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Attachment A

2006-406

**SUPERIOR COURT
TARGETED OPERATIONAL MASTER PLAN**

August 2006

ACKNOWLEDGEMENTS

We are honored by the many people who contributed to this report. Their passion for justice and the well-being of children and families was evident in the energy and creativity that they brought to long hours of interviews, meetings, and focus groups. We greatly appreciate the contributions of judges, prosecutors, defenders, private attorneys, social workers, service providers, probation counselors, court staff, youth, families, and others. Without them, this report would not be possible. Please refer to Appendix B for a complete list of participants.

Sincerely,

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SUPERIOR COURT TARGETED OPERATIONAL MASTER PLAN

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Executive Summary

Background

The King County Superior Court is the 12th largest jurisdiction in the United States. One of the court's primary duties is the resolution of legal disputes involving children and families. The proceedings resulting from these disputes can be complex and demanding, with a high priority of keeping families whole while acting in the best interest of the children involved. In addition, families may be involved in multiple case proceedings simultaneously, such as child dependency, dissolution, and juvenile offender or truancy actions. Each case type has multiple distinct statutes and procedures and a single family may find itself involved in proceedings for extended periods of time. Moreover, the corresponding services provided to the families, as mandated by the legal system, can often be difficult to access, remotely located and significantly delayed.

Added to this case complexity and necessary corresponding service delivery methodologies, are issues with the court spaces used to resolve these cases. Family Law cases are heard either at the downtown courthouse or the Regional Justice Center (RJC) in Kent. Dependency fact-finding hearings are presently held at all three Superior Court locations: the juvenile court, the downtown courthouse and the RJC. Juvenile offender cases are heard at the juvenile facility and Becca are heard at both the RJC and at the juvenile facility. Parking near, and transportation to, each facility is a challenge for the public, court users and staff. The juvenile facility, which includes a detention facility, was not built in such a way as to be conducive to assisting youth and their families in resolving disputes. This facility also faces millions of dollars in major maintenance projects in the near future.

Against the backdrop of this complex approach to resolving legal conflicts involving our community's children and families, the court began internal discussions in early 2004 to identify ways in which the needs of children and families involved in the legal system could be more efficiently and effectively addressed. This dialog resulted in passage, within the 2005 King County Adopted Budget, of a provision supporting the preparation of a Targeted Operational Master Plan (OMP), aimed specifically at addressing the complexity of services and facility limitations currently existing in providing for children-family justice.

Operational Master Plan Process

Pursuant to this legislation, the Superior Court and King County Executive Office jointly led the effort to prepare the Targeted OMP. The overall focus of the OMP is to develop and evaluate alternatives for the effective delivery of justice services to children and families in King County. In particular, the Operational Master Plan:

- Identifies the guiding principles for an effective children and family justice system;
- Describes current programs and services for children and families in the court system;
- Assesses work processes, interfaces among programs and agencies, and needs for functional adjacencies; and,
- Makes recommendations for improvements in the systems.

The year-long collaborative effort that produced the OMP was overseen by the Cabinet Oversight Group with representatives from the King County Superior Court, King County

Executive Office, King County Council, Office of Management and Budget, Prosecuting Attorney's Office, Office of Public Defense, Washington State Department of Social and Health Services, Washington State Attorney General's Office, King County District Court, King County Youth and Family Service Network, Casey Family Programs, and King County Bar Association. Additionally, the OMP effort actively engaged participation from a wide array of individuals, groups and entities that either utilize the services of the juvenile court and family law operations or could be affected by changes to the court's operations in the development and review of the OMP. One helpful source of information was a series of focus groups involving youth, parents, and guardians who had "first-hand" experience with court system.

The consulting firm, Policy Studies Incorporated (PSI), was tasked with taking the input of these stakeholders and developing alternatives for the efficient and effective delivery of justice services for children and families in King County. Through a series of working papers, PSI drafted guiding principles, analyzed operational needs and facility implications, forecasted workload, and developed options for meeting those needs. The Assessment Report, PSI's final product, provided an analytical assessment of the viable options identified in PSI's review and reflected the work products of the three working papers in summary form.

The Cabinet Oversight Group reviewed, discussed, and guided the OMP through each step of its development and in particular crafted the following OMP and its eleven recommendations. These recommendations make up an overall strategy for effectively delivering justice services to children and families who are referred to the Court.

Guiding Principles

Early in the project, a set of guiding principles for shaping and assessing potential OMP recommendations were identified. The five major guiding principles emerged after extensive stakeholder interviews and discussions with the Cabinet Oversight Group. The guiding principles are a core element of the recommendations of the OMP. They are highlighted as follows:

Guiding Principle 1: Accessible. The justice system should be convenient, timely, and affordable to everyone with a legitimate concern.

Guiding Principle 2: Understandable. Families need to understand the terminology used in the court and what they are being ordered to do.

Guiding Principle 3: Comprehensive. Holistically address families with multiple court cases, both in terms of legal matters, and in terms of treatment and supports services.

Guiding Principle 4: Effective. Produce better outcomes for families in King County.

Guiding Principle 5: Culturally Competent. Assure the justice system's sensitivity to issues of language and culture

Workload Forecast

The OMP provides a long-term outlook for operations and services related to cases involving children and families. The consultants produced a high-level forecast of caseload and judicial

need through 2020. This forecast indicates overall that the increase in workload is likely to be modest. Based on projected population increases and filing rates per 100,000 population, an 11 percent increase in workload and judicial need is projected from 2005 to 2020.

Recommendation Summary

The OMP recommendations are the result of these themes and a detailed review of over 60 individual options. PSI facilitated the review discussions and created a framework for shaping the options into more distinct packages. Based on these discussions, the Cabinet Oversight Group developed eleven OMP recommendations. In the detailed OMP document, each recommendation includes a discussion of the needs that the particular recommendation addresses, considerations that shaped the recommendation and the identified next steps.

While some of the OMP recommendations involve non-capital alternatives, there are many system changes that would necessitate facility improvements and/or construction of additional space. It should be noted that the substantial deficits in the Youth Services court facility are acknowledged in the OMP. Portions of the court facility are over 40 years old and the site currently needs over \$20 million in substantial major maintenance improvements. The need to replace this facility or address the existing facility deficiencies at the current juvenile court facility was a consistent theme throughout the development of the OMP. Pursuant to King County Code, the recommendations of the OMP involving potential facility needs or improvements require a subsequent facility master planning effort.

The eleven OMP recommendations outline a strategy for more effectively resolving problems of children and families that are referred to court. Some of these recommendations involve changes to operations or internal court administration/governance; others imply additional capital expansion or improvement. The recommendations are summarized as follows:

Recommendation 1: Coordinate Court and Service Responses to Families Involved in Multiple Court Cases. To address the legal matters of children and families consistently, comprehensively, and without unnecessary duplication, this recommendation involves combining or coordinating cases involving the same family. An additional goal is better coordination and communication among agencies responsible for assessing, referring, managing, and providing services to families complying with court-ordered service requirements

Recommendation 2: Improve Litigant Information and Assistance. There are two major components to this recommendation: Develop specific improvements to litigant information and assistance based on a litigant surveys and examine the feasibility of expanding the role and number of court staff to increase procedural advice to litigants in dependency, family law, Becca, offender, and other matters involving children and families.

Recommendation 3: Reduce Case Processing Delays. Several strategies include improving case management, eliminating unnecessary or duplicative hearings, improving trial scheduling, and assuring judges have the necessary information to accomplish something at every hearing. This recommendation also entails developing an automated case management system that is capable of identifying and providing complete information on all the cases involving a family

Recommendation 4: Optimize Therapeutic Courts. With more experience and information about therapeutic courts, there is an opportunity to conduct policy discussions to develop a sustainable approach to determining the size and funding for therapeutic courts.

Recommendation 5: Provide Case-Related Services On-Site. There are numerous court-related services that if readily accessible help move the case through the procedural steps necessary to bring the case to resolution. These services should be identified and incorporated into the facility master plan process.

Recommendation 6: Establish within the Court Facility Screening, Assessment and Linkages to Community-Based Social and Treatment Services. This recommendation would provide an integrated process for screening, assessment, and enrollment into social and treatment services on the site of the court facility so that clients can be engaged and linked to social and treatment services before they leave the court facility.

Recommendation 7: Provide a Safe and Secure Environment for Litigants, Public, Court and Court-related Staff. Given that court cases are often highly volatile, it is imperative that the environment for litigants, witnesses, family members, attorneys, staff and judicial officers is safe and secure. Under this recommendation, the Seattle Police Department, Sheriff's Office, Facilities Management Division, the U.S. Marshals Office, and the court would identify and implement methods for assuring a safe and secure environment. The facility master plan process would also incorporate security and safety measures into the design of any new buildings.

Recommendation 8: Improve Facility Accessibility. Accessing the court facility itself can present additional difficulties to some litigants and court users. Simply getting to the facilities poses a great challenge for many of the litigants, staff and community service partners. This recommendation seeks to improve access to court facilities through exploring public transportation options, improvements to parking needs, technology solutions, alternative operating hours, and a community-based reception center for law enforcement.

Recommendation 9: Assure Cultural Competency. Culture has a major influence on effectiveness of the justice system to deliver services. King County is growing increasingly diversified. While cultural competency is a component of every recommendation within this OMP, this recommendation encompasses building the knowledge and skills of all individuals and systems to work effectively with families from many different cultures. It specifically calls for involving clients, community leaders, and service providers from the minority community to improve cultural competency.

Recommendation 10: Optimize Technology. The complexity of court processes and related services mandates development of technology systems which can match that complexity and result in useful information for both the justice system and the public. The current juvenile and family justice system relies upon 21 stand alone applications and five major technology systems. The specific needs of the justice system and the public need to be clearly identified, and corresponding technology solutions matched with those needs.

Recommendation 11: Provide Facilities that Meet the Needs Identified. This OMP outlines new potential directions that include providing a full array of services on-site, enhanced case management approaches, improved information and assistance to litigants, and other recommendations that in total may require additional space and a different facility or facilities. Since many of the OMP recommendations require that significant facility needs be addressed, the next step is to examine facility implications by completing a Facility Master Plan (FMP). In particular, the FMP should include an examination of three facility options based on the preferred packages selected by the Cabinet Oversight Group.

Facility Options	
A	One full service facility
B	One initial full service facility, with a second full service facility to follow
C	Two full service facilities

These options will be compared to a fourth option which would only address the long-term facility needs for the current juvenile court operations.

Chapter 1: Purpose and Background for Operational Master Plan

The King County Superior Court is the 12th largest jurisdiction in the United States. With 51 judges, 12 commissioners and 380 staff, the court handles many different types of legal matters. One of the court's primary duties is the resolution of disputes involving children and families. The proceedings concerning children and families can be complex and demanding, with a high priority of keeping families whole while acting in the best interest of the children involved.

In addressing children and family legal matters, there can be numerous proceedings and hearings in which a family may need to participate in order to resolve a conflict. It is not uncommon for families to be involved in multiple case proceedings simultaneously, such as child dependency, dissolution, and juvenile offender or truancy actions. Each case type has multiple distinct statutes and procedures and a single family may find itself involved in proceedings for extended periods of time. In addition, the corresponding social and treatment services provided to the families, as mandated by the legal system, can often be difficult to access, particularly if they are remotely located, or have significant waiting lists, or require fees beyond the financial capability of the family.

Added to this case complexity and necessary corresponding service delivery methodologies, are issues with the court spaces used to resolve these cases. Space is not available to provide the needed services that move the case forward. Parking is often not available or prohibitively expensive. Public transit is not structured in such a way to provide viable options to the locations in the county. Family Law cases are heard either at the downtown courthouse or the Regional Justice Center (RJC) in Kent. Dependency fact-finding hearings are presently held at all three Superior Court locations: the juvenile court, the downtown courthouse and the RJC. Juvenile offender cases are heard at the juvenile facility; and truancy, at risk youth, and children in need of services cases (also known as Becca cases) are heard at both the RJC and at the juvenile facility. The juvenile facility, which includes a detention facility, was not built in such a way as to be conducive to assisting youth and their families in resolving disputes. The current facility also faces millions of dollars in major maintenance projects in the near future.

Against the backdrop of this complex approach to resolving legal conflicts involving our community's children and families, the court began internal discussions in early 2004 to identify ways in which the needs of children and family involved in the legal system could be more efficiently and effectively addressed. This dialog resulted in passage, in late 2004, of an ordinance allowing the court, its criminal justice partners and the community service providers to proceed with a targeted Operational Master Plan, aimed specifically at addressing the fragmentation of services and facility limitations currently existing in providing for children-family justice.

The 2004 enabling legislation provided:

The county council and superior court have determined that there may be significant benefits from a comprehensive approach and review of operations as specified below. Toward this end, by June 1, 2005, the superior court, in collaboration with the departments of judicial administration, community and

human services and the offices of the prosecuting attorney, public defender and management and budget, will prepare a detailed work plan for an operational master planning effort reviewing the operations and potential facilities needs for a targeted operational master planning effort for the court's juvenile, family law and supporting therapeutic court. In addition, the work plan should include a review of legal financial obligations (LFOs) and their collection by the county. The work plan effort should include the court and judicial administration, but also should solicit input from other agencies involved in the family courts or therapeutic courts (state, county and community). The detailed work plan for the operational master plan shall be developed to include a scope of work, tasks, schedule, needed resources and milestones. The plan should also include a description of the proposed group that will be responsible for the oversight of the planning effort and also identify the other county agencies that will need to participate in the planning effort.

In the spring of 2005, the Superior Court and the Office of Management and Budget convened a work group to prepare this work plan. In response to the above proviso, the work plan was transmitted to the King County Council on June 1, 2005 and approved by motion in August of 2005. In May of 2006, the Executive indicated in a letter to the County Council that the target date for the submittal of the Targeted Operational Master Plan would be revised to the end of August 2006.

The purpose of the Operational Master Plan is to:

- Identify the guiding principles for an effective children and family justice system;
- Describe current programs, services and staffing for children and families in the court system;
- Assess work flow processes, interfaces among programs and agencies, and needs for functional adjacencies; and
- Make recommendations for improvements in the systems.

Project Structure

To carry out these purposes of the Operational Master Plan, an organizational structure was created to maximize input and assure oversight. This organizational structure included these key elements:

- **Cabinet Oversight Group** – tasked with providing the Operational Master Plan consultants with clear policy direction and with policy input necessary to shape the final recommendations. Participants included representatives from the King County Superior Court, King County Executive Office, Office of Management and Budget, Prosecuting Attorney's Office, Office of Public Defense, Washington State Department of Social and Health Services, Washington State Attorney General's Office, King County District Court, King County Youth and Family Service Network, Casey Family Programs, King County Council and King County Bar Association. A list of Cabinet participants is included in Appendix B.
- **Project Work Group** – tasked with working closely with the Operational Master Plan

consultants to comprehend the operational details and complexities of the current children and family justice system; and to provide policy suggestions for consideration by the Cabinet Oversight Group. Participants included representatives from each of the organizations included in the Cabinet Oversight Committee and additional representatives from King County Department of Judicial Administration, King County Sheriff's Office, and King County Adult and Juvenile Detention.

- **Project Team** – tasked with the daily management of the Operational Master Plan consultant and for assuring the project work group and Cabinet Oversight Group had the information necessary to complete their respective tasks.
- **Consultants** – tasked with developing and evaluating alternatives for the delivery of justice services and making recommendations for the efficient and effective delivery of justice services for children and families in King County. Policy Studies, Inc. (PSI) was selected through a competitive RFP process in the fall of 2005.
- **Stakeholders** – tasked with representing specific view points critical to developing consensus in a final document stakeholders encompassed all organizations included in the Cabinet Oversight Group and Project Work Group. In addition, the stakeholder outreach process included school districts and police agencies as well as litigants and the families utilizing the children-family justice system¹. The consultants either met individually with stakeholders or conducted focus groups. The focus groups included litigant and family stakeholders; teens in foster care; female juveniles in detention; male juvenile offenders out of detention; juveniles from Juvenile Drug Court and their families; parents in Family Treatment Court; parents in divorce cases; parents in UFC intensive case management program; a parent in dependency court; and a parent in dependency and drug courts.

Project Approach

Working with the consultant, PSI, a process was established to assure consultant progress toward the end goal of completing the Operational Master Plan. From November 2005 through June 2006, a series of three, distinct working papers were produced by the consultant, which ultimately were used by the consultant to create a fourth deliverable, an assessment report.

The topics for each of the three working papers included:

- Working Paper One – Identified goals and desired outcomes for cases involving children and families;
- Working Paper Two – Provided a description of current operations and facilities;
- Working Paper Three – Identified operational and facilities needs, options for meeting those needs, and forecasting of potential future caseloads and workloads.

The assessment report, which is included as Appendix A to this Operational Master Plan, reflects the work products of working papers 1, 2 and 3. The report provides the analytical assessment of the viable options identified in PSI's review of our systems, including significant interactions

¹ Nine different court user focus groups were held during February 2006. These groups included juvenile offender males, juvenile offender females, older foster youth, foster parents, UFC case managed families, family law families, family treatment court, juvenile drug court families, and families involved in the dependency system. The focus groups were held in various locations across King County.

with the Project Work Group, the Project Team and the Cabinet Oversight Group.

The logic model for the working papers, ultimately leading to the consultant's Assessment Report and the Operational Master Plan, is as follows:

Working Paper One		Working Paper Two		Working Paper Three		Assessment Report		OMP
Guiding Principles	→	Descriptive theses from caseflow focus groups, interviews, client focus groups, data analysis, and facilities assessment	→	Needs inventory Options Forecasting	→	Implications for facilities, staffing, service delivery, and other resources.	→	Recommendations, for the OMP and other action initiatives

Critical to completion of this Operational Master Plan was outreach to the broad spectrum of stakeholders. This was achieved through a series of focus group sessions, which included communication from families involved in the Family Law System, from Juvenile Offenders, from youth in foster care system, from parents involved in the dependency system, from attorneys involved in cases involving youth, from youth and families involved in therapeutic courts and from social service providers.

It was within this framework that the Operational Master Plan has been developed and goals identified to guide the children-family justice system in the years ahead.

Chapter 2: Overview of Juvenile and Family Court

There are several ways in which children and families come into contact with the court system. This chapter provides an overview of the various case types that involve children and families and how the court organizes its juvenile and family operations.

Family Court

Unified Family Court (UFC) handles all family law matters where children are involved, including divorce or legal separation with children, parenting issues, paternity, adoption, support issues and modifications, domestic violence and some dependency matters.

UFC also has an intensive case managed program which combines cases and hearings for difficult and/or multiple cases involving the same family. The types of cases are referred to as UFC case managed, to differentiate them from mainstream UFC family law cases. UFC cases are initiated with the filing of documents, either directly by the parties, or by hired counsel. Litigants who do not use attorneys are known as pro se litigants. A judge is assigned at the time of filing. Pretrial activity for contested cases often includes multiple hearings conducted by Family Law Commissioners. Other pretrial actions include the development of a temporary parenting plan and the establishment of temporary orders, including restraining orders and child support. In many cases, mediation of these matters is necessary between the parties. A parent divorce seminar is required of all petitioners for dissolution who have children. After trial, the parties sometimes must return to court to enter final documents; alternatively, the judge may be able to fill out those documents immediately after the trial has concluded, while the parties are still present in the courtroom. Any modifications to the parenting plan or child support agreement are considered to be a new proceeding and parenting plan modifications can be requested (with strict legal requirements) while a child is still covered by the parenting plan (usually until the child reaches age 18), while support modifications can be requested up until the time the child either reaches age 18 or is no longer dependent on the parents.

Intensive Case Managed Family Law Cases

The UFC intensive case management program combines court actions and hearings for matters involving the same family and allows for coordination and judicial oversight of evaluations, social services, and follow-up. UFC case managed cases usually begin as regular UFC family law cases and continue along the UFC track until they are referred to a case manager for review and possible designation as an intensive case management case. Anyone involved in a case (judges, lawyers, social workers or the involved parties) can refer a case for consideration as an intensively case-managed case. Referral can occur at any stage in a case.

There are a number of criteria for designating a case managed case. The family must have other specific types of pending cases, and those cases must have a trial date at least five months away. The particular cases involving a family that are linked with the divorce/custody case include: paternity cases; dependency cases; civil domestic violence protection orders; and Becca law matters, including at risk youth (ARY), children in need of services (CHINS), and truancy cases.

After acceptance into the program, the multiple family actions are either linked or consolidated,

and then assigned to one judge. That judge may allow pretrial motions to be brought before a regular court commissioner. The case manager assists litigants in obtaining services or resources, reports any issues of noncompliance to the Court, and sets review hearings when necessary, allowing for intensive judicial oversight.

There is staffing capability for 50 case managed cases by each case manager at the downtown Seattle courthouse and the Kent courthouse. The referrals to the program are double the number ultimately accepted into the program. For cases that are accepted, the originally assigned UFC judge will usually keep the case throughout the process.

Family Law Locations, Facilities, Judicial Cadre and Staffing

UFC mainstream and case managed cases are heard at both the downtown Seattle and Kent courthouses. A self-help center for family law cases, called the Family Law Information Center (FLIC) exists in the RJC but not in the Seattle courthouse. The RJC has a drop-in child care center, while Seattle does not. In the Seattle courthouse, the various offices that a litigant might need to access in order to file motions, working papers, or requests for emergency orders are on different courthouse floors. Both the Seattle and RJC sites are served by public transit. No family law cases are heard at the Juvenile facility. A domestic violence protection order advocacy program is located in the downtown Seattle courthouse. Law library services are available at both the RJC and downtown Seattle courthouse.

There are seven UFC judges, including one Chief Judge, and five family law commissioners hearing cases in the two facilities. Judges are rotated through family law.

Each judge has a bailiff, and a courtroom clerk is assigned for recording minutes and handling exhibits. The seven UFC judges and one dependency judge collectively utilize four civil case specialists and two case managers who work with clients on case matters.

Family Court Services serves all judicial officers and provides education, mediation, evaluation, domestic violence assessments, Child Protective Services status reports, limited adoption services, and conciliation counseling for children and families involved in family court. Family Court Services also provides emancipation reports and administers the mandatory parent seminar. This seminar is required of all divorcing families where children are involved. The staff of Family Court Services includes social workers, facilitators, and support staff.

Juvenile Court

Juvenile Court has jurisdiction over juvenile offender, dependency, and Becca case types. Juvenile Court also oversees juvenile drug court, juvenile treatment court and family treatment court.

Juvenile Offender

If a juvenile (youth to age 18 years of age) is accused of committing an offense, the matter is referred by law enforcement to the prosecuting attorney and ultimately to the court. After reviewing the information provided by law enforcement, and based on the seriousness of the offense and the juvenile's criminal history, the prosecutor may divert an offender case or may

file a case with the court, charging a youth for committing the offense. If a case is filed, the juvenile goes to court for a series of hearings that typically lead to a finding of found guilty, pleading of guilt, or a finding of not guilty. Youth alleged to have committed an offense has a right to legal counsel, often provided by attorneys through the Office of Public Defense. The Office of Public Defense also provides legal counsel to most youth involved in Becca matters.

A Juvenile Probation Counselor (JPC) is assigned to the case at arraignment where the JPC meets with the juvenile. After the arraignment, the JPC administers a short assessment of the juvenile that covers issues such as substance abuse, mental health, the offender's living situation, and school. This provides a risk assessment to the judge of high, moderate, or low, for a recommended level of supervision. If a juvenile is placed on probation, the supervising JPC administers the full assessment. Many of the offenders who are assessed as medium or high risk are referred to one of three evidence-based programs – Multi-Systemic Therapy, Functional Family Therapy, or Aggression Replacement Training. The providers of these programs are located in Seattle and South King County.

At Risk Youth

Parents seeking the court's assistance in obtaining and maintaining control over their juvenile child can file an ARY petition. ARY petitions are filed when the juvenile is a runaway, is behaving in a way that endangers his/her health, safety or welfare; or has a problem with drugs and/or alcohol and there are no pending drug or alcohol offenses.

Children in Need of Services

Parents, youth or other interested parties may file a CHINS case. CHINS actions are filed when a juvenile requires a temporary out-of-home placement and is a runaway, is behaving in a way that endangers his/her health, safety or welfare, or needs other services.

Truancy

School districts initiate truancy actions when a juvenile "skips" school seven times in a month or ten times during the school year. A truancy petition can be filed on the child or the parent or both.

Dependency and Termination

A dependency petition may be filed if a child has been abandoned, abused or neglected, or has no parent, guardian, or custodian capable of adequately caring for the child. The Department of Social and Health Services file most petitions pursuant to a Child Protective Services (CPS) investigation. If a child is found to be dependent by the court, decisions made in the case are based on the best interests of the child and focus on having the child in a permanent placement within 12 months of the petition being filed.

Juvenile Court Locations, Facilities, Judicial Cadre and Staffing

- **Juvenile Offender:** All juvenile offender matters are heard at the Youth Services Center (YSC). The county's sole juvenile detention center is located adjacent to the court facility in central Seattle. No juvenile offender matters are heard at the RJC. There are no youth holding facilities at the RJC.

There are four juvenile offender case judges located at the YSC, including the chief judge. Juvenile court has one juvenile probation counselor for every 25 cases and 12 intake juvenile probation counselors.

YSC courtrooms are outdated and do not conform to current courtroom standards. YSC does not offer private meeting space where families can meet with providers or attorneys. Parking is inadequate for demand, food is not available on site, public transit options are limited and daycare is not offered for parents/families utilizing the facility. There are neither urinalysis testing services nor service provider spaces on site.

- **Dependency and Termination Cases:** There is one judge and two juvenile court commissioners assigned to hear dependency and termination cases, with additional judicial officers assigned to hear dependency and termination cases as needed. Other judicial resources are utilized for dependency and termination cases as needed. Judges hear dependency and termination trials and hearings at each of the court facilities, Seattle courthouse, YSC and at the RJC. Juvenile court commissioners who hear dependency and termination matters do so at YSC and RJC.

Court Appointed Special Advocates (CASAs) are volunteers who represent the best interests of the child in dependency matters. About 60% of all dependency cases have appointed CASA volunteers.

- **Becca Cases:** ARY, CHINS and truancy cases that make up Becca cases are heard by one assigned juvenile court commissioner at both YSC and RJC. Depending on the case type, a truancy facilitator, ARY/CHINS facilitator and cases managers may be available to assist. In addition, some Becca cases may result in the youth being ordered to detention.

Therapeutic Courts

In partnership with the King County Department of Community and Human Services, the State of Washington Department of Social and Health Services, and its community providers, Superior Court operates three different therapeutic courts: Juvenile Drug Court, Juvenile Treatment Court and Family Treatment Court, each of which targets a specific population. These programs closely monitor client participation in substance abuse and mental health treatment.

- **Juvenile Drug Court** provides substance abusing juvenile offenders and their families with weekly court appearances before an assigned judge. A team closely monitors each participant to assure that comprehensive treatment and support services are received and completed. Graduation ceremonies are conducted for youth that successfully complete the program and the substance related criminal charge is dismissed.
- **Juvenile Treatment Court** targets juvenile offenders with co-occurring mental health and substance abuse problems by providing services, which include early assessment, evidenced-based treatment, advocacy teams and a trained mentor. A team and assigned judge meet at least monthly with participant youth and their families. Upon program completion, substance abuse related criminal charges are usually dismissed and support services continue to be provided within the community.

- **Family Treatment Court** works with families in dependency cases that involve parental substance abuse by providing parents with frequent court appearances, judicial monitoring of the family's treatment progress and the support of a non-adversarial team. Successful completion of Family Treatment Court results in safe and permanent homes for children, either through family reunification or an alternative permanent placement.

The therapeutic courts conduct hearings at YSC only. There are three judges who hear treatment cases although these are not full time assignments. The therapeutic court judge has one treatment liaison and one additional support staff. In addition, these courts have access to treatment services.

Ex Parte

The Ex Parte and Probate Department operates daily in both the King County Superior Courthouse in Seattle and the King County Regional Justice Center in Kent.

Family Law cases have many points where Ex-Parte is utilized, including:

- Final orders in uncontested Dissolution and Legal Separation proceedings for both pro-se and represented parties (more than 2500 annually)
- Review hearings on Non-parental Custody petitions
- Default Orders not requiring notice
- Post-decree relief orders
- Issuing many agreed or uncontested orders in family law matters
- Initial applications to set Show Cause hearings and Orders to Show Cause
- Temporary Restraining Orders
- Domestic Violence Temporary Protection Orders
- Temporary Protection Orders in certain Harassment proceedings
- Emergency motions to amend or modify Protection Orders or Temporary Restraining Orders including short contested hearings
- Orders to waive filing fees to file any initial petition based on indigency

Additionally, Adoption Petitions are initiated and uncontested adoptions are finalized in ex-parte.

At the RJC, the Commissioner also receives Motions for Contempt, Arrest Warrants and Orders to Show Cause for At Risk (ARY) and Child in Need of Services (CHINS) Contempt motions.

The Ex Parte departments in Seattle and Kent enter several thousand orders each year in Family Law cases. Their involvement is instrumental in initiating cases, ensuring temporary protections and immediate relief, and finalizations of uncontested matters. Ex-parte is a necessary part of the Family Law court proceedings.

Technology

There is no comprehensive automated case management information system providing information to judges, commissioners and staff on each of the case types covering children and

family law (family law, dependency, juvenile offender, Becca and therapeutic courts). The only case automated case management system that covers all case types, SCOMIS/JIS, does not provide all the case management components necessary to appropriately manage cases. There are eight major information systems and 21 supplementary databases in use by Superior Court and justice partners. The five primary information systems include:

- SCOMIS/JIS is the statewide Superior Court Management Information System, provided by the Washington State Administrative Office of the Court. It is the legal docket for the case and covers all case types. It is the primary source of statistical data on family law and UFC cases. JIS is the person database related to SCOMIS cases and is the mechanism to compile cases related to specific persons.
- Electronic Court Records (ECR) is the document management system for the courts and handles images of the legal case file. All case types are included.
- King County Case Management System (KCMS) is the case management database for family law and dependency cases that are assigned to judges.
- JUVIS/JCS is the statewide juvenile court information system. It contains information on dependency, offender, and Becca cases and draws its data from SCOMIS. King County does not use JUVIS/JCS for daily operations, as the state is not currently able to provide the data required by King County for daily operations
- JJWEB is the King County Juvenile Justice information system. It covers offender cases but not dependency or Becca cases.

Each of the above systems has a distinct function and purpose. None are duplicative in nature, though because of a lack of data integration, duplicative data entry most certainly occurs.

It should be noted that other agencies – such as, Office of Public Defense, Department of Social and Health Services, schools, service providers, and Department of Community and Human Services – have automated systems to support their operations involving children and family court. However, information is not readily shared across these systems.

Chapter 3: OMP Building Blocks

With input from numerous stakeholders and guidance from the Cabinet Oversight Group, the OMP consultants produced a series of working papers that covered the following building blocks: Guiding Principles, Inventory of Needs, Caseload Forecasting, Options, and Preferred Packages, and Common Elements for All Packages.

Guiding Principles

There are many competing priorities and interests for delivering justice services to children and families. Early in the project, it was important to reach general agreement about a set of guiding principles for shaping and assessing potential OMP recommendations. Five major guiding principles emerged after extensive stakeholder interviews and discussions with the Cabinet Oversight Group.

- **Accessibility:** For children and family, the justice system should be convenient, timely, and affordable. Accessibility to the justice system should minimize the burden to users in terms of transportation, childcare, impact to employment, unnecessary hearings, and other potential barriers. In addition, services necessary to resolve their court matters should be accessible and, if appropriate, provided to them before they leave the courthouse.
- **Understandability:** For families to participate effectively in developing appropriate and achievable resolutions to their own cases, the court process should be understandable to them. One element of this principle is that families should understand the terminology used in the court, what they are being ordered to do, and the consequences of their decisions. Another element is to create an environment that is less intimidating, hectic, and confusing.
- **Comprehensiveness:** Families with multiple court cases pose special difficulties for the court system. Dealing with those multiple problems in a comprehensive and holistic manner is an important guiding principle. This principle applies to not only all of the legal matters involving the same family but also to the resulting treatment and support services.
- **Effectiveness:** The goal of the court system should be to produce better outcomes for families in King County. Various stakeholders, reflecting their respective professional perspectives, emphasized different and usually complementary elements within this overall goal. Another aspect of assuring effectiveness is to promote continuous improvement based on use of evidence-based practices and knowledge of the outcomes of children and family cases.
- **Cultural Competency:** All services provided to families and children through the justice system should be culturally competent. This includes ensuring that court processes are sensitive to the issues of language and culture; meeting the individual needs of families and children in terms of accessibility, income, and community; and using strength-based cultural resources and networks.

Throughout the OMP project, these five guiding principles were a constant reminder of the desired future as current practices were examined, options were developed, and recommendations were formed.

Inventory of Needs

Another building block for this project was to understand the strengths and weaknesses of how justice and related-services are currently delivered to children and families. The OMP consultants interviewed additional stakeholders, held case flow sessions with those who work in the system, and conducted focus groups with youth and families who have experience with the court system. Consistent with the guiding principles, this wealth of information was organized into seven categories of needs summarized below:

Litigant Access and Convenience

The court process itself can impose significant burdens on some litigants. In particular, three aspects of the legal process were noted as burdensome: (1) the length of time from the start of a case to final resolution or disposition; (2) the time spent waiting in court for a case to be called on hearing days; and (3) the number of times that an event in a case is scheduled to take place but does not happen when scheduled. Continuances are another source of cost, wasted time and frustration for litigants. The burden that the court process can impose is magnified by the time and expense of traveling to court via this region's overloaded transportation systems.

Litigant Knowledge and Understanding

For families to participate effectively in developing appropriate and achievable resolutions to their own cases, the court process needs to be understandable to them. Litigants need to know how to navigate the process; fill out forms; learn their legal rights; understand the consequences of choices they have to make; and learn about available treatment programs and other services.

In family law cases, pro se litigants are common. Their ability or inability to navigate the process can affect the length of the process, the workload of the judges and other system actors, and the case outcomes, both legal and human. Many case processes are not intuitive and can pose unnecessary obstacles for pro se litigants. More information to pro se litigants is needed, both as to their legal rights and as to what to expect in the court process.

Coordinated Court Responses to Multiple Family Problems

Currently, families with multiple court cases will likely have each case proceed on separate legal tracks, each potentially involving separate judges, attorneys, case managers, and court-imposed conditions. The exceptions are those families involved in the UFC intensive case management program, which coordinates multiple cases. This program, however, is limited to certain types of cases and in the number of available slots.

Outside of the UFC intensive case management program, the potential consequences from not coordinating cases involving the same family include inconsistent or conflicting court orders (related to such serious issues as child custody or visitation), overburdening families, and difficulty in understanding the various court process and their implications.

In addition, the therapeutic court programs are designed to provide more intensive services for a particular case type – dependency for the Family Treatment Court and juvenile offender for the Juvenile Treatment Court and Juvenile Drug Court. The programs do not coordinate other cases involving the family or juvenile.

It should be noted that there are significant legal, logistical, and resource challenges with coordinating or consolidating different types of cases. Beyond technology solutions, work processes will need close examination to define and resolve these challenges.

Effective Service Delivery

Focus groups with youth and families revealed several potential needs with the current system for referring and delivering services. Their comments should be read with the understanding that the number of participants in the focus groups represents a small fraction of the clients involved in the court system. Nonetheless, their perspective is crucial and tends to parallel the research about effective practices.

Some participants felt that the courts were too automatic in determining what services to order, chosen from a set, limited menu. Another concern was that some treatment providers assume that everyone has the same problem without investigating the particular circumstances of the individual program participants and whether the program is appropriate to their needs. Treatment services, counseling, and education must be tailored to the specific needs of the parties. This was a consistent theme across the focus groups.

Participants also noted several barriers to accessing services, including long waiting lists, costs of services, and transportation. In addition, some participants expressed a concern about becoming overloaded with the number of services they may be required to attend.

Coordination also needs to occur across services systems, including identifying the target populations and goals of each program; identifying potentially overlapping clientele and conflicting performance goals; developing mechanisms for information exchange to identify families involved with more than one program; and developing mechanisms to coordinate the services provided to the family.

Adequate Staffing and Other Resources

There are areas of the court process that are driven by limitations of staffing and other resources. One key area is technology. The numerous disparate technology systems have many shortcomings, particularly with respect to supporting the need to identify families involved in multiple cases and coordinating across these cases. While JIS provides the basic functionality of identifying families with multiple cases, utilization is not consistent throughout the court. Staffing is another potential limitation in terms of the ability to expand UFC intensive case management and the training and support needed to assist litigants.

Accessible Court Facilities for Litigants, Families, and Justice System Actors

It is a fundamental concept that facilities/space should support services and that deployment patterns should be determined by service delivery priorities. Three facility-related needs were highlighted:

- Each of the three current court locations – downtown Seattle, Regional Justice Center, and Juvenile Court – accommodate different case types involving children and families. For example, juvenile offender cases are handled only at Juvenile Court; family law cases are handled at the Regional Justice Center and downtown Seattle; and dependency cases are heard in all three locations. In addition, crucial services in support of the court system are not provided uniformly at each site (e.g., juvenile detention, childcare, paternity testing) or not provided at any site (e.g., urinalysis). Parking and transportation are difficult to all three sites.
- While the Facility Master Plan will examine in depth the need for work spaces, a preliminary review noted many deficiencies with the courtroom and support spaces at Juvenile Court.
- Law enforcement, particularly from South King County, expressed a concern about the amount of time it takes to transport a youth to the juvenile detention facility at Juvenile Court. The need for more convenient assessment centers is also an important consideration.

Effective Outcomes for Children and Families

There is broad agreement among system actors that the ultimate goal of the justice system should be to produce high quality decisions for children and families in King County. The court, law enforcement, prosecution, defense, social services, probation, and treatment providers all play a role in the decision-making process. However, there needs to be consistency and coordination across the various agencies involved with these children and families. Some focus group participants raised concerns about the quality of decisions. Effectiveness is also diminished when the court process takes too long or the reason for the outcome is not well understood.

Caseload Forecasting

The OMP provides a long-term outlook for operations and services related to cases involving children and families. A workload forecast is a key building block for the OMP. The consultants produced a forecast of caseload and judicial need through 2020 and noted the many unknown factors that could impact this forecast. (Please refer to the Assessment Report for a full discussion of the workload forecast.) The results are highlighted below.

While this forecast indicates the overall magnitude of potential future workload, it is not intended to provide a precise or detailed measurement. Given the limited time and availability of data, caseloads were used as the indicator for workload. Caseloads do not take into account other factors, such as the number of hearings per case and the complexity of the case, that affect the actual work involved. Consequently, for some types of cases, the decline in caseloads over the last decade in King County may not reflect what is experienced in the courtroom.

However, the forecast of caseloads indicates overall that the increase in workload is likely to be modest. Based on projected population increases and filing rates per 100,000 population, an 11 percent increase in caseloads and workloads is projected from 2005 to 2020.

Workload Forecast

Case Type	2005			2010			2020		
	North	South	Total	North	South	Total	North	South	Total
Paternity	1,320	920	2,240	1,369	953	2,322	1,493	1,040	2,533
Civil DVPO	1,295	982	2,277	1,343	1,018	2,361	1,465	1,110	2,575
Family Law (kids)	1,838	1,342	3,180	1,906	1,391	3,297	2,079	1,518	3,597
Family law (no kids)	3,089	1,567	4,656	3,203	1,624	4,827	3,494	1,772	5,266
ARY/CHINS	192	207	399	199	215	414	217	234	451
Truancy	725	1,078	1,803	752	1,117	1,869	820	1,219	2,039
Dependency	342	253	595	355	262	617	387	286	673
Terminations	176	116	292	183	120	303	199	131	330
Juv. Offender	4,085	0	4,085	4,235	0	4,235	4,620	0	4,620
Subtotal w/o Offender	8,977	6,465	15,442	9,309	6,699	16,009	10,154	7,311	17,465
Total w/ Offender	13,062	6,465	19,527	13,544	6,699	20,244	14,774	7,311	22,085

Assuming this increase of caseload and judicial workload, the following judicial officer needs were forecasted:

- The total number of judges, excluding juvenile offender related judges, could be expected to grow from the current 14.5² to 16.4 in 2020.
- The total number of commissioners could be expected to grow from the current 9 to 9.62 in 2020.
- The number of judicial officers needed for juvenile offender cases could be expected to grow from 4.75³ to 5.37 in 2020.

As judges are added, a corresponding cadre of court staff will be needed. Further, there may be associated staffing implications for other organizations such as the Prosecuting Attorney, defense, or Attorney General staff as workload grows.

These forecasts must also be considered in the context of future statutory and policy changes. These changes can influence the ways that different types of cases are handled and the potential impact on workload. A forecasting work group consisting of court staff and the county project managers identified some of the potential policy changes on the horizon that, if adopted, could influence caseloads. The potential impacts of those changes cannot be projected with any degree of certainty. These projections could also be substantially affected by any changes in assumptions about filings/workload per judicial officer, by changes in filing rates for all cases or for specific case types, or by changes in the location of services. As noted later in this report, the proposed Facility Master Plan may include a refined forecast that will take into account many of the limitations discussed in this section.

² There are 19.25 total judicial officers in 2006 for children and family matters. The 14.5 figure is arrived at by subtracting the 4.75 (Chief juvenile judge and four juvenile offender judges) from the 19.25 total.

³ 4.75 is the total number of juvenile offender judges, including the Chief juvenile judge.

Potential Options for Meeting Identified Needs

The next building block in the OMP project was the development of an extensive list of over 60 potential options for meeting the major needs identified from stakeholder interviews and focus groups. The OMP consultants created an initial list of potential options and expanded it with suggestions from the Project Workgroup and Cabinet Oversight Group. The Cabinet Oversight Group ordered the options based on those that they were most interested in exploring further. While the top nine options are outlined below with the associated need category, the remaining options contain many useful suggestions and should be referenced as agencies move forward with further planning and implementation. The complete list of potential options is included in the attached Assessment Report.

Litigant Access and Convenience

- Improve case management to reduce the need for continuances by assuring that: (1) the necessary information for each hearing, including assessments, chemical tests, etc., is produced in a timely manner; and (2) that all the necessary system professionals are all available and present at hearings.
- For all case types, develop methods to identify multiple cases involving a single family and coordinate the progress of related cases.

Coordinated Court Responses to Multiple Family Problems

- Create a comprehensive Unified Family Court, with the following characteristics: (1) inclusion of the following case types: family law; dependency; termination of parental rights; adoption; paternity; guardianship; civil domestic violence protection orders; juvenile offender; juvenile status offenses (Becca cases); and misdemeanor domestic violence; (2) one family/one judge; (3) judges elected or assigned to the family court; (4) trained teams of prosecutors, defense attorneys, and social workers; (5) case managers to monitor the progress of every family; (6) a comprehensive social service network; and (7) outcome oriented performance measurement.

Adequate Staffing and Other Resources

- Develop an automated case management system that is capable of identifying and providing complete information on all the cases involving a family. Two obstacles that have to be overcome are (1) confidentiality requirements and how to maximize information exchange within those requirements; and (2) a means to develop common identifiers across cases that may involve parties with different last names.

Litigant Knowledge and Understanding

- Simplify the parenting plan by identifying the parts of the plan that are the most difficult to complete or tend to be the most contentious and either simplify the requirements or provide special assistance to parties in completing those parts.
- Identify and eliminate or simplify procedures that litigants have the most difficulty understanding.

Effective Service Delivery

- For some types of services, connect people to services before they leave the courthouse, to improve compliance with court ordered services. The court should identify those services and assure that provider staff are available in the courthouse to meet with clients after their hearings. This will require space in the courthouses for provider staff.
- For families with multiple court cases, develop a means to: (1) coordinate treatment programs for an individual to assure consistency and appropriateness; and (2) continually assess an individual's progress and move an individual from one program to another when a program appears to be failing to meet an individual's needs.

Accessible Court Facilities for Litigants, Families, and Justice System Actors

- Build an entire family law facility to include UFC family law, the UFC intensive case management program, juvenile offender, dependency, Becca cases, and the therapeutic courts. The new facility could also house an assessment center and treatment programs. Some have a vision of a "campus" with all services available in one place, to meet adjacency needs.

Preferred Packages

While the options provided many valuable ideas, the OMP consultants combined several of the COG's priority options into a set of nine packages. The COG then chose four of these as preferred packages. The original nine packages were organized according to two key dimensions – case management and service delivery approach – each consisting of three concepts.

Three case management concepts considered by the COG include:

- Unified Case Management – Multiple cases involving a family are resolved by the same judge (as described later in this section);
- Coordinated Case Management – Different types of cases involving families and children processed separately but coordinated through effective information exchange among the judges to assure consistency of orders and avoid duplicated, conflicting, or overly burdensome requirements (maintaining the UFC intensive case management program at its present level and scope); and
- Discrete Case Management - Each type of case involving families and children processed independently, even for families with multiple cases.

The COG also considered three service delivery concepts involving families and children:

- Centralized Service Delivery - One new full-service family court and support services facility, as described in detail later in this section, to handle all types of cases involving families and children;
- Regional Service Delivery - Two full-service sites to handle all types of cases involving families and children, one site at an expanded RJC, and one new full service site to replace the YSC, with juvenile detention at both sites; and
- Dispersed Service Delivery – Essentially maintaining the present configuration but with the facility issues at the YSC addressed, with juvenile offender cases limited to the YSC

and juvenile detention center and other types of cases involving families and children divided among other court sites.

The following matrix summarizes the features of the nine resulting option packages. Note that each of the packages contemplates addressing the facility deficiencies at the current Juvenile Court facility.

Service Delivery Case Management	Centralized Service Delivery <ul style="list-style-type: none"> One full service site New family court and support services facility 	Regional Service Delivery <ul style="list-style-type: none"> Two full service sites YSC replaced with a new full service family court Juvenile detention at both sites 	Dispersed Service Delivery <ul style="list-style-type: none"> Multiple sites with varying functions Address YSC Facility Needs
Unified Case Management <ul style="list-style-type: none"> Cases treated as a single unit 	Package 1 <ul style="list-style-type: none"> All family cases heard in a single location All cases for a single family processed as a single case Connection to service providers on site Assessment capability, juvenile detention on site 	Package 4 <ul style="list-style-type: none"> All family cases heard in each of two locations All cases for a single family processed as a single case Connection to service providers at each site Assessment capability, juvenile detention at each site 	Package 7 <ul style="list-style-type: none"> Multiple court locations with all case types heard in every location All cases for a single family processed as a single case Connection to service providers not available in every site Juveniles in detention transported to some locations for hearings
Coordinated Case Management <ul style="list-style-type: none"> Cases processed separately with coordination to assure consistency of results UFC intensive case management program maintained at its present level 	Package 2 <ul style="list-style-type: none"> All family cases heard in a single location Cases involving a single family processed as separate cases but coordinated Connection to service providers on site Assessment capability, juvenile detention on site 	Package 5 <ul style="list-style-type: none"> All family cases heard in each of two locations Cases involving a single family processed as separate cases but coordinated Connection to service providers at each site Assessment capability, juvenile detention at each site 	Package 8 <ul style="list-style-type: none"> Multiple locations, with not all case types heard at all locations Cases involving a single family processed as separate cases but coordinated Connection to service providers not available in every site Juvenile offender cases limited to court sites attached to juvenile detention
Discrete Case Management <ul style="list-style-type: none"> Each case type processed independently 	Package 3 <ul style="list-style-type: none"> All family cases heard in a single location Cases involving a single family processed as independent cases Connection to service providers on site Assessment capability, juvenile detention on site 	Package 6 <ul style="list-style-type: none"> All family cases heard in each of two locations Cases involving a single family processed as independent cases Connection to service providers at each site Assessment capability, juvenile detention at each site 	Package 9 <ul style="list-style-type: none"> Multiple locations, with not all case types heard in all locations Cases involving a family processed as independent cases Connection to service providers not available in every site Juvenile offender cases limited to court sites attached to juvenile detention

To arrive at a set of preferred packages, the COG reviewed each package and as a group consistently expressed an interest in providing a more coordinated response to families involved

in multiple cases and in moving toward one or more full service sites. Consequently, Packages 1, 2, 4, and 5 define the range of directions that meet this interest. Moreover, the COG noted that today the court system operates somewhere between Packages 8 and 9 and dubbed the status quo as Package 8.5.

The preferred packages are concepts along a continuum of practices and are not necessarily practical or desirable to implement in their purest forms. The Assessment Report reflects the COG discussion about potential variations or hybrids that might better fit King County. The Assessment Report also contains a more detailed discussion and analysis of the preferred packages. The assessment of each package includes: (1) how well it satisfies the guiding principles and selection criteria articulated by the COG; and (2) its resource implications.

The following table includes a summary of this assessment for each package:

Package 1: Unified Case Management in a Single Full Service Site	
Concept	<ul style="list-style-type: none"> • UFC: Combine all case types involving the same family; one family/one judge; judges assigned to family court; specially trained teams of attorneys; dedicated case managers; comprehensive social service network; and outcome-oriented performance measures. • Full Service Facility: Comprehensive set of legal, social, and treatment services provided on site – for example, courts, support spaces, detention, childcare, food service, parking, supervised visitation, assessment, mental health services, adult holding cells, interview space, AFIS space, mediation, UA and paternity testing, large training room, law library, and treatment services
Variations	<ul style="list-style-type: none"> • UFC: A) Limit the case types that are combined to those that most frequently overlap. The remaining case types are coordinated. For example, juvenile offender cases could be coordinated after disposition. B) Target unified case management to the families that would most benefit. Cases for families not served by unified case management would be coordinated. • Full Service Facility: Do not provide treatment on site; instead focus on assessing and linking youth and families to services.
Assessment	<ul style="list-style-type: none"> • Overall, this package is tailored to focus on the whole family and support many of their needs before they leave the facility. • As a single site, it would provide economies of scale for most agencies. However, it will pose significant difficulties for the family law attorneys whose offices tend to be set up near the RJC and downtown. • As a single site, this package is least accessible in terms of travel time. The current YSC is particularly not well served by public transit. • Once on site, service accessibility is convenient. Through combining cases, families may have fewer hearings. A single site will best be able to support a full set of services. Overall, this could reduce the number of trips for families. • Building and operating one full service facility would be less expensive than two. • Expanding UFC intensive case management will require more case managers and other support staff, although offsetting savings are not known at this time. • No jurisdiction has adopted a pure UFC model. Achieving this package would require analyzing current work process and outlining improvements that could be phased in. Technology improvements are also necessary.
Package 2: Coordinated Case Management on a Single Full Service Site	
Concept	<ul style="list-style-type: none"> • Coordinated Case Management: Processing different types of cases involving the same family as separate cases but coordinating court orders and case outcomes through sharing information among affected judges. • Full Service Facility: Comprehensive set of legal, social, and treatment services

	<p>provided on site – e.g., courts, support spaces, detention, childcare, food service, parking, supervised visitation, assessment, mental health services, adult holding cells, interview space, AFIS space, mediation, urinalysis and paternity testing, large training room, law library, and treatment services</p>
Variations	<ul style="list-style-type: none"> • Coordinated Case Management: As noted in Package 1, there could be variations where some cases or families are assigned to unified case management and the remaining cases are coordinated. • Full Service Facility: Do not provide treatment on site; instead focus on assessing and linking youth to services.
Assessment	<ul style="list-style-type: none"> • Overall, this package is major improvement in focusing on the whole family (albeit not as comprehensive as Package 1 and would support many of their needs before leaving the facility. • As a single site, it would provide economies of scale for most agencies. However, it will pose significant difficulties for the family law attorneys whose offices tend to be set up near the RJC and downtown. • As a single site, this package is least accessible in terms of travel time. The current YSC is particularly not well served by public transit. • Once on site, service accessibility is convenient. A single site will best be able to support a full set of services. Unlike Package 1, families would not benefit from a reduction in hearings but still could experience fewer trips due to the availability of services on site. • Building and operating one full service facility would be less expensive than two. • The coordinated case management model is less staff intensive than the unified case management model, although implementing coordinated case management will still require additional support staff. • Achieving this package may be easier in the short term than packages involving unified case management. Some work process changes and staffing additional are required. Technology improvements are also critical.
Package 4: Unified Case Management in Two Full Service Sites	
Concept	<ul style="list-style-type: none"> • UFC: Combine all case types involving the same family; one family/one judge; judges assigned to family court; specially trained teams of attorneys; dedicated case managers; comprehensive social service network; and outcome-oriented performance measures. • Two Full Service Facilities (North & South): Comprehensive set of legal, social, and treatment services provided on site – e.g., courts, support spaces, detention, childcare, food service, parking, supervised visitation, assessment, mental health services, adult holding cells, interview space, AFIS space, mediation, UA and paternity testing, large training room, law library, and treatment services.
Variations	<ul style="list-style-type: none"> • UFC: A) Limit the case types combined to those that most frequently overlap but coordinate with other case types. For example, juvenile offender cases could be coordinated after disposition. B) Target unified case management to the families that would most benefit. Cases for families not served by unified case management would be coordinated. • Two Full Service Facilities: Do not provide treatment on site; instead focus on assessing and linking youth to services. Provide holding cells for juveniles in one of the two facilities and increase transportation runs between facilities. First implement one full service facility and then build and operate the second facility after having refined the approach and when supported by growth in workload.
Assessment	<ul style="list-style-type: none"> • Overall, this package is tailored best to focus on the whole family and support many of their needs before they leave the facility. • With two sites, the court and most agencies would find it more expensive to operate. However, it is better suited for the family law attorneys whose offices tend to be set up near the RJC and downtown. • With two sites, this package is more accessible than Packages 1 and 2 in terms of travel time. The current YSC is particularly not well served by public transit.

	<ul style="list-style-type: none"> • Once on site, service accessibility is convenient. Through combining cases, families may have fewer hearings. A single site will best be able to support a full set of services. Overall, this could reduce the number of trips for families. • Building and operating two full service facilities would be more expensive than one. For example, operating a second detention facility, establishing two administrative structures and smaller economies of scale would contribute to higher costs. • Expanding UFC intensive case management will require more case managers and other support staff, although offsetting savings are not known at this time. • No jurisdiction has adopted a pure UFC model. Achieving this package would require analyzing current work process and outlining improvements that could be phased in. Implementing these changes in two sites is more complicated than one site. Technology improvements are also necessary.
Package 5: Coordinated Case Management in Two Full Service Sites	
Concept	<ul style="list-style-type: none"> • Coordinated Case Management: Processing different types of cases involving the same family as separate cases but coordinating court orders and case outcomes through sharing information among affected judges. • Two Full Service Facilities (North & South): Comprehensive set of legal, social, and treatment services provided on site – e.g., courts, support spaces, detention, childcare, food service, parking, supervised visitation, assessment, mental health services, adult holding cells, interview space, AFIS space, mediation, UA and paternity testing, large training room, law library, and treatment services.
Variations	<ul style="list-style-type: none"> • Coordinated Case Management: As noted in Package 1, there could be variations where some cases or families are assigned to unified case management and the remainder are coordinated. • Two Full Service Facilities: Do not provide treatment on site; instead focus on assessing and linking youth to services. Provide holding cells for juveniles in one of the two facilities and increase transportation runs between facilities. First implement one full service facility and then build and operate the second facility after having refined the approach and when supported by growth in workload.
Assessment	<ul style="list-style-type: none"> • Overall, this package is major improvement in focusing on the whole family (albeit not as comprehensive as Packages 1 & 4) and would support many of their needs before leaving the facility. • With two sites, the court and most agencies would find it more expensive to operate. However, it is better suited for the family law attorneys whose offices tend to be set up near the RJC and downtown. • With two sites, this package is more accessible than Packages 1 and 2 in terms of travel time. However, given the mobility and complexity of some families, it may be logistically challenging for court staff to move all related cases to the most convenient venue. The current YSC is particularly not well served by public transit. • Once on site, service accessibility is convenient. Unlike Packages 1 & 4, families would not benefit from a reduction in hearings but still could experience less trips due to the availability of services on site. • Building and operating two full service facilities would be more expensive than one. For example, operating a second detention facility, establishing two administrative structures and smaller economies of scale would contribute to higher costs. • The coordinated case management model is less staff intensive than the unified case management model, although implementing coordinated case management will still require additional support staff. • Achieving this package may be easier in the short term than packages involving unified case management. Some work process changes and staffing additional are required. Implementing these changes in two sites is more complicated than one site. Technology improvements are also critical.

Elements Common to All Packages

Five common elements appear in all packages selected by the COG: (1) improving litigant information and assistance; (2) work process improvements, including simplifying the process; (3) optimize the therapeutic courts; (4) provide a safe and secure environment for litigants, court staff, and the public; and (5) assure cultural competency. These elements are also OMP recommendations and are presented in more detail in the next chapter.

Chapter 4: Operational Master Plan Recommendations

The Superior Court Targeted Operational Master Plan is a roadmap for more effectively resolving the problems of children and families that are referred to the Court. The roadmap consists of eleven recommendations that emerged from extensive discussions with stakeholders; a review of current operations; and an analysis of caseload trends. Each recommendation described below includes a discussion of the need addressed by the recommendation, considerations that shaped the recommendation, and suggested next steps.

Recommendation 1: Coordinate Court and Service Responses to Families Involved in Multiple Court Cases

Need

Currently, families with multiple court cases will likely have each case proceed on separate legal tracks, each involving separate judges, attorneys, case managers, and court-imposed requirements. The exceptions are those families involved in the UFC intensive case management program, which serves a limited number of families and handles only certain types of cases. Outside of this program, families involved in multiple cases face a bewildering court process, the potential of inconsistent or conflicting orders, and uncoordinated and burdensome requirements for participating in services. Currently, there is limited automated capacity to identify or track cases involving the same family.

Recommendation Summary

- Combine or coordinate cases involving the same families so that their children and family legal matters and court outcomes can be dealt with consistently, comprehensively, and without unnecessary duplication.
- Improve coordination and communication among agencies responsible for assessing, referring, managing, and providing services to families complying with court-ordered service requirements.

Applicable Guiding Principles

Comprehensiveness

- Cases linked to provide comprehensive responses to multiple family problems.

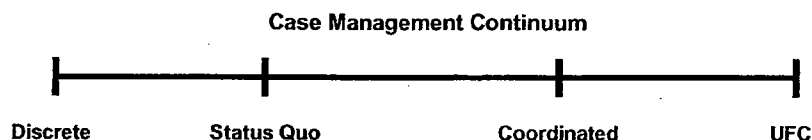
Understandability

- Make the court system more personalized and less intimidating, hectic, and confusing.

Considerations

The following diagram illustrates that, in practice, case management is a continuum. No jurisdiction operates purely at the extremes of the continuum. King County currently has the UFC Intensive Case Management Program for a limited number of cases. Moreover, for other cases, coordination occurs informally or not at all. The diagram also illustrates that moving towards coordinated or unified case management represents a substantial improvement over status quo.

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Coordinated Case Management: A coordinated case management system would put in place formal mechanisms, practices, and protocols for identifying all the cases with which a family is involved and for sharing information among judicial officers from each these cases. While it may be possible to manually identify and track these cases, an automated case management system is crucial. Additional court case managers may be necessary to support the sharing of information among judicial officers, particularly for the more complex cases. Development of protocols (e.g., information sharing) and training for attorneys, social workers, probation counselors, Becca case managers, and other affected staff is a prerequisite for coordinating service requirements.

Unified Case Management: At one level, the concept of unified case management is simple. One judge is assigned to hear all of the cases in which a family is involved. However, beyond this feature, there could be significant differences in how unified case management could be implemented. In particular, key questions include:

- Which types of cases should be included – family law; dependency; guardianship; termination of parental rights; adoption; paternity; civil protection orders; juvenile offender; juvenile status offenses (truancy, ARY, and CHINS)? For example, juvenile offender cases may be excluded (but coordinated) until disposition.
- How is eligibility for UFC determined?
- Should all families with multiple cases be served or those with the most difficult problems? Under what circumstances would unified case management most contribute to positive family outcomes?
- To what extent are cases combined vs. linked (where cases could have separate attorneys and proceed on separate tracks)? How does this impact the role of the attorneys and staffing?
- Are cases assigned to therapeutic courts included, coordinated, or tracked separately?

The answers to questions will determine where Superior Court's case management approach falls in the continuum between coordinated and unified. It also determines the future scope of the current UFC Intensive Case Management Program. Any expansion of the current program will have budgetary impact to the court and involve complex work process improvements, addressing potential statutory requirements, developing regular and specialized training, implementing an automated case management system, and adding support positions such as case managers.

Since 2004, the Systems Integration Project⁴ has made progress in several areas related to this recommendation. These include:

⁴ The Casey Family Program, King County Superior Court, State Department of Social and Health Services, Educational Service District, King County Department of Community and Human Services, and other partners have joined together to promote increased cooperation, coordination, and integration for the benefit of children and families within the purview of the child welfare and juvenile justice systems.

- Developed a technology proposal that would allow tracking youth involved in the child welfare, offender, and potentially other systems.
- Published a legal analysis of what information can be shared across the dependency, offender, and education systems.
- Piloted a cross-systems training curriculum for probation counselors and case workers.
- Drafted protocols for probation counselors and case workers to coordinate cases involving the same youth and family.

Coordination of Services: Regardless of the case management approach, there is a need to extend coordination to the services children and families receive as a result of participating in the court process. For families with multiple court cases, develop a means to: (1) coordinate treatment programs for an individual to assure consistency and appropriateness; and (2) continually assess an individual's progress and move an individual from one program to another when a program appears to be failing to meet and individual's needs.

Next Steps

Near Term	<ul style="list-style-type: none"> • Determine preferred case management approach including which types of cases ideally would be 1) combined, 2) coordinated, or 3) separated. • Examine work processes to identify barriers and determine the policies, practices, and resources necessary to implement the preferred case management approach. • Determine technology requirements and resources needed to support preferred case management approach.
Mid Term	<ul style="list-style-type: none"> • Once resources (new and/or reallocated) are obtained, implement preferred case management approach. • Once resources (new and/or reallocated) are obtained, implement technology solution.
Long Term	<ul style="list-style-type: none"> • Review and adjust case management approach based on successes and challenges arising out of implementation.

Recommendation 2: Improve Litigant Information and Assistance

Need

The children-family justice system can be complex and confusing for litigants involved in resolving disputes. Far more must be done to improve the way information is provided to litigants, including how litigants are ultimately assisted. Families must be able to navigate the complexities of the legal system and understand the outcomes of each court session and the implications of the courts' rulings. They specifically need to know how to:

- Navigate the process
- Fill out forms
- Learn their legal rights
- Understand the consequences of choices they have to make
- Learn about available treatment programs and other services

Pro se litigants are common in family law cases. Their ability to navigate the process can affect the length of the process, the workload of the judges and other system actors, and the case outcomes, both legal and human. More information to pro se litigants is needed, both as to their legal rights and as to what to expect in the court process. Cultural differences and language barriers create additional barriers.

Recommendation Summary

- Develop specific improvements to litigant information and assistance based on a litigant survey;
- Examine feasibility of expanding the role and number of court staff to increase procedural advice to litigants in dependency, family law, Becca, offender, and other matters involving children and families;

Applicable Guiding Principles

Understandability

- Assure that families understand the terminology used in the court and what they are being ordered to do.

Cultural Competence

- Increase awareness and sensitivity to issues of language and cultural differences.

Considerations

A particular challenge is how far can the court really go in providing assistance to litigants. Legitimate concern is raised when assistance crosses into providing legal advice. This removes the court from its objectivity. Consideration must be given to where this threshold is, and to the extent assistance crosses over into providing legal advice, are there other methods of directing litigants to the services that they so much need.

Next Steps

Near Term	<ul style="list-style-type: none"> • Survey litigants and attorneys to identify a) the gaps between the information litigants need and the information that they are presently getting and b) the preferred options for addressing those gaps. • Assess survey results and examine innovative practices from other fields to develop an action plan with specific steps for improving litigant information/assistance; identify resources needed to implement action plan. • Convert existing procedural and way-finding information into the most commonly used languages. • Determine alternative sources where litigants might receive legal advice. • Improve the written and online materials available to litigants • Assess feasibility of expanding the role of the public defenders to provide assistance to indigent, pro se litigants in family law cases.
Mid Term	<ul style="list-style-type: none"> • Once resources (new and/or reallocation) are obtained, implement action plan • Develop ongoing mechanisms for feedback from litigants, attorneys, and other stakeholders to gauge impact of improvements, anticipate changes in litigant needs, and continually seek improvements • Expand the scope of facilitator staff, and staffing levels as appropriate, to

	<p>provide procedural advice to litigants in dependency matters as well as family law, Becca, and offender matters; and particularly in dependency matters to assist litigants post adjudication.</p> <ul style="list-style-type: none"> • Incorporate into the Facility Master Plan process the need to provide rooms where attorneys and caseworkers can meet privately with the parties, so that the families don't have to discuss their intimate problems in a public hallway or waiting room; and to provide work spaces for litigants to have online access at the court.
Long Term	<ul style="list-style-type: none"> • Regularly review feedback; if appropriate, modify or improve litigant information and assistance

Recommendation 3: Reduce Case Processing Delays

Need

There are often delays in the processing of a case, resulting in the need for continuances. Delays are both a great source of frustration and costly on the part of litigants, attorneys, judges and court staff. Actions that minimize delays and continuances are needed. Specifically, with regard to timeliness and predictability, the court and its system partners need to address the length of time from the start of a case to its final resolution or disposition; the time spent waiting in court for a case to be called on hearing days; and the number of times that an event in a case is scheduled to take place but does not happen when scheduled. Because cases cannot move forward until all of the needed reports and evaluations ordered by the court are completed, the reports and evaluations need to be completed and provided to the judge in a timely manner.

Applicable Guiding Principles

Accessibility

- Processes are convenient, timely and affordable to everyone
- Optimal outcomes with minimal appearances

Effectiveness

- Coordination of orders and the requirements placed on litigants
- Outcomes that address the causes as well as symptoms of problems

Recommendation Summary

- Improve case management; eliminate unnecessary or duplicative hearings, improve trial scheduling, and assure that judges have the necessary information to accomplish something at every hearing.
- Develop and utilize an automated case management system that is capable of identifying and providing complete information on all the cases involving a family.

Considerations

Improvements to case processing will require a concerted effort on the part of the court and its children and family justice players. Agreement about what needs to change, when to implement the changes and how to implement the changes will be necessary. A consistent concern from various stakeholders was the number of continuances which impact litigant travel and time lost from work or school. There is a need to assure that the necessary information for each hearing –

including assessments and chemical tests – is produced in a timely manner. It is also critical to have all the necessary system professionals available and present at hearings.

The multiple information systems involved in the justice system applies to all system players. Not only does the court utilize multiple information systems, the Prosecuting Attorney, Attorney General, public defenders organizations and Child Protective Services each have their own information systems. Two obstacles that have to be overcome are (a) confidentiality requirements and how to maximize information exchange within those requirements; and (b) a means to develop common identifiers across cases that may involve parties with different last names. Since 2004, the Systems Integration Project has developed a technology proposal that would allow tracking youth who are involved in the offender, child welfare, and potentially other systems.

Next Steps

Near Term	<ul style="list-style-type: none"> • Examine work processes and propose changes necessary to reduce processing delays, develop implementation plan, and identify needed resources. • Examine other issues such as completing court-ordered services that may be causing delays. • Determine technology requirements to support case processing changes.
Mid Term	<ul style="list-style-type: none"> • Once resources (new and/or reallocated) are obtained, implement case processing changes. • Once resources (new and/or reallocated) are obtained, implement technology solution.
Long Term	<ul style="list-style-type: none"> • Review and adjust case processing improvements based on successes and challenges arising out of implementation.

Recommendation 4: Optimize Therapeutic Courts

Need

Therapeutic courts (juvenile drug court, juvenile treatment court and family treatment court) are focused efforts by many parts of the justice system address critical issues for children and families. These distinctive courts work intensively with youth and families whose legal matters are exacerbated by drug and or alcohol abuse, or youth who have co occurring mental health matters along with substance abuse issues.

The court’s comprehensive approach and individualized case planning efforts require higher levels of coordination than mainstream cases in the juvenile or dependency systems. The recommended interventions should be individualized to meet the needs of families. Services should be coordinated among the various providers so that families are not overburdened or over scheduled with multiple providers. In some cases, connecting the family with a provider before leaving the courthouse will greatly assist clients in taking the necessary and often daunting first steps.

Therapeutic court cases should be regularly evaluated for success benchmarks so that individuals and families who need greater assistance or a different program can be moved to a better

program in a timely fashion.

Considerations

Use of the therapeutic courts has grown in the last few years. The court and its system partners are nearing a point of decision regarding the size of the therapeutic courts. In addition to developing and initiating work process improvements that coordinate client treatment programs and assessing an individual's progress, an evaluation of the programs should occur. Therapeutic courts' case processing is much more expensive than handling cases in a mainstream fashion, with a trade-off of reduced recidivism. However, the savings in recidivism may accrue to other than the agency paying for the therapeutic court case processing. Gathering and analyzing the data around the therapeutic courts will inform the subsequent policy discussion and decisions. Consideration should also be given to the approach developed by Reinvesting in Youth for capturing savings accrued by agencies other than one implementing the service.

One of the key lessons gleaned from the recent process evaluation of the adult drug diversion court is the need to gather and analyze program data so that the programs can be refined and improved, with the goals of increasing graduation rates, shortening time to graduation and reducing recidivism. Additionally, developing and implementing an assessment tool that would assist in customizing levels of supervision for participants and help identify likelihood of successful treatment outcomes.

Applicable Guiding Principles

Comprehensiveness

- Cases linked to provide comprehensive responses to multiple family problems
- A comprehensive, coordinated service network

Effective

- Coordination of orders and the requirements placed on litigants.
- Outcomes that address the causes as well as symptoms of problems.

Recommendation Summary

- Gather and analyze therapeutic court data.
- Conduct policy discussions to develop a sustainable approach to determining the size and funding for therapeutic courts.
- Establish and implement sustainable approach for therapeutic courts.

Next Steps

Near Term	<ul style="list-style-type: none"> • Convene a policy discussion with system partners, both internal to King County and at the state level, to develop a sustainable approach to determining the size and funding for therapeutic courts. • Gather and analyze therapeutic court data.
Mid Term	<ul style="list-style-type: none"> • Implement sustainability approach for therapeutic courts.
Long Term	<ul style="list-style-type: none"> • Review and adjust sustainability approach based on successes and challenges arising out of implementation.

Recommendation 5: Provide Case-Related Services On-Site

Need

In addition to the actual in-court proceeding, there are numerous court-related services that if readily accessible help move the case through the procedural steps necessary to bring the case to resolution. These include the services of interpreters for form preparation or for in-court proceedings; urinalysis; paternity testing; assistance with forms completion; mediation and facilitator services; supervised visitation capacity; juvenile detention; and juvenile probation. In addition, court orders often require specific next steps, as they relate to a child or family, and it is critical that litigants arrange for all necessary services before they leave the facility in which the litigants have gathered and the decisions have been made. This issue is addressed in Recommendation #6.

Recommendation Summary

- Incorporate into FMP process all needs associated with providing court related support services on site.
- Implement new services on site, once facility is available.

Applicable Guiding Principles:

Accessibility

- The justice system should be convenient and timely
- Court-related services should be provided on the same site as the court facility

Comprehensiveness

- Assure that all of the court-related support services necessary for the court case are available when needed, in the courthouse if possible

Considerations

There is general agreement that those services directly related to the case processing through the system are best provided at or near the court setting. The lack of space makes this currently impossible. The current sites for both juvenile and family law cases are full. To the limited extent these services are currently offered, they are often not easily located and the spaces not configured in a way so as to optimize service delivery. Greater flexibility exists on services needed by children and families, such as ongoing treatment services, which might best be provided in the community in which the litigants live or work. These considerations are discussed at further length in recommendation number five.

Next Steps

Near Term	<ul style="list-style-type: none"> • Assess the need, including volume, for space and staffing necessary to provide all court-related support services on-site. • Incorporate into the FMP planning all court-related support services necessary for the court case, including but not limited to: <ul style="list-style-type: none"> ○ Adjacent juvenile detention facility ○ Juvenile probation ○ Drug and alcohol evaluation ○ Mediation services ○ Urinalysis
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	<ul style="list-style-type: none"> ○ Paternity testing ○ Interpreters ○ Family court facilitators ○ Holding cell for incarcerated parents ○ Childcare ○ Food service ○ Law library ○ Supervised visitation capacity ○ Parent assistance (e.g., parent seminar) ● Incorporate, into the FMP planning, appropriate work spaces for all agencies or organizations with staff assigned to the facility such as the Prosecuting Attorney, Public Defenders, the Attorney General, private counsel, and the Department of Social and Health Services caseworkers.
Mid/Long Term	<ul style="list-style-type: none"> ● Implement services once space in new or remodeled facility is available and funding is secured.

Recommendation 6: Establish within the Court Facility Screening, Assessment, and Linkages to Community-Based Social and Treatment Services

Need

Clients can be overburdened with having to make numerous trips for court hearings, multiple assessments, and services. Moreover, their success is further compromised if screenings, assessments, social services, and treatment are not coordinated or are duplicative. Court orders often require specific next steps, as they relate to a child or family, and it is critical that litigants arrange for all necessary services before they leave the facility in which the litigants have gathered and the decisions have been made. Within the community service network, there are not consistent procedures for screening, assessment, and intake for children and families referred from the court system for services.

Recommendation

Provide an integrated process for screening, assessment, and enrollment into social and treatment services on the site of the court facility so that clients can be engaged and linked to social and treatment services before they leave the court facility. This includes resolving potential barriers to participation – such as scheduling, transportation, interpreters, funding, and childcare.

Applicable Guiding Principles

Effectiveness

- Responses and interventions tailored to meet the particular needs of families.
- Make it possible for families to succeed by avoiding so overburdening them with different treatment programs

Accessibility

- Make services more accessible to families throughout King County
- Provide screenings, assessments, and linkages to social and treatment services on the same site as the court facility

Considerations

As the COG discussed the concept of a “full-service” or “one-stop” justice facility, it was a high priority to successfully link and engage clients to counseling, treatment, education, and other human services at the same time they are already on site for their court hearings. While the COG also considered the possibility of providing these services on site, there was a preference for clients to receive these ongoing social and treatment services in their community, particularly given the size of the County and its transportation challenges.

This recommendation contemplates that treatment and service providers develop a process for coordinating screening, assessment, and intake on site so that clients are scheduled for their next appointment and receive assistance to resolve issues that might prevent participation in services. The COG also noted that this recommendation should take into account the different challenges between engaging children and adults in social and treatment services.

Next Steps

Near Term	<ul style="list-style-type: none">• Working with the Department of Community and Human Services and providers, develop an integrated process for screening and assessing clients and linking them to providers before they leave the court facility.• Identify the resources necessary to implement this process, including technology and facility space.• Incorporate in the facility planning process appropriate space and adjacencies to support this process.
Mid/Long Term	<ul style="list-style-type: none">• Implement integrated process for screening, assessment, and linking clients to services once space in new or remodeled facility is available; and assure contract provisions incorporate this new process.• Review and adjust integrated process based on successes and challenges arising out of implementation.

Recommendation 7: Provide a Safe and Secure Environment for Litigants, Public, Court and Court-related Staff

Need

Court cases are often highly volatile. It is imperative that the environment for litigants, witnesses, family members, attorneys, staff and judicial officers is safe and secure. Every individual who has business before a court, whether voluntarily or under court order, is entitled to feel safe. The courthouse must be a safe place for litigants and their families, jurors, witnesses, victims of crimes, court personnel, judges, and the general public to conduct their business. Children-Family cases statistically pose the greatest threat of violence of all case types. Attention needs to be given to identifying cases that pose a special danger, such as cases involving juvenile gang members or volatile family law cases. It is crucial that people see courthouses as places where problems are solved.

Recommendation Summary

- Collaborate with the Seattle Police Department, Sheriff’s Office, Facilities and the US Marshals Office to identify and implement methods for assuring a safe and secure

environment for litigants, jurors, the public, attorneys, staff and judges.

- Assure FMP process incorporates security and safety measures into the design of the buildings.

Applicable Guiding Principles:

Accessibility

- This access must be secure and safe.

Effectiveness

- The court process can only be effective to the extent families can resolve their cases in a safe/secure environment.

Considerations

The national news has been filled with tragic events related to attacks on the judiciary and disruption of the judicial process. The ramifications for the litigants, witness and jurors, are significant. One cannot insist that the public resolve their disputes in a physical environment in which order cannot be maintained. Providing a safe environment for all requires careful planning, security staffing and facilities built to reflect security and safety considerations. All court staff should have training in preventing and handling violence in the workplace and responding appropriately to potentially threatening situations. Effective use of technology is also critical in this arena. Technology includes equipment for screening people and packages entering the courthouse, close circuit television cameras both inside and outside the courthouse and duress alarms. All equipment requires appropriate staffing and proper testing and maintenance. Courthouse design is critical in ensuring secure and safe facility and needs to encompass secure parking and separate circulation for transporting in-custody defendants.

The Superior Court has established a Safety/Security Committee specifically for this purpose. The US Marshals Office, the Sheriff's Office and the King County Facilities Division are involved in this assessment effort.

Next Steps

Near Term	<ul style="list-style-type: none"> • Include the need to provide a secure and safe environment into the Facilities Master Plan planning. • Complete Safety Assessment in collaboration with US Marshals Office, King County Sheriff's Office and King County Facilities Management Division. • Develop clear protocols with law enforcement agencies who respond to emergencies and who determine that an emergency exists.
Mid Term	<ul style="list-style-type: none"> • Include security/safety in the design of any new facility. • Work with King County Sheriff's Office and Facilities Management to support resource needs as they relate to safety and security, encompassing technology, staffing, and training.
Long Term	<ul style="list-style-type: none"> • Assure new facility reflects recommended safety and security design elements and corresponding staffing levels.

Recommendation 8: Improve Facility Accessibility

Need

Accessing the court facility itself can present additional difficulties to some litigants and court users. The additional burdens take the form of time and expense traveling to attend court hearings and required service programs, wasted or unnecessary court appearances, multiple requirements that the litigant must meet and the high expense of some court-ordered requirements. It is particularly challenging for litigants who live outside of the urban areas to travel cross-county for hearings or treatment appointments on the county's public transit system. Parking at or near the various courthouses is extremely challenging. Because hearings and other court related work occur during regular business hours, scheduling around a litigant's work, school or daycare schedule can add another level of complexity to litigants trying to successfully meet their court ordered responsibilities.

Considerations

Simply getting to the facilities is a great challenge for many of the litigants, staff and community service partners. Transportation in King County is a significant factor for all residents. Public transportation between courthouses is limited, with cross county travel extremely difficult for litigants and staff who live outside of the urban areas. Some litigants are required to travel several hours from home to court or a court ordered appointment and several hours back again. Litigants who have jobs, attend school or are responsible for child or elder care are hit especially hard by the region's transportation issues and public transits particular limitations as well as the constrained parking situations. Options to address the transit needs of litigants, staff and providers include establishing shuttles between the courts, increasing cross county transit routes, providing alternative transportation script such as for a taxi and scheduling appointments or hearings more flexibly.

The operating hours of the court occur during "regular" business hours, also the time when litigants are in school or working. In order to increase accessibility, the court should consider adding evening or weekend options for certain case types.

Technology can increase litigant access to the court. Much of the non hearing and trial activity of the court is conducted in person and does not utilize technology as an alternative to accomplishing business. For example, some needed forms and instructions are available via the internet but not all. Additionally, use of the limited number of self service computers and work stations available to clients or litigants at the sites could be expanded for broader utilization. The Family Law Information Center operates only at the RJC, not at downtown.

Law enforcement also expressed a significant challenge they face when an arrested youth is not eligible for secure detention and does not have a readily available placement with a family member. Providing more accessible alternatives for law enforcement has been a priority since adoption of the Phase II Juvenile Justice Operational Master Plan in 2000. Portland, Oregon and Albuquerque, New Mexico have worked with local communities to implement "reception centers." At these centers, youth can either be placed with a family member or a shelter and if appropriate have other service needs addressed.

The impact that the location(s) of the court have on court users, be they litigants, attorneys, police, court staff or community providers is significant. Thus, the process to determine where court services are offered will require focused policy analysis and broad discussions on the parts of the court, county, and stakeholders.

It should be noted that access for litigants also means that the preferred case management approach (Recommendation 1) and case processing (Recommendation 3) minimize the number of trips required by litigants to resolve their cases and once they reach the court facility the amount of time lost from work or school is minimized. Please refer to Recommendations 1 and 3 for specific considerations and steps.

Applicable Guiding Principles

Accessibility

- The justice system should be convenient, timely, and affordable to everyone with a legitimate concern

Recommendation Summary

- Improve access to court facilities through expanding public transportation options to and between court locations.
- Explore establishing alternative operating hours for some hearings.
- Pilot technology solutions that reduce trips to the courthouse such as remote testifying.
- Pilot a community-based reception center for law enforcement.

Next Steps

Near Term	<ul style="list-style-type: none"> • Transportation <ul style="list-style-type: none"> ○ Survey litigants, staff, and other users of the court facilities to identify transportation barriers and possible solutions. ○ Working with transportation entities, develop proposed transportation pilot project(s) based available data and survey findings and identify need for potential resources. • Parking <ul style="list-style-type: none"> ○ Conduct analysis of parking needs and options. • Alternative Operating Hours and Technology <ul style="list-style-type: none"> ○ Review literature and comparable jurisdictions about feasibility of operating during alternative hours for appropriate case types and propose a pilot project in conjunction with system partners (identify resources). ○ Identify appropriate court proceedings where video attendance can substitute for in-person attendance; develop pilot to test for selected cases and identify resources. • Reception Center <ul style="list-style-type: none"> ○ Establish a cross-agency team to develop a pilot project and identify needed resources.
Mid Term	<ul style="list-style-type: none"> • Include parking considerations in the design of any new facility. • Once resources are obtained, implement transportation pilot projects. • Once resources are obtained, implement pilot projects on alternative hours

	<p>and remote technology.</p> <ul style="list-style-type: none"> • Once resources are obtained, implement reception center pilot project. • Incorporate in the facility planning process results from piloting transportation, alternative hours, and technology solutions
Long Term	<ul style="list-style-type: none"> • Where successful, expand implementation of pilot projects for transportation, alternative operating hours, remote technology, and reception center. • Periodically survey litigants, staff, and other users to identify and resolve emerging transportation and other barriers to accessing court facilities. • Periodically assess whether new remote technologies can cost effectively improve access.

Recommendation 9: Assure Cultural Competency

Need

As the population in King County has grown, its cultural diversity has increased. Culture has a major influence on effectiveness of the justice system to deliver services. This influence goes well beyond language differences to include different beliefs, values, and behaviors associated with the courts and justice system. For example, culture can affect how people think about extended family relationships, gender roles, tribal issues, and child rearing practices. It can also involve how people define justice, determine if and when it is appropriate to involve the state in resolving problems, and fashion responses to problems. When cultures meet within a justice system, they often present opportunities both for misunderstanding and creative problem-solving.

Cultural competency means first understanding where, how, and why culture matters in the justice system. It then involves developing individual, organizational, and system capacity for culturally appropriate service delivery that helps individuals successfully navigate the courts and justice system, process information, make wise decisions, and comply with court orders. Cultural competency does not mean that one can understand the motivations, needs, and expectations of a particular individual simply because one has a general understanding of the individual's cultural background. Instead, cultural competency provides tools to help unravel the complexity of individual circumstances.

Finally, cultural competency has a role in addressing the significant overrepresentation of minority youth and families in the offender and child welfare systems. While there are existing efforts in these systems to reduce this overrepresentation, the delivery of culturally competent justice and treatment services is another crucial tool in this work.

Recommendation Summary

- Ensure regular involvement of clients, community leaders, and service providers from minority communities in efforts to improve cultural competency (and address overrepresentation).
- Identify points in the court process and service delivery system most sensitive to issues of cultural competency and work with affected minority communities to improve cultural competency.
- Develop and conduct staff cultural competency training.

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- Encourage building cultural competency into the policies, procedures, and training of all agencies so that it becomes a regular part of doing business.

Guiding Principles

Cultural Competency

- Assure that the court system is sensitive to the issues of language and culture.
- Help reduce minority overrepresentation in the juvenile justice and child welfare systems.

Effectiveness

- Responses and interventions tailored to meet the particular needs of families.

Considerations

Cultural competency encompasses building the knowledge and skills of all individuals and systems to work effectively with families from many different cultures. Involving clients, community leaders, and service providers from the minority community is a prerequisite to improving cultural competency. In addition, on a national level, there is an increasing body of research on cultural competency that includes assessment surveys and training curriculum.

Cultural competency is a component of every recommendation within this OMP. It involves translating appropriate materials into different languages, ensuring screening and assessment tools are culturally relevant and training staff to understand the different ways each culture responds to the justice system. The first step for this recommendation is to form a standing team of system professionals and community representatives with the sole focus of assuring cultural competency. This team would assess priority areas for improving cultural competency and work with affected areas to make changes. Given the importance of the front end of the court system, one focus of this work should be to ensure all families at first contact with the system can easily access culturally appropriate information and assistance. This team would also support the development of other OMP recommendations to ensure cultural competency is addressed.

While cultural competency is one strategy within the broader goal of reducing disproportionate minority involvement in the justice system, it alone is not sufficient. Existing efforts focused on reducing disproportionate minority involvement in the offender and dependency systems should continue to be supported.

Next Steps

Near Term	<ul style="list-style-type: none">• Form a standing team of system professionals and community representatives to consider efforts to improve cultural competency, taking into account national approaches for improving cultural competency.• Conduct an assessment of cultural competency needs and develop an action plan.• Identify points in the court process and service delivery system most sensitive to issues of cultural competency and work with affected minority communities to improve cultural competency.• Develop and conduct staff cultural competency training.• Encourage building cultural competency into the policies, procedures, and training of all agencies so that it becomes a regular part of doing business.
Mid Term	<ul style="list-style-type: none">• Implement action plan.

Long Term	• Periodically assess cultural competency needs.
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Recommendation 10: Optimize Technology

Need

The complexity of court processes and related services mandates development of technology systems which can match that complexity and result in useful information for both the justice system and the public. The current juvenile and family justice system relies upon 21 stand alone applications and five major technology systems. The specific needs of the justice system and the public need to be clearly identified, and corresponding technology solutions matched with those needs.

Applicable Guiding Principles

Accessibility

- Technology is critical for connecting people to services before they leave the courthouse.
- Technology is critical for scheduling litigants for court proceedings and for notifying litigants and others of the court proceedings.

Understandability

- Technology is critical for providing explanations of the court process, such as on web sites or for focus completion.

Comprehensiveness

- Technology is critical for coordinating or linking cases and for providing a person-based history.

Effectiveness

- To be effective, the court process relies on having all necessary information available at key decision points.

Considerations

As a part of the research for the OMP, consulting firm MTG was contracted for two deliverables. The first deliverable was an inventory of data systems currently in use and the second was a series of technology recommendations which reflect technology solutions to the business recommendations included in the OMP. The first deliverable described the significant systems the justice system currently relies upon. Each system's purpose is described. The majority of the systems have limited capacity for data exchange, severely limiting their broad use and creating significant duplicate data entry. Even where data sharing is possible, data is typically not shared in real time. The survey document also reveals significant overlap between the systems.

Within other OMP recommendations, the following technology needs were highlighted:

- An automated case management system to support the preferred case management approach (Recommendation 1)
- Improved online materials for litigants (Recommendation 2)
- An automated case management system to support case processing changes (Recommendation 3)
- Potential technology requirements to support an integrated process for screening and

assessing clients and linking them to providers before they leave the court facility
(Recommendation 6)

- Video technology for remote testimony or participation in court hearings
(Recommendation 8)

An overall technology approach should be developed that addresses not only these needs but also the opportunities identified in the MTG report and other initiatives related to the children and family justice system.

An additional technology consideration is the extent to which the county can rely upon technology advancement support through the Washington State Administrative Office of the Courts. The King County Superior Court and the Clerk's Office have for many years utilized the State's Superior Court Management Information System (SCOMIS), and Judicial Information System (JIS) for a variety of management functions related to the legal case filing. Efforts have been underway for many years to improve JIS and to replace SCOMIS, but many limitations remain. In order to respond to the local business needs of the Superior Court and Clerk's Office, staff have worked to create local technology solutions to match the local business needs. For planning purposes, this trend toward internally developed solutions will likely need to be continued.

Next Steps

Near Term	<ul style="list-style-type: none">• Finalize deliverable from MTG and summarize all other technology needs identified in this OMP.• Convene technology solutions workgroup with representatives from affected information technology and operational groups to review the MTG report and technology needs identified in this OMP and develop approach for technology that includes prioritizing projects, piloting potential solutions, and identifying necessary resources.
Mid Term	<ul style="list-style-type: none">• Seek resources to implement the approach.
Long Term	<ul style="list-style-type: none">• Implement the system(s) necessary to meet the business needs of the justice system and the information needs of the public

Recommendation 11: Provide Facilities that Meet the Needs Identified Above

Need

The limitations on the availability of space within the current court facilities have lead to some fragmentation of services, with some functions being located off site (in leased space) or if within the building, on a different level from their ideal deployment and adjacencies. One of the facilities, the Youth Services court facility, is over 40 years old and currently needs over \$20 million in substantial major maintenance improvements.

Facilities and space should serve rather than drive preferred functional adjacencies. This OMP outlines new potential directions that include providing a full array of services on-site, enhanced case management approaches, improved information and assistance to litigants, and other recommendations that in total would require additional space and a different facility.

Considerations

Once the OMP is approved, the next step is to examine the facility implications by completing a Facility Master Plan (FMP). In particular, the FMP should include an examination of three facility options based on the preferred packages selected by the Cabinet Oversight Group:

Facility Option	Phase I	Phase II
A	Single Full Service Facility	NA
B	Single Full Service Facility	Second Full Service Facility
C	Two Full Service Facilities	NA

These options could be compared to a fourth option which would only address the long-term facility needs for the current juvenile court operations. The FMP should also build on the work of the OMP in several other ways.

- Continue the collaborative approach of involving all major stakeholders in the development of the FMP;
- Refine the OMP's long-term workload forecast by case type and subregion;
- Conduct life-cycle cost analyzes of the facility options, including operational, construction, and maintenance costs;
- Include considerations about where to locate facilities such as accessibility to current and planned public transportation systems; and,
- Coordinate with related CJ facility planning efforts.

The FMP workplan transmitted with this OMP includes these and other details necessary to complete the FMP.

Next Steps

Near Term	<ul style="list-style-type: none">• Seek approval of the FMP workplan and obtain associated funding.• Complete the FMP and submit to Council for approval.
Mid/Long Term	<ul style="list-style-type: none">• Implement FMP recommendations.

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Appendix A

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**KING COUNTY TARGETED OPERATIONAL MASTER PLAN
ASSESSMENT REPORT**

By Steven Weller, John A. Martin, and Dan L. Wiley

OVERVIEW OF PROJECT METHODOLOGY

Purpose of the Project

Policy Studies Inc. (PSI) is working with King County to produce an Operational Master Plan (OMP) to develop and evaluate alternatives for the delivery of justice services for children and families in King County and make recommendations for the efficient and effective delivery of those justice services. Specifically, the OMP will examine how to: (1) improve the individual operations of the Juvenile Court, Family Court, and related courts; and (2) better integrate and coordinate the Juvenile, Family, and related Courts for families that have cases in more than one court, where such integration can occur.

The project was designed to produce a series of working papers to serve as building blocks for the final OMP. Those papers are as follows:

- Working Paper One, which discussed (1) the major guiding principles for the Superior Court with regard to resolving cases involving children and families; (2) the present organization of the King County Superior Court with regard to cases involving children and families; and (3) the major issues affecting the ability of the Superior Court to achieve those guiding principles;
- Working Paper Two, which described current operations and facilities;
- Working Paper Three, which discussed operational and facility needs, options for meeting those needs, and forecasting of potential future caseloads and workloads; and
- This Assessment Report, which discusses five packages of options selected by the COG, including achievement of guiding principles and criteria, resource implications, and tradeoffs.

Sources of data

The project findings are based information collected by project staff through the following sources of data.

- (1) Interviews and focus groups with a range of family and juvenile judicial system actors representing groups listed in the following table.



<ul style="list-style-type: none">• Superior Court judges;• District Court judges;• Superior Court commissioners;• Superior Court administration;• The Department of Judicial Administration;• Superior Court Family Support Services;• District Court administration;• King County Prosecuting Attorney's Office;• State Attorney General's Office;• State Department of Social and Human Services;• Office of the Public Defender;• King County Executive;• King County Council;• King County Sheriff;• Seattle and Kent Police Departments;• Adult and Juvenile Detention;• Family Law Court Appointed Special Advocate (CASA) Program;• Auburn Youth Resources;• Youth and Family Services Association;• Casey Family Foundation;	<ul style="list-style-type: none">• Renton School District;• Public Defender attorneys;• Prosecuting Attorney's Office (PAO) criminal and family support attorneys;• Assistant Attorneys General in dependency cases;• Private family law attorneys;• Dependency Court Appointed Special Advocates (CASAs);• Family Law CASAs;• Dependency social workers for the State Department of Social and Human Services (DSHS);• DSHS treatment providers;• Unified Family Court case managers and staff;• Clerk's Office/Judicial Administration Staff;• Court staff involved in the Systems Integration Project;• Adult detention administrative staff;• Juvenile detention administrative staff;• Juvenile Probation Counselors;• Youth agency representatives; and• Staff from the various therapeutic courts.
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(2) Focus groups and interviews of clients, including:

- teens in foster care;
- female juveniles in detention
- male juvenile offenders out of detention;
- juveniles from Juvenile Drug Court and their families;
- parents in Family Treatment Court;
- parents in divorce cases;
- parents in the UFC intensive case management program;
- a parent in dependency court; and
- a parent in dependency and drug court.

(3) Facilities tours and meetings with the County Facilities Management Department (FMD).

(4) Case processing/caseflow meetings with various system actors to discuss the steps in case processing for the following types of cases:

- family law;

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- UFC intensive case management;
- dependency;
- juvenile offender;
- Becca cases (truancy, at-risk youth, and children in need of services);
- civil domestic violence;
- child support; and
- therapeutic courts (Family Treatment Court, Juvenile Treatment Court, and Juvenile Drug Court).

(5) Data from SCOMIS and other case management systems.

(6) Comments and suggestions from detailed reviews of all project work products by the Project Work Group (PWG) and the Cabinet Oversight Group (COG).

The remainder of this Assessment Report first reviews the key findings from the three Working Papers and then presents a discussion of four preferred packages of options developed by the COG at the meeting on May 5, 2006.



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REVIEW OF GUIDING PRINCIPLES

The following are the five guiding principles for cases involving families that emerged from our interviews of system actors across King County and discussions with the Cabinet Oversight Group:

- accessibility;
- understandability;
- comprehensiveness;
- effectiveness; and
- cultural competency.

Accessibility

Accessibility means that the justice system should be convenient, timely, and affordable to everyone with a legitimate concern. One aspect of accessibility in family cases that was raised by actors from different parts of the system was to make the court less burdensome for families. The following elements were raised.

- ✓ Reduce the number of hearings.
- ✓ Schedule hearings to take into account transportation and day care needs.

A second broad aspect of accessibility that was raised was to make treatment services, counseling, and education more accessible to families throughout King County. This included the following elements.

- ✓ Provide the following services, either centrally or duplicated in multiple sites for accessibility:
 - a transition center;
 - a residential treatment facility;
 - facilities and staff for supervised visitation;
 - an assessment center for police; and
 - a mental health facility.
- ✓ Provide treatment services on-site to connect people to services before they leave the courthouse, to improve compliance with court ordered services.



Understandability

For families to participate effectively in developing appropriate and achievable resolutions to their own cases, the court process needs to be understandable to them. This encompasses the following elements.

- ✓ Assure that families understand the terminology used in the court and what they are being ordered to do.
- ✓ Make the court more personalized and less intimidating, hectic, and confusing, including providing rooms where attorneys and caseworkers can meet privately with the parties, so that the families don't have to discuss their intimate problems in a public hallway or waiting room.

Comprehensiveness

Families with multiple court cases pose special difficulties for the courts. Dealing with those multiple problems in a comprehensive and coordinated manner is an important guiding principle. This includes the following elements.

- ✓ Link cases so families can have all of their legal problems dealt with at one time, in an ideal world including any criminal cases and family-related cases in the District Court that could affect the family case.
- ✓ Assure that all of the court-related support services necessary for the court case are available when needed, in the courthouse if possible, including, but not limited to the following:
 - juvenile detention;
 - juvenile and adult probation;
 - drug and alcohol evaluation;
 - paternity testing;
 - interpreters;
 - family court facilitators;
 - mediation; and
 - a holding cell for incarcerated parents.

Effectiveness

In King County there was broad agreement that the ultimate goal of the courts should be to produce better outcomes for families in King County. Within this broad goal, however, different



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system actors identified different components of what constituted better outcomes for families. Those differences reflected the different professional perspectives of the various actors. The courts, law enforcement, prosecution, defense, social services, probation, and treatment providers all play different but interrelated roles in achieving the following outcomes.

The following are some of the key outcomes that were identified.

- ✓ Help families stay together, or when necessary, assist families with the separation process.
- ✓ Create stronger and more stable families in King County by improving their problem-solving skills.
- ✓ Bring some common sense into the process, by exercising appropriate discretion in circumstances that permit in order to develop interventions that make sense for the family.
- ✓ Make it possible for families to succeed, by avoiding so overburdening them with different treatment programs from multiple cases that it is not possible for them to meet all of the requirements placed on them.
- ✓ For children who must be removed from the home, provide a safe and permanent home for every child as quickly as possible, in a way that is age appropriate. For pre-adolescent children, this may mean early termination of parental rights (TPR) and adoption or other permanent placement, in order to avoid having the child move through a series of foster homes. For older children who are less likely to be adopted, this may mean preparation for early emancipation.
- ✓ Provide a way for families to get a final resolution to their cases. Dependency cases, in particular, tend to stay in the courts for a long time.
- ✓ Where necessary, help families to first stop the destructive behavior that got them into court, including domestic violence, child abuse, and substance abuse, so that they can begin to move forward in addressing their underlying problems.
- ✓ Avoid making the relationships within a family more adversarial than when the case started, so that the system does not pull families further apart.

A final approach to assuring effectiveness is to promote continuous improvement based on use of evidence-based practices and knowledge of the outcomes of children and family cases.

- ✓ Provide cross-disciplinary training.

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- ✓ Provide ongoing evaluation of outcomes for children and families, based on agreed-upon performance measures and continuing data collection.
- ✓ Develop affiliations with local university graduate programs in disciplines relevant to cases involving children and families, to provide research and training.

Cultural Competency

A final guiding principle is to provide services to families and children through the justice system that are culturally competent. This includes the following elements.

- ✓ Assure the justice system's sensitivity to issues of language and culture. This could also help reduce minority overrepresentation in the juvenile and criminal justice systems and the child welfare system.
- ✓ Meet the individual needs of families and children where they are, both geographically and in terms of the problems they have and their needs, culture, income, and community.
- ✓ Use strength-based cultural resources and networks, including service providers who target the needs of families within specific cultural communities.



REVIEW OF CASEFLOW THEMES

This section reviews the descriptive themes arising from Working Paper Two.

Caseflow and Interview Assessment Themes

Five major policy themes emerged from the operational analysis. These policy themes are listed below and then discussed in detail. The themes presented below were also discussed in the January Cabinet Oversight Group.

Theme 1: Aligning Work Processes With Desired Outcomes and Guiding Principles

It is important to focus on the desired outcomes of each case flow process and the overall guiding principles articulated by the Cabinet Oversight Group for cases involving families and children. There needs to be a common understanding of the outcomes, so that all system actors are working toward the same overall goals. An effective case flow analysis will identify processes that might work to undermine desired outcomes. In particular, processes designed for an adversarial setting may undermine some of the more rehabilitative and therapeutic outcomes. Moreover, in order to evaluate the effectiveness of the Court's work processes and the adequacy of its resources, the Court must develop performance measures tied to desired outcomes.

Theme 2: Importance of the Front End

It is especially important to pay attention to the front end of the process, including how cases are referred to the courts by other agencies and how litigants obtain information about how to file and what they can expect throughout the process. What happens at the beginning of the process can affect caseloads, workload, case processing, and outcomes. When errors are made early on, the Court will have to take corrective actions that can lengthen and complicate work processes.

Theme 3: Meeting the Needs of Pro Se Litigants

Pro se litigants are common in family law and UFC cases. Their ability or inability to navigate the process can affect the length of the process, the workload of the judges and other system actors, and the case outcomes, both legal and human. Many case processes are not intuitive and can pose unnecessary obstacles for pro se litigants. More information to pro se litigants is needed, both as to their legal rights and as to what to expect in the court process.

Theme 4: Coordinating Multiple Cases Involving a Family

The UFC Intensive Case Management Program is just one approach to coordinating multiple cases involving a single family. There are needs and opportunities for coordinating cases and a variety of approaches to achieving that coordination outside of the purview of the UFC.



Theme 5: Infrastructure Limitations

There are areas of the court process that are driven by limitations of resources, including facilities, staffing, and service availability. Further, resource limitations or requirements can hinder coordination among different types of cases and between different Court programs.

Litigant Focus Group Themes

Six major themes emerged from the discussions in the focus groups. These themes were discussed in a preliminary fashion at the COG meeting on Friday, February 10, 2006:

- need for appropriate and effective services;
- need for achievable requirements;
- need for continuity and consistency among system actors;
- need for quality control;
- need for more information and education; and
- need for timeliness and predictability in the process.

Need for Appropriate and Effective Services

The need for the court to set up services tailored to the specific needs of the parties that are appropriate to address the parties' particular problems was a consistent theme across the focus groups. Some participants felt that the courts were too automatic in determining what services to order, chosen from a set and limited menu.

There was also concern expressed regarding the quality of some of the service providers. The main complaint was that some treatment providers assume that everyone has the same problem, and to the same degree, without investigating the particular circumstances of the individual program participants and whether the program is appropriate to their needs.

Access to services was also raised as an issue. Some treatment programs can have waiting lists as long as a year, which may make them effectively unavailable in the context of the timing of a particular case.

Juveniles expressed a desire to be asked what they think and how they feel. Juvenile offenders want the judge to understand who they are, what problems they have, and why they did what they did. Juveniles in foster care would like to be consulted when they are placed and when it is proposed that they be moved. The appropriateness of foster homes is important to them, including experience dealing with teenagers and the presence of other teenage children in the home.

The juveniles all expressed a desire to have people in the system who care about them and can provide guidance, including social workers, probation counselors, foster parents, and mentors. They appreciated social workers who returned their calls and checked up on them, who helped



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them through the system, and who taught them how to function in society. They also appreciated foster parents who cared about their grades and other aspects of their lives. Mentors, in particular, were mentioned as having a very positive influence on juveniles, and some juveniles wished that they could have had a mentor earlier in the process.

The juveniles also expressed a need for better access to emergency services, including having an emergency number to call and access to emergency funds for clothing and other needs.

Need for Achievable Requirements

Another theme expressed with regard to services was avoiding overloading individuals or families with multiple services. Some participants, both adults and juveniles, felt overburdened by the number of service programs they were required attend. The time each week that people spent traveling to and attending counseling, classes, and other types of treatment programs put a strain on jobs, school, and family time and left little leisure time. Some special treatment services are available only in one location in the county, requiring long bus trips for people who live in other areas of the county and do not have a car or are too young to drive. (This was a problem raised with regard to attending court hearings as well, as is discussed below.)

The cost of treatment services and court-ordered sanctions such as supervised visitation and restitution put a severe strain on some individuals. Supervised visitation can cost \$150 for a two-hour visit, and most treatment programs have a cost associated with them. Court-ordered restitution for a juvenile offender often amounts to over \$1,000, requiring that the juvenile work as well as attend school and treatment.

Need for Continuity and Consistency among System Actors

Participants reported that the system actors involved in the lives of children and families who are in the justice system often change during the life of a case. Many of the parent participants in the focus groups reported having more than one judge, multiple social workers, and multiple public defenders. Juveniles reported having multiple probation counselors and multiple foster home placements. And nearly all had multiple treatment providers to satisfy.

The actors sometimes change due to attrition or the transfer of a person from one assignment to another. A caseworker may move a child from one foster home to another when the juvenile is misbehaving, even in circumstances where the foster parents are not at fault. Changing a foster home often results in changing the school that the child attends.

When the people in their lives change, so does the way they are treated and what is required of them. One caseworker or probation counselor may be willing to tolerate behavior that another is not, and the change may come as a surprise, with negative consequences.

Need for Quality Control



Some participants expressed dissatisfaction with the quality of the decision-making by some system actors. For example, a Family Court Services social worker conducting a custody investigation may deny custody to a parent based on different criteria than a caseworker would use to remove a child in a dependency case, but in either case the result is that the child is removed from the parent. Further, a concern was expressed that it is difficult for a parent to challenge the assessment of a social worker.

The quality of foster care was also raised; some juveniles reported abusive foster care homes or foster parents who simply didn't care about the welfare of the juvenile.

Need for More Information and Education

A consistent theme across all of the focus groups was the need for more information and education for the parents and children. People do not know what their rights are, what to expect from the process, what is going to happen at each hearing, why particular decisions have been made, and what they are expected to do after a court hearing.

The older juveniles in the focus groups remembered that they didn't start to understand what was going on in their cases until they reached the age of 11, and then they didn't really start to figure things out until they reached the age of 15.

Juveniles need to be better prepared for their hearings. They want to be there, but they need to know what will happen and they need help to be comfortable, mentally prepared to talk to the judge, and able to control their emotions.

The need for more information even extended to parties who were represented by private, paid counsel. People with private attorneys felt that their attorneys were not informing them of what was coming, what they were going to be expected to do, why hearings were continued, and a variety of other substantive and process issues. This should be a particular concern for the courts, as in cases where the welfare of children is at stake, the outcomes cannot just be left up to the skill of the attorneys. The parties need to be able to participate effectively.

Need for Timeliness and Predictability

The focus group discussions raised the need for timeliness and predictability with regard to three aspects of the legal process: (1) the length of time from the start of a case to final resolution or disposition; (2) the time spent waiting in court for a case to be called on hearing days; and (3) the number of times that an event in a case is scheduled to take place but does not happen when scheduled.

Sometimes people are told to do something before they can attain another privilege, but when they do what they are told to do, the privilege isn't granted.



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Quantitative Analysis Themes

- Limited Increase in Filings but Increasing Workload. While filings in all areas of cases involving children and families have declined over the last ten years, the filings have leveled off in the last few years and can be expected to increase in the future.
- Case Geographic Dispersion Throughout King County. The caseloads for all types of cases are widely dispersed throughout King County.
- Disproportionate Case Growth in Central Seattle and South King County. The main areas of caseload growth, in line with population growth, have been in central Seattle and the south county area.
- Future Case Growth Generators Suggest Increased Growth In South and Eastern King County. The areas of projected growth in caseloads are the south county area and the east county areas that seem to be the next target area of development.

Facility Assessment Themes

- Adequacy of Juvenile Court Facility. The YSC and Alder Wing facilities do not meet the present needs of the court. The courtroom waiting area is noisy, hectic, and confusing, increasing the stress level of litigants. All of the courtrooms are substandard in size and not designed for an adversary process. Judges' chambers and bailiffs' offices are cramped. Further, the facility lacks office space for court support staff, workspace for the staff of related agencies, space to allow attorneys and caseworkers to meet privately with clients, and amenities such as a drop off child care center and a cafeteria food service facility.
- Capacity to Reconfigure Kent Detention Facility to Accommodate Juveniles. If juvenile detention is to be provided adjacent to the RJC, the present Kent adult detention center will be difficult to expand to accommodate the sight and sound separation required for housing juveniles and adults in the same facility.
- Match Between Population and Service Site Locations. Accommodating the transportation and adjacency needs of the geographically dispersed clientele of the courts will have to be a critical consideration in any facilities decisions.



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REVIEW OF NEEDS AND OPTIONS

This section presents an overview of the key needs emerging from the analysis in Working Papers One and Two, the options for meeting those needs, and the forecasts of future caseloads and judicial officer needs.

Inventory of Needs

The categories of needs that emerged include the following.

- Litigant Access and Convenience
- Litigant Knowledge and Understanding
- Coordinated Court Responses to Multiple Family Problems
- Effective Service Delivery
- Adequate Staffing and Other Resources
- Accessible Court Facilities for Litigants, Families, and Justice System Actors
- Effective Outcomes for Children and Families

Litigant Access and Convenience

The court process can be burdensome for some litigants. The burdens come from the time and travel required to attend court hearings and required service programs, wasted court appearances, multiple requirements that the litigant must meet, and high expenses for some court-ordered requirements.

Litigant Knowledge and Understanding

For families to participate effectively in developing appropriate and achievable resolutions to their own cases, the court process needs to be understandable to them.

Coordinated Court Responses to Multiple Family Problems

Families with multiple court cases pose special difficulties for the courts. Dealing with those multiple problems in a comprehensive and coordinated manner is an important guiding principle. This includes linking cases so families can have as many of their legal problems as possible dealt with at one time.

Effective Service Delivery

Treatment services, counseling, and education must be accessible to children and families throughout King County.

Adequate Staffing and Other Resources



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There are areas of the court process that are driven by limitations of staffing and other resources. Further, resource limitations or requirements can hinder coordination among different types of cases and between different Court programs.

Accessible Court Facilities for Litigants, Families, and Justice System Actors

It is a fundamental concept that facilities/space should support services and that deployment patterns should be determined by service delivery priorities. Facilities and space should serve rather than drive preferred functional patterns. It is very common that the reverse is the reality; that available space defines service delivery patterns.

Effective Outcomes for Children and Families

There is broad agreement among system actors that the ultimate goal of the justice system should be to produce high quality decisions for children and families in King County. The courts, law enforcement, prosecution, defense, social services, probation, and treatment providers all play a role in the decision-making process.

Criteria for Assessing Options

At the April 7 meeting the COG considered an extensive list of potential options for addressing the above needs. COG members indicated their individual preferences for specific reforms from the list, and articulated the criteria that they applied in making their selections. At the end of the meeting the COG requested that the project team develop a set of reform packages from the list of specific option items for consideration at the May 5 meeting.

The criteria articulated by the COG in the April 7 meeting include the following.

Accessibility

- Access and convenience for clients – minimize travel time to court and service locations, timeliness, reasonable costs to litigants
- Understandability
- Access and convenience for system actors – attorneys, social workers
- Effective use of court hearings
- Litigant assistance
- One stop shopping

Cost effectiveness

- Efficient use of resources – facilities, technology, staff, judge time
- Efficient work processes and use of court time
- Use of community-wide resources



Focus on the whole family

- Coordination of multiple cases involving a family
- Coordination of services

Effective outcomes for families

- Effective assessment of client needs
- Effective service delivery tailored to client needs
- A rational process for clients and system actors
- Engagement of families in the process
- Ability to hold clients accountable
- Cultural competence
- Evidence-based practices
- Proven practices

Quality decisions

- Accountability for all system actors
- Knowledge and training for all system actors

Achievability

- Short term
- Intermediate term
- Long term

Summary of Options and COG Preferences

The following is a summary of the options considered by the Cabinet Oversight Group on April 7, 2006. Options added at the COG meeting are designated by letter rather than number. The COG members were asked to indicate the options that they most wanted to see move forward for further development by placing dots on flip chart pages. The list below also indicates the number of dots that each option received.

Litigant Access and Convenience

- 1) Improve case management to reduce the need for continuances by assuring that: (1) the necessary information for each hearing, including assessments, chemical tests, etc., is produced in a timely manner; and (2) that all the necessary system professionals are all available and present at hearings. (Include the discovery process.) (8 dots)



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- 2) For all cases involving children, including UFC intensive case management cases, families involved in other UFC family law cases, dependency cases, juvenile offender cases, and Becca cases, assign a case manager to every family. (0 dots)
- 3) For all cases, have the judges' bailiff take on greater case management duties for cases assigned to their judge. (0 dots)
- 4) For dependency cases or UFC family law cases with appointed CASAs, assign the CASA volunteer case management duties. (0 dots)
- 5) For all family law and dependency/termination cases, appoint a guardian ad litem (GAL) to assist the court in managing cases in addition to a CASA. The GALs could be attorneys employed by the court, private attorneys appointed as pro bono service, private attorneys paid in part by the court and in part by the litigants on a sliding scale, attorneys attached to a legal aid agency, or attorneys obtained in some other manner. (1 dot)
- 6) For all case types, conduct intensive work process improvement efforts, in order to eliminate unnecessary or duplicative hearings, improve trial scheduling, and assure that judges have the necessary information to accomplish something at every hearing, all with the goal of reducing continuances, litigant travel, and litigant time lost from work or school. (5 dots)
- 7) For all case types, develop methods to identify multiple cases involving a single family and coordinate the progress of related cases. (6 dots)
- 8) Assign commissioners to a specific judge. (0 dots)
- 9) Allow commissioners to hear trials. (1 dot)
- 10) Streamline the juvenile warrant process. (1 dot)
- 11) Provide evening hours for court hearings. (5 dots)
- 12) For family law cases, developing the use of pretrial conferences or other judicial management techniques at an early enough date in the process to assure that, to the extent possible, the issues for each hearing are defined and attorneys and parties come prepared for hearings. (2 dots)
- 13) For all case types, design the system for assigning cases to judges for trial so that the trial judge can manage a case from filing through trial, and so that the trial is held in the court of original venue. (0 dots)
- 14) For dependency, termination of parental rights, and UFC family law cases, expand the use of alternative dispute resolution methods to resolve cases without trials and to improve cooperation of families with treatment orders. (1 dot)



- 15) For dependency, termination of parental rights, and UFC family law cases, have judges conduct hearings rather than commissioners at targeted decision points for case management purposes. (0 dots)
- 16) For all case types, create specific calendars based on subject matter and for pro se litigants. (1 dot)
- 17) For all case types, improve assessment processes for determining family needs and assigning families to appropriate services. (3 dots)
- 18) For all case types, develop processes to identify the level of assistance that a family requires to understand and participate effectively in the system. (1 dot)
- 19) For UFC family law cases and dependency cases, determine why the cases in the RJC have a higher average number of hearings and longer average case processing time and address the work process issues that lead to those differences. (0 dots)
 - A. Develop a way to have more CASAs available for cases. (1 dot)
 - B. Improve the discovery process and other front-end activities so that critical points happen earlier. (2 dots)
 - C. Add weekend hours and access. (2 dots)
 - D. Expand the use of non-attorney GALs. (1 dot)

Litigant Knowledge and Understanding

- 20) Provide information and advice on the process by an attorney, trained court clerical staff, staff of an information center, specially trained case managers, on-line, through printed informational materials, or a combination of the above. (1 dot)
- 21) Provide information on a person's legal rights and obligations by an attorney, either the attorney representing the litigant or a court-attached attorney hired to assist unrepresented litigants. (1 dot)
- 22) Provide information on the consequences of choices regarding entry into court and treatment programs by an attorney, a social worker, facilitators in Family Court Services, or possibly other trained professionals. (0 dots)
- 23) Provide parent orientation in dependency cases, either through a seminar or by a video. (3 dots)



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- 24) Work with community organizations in minority communities to develop court information centers within those communities, staffed by individuals who are from the relevant culture and able speak the languages in the community. (4 dots)
- 25) Simplify the parenting plan by identifying the parts of the plan that are the most difficult to complete or tend to be the most contentious and either simplifying the requirements or providing special assistance to parties in completing those parts. (6 dots)
- 26) Identify and eliminate duplicative or unnecessary hearings. (5 dots)
- 27) Identify and eliminate or simplify procedures that litigants have the most difficulty understanding. (6 dots)
- 28) Allow litigants to deal with multiple issues at a single hearing where appropriate. (2 dots)
- 29) Identify the most common mistakes that litigants (and attorneys) make and developing methods to reduce litigant errors. (2 dots)
- A. Provide information in different languages. (5 dots)
- B. Provide information in ways that address the varying degrees of litigant literacy. (2 dots)

Coordinated Court Responses to Multiple Family Problems

- 30) Create a Unified Family Court, with the following characteristics: (8 dots)
- inclusion of all children and family related case types including: family law; dependency; termination of parental rights; adoption; paternity; guardianship; civil domestic violence protection orders; juvenile offender; juvenile status offenses (Becca cases); and ; misdemeanor domestic violence;
 - one family/one judge;
 - judges elected or assigned to the family court;
 - trained teams of prosecutors, defense attorneys, and social workers;
 - case managers to monitor the progress of every family;
 - *a comprehensive social service network*; and
 - outcome oriented performance measurement.
- 31) Assign commissioners to hold combined dependency and family law hearings and train dependency system professionals in family law. (2 dots)
- 32) Develop methods to coordinate cases outside of the purview of the UFC program, including: (0 dots)
- Use of central case oversight teams and interagency coordination teams;
 - Social workers, guardians ad litem, and CASA volunteers charged with investigating and informing the court of other cases involving the family; and



- Lawyers, including prosecuting attorneys, attorneys general, and defense attorneys provided with a means to obtain information on other cases involving the family.
 - Sharing data across the court, probation, and social service information systems;
 - Cross indexing cases involving a single family; and
 - Assigning a unique file number to each family.
- A. Train the private bar in the intricacies and nuances of the family system in King County across all case types. (1 dot)

Effective Service Delivery

- 33) For services that do not require access to a fixed facility (such as a hospital), find space in multiple locations in different parts of the county so that service provider staff could offer services at different locations around the county on different days. (1 dot)
- 34) For families that may have different family members required to attend different services (such as adult anger management and youth counseling), develop service centers offering different types of services in one place so that all family members can receive services in the same location. (4 dots)
- 35) For some types of services, connect people to services before they leave the courthouse, to improve compliance with court ordered services. The court should identify those services and assure that provider staff are available in the courthouse to meet with clients after their hearings. This will require space in the courthouses for provider staff. (6 dots)
- 36) Expand the scope of culturally competent services, including: (1) developing and presenting cultural competency training for judges and court staff; (2) developing and providing support for culture-based treatment service programs; (3) collaborating with community-based non-profit organizations from minority communities; and (4) identifying ICWA and other tribal issues. (1 dots)
- 37) For families with multiple court cases, develop a means to: (1) coordinate treatment programs for an individual to assure consistency and appropriateness; and (2) continually assess an individual's progress and move an individual from one program to another when a program appears to be failing to meet and individual's needs. (6 dots)
- 38) Promote effective and efficient assessment and triage to lead to efficient use of services that target family needs through training and supplemental information for judges on the service programs available, what conditions they are designed to treat, their entry criteria and costs, and their organizational and outcome performance goals and measures. (3 dots)



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- A. Explore, expand, and promote transportation and transit alternatives, such as vouchers and shuttles dedicated to transit to and between court locations. (3 dots)
- B. Develop mechanisms to provide up to date relevant service recommendations for parties, allowing for location matching and other key litigant and family needs. (4 dots)
- C. Develop mechanisms for follow-up information on the performance and quality of services. (1 dot)
- D. Prepare a preferred provider list. (3 dots)
- E. Generally increase service capacity, particularly for mental health and substance abuse. (3 dots)

Adequate Staffing and Other Resources

- 39) Develop and present training to assure that all judicial officers and other system professionals who deal with family matters, including Superior Court judges, portability judges from District Court, and commissioners, are trained to handle all types of children and family cases, including UFC family law, dependency, juvenile offender, and civil domestic violence matters. The training could also be required of all judges who are rotating into family or juvenile duty. (4 dots)
- 40) Expand the scope of representation in its contracts with the public defender agencies to allow public defender attorneys representing clients in a dependency case to represent those clients in their family matters. The contracts might also be expanded to allow such representation by public defenders representing clients in criminal matters who have a UFC family law case as well. (2 dots)
- 41) Develop an automated case management system that is capable of identifying and providing complete information on all the cases involving a family. Two obstacles that have to be overcome are (1) confidentiality requirements and how to maximize information exchange within those requirements; and (2) a means to develop common identifiers across cases that may involve parties with different last names. (7 dots)
- 42) Expand and improve web-based information and access. (0 dots)
- 43) Expand Family Court operations staff in three ways: (1) increasing the number of staff to enable them to offer information services to represented as well as unrepresented litigants in UFC family law cases; (2) expanding the scope of facilitator staff to provide advice to litigants in dependency matters as well as UFC family law matters; and (3) adding a staff attorney to advise and assist litigants.. The court might also consider expanding the number of UFC case managers. (5 dots)
- A. Expand legal assistance agencies to provide support to family law litigants. (5 dots)



Accessible Court Facilities for Litigants, Families, and Justice System Actors

- 44) Provide holding cells *and related infrastructure* in the RJC for juveniles brought from the detention center for hearings that are separated by sight and sound from adult holding cells. (2 dots)
- 45) Build a *risk/needs* assessment center in south county for law enforcement to bring a juvenile, with the capacity to hold a small number of juveniles in secure residential detention for a short period of time. The assessment center could provide capability to conduct substance abuse and mental health assessments and continuing drug and alcohol evaluations, both when a juvenile is first picked up by law enforcement and on a continuing basis while the juvenile is under the jurisdiction of the court. (3 dots)
- 46) Replace the YSC to provide: (1) courtrooms that are better designed for adversary hearings; (2) workspace for the Prosecuting Attorneys, *Assistant Attorneys General*, Public Defenders, and DSHS caseworkers; (3) an assessment lab for UA; (4) expanded clerical space; (5) additional courtrooms to accommodate the new commissioners; (6) space for treatment programs; and (7) child care, food, parking, and other amenities. (03dots)
- 47) Build an entire family law facility to include UFC family law, the UFC intensive case management program, juvenile offender, dependency, Becca cases, and the therapeutic courts. The new facility could also house an assessment center and treatment programs. Some have a vision of a "campus" with all services available in one place, to meet adjacency needs, including: (6 dots)
- o juvenile detention;
 - o juvenile and adult probation;
 - o drug and alcohol evaluation;
 - o a urinalysis (UA) lab;
 - o paternity testing;
 - o interpreters;
 - o family court facilitators;
 - o mediation;
 - o a holding cell for incarcerated parents attending hearings;
 - o a transition center;
 - o a residential treatment facility;
 - o facilities and staff for supervised visitation;
 - o an assessment center for police;
 - o a mental health facility;
 - o schools;
 - o educational programs for parents; and
 - o child care, food, parking, and other amenities.
- 48) Build a facility that encompasses some but not all of the above features. (0 dots)



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- 49) Convert the RJC and the Kent jail into a juvenile/family center and juvenile detention center. (0 dots)
- 50) Superior Court and the District Court collaborate in using their facilities to provide better geographic access to litigants in both courts. A new facility might be designed jointly to meet both Superior Court and District Court needs. Alternatively, some Superior Court operations, including juvenile court operations, might be housed in one of the present South County District Court facilities, with District Court operations moved to the RJC. (3 dots)
 - A. Explore the use of regional facilities for juveniles (municipal, cross jurisdiction, INS, Federal) (4 dots)

Effective Outcomes for Children and Families

- 51) Increase judicial review and oversight of the decisions of social workers, juvenile probation counselors, and treatment providers. Review might be made available on motion of a party, to provide of a process for a litigant to reopen a bad choice or decision. The court might also consider creating an ombudsman's office to which a litigant might appeal the action of a system actor. (1 dot)
- 52) With regard to all types of cases, but particularly juvenile offender, therapeutic court, and Becca cases, develop a method for monitoring outcomes across system actors. This will require a collaborative effort by a wide range of stakeholders, including the judicial officers, the PAO, the OPD, DSHS, the JPCs, Family Court Services, county and private service providers, law enforcement, the schools, community organizations, and other stakeholders. (3 dots)
- 53) Conduct periodic stakeholder focus groups. (0 dots)

Projections of Future Judicial Officer Needs

The final section of Working Paper Three contained high level projections of future judicial officer needs (judges and commissioners) based on projected caseloads and workloads through the year 2020.

While caseloads have declined over the last decade in King County, it is clear that the decline will eventually end as population increases. We thus used the ratio of filings to population for 2005 as the base on which to build filing projections forward to 2020. Our workload computation combined filings with an activity indicator, the average number of hearings/case type by location. We multiplied the filings by case type (by location) times the average number of hearings by case type (by location), using the 2005 data on number of hearings (the only year for which hearing information is available) for each case type.



A major limitation on the ability to project future caseloads is the inability to predict future statutory and policy changes regarding the ways that different types of cases are handled, and the potential impact of those changes on caseloads. A forecasting work group consisting of court staff and the county project managers identified some of the potential policy changes on the horizon that, if adopted, could influence caseloads. The potential impacts of those changes cannot be projected with any degree of certainty.

Recognizing the above limitation, based on projected population increases and filings rates per 100,000 population, we project an 11 percent increase in caseloads and workloads from 2005 to 2020. Assuming that increase of caseload and judicial workload, the following tables present our projections of judicial officer needs through 2020.

We used the previous caseload and workload projections to generate preliminary projections of judges and commissioners by location. We were provided the judge and commissioner counts by location and case type and used the figures to create measures of filings and workloads per judge and per commissioner by case type and location. Those ratios then are applied to the projected future filings to yield a projected number of judges and commissioners by location, assuming the existing service delivery pattern is maintained and all ratios stay the same. The forecast indicated the overall magnitude of potential and future workload, and did not provide a precise nor detailed measurement. Additional analysis will be needed to refine the projections.



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Computation of Filings and Workload per Judge

2005 Filings per Judge by Case Type									
Case Type	King County Courthouse			Regional Justice Center			Youth Services Center		
	Filings	# of Judges	Filings per Judge	Filings	# of Judges	Filings per Judge	Filings	# of Judges	Filings per judge
Types 2,3,5 - Paternity, Civil DVPO, Family Law	7,542	7	1,077	4,811	5	962	N/A	0	N/A
Type 7a - Becca	N/A	0	N/A	N/A	0	N/A	N/A	0	N/A
Type 7b - Dependency, Termination	518	1.75*	259	369	0.75	492	N/A	*	N/A
Juvenile Offender	N/A	0	N/A	N/A	0	N/A	4,085	4.75	860

* 0.5 at KCCH, 1.25 at YSC

2005 Workload per Judge by Case Type									
Case Type	King County Courthouse			Regional Justice Center			Youth Services Center		
	Work-load	# of Judges	Work-load per Judge	Work-load	# of Judges	Work-load per Judge	Work-load	# of Judges	Work-load per judge
Types 2,3,5 - Paternity, Civil DVPO, Family Law	11,202	7	1,600	7,938	5	1,588	N/A	0	N/A
Type 7a - Becca	N/A	0	N/A	N/A	0	N/A	N/A	0	N/A
Type 7b - Dependency, Termination	2,609	1.75*	1,305	2,180	0.75	2,907	N/A	*	N/A
Juvenile Offender	N/A	0	N/A	N/A	0	N/A	13,481	4.75	2,838

*0.5 at KCCH, 1.25 at YSC



Computation of Filings and Workload per Commissioner

2005 Filings per Commissioner by Case Type									
Case Type	King County Courthouse			Regional Justice Center			Youth Services Center		
	Filings	# of Comm'rs	Filings per Comm'r	Filings	# of Comm'rs	Filings per Comm'r	Filings	# of Comm'rs	Filings per Comm'r
Types 2,3,5 - Paternity, Civil DVPO, Family Law	7,542	3.5	2,155	4,811	2.5	1,924	N/A	0	N/A
Type 7a - Becca	N/A	0	N/A	1,285	0.5	2,570	917	0.5	1,834
Type 7b - Dependency, Termination	N/A	0	N/A	369	1	369	518	1	518
Juvenile Offender	N/A	0	N/A	N/A	0	N/A	N/A	0	N/A

2005 Workload per Commissioner by Case Type									
Case Type	King County Courthouse			Regional Justice Center			Youth Services Center		
	Work-load	# of Comm'rs	Work-load per Comm'r	Work-load	# of Comm'rs	Work-load per Comm'r	Work-load	# of Comm'rs	Work-load per Comm'r
Types 2,3,5 - Paternity, Civil DVPO, Family Law	11,202	3.5	3,201	7,938	2.5	3,175	N/A	0	N/A
Type 7a - Becca	N/A	0	N/A	3,014	0.5	6,028	2,871	0.5	5,742
Type 7b - Dependency, Termination	N/A	0	N/A	2,180	1	2,180	2,609	1	2,609
Juvenile Offender	N/A	0	N/A	N/A	0	N/A	N/A	0	N/A



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Projections of Judges Based on Filings and Workloads, King County Courthouse

Projected Judges by Case Type Based on Filings, King County Courthouse									
Case Type	2005			2010			2020		
	Filings	Filings per Judge	Judges	Projected Filings	Filings per Judge	Judges	Projected Filings	Filings per Judge	Judges
Types 2,3,5 - Paternity, Civil DVPO, Family Law	7,542	1,077	7	7,821	1,077	7.26	8,531	1,077	7.92
Type 7b - Dependency, Termination*	518	296	1.75	538	296	1.82	586	296	1.98

* For both KCCH and YSC

Projected Judges by Case Type Based on Workload, King County Courthouse									
Case Type	2005			2010			2020		
	Work-load	Work-load per Judge	Judges	Projected Workload	Work-load per Judge	Judges	Projected Workload	Work-load per Judge	Judges
Types 2,3,5 - Paternity, Civil DVPO, Family Law	11,202	1,600	7	11,616	1,600	7.26	12,671	1,600	7.92
Type 7b - Dependency, Termination*	2,609	1,491	1.75	2,706	1,491	1.81	2,951	1,491	1.98

*For both KCCH and YSC



Projections of Commissioners Based on Filings and Workload, King County Courthouse

Projected Commissioners by Case Type Based on Filings, King County Courthouse									
Case Type	2005			2010			2020		
	Filings	Filings per Comm'r	Comm'rs	Project-ed Filings	Filings per Comm'r	Comm'rs	Project-ed Filings	Filings per Comm'r	Comm'rs
Types 2,3,5 - Paternity, Civil DVPO, Family Law	7,542	2,155	3.5	7,821	2,155	3.63	8,531	2,155	3.96

Projected Commissioners by Case Type Based on Workload, King County Courthouse									
Case Type	2005			2010			2020		
	Work-load	Work-load per Comm'r	Comm'rs	Project-ed Work-load	Work-load per Comm'r	Comm'rs	Project-ed Work-load	Work-load per Comm'r	Comm'rs
Types 2,3,5 - Paternity, Civil DVPO, Family Law	11,202	3,201	3.5	11,616	3,201	3.63	12,671	3,201	3.96



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Projections of Judges Based on Filings and Workload, Regional Justice Center

Projected Judges by Case Type Based on Filings, Regional Justice Center									
Case Type	2005			2010			2020		
	Filings	Filings per Judge	Judges	Projected Filings	Filings per Judge	Judges	Projected Filings	Filings per Judge	Judges
Types 2,3,5 - Paternity, Civil DVPO, Family Law	4,811	962	5	4,986	962	5.18	5,440	962	5.65
Type 7b - Dependency, Termination	369	492	0.75	382	492	0.78	417	492	0.85

Projected Judges by Case Type Based on Workload, Regional Justice Center									
Case Type	2005			2010			2020		
	Workload	Workload per Judge	Judges	Projected Workload	Workload per Judge	Judges	Projected Workload	Workload per Judge	Judges
Types 2,3,5 - Paternity, Civil DVPO, Family Law	7,938	1,588	5	8,225	1,588	5.18	8,978	1,588	5.65
Type 7b - Dependency, Termination	2,180	2,907	0.75	2,259	2,907	0.78	2,465	2,907	0.85



Projections of Commissioners Based on Filings and Workload, Regional Justice Center

Projected Commissioners by Case Type Based on Filings, Regional Justice Center									
Case Type	2005			2010			2020		
	Filings	Filings per Comm'r	Comm'rs	Project- ed Filings	Filings per Comm'r	Comm'rs	Project- ed Filings	Filings per Comm'r	Comm'rs
Types 2,3,5 - Paternity, Civil DVPO, Family Law	7,542	2,155	3.5	7,821	2,155	3.63	8,531	2,155	3.96
Type 7a - Becca	1,285	2,570	0.5	1,332	2,570	0.5.2	1,453	2,570	0.5.7
Type 7b - Dependency, Termination	369	369	1	382	369	1.04	417	369	1.13

Projected Commissioners by Case Type Based on Workload, Regional Justice Center									
Case Type	2005			2010			2020		
	Work- load	Work- load per Comm'r	Comm'rs	Project- ed Work- load	Work- load per Comm'r	Comm'rs	Project- ed Work- load	Work- load per Comm'r	Comm'rs
Types 2,3,5 - Paternity, Civil DVPO, Family Law	11,202	3,201	3.5	11,616	3,201	3.63	12,671	3,201	3.96
Type 7a - Becca	3,014	6,028	0.5	3,123	6,028	0.5.2	3,408	6,028	0.57
Type 7b - Dependency, Termination	2,180	2,180	1	2,259	2,180	1.04	2,465	2,180	1.13



Projections of Judges Based on Filings and Workload, Juvenile Offender Cases (YSC)

Projected Judges by Case Type Based on Filings, King County Courthouse									
Case Type	2005			2010			2020		
	Filings	Filings per Judge	Judges	Projected Filings	Filings per Judge	Judges	Projected Filings	Filings per Judge	Judges
Juvenile Offender	4,085	860	4.75	4,235	860	4.92	4,620	860	5.37

Projected Judges by Case Type Based on Workload, King County Courthouse									
Case Type	2005			2010			2020		
	Work-load	Work-load per Judge	Judges	Projected Workload	Work-load per Judge	Judges	Projected Workload	Work-load per Judge	Judges
Juvenile Offender	13,481	2,838	4.75	13,976	2,838	4.92	15,247	2,838	5.37

CONCLUSIONS

Since the tables are nearly identical whether by caseload or workload, the conclusions are the same. Note that for space planning purposes all fractions are rounded upwards.

- The total number of judges, excluding juvenile offender related judges, could be expected to grow from 14.5¹ to 16.4 in 2020.
- The total number of commissioners could be expected to grow from 9 to 9.62 in 2020.
- The number of judicial officers needed for juvenile offender cases could be expected to grow from 4.75² to 5.37 in 2020.

The above judicial officer projections could be substantially affected by any changes in assumptions about filings/workload per judicial officer, by changes in filing rates for all cases or for specific case types, or by changes in the location of services.

¹ There are 19.25 total judicial officers in 2006 for children and family matters. The 14.5 figure is arrived at by subtracting the 4.75 (Chief juvenile judge and four juvenile offender judges) from the 19.25 total.

² 4.75 is the total number of juvenile offender judges, including the Chief juvenile judge.



DISCUSSION OF OPTION PACKAGES AND IMPLICATIONS

This section presents the final option packages selected by the COG in the May 5 meeting and discuss the criteria that each package meets and the resource implications and tradeoffs associated with each package.

The resource implications that are discussed include the following;

- Facilities;
- Staffing and Workload;
- Work processes;
- Legal requirements;
- Access to service programs; and
- Court security

The remainder of this section: (1) presents an overview the option packages considered by the COG; (2) discusses common elements to all of the packages; and (3) discusses the four packages selected by the COG at the May 5 meeting for detailed analysis and, for comparison, a fifth package based on where the court is at present.

Overview of Option Packages

The options packages were organized by two categories, variations in service delivery models and variations in case management models. All of the packages recommend addressing the significant facility and space issues in the present Juvenile Court building at the Youth Services Center (YSC) with the potential of replacing it. The specific facility recommendation will be developed in a subsequent Facilities Master Plan. All of the packages also include work process improvements and improved litigant information and assistance.

The COG considered three service delivery models involving families and children:

- **Centralized Service Delivery** - One new full-service family court and support services facility, as described in detail later in this section, to handle all types of cases involving families and children;
- **Regional Service Delivery** - Two full-service facilities to handle all types of cases involving families and children, one site at an expanded RJC, and one new full service site to replace the YSC, with juvenile detention at both sites; and
- **Dispersed Service Delivery** – Essentially maintaining the present configuration but with the YSC's significant facility issues resolved, with juvenile offender cases limited to a new YSC and juvenile detention center and other types of cases involving families and children divided among other court facilities.

The COG considered three case management models for cases involving families and children:



- Unified Case Management - Cases involving families and children combined into a single unified family court, with multiple cases involving a family consolidated into a single proceeding (as described later in this section);
- Coordinated Case Management – Different types of cases involving families and children processed separately but coordinated through effective information exchange among the judges to assure consistency of orders and avoid duplicated, conflicting, or overly burdensome requirements (maintaining the UFC intensive case management program at its present level and scope); and
- Discrete Case Management - Each type of case involving families and children processed independently, even for families with multiple cases.

The following matrix summarizes the features of the nine resulting option packages.

Case Management \ Service Delivery	Centralized Service Delivery	Regional Service Delivery	Dispersed Service Delivery
Unified Case Management <ul style="list-style-type: none"> • Cases treated as a single unit 	Package 1 <ul style="list-style-type: none"> • All family cases heard in a single location • All cases for a single family processed as a single case • Connection to service providers on site • Assessment capability, juvenile detention on site 	Package 4 <ul style="list-style-type: none"> • All family cases heard in each of two locations • All cases for a single family processed as a single case • Connection to service providers at each site • Assessment capability, juvenile detention at each site 	Package 7 <ul style="list-style-type: none"> • Multiple court locations with all case types heard in every location • All cases for a single family processed as a single case • Connection to service providers not available in every site • Juveniles in detention transported to some locations for hearings
Coordinated Case Management <ul style="list-style-type: none"> • Cases processed separately with coordination to assure consistency of results • UFC intensive case management program maintained at its present level 	Package 2 <ul style="list-style-type: none"> • All family cases heard in a single location • Cases involving a single family processed as separate cases but coordinated • Connection to service providers on site • Assessment capability, juvenile detention on site 	Package 5 <ul style="list-style-type: none"> • All family cases heard in each of two locations • Cases involving a single family processed as separate cases but coordinated • Connection to service providers at each site • Assessment capability, juvenile detention at each site 	Package 8 <ul style="list-style-type: none"> • Multiple locations, with not all case types heard at all locations • Cases involving a single family processed as separate cases but coordinated • Connection to service providers not available in every site • Juvenile offender cases limited to court sites attached to juvenile detention



Service Delivery Case Management	Centralized Service Delivery <ul style="list-style-type: none"> • One full service facility • New family court and support services facility 	Regional Service Delivery <ul style="list-style-type: none"> • Two full service facilities • YSC replaced with a new full service family court • Juvenile detention at both sites 	Dispersed Service Delivery <ul style="list-style-type: none"> • Multiple facilities with varying functions • Address YSC Facility Needs
Discrete Case Management <ul style="list-style-type: none"> • Each case type processed independently 	Package 3 <ul style="list-style-type: none"> • All family cases heard in a single location • Cases involving a single family processed as independent cases • Connection to service providers on site • Assessment capability, juvenile detention on site 	Package 6 <ul style="list-style-type: none"> • All family cases heard in each of two locations • Cases involving a single family processed as independent cases • Connection to service providers at each site • Assessment capability, juvenile detention at each site 	Package 9 <ul style="list-style-type: none"> • Multiple locations, with not all case types heard in all locations • Cases involving a family processed as independent cases • Connection to service providers not available in every site • Juvenile offender cases limited to court sites attached to juvenile detention

The COG selected four of the above packages for detailed analysis, Packages 1, 2, 4, and 5. In addition, the COG asked for a brief analysis of the package closest to the present system, which they labeled as Package 8.5, a combination of some aspects of Package 8 and some aspects of Package 9.

Common Elements of All Option Packages

Three common elements appeared in all packages selected by the COG: (1) improving litigant information and assistance; (2) work process improvement, including simplifying the process; and (3) expansion of the therapeutic court programs. These common elements are not tied to a specific service delivery or case management model and can be addressed regardless of the final model chosen. In addition, a third common element could be the expansion of the therapeutic courts, which operate independently from the rest of the caseload.

Improving Litigant Information and Assistance

Litigants lack knowledge about: (1) their legal rights and obligations; (2) what to expect from the process; (3) what is going to happen at each hearing; (4) why particular decisions have been made; (5) the meaning of court orders; (6) what they are expected to do after a court hearing; and (7) the consequences of choices that they make regarding entry into court and treatment. While unrepresented litigants exhibited the greatest need for more information, the need even extended to litigants who were represented by private, paid counsel. Approaches to improving litigant information and assistance include:

- Surveying litigants and attorneys to better understand litigant needs;
- Preparing written, audio, video, and web-based informational materials; and
- Creating expanded roles for in-court staff and public defenders.



A survey of litigants and attorneys is a first step to help the court identify the gaps between the information litigants need and the information that they are presently getting by: (1) determining where litigants have the greatest need for information; and (2) identifying the most common errors that litigants make and the areas where they seem to have the greatest misunderstanding of the judicial process. The gaps may be a result of missing information or of the ways in which information is made available.

Once a detailed needs analysis has been completed, the next step would be to develop and assess the effectiveness of written, audio, video, and web-based materials to provide the information to litigants. The information must be both understandable (including information in multiple languages) and presented in a format and medium that is accessible to litigants.

Three methods for broadening the provision of direct assistance to litigants are the following:

- Improving the written and on-line materials available to litigants. The court might consider developing new materials targeted to the areas of the process where the litigants have the greatest difficulty, identified as discussed above. In addition, the court might provide workspaces for litigants, with on-line access, at the court.
- Expanding the roles for court staff. Family Court operations staff might be expanded by: (1) increasing the number of staff available to assist unrepresented litigants in family law cases; (2) expanding the scope of facilitator staff, with court rule changes if necessary, to provide advice to litigants in dependency matters as well as UFC family law matters; and (3) adding a staff attorney to advise and assist litigants; and (4) expanding the number of UFC case managers and extending their role to assisting litigants post-adjudication.
- Developing contracts and rules for expanded representation by public defenders. Public defenders might be authorized to assist clients who have a companion family law case in preparing the parenting plan, as these parties typically are not represented in their family law cases.

Relation to Selection Criteria

Providing better litigant information and assistance promotes accessibility, a focus on the whole family, and effective outcomes for families. On the other hand, depending on the approach taken it can increase staffing costs.

Resource Implications

Resources that will be needed for the information gathering and the initial development of materials include staff time to develop and conduct surveys, staff time to research and prepare informational materials, programming time for the web site, production costs of any audio or video presentations, and printing costs for written materials. Further, there will be costs associated with periodically updating materials to reflect changes in procedures or state statutes.



For expanding court assistance to litigants, there will be costs associated with the hiring of any additional court staff, staff training, office space, and ongoing salaries of staff.

The cost of expanding the role of the public defenders will include costs associated with the hiring of additional attorneys, training costs for new areas of representation, costs for support staff and space, and attorney time in providing the assistance. In addition, there will be the costs of negotiating and preparing a new contract between the County and the Public Defender offices.

Work Process Improvements

An intensive work process improvement effort was one of the highest rated improvement options selected by the COG. Work process improvements would help eliminate unnecessary or duplicative hearings, improve trial scheduling, and assure that judges have the necessary information to accomplish something at every hearing, all with the goal of reducing continuances, litigant travel, and litigant time lost from work or school. The following are work process areas that a work process improvement effort could investigate, all of which could apply to all option packages. All of these work process improvements were among the 15 most highly rated options by the COG.

- Case management techniques to reduce continuances;
- Methods to identify all cases involving a single family;
- Elimination of non-productive hearings and improved trial scheduling;
- Expanded use of alternative dispute resolution;
- Methods to monitor and coordinate treatment programs; and
- Simplification of entries required for state-mandated parenting plan.

Improve case management to reduce the need for continuances by assuring that: (1) the necessary information for each hearing, including assessments, chemical tests, etc., is produced in a timely manner; and (2) that all the necessary system professionals are all available and present at hearings. This includes managing the discovery process. Case management techniques to reduce continuances include the use of pretrial conferences, telephone conferencing, or other judicial case management hearings at an early enough date to assure that, to the extent possible, the issues for each hearing are defined and attorneys and parties come prepared for hearings. In order to achieve this option, the court will also have to develop a more effective master calendar system for assigning cases to judges for trial, to assure that the trial judge can manage a case from filing through trial, the trial is held in the court of original venue, and the continuity of assignment does not break down at brokerage.

For all case types, develop methods to identify multiple cases involving a single family and coordinate the progress of related cases. In the short term, with the present multiple case management systems in the county that do not interconnect, identifying those cases will likely be staff intensive and depend on the knowledge of the outside system actors, such as caseworkers and attorneys, to advise the court. In particular, Becca cases and the therapeutic courts operate on separate case management systems. Over the longer term this includes



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developing a comprehensive automated case management system that is capable of identifying and providing complete information on all the cases involving a family. Two obstacles that have to be overcome are (1) confidentiality requirements and how to maximize information exchange within those requirements; and (2) a means to develop common identifiers across cases that may involve parties with different last names.

Conduct intensive work process improvement efforts, in order to eliminate unnecessary or duplicative hearings, improve trial scheduling, and assure that judges have the necessary information to accomplish something at every hearing, all with the goal of reducing continuances, litigant travel, and litigant time lost from work or school. Part of the improvement process would include identifying as candidates for simplification those procedures that litigants have the most difficulty understanding. Calendaring techniques to promote access and efficiency could include night court, calendaring hearings by subject matter, and allowing commissioners to hear trials. Identifying and eliminating duplicative or unnecessary hearings could include: (1) possibly eliminating the 30-day shelter hearing in dependency cases and the final hearing in family law cases; and (2) allowing litigants to deal with multiple issues at a single hearing where appropriate.

Based on the experiences of other jurisdictions around the country, there is opportunity to make greater use of alternative dispute resolution (ADR) methods for dependency, termination of parental rights, and family law cases. ADR has been used successfully both for each the above case types individually and for families with multiple cases. Expanded use of ADR would provide a means to resolve cases without trials. It has also been shown to produce better outcomes for families and improve cooperation of families with treatment orders. In TPR cases, for example, mediation has enabled parents to consent to TPR and develop workable methods for remaining involved in the child's life. In some jurisdictions mediators in dependency and TPR cases either serve pro bono or are paid by the court.

For families with multiple court cases, develop a means to: (1) coordinate treatment programs for an individual to assure consistency and appropriateness; and (2) continually assess an individual's progress and move an individual from one program to another when a program appears to be failing to meet an individual's needs. Methods to monitor and coordinate treatment programs could include adding a post-adjudication case management role for the UFC case managers. It might also include creating a formal procedure for coordinating system actors who might be involved in the different cases, such as a JPC or DSHS caseworker, who at present may or may not coordinate with each other, depending on personalities and other factors. One feature that might be incorporated into a new automated case management system to aid this effort would be to provide a capability for treatment programs to connect to the court electronically.

Simplify the parenting plan by identifying the parts of the plan that are the most difficult to complete or tend to be the most contentious and either simplifying the requirements or providing special assistance to parties in completing those parts. A major problem for pro se litigants in family law cases is filling out the eight-page state-mandated parenting plan. One solution is to make it easier for litigants to complete the parenting plan by identifying the parts of the plan that are the most difficult to complete or tend to be the most contentious and either simplifying what



needs to be entered or providing special assistance to parties in completing those parts. A more extreme solution is to promote new legislation aimed at simplifying the issues.

Relation to Selection Criteria

The above work process improvements promote accessibility for litigants and system actors and cost effectiveness for judges and other court staff.

Resource Implications

All of the above work process improvement efforts require: (1) staff time to develop the details and prepare any required documentation such as rule changes or descriptions of procedures; (2) training for staff in new processes and procedures; (3) additional staff for case monitoring; (4) added judicial time for case management; (5) costs of mediators if ADR is expanded; and (6) added costs related to additional calendars such as night hours. In addition, statutory change may be required to modify the requirements of the parenting plan.

In addition in the longer term, the court should investigate a new comprehensive automated case management system that permits the court to: (1) identify all cases involving a single family; (2) connect, with appropriate confidentiality safeguards, to the PAO, AG, OPD, the public defender agencies, and DSHS so that data can be entered at the point of creation and be accessed system-wide; and connect to service providers for monitoring purposes.

Optimize Therapeutic Courts

Methods to monitor and coordinate treatment programs could include expanding the use of therapeutic courts. The King County Superior Court has a number of specialty therapeutic courts. Cases from those courts are not linked into the UFC intensive case management program. Those courts include:

- the juvenile drug court;
- the juvenile treatment court, for youth with co-occurring substance abuse and mental health issues;
- the adult drug court; and
- the family treatment court.

The therapeutic courts are staff intensive, and at present they are supported largely by outside funding. Expanding the size of their caseloads will require added funding, either from outside grants or the county. Further, sustaining those programs will likely require county funding if grant funds are no longer available.

Court Safety and Security

Every courthouse has three critical areas that need to be protected: people, property, and information.



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- Protecting People. Key leaders will need to be identified and prepared to lead the court after any disaster. The court must also be concerned about the public. Every individual who has business before a court, whether voluntarily or under court order, is entitled to feel safe. The courthouse must be a safe place for litigants and their families, jurors, witnesses, victims of crime, judges, staff and the general public to conduct their business.
- Protecting Property. The courthouse physical plant and equipment represent a major investment. The court must consider how different disaster scenarios could affect the courthouse building rendering it wholly or partially unusable. If equipment is damaged how it will be repaired or replaced, and who will make that decision quickly come into play.
- Protecting Information. Record keeping is a central function of any court. The information maintained by the courts is critical to the functioning of an orderly society. Courts must maintain the ability to restore information while simultaneously creating new records as part of any disaster recovery plan.

Programs to promote courthouse safety and security must serve the objectives of the judicial process, not dominate them. One major objective is to attain an appropriate balance between access to court facilities and public safety. It is imperative that the people see courthouses as places where problems are resolved. The court system can ill afford to convey a message of fear from fortress like facilities. That is why training and awareness must be stressed. Proper and effective security design of courthouse facilities can contribute substantially to the safety of persons within the courthouse in a way that enhances access.

There are two aspects of preparedness for court safety and security, emergency planning and contingency planning. Emergency planning means being prepared to take immediate action due to a traumatic event. It is aimed at stabilizing things to mitigate damage. Contingency planning means having options for different possible future events. It is aimed at moving forward once things have been stabilized. Specific security needs inevitably will vary from location to location due to local conditions and changing circumstances.

In developing approaches to improving court safety and security, the court must pay attention to three categories of resources:

- Policies and procedures;
- Adequate staffing; and
- Appropriate technology.

Policies and procedures. Court safety starts with good business practice. Policies and procedures must be developed to assure that security and safety issues are considered in the routine activities of not only those assigned to provide courthouse security but also judges, court staff, and other building occupants. Policies and procedures should include specific guidelines



on how routine activities should be undertaken to prevent injury or damage to property, including workplace inspections, handling of prisoners, handling of money, etc. The goal of all activities should be to deter, detect, or prevent potentially dangerous situations.

Adequate staffing. Adequate staffing goes beyond law enforcement or other specialized security staff assigned to the court. A major component of any security program is the realization that individuals must assume a degree of personal responsibility to ensure their own safety and security and that of the people around them. Proper staffing and staff training are the keys to a safe and secure court facility. Security equipment is not a substitute for alert and observant staff. Alarm systems are only useful if staff know how to use them, what the response will be, and where it will come from. A closed circuit camera is of little value if no one is available to monitor it and respond when necessary. All court staff should have training in preventing and handling violence in the workplace and responding appropriately to potentially threatening situations.

Appropriate technology. Technology includes equipment for screening people and packages entering the courthouse, closed circuit television cameras both inside and outside the courthouse, and duress alarms. Cameras can be active, with someone watching the screens, or passive, attached to recording equipment. In addition, architectural design features to deter violent behavior should be assessed. It is important to keep in mind that all equipment requires appropriate staffing and proper testing and maintenance.

Next Steps

- Conduct assessments of the buildings and court policies and procedures.
- Identify gaps in policies and procedures, staffing, and technology.
- Implement improvements.

Culture and Cultural Competency

Why Culture Matters

Understanding culture is fundamental to effective court and justice service provision because people's beliefs and expectations about the essence of justice -- that is, people's views about what is right or wrong, appropriate or inappropriate, and fair or unfair -- along with expectations for how justice is established and maintained, and how the institutions of justice should work and be changed, are all shaped by the complicated interplay among ethnic/national, professional, and organizational cultures. By culture, we mean the commonly shared, largely taken for granted assumptions about goals, values, means, authority, ways of knowing, and the nature of reality and truth, human nature, human relationships, and time and space, that a group has learned throughout its history.

Ethnic/national culture refers to groups whose individual members' common affiliation is defined by reference to ethnicity or nation. Professional culture refers to groups of people with affiliations defined by occupation and profession, such as police officers, soldiers, priests,



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computer scientists, and social workers. Organizational culture refers to groups of individuals interacting within particular administrative units or agencies which together form the institutions of justice within a society such as courts, police departments, and human rights organizations.

Ethnic/National Culture Matters

Ethnic/national culture matters because notions of culture greatly impact how people:

- define justice, conflict, and disorder, and determine when it is appropriate to involve third parties, including the state, in resolving problems and conflicts;
- describe events or "what happened;" and
- fashion responses or solutions to problems and conflicts.

In addition, ethnic/national culture matters because when cultures meet within a justice system, notions of culture often present paradoxical opportunities both for misunderstanding, on the one hand, and creative problem-solving, on the other hand. Thus the potential impacts of culture must be acknowledged and accommodated. For example, the behavior for helping ill children which one culture might define as appropriate use of herbal and other forms of traditional medicine might be defined in another culture as child neglect and even abuse. Notions of extended family inherent in some cultures might provide opportunities to link troubled family members with far more extensive family-based support resources than might be available in cultures where family is more narrowly defined. For people of some cultures, attending batterers' classes conducted by a highly trained, "objective" professional might be an effective technique for addressing some aspects of domestic violence, while being counseled by a "subjective" but respected peer might be more appropriate for people of another culture.

Cultural Competency

Cultural competency means first understanding where, how, and why culture matters. In particular, as suggested previously cultural competency means understanding how culture influences people when they:

- define justice, conflict, and disorder;
- determine how and when it is appropriate to involve third parties, including the state, in resolving problems and conflicts;
- describe events or what happen; and
- fashion responses or solutions to problems and conflicts.

In addition understanding culture means assessing how culture might influence:

- the ways people communicate;
- perceptions about the sources of legitimate authority;
- beliefs about individual and group responsibility;
- beliefs about what are fair processes;



- fundamental, underlying beliefs about cause and effect – such as the causes and treatment of illness; and
- beliefs about people and their motivations.

Table 1 summarizes some of the aspects of culture more likely to influence beliefs, values, and behaviors associated with the courts and justice system.

Figure 1: Cultural Variations in the Courts and Justice System		
Assumptions and Beliefs	Values	Behaviors
<u>Fundamental assumptions and beliefs about:</u>	<u>The meaning of:</u>	<u>Types of behavior focused on:</u>
Time	Respect	Appropriate attire/dress
Causality	Dignity	Engagement
Illness	Fairness	Deference
Gender Roles	Integrity	Oral communication
Authority	Honesty	Written communication
Human nature	Justice	Contribution
Motivation	Punishment	Coercion
How to learn/gain knowledge	Family	Time management/scheduling
Life partners	Obedience	Use of technology
	Compliance	
	Reciprocity	
	Intervention	

Moreover, cultural competency also means developing individual, organizational, and system capacity for culturally appropriate service delivery that helps individuals successfully navigate the courts and justice system, process information, make wise decisions, and comply with court orders.

Finally, cultural competency stresses that it is important to avoid stereotyping people on the basis of ethnic identity. For example, while there are aspects of a particular culture that can have a significant effect on both the sources and the treatment of family violence, not all families within a culture will fit the same patterns. Cultural competency does not mean that one can understand the motivations, needs, and expectations of a particular individual simply because one has a general understanding of the individual's cultural background. Instead, cultural competency provides tools to help unravel the complexity of individual circumstances. The focus should be on helping the people who work for the courts and justice system to increase their *awareness* and understanding of culture in general and of particular cultures in order to better assess the individual circumstances of a specific case and to help develop appropriate responses in a case. This includes understanding the characteristics, nuances, and implications of one's own culture. Understanding the nuances of a particular culture, for example, can provide judges and other justice agency personnel with useful information about both the context of events and the potential for shaping appropriate responses.



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Next Steps

- Identify key organizations and individuals in the minority communities to work in partnership with the court.
- Examine and redesign work processes to make them more culturally appropriate and responsive to the needs of a culturally diverse court clientele.
- Develop and conduct staff cultural competency training.
- Develop and conduct training on court processes for community members who might serve as advisors or mentors.



Discussion of Selected Option Packages

This section describes the four option packages selected by the COG for more detailed analysis, Packages 1, 2, 4, and 5. In addition, it includes a brief analysis of the package closest to the present system, a combination of some aspects of Package 8 and some aspects of Package 9. The analysis of each package includes: (1) how well it satisfies the guiding principles and selection criteria articulated by the COG; and (2) its resource implications. All packages include replacing the present YSC facility. A separate section discusses the tradeoffs inherent in selecting each package over the others.

Package 1. Centralized Service Delivery, Unified Case Management

The following table summarizes the elements of Package 1.

Package 1: Summary of Elements	
Centralized Service Delivery	<ul style="list-style-type: none"> • A new single family court facility and juvenile detention center to replace the present YSC and detention center, at the Alder Street site or on a new site to be chosen. • Holding cells for both juveniles and adults in children and family cases • Assessment capability on site for UA testing and other assessments needed by the judge to assign families to treatment options • Connection to service providers on site to enroll families in service programs • Office space on site for all agencies providing services to the court or the litigants, such as prosecutors, public defenders, assistant attorneys general, DSHS caseworkers, family law counselors, Juvenile Probation Counselors, and Family Court Services • Adequate amenities for litigants, such as parking, day care, and food
Unified Case Management	<ul style="list-style-type: none"> • One family/one judge • Consolidating all of the following case types: family law; dependency; guardianship; termination of parental rights; adoption; paternity; civil protection orders; and juvenile status offenses (truancy, ARY, and CHINS); and juvenile offender cases • Creation of a single case file for all cases that do not require closed files
Work Process Improvements	<ul style="list-style-type: none"> • Consolidation of hearings • Broadened use of commissioners to hear both dependency and family cases • Creation of a true individual calendar for case assignment to judges

Scope of a Full Service Facility.

The single family court facility option entails building an entire family law facility to include UFC family law, the UFC intensive case management program, juvenile offender, dependency, Becca cases, and the therapeutic courts. The DJA would have to provide clerical structure to handle family cases in the new facility. The new facility could also house an assessment center for UA and other testing required by a judge, and connection to treatment programs.

Some system actors on King County expressed a vision of a "campus" with all services available in one place, to meet adjacency needs. Our space needs analysis breaks down the support service needs into priority interests and expansion interests, with the categories defined as follows.



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Interests include:

- juvenile detention;
- juvenile probation;
- an assessment center for drug and alcohol evaluation, UA testing, and paternity testing;
- interpreters;
- family court facilitators;
- mediation;
- a holding cell for incarcerated parents attending hearings;
- facilities and staff for supervised visitation;
- offices for initial connection to treatment providers;
- child care, food, parking, and other amenities;
- an alternative school; and,
- educational programs for parents.

Discussion of a previous draft of the Assessment Report by the Project Work Group and the Cabinet Oversight Group indicated that some of the above features, including adult probation, a transition center, and a mental health facility, should not be considered for inclusion in a family court facility. They also indicated that the facility should not include services to deal with immigration issues.

Scope of a Unified Family Court.

The concept of a unified family court arose in response to the challenge to treat troubled families in a comprehensive way, taking into account all of the interrelated legal problems faced by the family each time the family appears in court, to try to achieve outcomes that enhance the quality of life of all members of the family. This means providing comprehensive and coordinated court and social services to families with multiple cases. The literature on Unified Family Courts proposes a model that, in its most extensive form, includes the following characteristics: (1) consolidation of the following case types: family law; dependency; termination of parental rights; adoption; paternity; guardianship; civil domestic violence protection orders; juvenile offender; and juvenile status offenses (truancy, ARY, and CHINS); (2) one family/one judge; (3) judges assigned to the family court; (4) trained teams of prosecutors, defense attorneys, and social workers; (5) case managers to monitor the progress of every family; (6) a comprehensive social service network; and (7) outcome oriented performance measurement.

We know of no jurisdiction that has adopted the above model in all aspects, and not all aspects of the above model are universally accepted as desirable. Here are some variations that King County could consider as part of Package 1 (and Package 4).

- ✓ *Cases to be included in a Unified Family Court.* In redesigning its approach to family cases, King County needs to take into account which types of cases are most likely to co-occur within a single family. Statistically, the family cases most likely to involve families with other court actions are child abuse and neglect cases. These cases are most often



associated with delinquency, divorce or domestic violence. Delinquency cases are the second most likely cases to be associated with other cases involving the same family, with divorce cases a somewhat more distant third. At present, the trigger case for the UFC intensive case management program in the King County Superior Court is the family law case. Further, the existence of a dependency case along with a family law case does not necessarily bring the case into the UFC. In determining how to design an expanded Unified Family Court, the court might make the dependency case the primary trigger for inclusion.

- ✓ *The level of case management.* The present UFC intensive case management program may be applied just to the most problematical cases, as it is now. Other cases in the reconstituted Unified Family Court limited would be managed by the judges. A triage protocol would have to be developed as part of this approach, to identify the cases for intensive management. More intensive case management might also be brought in during a case if the family exhibits difficulty navigating the court process.
- ✓ *A phased approach.* Cases that are not formally included in the Unified Family Court but can affect the overall outcomes for the family, such as juvenile offender cases and Becca cases, could initially be treated as in the coordinated case management model, to assure that conflicting orders and unduly burdensome requirements are avoided.

A critical issue for unified family courts is the definition of a family. A comprehensive approach defines a family as all children of the mother and maternal grandparents, all fathers of those children, all paternal grandparents, all stepsiblings, all individuals who reside in the household of the mother, and all individuals who reside in the household where the child is living. This definition could include even individuals unrelated to the child, such as boyfriends or girlfriends of the biological parent(s) and foster parents.

Relation to Selection Criteria

The following is a summary of the degree to which this package achieves the selection criteria articulated by the COG at the April 7 meeting.

Accessibility for litigants. By having one central family court building, this package will pose varying levels of inconvenience for a substantial number of litigants living in different areas of King County depending on where the building is located and the availability of public transportation. It will not solve the present difficulties in traveling to the YSC, although a site other than the Alder Street site might alleviate the problem somewhat by providing better access to public transportation. On the other hand, the Unified Family Court case management model will allow litigants to combine hearings if they have more than one case and to access some services at the courthouse, thus reducing the number of trips that they have to make to the court and to related service providers. The court may be able to work with the County to reevaluate its transportation plan as part of this package.



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Accessibility for system actors. A single facility is likely to pose travel difficulties for the family law bar, as they have located their offices for proximity to either the KCCH or the RJC, neither of which will have family law trials in this package.

Cost effectiveness: facility costs. Given that the present YSC may be replaced in any package, replacement of that facility will be less expensive than the combination of replacing that facility and a full-service facility in the south end such as expansion of the RJC.

Cost effectiveness: staffing costs. An expanded UFC intensive case management caseload will require more case managers and other support staff to provide administrative case management.

Focus on the whole family. The combination of a UFC case management and a central, full-service facility should strongly facilitate a focus on the whole family.

Effective outcomes for families. This will depend on the eventual scope of the facility. To the extent that this package provides connection to services on site and links families to services before they leave the courthouse, it will achieve more effective outcomes for families.

Quality decisions. The central facility should make staff training easier. Further, the combination of a single site and UFC case management should facilitate court monitoring of the various system actors for accountability purposes.

Achievability. Expansion of the UFC intensive case management program can be accomplished in steps, starting in the short term with some work process changes and staffing additions. The new facility will be an intermediate term solution, as it will require a Facilities Master Plan followed by site selection, building design, and construction.

Resource Implications

- Facilities

This package provides for a new, comprehensive family court facility with the features listed in the above table. It would house all judges who hear cases involving families and children, including family law, dependency termination of parental rights, paternity, adoption, truancy, at-risk youth (ARY), children in need of services (CHINS), juvenile offender, and civil domestic violence protection orders (DVPO). It would also house the family and juvenile therapeutic court programs. The facility would serve as the only court facility to process those cases.

The location of the facility must take into account travel times for the litigants across the county and for system actors. A site other than the present Alder Street site may provide a better solution for purposes of access and convenience.

There are two options for the facility: (1) using the present Alder Street site and retaining the juvenile detention center; and (2) constructing a new facility, including juvenile detention, on a different site. Some have a vision of a "campus" with all services available in one place, to meet



adjacency needs. A detailed analysis of space needs for support services would need to be conducted separately for the priority interests and the expansion interests as defined earlier. Our preliminary analysis suggests that the Alder site may not be able to fully accommodate a comprehensive Family Court Facility if all of the priority and expansion functions and interests are included.

- Staffing and Workload

To create an expanded Unified Family Court, more case managers will be needed to coordinate hearings, monitor case progress, and work with litigants to assure that they are prepared for each hearing. At present the UFC intensive case management program has two case managers, each of whom manages 50 cases. If the case manager role is to remain the same with an expanded UFC, expanding the UFC case managed cases could have a substantial effect on staffing needs.

Broadening the scope of the UFC may also involve broadening the use of commissioners to hear both family law and dependency cases, so hearings before a commissioner combining multiple cases of a family can be consolidated.

- Work processes

The following are work process improvements in addition to the case-specific work process improvements discussed earlier in this report.

Work processes will have to be designed for the court to consolidate hearings of different cases involving a family while still meeting the different statutory schedules and requirements of the different case types. Further, consideration will have to be given to which system actors need to be present at the combined hearings, to assure that people are not required to attend hearings in which they play no role.

A second work process issue that must be considered is the present brokerage system of assigning cases to judges for trial. If all family cases are to be heard at the one facility, only judges located at that facility should be eligible for assignment of family cases for trial under the brokerage system.

A third work process area to address will be ways to streamline the work of the case managers, as expanding the scope and numbers of the UFC while maintaining the present role of the case managers would require substantial increases in staffing.

- Legal requirements

Statutory changes may be needed to incorporate juvenile offender and Becca cases into the UFC, particularly with regard to access to confidential case-related information. Further, some system actors expressed concern about assuring that the rights of juvenile offenders are protected. A second legal concern is that some cases, particularly dependency cases, have their own time frames that still must be met even if the cases are consolidated.



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- Access to service programs

Ideally, some service programs, such as parenting classes or counseling sessions, could be offered at the courthouse. This would possibly require keeping the court open in the evenings to enable working clients to attend the programs. In addition, this package includes providing clients with the ability in the courthouse to sign up for programs.

With regard to access to services, the COG noted that initial access should be centralized, to assure that people are connected to services before they leave the courthouse. For continuing services, service provision should be decentralized to provide better access. Decentralized service delivery may also facilitate locating culturally directed services closer to the communities that they are designed to serve.

- Court security

Family cases statistically pose the greatest threat of violence of all case types. An expanded security force will thus likely be needed, and care will have to be taken to develop an effective and efficient plan for the deployment of these security officers. Further, attention will have to be given to the particulars of each case to identify cases that might pose a special danger, such as cases involving juvenile gang members.



Package 2. Centralized Service Delivery, Coordinated Case Management

The following table summarizes the elements of Package 2.

Package 2: Summary of Elements	
Centralized Service Delivery	<ul style="list-style-type: none"> • A new single family court facility and juvenile detention center to replace the present YSC and detention center, at the Alder Street site on a new site to be chosen • Holding cells for both juveniles and adults in children and family cases • Assessment capability on site for UA testing and other assessments needed by the judge to assign families to treatment options • Connection to service providers on site to enroll families in service programs • Space to hold mediations • Office space on site for all agencies providing services to the court or the litigants, such as prosecutors, public defenders, assistant attorneys general, DSHS caseworkers, family law counselors, Juvenile Probation Counselors, and Family Court Services • Adequate amenities for litigants, such as parking, day care, and food
Coordinated Case Management	<ul style="list-style-type: none"> • Linking all of the following case types: family law; dependency; guardianship; termination of parental rights; adoption; paternity; civil protection orders; and juvenile status offenses (truancy, ARY, and CHINS); and juvenile offender cases • Maintaining the UFC intensive case management program at its present level and scope
Work Process Improvements	<ul style="list-style-type: none"> • Information transfer among cases • Creation of a true individual calendar for case assignment to judges

The scope of a full service facility is described in the discussion of Package 1 above.

Scope of Coordinated Case Management

Coordinated case management involved processing different types of cases involving families and children as separate cases but coordinating court orders and case outcomes, through effective information exchange among the judges, to assure consistency of orders and avoid duplicated, conflicting, or overly burdensome requirements.

For coordination to be effective, every judge involved with a family should be aware of all other currently active cases involving the family and at every hearing, have information about the progress of every other case. Ideally, the court will develop a case management system that will provide this information. Some family courts have created a case coordinator position assigned to search the case files and information system to identify families with multiple cases and produce a summary report for each judge involved with the family. System actors involved with a family, including prosecuting attorneys, assistant attorneys general, defense attorneys (including public defenders), DSHS caseworkers, and CASA volunteers, should also be able to provide information on other cases involving the family.

Where appropriate, a judge in one case may request the participation of a caseworker or JPC from another case involving the family at a hearing, or may request that system actors from multiple cases confer with each other and report to the judge.



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With regard to juvenile offender cases, the coordination may take place in the disposition stage after entry of plea or adjudication of guilt.

The coordination could take place in a variety of ways, including the following.

- ✓ A judge in one case may defer a decision while awaiting the decision in another case involving the family.
- ✓ The court may determine priorities among cases so that one judge will defer to the judge in another case that has priority. For example, a dependency case may have priority over a family law case.
- ✓ A judge may confer with another judge to determine which outcome is the most desirable, either on his or her own motion or at the request of a party or professional in the case.

Relation to Selection Criteria

The following is a summary of the degree to which this package achieves the selection criteria articulated by the COG at the April 7 meeting.

Accessibility for litigants. As discussed above, having one central family court building will pose varying levels of inconvenience for a substantial number of litigants living in different areas of King County depending on where the building is located and the availability of public transportation. It will not solve the present difficulties in traveling to the YSC, although a site other than the Alder Street site might alleviate the problem somewhat by providing better access to public transportation. The court may be able to work with the County to reevaluate its transportation plan as part of this package.

The coordinated case management model does not contemplate combining hearings for litigants who have more than one case. The access to some services at the courthouse, however, should reduce the number of trips that litigants have to make to access service providers.

Accessibility for system actors. As discussed above, a single facility is likely to pose travel difficulties for the family law bar, as they have located their offices for proximity to either the KCCH or the RJC, neither of which will have family law trials in this package.

Cost effectiveness: facility costs. As discussed above, given that the present YSC facility has significant needs and may be replaced, replacement of that facility will be less expensive than the combination of replacing that facility and creating a full-service facility in the south end such as expansion of the RJC.

Cost effectiveness: staffing costs. The coordinated case management model is less staff intensive than the UFC case management model, although expansion of coordinated case management will still require some additional support staff to identify and compile information on related cases involving a family for the judges.



Focus on the whole family. The combination of coordinated case management and a central, full-service facility should enhance the focus on the whole family over what the court is able to accomplish now. While the coordinated approach is not as comprehensive as the unified family court approach, it offers a compromise with regard to consolidating juvenile offender cases into the UFC, as coordination of these cases could be limited to the dispositional stage after plea or adjudication.

Effective outcomes for families. As discussed above, this will depend on the eventual scope of the facility. The more that this package provides availability of direct services or connection to services on site, the more it will achieve effective outcomes for families.

Quality decisions. The central facility should make staff training easier. Further, the single site should facilitate court monitoring of the various system actors for accountability purposes.

Achievability. Expansion of coordinated case management program can be accomplished in the short term with some work process changes and staffing additions. The new facility will be an intermediate term solution, as it will require a Facilities Master Plan followed by site selection, building design, and construction.

Resource Implications

- Facilities

The analysis of facilities implications for this package is the same as for Package 1 above.

- Staffing and Workload

The coordinated case management model will require some additional support staff to identify and compile information on related cases involving a family for the judges.

Even within the context of coordinated case management there may be value in broadening the use of commissioners to hear both family law and dependency cases, so hearings before a commissioner could deal with issues from multiple cases of a family.

- Work processes

The following are work process improvements in addition to the case-specific work process improvements discussed earlier in this report.

Work processes will have to be designed to identify and exchange information among different cases involving a family.

A second work process issue that must be considered is the present brokerage system of assigning cases to judges for trial. If all family cases are to be heard at the one facility, only



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judges located at that facility should be eligible for assignment of family cases for trial under the brokerage system.

- Legal requirements

Statutory changes with regard to access to confidential case-related information may be needed to permit the exchange of information from juvenile offender and Becca cases.

- Access to service programs

Ideally, some service programs, such as parenting classes or counseling sessions, could be offered at the courthouse. This would possibly require keeping the court open in the evenings to enable working clients to attend the programs. In addition, this package includes providing clients with the ability in the courthouse to sign up for programs.

With regard to access to services, the COG noted that initial access should be centralized, to assure that people are connected to services before they leave the courthouse. For continuing services, service provision should be decentralized to provide better access. Decentralized service delivery may also facilitate locating culturally directed services closer to the communities that they are designed to serve.

- Court security

Family cases statistically pose the greatest threat of violence of all case types. An expanded security force will thus likely be needed, and care will have to be taken to develop an effective and efficient plan for the deployment of these security officers. Further, attention will have to be given to the particulars of each case to identify cases that might pose a special danger, such as cases involving juvenile gang members.



Package 4. Regional Service Delivery, Unified Case Management

The following table summarizes the elements of Package 4.

Package 4: Summary of Elements	
Regional Service Delivery	<ul style="list-style-type: none"> • Two full service family court facilities with connected juvenile detention centers, one at a south-county location such as the RJC and one to replace the present YSC and detention center, at the Alder Street site on a new site to be chosen. • Holding cells for both juveniles and adults in children and family cases • Assessment capability on site for UA testing and other assessments needed by the judge to assign families to treatment options • Connection to service providers on site to enroll families in service programs • Office space at each site for all agencies providing services to the court or the litigants, such as prosecutors, public defenders, assistant attorneys general, DSHS caseworkers, family law counselors, Juvenile Probation Counselors, and Family Court Services • Adequate amenities for litigants, such as parking, day care, and food
Unified Case Management	<ul style="list-style-type: none"> • One family/one judge • Consolidating all of the following case types: family law; dependency; guardianship; termination of parental rights; adoption; paternity; civil protection orders; and juvenile status offenses (truancy, ARY, and CHINS); and juvenile offender cases • Creation of a single case file for all cases that do not require closed files
Work Process Improvements	<ul style="list-style-type: none"> • Consolidation of hearings • Broadened use of commissioners to hear both dependency and family cases • Creation of a true individual calendar for case assignment to judges by site

Relation to Selection Criteria

The following is a summary of the degree to which this package achieves the selection criteria articulated by the COG at the April 7 meeting.

Accessibility for litigants. Having two regional family court buildings will reduce the level of inconvenience for litigants living in southern areas of King County. The overall improvement may be tempered, however, by the fact that some litigants may move from one area of the county to another during the life of a case, and some cases may involve families with members living in different areas of the county. For litigants who move from one end of the county to another, the regional service delivery model may actually end up making access more difficult unless the case venue can be moved as well.

The Unified Family Court case management model will allow litigants to combine hearings if they have more than one case and to access some services at the courthouse, thus reducing the number of trips that they have to make to the court and to related service providers.

Accessibility for system actors. Two regional family court facilities will pose fewer travel difficulties for the family law bar, although moving family law cases out of the KCCH will increase travel for attorneys located in downtown Seattle.



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Cost effectiveness: facility costs. The combination of a new full-service family court building to replace the YSC and a full-service south-county family court facility such as an expanded RJC will be more expensive than a single family court building. Even if the RJC is used for the south county site, there will be the need to add a juvenile detention center in addition to any required expansion of the courthouse space.

Cost effectiveness: staffing costs. As discussed earlier, the UFC case management model is more staff intensive than the coordinated case management model, as expansion of the UFC will require more case managers and other support staff to provide administrative case management. With two facilities, the UFC staffing costs would be even greater. Further, the second juvenile detention center would require staffing as well.

Focus on the whole family. The combination of a UFC case management and regional full-service facilities should strongly facilitate a focus on the whole family.

Effective outcomes for families. This will depend on the eventual scope of the facilities. The more that this package provides availability of direct services or connection to services on site, the more it will achieve effective outcomes for families.

Quality decisions. The full service facilities should help with staff training. Further, the combination of full-service sites and UFC case management should facilitate court monitoring of the various system actors for accountability purposes.

Achievability. Expansion of the UFC intensive case management program can be accomplished in steps, starting in the short term with some work process changes and staffing additions. The new facilities will be an intermediate to long-term solution, as they will require both a new building in the north end of the county and either a new building or an extensive expansion of the RJC in the south county.

Resource Implications

- Facilities

This package provides for a new, comprehensive family court facility with the features listed in the above table and a facility in the south county, such as an expansion of the RJC, to provide the same features. The two facilities would both house judges who hear cases involving families and children, including family law, dependency termination of parental rights, paternity, adoption, truancy, at-risk youth (ARY), children in need of services (CHINS), juvenile offender, and civil domestic violence protection orders (DVPO). They would also house family and juvenile therapeutic court programs. Both would have juvenile detention centers.

The location of the new facility must take into account travel times for the litigants across the county and for system actors. With that in mind, the Alder site may not be the sole central option and an expansion of the RJC may not be the sole south county option. A site other than the present Alder Street site may provide a better solution for purposes of access and convenience.



This option will require the building of a second juvenile detention center regardless of whether the RJC or another site in the south county is used.

- Staffing and Workload

To create an expanded Unified Family Court, more case managers will be needed to coordinate hearings, monitor case progress, and work with litigants to assure that they are prepared for each hearing. With two facilities, staff would be required to provide the full range of services at each facility.

Broadening the scope of the UFC may also involve broadening the use of commissioners to hear both family law and dependency cases, so hearings before a commissioner combining multiple cases of a family can be consolidated.

The second juvenile detention facility in south county would require a second full complement of staffing for both the assessment function and the management function.

- Work processes

The following are work process improvements in addition to the case-specific work process improvements discussed earlier in this report.

Work processes will have to be designed for the court to consolidate hearings of different cases involving a family while still meeting the different statutory schedules and requirements of the different case types. Further, consideration will have to be given to which system actors need to be present at the combined hearings, to assure that people are not required to attend hearings in which they play no role.

A second work process issue that must be considered is the present brokerage system of assigning cases to judges for trial. If all family cases are to be divided between the two facilities, family cases should be assigned for trial under the brokerage system only at the facility of venue.

A third work process area to address will be ways to streamline the work of the case managers, as expanding the scope and numbers of the UFC while maintaining the present role of the case managers would require substantial increases in staffing.

- Legal requirements

Statutory changes may be needed to incorporate juvenile offender and Becca cases into the UFC, particularly with regard to access to confidential case-related information. Further, some system actors expressed concern about assuring that the rights of juvenile offenders are protected.



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- Access to service programs

Ideally, some service programs, such as parenting classes or counseling sessions, could be offered at each courthouse. This would possibly require keeping the courts open in the evenings to enable working clients to attend the programs. In addition, this package includes providing clients with the ability in each courthouse to sign up for programs.

In the broader concept of a family court campus, each facility might also house a substance abuse or mental health residential treatment program, an alternative school, or residential transitional program.

With regard to access to services, the COG noted that initial access should be centralized, to assure that people are connected to services before they leave the courthouse. For continuing services, service provision should be decentralized to provide better access. Decentralized service delivery may also facilitate locating culturally directed services closer to the communities that they are designed to serve.

- Court security

Family cases statistically pose the greatest threat of violence of all case types. An expanded security force will thus likely be needed, and care will have to be taken to develop an effective and efficient plan for the deployment of these security officers. Further, attention will have to be given to the particulars of each case to identify cases that might pose a special danger, such as cases involving juvenile gang members. If the south county facility is an expansion of the present RJC, this may pose fewer problems, as the present RJC has a greater presence of law enforcement officers due to its criminal caseload. Still, bringing juvenile offender cases into the RJC may require some additional security resources.



Package 5. Regional Service Delivery, Coordinated Case Management

The following table summarizes the elements of Package 5.

Package 5: Summary of Elements
<p>Regional Service Delivery</p> <ul style="list-style-type: none"> • Two full service family court facilities with connected juvenile detention centers, one at a south-county site such as the RJC and one to replace the present YSC and detention center, at the Alder Street site on a new site to be chosen. • Holding cells for both juveniles and adults in children and family cases • Assessment capability on site for UA testing and other assessments needed by the judge to assign families to treatment options • Connection to service providers on site to enroll families in service programs • Office space at each site for all agencies providing services to the court or the litigants, such as prosecutors, public defenders, assistant attorneys general, DSHS caseworkers, family law counselors, Juvenile Probation Counselors, and Family Court Services • Adequate amenities for litigants, such as parking, day care, and food
<p>Coordinated Case Management</p> <ul style="list-style-type: none"> • Linking all of the following case types: family law; dependency; guardianship; termination of parental rights; adoption; paternity; civil protection orders; and juvenile status offenses (truancy, ARY, and CHINS); and juvenile offender cases • Maintaining the UFC intensive case management program at its present level and scope
<p>Work Process Improvements</p> <ul style="list-style-type: none"> • Information transfer among cases • Creation of a true individual calendar for case assignment to judges by site

Relation to Selection Criteria

The following is a summary of the degree to which this package achieves the selection criteria articulated by the COG at the April 7 meeting.

Accessibility for litigants. Having two regional family court buildings will reduce the level of inconvenience for litigants living in southern areas of King County. The overall improvement may be tempered, however, by the fact that some litigants may move from one area of the county to another during the life of a case, and some cases may involve families with members living in different areas of the county. For litigants who move from one end of the county to another, the regional service delivery model may actually end up making access more difficult unless the case venue can be moved as well.

As discussed earlier, the coordinated case management model does not contemplate combining hearings for litigants who have more than one case. The access to some services at each courthouse, however, should reduce the number of trips that litigants have to make to access service providers.

Accessibility for system actors. Two regional family court facilities will pose fewer travel difficulties for the family law bar, although moving family law cases out of the KCCH will increase travel for attorneys located in downtown Seattle.



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Cost effectiveness: facility costs. The combination of a new full-service family court building to replace the YSC and a full-service south-county family court facility such as an expanded RJC will be more expensive than a single family court building. Even if the RJC is used for the south county site, there will be the need to add a juvenile detention center in addition to any required expansion of the courthouse space.

Cost effectiveness: staffing costs. As discussed earlier, the coordinated case management model is less staff intensive than the UFC case management model, although expansion of coordinated case management will still require some additional support staff to identify and compile information on related cases involving a family for the judges. With two facilities, however, the staffing costs for coordinated case management would be greater than for a single facility. Further, the second juvenile detention center would require staffing as well.

Focus on the whole family. The combination of coordinated case management and regional full-service facilities should enhance the focus on the whole family over what the court is able to accomplish now. While the coordinated approach is not as comprehensive as the unified family court approach, it offers a compromise with regard to consolidating juvenile offender cases into the UFC, as coordination of these cases could be limited to the dispositional stage after plea or adjudication.

Effective outcomes for families. This will depend on the eventual scope of the facilities. The more that this package provides availability of direct services or connection to services on site, the more it will achieve effective outcomes for families.

Quality decisions. The full service facilities should help with staff training. Further, the full-service sites should facilitate court monitoring of the various system actors for accountability purposes.

Achievability. Expansion of coordinated case management program can be accomplished in the short term with some work process changes and staffing additions. The new facilities will be an intermediate to long-term solution, as they will require both a new building in the north end of the county and either a new building or an extensive expansion of the RJC in the south county.

Resource Implications

- Facilities

The discussion of the facilities implications of the two-facility option presented in Package 4 applies to package 5 as well.

- Staffing and Workload

The coordinated case management model will require some additional support staff to identify and compile information on related cases involving a family for the judges. With two facilities, staff would be required to provide the full range of services at each facility.



Even within the context of coordinated case management there may be value in broadening the use of commissioners to hear both family law and dependency cases, so hearings before a commissioner could deal with issues from multiple cases of a family.

The second juvenile detention facility in south county would require a second full complement of staffing for both the assessment function and the management function.

- Work processes

The following are work process improvements in addition to the case-specific work process improvements discussed earlier in this report.

Work processes will have to be designed to identify and exchange information among different cases involving a family.

A second work process issue that must be considered is the present brokerage system of assigning cases to judges for trial. If all family cases are to be divided between the two facilities, family cases should be assigned for trial under the brokerage system only at the facility of venue.

- Legal requirements

Statutory changes with regard to access to confidential case-related information may be needed to permit the exchange of information from juvenile offender and Becca cases.

- Access to service programs

Ideally, some service programs, such as parenting classes or counseling sessions, could be offered at each courthouse. This would possibly require keeping the courts open in the evenings to enable working clients to attend the programs. In addition, this package includes providing clients with the ability in each courthouse to sign up for programs.

In the broader concept of a family court campus, each facility might also house a substance abuse or mental health residential treatment program, an alternative school, or residential transitional program.

With regard to access to services, the COG noted that initial access should be centralized, to assure that people are connected to services before they leave the courthouse. For continuing services, service provision should be decentralized to provide better access. Decentralized service delivery may also facilitate locating culturally directed services closer to the communities that they are designed to serve.

- Court security



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Family cases statistically pose the greatest threat of violence of all case types. An expanded security force will thus likely be needed, and care will have to be taken to develop an effective and efficient plan for the deployment of these security officers. Further, attention will have to be given to the particulars of each case to identify cases that might pose a special danger, such as cases involving juvenile gang members. If the south county facility is an expansion of the present RJC, this may pose fewer problems, as the present RJC has a greater presence of law enforcement officers due to its criminal caseload. Still, bringing juvenile offender cases into the RJC may require some additional security resources.



Package 8.5. Present System of Dispersed Service Delivery, Discrete Case Management

The following table summarizes the elements of Package 8.5.

Package 8.5: Summary of Elements	
Dispersed Service Delivery	<ul style="list-style-type: none"> • Replacement of the YSC and juvenile detention facility at the Alder street site or elsewhere • Other court facilities used to hear cases involving children and families other than juvenile offender cases
Discrete Case Management	<ul style="list-style-type: none"> • Process all cases as separate cases • Maintain the UFC intensive case management program at its present level and scope • Limit assignment of juvenile cases to judges in sites with juvenile detention
Work Process Improvements	<ul style="list-style-type: none"> • Creation of a true individual calendar for case assignment to judges, by site where possible

Relation to Selection Criteria

This is the closest package to the court's present service delivery and case management model and is presented as a point of comparison, not as an option selected by the COG. The following is a summary of the degree to which this package achieves the selection criteria articulated by the COG at the April 7 meeting.

Accessibility for litigants. By having just one building for juvenile offender cases, this package poses varying levels of inconvenience for a substantial number of litigants living in different areas of King County in traveling to the YSC, although replacing the YSC, in its present limited use, at a site other than the Alder Street site might alleviate the problem somewhat by providing better access to public transportation. Further, other cases involving a family may be heard at another courthouse, further complicating access.

Accessibility for system actors. The present dispersed case management model for family law cases causes the least travel difficulty for the family law bar, as they have located their offices for proximity to either the KCCH or the RJC.

Cost effectiveness: facility costs. Given that the present YSC will be replaced in any package, just replacing that building, even with enhanced amenities for litigants and improved courtrooms and related space, will be less expensive than the more comprehensive family court facilities contemplated in packages 1,2, 4, and 5.

Cost effectiveness: staffing costs. As this package does not contemplate any changes in the case management process, it would not require added staff costs until caseloads expand.

Focus on the whole family. The present discrete case management system, with the exception of a small UFC intensive case management caseload, inhibits the ability of the court to focus on the whole family.

Effective outcomes for families. The present dispersed service delivery in the county inhibits the ability of the court to achieve effective outcomes for families.



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Quality decisions. The present discrete case management system and dispersed service delivery in the county inhibit the ability of the court to monitor the various system actors for accountability purposes.

Achievability. The new facility to replace the present YSC will be an intermediate term solution, as it will require a Facilities Master Plan followed by site selection, building design, and construction.

Resource Implications

- Facilities

The present YSC will require that its significant facility issues be addressed, with enhanced amenities for litigants and improved courtrooms and related space,

- Staffing and Workload
No major changes.

- Work processes

The major work process improvements will be the case-specific work process improvements discussed earlier in this report.

- Legal requirements

There would be no changes in legal requirements.

- Access to service programs

There may be expanded access to service programs in the new juvenile court facility.

- Court security

There would be no changes in court security requirements.



Discussion of Trade-Offs

Focusing on the ability of each package to achieve the criteria for selection, the major trade-offs between Packages 1, 2, 4, and 5 are with regard to the resource criteria (facility and staffing costs, speed of achievability) on the one hand, and the service quality criteria (accessibility, focus on the whole family, quality decisions) on the other hand. The two major trade-offs are the following:

- A single centralized facility is less expensive to build and staff than two regional facilities and it can be completed in a shorter time frame, but it will likely pose greater levels of inconvenience for a substantial number of litigants and system actors.
- Unified case management is more expensive to staff than the coordinated case management and it will take longer to achieve, but the UFC case management approach provides greater ability to focus on the whole family and greater ability to monitor and hold accountable the various system actors than does the coordinated case management approach.

Package 1 vs. Package 2

Packages 1 and 2 have the same service delivery model but differ on the case management model.

The UFC case management model of Package 1 has higher staffing needs, requires more office space, and will take longer to achieve than the coordinated case management model of Package 2. On the other hand, the UFC model provides greater ability to focus on the whole family and greater ability to monitor and hold accountable the various system actors.

Package 1 vs. Package 4

Packages 1 and 4 have the same case management model but differ on the service delivery model.

Package 4, with two regional service family court facilities, provides better accessibility for both litigants and system actors than does Package 1, with a single facility for all family cases in the county. On the other hand for the same features, two facilities are going to be more expensive to build than one facility and will take longer to complete. In addition for the same level of service provision, staffing two facilities will be more expensive than staffing one facility.

Package 1 vs. Package 5

Packages 1 and 5 differ on both the case management model and the service delivery model.

Package 5, with two regional service family court facilities, provides better accessibility for both litigants and system actors than does Package 1, with a single facility for all family cases in the



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county. On the other hand for the same features, two facilities are going to be more expensive to build than one facility and will take longer to complete.

The UFC case management model of Package 1 is likely to have higher staffing needs, requires more office space, and will take longer to achieve than the coordinated case management model of Package 5. The difference in staffing costs, however, may be offset in part by the need to staff two buildings in Package 5. On the other hand, the UFC model provides greater ability to focus on the whole family and greater ability to monitor and hold accountable the various system actors.

Package 2 vs. Package 4

Packages 2 and 4 differ on both the case management model and the service delivery model.

Package 4, with two regional service family court facilities, provides better accessibility for both litigants and system actors than does Package 2, with a single facility for all family cases in the county. On the other hand for the same features, two facilities are going to be more expensive to build than one facility and will take longer to complete.

The UFC case management model of Package 4 has higher staffing needs, requires more office space, and will take longer to achieve than the coordinated case management model of Package 2. In addition, the higher staffing costs of Package 4 are compounded by the need to staff two buildings in Package 4. On the other hand, the UFC model provides greater ability to focus on the whole family and greater ability to monitor and hold accountable the various system actors.

Package 2 vs. Package 5

Packages 2 and 5 have the same case management model but differ on the service delivery model.

Package 5, with two regional service family court facilities, provides better accessibility for both litigants and system actors than does Package 2, with a single facility for all family cases in the county. On the other hand for the same features, two facilities are going to be more expensive to build than one facility and will take longer to complete. In addition for the same level of service provision, staffing two facilities will be more expensive than staffing one facility.

Package 4 vs. Package 5

Packages 4 and 5 have the same service delivery model but differ on the case management model.

The UFC case management model of Package 4 has higher staffing needs, requires more office space, and will take longer to achieve than the coordinated case management model of Package 5. On the other hand, the UFC model provides greater ability to focus on the whole family and greater ability to monitor and hold accountable the various system actors.



The table below summarizes the relative ranking of the four packages on the assessment criteria. The columns are the categories of criteria. For the facility and staffing cost-effectiveness, the higher rank reflects lower cost. Rankings are among the four packages.

Rank Order of Packages on Assessment Criteria						
	Facility Access	Facility Cost-Effectiveness	Staffing Cost-Effectiveness	Focus on Whole Family	Accountability	Achievability
Package 1	Lowest	Highest	Lower	Highest	Highest	Highest
Package 2	Lowest	Highest	Highest	Lowest	Lowest	Highest
Package 4	Highest	Lowest	Lowest	Highest	Highest	Lowest
Package 5	Highest	Lowest	Higher	Lowest	Lowest	Lowest

The table below summarizes the trade-offs between pairs of packages on the assessment criteria. The pairs of packages are indicated by the rows in the table. The cells indicate the preferred package between the two packages being compared.

Table of Trade-Offs						
Package Comparison	Facility Access	Facility Cost-Effectiveness	Staffing Cost-Effectiveness	Focus on Whole Family	Accountability	Achievability
1 v. 2	Even	Even	2	1	1	Even
1 v. 4	4	1	1	Even	Even	1
1 v. 5	5	1	5	1	1	1
2 v. 4	4	2	2	4	4	2
2 v. 5	5	2	2	Even	Even	2
4 v. 5	Even	Even	5	4	4	Even

The above tables illustrate that there are trade-offs inherent in choosing each of the packages. This means that the COG members will have to determine which criteria are more important to them, given that each choice of packages will result in achieving more of some criteria and less of other criteria.



CONCLUSION

The approach chosen by the COG may involve an intermediate term solution that does not preclude subsequent movement to a longer term solution. For example, building a new full-service family court facility to replace the present YSC, at the Alder Street site or another central site, still leaves open the option of building a second such facility in the south county, either a new facility or an expanded RJC with juvenile detention, at a later date.

In addition, the court could undertake some work process improvements and improved litigant assistance without waiting for the construction of a new facility.

The analysis of trade-offs shows that none of the four packages chosen by the COG for detailed analysis has a clear advantage over the others. Each package has some advantages and some disadvantages. It is important, however, to recognize that any of the four option packages, combined with the improvements included as common elements of all of the packages, will produce substantial improvements in the delivery of justice services for children and families in King County in comparison to package 8.5, the present approach in King County. Any of packages 1, 2, 4, or 5 and the steps leading up to any of the packages, will result in improved litigant access and understanding and greatly enhance the ability of the court and broader justice system to focus on the whole family and produce more effective outcomes for families. The biggest step, then, is moving from Package 8.5 to any of the four chosen packages 1, 2, 4, or 5.

**SUPERIOR COURT
TARGETED OPERATIONAL MASTER PLAN
APPENDIX B
LIST OF PARTICIPANTS**

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PARTICIPATING JUDGES AND COMMISSIONERS

The following Superior Court Judges and Commissioners met with, and provided information to, the consultants as part of the OMP process.

The Honorable Joan E. DuBuque	King County Superior Court
The Honorable Cheryl B. Carey	King County Superior Court
The Honorable Steven C. Gonzalez	King County Superior Court
The Honorable J. Wesley Saint Clair	King County Superior Court
The Honorable Philip G. Hubbard	King County Superior Court
The Honorable Mary Yu	King County Superior Court
The Honorable James A. Doerty	King County Superior Court
The Honorable Carol Schapira	King County Superior Court
The Honorable Suzanne M. Barnett	King County Superior Court
The Honorable Harry J. McCarthy	King County Superior Court
The Honorable Richard F. McDermott	King County Superior Court
The Honorable Laura Gene Middaugh	King County Superior Court
The Honorable LeRoy McCullough	King County Superior Court
The Honorable Catherine Shaffer	King County Superior Court
Commissioner Leonid Ponomarchuk	King County Superior Court
Commissioner Hollis Holman	King County Superior Court

PARTICIPATING ORGANIZATIONS

The following organizations contributed to the development of the OMP through their representative(s) participating in interviews, work teams, or the Cabinet Oversight Group.

Auburn Youth Resources
Casey Family Programs
Dependency Court Appointed Special Advocates
Family Law Court Appointed Special Advocates
Family Law Court Appointed Special Advocate Program
Kent Police Department
King County Bar Association, Family Law Bar
King County Council
King County Department Adult and Juvenile Detention
King County Department of Community and Human Services
King County Department of Judicial Administration
King County Executive's Office

King County Facilities Management Division
King County Office of Management and Budget
King County Office of Public Defense
King County Prosecutor's Office
King County Sheriff's Office
King County Superior Court, Family Court Operations
King County Superior Court, Juvenile Court Services
Northwest Defenders Association
Puget Sound Educational School District
Renton School District
Ruth Dykeman Children's Center
Seattle Police Department
Society of Counsel Representing Accused Persons
Squire Park Community
State Attorney General's Office
State Department of Social and Human Services
The Defender Association
Youth and Family Service Association

PROJECT WORK GROUP PARTICIPANTS

Teresa Bailey	Deputy Director, Department of Judicial Administration
Dana Boales	Community Program Supervisor, Casey Family Programs
Diane Boyd	Vice President-Community Based Services, Ruth Dykeman Children's Center
Donna Brunner	Director of Budget & New Development, Office of the Presiding Judge, King County District Court
Jim Burt	Supervisor, Facilities Management Division-Executive Services
Maure Carrier	Project Program Manager, Department of Community and Human Services
Clif Curry	Senior Legislative Analyst, King County Council
Elizabeth Gay	Domestic Violence Program Developer, Department of Judicial Administration
Mark Hillman	Attorney, King County Bar Association, Family Law Bar
Cal Hoggard	Facilities Management Division-Executive Services
Jeremy Jepson	Budget Analyst, Office of Management and Budget
Pam Jones	Juvenile Division Director, Department of Adult and Juvenile Detention

**SUPERIOR COURT
TARGETED OPERATIONAL MASTER PLAN
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LIST OF PARTICIPANTS**

Martine Kaiser	Project Manager, Department of Community and Human Services
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Barbara Miner	Director, Department of Judicial Administration
Jorene Moore	Director, Family Court Operations, Superior Court
Sandy Nelson	Caseflow/Data Manager, Department of Judicial Administration
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Kathleen O'Brien	Prosecuting Attorney, Family Support Section, Prosecutor's Office
David Reynolds	Program Analyst, Superior Court
Linda K. Ridge	Deputy Chief Administrative Officer, Superior Court
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Bob Thompson	Project Program Manager III, Facilities Management Division-Executive Services
Scott White	Facilities Management Division-Executive Services
Paul Wood	Manager, Juvenile Court, Superior Court
Bill Zosel	Squire Park Community Representative

FOCUS GROUPS

The following client focus groups were held during February, 2006.

Foster Care Teens
Juvenile Offenders
Juvenile Drug Court Families and Juveniles
Family Treatment Court Parents
Divorcing Parents
Divorcing Parents in the UFC Intensive Case Management Program
Dependency Court Parent
Drug and Dependency Parent