> (ATCW) Value	16
Step 4: Calculate the Need for Clerk and Court Support Staff	16
Findings	17
IX. Recommendations	17
Appendices	21
Appendix A: Event-Based Methodology	22
Appendix B: Case Type Codes for the Case Types Included in the Study	24
Appendix C: Definitions of the Case-Related Activity Types Included in the Study	25
Appendix D: Definitions of the Non-Case-Related Activity Types Included in the Study	26
Appendix E: Adequacy of Time Survey Results	27
Appendix F: Clerk and Court Support Staff Workload Formula	32
Appendix G: Alternate Clerk and Court Support Staff Workload Formula	41

Executive Summary

Introduction

Legislatures and the public increasingly call upon the courts and other government agencies to be more efficient – to “operate more like a business.” One of the challenges for courts in responding to this demand is determining the appropriate number of staff required to provide high quality services.

Since 1993, Iowa’s judicial branch has relied on a data-driven weighted caseload formula to establish the baseline needs for staffing clerk of court offices. The 1993 weighted caseload formula was based on a work-time study involving clerks’ staff in a sample of 32 counties (16 collected data on non-case-related work time and 16 collected data on case-related work-time). A decade later, in 2003, the state court administrator (SCA) organized a new weighted caseload study in clerks’ offices that involved collection of work-time data in the clerk of court offices in all 99 counties (clerks’ staff in 25 counties collected data on non-case-related work time; and staff in 74 counties collected data on case-related work-time). That formula provided the basis for determining authorized staffing levels in clerks’ offices statewide until recently.

Since 2003, there have been substantial changes in the caseload, case management technology (e.g., statewide implementation of an electronic document management system – EDMS), court rules, the Iowa Code, and the proportion of cases involving self-represented litigants. All these factors changed the nature and extent of the clerk and court staff workload and effectively rendered the 2003 weighted caseload formula obsolete.

Recognizing the need to update the weighted caseload formula, the SCA contracted with the National Center for State Courts (NCSC) in May 2016 to conduct an evidence-based assessment of the workload for clerk office and court support staff in the district courts. The SCA selected the NCSC to conduct the assessment because its senior consultants assigned to the project are national experts in the development of weighted caseload formulas for judicial officers, court staff, and staff in other justice system agencies.

The SCA also appointed a Clerk and Court Staff Workload Formula Committee (hereafter, committee) to assist NCSC staff with this project. The committee included: eight Clerks of District Court (one from each judicial district), a trial court supervisor, a case coordinator, two judicial specialists, and two district court administrators. The NCSC consultants, with guidance from the committee, designed and conducted a study to produce a weighted caseload formula for the following types of staff (hereafter, *clerk and court support staff*):¹

- Clerks of court,
- Trial court supervisors,
- Judicial specialists in clerk’s offices and district court administration, and
- Case coordinators employed by district court administration.

¹ The 1993 and 2003 weighted caseload formulas were based solely on work-time studies that included only clerks’ office staff. They did not include *court attendants* (who are now classified with judicial specialists) or *case coordinators*. Both of these types of staff were employed by district court administration, not the clerks’ offices. These two types of employees are included in the 2016 weighted caseload assessment along with all clerk’s office staff, so the 2016 study is more broadly based and not exactly comparable to the earlier studies.

The current study conducted by the NCSC included collection of three types of data: (1) actual work-time data recorded by clerk and court support staff during a four-week study in all 99 counties; (2) a statewide survey of participating clerk and court support staff requesting their assessment of the extent to which they have adequate time to perform their duties to their satisfaction; and (3) collection of qualitative feedback from focus group discussions with 12 to 15 clerk and court support staff in four locations (Onawa, Des Moines, Waterloo, and Washington).

The new case weights reflect the average number of case-related minutes that clerk and court support staff spends per year processing each of 11 different case types; they are based upon work time recorded by clerks and court support staff in all 99 counties during the four-week study period. The case weights and other components of the weighted caseload formula were reviewed and approved by the advisory committee.

The 2016 study was more comprehensive and reliable than those previously conducted because:

- It was designed and conducted by NCSC consultants who are national experts in the development of weighted caseload formulas for courts and other justice system agencies;
- An extraordinarily high percentage (99.7%) of all clerk and court support staff statewide participated in the study,²

² There were 791 clerk and court support staff employed by the judicial branch during the work-time study in September/October 2016; 789 (99.7%) participated in the work-time study. At that time, there were 850 authorized positions, so there were 59 vacant positions. By December 2016, there were 786 such personnel employed by the judicial branch.

which substantially enhanced the credibility and validity of the data collected;

- The work-time data collection period was more than one year after completion of statewide implementation of the EDMS system, so the data fully reflect current work practices statewide;
- It included the use of a statewide survey of clerk and court support staff to assess whether they have adequate time to achieve reasonable levels of quality in performance of their duties; the adequacy of time survey data assisted in determining the adequacy of the case weights based solely on the work-time data;
- The NCSC consultants conducted four focus group meetings involving knowledgeable clerk and support staff from each judicial district to review and discuss the findings from the work-time study and the “adequacy of time” survey. They also provided feedback on other factors that might not have been adequately captured in the work-time study. This qualitative input from knowledgeable clerk and court support staff informed the discussion and decisions by the advisory committee regarding the weighted workload formula.

NCSC consultants organized the project around the following primary tasks:

1. Development of the research design.

The advisory committee, appointed by the SCA, met with the senior NCSC consultants in July 2016 to provide guidance during the new weighted workload assessment study. The SCA selected members of the advisory

committee to ensure: representation from each judicial district, representation from both rural and urban counties, and members with many years of experience. The committee provided advice and comment on: the overall study design; the identification of the case types to be included in the weighted workload formula; the methodology and content of the training sessions prior to the work-time study; the duration of the work-time study; and the approach, location, and composition of the focus groups. The advisory committee also provided feedback and recommendations on key issues covered in the final report.

- 2. Clerk and court support staff work-time study.** More than 99% of all district court clerk and court support staff participated in the four-week study of clerk and court support staff work-time conducted between September 12 and October 7, 2016.³ Before the work-time study began, a senior NCSC consultant conducted five one-hour training webinars to provide instructions on how clerk and court staff should record their work time. The NCSC also provided both written instructions and an on-line help link to participants who had questions about recording time, categorizing information, or identifying data entry errors that needed to be corrected. During the study, clerk and court support staff kept records of all time spent on case-related and non-case specific activities and entered their

work-time data in the NCSC's secure online data entry website.

- 3. Adequacy of Clerk and Court Support Staff Time Survey.** During the third week of the time study, approximately 77% of all clerk and court support staff in Iowa completed this online questionnaire regarding the sufficiency of time available during the course of normal working hours to do their work. This survey revealed that most of Iowa's clerk and court staff indicated they "usually" have enough time to effectively handle their daily tasks.
- 4. Four clerk and court support staff focus groups.** In November 2016, NCSC staff conducted four focus group discussions with experienced clerk and court support staff in four locations across the state to review the project and discuss preliminary findings from the work-time study and Adequacy of Time Survey.⁴
- 5. Analysis of data and preparation of preliminary case weights.** NCSC staff analyzed the data collected from the work-time study, Adequacy of Time Survey, and focus group discussions – then drafted reports, including tables and preliminary case weights for review and discussion by the advisory committee.
- 6. Advisory committee review, discussion, and decision-making.** The advisory committee held two review meetings. At a meeting on November 2, 2016, the group reviewed and discussed

³ The participation rate includes only staff whose work-time data are included in the calculation of the case weights: Clerks of Court, trial court supervisors, judicial specialists, and case coordinators.

⁴ A total of 55 staff participated in the focus groups, including: clerks of court, district court administrators, assistant district court administrators, judicial specialists, trial court supervisors, and case coordinators.

preliminary findings from the work-time study, including preliminary case weights, and findings from the adequacy of time survey. After that meeting, NCSC staff conducted a more detailed analysis and developed more detailed and complete tables showing findings from the work-time study and prepared for the focus group meetings in mid-November. At the third in-person meeting on December 7, 2016, the committee reviewed the more detailed tables showing work-time data and a complete presentation of the weighted caseload formula prepared by NCSC staff. The analysis included the NCSC's standard method for accounting for vacant staff positions during the work-time study (i.e., the NCSC assumed the 59 vacant positions were filled and that each of those positions worked an average amount of time during the four week study).⁵ The committee made various decisions regarding the composition of some case types and discussed whether it should recommend qualitative adjustments to supplement the case weights derived solely from the work-time study. After considerable discussion, the committee declined to recommend any adjustments to the case weights. The results based on the NCSC's standard analysis of the work-time data are shown in Appendix F.

- 7. Preparation of the Final Report.** Given the final decisions made by the advisory committee during the December meeting, NCSC staff developed a draft report of findings for review by the committee. In late January 2017, the

advisory committee met via conference call and webinar to discuss the NCSC's proposed final report. Thereafter, NCSC staff prepared a final report and submitted it to the state court administrator on February 22, 2017. After reviewing the NCSC's report, the state court administrator requested that NCSC staff provide an analysis of the demand for clerk and court support staff that did not include work-time supplements for the 59 vacant positions that existed at the time of the NCSC's work-time study in the fall of 2016. NCSC staff responded by providing this revised final report. It includes the requested alternative analysis of the data (shown in Appendix G) and revised text to explain and summarize the additional information.

Findings

The Final Report explains in detail each step in the research and data analysis process for this clerk and court staff workload assessment and the construction of the weighted workload formula. The weighted workload formula is sufficiently flexible to allow the Iowa court system to determine the approximate need for clerk and court staff in each judicial district, election district, or county. Application of the new weighted workload formula,⁶ developed using the NCSC's standard methodology that includes work-time supplements for staff positions that were vacant during the work-time study (see Appendix F),⁷ reveals that statewide the

⁵ For an explanation of how and why the NCSC accounts for vacant positions, see page 8, *Note on vacant positions*.

⁶ See Figure 14 and Appendix F for more information.

⁷ The NCSC's standard methodology is to treat vacancies as temporary and assume they will be filled when funding is available, so it includes in the analysis a work-time supplement (the average work-time per person who participated in the work-time study) for each vacant position. There were 59 vacant positions statewide during this work-time study.

Iowa district courts should have at least **799⁸** full-time equivalent (FTE) clerk and court support staff to effectively handle the current workload. That figure is 13 FTE positions more than the 786 FTE positions filled in December 2016⁹. An alternative workload formula (see Appendix G and Figure 15) that does not include work-time supplements for the 59 positions that were vacant during the study period shows the need for **744** FTE clerk and court support staff. That number is 42 FTE positions less than the 786 FTE positions filled statewide in December 2016.

Recommendations

The NCSC offers the first two recommendations below and joins with the advisory committee in making three additional recommendations.

1. SCA should update the case weights in this weighted caseload model every five to seven years by conducting a statewide study of the work-time of clerk and court support staff. This is the only way to ensure the case weights accurately reflect the nature and complexity of the workload and evolving practices and court technology across the state.
2. SCA should consider which of the two weighted caseload models most accurately reflects existing conditions in Iowa's district courts. The NCSC's

standard model in Appendix F includes work-time supplements for all 59 staff positions that were vacant during the study period. Appendix G provides an alternate model that does not include work-time supplements for any of the vacant positions. The standard model in Appendix F shows a need for **799** FTE clerk and court support staff, while the alternate model in Appendix G shows a need for **744** FTE staff. The number of *vacant* positions (59) equaled the number of authorized positions (850) minus the number of positions filled (791) during the four week study period. However, the number of *authorized* positions was based on staffing formulas established in 2004, long before EDMS was implemented. This situation created some uncertainty regarding the appropriate level of authorized positions and, therefore, the appropriate number of vacant positions that should be accounted for in the weighted caseload formula. Given this uncertainty, the workload model in Appendix F – which includes work-time supplements for 59 vacant positions, should be considered a *high-end* estimate of the need for clerk and court support staff. Appendix G offers an alternative model based on calculations that did not include work-time supplements for the 59 vacant positions. That model provides a *low-end* estimate of the statewide need for clerk and court support staff that is 6.9% lower (744 FTEs) than the estimate produced by the model in Appendix F (799 FTEs).

3. SCA should update the weighted caseload formula annually, using the most recent number of case filings for the 11 case types.

⁸ The FTE staff figures in this paragraph are rounded to the closest whole number (see Appendix F).

⁹ The data on “filled” staff positions are from Dec. 7, 2016. At that time, there were 850 *authorized* positions for clerk staff and court attendants and case coordinators employed by district court administration (the types of staff included in this workload formula), but only 786 of those positions *filled*. Many of those positions were being held open by the judicial branch to help meet a substantial budget reduction for FY 2017.

4. The workload formula model presented in this report should be the starting point for determining the need for clerk staff in each district, subdistrict and county. There are factors that might justify some modifications to the staffing needs in some counties. For example:

- *Minimum staffing in each clerk of court office:* Every county should have at least two staff members to operate a clerk of court office in a manner that meets financial auditing guidelines and to allow coverage for sick and vacation leave, even if the workload demand does not indicate the need for two FTE staff in the office.
- *Minimum court attendant staffing.* There might be a need for minimum court attendant services for judges, which would require some adjustment to the overall need for FTE staff in a county or groups of counties.
- *Clerks managing multiple counties.* In areas where one clerk of court supervises multiple counties, there might be a need for a small increase in FTE staff to account for more travel time compared to locations where a clerk of court supervises only one county.¹⁰
- *Check writing.* Locations where a clerk of court is responsible for check writing for multiple counties in a district might also justify a small FTE increase in the formula for that county.
- *Differences in jury trial rates.* There are some significant differences in jury trial rates among counties, and jury trials

require more work-time for clerks and court support staff. Some adjustment in the allocation of FTE staff could be made within districts to accommodate these differences.

5. Currently, there are needs in most or all districts for staff to perform functions that are not being performed or are being performed by staff members who have little or no expertise to perform those duties. This study did not capture time spent on these functions, or captured very little of this time, because the districts lack the staff to perform these functions or to perform them adequately. State court administration should develop a plan for filling these staff needs, including but not limited to: (a) technical assistance for audio-visual equipment and software applications, (b) research and data analysis, (c) specialty drug and mental health treatment court coordination, and (d) interpreter recruitment, scheduling and performance monitoring.

¹⁰ The formula in Appendix F includes a “clerk travel time” FTE factor that is added in a row below the last county listed for each judicial district. It is based on actual travel claims submitted by clerks of court and other clerks’ staff for travel required to cover duties in another county in the district. The travel claim data were provided by the district court administrators.

I. Introduction

Since 1993 the Iowa State Court Administration Office has relied on a weighted caseload formula to establish the baseline needs for clerk's office staff. The first case weights were developed through a study involving two groups of courts: clerks' staff in 16 counties recorded data on their case-related work time, and staff in 16 other counties recorded their non-case-related work-time. The 2003 study involved clerks' staff in all 99 counties: staff in 74 counties recorded their case-related work time and staff in 25 counties recorded their non-case-related work time.

Substantial changes in the courts' caseload and case management practices have occurred since the 2003 study. For example, the judicial branch completed statewide implementation of its electronic document management system (EDMS) in 2015; there has been a notable increase in the number of cases involving self-represented litigants; and changes in court rules and the Iowa Code -- particularly regarding collection of court debt, have impacted the clerk and court staff workload. All these factors have combined to render the 2003 weighted caseload formula for clerk's staff obsolete.

Recognizing the need to update the weighted workload formula for clerks' office staff, in early 2016 Iowa's state court administrator (SCA) contracted with National Center for State Courts (NCSC) to perform a new workload assessment for district court clerk's office staff and other support staff. The NCSC is nationally known for its expertise in developing weighted caseload formulas for judicial officers, court staff, and staff in other justice system agencies

throughout the U.S.¹¹ The SCA also appointed a Clerk and Court Staff Workload Formula Committee (hereafter, committee) to assist NCSC in the development of the research design and analysis and presentation of the findings in this report.

The current clerk and court staff workload assessment built and improved upon the previous studies in Iowa by maintaining some of the same data elements, but making some refinements in the case types for which case weights would be developed and the case activity types for which data would be collected. The current study was also more comprehensive by collecting data on both case-related and non-case-related work-time from participants in all 99 counties. The NCSC also substantially streamlined the work-time data collection process and the training of participants prior to the start of the project. Specifically, the current study accomplished the following:

- Utilized a methodology that bases the development of case weights on all work recorded by *all* clerk and court support staff, rather than having some staff record only case-related time and other staff record only non-case-related time;
- Included participation from 99.7% of all clerk and court support staff across the state;

¹¹ During the past ten years, the National Center for State Courts has conducted weighted workload studies for judges in the following states: Alabama, Georgia, Colorado, Delaware, Kansas, Indiana, Iowa, Louisiana, Maryland, Missouri, Michigan, Minnesota, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oregon, Pennsylvania, South Dakota, Tennessee, Texas, Vermont, Virginia, West Virginia and Wisconsin. The NCSC has also conducted weighted workload studies for use with court clerks, probation, parole and local courts, and some projects are currently under way.

- Included a four-week data collection period to ensure sufficient data to develop valid case weights;
- Accounted for clerk and court support staff work for all phases of case processing;
- Accounted for non-case-related activities that are a normal part of clerk and court support staff work;
- Accounted for variations in staff travel time requirements; and
- Established a transparent and flexible formula that can determine the need for clerk and court support staff in each county and district.

This report provides a detailed discussion of the workload assessment methodology and results, and offers recommendations made by the committee and NCSC staff.

II. Clerk and Court Staff Workload Formula Committee

The committee, appointed by the SCA, functioned as a policy committee to provide oversight and guidance throughout the workload assessment project. The committee included: eight Clerks of District Court (one from each judicial district), a trial court supervisor, a case coordinator, two judicial specialists, and two district court administrators. The committee refined the approach and the content of the assessment and resolved important issues affecting data collection, interpretation, and analysis. During three in-person meetings and one conference call, the committee participated in the development of the workload assessment methodology and reviewed findings at each critical phase of the study and its completion.

One of the first responsibilities of the committee was to identify and define the parameters for which data would be collected during the workload assessment. This included identifying: (a) which clerk and district court administration staff should participate in the study; (b) the timeframe during which the data would be collected, and the length of time that needed to be captured; (c) the types of cases for which to generate case weights; and (d) the tasks and activities (case related and non-case-related) that clerk staff perform. The NCSC project team met with the committee in July 2016 to make decisions on these issues.

III. Work-Time Study

Participants

After substantial discussion during the first committee meeting in July 2016, the group recommended that all clerk and court support staff should record *all* their work-time (case-related and non-case-related), and that other court staff (e.g., court reporters, district court administrators, a staff court interpreter, and family court coordinators) who sometimes perform case-related work activities shown in Figure 3 should record only their case-related work time during the study. During the second committee meeting in November 2016, after completion of the work-time study, the committee reconsidered which participants' work-time data should be included in the calculation of the case weights. The committee concluded that the need for court reporters, district court administrators, assistant district court administrators, staff interpreters, and specialty treatment court coordinators will continue to be based on formulas or factors that are not related to the

duties of clerks' office staff or case coordinators and judicial specialists (court attendants) who work in district court administration -- and those staff will always perform some case-related work. Consequently, the committee concluded that *only the work-time reported by clerks of court, trial court supervisors, judicial specialists (in clerks' offices and in district court administration), and case coordinators should be included in the calculation of the case weights.*

Work-Time Data Collection Period

To ensure consistency in the tracking of work-time, NCSC consultants provided five webinar-based information and training sessions between August 30 and September 8 prior to data collection. One of the webinars was recorded and made available by the NCSC for viewing by those who could not attend one of the live webinars. The NCSC also provided written training materials at the time of training and posted them online. Additionally, the NCSC provided assistance through a Workload Assistance Help-link, which was available both online and via telephone prior to and throughout the data collection period. Clerk staff participants reported their time each day via a secured and user-friendly data entry website maintained by the NCSC.

For this study, all clerk and court support staff, as defined above, participated in a four-week data collection period from September 12 to October 7, 2016. Figure 1 shows the participation rate for the time study by judicial district.

Figure 1: Iowa Clerk Staff Participation Rate Summary

	Expected	Actual	Participation ¹² Rate
District1	95	95	100.00%
District2	105	105	100.00%
District3	87	87	100.00%
District4	61	61	100.00%
District5	177	175	98.87%
District6	100	100	100.00%
District7	91	91	100.00%
District8	75	75	100.00%
Total	791	789	99.75%

Figure 1 indicates a statewide participation rate of 99.75%; 789 clerk and court support staff of a possible 791¹² participated, representing clerk and court support staff in each of Iowa's 99 counties. This exceptional participation rate assures confidence in the accuracy and validity of the case weights derived from the work-time data. Participants were instructed to record all work-related time – both case-related and non-case-related – including work that was done beyond a 7.5-hour day.

Work-Time Data Collection Process

Clerk and court support staff recorded their time on a paper time-tracking form, and then transferred this information to the NCSC's secure web-based data entry program. Once submitted, the data were automatically

¹² At the time the study was conducted in September and October 2016, there were **791** filled clerk and court support staff in Iowa, which was 59 (6.9%) fewer than the 850 *authorized* positions because vacant positions were being held open to help the judicial branch adapt to budget cuts in FY 2017. By December 7, 2016, there were only **786** actual (filled) staff positions statewide. The weighted caseload formulas shown in Appendices F and G. and summarized in Figures 14 and 15, use the December 2016 staffing number for comparing the current number of *filled* positions and the number of positions *needed* according to the weighted caseload formula.

entered into NCSC's secure database, which was accessible only to NCSC staff who analyzed the data. Collecting data from clerk staff across the state ensured that sufficient data were collected to provide an accurate average of case processing practices and times for all case types included in the study.

The work-time study methodology allowed the NCSC's analysts to collect a four-week snapshot of data and translate that data into an annual representation of clerk and court support staff work-time. (See Appendix A for a detailed description of this methodology.)

Survey on the Adequacy of Time

In addition to participating in the work-time study, participants were invited to complete a web-based Adequacy of Time (AOT) Survey during the final week of the work-time study. This survey sought the views of clerk and court support staff regarding the extent to which they have sufficient time to complete their work tasks to their satisfaction for each of the case types included in the study. Approximately 77% of all clerk staff completed the survey. The NCSC conducted the AOT survey because the case weights derived solely from the work-time study reflect the average amount of time clerk staff *currently* spend on each case type given the current level of staffing. The survey data provided information to help the advisory committee determine whether the case weights derived from the work-time data, which are grounded in the current level of staffing, are sufficient to allow staff to complete work in a timely and high quality manner. Section V of this report provides

more detail about and reviews a summary of the findings from the AOT survey.¹³

Focus Groups

In November 2016, the NCSC consultants conducted discussions with focus groups of experienced clerk and court support staff in four locations across the state (Onawa, Des Moines, Waterloo, and Washington). The groups reviewed and offered feedback on preliminary results from the work-time study and the adequacy of time survey and discussed local or district-level factors that might not have been accounted for in the study. Discussion of the feedback from the focus groups can be found in Section VI of this report.

Data Elements in the Clerk and Support Staff Work-Time Study

NCSC project staff met with the committee in July 2016 to determine the case type categories, case-related and non-case-specific activities to be included in the work-time study. The committee also discussed the contents of the Adequacy of Time Survey and the purpose and locations of the focus groups. A more detailed description of the time study elements is provided next.

Case Types

Every weighted caseload formula needs a set of case types, each of which is distinctive in nature (e.g., civil, criminal, juvenile) and complexity (e.g., simple misdemeanors vs. more serious criminal cases). Including case types that differ in nature and complexity should result in case types that differ in the average amount of staff work-time per case during the year. The greater the average

¹³ Also see Appendix E, which shows the findings from the Adequacy of Time Survey.

amount of staff work-time required to process a case, the greater the case weight for a given case type. To the extent that county and district caseloads vary not only in numbers, but also in nature and complexity, a weighted caseload formula will more accurately reflect the need for clerk and court support staff than a formula based solely on counting the number of cases in a county or district. Following this logic, the committee recommended including the 11 case types shown in Figure 2 in the weighted caseload formula.

Filings

Figure 2 also shows the statewide number of filings during calendar year 2015 for each case type, and the percentage of total filings for each case type. A full description of the case types is presented in Appendix B.

Tasks and Activities

Clerk and court support staff members perform a variety of functions in and out of court that can be directly related to the processing of cases (case-related activities), as well as non-case related activities. NCSC staff worked closely with the committee to develop a comprehensive list and description of these essential activities. The list of activities served as an organizing device to guide data collection during the time study. A list of the eight case-related and the ten non-case-related activities are provided in Figures 3 and 4. A more detailed description can be found in Appendices C and D, respectively.

The weighted caseload model determines the annual amount of time clerk and court staff have available to perform all their work, including both case-related and non-case-related tasks, then subtracts the average

amount of time spent on non-case-related activities to determine the average amount of time available for staff to perform case-related work. This is a critical component of the weighted caseload model, so knowing how much time staff spends on both case-related and non-case-related work is important.

**Figure 2: Iowa Case Filings
Calendar Year 2015**

Case Types	Total New Filings ¹⁴	Percent of Total
Felonies ¹⁵	18,768	2.6%
Serious & Aggravated Misdemeanors	46,179	6.4%
Simple Misdemeanors	486,623	67.1%
Search Warrant Cases	6,745	0.9%
Domestic Relations	34,105	4.7%
Civil (law & equity)	27,038	3.7%
Juvenile Delinquency	3,929	0.5%
Juvenile Other	6,897	1.0%
Civil Commitment Petitions (adult and juvenile)	13,473	1.9%
Probate	14,427	2.0%
Small Claims & Civil Infractions	66,737	9.2
Total	724,921	100.0%

¹⁴ In the weighted workload formula for clerks' staff that was developed in 2003 and has been used in determining the allotment of staff to clerks' offices in each county since 2004, the "filings" included new filings *plus* probation revocations and contempt actions. In the new weighted workload formula, only "new filings" are included because the weighted workload formula for judges had been base on new filings only since 2008 and will continue to be based on new filings. Using only new filings results in a smaller number of filings in the workload formula compared to earlier years, but the smaller number of filings for each case type results in larger case weights. (See Figure 6, which explains how the case weights were calculated.)

¹⁵ The number of felony filings in Figure 2 includes administrative criminal filings. The committee initially intended that administrative criminal cases would a separate case type. However, the case type code (AMCR) was only implemented in April, so there were only nine months of filings for the case type. This made the calculation of the case weight problematic, so the committee decided to include administrative criminal filings and the related work-time from the study period with the felony case type.

Figure 3: Case-Related Activities

Case processing
Case-related customer service
Case-related court support
Case scheduling
Drug & other specialty treatment court support
Managing court interpreter/translator services
Delinquent debt collection
Check writing

Figure 4: Non-case-related Activities

General customer service
General financial work
Work-related travel
Committees and special assignments
Education and training
Vacation/illness/other leave
Personnel matters
Clerk office equipment/supply mgmt.
District-level administration
Time study data reporting/entry

Caseload vs Workload

A detailed picture of the percentage of case-related time clerk staff spends on cases statewide is presented in Figure 5. The greatest proportion of clerk and court support staff time is spent on serious and aggravated misdemeanors (19.4%), followed by time spent on simple misdemeanors (17.8%) and felonies (16.3%).

Comparing the percentage of filings of each case type in Figure 2 with the percentage of time spent on each case type in Figure 5 reveals the utility of the weighted caseload methodology. As previously shown in Figure 2, simple misdemeanor filings comprise 67.1% of all filings in the state, but Figure 5 shows they account for 17.8% of the workload. In addition, felonies comprise only 2.6% of all filings in the state, but Figure 5 shows that clerk and court staff spends 16.3% of their case-related time on felonies. These tables confirm that caseload is not the same as workload.

Figure 5: Percentage of Clerk & Support Staff Time Reported by Case Type and Case-Related Activity Type During the Work-Time Study (September - October 2016)

Case Type	Case processing	Case-related customer service	Case-related court support	Case scheduling	Drug & other specialty treatment activities	Managing court interpreter/translator services	Delinquent debt collect.	Check writing	
Felonies/Admin Criminal Filings	8.1%	1.4%	1.4%	1.4%	1.4%	1.3%	1.3%	0.0%	16.3%
Serious & Aggravated misdemeanors	13.4%	2.5%	2.0%	0.9%	0.1%	0.1%	0.3%	0.1%	19.4%
Simple misdemeanors	12.5%	3.2%	1.1%	0.3%	0.0%	0.0%	0.5%	0.0%	17.8%
Search warrant cases	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%
Domestic Relations (all)	7.8%	2.2%	0.7%	0.7%	0.0%	0.0%	0.0%	0.0%	11.4%
Civil: Law & Equity (all)	7.3%	1.4%	1.2%	0.9%	0.0%	0.0%	0.0%	0.0%	10.8%
Juvenile Delinquency	1.3%	0.1%	0.3%	0.2%	0.1%	0.0%	0.0%	0.0%	2.0%
Juvenile CINA, FINA, TPR	3.4%	0.4%	0.5%	0.3%	0.1%	0.0%	0.0%	0.0%	4.8%
All MHC & Substantive commits	2.4%	0.7%	0.2%	0.0%	0.1%	0.0%	0.0%	0.0%	3.6%
Probate	3.7%	1.1%	0.1%	0.2%	0.0%	0.0%	0.0%	0.0%	5.1%
Small Claims & Infractions	6.4%	1.7%	0.2%	0.1%	0.0%	0.0%	0.0%	0.0%	8.5%
TOTALS	66.6%	14.8%	7.8%	5.0%	1.8%	1.5%	2.2%	0.3%	100.0%

IV. Initial Case Weights

The data collected during the work-time study allows for the construction of case weights for the case types defined by the committee. As described previously, the clerk and court support staff workload formula accounts for the fact that case types vary in complexity and require different amounts of time and attention. Relying solely on the sheer number of cases to assess the demands placed on clerk and court support staff ignores the varying levels of resources needed to process different types of cases effectively, as can be seen by comparing the distribution of cases and time expenditures in Figures 2 and 5.

The initial statewide case weights were calculated using the following steps:

(1) Start with the total case-related work-time on a specified case type reported by clerk and court support staff during the 20 days of the work-time study,

(2) Divide that number by 20 (the number of work days in the data collection period) to determine the daily average amount of work-time,

(3) Multiply the result of that calculation by 216 – the number of work days per year – which produces an estimate of the *annual* amount of case-related work time on the case type,¹⁶ and then

(4) Divide the annual amount of work-time on the case type by the number of cases filed for that case type during the most recent year (or average of two years).

Figure 6 provides an example of the calculation of the initial case weight for a simple misdemeanor cases. These same steps

are used to calculate the case weight for each of the 11 case types in Iowa's weighted workload model.

Figure 6: Calculating Annualized Minutes and Preliminary Case Weights for Simple Misdemeanor Cases

Developing Annualized Minutes	
(1) Simple misdemeanor actual minutes of case-related work-time recorded during the data collection period	973,726
(2) <i>Divide by</i>	÷
# of work days in the data collection period	20
(3) <i>Multiply by</i>	X
Total # of clerk & support staff work days per Year	216
<i>Equals</i>	=
Statewide annualized case-related work minutes for simple misdemeanor cases	10,516,241
Developing Initial Case Weight	
Statewide annualized case-related work minutes for simple misdemeanor cases	10,516,241
(4) <i>Divide by</i>	÷
# of CY 2015 filings	486,623
<i>Equals</i>	=
Initial Case Weight (average minutes spent per simple misdemeanor case)	22

¹⁶ The formula to annualize time study data per case type is as follows: ((case-related work time during the four-week study period / 20) * 216); see Figure 6.

How this Study Accounted for Leave Time, Vacant Positions, and the Flood in Linn County

The methodology used in this study accounts for all authorized staff positions, including positions that were vacant and staff who were on vacation or other type of leave during the work-time study period. This was accomplished through a weighting process to approximate the full complement of authorized staff.

- *Leave time:* All leave time, time associated with staff education and training, and time required to participate in the time study was removed from the data and those minutes were weighted to reflect the work reported by those individual clerk and court staff members when they were not on leave. (Leave and education time are accounted for in the clerk and support staff work year described in Figure 11.)

- *Flood in Linn County:* During the last week of the work-time study, there was a flood in Linn County, which disrupted and diminished the work-time for many staff participating in the study. For staff in Linn County, the last week of recorded work-time was removed (as though it was “leave time”), and the NCSC weighted the first three weeks of their work to account for the fourth week ($4/3=1.33$; $3 \times 1.33=4$).

- *Vacant positions:*¹⁷ The NCSC used a similar process to account for non-participating staff and vacant staff positions. For example, if there a district had 10 authorized staff positions, but only 8 of those were filled, the work time recorded by the 8 staff who participated in the study was weighted by 1.25 to accommodate the vacancies ($10/8=1.25$; $8 \times 1.25=10$). Using this method, 100 minutes of work-time was treated as 125 minutes of work-time.

- *Note on vacant position:* There were 59 vacant positions during the work-time study (850 authorized positions minus 791 actual/filled positions). As indicated above, the NCSC treated those 59 positions as though they were filled and working the same amount of time on the same case and activity types as the average actual participant during the study. This is the NCSC’s standard methodology, which is based on the assumption that vacancies are temporary and the courts would normally fill them when funds are available. However, the number of vacancies equals the “authorized” number of positions minus the number of filled positions during the study period. The number of authorized positions was based on staffing formulas established in 2004, long before implementation of EDMS. If EDMS has reduced the need for clerk and court support staff positions, supplementing the work-time data for all 59 vacant positions could produce a workload model that over-estimates the need for clerk and court support staff. Consequently, the formula in Appendix F, which incorporates the work-time supplements for all 59 vacant positions, should be considered a *high-end* estimate of the need for clerk and court support staff. Appendix G offers an alternate weighted caseload model that excludes the work-time supplements for the 59 vacant positions. The alternate model produces a statewide estimate of the need for clerk and court support staff that is approximately 6.9% lower (744 FTEs) than the formula in Appendix F (799 FTEs). The alternate formula in Appendix G should be considered a *low-end* estimate of the need for clerk and court support staff.¹⁸

¹⁸ See Appendix G for the case weights, non-case-related time, and clerk and court support staff need formula that does not incorporate work-time for the 59 vacant positions.

Based on the work-time study, clerk and court support staff in Iowa spends a total of 10,516,241 minutes of case-related time on simple misdemeanor cases annually.¹⁹ Dividing that time by the number of CY 2015 simple misdemeanor cases filed (486,623) yields a preliminary case weight of 22 minutes per case. This number indicates that, on average, an Iowa clerk and court support staff currently spends approximately 22 minutes per case processing all simple misdemeanor cases from filing to resolution, as determined by the work-time study.²⁰ The complete set of initial statewide case weights for Iowa clerk and court support staff, developed using this method, is displayed in Figure 7.

Figure 7: Initial Case Weights*

Case Types	Initial Case Weights (minutes)
Felonies	404
Serious & Aggravated Misdemeanors	248
Simple Misdemeanors	22
Search Warrant Cases	34
Domestic Relations	198
Civil Law & Equity	238
Juvenile Delinquency	305
Juvenile Other (CINA, TPR, etc.)	410
Civil Commitments (adult & juvenile)	156
Probate	208
Small Claims & Infractions	76

*Initial case weights in the NCSC's standard model shown in Appendix F.

¹⁹ All time reported during the time study was weighted to reflect one year of time in order to ensure consistency with the CY 2015 filing data.

²⁰ A substantial portion of simple misdemeanor cases are traffic violations (e.g., speeding) in which defendants simply pay the fine and court costs either online or by mailing or delivering a check to the clerk of court office, so they require very little work-time by clerk staff. This helps explain the seemingly low case weight of 22 minutes (average) per case.

The initial weights represent the *statewide average* amount of cased-related time clerk and court support staff across the state reported spending per case for each of the 11 case types during the study period.

In addition to obtaining work-time data from clerk and court support staff, the NCSC team obtained two types of qualitative data to supplement the findings derived from the quantitative analysis. The qualitative data included: (1) responses to survey distributed to clerk and court support staff regarding their views on the adequacy of time to perform and complete their work in a timely and high quality manner; and (2) feedback from four focus groups that included experienced clerk and court support staff in four locations in Iowa.

V. Adequacy of Time Survey

To gain perspective on the sufficiency of time to perform key case-related and non-case-related activities, the NCSC distributed a web-based Adequacy of Time (AOT) survey to all clerk and court support staff in October 2016. More than 77% of all clerk and court support staff completed the survey. The work-time measured the amount of time clerk staff *currently* spend handling cases, but it did not reveal the amount of time clerk staff *should* spend on activities to ensure quality processing of cases. The AOT survey supplemented the work-time study by assessing the extent to which staff members feel they have sufficient time to perform their work to their satisfaction.

Figure 8 shows the wording and layout of the AOT survey questions and response range. Specifically, for each of the 11 separate case-types, respondents were asked to rate the

extent to which they had sufficient time to perform each of the eight activities types identified in Figure 3. Participants were asked to evaluate the statement, “During the course of a normal week, do you have sufficient time to address the [case-related activity] aspects of your job?” Survey respondents were asked to identify one of five responses ranging from (1) “Almost Never Have Enough Time” to the (5) “Almost Always Have Enough Time”. Respondents also rated their ability to attend to non-case-related activities. An example of the survey layout, illustrating one activity (case processing), is provided in Figure 8.

Figure 8: Adequacy of Time Survey Layout

During the course of a normal work-week, do you have sufficient time to address the **case processing** aspects of your job?

1	2	3	4	5	NA
Almost Never Have Enough Time		Usually Have Enough Time		Almost Always Have Enough Time	Does Not Apply

1. Felonies
2. Serious & Aggravated Misdemeanors
3. Simple Misdemeanors
4. Search Warrant Cases
5. Domestic Relations
6. Civil Law and Equity
7. Juvenile Delinquency
8. Juvenile Other (e.g. CINA, FINA, TPR)
9. All Mental Health & Substance Abuse Commitment Cases
10. Probate (Estates, Trusteeships, Guardianships, Conservatorships)
11. Small Claims and Infractions

NCSC staff compiled the responses and analyzed the results of the survey. For each case type an average response score was generated.²¹ A complete set of the results can be found in Appendix E.

²¹ “Does Not Apply” responses were excluded from the average.

An average rating of 3.0 (“Usually have enough time”) was utilized as a threshold to determine if clerk staff and court support staff felt they had adequate time. An average rating of less than 3.0 was deemed to mean most staff members believe they do *not* “usually” have enough time to perform their daily tasks for a given case or activity type, while an average rating of greater than 3.0 was deemed to mean most staff members believe they do “usually” have enough time to perform their daily tasks. Figure 9 shows the statewide average ratings from respondents for each of the 11 case types and the non-case-related category.

Figure 9: Adequacy of Time Survey Findings by Case Type

Case Types	Average Scores
Felonies	3.8
Serious & Aggravated Misdems.	3.8
Simple Misdemeanors	3.9
Search Warrant Cases	3.9
Domestic Relations	3.9
Civil Law & Equity	3.9
Juvenile Delinquency	3.9
Juvenile Other (CINA, FINA, TPR)	3.9
Mental Health (adult & juvenile)	3.9
Probate	3.9
Small Claims & Infractions	4.0
<i>Non-Case-Related Activities</i>	3.6

The findings show average scores of 3.8 or higher for all 11 case types, and an average score of 3.6 for non-case-related activities. These findings support the conclusion that a majority of clerk and court support staff believe they usually have sufficient time to perform their case-related work, but they are not at a point where they “almost always” have enough time. Further discussion of this issue in the focus groups indicated that while staff work hard to get their work done, they are concerned that sometimes the quality of

work suffers due to the pace and sheer volume of the workload. (See the discussion regarding “adequacy of time” in the focus group discussion in Section VI.)

VI. Focus Groups

As a supplement to the time study conducted, the NCSC conducted focus group discussions in four locations (Onawa, Des Moines, Waterloo and Washington) in early November 2016. Each group involved 12 to 15 experienced clerk and court support staff from the multi-district region. NCSC staff conducted these focus group discussions to obtain feedback about the preliminary findings from the study and to gain insight about the variations in staffing, practices, and workload that might not have been adequately captured through the work-time study. NCSC staff also asked participants whether the study period was representative of a typical period of work and whether they often are unable to complete their work in a timely and high quality manner. Focus groups can also shed light on the types of work that might have been unreported during the study period or work that was otherwise misunderstood.

Clerk and Support Staff Focus Groups: Summary of Findings

Relative Case Weights

NCSC staff asked participants to review the initial case weights in bar graph form (but not the actual case weight numbers), showing the longest to shortest average case weights. NCSC staff asked participants to comment on the length of graph’s bars in relationship to one another.

Small Claims. Regarding the relative case weights, the most consistent concern raised was with the case weight for small claims.

Participants in each of the four focus groups reported spending more time with litigants on these cases, particularly with the high rate of self-represented litigants. However, many participants noted that they spend a lot of time with people who need help on how to file a small claims case, at a point before the person actually files the case. Since participants were instructed to record this time as *non-case-related* time (because it was not time spent on an existing case), that time would not be included in the case weight for small claims cases. This probably explains the lower than expected case weight for small claims cases.

Simple Misdemeanors. Several people were surprised at the relatively low case weight for simple misdemeanors. After further discussion participants acknowledged that a substantial percentage of simple misdemeanors are disposed when people pay their fines online, by mail, or at the counter. Clerks’ staff spends little time on these cases. Consequently, the relatively small case weight is probably appropriate. Some participants suggested separating scheduled violations from more serious simple misdemeanors for future work-time studies.

Search Warrants. Finally, nearly all participants were surprised that the case weight for search warrants is so high; nobody was able to offer any strong reasoning for the seemingly high case weight for this case type. It was later determined that the case weight was built on search warrant *applications*, not search warrant cases. When the case weight was recalculated using search warrant *cases*, the case weight was reduced by over half, thereby eliminating this concern.

Data Collection Period

Most focus group participants indicated that the data collection period was normal. Some participants noted that they had fewer trials than usual and others reported more trials than normal. The clerks of court did point out that a two-day clerks' conference was held during the data collection period. Also, there was a flood in Linn County during the last week of the work-time study, which prevented clerk and court support staff from engaging in normal work activities. (See page 7 for an explanation of how this was handled in the analysis.)

As indicated above, participants generally thought the data collection period was a typical month. There was an understanding throughout the state that, in any given month, a person may be ill, on vacation, or have emergencies that will prevent them from working a normal work week, and there will always be staff turnover or situations where employees may not be at their fullest potential at the time of any study. Overall, participants in each of the four focus groups agreed that the study period was generally representative of the work they do across the state.

Adequacy of Time, Down Time, and Attention to Quality Control

When asked "Do you generally have enough time to complete your work on a daily basis to your personal satisfaction?" Approximately half of the focus group participants said there is not enough time to do their work on many days; still others indicated that they do have adequate time, and sometimes find themselves looking for work to do. Variations in response to this question hinged on factors such as: the number of staff vacancies, the division in which staff work (for example, civil, criminal, juvenile), and whether the court is located in an urban or rural setting.

One participant summarized this point by saying "It really depends on the county. Some are drowning in the work and others are not. This varies depending on the workflow; some places work a case based on a certain phase, others process cases from start to finish. There may be some efficiencies that could be gained that have been demonstrated in certain areas."

Clerk and court support staff participants were also asked whether they have regular down time throughout their days, and most reported that they do not. "If we do have down time, there is always something to do. We can help others who are swamped or take on work that has been put on a back burner, such as back-scanning cases."

NCSC staff also asked whether participants regularly engage in review practices to ensure quality control in their work. Participants in each of the four focus groups reported engaging in ongoing quality control efforts. However, everybody indicated that this work is not done on a routine basis (e.g., every Tuesday), but is done when time is available. Quality control efforts include running reports, checking staff work by reviewing random cases, secondary reviews of judgments to ensure accuracy, roundtable discussions to ensure consistency in case processing, and an emphasis on cross-training. One participant summed up the need for quality control in this way: "We are working with information that affects peoples' lives. If we produce the wrong judgments, there could be severe consequences to people, such as losing a driver's license. There is some liability in our work product, but we also need follow-up to ensure our work is accurately. *Not* having this (quality control practices) in our day would be detrimental."

Finally, while there is some level of quality control engaged in across most courts, some participants were concerned with the lack of consistency in this area. One participant stated “In general, we are inconsistent in case processing in Iowa despite the fact that we have a Clerks’ Manual. There needs to be more training on what is in the manual, so we all know where to look for information and so that we process cases in the same way.”

What work does not get done (or gets put off) on a routine basis?

NCSC staff asked focus group participants to identify the kinds of work that gets put off on a regular basis. The two most often-cited types of work that gets set aside includes running cleanup reports (although this work is seen as essential) and training, cross-training and reviewing training manuals – especially when new rules or laws go into effect. Focus group participants also identified work that gets rushed through, often resulting in errors or oversights, such as missing details on written arraignment pleas, applications for counsel and other work that comes to them in high volume and with an expectation of quick processing times.

Several focus group participants indicated frustration at not being able to record double time when multi-tasking during the study. One participant said “We all multi-task a lot and we don’t even know it. For example, I’m on the clerks’ manual committee; while on these calls, I’m running reports, responding to questions from staff and others, etc. This is what we do to get through our day and to get our work done.”

Impact of EDMS on participants’ work

On the positive side, participants noted easier data entry, a better ability to review cases quickly, easy access to work in the queue, and the lack of need to file, retrieve, and re-shelve

manual case files. Participants also indicated that the workflow is faster in that motions and orders can be entered into the EDMS system quickly. On the negative side, participants reported that the expectations of attorneys have changed. Many of them expect near-immediate responses to all documents they have uploaded into EDMS. Many participants reported that the need for customer assistance has increased with the implementation of EDMS. Clerk staff now must register users, assist them in navigating the website and finding the correct forms, walk self-represented users through the process of filing documents in EDMS and answer their many questions about it. Despite the ways in which EDMS has increased work demands for clerk staff, focus group participants agreed that, overall, EDMS has improved efficiency in clerks’ offices.

Differences across districts

Participants were asked to identify local practices or issues that result in case processing differences in various units. Participants cited things such as county attorney preferences, judicial case processing preferences, and judicial rotation schedules as factors that result in variations in case processing across counties and districts. Some participants cited travel differences; one in particular noted that their off-site storage of manual files is a 30-minute drive from the courthouse. Other participants observed that different trial rates among counties districts result in different average case processing work-times.

Conclusions

- *Adequacy of time to complete work in a timely and high quality manner*

The AOT survey data indicated that clerk and court support personnel generally believe they *usually* have sufficient time to complete

their work to their satisfaction, but not all or even “almost all the time.” There was general agreement among focus group participants that they are often pressed for time on a daily basis, though this varies based on their assignment (civil, criminal or juvenile), urban and rural locations and variations in case processing practices.

- *Impact of EDMS*

Overall, participants believe EDMS has improved efficiency in clerk and court offices, despite the fact that the customer service requirements of EDMS have significantly increased, especially for self-represented litigants.

- *District-specific issues*

Differences in trial rates and travel to cover work in other counties emerged as the two most prominent differences among counties and districts.

VII. Advisory Committee Review of Case Weights and Qualitative Feedback

After completing the work-time study, the AOT survey, and the focus group discussions, the NCSC staff conducted its third in-person meeting with the advisory committee on December 7, 2016. The committee reviewed tables prepared by NCSC staff showing findings from the work-time study, the proposed final case weights, and the qualitative input from the Adequacy of Time survey and focus group feedback. One of the primary issues discussed at this meeting was whether to recommend any adjustment to any of the case weights based on the qualitative data from the AOT survey and focus group feedback.

After substantial discussion of this issue, and despite the concerns raised by many participants in the focus groups regarding the

adequacy of time to perform their daily work, the advisory committee agreed not to recommend any adjustments to the case weights to provide some additional time for clerk and court support staff to perform their work.

Figure 10: Final Case Weights*

11 Case Types	Case Weights (minutes)
Felonies	404
Serious & Aggravated Misdemeanors	248
Simple Misdemeanors	22
Search Warrant Cases	34
Domestic Relations	198
Civil Law & Equity	238
Juvenile Delinquency	305
Juvenile Other (CINA, TPR, etc.)	410
Mental Health (adult & juvenile)	156
Probate	208
Small Claims & Infractions	76

*These are the final case weights used the NCSC’s standard model, shown in Appendix F. Most of the case weights in the alternative model, shown in Appendix G, are the same or slightly less than shown here.

The final case weights, shown in Figure 10, are critical factors in the calculation of the need for clerk and court support staff. Their calculation is the focus of the next section of this report.

VIII. Calculating the Need for Clerk and Court Support Staff

In every weighted workload assessment, three factors contribute to the calculation of staff need: case filings, case weights, and clerk and court support staff's *annual available time for case work* (ATCW). The relationship of these elements is expressed as follows:

- **Case-related work-time** = Cases Filed x Case Weights
- **Number of FTE staff needed**
= Case-related work-time ÷ Staff's ATCW value

The clerk and court support staff ATCW value represents the amount of time in a year that clerk and court support staff have to perform case-related work. Arriving at this value is a three-stage process:

- (1) Determine how many days per year are available for clerk and court support staff to perform work (the clerk and support staff work year),
- (2) Determine how many business hours per day are available for case-related work as opposed to non-case-related work,
- (3) Multiply the numbers in steps 1 and 2, then multiply the result of that calculation by 60 minutes; this yields the clerk and court support staff ATCW value, which is an estimate of the amount of time (in minutes) the “average” clerk and court support staff member has to do *case-related work* during the year.

Step 1: Determine the Clerk and Court Support Staff Work Year

Calculating the “average” clerk and court support staff work-year requires determining the number of days per year that staff members have to perform case-related work. Obtaining this number involved working closely with the committee to deduct time for weekends, holidays, vacation, sick and

personal leave and education/training days. After deducting these constants from 365 days, it was determined that clerk and court support staff in Iowa have, on average, 216 days available each year to perform clerk and court support staff work (see Figure 11).

Step 2: Determine the Clerk and Court Support Staff Work Day

The workload formula assumes all clerks and court support staff work a standard 7.5 hours per day (eight hours minus two 15-minute breaks). For purposes of the workload formula, the workday is separated into two parts: the amount of time devoted to *case-related* activities (see Figure 3) and *non-case-related* activities (see Figure 4).

Figure 11: Calculating the Clerk and Court Support Staff Work Year

	Days	Minutes
Total Year (7.5 hours/ day x 60 minutes = 450 minutes per day)	365	
Subtract		
Weekends (450 minutes x 104 days)	- 104	46,800
Holidays (450 minutes x 11 days)	- 11	4,950
Leave (vacation, sick & other) (450 minutes x 32 days)	- 32	14,400
Professional development (450 minutes x 2 days)	- 2	900
Total Available Work Time (450 minutes x 216 days)	216	97,200*

*Used in the calculations in Appendix F and Appendix G.

Non-case-related time (excluding travel time)

Data collected during the work-time study revealed the average amount of time spent non-case-related activities is 117 minutes per day per clerk and support employee (56.16 days per year; see Figure 12).

Non-case-related travel time

Additionally, clerks of court and their staff spend some time traveling to other counties

to provide court services, and this time must be accounted for in the workload formula. Due to budget reductions during the current fiscal year (FY 2017), the judicial branch instituted travel restrictions on judges beginning July 2016, so travel time during the study period was not typical of travel time during the previous fiscal year. For this reason, actual mileage claimed by clerks during FY 2016 (before the travel restrictions were imposed) was used to determine travel time. District court administrators provided travel claims data for clerks in each district. Mileage claimed by clerks was converted to minutes, assuming a driving rate of 50 miles per hour, and then converted to an FTE travel time factor for each district since the travel time for clerks is related to providing services in multiple counties within a district. The FTE factors ranged from .03 FTE (in District 7) to .55 FTE (in District 2). Given these differences, the committee concluded it would not be appropriate to deduct a statewide average amount of travel time from the annual available work time in Figure 12. Instead, the clerks' FTE travel time is *added* to the number of FTE staff needed for the district in the weighted workload formula. (See each district's table in Appendix F.)

Step 3: Calculate the Clerk & Court Support Staff's Annual Available Time for Case Work (ATCW) Value

Figure 12 shows the calculation of the ATCW value for clerk and court support staff:

(1) Determine the total work time available each year. The committee determined that there are 216 workdays per year (216). Multiply 216 by 7.5 hours (total work time per day), then multiply that number by 60 (minutes per hour) to calculate the total available work minutes per year (97,200),

(2) Determine the average amount of *non-case-related* work-time per year. This work-time study found that clerk and court support staff spent an average of 117 minutes per day on non-case-related work (excluding clerks' travel time). Multiply 117 by 216 total workdays, which yields 25,272 non-case-related work minutes (or 56.16 days) per year.

(3) Subtract the average non-case-related time in step 2 from the total available time in step 1 to determine the average available time for *case-related* work per year (i.e., 159.84 days, which equals 71,928 minutes per year).

Figure 12: Clerk & Support Staff's Annual Available Time for Case-Related Work

	Days	Minutes
(1) Total Year (7.5 hours/ day x 60 minutes = 450 minutes per day)	216	97,200
(2) Subtract		
Non-case-related time (excluding travel time) (117 minutes per day x 216 days)	- 56.16	25,272
(3) Total Available Time for Case Work * (ATCW value)	159.84	71,928*

*Used in the analysis in Appendix F; this figure is 75,816 in the alternative model shown in Appendix G.

Step 4: Calculate the Need for Clerk and Court Support Staff

Figure 13 shows the basic calculations to determine the total need for FTE clerk and court staff in Iowa.

(1) Determine the statewide *case-related work minutes* by clerk and court support staff by: multiplying the case weights for the 11 case types by the number of case filings for each of those case types during the most recent year for which filing statistics are available (CY 2015 for this study). The sum of these 11 calculations yields the estimated *annual case-related work minutes* for clerk and court support staff.

(2) Divide the annual case-related work minutes in step 1 by the *annual available time for casework* (71,928 – as calculated in Figure 12).

As shown in Figure 13, these calculations indicate there is a need for 799 FTE clerk and court support staff statewide.

Figure 13: Statewide Clerk & Court Support Staff Formula Summary*

(1) Total CY 2015 Case-Work Minutes (sum of case weights X filings) ²²	57,358,265
(2) <i>Divide step 1 by</i>	÷
Annual Available Minutes for Case-Work (see Fig. 12)	71,928
<i>Equals</i>	=
Total FTE Clerk & Support Staff Needed	799.3*

*Based on analysis in Appendix F; the analysis in the alternative model (Appendix G) shows a need for 744 FTE clerk and court support staff.

These same steps were applied to the case filings in each county and then summarized by judicial district. Figure 14 shows a summary of the findings from this analysis.

Findings

Figure 14 shows the weighted caseload formula estimates for the number of FTE clerk and court support staff *needed* in each judicial district (column A) – and compares those numbers to the current number of *filled* staff positions (column B).

Figure 14: Summary of the NCSC's Standard Weighted Case Model Applied to Each District¹

District	A # FTE Clerk Staff, Ct Atnds, & Case Coords Needed ²	B # FTE Clerk Staff, Ct Atnds, & Case Coords Filled (12-7-2016)	C # Above or Below the # Needed (B-A) ³
1	93.8	92.0	-1.8
2	111.6	106.8	-4.7
3	89.9	82.1	-7.8
4	63.6	59.5	-4.0
5	189.7	183.2	-6.5
6	97.5	100.7	3.3
7	81.1	88.6	7.5
8	72.1	73.1	1.0
State⁴	799.3	786.2	-13.1
If 2 staff min. per clerk office	806.4⁵	786.2	-20.2

¹ See Appendix F for details on this analysis, which includes work-time supplements for 59 vacant positions.

² See Appendix F. The weighted caseload formula estimates the need for clerks and court, trial court supervisors, judicial assistants, court attendants, and case coordinators, including those employed by the district court administrator.

³ Column C does not equal B-A for all districts in this Figure due to rounding of the numbers to a single decimal. All numbers match those in Appendix F, which is based on calculations in an Excel spreadsheet.

⁴ The "State" total numbers do not exactly equal the sum of the district FTEs in columns A to C due to the rounding of fractional numbers to a single decimal.

⁵ Thirteen counties need two or fewer FTE staff based on the formula in Appendix F; 7.1 FTE staff would be needed to raise those 13 counties to a minimum of two (see Appendix F, footnote 3).

Column C in Figure 14 indicates the difference between the number of positions filled (column B) and the number needed (column A). The table shows that the Iowa

²² The total number of case-work minutes does not include clerk travel time. See page 16 for an explanation of how clerks' travel time was accounted for in workload formula.

district courts *need* **799** FTE clerk and court staff positions statewide, which are 51 (6.0%) fewer than the 850 positions currently *authorized*, but 13 (1.7%) more than the **786** FTE clerk and court support staff positions currently *filled*. An additional seven FTE clerk and court support staff (for a total of 20) will be needed if the judicial branch adopts a minimum staffing of two FTE staff in each clerk of court office.²³

Only three of the eight districts have more staff than they need as indicated by the staffing formula. The five districts that show a staff shortage range in need from 1.8 to 7.8 additional FTE staff. Appendix F shows a detailed analysis of the application of the weighted caseload formula to all 99 counties.

Figure 15 shows a summary of the alternative weighted caseload analysis in Appendix G, which does not include work-time supplements for the 59 vacant staff positions during the four week study of clerk and court support staff work-time during the fall of 2016. This model indicates the need for **744** FTE staff statewide, which is 6.9% less than the **799** FTE staff needed in NCSC's standard model in Figure 14. In the alternative model, seven of the eight districts currently have more staff positions filled than the model indicates they need. Statewide there are currently 42 more staff positions filled than are needed according to the alternative model.

²³ Thirteen counties need two or fewer FTE staff based on the weighted case formula; 7.1 FTE staff would be needed to raise those 13 counties to a minimum of two (see Appendix F, footnote 3).

Figure 15: Summary of the NCSC's Alternative Weighted Case Model Applied to Each District ¹

	A	B	C
District	# FTE Clerk Staff, Ct Atnds, & Case Coords <u>Needed</u>	# FTE Clerk Staff, Ct Atnds, & Case Coords <u>Filled</u> (12-7-2016)	# Above or Below the # Needed (B-A) ²
1	87.3	92.0	4.7
2	103.7	106.8	3.1
3	83.6	82.1	-1.5
4	59.2	59.5	.3
5	176.8	183.2	6.4
6	90.8	100.7	9.9
7	75.6	88.6	13.0
8	67.2	73.1	5.9
State ³	744.2	786.2	42.0

¹ See Appendix G for details on this analysis, which did not include work-time supplements for 59 vacant staff positions during the work-time study in 2016.

IX. Recommendations

The National Center for State Courts (NCSC) offers the first two recommendations below and joins with the advisory committee to offer the other recommendations.

1. SCA should update the case weights in this weighted caseload model every five to seven years by conducting a statewide study of the work-time of clerk and court support staff. This is the only way to ensure the case weights accurately reflect the nature and complexity of the workload and evolving practices and court technology across the state.
2. SCA should consider which of the two weighted caseload models most

accurately reflects existing conditions in Iowa's district courts. The NCSC's standard model in Appendix F includes work-time supplements for all 59 staff positions that were vacant during the study period. Appendix G provides an alternate model that does not include work-time supplements for any of the vacant positions. The standard model in Appendix F shows a need for **799** FTE clerk and court support staff, while the alternate model in Appendix G shows a need for **744** FTE staff. The number of *vacant* positions (59) equaled the number of authorized positions (850) minus the number of positions filled (791) during the four week study period. However, the number of *authorized* positions was based on staffing formulas established in 2004, long before EDMS was implemented. This situation created some uncertainty regarding the appropriate level of authorized positions and, therefore, the appropriate number of vacant positions that should be accounted for in the weighted caseload formula. Given this uncertainty, the workload model in Appendix F – which includes work-time supplements for 59 vacant positions, should be considered a *high-end* estimate of the need for clerk and court support staff. Appendix G offers an alternative model based on calculations that did not include work-time supplements for the 59 vacant positions. That model provides a *low-end* estimate of the statewide need for clerk and court support staff that is 6.9% lower (744 FTEs) than the estimate produced by the model in Appendix F (799 FTEs).

3. SCA should update the weighted caseload formula annually, using the most recent number of case filings for the 11 case types.

4. There are factors that might justify some modifications to the staffing needs in some counties or districts. For example:
 - *Minimum staffing in each clerk of court office:* Every county should have at least two staff members to operate a clerk of court office in a manner that meets financial auditing guidelines and to allow coverage for sick and vacation leave, even if the workload demand does not indicate the need for two FTE staff in the office.
 - *Minimum court attendant staffing.* There might be a need for minimum court attendant services for judges that might require some adjustment to the overall need for FTE staff in a county or groups of counties.
 - *Clerks managing multiple counties.* In areas where one clerk of court supervises multiple counties, there might be a need for a small increase in FTE staff to account for more travel time compared to locations where a clerk of court supervises only one county.²⁴
 - *Check writing.* Locations where a clerk of court is responsible for check writing for multiple counties in a district might also justify a small FTE increase in the formula for that county.
 - *Differences in jury trial rates.* There are some significant differences in trial rates among counties, and jury trials require more work-time for clerks and court support staff. Some adjustment in the allocation of FTE staff could be made within districts to accommodate these differences.

²⁴ The formula in Appendix F includes a "clerk travel time" FTE factor that is added in a row below the last county listed for each judicial district. It is based on actual travel claims submitted by clerks of court and other clerks' staff for travel required to cover duties in another county in the district. The travel claim data were provided by the district court administrators.

5. Currently, there are needs in most or all districts for staff to perform functions that are not being performed or are being performed by staff members who have little or no expertise in those areas. This study did not capture time spent on these functions, or captured very little of this time, because the districts lack the staff to perform these functions or to perform them adequately. State court administration should develop a plan for filling these staff needs, including but not limited to: (a) technical assistance for audio-visual equipment and software applications, (b) research and data analysis, (c) specialty drug and mental health treatment court coordination, and (d) interpreter recruitment, scheduling and performance monitoring.

Appendices

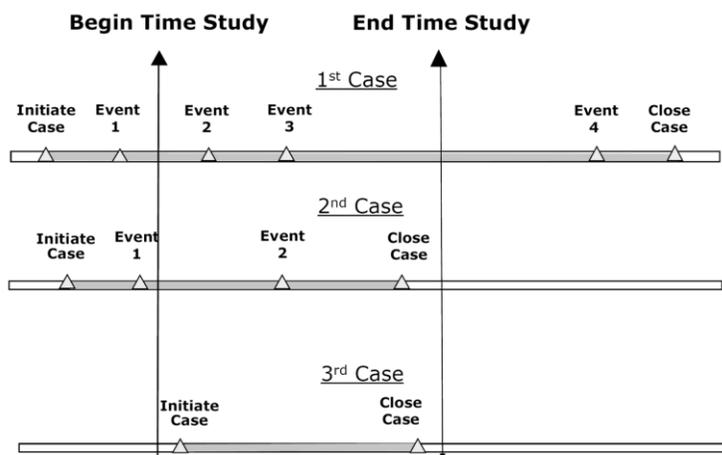
Appendix A: Event-Based Methodology

Event-Based Methodology is designed to take a snapshot of clerk and court support staff activity and compare the time spent on primary case events to the number of cases entering the court. The study measures the total amount of clerk staff and court support time in an average four-week period devoted to processing each particular type of case for which case weights are being developed. Because this method is a snapshot, few cases actually complete the journey from filing to final resolution during the study period. However, clerk of court offices in each county throughout the state are processing a number of each type of case in varying stages of the case life cycle. For example, during the four-week time study period, a given clerk of court office will handle the initiation of a number of new civil cases, while the same court will also have other civil cases (perhaps filed months or years earlier) on the trial docket, and still other civil cases in the post-judgment phase.

Moreover, if the sample period is representative, the mix of pre-judgment, non-trial and trial dispositions, and post-judgment activities conducted for each type of case, as well as the time devoted to each type of activity, will be representative of the type of work entering the court throughout the year. Therefore, data collected during the study period provides a direct measure of the amount of clerk staff time devoted to the full range of key case processing events.

Time data are then combined with new filing numbers. For example, if clerk and court support staff spent 150,000 minutes processing felony cases and there were 250 such cases entered, this would produce an average of 600 minutes (or ten hours) per civil tort case (150,000 minutes/250 cases). This ten-hour case weight is interpreted as the average time to process a civil tort case from filing to final resolution – even though no individual case is tracked from start to finish within the four weeks. Rather, the case weight is a composite of separate (though likely similar) cases observed at various points in the case life cycle. The figure below illustrates the Event-Based Methodology concept.

Event-Based Time Study



Assume the figure above shows the progress of three separate felony cases during the period of the four-week time study. It is not necessary that cases be tracked from start to finish. Instead, for each type of case examined, the study tracks the time spent on key processing events during each case's life cycle (pre-trial activities, trial/adjudicatory activities, writing decisions/opinions and post-judgment activities). For example, Case 1 illustrates the time required to process the middle segment of case life; Case 2 the time required to process the end segment of case life; and Case 3 illustrates the time required to complete an entire case of minimal complexity. When the time spent on each event for these three cases is added together, the result is an estimate of the total amount of time needed to process a case, even though all cases are not tracked from start to finish. In the current study, because the time estimates are based on observations from thousands of individual case events for each case type, the methodology is highly reliable.

Appendix B: Case Type Codes for the Case Types Included in the Study

Case Type Categories*	Case Type Codes
1. Felonies (including administrative criminal filings)**	FE_, OW_ (<i>OWI 3</i>), AMCR**
2. Serious & Aggravated Misdemeanors	SR_, AG_, OW_ (<i>OWI 1, OWI 2</i>)
3. Simple Misdemeanors	SM_, NT_, ST_, CO_, CY_, AR_, PR_
4. Search Warrant Cases	SW
5. Domestic Relations (all)	AT_, CD_, CS_, DA_, DR_, EA_, EQ_, US_, WR_
6. Regular Civil: Law & Equity (all)	AC_, CN_, CV_ EQ_, FP_, LA_, LN_ PC_ (post-conviction relief) SP_, TJ_
7. Juvenile Delinquency	JV Case type + <u>Subtypes</u> : JL, JN, JS, JP, JR, JZ
8. Juvenile Other (e.g., CINA / FINA / TPR)	JV Case type + <u>Subtypes</u> : JA, JC, JE, JF, JI, JM, JO, JT, JV, JX, JY
9. All Mental Health & Substance Abuse Commitment Cases	MH_ (adult), MJ_ (juvenile)
10. Probate (estates, trusteeships, guardianships, conservatorships)	GC_, ES_, TR_
11. Small Claims and Infractions	SC_, CI_

*During the work-time study, clerk and court support staff selected one of the case types shown in the first column. The case type codes in the second column were shown to provide guidance, if needed, regarding which of the specific case type codes are included in each of the 11 general case type categories.

** During the four-week work-time study, participants recorded their case-related time spent on “administrative criminal filings” (primarily parole violations and extraditions). However, the Clerk and Court Staff Workload Formula Committee subsequently determined that, because the AMCR case type code for administrative criminal filings had been adopted in April 2015, the number of “filings” of AMCRs during 2015 were not comparable to all the other case types. Consequently, the committee decided to move all the case-related work time and the number of AMCR filings into the “felony” case type category.

Appendix C: Definitions of Case-Related Activity Types Included in the Study

1. Case Processing

- Entering new cases into ICIS, docketing filings and case events, processing or collecting fines and fees, processing orders or other case-related documents, serving documents on parties, records management (sealing, purging, archiving, shredding, copying, public records transfer and retrieval, records requests, and preparing files for appeals)
- Handling requests for a guardian ad litem or court-appointed attorney.
- Simple entry of dates into ICIS or judicial calendars, but *not* activities related to determining which dates a case event will be scheduled to occur; count that in “*Case Scheduling*”
- Tracking attorney and/or law enforcement availability, coordinating video arraignment events, managing the tickler system, mailing packets for hearings, and exhibit maintenance
- Receiving fine/fee payments; bad checks, bail/escrow/jury and refund accounting, and maintaining deferred payment orders/payment plans. (Excludes processing delinquent debt; that time should be counted under #7, below)
- Case specific jury work
- Excludes case processing activities related to cases in specialty treatment court (# 5, below).

2. Case-Related Customer Service

Responding to requests by email, telephone, or at the counter for information related to an existing court case or to the initiation of a new court case. It includes assistance provided to attorneys, law enforcement officers, parties (represented or not represented), witnesses, interpreters, and others involved in a case.

3. Case-Related Court Support

Activities involving support to a *specific judicial officer*, whether inside or outside the courtroom: preparing court orders, typing a judge’s case-related letters or other correspondence, monitoring courtroom recording equipment during a court hearing, managing courtroom exhibits, setting up and monitoring a telephone hearing in the courtroom, and making docket or other ICIS entries while in the courtroom. Excludes case scheduling (# 4, below), activities related to cases in drug / specialty treatment courts (# 5, below), and court reporting time.

4. Case Scheduling

Scheduling trials or hearings, trial setting conferences, etc. Includes the entry of the scheduled hearing/trial dates if you were also involved in determining the dates. Does not include simple entry of a date at the judge’s request; that activity is included in “Case Processing”.

5. Drug & Other Specialty Treatment Court Activities

All case processing and court support activities (# 1 and # 3, above) associated with cases assigned to specialty treatment courts (drug, family treatment, mental health, veterans, etc.).

6. Managing Court Interpreter/Translator Services

Locating and scheduling court interpreters/translators, assisting them in the payment process (as needed), and making travel arrangements (e.g., hotel) for interpreters when necessary.

7. Delinquent Debt Collection

Collection work associated with county attorney collections and third-party debt collectors of monies 30-days or more past due.

8. Check Writing

All activities related to preparing and managing the payment and recording of checks for the payment of bills for the district court(s).

* **Weekend work:** Include it in the appropriate case or non-case related activity in category in section D. or E.

Appendix D: Definitions of Non-Case-Related Activity Types Included in the Study

1. General Customer Service

Responding to general inquiries not related to a specific case. For example: “How do I get to the courthouse?” “What time do you close?” Where is courtroom 102? How many criminal cases were filed in this county last year?

2. General Financial and Other Administrative Work

- **Financial management:** Making deposits, using postage meter, reconciling daily receipts and cash registers, determining appropriate accounts and processing deposits; allocating funds to appropriate accounts, processing revenue recapture claims, processing GAL and acting judges expense sheets.
- **Jury management:** Jury activities NOT associated with a specific case; processing jury qualification questionnaires & supplemental questionnaires, creating jury panels, monthly jury draws, processing jury correspondence, processing jury attendance sheets, processing juror payment documents, responding to juror questions.
- **General administration:** Troubleshooting computer problems, etc., processing mail (opening and distributing) and general non-case-specific email, processing *investigative filings* (which are mostly pre-case filings), ordering supplies, shipping tickets/envelopes to law enforcement, assigning LE numbers, and administrative duties associated with mediation and other programs.

3. Work-Related Travel

Work-related travel for which you are eligible for mileage reimbursement, such as attending meetings outside of the court. Does NOT include regular commute to/from work.

4. Committees and Special Assignments

Attending Committee meetings and performing Committee-related work after and between meetings.

5. Education and Training

Orientation and continuing education and professional development, including in-court and out-of-court training.

6. Vacation/ Illness/ Other Leave

Any vacation/sick/other leave time. Does NOT include weekends or recognized holidays (which are accounted for in the determination of the court staff year value; see section VII of this report).

7. Other

All other non-case-related tasks that do not fit in the above categories. Also includes time spent on community and civic activities associated with your role in the courts performed during work hours (e.g., organizing courthouse tours).

8. Clerk Office Administration – for Clerks of Court & Trial Court Supervisors only

All administrative work engaged in by Clerks of Court and Supervisors that is not directly case-related, such as personnel, budget, or other general court management matters.

9. District-level Administration – for DCAs & ADCAs only

All administrative work engaged in by District Court Administrators and Assistant District Court Administrators that is not case-related. (*DCAs record only case-related activities in Table 2; ADCAs record all case-related and non-case related time.*)

10. Time Study Data Reporting/Entry

Time spent each day recording and entering work time for this work-time study.

Appendix E: Adequacy of Time Survey Results

The Adequacy of Time Survey was completed by 609 of 791 employed clerk staff employees (77%) at the time the survey was available.

All Case Types – Average Overall Scores

Case Types	Average Scores
1. Felonies	3.80
2. Serious & Aggravated Misdemeanors	3.79
3. Simple Misdemeanors	3.86
4. Search Warrant Cases	3.92
5. Domestic Relations	3.87
6. Civil Law and Equity	3.90
7. Juvenile Delinquency	3.91
8. Juvenile Other (E.g. CINA/FINA/TPR)	3.91
9. All Mental Health & Substance Abuse Commitment Cases	3.91
10. Probate (Estates, Trusteeships, Guardianships, Conservatorships)	3.89
11. Small Claims and Infractions	3.96
Non-Case Related	3.60

Adequacy of Time Survey Results

Case-Related Clerk and Support Staff Activities by Case Type

Case Processing

During the course of a normal work-week, do you have sufficient time to address the case processing aspects of your job?						
	I almost never have enough time		I usually have enough time		I almost always have enough time	Average Score
<i>Rating Scale</i>	1	2	3	4	5	
1. Felonies	4	30	130	35	148	3.84
2. Serious & Aggravated Misdemeanors	6	30	128	40	125	3.75
3. Simple Misdemeanors	6	26	121	39	139	3.84
4. Search Warrant Cases	7	14	63	16	85	3.85
5. Domestic Relations	7	28	108	47	129	3.82
6. Civil Law and Equity	3	18	95	43	113	3.90
7. Juvenile Delinquency	3	19	67	25	94	3.90
8. Juvenile Other (E.g. CINA/FINA/TPR)	3	23	69	30	90	3.84
9. All Mental Health & Substance Abuse Commitment Cases	6	22	71	30	95	3.83
10. Probate (Estates, Trusteeships, Guardianships, Conservatorships)	1	16	72	25	93	3.93
11. Small Claims and Infractions	1	20	78	26	111	3.96
Case Type Composite Score						3.87

Case-Related Customer Service

During the course of a normal work-week, do you have sufficient time to address the customer service aspects of your job?						
	I almost never have enough time		I usually have enough time		I almost always have enough time	Average Score
<i>Rating Scale</i>	1	2	3	4	5	
1. Felonies	6	31	125	36	169	3.90
2. Serious & Aggravated Misdemeanors	6	29	123	37	156	3.88
3. Simple Misdemeanors	6	27	119	42	162	3.92
4. Search Warrant Cases	4	11	78	17	99	3.94
5. Domestic Relations	6	25	124	35	154	3.89
6. Civil Law and Equity	4	22	108	30	138	3.91
7. Juvenile Delinquency	4	17	74	23	108	3.95
8. Juvenile Other (E.g. CINA/FINA/TPR)	5	19	75	26	108	3.91
9. All Mental Health & Substance Abuse Commitment Cases	6	25	74	29	114	3.89
10. Probate (Estates, Trusteeships, Guardianships, Conservatorships)	3	17	83	24	113	3.95
11. Small Claims and Infractions	5	23	88	23	130	3.93
Case Type Composite Score						3.92

Case-Related Court Support

During the course of a normal work-week, do you have sufficient time to address the court support/monitoring aspects of your job?						
	I almost never have enough time		I usually have enough time		I almost always have enough time	Average Score
<i>Rating Scale</i>	1	2	3	4	5	
1. Felonies	12	35	115	31	142	3.76
2. Serious & Aggravated Misdemeanors	10	40	111	30	129	3.71
3. Simple Misdemeanors	10	35	108	36	142	3.80
4. Search Warrant Cases	5	17	64	16	82	3.83
5. Domestic Relations	8	26	103	29	133	3.85
6. Civil Law and Equity	3	24	85	26	110	3.87
7. Juvenile Delinquency	4	21	69	22	86	3.82
8. Juvenile Other (E.g. CINA/FINA/TPR)	4	22	71	23	89	3.82
9. All Mental Health & Substance Abuse Commitment Cases	6	23	73	23	102	3.85
10. Probate (Estates, Trusteeships, Guardianships, Conservatorships)	3	17	76	21	86	3.84
11. Small Claims and Infractions	4	19	71	26	101	3.91
Case Type Composite Score						3.82

Case Scheduling

During the course of a normal work-week, do you have sufficient time to address the scheduling aspects of your job?						
	I almost never have enough time		I usually have enough time		I almost always have enough time	Average Score
<i>Rating Scale</i>	1	2	3	4	5	
1. Felonies	4	13	109	16	109	3.85
2. Serious & Aggravated Misdemeanors	4	13	101	17	106	3.86
3. Simple Misdemeanors	4	11	103	19	112	3.90
4. Search Warrant Cases	1	3	58	10	63	3.97
5. Domestic Relations	5	13	90	18	109	3.91
6. Civil Law and Equity	1	8	77	17	87	3.95
7. Juvenile Delinquency	2	6	61	11	76	3.98
8. Juvenile Other (E.g. CINA/FINA/TPR)	2	6	63	13	78	3.98
9. All Mental Health & Substance Abuse Commitment Cases	3	7	62	16	88	4.02
10. Probate (Estates, Trusteeships, Guardianships, Conservatorships)	1	6	64	13	69	3.93
11. Small Claims and Infractions	1	9	71	11	94	4.01
Case Type Composite Score						3.93

Drug & Other Specialty Treatment Court Activities

During the course of a normal work-week, do you have sufficient time to address the treatment court activities ?						
	I almost never have enough time		I usually have enough time		I almost always have enough time	Average Score
<i>Rating Scale</i>	1	2	3	4	5	
1. Felonies	4	5	46	11	52	3.86
2. Serious & Aggravated Misdemeanors	3	4	44	11	45	3.85
3. Simple Misdemeanors	3	4	43	13	53	3.94
4. Search Warrant Cases	1	2	27	4	33	3.99
5. Domestic Relations	3	5	40	5	49	3.90
6. Civil Law and Equity	1	3	33	9	42	4.00
7. Juvenile Delinquency	1	4	29	6	35	3.93
8. Juvenile Other (E.g. CINA/FINA/TPR)	1	3	30	10	40	4.01
9. All Mental Health & Substance Abuse Commitment Cases	3	5	31	6	44	3.93
10. Probate (Estates, Trusteeships, Guardianships, Conservatorships)	1	1	29	4	32	3.97
11. Small Claims and Infractions	2	4	35	7	45	3.96
Case Type Composite Score						3.93

Managing Court Interpreter/Translator Services

During the course of a normal work-week, do you have sufficient time to arrange for court interpreter-related services ?						
	I almost never have enough time		I usually have enough time		I almost always have enough time	Average Score
<i>Rating Scale</i>	1	2	3	4	5	
1. Felonies	6	11	57	9	66	3.79
2. Serious & Aggravated Misdemeanors	6	10	59	8	70	3.82
3. Simple Misdemeanors	5	10	58	12	80	3.92
4. Search Warrant Cases	1	3	35	6	44	4.00
5. Domestic Relations	7	9	50	9	69	3.86
6. Civil Law and Equity	5	6	42	8	55	3.88
7. Juvenile Delinquency	6	5	40	7	51	3.84
8. Juvenile Other (E.g. CINA/FINA/TPR)	6	6	41	10	55	3.86
9. All Mental Health & Substance Abuse Commitment Cases	6	8	43	6	64	3.90
10. Probate (Estates, Trusteeships, Guardianships, Conservatorships)	4	4	40	7	44	3.84
11. Small Claims and Infractions	6	5	39	8	65	3.98
Case Type Composite Score						3.88

Delinquent Debt Collection

During the course of a normal work-week, do you have sufficient time to address delinquent debt-collection activities?						
	I almost never have enough time		I usually have enough time		I almost always have enough time	Average Score
<i>Rating Scale</i>	1	2	3	4	5	
1. Felonies	11	23	71	18	75	3.62
2. Serious & Aggravated Misdemeanors	9	20	77	18	76	3.66
3. Simple Misdemeanors	10	22	78	23	81	3.67
4. Search Warrant Cases	2	5	39	3	45	3.89
5. Domestic Relations	7	10	49	7	69	3.85
6. Civil Law and Equity	6	7	47	5	55	3.80
7. Juvenile Delinquency	3	6	31	8	45	3.92
8. Juvenile Other (E.g. CINA/FINA/TPR)	3	6	31	10	46	3.94
9. All Mental Health & Substance Abuse Commitment Cases	3	7	33	7	50	3.94
10. Probate (Estates, Trusteeships, Guardianships, Conservatorships)	3	6	43	3	40	3.75
11. Small Claims and Infractions	4	7	46	10	66	3.95
Case Type Composite Score						3.81

Non-Case Related Clerk and Court Staff Activities

Non-case Related Activities

Please rate the degree to which you have enough time to attend to the following non-case-specific work activities:						
	I almost never have enough time		I usually have enough time		I almost always have enough time	Average Score
<i>Rating Scale</i>	1	2	3	4	5	
Non-case-specific customer service	16	70	235	67	195	3.61
Financial management, jury services, general administrative work	16	79	186	67	172	3.58
Case Type Composite Score						3.60

Appendix F: Iowa Clerk and Court Support Staff Workload Formula¹ Based Upon Calendar Year 2015 Case Filings and Incorporates Work-Time Supplements for 59 Vacant Positions

Subdist	Case Types:	A	B	C	E	F	G	H	I	J	K	L	M	N	O ³	P	Q ⁴	R	S	T	U					
		Felonies	Serious Aggravated Misds	Simple Misds	Srcht Wrnt Cases	Dom. Rels	Civil Law & Equity	Juv Delinq	Juv CINA, TPR, etc.	Civil Commitments	Probate	Sm Cms & Infracs	Total Filings	Case-Related Work Mins (Sum of Wgts x Filings)	# FTE Clerk Staff Atnds & Cst	% Dist Total FTEs	# FILLED FTE Clerk Staff	DCA Case Coord Ct Atnds FTEs ea. Cnty	# FILLED Clerk Staff Atds (Q+R)	# Above (+) Below (-) Needed (S-O)	% Above (+) Below (-) Needed (T/O)					
Case Weights:		404	248	22	34	198	238	305	410	156	208	76	Total Filings		NEEDED (N/71,928)	0/93.8		1.5								
District																										
1A	Allamakee	57	128	1,482	24	102	93	8	21	35	85	201	2,236	179,988	2.5	2.7%	2.8	0.3	3.1	0.6	22.2%					
1A	Clayton	62	159	2,293	30	140	97	2	30	50	93	221	3,177	223,602	3.1	3.3%	4.0	0.4	4.4	1.3	40.9%					
1A	Delaware	139	183	2,135	46	122	95	23	19	62	90	177	3,091	253,489	3.5	3.8%	3.0	0.4	3.4	-0.1	-2.6%					
1A	Dubuque	453	1,418	14,934	193	986	676	150	157	577	363	2,112	22,019	1,662,050	23.1	24.6%	16.0	2.8	18.8	-4.3	-18.5%					
1A	Winneshk	43	218	1,969	23	132	102	16	13	33	104	227	2,880	220,190	3.1	3.3%	3.0	0.4	3.4	0.3	10.3%					
1B	Blk Hawk	1,263	2,647	16,520	575	1,586	1,476	264	225	849	526	4,065	29,996	2,938,576	40.9	43.6%	34.0	5.0	39.0	-1.8	-4.5%					
1B	Buchanan	80	285	6,225	11	200	127	25	23	65	127	340	7,508	389,601	5.4	5.8%	4.8	0.7	5.4	0.0	0.0%					
1B	Chickasaw	41	185	2,487	24	69	90	3	9	39	71	193	3,211	193,181	2.7	2.9%	3.2	0.3	3.5	0.8	29.5%					
1B	Fayette	113	254	1,923	19	226	159	15	42	137	117	378	3,383	330,417	4.6	4.9%	5.9	0.6	6.5	1.9	40.7%					
1B	Grundy	17	83	2,679	5	98	87	3	10	24	90	177	3,273	167,601	2.3	2.5%	2.0	0.3	2.3	0.0	-1.9%					
1B	Howard	72	181	1,603	24	74	51	3	10	15	65	168	2,266	170,491	2.4	2.5%	2.0	0.3	2.3	-0.1	-3.4%					
															Dist. Clerk Travel Time (FTE)⁵	0.25										
															D1 Totals	93.8	100%	80.6	11.5	92.0	-1.8	-1.9%				
															# DCA Case Coord Ct Atnds	11.5										

Iowa Clerk Staff Workload Assessment Study: 2016

Subdist	Case Types:	A	B	C	E	F	G	H	I	J	K	L	M	N	O ³	P	Q ⁴	R	S	T	U
		Felonies	Serious Aggravated Misdeamors	Simple Misdeamors	Search Warrant Cases	Domestic Relations	Civil Law & Equity	Juvenile Delinquency	Juvenile Criminal, TPR, etc.	Civil Commitments	Probate	Small Claims & Infringement	Total Filings	Case-Related Work Mins. (Sum of Mgt & Filings)	# FTE Clerk Staff, Atnds & Cst. NEEDED (N/71,928)	% Dist Total FTEs	# FTE Clerk Staff	DCA Case Coord & Attnd	# FILLED Clerk Staff, CCs & Ct Atnds FTEs for ea. County	Atds (Q+R)	# Above Below Needed (S-O)
Case Weights:		404	248	22	34	198	238	305	410	156	208	76									
District																O/11.6		P/0.5			
2A	Bremer	58	291	7,069	19	194	186	21	24	107	101	279	8,349	409,593	5.7	5.1%	4.8	0.5	5.3	-0.4	-7.2%
2A	Butler	33	108	1,064	20	120	116	6	30	30	100	199	1,826	170,306	2.4	2.1%	2.0	0.2	2.2	-0.1	-6.1%
2A	Cerro Gordo	335	940	11,953	127	591	365	24	162	276	235	890	15,898	1,072,948	14.9	13.4%	12.0	1.4	13.4	-1.5	-10.1%
2A	Floyd	86	236	2,182	49	193	97	10	55	69	108	292	3,377	285,262	4.0	3.6%	3.0	0.4	3.4	-0.6	-14.9%
2A	Franklin	42	101	2,362	21	89	57	3	20	42	83	178	2,998	172,341	2.4	2.1%	2.0	0.2	2.2	-0.2	-7.1%
2A	Hancock	46	96	1,358	43	93	53	2	43	28	76	227	2,065	160,426	2.2	2.0%	2.0	0.2	2.2	0.0	-0.9%
2A	Mitchell	36	70	1,170	17	100	55	2	14	19	77	121	1,681	125,638	1.7	1.6%	2.0	0.2	2.2	0.4	23.9%
2A	Winnebago	78	136	1,387	33	78	75	4	29	24	88	170	2,102	178,248	2.5	2.2%	3.0	0.2	3.2	0.8	30.5%
2A	Worth	37	75	2,779	11	81	50	0	18	18	53	107	3,229	152,342	2.1	1.9%	2.0	0.2	2.2	0.1	3.8%
2B	Boone	99	319	3,844	17	295	218	17	54	132	156	485	5,636	431,773	6.0	5.4%	6.0	0.6	6.6	0.6	9.4%
2B	Calhoun	28	61	1,479	11	82	65	2	25	27	84	146	2,010	134,698	1.9	1.7%	2.0	0.2	2.2	0.3	16.2%
2B	Carroll	55	218	2,561	35	223	100	20	29	78	141	233	3,693	278,964	3.9	3.5%	4.0	0.4	4.4	0.5	12.5%
2B	Greene	63	134	1,996	21	128	68	10	33	27	88	142	2,710	194,726	2.7	2.4%	2.0	0.3	2.3	-0.5	-16.7%
2B	Hamilton	81	260	6,256	12	152	109	10	33	54	75	216	7,258	348,302	4.8	4.3%	4.0	0.5	4.5	-0.4	-8.0%
2B	Hardin	63	270	3,585	16	153	127	22	68	83	139	236	4,762	326,732	4.5	4.1%	3.8	0.4	4.2	-0.4	-8.0%
2B	Humboldt	43	70	745	22	92	64	3	29	59	110	173	1,410	143,355	2.0	1.8%	2.0	0.2	2.2	0.2	9.8%
2B	Marshall	346	780	5,765	141	531	290	76	98	331	239	695	9,292	856,534	11.9	10.7%	9.0	1.1	10.1	-1.8	-15.0%
2B	Pocahontas	58	127	895	15	66	54	4	18	34	67	120	1,458	138,008	1.9	1.7%	2.0	0.2	2.2	0.3	13.6%
2B	Sac	37	119	2,797	16	97	69	8	11	32	96	141	3,423	184,792	2.6	2.3%	3.0	0.2	3.2	0.7	26.2%
2B	Story	279	1,180	12,049	184	596	374	49	126	374	265	1,004	16,480	1,140,083	15.9	14.2%	13.0	1.5	14.5	-1.4	-8.6%
2B	Webster	332	621	6,587	117	513	358	109	111	424	199	770	10,141	868,617	12.1	10.8%	9.9	1.1	11.0	-1.1	-8.8%
2B	Wright	64	160	2,311	39	133	80	5	25	25	84	201	3,127	211,501	2.9	2.6%	3.0	0.3	3.3	0.3	11.4%
Dist. Clerk Travel Time (FTE) ⁵															0.55						
D2 Totals															111.6	100%	96.4	10.4	106.8	-4.7	-4.2%
# DCA Case Coord & Attnds															10.5						

Iowa Clerk Staff Workload Assessment Study: 2016

														N	O ³	P	Q ⁴	R	S	T	U	
Subdist	Case Types:	A	B	C	E	F	G	H	I	J	K	L	M	Case-Related Work Mins. (Sum of Wgts x Filings)	# FTE Clerk Staff, Ats (N/71,928)	% of DIST Total FTEs	# FILLED FTE Clerk Staff	DCA case coord ctnds ea. Cnty	# FILLED CCs & Ct Atds (Q+R)	# Above (+) Below (-) Needed (S-O)	% Above (+) Below (-) Needed (T/O)	
Case Weights:		404	248	22	34	198	238	305	410	156	208	76	Total Filings									
District																O/89.9	P/8.0					
3A	Buena Vista	135	321	3,130	82	174	171	22	61	86	125	458	4,765	386,890	5.4	6.0%	6.5	0.5	7.0	1.6	29.7%	
3A	Cherokee	52	172	1,594	30	134	77	21	51	69	113	502	2,815	244,345	3.4	3.8%	2.0	0.3	2.3	-1.1	-32.2%	
3A	Clay	137	347	3,899	83	202	159	29	66	170	106	423	5,621	424,463	5.9	6.6%	5.0	0.5	5.5	-0.4	-6.4%	
3A	Dickinson	102	330	4,222	33	121	158	9	34	133	124	358	5,624	369,049	5.1	5.7%	6.0	0.5	6.5	1.3	25.8%	
3A	Emmet	65	177	1,645	37	124	84	16	28	36	76	317	2,605	214,024	3.0	3.3%	2.7	0.3	2.9	-0.1	-2.0%	
3A	Kossuth	59	101	1,314	27	117	76	11	12	35	119	161	2,032	170,687	2.4	2.6%	3.0	0.2	3.2	0.8	35.3%	
3A	Lyon	32	82	2,715	14	58	71	7	16	8	64	168	3,235	157,875	2.2	2.4%	2.0	0.2	2.2	0.0	0.0%	
3A	O'Brien	54	144	2,159	26	108	77	10	43	52	103	245	3,021	214,456	3.0	3.3%	3.0	0.3	3.3	0.3	9.5%	
3A	Osceola	23	80	1,800	14	54	48	0	5	9	52	131	2,216	115,550	1.6	1.8%	2.0	0.1	2.1	0.5	33.4%	
3A	Palo Alto	39	93	1,656	11	61	55	5	27	45	80	199	2,271	152,173	2.1	2.4%	2.0	0.2	2.2	0.1	3.4%	
3B	Crawford	92	214	2,221	24	200	103	27	19	46	110	347	3,403	276,485	3.8	4.3%	4.0	0.3	4.3	0.5	13.0%	
3B	Ida	31	40	1,232	4	66	32	3	42	32	51	110	1,643	112,463	1.6	1.7%	2.0	0.1	2.1	0.6	36.8%	
3B	Monona	72	145	2,389	22	99	73	2	27	63	98	161	3,151	209,458	2.9	3.2%	3.0	0.3	3.3	0.3	11.9%	
3B	Plymouth	82	284	4,092	42	233	169	27	73	91	170	386	5,649	398,425	5.5	6.2%	4.0	0.5	4.5	-1.0	-18.9%	
3B	Sioux	88	268	5,597	33	172	149	12	45	39	129	318	6,850	374,984	5.2	5.8%	4.0	0.5	4.5	-0.7	-14.4%	
3B	Woodbury	732	2,235	18,041	320	1,828	1,005	153	502	1,108	450	3,202	29,576	2,621,209	36.4	40.5%	23.0	3.2	26.2	-10.2	-28.0%	
															Dist. Clerk Travel Time (FTE) ⁵	0.34						
															DIST Totals	89.9	100%	74.2	8.0	82.1	-7.8	-8.7%
															# DCA Case Coord Ctnds	8.0						

													N	O ³	P	Q ⁴	R	S	T	U	
Subdist	Case Types:	A	B	C	E	F	G	H	I	J	K	L	M	Case-Related Work Mins. (Sum of Wgts x Filings)	#FTE Clerk Staff Atnds	% FTE Dist Total	#FTE FILLED	DCA Case Coord Ct FTEs ea. Cnty	#FILLED Clerk Staff CCs Atds (Q+R)	#Above (+) Below (-) Needed (S-O)	%Above (+) Below (-) Needed (T/O)
		Felonies	Ser Agrv Misds	Simple Misds	Srch Wrnt Cases	Dom. Rels	Civil Law & Equity	Juv Delinq	Juv CINA, TPR, etc.	Civ Comm- itments	Probate	Sm Clms & Infrac	Total Filings		NEEDED (N/71,928)	Clerk Staff	FTEs	ea. Cnty	Atds (Q+R)	Needed (S-O)	Needed (T/O)
Case Weights:		404	248	22	34	198	238	305	410	156	208	76	Total Filings			O/63.6		P/7.8			
District																					
4	Audubon	18	59	912	17	68	45	9	19	18	53	90	1,308	97,927	1.4	2.1%	3.0	0.2	3.2	1.8	132.6%
4	Cass	145	224	3,538	59	196	114	14	57	85	78	340	4,850	342,878	4.8	7.5%	4.0	0.6	4.6	-0.2	-3.8%
4	Fremont	76	103	2,731	20	74	65	12	11	10	46	163	3,311	178,818	2.5	3.9%	3.0	0.3	3.3	0.8	32.9%
4	Harrison	75	203	2,822	24	147	136	17	34	35	84	270	3,847	267,595	3.7	5.9%	3.0	0.5	3.5	-0.3	-7.1%
4	Mills	95	225	2,320	25	147	125	25	16	11	60	234	3,283	251,091	3.5	5.5%	3.8	0.4	4.2	0.7	19.7%
4	Montgom.	116	191	1,959	17	179	93	13	48	39	62	308	3,025	261,517	3.6	5.7%	3.0	0.4	3.4	-0.2	-5.2%
4	Page	109	180	1,954	19	182	125	15	48	49	84	285	3,050	269,127	3.7	5.9%	2.0	0.5	2.5	-1.3	-34.3%
4	Pottawat.	1,089	2,239	24,430	261	1,475	1,164	207	336	523	382	2,868	34,974	2,690,551	37.4	58.8%	27.0	4.6	31.6	-5.8	-15.5%
4	Shelby	75	127	1,426	29	134	105	6	18	56	112	213	2,301	203,106	2.8	4.4%	3.0	0.3	3.3	0.5	18.5%
Dist. Clerk Travel Time (FTE) ⁵															0.13						
D4 Totals															63.6	100%	51.8	7.8	59.5	-4.0	-6.3%
#DCA Case Coord Ct Atnds															7.8						

													N	O ³	P	Q ⁴	R	S	T	U	
Subsidi	Case Types:	A	B	C	E	F	G	H	I	J	K	L	M	Case-Related Work Mins. (Sum of Wgts x Filings)	# FTE Clerk Staff Atnds. (N/71,928)	% of Dist Total FTEs	# Filled FTE Clerk Staff	DCA Case Coord. Atnds. ea. Cnty	# Filled Clerk Atds (Q+R)	# Above (+) Below (-) Needed (S-O)	% Above (+) Below (-) Needed (T/O)
		Felonies	Ser. Agri. Misds	Simple Misds	Srch Wrnt Cases	Dom. Rels	Civil Law & Equity	Juv. Delinq	Juv. CINA, TPR, etc.	Civ. Commitments	Probate	Sm. Clms. & Infracs	Total Filings		O/189.7	P/0.4					
Case Weights:		404	248	22	34	198	238	305	410	156	208	76									
Districts													O/189.7		P/0.4						
5A	Dallas	256	721	8,172	56	468	499	48	94	141	217	889	11,561	863,222	12.0	6.3%	12.8	2.6	15.4	3.4	27.9%
5A	Guthrie	48	140	2,247	18	102	69	13	25	12	65	168	2,907	183,151	2.5	1.3%	2.5	0.5	3.0	0.5	19.5%
5A	Jasper	237	564	8,495	67	466	304	42	172	110	180	660	11,297	777,498	10.8	5.7%	7.0	2.3	9.3	-1.5	-13.9%
5A	Madison	48	119	1,802	18	168	130	14	38	45	69	198	2,649	209,634	2.9	1.5%	3.0	0.6	3.6	0.7	24.2%
5A	Marion	195	409	4,882	58	404	195	37	79	149	163	472	7,043	552,685	7.7	4.0%	9.0	1.6	10.6	3.0	38.4%
5A	Warren	194	528	6,837	36	493	341	52	101	25	146	625	9,378	678,768	9.4	5.0%	8.8	2.0	10.8	1.4	14.5%
5B	Adair	39	116	2,031	24	85	69	6	7	16	55	155	2,603	153,690	2.1	1.1%	2.0	0.5	2.5	0.3	14.9%
5B	Adams	21	83	1,118	11	43	33	4	11	8	35	128	1,495	94,392	1.3	0.7%	1.0	0.3	1.3	0.0	-2.5%
5B	Clarke	78	180	3,859	43	106	72	10	12	23	36	207	4,626	235,414	3.3	1.7%	4.0	0.7	4.7	1.4	43.5%
5B	Decatur	37	63	1,392	23	102	45	6	15	14	45	110	1,852	120,768	1.7	0.9%	2.0	0.4	2.4	0.7	40.4%
5B	Lucas	56	116	1,556	11	78	70	22	9	42	64	122	2,146	157,638	2.2	1.2%	2.0	0.5	2.5	0.3	12.6%
5B	Ringgold	14	52	559	3	36	33	2	9	17	34	41	800	63,074	0.9	0.5%	2.0	0.2	2.2	1.3	149.4%
5B	Taylor	30	29	383	20	54	36	2	5	4	46	94	703	67,674	0.9	0.5%	2.0	0.2	2.2	1.3	133.9%
5B	Union	85	168	1,608	12	242	84	16	39	71	49	243	2,617	240,302	3.3	1.8%	3.0	0.7	3.7	0.4	11.1%
5B	Wayne	34	36	573	12	57	41	0	17	7	34	104	915	79,760	1.1	0.6%	1.8	0.2	2.0	0.9	83.6%
5C	Polk	3,355	7,016	65,719	499	4,803	5,741	629	1,239	1,070	1,447	14,478	105,996	9,143,583	127.1	67.0%	80.0	27.1	107.1	-20.1	-15.8%
Dist. Clerk Travel Time (FTE) ⁵															0.36						
D5 Totals															189.7	100%	142.9	40.3	183.2	-6.5	-3.4%
# DCA Case Coord. Atnds.															40.4						

														N	O ³	P	Q ⁴	R	S	T	U	
Subdist	Case Types:	A	B	C	E	F	G	H	I	J	K	L	M	Case-Related Work Mins. (Sum of Wgts x Filings)	# FTE Clerk Atnds (N/71,928)	% Dist Total FTEs	# FILLED FTE Clerk Staff	DCA Case Coord FTEs ea. Cnty	# FILLED Clerk Atds (Q+R)	# Above (+) Below (-) Needed (S-O)	% Above (+) Below (-) Needed (T/O)	
		Felonies	Serious Agrv Misds	Simple Misds	Srch Wrnt Cases	Dom. Rels	Civil Law & Equity	Juv Delinq	Juv CINA, TPR, etc.	Civil Commitments	Probate	Small Claims & Infracs	Total Filings									
Case Weights:		404	248	22	34	198	238	305	410	156	208	76										
District																0/97.5		19.9				
6	Benton	67	216	3,552	48	243	178	37	54	81	135	339	4,950	350,795	4.9	5.0%	5.0	1.0	6.0	1.1	22.9%	
6	Iowa	78	197	3,597	21	108	98	16	18	30	108	208	4,479	260,136	3.6	3.7%	2.9	0.7	3.6	0.0	-0.8%	
6	Johnson	581	2,336	19,491	272	890	763	136	92	749	382	1,694	27,386	2,014,160	28.0	28.7%	24.0	5.7	29.7	1.7	6.1%	
6	Jones	72	212	1,962	34	232	146	8	25	39	119	259	3,108	269,878	3.8	3.8%	3.0	0.8	3.8	0.0	0.4%	
6	Linn	1,034	3,105	25,082	479	2,917	1,920	345	419	1,092	788	5,304	42,485	3,804,767	52.9	54.3%	43.0	10.8	53.8	0.9	1.7%	
6	Tama	119	245	2,172	56	138	113	19	60	131	116	249	3,418	306,625	4.3	4.4%	3.0	0.9	3.9	-0.4	-9.2%	
															Dist. Clerk Travel Time (FTE) ⁵	0.06						
															D6 Totals	97.5	100%	80.9	19.9	100.7	3.3	3.4%
															# DCA Case Coord Atnds	19.9						

														N	O ³	P	Q ⁴	R	S	T	U
Subdist	Case Types:	A	B	C	E	F	G	H	I	J	K	L	M	Case-Related Work Mins. (Sum of Filings)	# FTE Clerk Staff Atnds (N/71,928)	% of District Total FTEs	# FILLED FTE Staff	DCA Case Coord Ct Atnds FTEs for ea. Cnty	# FILLED Clerk Staff Atds (Q+R)	# Above (+) Below (-) Needed (S-O)	% Above (+) Below (-) Needed (T/O)
		Felonies	Ser Agrv Misds	Simple Misds	Srch Wrnt Cases	Dom. Rels	Civil Law & Equity	Juv Delinq	Juv Cna, TPR, etc.	Civil Commitments	Probate	Sm Cms & Infrac	Total Filings		Total FTEs	FTE Staff	FTEs for ea. Cnty	Atds (Q+R)	Needed (S-O)	Needed (T/O)	
Case Weights:		404	248	22	34	198	238	305	410	156	208	76	Total Filings	265,496	3.7	4.6%	4.5	0.5	5.0	1.4	36.7%
District 7														O/81.1		P/2.0					
7	Cedar	76	241	3,443	21	131	92	16	7	19	112	220	4,378	265,496	3.7	4.6%	4.5	0.5	5.0	1.4	36.7%
7	Clinton	226	513	5,791	167	661	402	24	173	281	252	979	9,469	827,068	11.5	14.2%	11.0	1.7	12.7	1.2	10.5%
7	Jackson	61	175	1,946	38	157	122	14	16	78	114	250	2,971	237,980	3.3	4.1%	3.5	0.5	4.0	0.7	20.6%
7	Muscatine	251	685	7,231	158	461	329	102	75	197	225	1,032	10,746	823,142	11.4	14.1%	12.0	1.7	13.7	2.2	19.7%
7	Scott	1,430	2,981	24,929	720	2,329	2,318	295	233	668	566	4,845	41,314	3,678,413	51.1	63.0%	45.6	7.6	53.2	2.0	4.0%
Dist. Clerk Travel Time (FTE) ⁵															0.03						
D7 Totals															81.1	100%	76.6	12.0	88.6	7.5	9.2%
# DCA Case Coord Ct Atnds															12.0						

Iowa Clerk Staff Workload Assessment Study: 2016

														N	O ³	P	Q ⁴	R	S	T	U		
Subdist	Case Types:	A	B	C	E	F	G	H	I	J	K	L	M	Case-Related Work Mins. (Sum of Wgts x Filings)	# FTE Clerk Staff, Ct Atnds & Cs	% Dist Total FTEs	# FTE Filled Staff	DCA Case Coord Ctnds	# Filled Clerk Staff, Ctnds	# Above (+) or Below (-) Needed (S-O)	% Above (+) or Below (-) Needed (T/O)		
		Felonies	Serious Agrv Misds	Simple Misds	Srch Wrnt Cases	Dom. Rels	Civil Law & Equity	Juv Delinq	Juv Clna, TPR, etc.	Civil Commitments	Probate	Sm Imts & Infracs	Total Filings		NEEDED (N/71,928)	Total FTEs	FTE Staff	ea. Cnty	Atds (Q+R)				
Case Weights:		404	248	22	34	198	238	305	410	156	208	76				0/72.1		9.0					
District:																							
8A	Appanoose	113	195	1,487	21	213	126	6	60	56	97	268	2,642	275,312	3.8	5.3%	3.0	0.5	3.5	-0.3	-9.1%		
8A	Davis	40	81	1,155	27	60	41	7	6	25	45	91	1,578	108,985	1.5	2.1%	2.0	0.2	2.2	0.7	44.5%		
8A	Jefferson	98	252	2,585	39	169	113	17	20	56	66	284	3,699	278,073	3.9	5.4%	3.0	0.5	3.5	-0.4	-9.9%		
8A	Keokuk	34	88	1,620	16	103	65	5	25	19	77	185	2,237	152,423	2.1	2.9%	2.0	0.3	2.3	0.1	6.9%		
8A	Mahaska	158	455	3,297	49	274	174	20	46	120	121	533	5,247	455,892	6.3	8.8%	5.5	0.8	6.3	0.0	-0.7%		
8A	Monroe	56	97	1,455	7	88	70	6	16	43	48	151	2,037	149,570	2.1	2.9%	2.0	0.3	2.3	0.2	8.7%		
8A	Poweshiek	85	236	3,384	28	202	116	4	62	42	112	220	4,491	309,080	4.3	6.0%	5.0	0.5	5.5	1.2	28.8%		
8A	Van Buren	39	72	776	18	64	42	2	11	20	44	110	1,198	99,716	1.4	1.9%	2.0	0.2	2.2	0.8	56.7%		
8A	Wapello	395	824	5,744	127	712	447	86	115	240	188	904	9,782	960,608	13.4	18.5%	9.8	1.7	11.5	-1.9	-14.1%		
8A	Washingtn	89	268	2,786	24	207	150	25	33	50	141	341	4,114	325,413	4.5	6.3%	4.8	0.6	5.4	0.8	18.6%		
8B	Ds Moines	243	619	5,281	67	488	369	104	62	448	190	855	8,726	786,118	10.9	15.2%	10.0	1.4	11.4	0.4	4.0%		
8B	Henry	137	294	3,284	78	158	135	31	17	49	130	231	4,544	335,239	4.7	6.5%	4.0	0.6	4.6	-0.1	-1.7%		
8B	Lee	285	636	5,748	69	633	325	95	119	144	185	759	8,998	800,747	11.1	15.4%	8.0	1.4	9.4	-1.7	-15.7%		
8B	Louisa	42	119	1,350	17	72	60	15	9	15	55	191	1,945	141,855	2.0	2.7%	3.0	0.2	3.2	1.3	64.6%		
Dist. Clerk Travel Time (FTE) ⁵															0.11								
Dist Totals															72.1	100%	64.1	9.0	73.1	1.0	1.3%		
# DCA Case Coord Ctnds															9.0								

													N	O ³	P	Q ⁴	R	S	T	U	
Subdist	Case Types	A	B	C	E	F	G	H	I	J	K	L	M	Case-Related Work Mins. (Sum of Filings)	# FTE Clerk Staff Atnd. (N/71,928)	% DIST	# FILLED FTE Clerk Staff	DCA Case Coord. FTEs ea. Cnty	# FILLED Clerk Staff Atds (Q+R)	# Above (+) or Below (-) Needed (T/O)	% Above (+) or Below (-) Needed (T/O)
		Felonies	Ser. Agrv. Misds	Simple Misds	Srch Wrnt Cases	Dom. Rels	Civil Law & Equity	Juv. Delinq	Juv. Cina, etc.	Civil Comm- itments	Probate	Sm. Cms. & Infrac.	Total Filings		Total FTEs	Total Clerk Staff	FTEs for ea. Cnty	Total Atds (Q+R)	Need (S-O)	Need (T/O)	
State		18,768	46,179	486,623	6,745	34,105	27,038	3,929	6,897	13,473	14,427	66,737	724,921	57,358,265	799.3		667.3	118.9	786.1	-13.1	-1.6%
													Need Minimum FTEs³	806.4		667.3	118.9	786.1	-20.2	-2.5%	

Notes:

- The weighted caseload formula shown in this table is intended to estimate the need for clerks of court, trial court supervisors, judicial specialists in clerk's offices and case coordinators and judicial specialists (court attendants) employed by district court administration.
- Case weights are average number of minutes per case spent by clerk staff and case coordinators on each case type per year, based on a study of clerk and court staff work-time conducted by the National Center for State Courts during 2016.
- Clerk staff, DCA's, & CCs are clerks of court, trial court supervisors, and judicial specialists in clerk's offices and case coordinators and judicial specialists/court attendants employed by district court administration. The "NEED" for these staffs is calculated by dividing the "case-related work minutes" by staff which is the sum of multiplying the case weights by the filings in each county) by the average annual available minutes staff have to do case-related work which was determined to be 71,928 minutes in the NCSC's 2016 study. Figure 2 in this report provides information on how the NCSC calculated the 71,928 minutes.
- Note:** Auditors advocate having a minimum of 2 staff in an office at all times because people sometimes pay in cash for fines and fees and having 2 people in an office helps minimize the opportunity for embezzling funds. Having a minimum of 2 staff also helps to keep an office open when one person is sick or on vacation. Column O indicates there are 13 counties that need less than 2 FTE staff based on the weighted caseload formula: Mitchell (2A) 2-1.7, Calhoun (2B) 2-1.9, Pocahontas (2B) 2-1.9, Osceola (3A) 2-1.6, Ida (3B) 2-1.6, Audubon (4) 2-1.4, Adams (5B) 2-1.3, Decatur (5B) 2-1.7, Ringgold (5B) 2-2.9, Taylor (5B) 2-2.9, Wayne (5B) 2-1.1, Davis (8A) 2-1.5, Van Buren (8A) 2-1.4. If all these counties are allocated a minimum of 2 FTE staff, the state would need 7.1 FTE additional clerk and court support staff.
- # of Filled Clerk Staff = the # of clerks of court, trial court supervisors, and judicial specialists in clerk's offices on 2-7-16.
- Based on actual travel claims submitted by clerks and clerk staff in FY 2016 for travel required to cover the work in other counties in the district, project staff determined that the following additional FTE staff could be added to each district to account for travel time: 1A 2-02, 1B 2-23, 2A 2-32, 2B 2-23, 3A 2-22, 3B 2-12, 4 2-13, 5A 2-08, 5B 2-27, 6C 2-01, 6 2-06, 7 2-03, 8A 2-03, 8B 2-04.

Appendix G: Alternate Iowa Clerk and Court Support Staff Workload Formula¹ Based Upon Calendar Year 2015 Case Filings, but Does Not Incorporate Work-Time Supplements for 59 Vacant Positions

The alternate clerk staff formula presented here is based on additional analysis of the work-time study data that does not apply a weighting strategy to account for the 59 vacant clerk staff positions (see the boxed description of how vacant positions were accounted for in the original analysis). The alternate model still does apply a weighting strategy for the two filled positions who did not participate in the work-time study. The alternate analysis impacts three main pieces of information which have direct application to the clerk staff workload formula, including: case weights and non-case-related time, which impacts the case-specific year value. These new figures, based on the alternate analysis, are presented below, along with a comparison of the original figures.

1. Original and Alternate Case Weights

11 Case Types	Original (Final) Case Weights (minutes)	<u>Alternate</u> Case Weights (minutes)
Felonies	404	403
Serious & Aggravated Misdemeanors	248	247
Simple Misdemeanors	22	21
Search Warrant Cases	34	32
Domestic Relations	198	198
Civil Law & Equity	238	237
Juvenile Delinquency	305	305
Juvenile Other (CINA, TPR, etc.)	410	409
Mental Health (adult & juvenile)	156	150
Probate	208	199
Small Claims & Infractions	76	72

**2. Clerk & Court Support Staff's Annual Available Time for *Case-Related Work*:
Original and Alternate Analysis**

		Original Days	Original Minutes		Alternate Days	Alternate Minutes
(1) Total Year (7.5 hours/ day x 60 minutes = 450 minutes per day)		216	97,200		216	97,200
(2) Subtract						
Non-case- related time (excluding travel time) (117 minutes per day x 216 days)	-	56.16	25,272	Non-case-related time (excluding travel time) (99 minutes per day x 216 days)	47.52	21,384
(4) Total Available Time for <i>Case Work</i> (ATCW value)		159.84	<u>71,928</u>		168.48	<u>75,816</u>

3. Alternate Clerk and Court Support Staff Weighted Caseload Formula by County Using CY 2015 Case Filings, But Not Including Work-time Supplements for the 59 Vacant Positions

													N	O ³	P	Q ⁴	R	S ⁴	T	U	
Subdist	Case Types	A	B	C	E	F	G	H	I	J	K	L	M	Case-Related Work Mins. (Sum of Wgts x Filings)	# FTE Clerk Staff, Ct Atnds & CCs NEEDED (N/75.816)	% of Dist Total FTEs	# of FILLED Clerk Staff	DCA case coord & ct atndd FTEs for ea. Cnty	# FILLED Clerk Stf, CCs & Ct Atds (Q+R)	Difference: # Filled minus # Needed (S-O)	% Above (+) or Below (-) # Needed (T/U)
		Felonies	Ser & Agrv Misd	Simple Misd	Stch Wmt Cases	Dom. Rel	Civil Law & Equity	Juv Delinq	Juv Cirr, TPR	Civ Commitments	Pro-bate	Sm Crms & Infra	Total Filings								
Case Weights: ²		403	247	21	32	198	237	305	409	150	199	72									
District 1															0.87.3		P x 11.5				
1A	Allamakee	57	128	1,482	24	102	93	8	21	35	85	201	2,236	176,380	2.3	2.7%	2.8	0.3	3.1	0.7	31.4%
1A	Clayton	62	159	2,293	30	140	97	2	30	50	93	221	3,177	218,880	2.9	3.3%	4.0	0.4	4.4	1.5	51.7%
1A	Delaware	139	183	2,135	46	122	95	23	19	62	90	177	3,091	248,936	3.3	3.8%	3.0	0.4	3.4	0.1	4.5%
1A	Dubuque	453	1,418	14,934	193	986	676	150	157	577	363	2,112	22,019	1,628,849	21.5	24.6%	16.0	2.8	18.8	-2.7	-12.4%
1A	Winneshek	43	218	1,969	23	132	102	16	13	33	104	227	2,880	215,757	2.8	3.3%	3.0	0.4	3.4	0.5	18.6%
1B	Blk Hawk	1,263	2,647	16,520	575	1,586	1,476	264	225	849	526	4,065	29,996	2,889,207	38.1	43.6%	34.0	5.0	39.0	0.9	2.4%
1B	Buchanan	80	285	6,225	11	200	127	25	23	65	127	340	7,508	379,946	5.0	5.7%	4.8	0.7	5.4	0.4	8.0%
1B	Chickasaw	41	185	2,487	24	69	90	3	9	39	71	193	3,211	188,676	2.5	2.8%	3.2	0.3	3.5	1.0	39.7%
1B	Fayette	113	254	1,923	19	226	159	15	42	137	117	378	3,383	324,501	4.3	4.9%	5.9	0.6	6.5	2.2	51.0%
1B	Grundy	17	83	2,679	5	98	87	3	10	24	90	177	3,273	163,053	2.2	2.5%	2.0	0.3	2.3	0.1	6.2%
1B	Howard	72	181	1,603	24	74	51	3	10	15	65	168	2,266	167,179	2.2	2.5%	2.0	0.3	2.3	0.1	3.9%
Dist. clerk travel time (FTE) ⁴															0.25						
D1 Totals															87.3	100%	80.6	11.5	92.0	4.7	5.4%
# DCA case coords & ct atnds															11.5						

													N	O ³	P	Q ⁴	R	S ⁴	T	U		
Sublist	Case Types	A	B	C	E	F	G	H	I	J	K	L	M	Case-Related Work Mins. (Sum of Wgts x Filings)	# FTE Clerk Staff, Ct Atnds & CCs NEEDED (N/75,816)	% of Dist Total FTEs	# of FTE Clerk Staff	DCA case coord & ct atnd. FTEs for ea. Cnty	# Filled Clerk Stf, CCs & Ct Atnds (O+R)	Difference: # Filled minus # Needed (S-O)	% Above (+) or Below (-) # Needed (T/O)	
		Felories	Ser & Agrv Misd	Simple Misd	Sech Writ Cases	Dom. Rel	Civil Law & Equity	Juv Delinq	Juv Ciru, TPR, etc.	Civ Commitments	Pro-bate	Sm Ctms & Infra	Total Filings									
Case Weights: ²		403	247	21	32	198	237	305	409	150	199	72										
District 2																0/103.7		P x 10.5				
2A	Bremer	58	291	7,069	19	194	186	21	24	107	101	279	8,349	399,260	5.3	5.1%	4.8	0.5	5.3	0.0	0.3%	
2A	Butler	33	108	1,064	20	120	116	6	30	30	100	199	1,826	167,039	2.2	2.1%	2.0	0.2	2.2	0.0	0.9%	
2A	Cerro Gordo	335	940	11,953	127	591	365	24	162	276	235	890	15,898	1,051,608	13.9	13.4%	12.0	1.4	13.4	-0.5	-3.4%	
2A	Floyd	86	236	2,182	49	193	97	10	55	69	108	292	3,377	279,954	3.7	3.6%	3.0	0.4	3.4	-0.3	-8.6%	
2A	Franklin	42	101	2,362	21	89	57	3	20	42	83	178	2,998	168,006	2.2	2.1%	2.0	0.2	2.2	0.0	0.4%	
2A	Hancock	46	96	1,358	43	93	53	2	43	28	76	227	2,065	156,984	2.1	2.0%	2.0	0.2	2.2	0.1	6.7%	
2A	Mitchell	36	70	1,170	17	100	55	2	14	19	77	121	1,681	122,968	1.6	1.6%	2.0	0.2	2.2	0.5	33.4%	
2A	Winnebago	78	136	1,387	33	78	75	4	29	24	88	170	2,102	174,861	2.3	2.2%	3.0	0.2	3.2	0.9	40.2%	
2A	Worth	37	75	2,779	11	81	50	0	18	18	53	107	3,229	148,348	2.0	1.9%	2.0	0.2	2.2	0.2	12.3%	
2B	Boone	99	319	3,844	17	295	218	17	54	132	156	485	5,636	423,069	5.6	5.4%	6.0	0.6	6.6	1.0	17.6%	
2B	Calhoun	28	61	1,479	11	82	65	2	25	27	84	146	2,010	131,516	1.7	1.7%	2.0	0.2	2.2	0.4	25.4%	
2B	Carroll	55	218	2,561	35	223	100	20	29	78	141	233	3,693	273,262	3.6	3.5%	4.0	0.4	4.4	0.8	21.1%	
2B	Greene	63	134	1,996	21	128	68	10	33	27	88	142	2,710	190,868	2.5	2.4%	2.0	0.3	2.3	-0.3	-10.4%	
2B	Hamilton	81	260	6,256	12	152	109	10	33	54	75	216	7,258	339,676	4.5	4.3%	4.0	0.5	4.5	0.0	-0.6%	
2B	Hardin	63	270	3,585	16	153	127	22	68	83	139	236	4,762	319,894	4.2	4.1%	3.8	0.4	4.2	0.0	-1.0%	
2B	Humboldt	43	70	745	22	92	64	3	29	59	110	173	1,410	140,324	1.9	1.8%	2.0	0.2	2.2	0.3	18.2%	
2B	Marshall	346	780	5,765	141	531	290	76	98	331	239	695	9,292	842,056	11.1	10.7%	9.0	1.1	10.1	-1.0	-8.8%	
2B	Pocahont	58	127	895	15	66	54	4	18	34	67	120	1,458	135,539	1.8	1.7%	2.0	0.2	2.2	0.4	22.0%	
2B	Sac	37	119	2,797	16	97	69	8	11	32	96	141	3,423	180,107	2.4	2.3%	3.0	0.2	3.2	0.9	36.4%	
2B	Story	279	1,180	12,049	184	596	374	49	126	374	265	1,004	16,480	1,117,062	14.7	14.2%	13.0	1.5	14.5	-0.2	-1.6%	
2B	Webster	332	621	6,587	117	513	358	109	111	424	199	770	10,141	852,959	11.3	10.8%	9.9	1.1	11.0	-0.2	-2.1%	
2B	Wright	64	160	2,311	39	133	80	5	25	25	84	201	3,127	207,073	2.7	2.6%	3.0	0.3	3.3	0.5	20.0%	
Dist. clerk travel time (FTE) ⁴															0.55							
D2 Totals															103.7	99%	96.4	10.4	106.8	3.1	3.0%	
# DCA case coords & ct atnds															10.5							

														N	O ³	P	Q ⁴	R	S ⁴	T	U
Subdistrict	Case Types	A	B	C	E	F	G	H	I	J	K	L	M	Case-Related Work Mins. (Sum of Wgts x Filings)	# FTE Clerk Staff, Ct Attds & CCs NEEDED (N/75,816)	% of Dist Total FTEs	# of FILLED Clerk Staff	DCA case coords & ct attds FTEs for ea. Cnty	# FILLED Clerk Stf, CCs & Ct Attds (Q+R)	Difference: # Filled minus # Needed (S-O)	% Above (+) or Below (-) # Needed (T/U)
		Felony	Ser & Agrv Misd	Simple Misd	Sech Writ Cases	Dom. Rel	Civil Law & Equity	Juv Delinq	Juv Circa, TPR, etc.	Civ Commitments	Pro-bate	Sm Clms & Infra	Total Filings								
Case Weights: ²		403	247	21	32	198	237	305	409	150	199	72									
District 3															0.83.6			P x 8.0			
3A	Buena Vista	135	321	3,130	82	174	171	22	61	86	125	458	4,765	379,435	5.0	6.0%	6.5	0.5	7.0	2.0	39.4%
3A	Cherokee	52	172	1,594	30	134	77	21	51	69	113	502	2,815	238,900	3.2	3.8%	2.0	0.3	2.3	-0.8	-27.0%
3A	Clay	137	347	3,899	83	202	159	29	66	170	106	423	5,621	416,023	5.5	6.6%	5.0	0.5	5.5	0.0	0.7%
3A	Dickinson	102	330	4,222	33	121	158	9	34	133	124	358	5,624	360,791	4.8	5.7%	6.0	0.5	6.5	1.7	35.7%
3A	Emmet	65	177	1,645	37	124	84	16	28	36	76	317	2,605	209,783	2.8	3.3%	2.7	0.3	2.9	0.1	5.3%
3A	Kossuth	59	101	1,314	27	117	76	11	12	35	119	161	2,032	167,146	2.2	2.6%	3.0	0.2	3.2	1.0	45.6%
3A	Lyon	32	82	2,715	14	58	71	7	16	8	64	168	3,235	153,635	2.0	2.4%	2.0	0.2	2.2	0.2	8.3%
3A	O'Brien	54	144	2,159	26	108	77	10	43	52	103	245	3,021	209,708	2.8	3.3%	3.0	0.3	3.3	0.5	18.0%
3A	Osceola	23	80	1,800	14	54	48	0	5	9	52	131	2,216	112,520	1.5	1.8%	2.0	0.1	2.1	0.7	44.3%
3A	Palo Alto	39	93	1,656	11	61	55	5	27	45	80	199	2,271	148,495	2.0	2.3%	2.0	0.2	2.2	0.2	11.7%
3B	Crawford	92	214	2,221	24	200	103	27	19	46	110	347	3,403	271,134	3.6	4.3%	4.0	0.3	4.3	0.8	21.4%
3B	Iida	31	40	1,232	4	66	32	3	42	32	51	110	1,643	109,987	1.5	1.7%	2.0	0.1	2.1	0.7	47.4%
3B	Monona	72	145	2,389	22	99	73	2	27	63	98	161	3,151	204,804	2.7	3.2%	3.0	0.3	3.3	0.6	20.6%
3B	Plymouth	82	284	4,092	42	233	169	27	73	91	170	386	5,649	390,021	5.1	6.2%	4.0	0.5	4.5	-0.7	-12.7%
3B	Sioux	88	268	5,597	33	172	149	12	45	39	129	318	6,850	366,104	4.8	5.8%	4.0	0.5	4.5	-0.4	-7.6%
3B	Woodbury	732	2,235	18,041	320	1,828	1,005	153	502	1,108	450	3,202	29,576	2,574,548	34.0	40.6%	23.0	3.2	26.2	-7.7	-22.7%
Dist. clerk travel time (FTE) ⁴															0.34						
D3 Totals															83.6	100%	74.2	8.0	82.1	-1.5	-1.8%
# DCA case coords & ct attds															8.0						

														N	O ³	P	Q ⁴	R	S ⁴	T	U	
Subdist	Case Types	A	B	C	E	F	G	H	I	J	K	L	M	Case-Related Work Min. (Sum of Wgts x Filings)	# FTE Clerk Staff, Ct Atnds & CCs NEEDED (N/75,816)	% of Dist Total FTEs	# of FILLED FTE Clerk Staff	DCA case coord & ct attnd FTEs for ea. Cnty	# FILLED Clerk Stf, CCs & Ct Atnds (Q+R)	Difference: # Filled minus # Needed (S-O)	% Above (+) or Below (-) # Needed (T/U)	
		Felonies	Ser & Agrv Misd	Simple Misd	Sech Wmt Cases	Dom. Rel	Civil Law & Equity	Juv Delinq	Juv Cirs, TPR, etc.	Civ Commitments	Pro-bate	Sm Crms & Infra	Total Filings									
Case Weights:²		403	247	21	32	198	237	305	409	150	199	72	Total Filings									
District 4															0:59.2			P x 7.8				
4	Audubon	18	59	912	17	68	45	9	19	18	53	90	1,308	95,895	1.3	2.1%	3.0	0.2	3.2	1.9	150.4%	
4	Cass	145	224	3,538	59	196	114	14	57	85	78	340	4,850	336,110	4.4	7.5%	4.0	0.6	4.6	0.2	3.4%	
4	Fremont	76	103	2,731	20	74	65	12	11	10	46	163	3,311	174,666	2.3	3.9%	3.0	0.3	3.3	1.0	43.4%	
4	Harrison	75	203	2,822	24	147	136	17	34	35	84	270	3,847	262,231	3.5	5.8%	3.0	0.5	3.5	0.0	-0.1%	
4	Mills	95	225	2,320	25	147	125	25	16	11	60	234	3,283	246,718	3.3	5.5%	3.8	0.4	4.2	0.9	28.4%	
4	Montgom.	116	191	1,959	17	179	93	13	48	39	62	308	3,025	257,052	3.4	5.7%	3.0	0.4	3.4	0.1	1.7%	
4	Page	109	180	1,954	19	182	125	15	48	49	84	285	3,050	264,483	3.5	5.9%	2.0	0.5	2.5	-1.0	-29.5%	
4	Pottawat.	1,089	2,239	24,430	261	1,475	1,164	207	336	523	382	2,868	34,974	2,642,723	34.9	58.9%	27.0	4.6	31.6	-3.3	-9.4%	
4	Shelby	75	127	1,426	29	134	105	6	18	56	112	213	2,301	199,101	2.6	4.4%	3.0	0.3	3.3	0.7	27.4%	
															Dist. clerk travel time (FTE)⁴	0.13						
															D4 Totals	59.2	100%	51.8	7.8	59.5	0.3	0.6%
															# DCA case coords & ct attnds	7.8						

														N	O ³	P	Q ⁴	R	S ⁴	T	U
Subsites	Case Types	A	B	C	E	F	G	H	I	J	K	L	M	Case-Related Week Mins. (Sum of Wgts x Filings)	# FTE Clerk Staff, Ct Attds & CCs NEEDED (N/75,816)	% of Dist Total FTEs	# of FILLED FTE Clerk Staff	DCA case coord & ct attd. FTEs for ea. Cnty	# FILLED Clerk Stf, CCs & Ct Atds (Q+R)	Difference: # Filled minus # Needed (S-O)	% Above (+) or Below (-) # Needed (T/U)
		Felony	Ser & Agrv Misd	Simple Misd	Sech Wmt Cases	Dom. Rel	Civil Law & Equity	Juv Delinq	Juv Circa, TPR, etc.	Civ Commitments	Pro-bate	Sm Clms & Infraes	Total Filings								
Case Weights: ²		403	247	21	32	198	237	305	409	150	199	72									
District 5															0/176.8			P x 40.4			
SA	Dallas	256	721	8,172	56	468	499	48	94	141	217	889	11,561	847,013	11.2	6.3%	12.8	2.6	15.4	4.2	37.4%
SA	Guthrie	48	140	2,247	18	102	69	13	25	12	65	168	2,907	179,257	2.4	1.3%	2.5	0.5	3.0	0.7	28.6%
SA	Jasper	237	564	8,495	67	466	304	42	172	110	180	660	11,297	762,672	10.1	5.7%	7.0	2.3	9.3	-0.8	-7.6%
SA	Madison	48	119	1,802	18	168	130	14	38	45	69	198	2,649	205,778	2.7	1.5%	3.0	0.6	3.6	0.9	33.4%
SA	Marion	195	409	4,882	58	404	195	37	79	149	163	472	7,043	542,560	7.2	4.0%	9.0	1.6	10.6	3.5	48.6%
SA	Warren	194	528	6,837	36	493	341	52	101	25	146	625	9,378	666,731	8.8	5.0%	8.8	2.0	10.8	2.0	22.9%
SB	Adair	39	116	2,031	24	85	69	6	7	16	55	155	2,603	150,169	2.0	1.1%	2.0	0.5	2.5	0.5	23.8%
SB	Adams	21	83	1,118	11	43	33	4	11	8	35	128	1,495	92,229	1.2	0.7%	1.0	0.3	1.3	0.1	5.1%
SB	Clarke	78	180	3,859	43	106	72	10	12	23	36	207	4,626	229,837	3.0	1.7%	4.0	0.7	4.7	1.7	54.8%
SB	Decatur	37	63	1,392	23	102	45	6	15	14	45	110	1,852	118,241	1.6	0.9%	2.0	0.4	2.4	0.8	51.1%
SB	Lucas	56	116	1,556	11	78	70	22	9	42	64	122	2,146	154,493	2.0	1.2%	2.0	0.5	2.5	0.4	21.0%
SB	Ringgold	14	52	559	3	36	33	2	9	17	34	41	800	61,829	0.8	0.5%	2.0	0.2	2.2	1.4	168.1%
SB	Taylor	30	29	383	20	54	36	2	5	4	46	94	703	66,337	0.9	0.5%	2.0	0.2	2.2	1.3	151.4%
SB	Union	85	168	1,608	12	242	84	16	39	71	49	243	2,617	236,455	3.1	1.8%	3.0	0.7	3.7	0.6	19.0%
SB	Wayne	34	36	573	12	57	41	0	17	7	34	104	915	78,271	1.0	0.6%	1.8	0.2	2.0	1.0	97.2%
SC	Polk	3,355	7,016	65,719	499	4,803	5,741	629	1,239	1,070	1,447	14,478	105,996	8,982,160	118.5	67.0%	80.0	27.1	107.1	-11.4	-9.6%
Dist. clerk travel time (FTE) ⁴															0.36						
D5 Totals															176.8	100%	142.9	40.3	183.2	6.5	3.7%
# DCA case coords & ct attds															40.4						

														N	O ³	P	Q ⁴	R	S ⁴	T	U	
Subdiv	Case Types	A	B	C	E	F	G	H	I	J	K	L	M	Case-Related Week Mins. (Sum of Wgts x Filings)	# FTE Clerk Staff, Ct Attds & CCs NEEDED (N/75,816)	% of Dist Total FTEs	# of FILLED FTE Clerk Staff	DCA case coord & ct attds FTEs for ea. Cnty	# FILLED Clerk Stf, CCs & Ct Attds (Q+R)	Difference: # Filled minus # Needed (S-O)	% Above (+) or Below (-) # Needed (T/O)	
		Felonies	Ser & Agrv Misd	Simple Misd	Sech Wmt Cases	Dom. Rel	Civil Law & Equity	Juv Delinq	Juv Crim, TPR, etc.	Civ Commitments	Pro-bate	Sm Crms & Infra	Total Filings									
Case Weights: ²		403	247	21	32	198	237	305	409	150	199	72										
District 6																O/90.8		P x 19.9				
6	Benton	67	216	3,552	48	243	178	37	54	81	135	339	4,950	343,575	4.5	5.0%	5.0	1.0	6.0	1.5	32.3%	
6	Iowa	78	197	3,597	21	108	98	16	18	30	108	208	4,479	254,122	3.4	3.7%	2.9	0.7	3.6	0.2	7.0%	
6	Johnson	581	2,336	19,491	272	890	763	136	92	749	382	1,694	27,386	1,975,645	26.1	28.7%	24.0	5.7	29.7	3.7	14.0%	
6	Jones	72	212	1,962	34	232	146	8	25	39	119	259	3,108	265,052	3.5	3.9%	3.0	0.8	3.8	0.3	7.7%	
6	Linn	1,034	3,105	25,082	479	2,917	1,920	345	419	1,092	788	5,304	42,485	3,737,389	49.3	54.3%	43.0	10.8	53.8	4.5	9.2%	
6	Tama	119	245	2,172	56	138	113	19	60	131	116	249	3,418	300,978	4.0	4.4%	3.0	0.9	3.9	-0.1	-2.5%	
															Dist. clerk travel time (FTE) ⁴	0.06						
															D6 Totals	90.8	100%	80.9	19.9	100.7	10.0	11.0%
															# DCA case coords & ct attds	19.9						

														N	O ³	P	Q ⁴	R	S ⁴	T	U					
Subdivs	Case Types	A	B	C	E	F	G	H	I	J	K	L	M	Case-Related Work Mins. (Sum of Wghts x Filings)	# FTE Clerk Staff, Ct Atnds & CCs NEEDED (N/75,816)	% of Dist Total FTEs	# of FILLED FTE Clerk Staff	DCA case coords & ct attnds FTEs for ea. Cnty	# FILLED Clerk Stf, CCs & Ct Atds (Q+R)	Difference: # Filled minus # Needed (S-O)	% Above (+) or Below (-) # Needed (T/U)					
		Felony	Ser & Agrv Misd	Simple Misd	Sech Writ Cases	Dom. Rel	Civil Law & Equity	Juv Delinq	Juv Crim, TPR, etc.	Civ Commitments	Pro-bate	Sm Crms & Infra	Total Filings													
Case Weights: ²		403	247	21	32	198	237	305	409	150	199	72														
District 7															0.75.6			P x 12.0								
7	Cedar	76	241	3,443	21	131	92	16	7	19	112	220	4,378	259,593	3.4	4.5%	4.5	0.5	5.0	1.6	47.3%					
7	Clinton	226	513	5,791	167	661	402	24	173	281	252	979	9,469	811,759	10.7	14.2%	11.0	1.7	12.7	2.0	18.6%					
7	Jackson	61	175	1,946	38	157	122	14	16	78	114	250	2,971	233,090	3.1	4.1%	3.5	0.5	4.0	0.9	29.7%					
7	Muscatine	251	685	7,231	158	461	329	102	75	197	225	1,032	10,746	806,920	10.6	14.1%	12.0	1.7	13.7	3.0	28.6%					
7	Scott	1,430	2,981	24,929	720	2,329	2,318	295	233	668	566	4,845	41,314	3,616,600	47.7	63.1%	45.6	7.6	53.2	5.5	11.5%					
															Dist. clerk travel time (FTE) ⁴	0.03										
															D7 Totals	75.6	100%	76.6	12.0	88.6	13.0	17.2%				
															# DCA case coords & ct attnds	12.0										

													N	O ³	P	Q ⁴	R	S ⁴	T	U			
Subunit	Case Types:	A	B	C	E	F	G	H	I	J	K	L	M	Case-Related Work Mins. (Sum of Wgts x Filings)	# FTE Clerk Staff, Ct Atnds & CCs NEEDED (N/75.816)	% of Dist Total FTEs	# of FILLED FTE Clerk Staff	DCA case coord & ct atndd FTEs for ea. Cnty	# FILLED Clerk Stf, CCs & Ct Atnds (Q+R)	Difference: # Filled minus # Needed (S-O)	% Above (+) or Below (-) # Needed (T/U)		
		Felonies	Ser & Agrv Misd	Simple Misd	Sech Wmt Cases	Dom. Rel	Civil Law & Equity	Juv Delinq	Juv Crim, TPR, etc.	Civ Commitments	Pro-bate	Sm Crms & Infra	Total Filings										
Case Weights: ²		403	247	21	32	198	237	305	409	150	199	72											
District 8															0.67.2		P x 9.0						
8A	Appanoose	113	195	1,487	21	213	126	6	60	56	97	268	2,642	271,008	3.6	5.3%	3.0	0.5	3.5	-0.1	-2.7%		
8A	Davis	40	81	1,155	27	60	41	7	6	25	45	91	1,578	106,689	1.4	2.1%	2.0	0.2	2.2	0.8	55.5%		
8A	Jefferson	98	252	2,585	39	169	113	17	20	56	66	284	3,699	272,861	3.6	5.4%	3.0	0.5	3.5	-0.1	-3.3%		
8A	Keokuk	34	88	1,620	16	103	65	5	25	19	77	185	2,237	149,012	2.0	2.9%	2.0	0.3	2.3	0.3	15.1%		
8A	Mahaska	158	455	3,297	49	274	174	20	46	120	121	533	5,247	447,723	5.9	8.8%	5.5	0.8	6.3	0.4	6.5%		
8A	Monroe	56	97	1,455	7	88	70	6	16	43	48	151	2,037	146,568	1.9	2.9%	2.0	0.3	2.3	0.3	16.8%		
8A	Poweshiek	85	236	3,384	28	202	116	4	62	42	112	220	4,491	303,001	4.0	5.9%	5.0	0.5	5.5	1.5	38.5%		
8A	Van Buren	39	72	776	18	64	42	2	11	20	44	110	1,198	97,784	1.3	1.9%	2.0	0.2	2.2	0.9	68.5%		
8A	Wapello	395	824	5,744	127	712	447	86	115	240	188	904	9,782	946,081	12.5	18.6%	9.8	1.7	11.5	-1.0	-8.1%		
8A	Washingtn	89	268	2,786	24	207	150	25	33	50	141	341	4,114	319,106	4.2	6.3%	4.8	0.6	5.4	1.2	27.4%		
8B	Ds Moines	243	619	5,281	67	488	369	104	62	448	190	855	8,726	771,592	10.2	15.1%	10.0	1.4	11.4	1.2	11.7%		
8B	Henry	137	294	3,284	78	158	135	31	17	49	130	231	4,544	328,828	4.3	6.5%	4.0	0.6	4.6	0.2	5.6%		
8B	Lee	285	636	5,748	69	633	325	95	119	144	185	759	8,998	787,931	10.4	15.5%	8.0	1.4	9.4	-1.0	-9.6%		
8B	Louisa	42	119	1,350	17	72	60	15	9	15	55	191	1,945	138,892	1.8	2.7%	3.0	0.2	3.2	1.4	77.2%		
Dist. clerk travel time (FTE) ⁵															0.11								
D8 Totals															67.2	100%	64.1	9.0	73.1	5.9	8.7%		
# DCA case coords & ct atndd															9.0								

		A	B	C	E	F	G	H	I	J	K	L	M	N	O ³	P	Q ⁴	R	S ⁴	T	U
Subdist	Case Types:	Felony	Ser & Agrv Misd	Simple Misd	Seck Wmt Cases	Dom. Rel	Civil Law & Equity	Juv Delinq	Juv Cims, TPR, etc.	Civ Comm-its	Pro-bate	Sm Cims & Infra	Total Filings	Case-Related Work Mins. (Sum of Wgts x Filings)	# FTE Clerk Staff, Ct Attds & CCs NEEDED (N/75,816)	% of Dist Total FTEs	# of FILLED FTE Clerk Staff	DCA case coord & ct attd FTEs for ea. Cnty	# FILLED Clerk Stf, CCs & Ct Attds (Q+R)	Difference: # Filled minus # Needed (S-O)	% Above (+) or Below (-) # Needed (D/O)
		Case Weights: ²	403	247	21	32	198	237	305	409	150	199	72	724,921	60,816,570	744.2		667.3	118.8	786.1	42.0
State	21,589	47,908	486,770	6,969	35,491	28,697	6,064	9,760	14,523	15,820	67,241	724,921	60,816,570	744.2		667.3	118.8	786.1	42.0	5.6%	
														Need if Minimum 2 FTEs³		667.3	118.8	786.1	33.2	4.4%	

1 The weighted caseload formula shown in this table is intended to estimate the need for: clerks of court, trial court supervisors, judicial specialists in a clerk's office and case coordinators and judicial specialists (court attendants) employed by district court administration; 789 of the 791 personnel (99.7%) in these categories participated in the four week work-time study that produced the case weights, which are the key component of the weighted caseload formula.

2 Case weights = Average number of minutes per case spent by clerk staff and case coordinators on each case type per year, based on a study of clerk and court staff work-time conducted by the National Center for State Courts during 2016. Based solely on the work-time reported by 789 participants; no supplement to account for vacancies. (NOTE: The model in Appendix F includes an adjustment to account for the 59 vacant positions that existed during the study period.)

3 Clerk staff, CA.s, & CCs = Clerks of court, trial court supervisors, and judicial specialists in clerks' offices - and - case coordinators and judicial specialists/court attendants employed by district court administration. The "NEED" for these staff is calculated by dividing the "Case-related work minutes" by staff [which is the sum of multiplying the case weights by the filings in each county] by the average annual available minutes staff have to do case-related work -- which was determined to be 75,816 minutes in the NCSC's 2016 study. Figure 12 in this report shows for information on how the NCSC calculated the 75,816 minutes.

Note: Auditors advocate having a minimum of 2 staff in an office at all times because people sometimes pay in cash for fines and fees and having 2 people in an office helps minimize the opportunity for embezzling funds. Having a minimum of 2 staff also helps to keep an office open when one person is sick or on vacation. Column O indicates there are 16 counties need less than 2 FTE staff based on the weighted caseload formula: Mitchell (2A) = 1.6, Calhoun (2B) = 1.7, Humboldt (2B) = 1.9, Pocahontas (2B) = 1.8, Osceola (3A) = 1.5, Ida (3B) = 1.5, Audubon (4) = 1.3, Adams (5B) = 1.2, Decatur (5B) = 1.6, Ringgold (5B) = .8, Taylor (5B) = .9, Wayne (5B) = 1, Davis (8A) = 1.4, Monroe (8A) = 1.9, Van Buren (8A) = 1.3, Luisa (8B) = 1.8. If all these counties are allocated a minimum of 2 FTE staff, the state would need 8.8 FTE additional clerk and court support staff.

4 # of Filled Clerk & Court Support Staff -- information updated on 12-7-2016.

5 Based on actual travel claims submitted by clerks and clerk staff in FY 2016 for travel required to cover the work in other counties in the district, project staff determined that the following additional FTE staff could be added to each district to account for travel time: 1A = .02, 1B = .23, 2A = .32, 2B = .23, 3A = .22, 3B = .12, D4 = .13, 5A = .08, 5B = .27, 5C = .01, D6 = .05, D7 = .03, 8A = .07, 8B = .04.