



STATE OF VERMONT
JOINT FISCAL OFFICE

MEMORANDUM

To: Joint Fiscal Committee Members
From: Nathan Lavery, Fiscal Analyst
Date: June 4, 2014
Subject: Grant Request #2682, #2683

Enclosed please find two (2) items that the Joint Fiscal Office has received from the administration.

JFO #2682 – \$201,923 grant from the U.S. Department of Agriculture to the Vermont Agency of Education. These funds will be used to upgrade the Child Nutrition Program's financial management system for processing reimbursement claims.

[JFO received 05/20/14]

JFO #2683 – \$75,000 grant from the State Justice Institute to the Vermont Judiciary. These funds will be used to conduct a caseload study as required by law (every three years). The Judiciary will use the results of the study to produce a best-practice model for caseload management.

[JFO received 05/30/14]

Please review the enclosed materials and notify the Joint Fiscal Office (Nathan Lavery at (802) 828-1488; nlavery@leg.state.vt.us) if you have questions or would like an item held for legislative review. Unless we hear from you to the contrary by June 17 we will assume that you agree to consider as final the Governor's acceptance of these requests.



VERMONT

State of Vermont
 Department of Finance & Management
 109 State Street, Pavilion Building
 Montpelier, VT 05620-0401

[phone] 802-828-2376
 [fax] 802-828-2428

Agency of Administration

JFO 2683

STATE OF VERMONT FINANCE & MANAGEMENT GRANT REVIEW FORM

Grant Summary:	This grant from the State Justice Institute will enable the Judiciary to conduct a Weighted Caseload Study of Judicial Officers or Court Staff. A legislative directive requires this to be carried out every three years. The study will enable the Judiciary to produce a best-practice model for case management.				
Date:	5/20/2014				
Department:	Vermont Judiciary				
Legal Title of Grant:	State Justice Institute Project Grant				
Federal Catalog #:	N/A SJI# SJI-14-N-077				
Grant/Donor Name and Address:	State Justice Institute, 11951 Freedom Dr., Suite 1020, Reston, Virginia 20190				
Grant Period:	From: 6/1/2014		To: 6/1/2015		
Grant/Donation	\$75,000.00				
	SFY 1	SFY 2	SFY 3	Total	Comments
Grant Amount:	\$0	\$75,000	\$	\$75,000	
Position Information:	# Positions	Explanation/Comments			
	0				
Additional Comments: The total project cost is \$150K; a \$75K contribution from the Judiciary and a \$75K match from SJI.					
Has Vantage budget detail been reviewed and reconciled? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No HC (Analyst Initial)					
Department of Finance & Management	5/23/14				(Initial)
Secretary of Administration	[Signature]				(Initial)
Sent To Joint Fiscal Office	5/28/14				Date

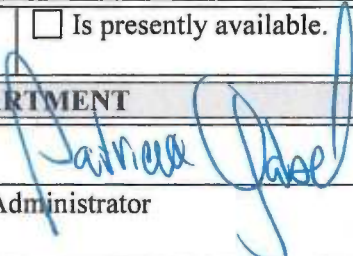
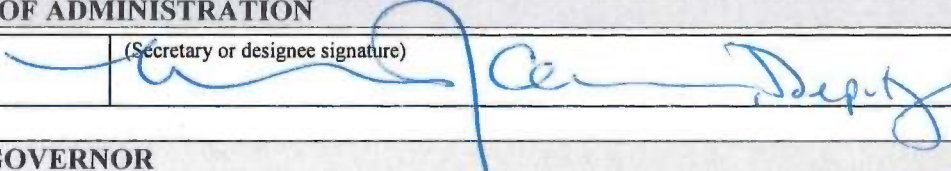
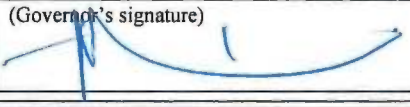


STATE OF VERMONT REQUEST FOR GRANT (*) ACCEPTANCE (Form AA-1)

BASIC GRANT INFORMATION				
1. Agency:		Vermont Judiciary		
2. Department:		Planning and Court Services		
3. Program:		Weighted Caseload Study of Vermont Judicial Officers and Court Staff		
4. Legal Title of Grant:		State Justice Institute Project Grant		
5. Federal Catalog #:		There's no Federal Catalog #: The SJI # is: SJI-14-N-077		
6. Grant/Donor Name and Address: State Justice Institute, 11951 Freedom Dr., Suite 1020, Reston, Virginia 20190				
7. Grant Period:		From: 6/1/2014	To: 6/1/2015	
8. Purpose of Grant: To follow the directive from the Legislature (H.470, Section 235b, 2010) to conduct a Weighted Caseload Study of Judicial Officers and Court Staff every three years to build on prior SJI-funded projects to produce an ongoing management model that can incorporate state-of -the-art practices as well as new laws and case management practices.				
9. Impact on existing program if grant is not Accepted: The Judiciary would be able to conduct either the Judicial Officer study or the Court Staff study but not both.				
10. BUDGET INFORMATION				
	SFY 1	SFY 2	SFY 3	Comments
Expenditures:	FY 14	FY 15	FY	
Personal Services	\$	\$150,000	\$	
Operating Expenses	\$	\$	\$	
Grants	\$	\$	\$	
Total	\$	\$150,000	\$	
Revenues:				
State Funds:	\$	\$	\$	
Cash	\$	\$75,000	\$	
In-Kind	\$	\$	\$	
Federal Funds:	\$	\$	\$	
(Direct Costs)	\$	\$	\$	
(Statewide Indirect)	\$	\$	\$	
(Departmental Indirect)	\$	\$	\$	
Other Funds:	\$	\$	\$	
Grant (source SJI)	\$	\$75,000	\$	
Total	\$	\$150,000	\$	
Appropriation No:	2120000000	Amount:	\$75,000	
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	

MAY 19 2014

STATE OF VERMONT REQUEST FOR GRANT (*) ACCEPTANCE (Form AA-1)

		Total	\$75,000
Has current fiscal year budget detail been entered into Vantage? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
PERSONAL SERVICE INFORMATION			
11. Will monies from this grant be used to fund one or more Personal Service Contracts? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If "Yes", appointing authority must initial here to indicate intent to follow current competitive bidding process/policy. Appointing Authority Name: The contractor has already worked with the courts on a similar previous project and therefore has a known rapport and an established track record. The contractor has been agreed to by the funding source. The contractor has established national credibility and sets the standard for best practices in the field of weighted court case load studies. The established relationship with the courts along with knowledge about the court's work creates economies of scale. See page 1 of the grant narrative. Court Administrator Patricia Gabel Agreed by: _____ (initial)			
12. Limited Service Position Information:	# Positions	Title	
Total Positions			
12a. Equipment and space for these positions:		<input type="checkbox"/> Is presently available.	<input type="checkbox"/> Can be obtained with available funds.
13. AUTHORIZATION AGENCY/DEPARTMENT			
I/we certify that no funds beyond basic application preparation and filing costs have been expended or committed in anticipation of Joint Fiscal Committee approval of this grant, unless previous notification was made on Form AA-1PN (if applicable):	Signature: 		Date: 5-19-14
	Title: Court Administrator		
	Signature: _____		Date: _____
	Title: _____		
14. SECRETARY OF ADMINISTRATION			
<input checked="" type="checkbox"/> Approved:	(Secretary or designee signature) 		Date: 05/21/14
15. ACTION BY GOVERNOR			
<input checked="" type="checkbox"/> Check One Box: Accepted			
<input type="checkbox"/> Rejected	(Governor's signature) 		Date: 5/28/14
16. DOCUMENTATION REQUIRED			
Required GRANT Documentation			
<input type="checkbox"/> Request Memo <input type="checkbox"/> Dept. project approval (if applicable) <input type="checkbox"/> Notice of Award <input type="checkbox"/> Grant Agreement <input type="checkbox"/> Grant Budget		<input type="checkbox"/> Notice of Donation (if any) <input type="checkbox"/> Grant (Project) Timeline (if applicable) <input type="checkbox"/> Request for Extension (if applicable) <input type="checkbox"/> Form AA-1PN attached (if applicable)	

End Form AA-1

**SUPREME COURT OF VERMONT
OFFICE OF THE COURT ADMINISTRATOR**

PATRICIA GABEL, ESQ.
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January 29, 2014

Jonathan Mattiello
Executive Director
State Justice Institute
11951 Freedom Drive, Suite 1020
Reston, Virginia 20190

Re: Weighted Caseload Study of Vermont Judicial Officers and Court Staff

Dear Mr. Mattiello:

The Vermont Supreme Court and Vermont Office of the Court Administrator request a \$75,000 State Justice Institute (SJI) Project Grant to conduct a comprehensive weighted caseload study for the Vermont judiciary. The analysis that will be performed on the workloads of Vermont's judges and court staff will build on prior SJI-funded projects to produce an ongoing management model that can incorporate state-of-the-art practices as well as new laws and case management policies.

BACKGROUND

In May 2008, the Vermont Legislature created the Commission on Judicial Operation and directed it to conduct a thorough review of the state's court system and recommend how the Vermont judiciary could deliver its services more efficiently and effectively.

In 2009, during the Commission study process, the judiciary engaged the National Center for State Courts (NCSC) to undertake weighted caseload studies of Vermont's judges and court staff in order to identify areas where the courts could better allocate their personnel to reduce costs and improve services. The NCSC made several important recommendations, one of which was:

The OCA should plan to conduct a systematic update of the workload standards approximately every five to seven years, depending on the judgment of the Committee. Funding for this should be part of the regular budget request within this timeframe.¹

¹ Vermont Weighted Caseload Study of Judicial Officers and Court Staff (National Center for State Courts, September 2009), 29.

In November 2009, after meeting 8 times and hearing from more than 800 people, the Commission sent its final report to the legislature. In June 2010, Governor Jim Douglas signed legislation based on the Commission's recommendations. Among the most important changes the law made was to re-organize the Vermont judiciary into a unified court system with five divisions: civil, criminal, family, environmental, and probate. It also contained an unfunded mandate that the state court administrator conduct a weighted caseload study every three years.²

As noted, the last time the judiciary examined its workload standards was prior to reorganization of the court system. An updated review is critically needed now in order to afford the judiciary an opportunity to evaluate the workload of judges and court staff following reorganization so that the Judiciary will be in a position to understand its resource needs, to better apply resources to areas of greatest needs, to prove its operations under the newly unified court system, and to satisfy its legislative mandate. In addition to the reorganization, a number of other significant factors have caused major changes in the way the court system conducts its business, including the advent of electronic filing in pilot courts in the civil docket and the rising surge in litigants representing themselves in civil and family matters.

This grant would also build on two prior SJI-supported projects undertaken by the Vermont courts: the "Vermont Re-engineered Court System Project" (SJI-09-T-005), and the "Vermont Superior Court Planning Project" (SJI-10-T-181). Those grants established the framework for this project, which will enable the Vermont judiciary to achieve its optimal structure and most prudent allocation of personnel in the foreseeable future.

The project is also timely because the Vermont Supreme Court recently established a Judiciary Advisory Council to advise the Court on matters of Judiciary policy related to the trial courts. The Council is co-chaired by the Administrative Judge for Trial Courts and the State Court Administrator. It is comprised of selected judicial officers, superior court clerks, and OCA executives. During its first year, the Council has been charged with developing information about the Judiciary budget and the state appropriations and budget process; reviewing and advising the Supreme Court regarding changes to various court committees; and engaging with the Supreme Court in a planning process that builds on planning work already completed by the Judiciary to date and looks to the years between now and 2020. The results of this project will assist the Advisory Council as it makes policy recommendations to the Supreme Court to improve the delivery of trial court services

As a result of all these factors, the Judiciary needs to follow the NCSC's recommendation to conduct a systematic update of its workload standards this year.

NEED FOR FUNDING

² H. 470, Section 235b .

The Vermont judiciary does not have the funds available to conduct this comprehensive project in the foreseeable future. Although it has sufficient money available to pay for the NCSC's study of the workload of either its judges or its court staff, it is unable to provide the funding needed to conduct the study of both. A workload study of only one segment of the state's court system would ignore the savings and efficiencies that could be achieved by examining both key segments of the courts at once. Vermont can reap the full benefits of the NCSC's examination only if it conducts a complete workload study of the entire court system at the same time.

The Vermont judiciary commits to providing \$75,000, half of the amount required to conduct the full study, as its contribution to this critically needed project. This amount satisfies SJI's 50% cash matching requirement for Project Grants.

PROJECT DESCRIPTION

Under the project, the NCSC will develop workload measures for the Vermont courts, using a comprehensive workload assessment strategy that incorporates time studies and employs a qualitative decision-making process to analyze all project results and recommend a final set of judicial and court staff workload standards. The NCSC will work in close collaboration with the Supreme Court and the OCA to conduct a straightforward process that will: (1) make extensive use of existing data sources; (2) minimize the impact on the judiciary and the need for original data collection; (3) produce measures of judicial and court staff workloads that are clear, grounded in experience and easy to update; (4) include the participation of judges and court staff statewide; (5) lead to support and "ownership" by legislators, judges, and staff; and (6) a capacity-building process by which the Vermont judiciary becomes adept at using the data developed by the workload study for planning and assessment purposes and becomes able to conduct future workload assessments within the Judiciary's budget appropriation.

The NCSC will perform separate studies on judges' workloads and court staff's workloads. As proposed in the Program Narrative, each study will consist of 7 major tasks conducted over a period of 12 months. The assessment will result in a final report that will include the project methodology, the results of both studies, and an executive summary.

The NCSC project team will be composed of staff members who are intimately familiar with the history, development, and use of weighted caseload studies, as well as the current issues facing Vermont's judiciary. Suzanne Tallarico, NCSC Principal Court Management Consultant, will serve as project director. Both Ms. Tallarico and John Douglas, an NCSC Principal Court Management Consultant who also will serve on the project, have extensive experience working on projects relating to the development of statewide resource assessment models for judicial officers, court staff, and public defender attorneys and staff.

ask Plan

A clear measure of court workload is central to determining how many judicial officers and court staff are needed to resolve all cases coming before each division of the Vermont court system. Adequate resources are essential if the Vermont judiciary is to manage and resolve court business effectively and without delay while also delivering quality service to the public. Meeting these challenges involves systematically assessing the number of judges and court staff required to handle the workload and determining whether all of the judiciary's resources are being allocated and used prudently.

The NCSC will use a comprehensive workload assessment strategy that incorporates a time study and employs a qualitative decision-making process to analyze all project results and recommend a final set of workload standards for both judges and court staff. The proposed project will:

- Develop an accurate census and role of judges, other judicial officers, (e.g., magistrates, hearing officers, etc.), and court staff statewide.
- Ensure accurate and consistent counting of the filings that account for open, reopened, reactivated, and closed cases.
- Undertake a statewide collection of time study data (including both case-related and non-case-related time), allowing for the development of accurate and valid case weights as well as judge-day and court staff-day values, while considering any variation in travel and/or administration that may exist between clusters of courts.
- Employ a quality-adjustment process that examines how much time case type events should take for effective and qualitative resolution, including a structured assessment of time spent on post-judgment matters.

ask 1 - Project Preparation and Planning

1.1 Formation of Needs Assessment Committees

The NCSC will ask the Vermont judiciary to form separate steering committees to guide the assessment of judicial needs and the assessment of court staff needs. The Judicial Needs Assessment Committee (JNAC) will provide project oversight and guidance over the judicial workload review; the Clerk Needs Assessment Committee (CNAC) will oversee the court staff workload review. Each committee will be asked to review and approve the project plans and materials for its study. The OCA will determine the size and composition of each committee, and be responsible for arranging and coordinating the participation of both committees' members. The NCSC and the OCA will jointly facilitate committee meetings.

1.2 Initial Planning Meetings

The NCSC project team will meet with the JNAC and the CNAC within the first two months of the project to review the overall study design and discuss specific aspects of the design of each study, including:

- The case types for which workload standards are sought.
- Judge-day and judge-year values, or court staff-day and court staff-year values, as appropriate.
- The design of the time study, including:
 - The scope of data to be collected.
 - The method of time study data collection and review instruments and instructional materials.
 - The participants in each time study (e.g., judges, magistrates, hearing officers, for the judges' study, and clerks, court operations managers, case managers, and docket clerks, for the court staff study).
 - The data collection timeline, anticipated to be two to three months.
 - The availability of automated data on filings and dispositions and the consistency of statewide counting practices.
- The proposed method for examining quality of justice issues.
- The schedule for conducting the focus groups.

The collection and delivery of several key pieces of information to the NCSC project team by OCA staff is critical to the initial phases of the project. First, an essential component in every workload study is the compilation of a set of accurate and reliable counts of the number of cases that are filed and disposed of in each type of court by case type category. Second, OCA staff will need to provide an accurate census of the number of full-time equivalent (FTE) judicial officers and court staff persons in each jurisdiction, including an indication of any case type (e.g., felony or misdemeanor) to be included in the study. Finally, a unique identifier for each individual included in the census is needed to assess participation levels during the study period and ultimately accommodate for any missing data.

The results of this task will be a framework for each overall workload evaluation in terms of the key case types handled by each group, the current level of resources and caseloads, and the key functions performed by judicial officers and court staff.

Task 2 – Focus Group Site Visits

The NCSC project team (as well as OCA staff, if available) will conduct a series of focus groups at representative courts with judges and court staff who handle different types of cases. Two NCSC team members plan to participate in one full week of focus groups.

Time will be spent with judges and court managers to discuss recent court improvement efforts, long-range plans, and the general level of satisfaction with the way the court is headed. Three interrelated questions guide this phase of the study: (1) How and why are common duties, responsibilities, and tasks done in a particular way? (2) What are the workload consequences of doing work in a particular way? (3) What changes in work processes would the participants like to see and how might these changes benefit litigants, attorneys, community organizations, taxpayers, and policy makers?

The focus groups will help identify challenges to the effective handling of different types of cases as well as proven efficient and effective case processing policies and strategies.

Task 3 - Time Study

The NCSC proposes to conduct an event-based time study of judicial and court staff workloads over the course of a two to three month period. The time study results provide a reliable and valid snapshot of judicial and court staff activity (including all pre-trial, disposition, post-disposition, and non-case-related activities). Leading up to the time study, the NCSC project team will work with each committee and OCA staff to finalize statewide practices of counting filings, test all data collection instruments, and ensure that the research design has been reviewed and approved.

Basic features of the time study strategy include:

1. Gathering the data during a two or three month period.
2. Collecting the data from all judicial officers and court staff statewide, unless deemed logistically unreasonable, in which case a representative sample of judges and/or court staff will be asked to provide data.
3. Sending the data directly to the NCSC for analysis.

Specific responsibilities for the time study tasks include:

3.1 Design of Data Collection Instruments/Preparation of Training Materials

The NCSC project team will work in collaboration with the JNAC, CNAC, and OCA to determine the most effective and efficient way to collect time study information. Strategies to be discussed include using web-based and paper data collection forms designed by the NCSC.

The NCSC project team will also prepare a set of training materials that clearly explain the data collection process for all participants engaged in the studies. It is critical that time be recorded comprehensively, accurately, and consistently according to an established set of rules. Each committee will be asked to review the final design of the data collection instruments and the instruction materials.

3.2 On-site Training and Dissemination of Data Collection Materials

The NCSC project team will spend one full week on-site providing training sessions at various locations across the state to acquaint participants with the workload concept, the proposed project design, and the data collection requirements, and answer any questions related to the studies and their implications. The OCA will determine training locations in consultation with each committee. NCSC trainers will attempt to provide direct training to all participants; additional training methods, including webinars and recorded training sessions, may be used to ensure maximum coverage.

3.3 Data Collection and Support

An OCA-designated staff person will be responsible for assisting the NCSC project team in the time study data collection effort. Throughout the data collection process, OCA and NCSC staff will remain available to answer questions from time study participants. The types of issues that typically arise include login questions, revisions to submitted time, and general questions regarding the reporting and entry of data. Such support is invaluable as it ensures reliability in the time study data collection as well as its timely completion.

At the very early stages of the time study period, the NCSC project team will begin monitoring the submitted data on a daily basis. This process provides real-time insight into the levels of participation by court and individual. If desirable, specific information regarding individuals or courts where participation rates are lower than expected can be reported to the OCA so that reminders can be sent out as needed. The NCSC has found that this strategy has proven successful in improving participation rates.

Task 4 – Data Analysis

After the database has been cleaned, verified, and compiled, the NCSC project team will analyze and synthesize all of the data received during the data collection period. From this information, the analysis will focus on:

- The time required for pre-trial, non-trial disposition, trial, and post-disposition periods.
- The time required for non-case related work (e.g., administration, travel, committee attendance, general legal research, etc.).
- The contribution of quasi-judicial officers to the handling of cases.
- The development of preliminary case weights for each of the identified case types.

The NCSC project team will also conduct analyses at the court level to assess the extent to which measured case weights are uniform across the state, as well as whether any observed variation can be explained by differences in available case-related judge or staff time. Each committee will need to thoroughly review preliminary results as part of this task.

The time study results will document the current work practices of judges and court staff across the state. The results will be a springboard to discuss the linkage between workload and measured court performance, and evaluate qualitative considerations that affect the effective resolution of cases.

Task 5 – Adequacy of Time Survey

Following the time study, a web-based Adequacy of Time survey will be developed for use statewide to measure opinions on whether judges and court staff have sufficient time to reasonably complete all their responsibilities within current resource levels. This forum provides the opportunity for all participants across the state to give their views on current case processing practices. The purpose of this component of the workload assessment strategy is to identify where the preliminary case weights may need to be modified to take into account “quality of justice” considerations; that is, those areas where additional time is required to enhance the quality of the justice that is being delivered. Generally, there are three parts to this assessment: (1) whether judges and/or court staff need more or less time in the three phases of case resolution (pre-trial, disposition, and post-disposition) to complete the job; (2) whether there is sufficient time available for judges and/or court staff to perform the non-case-related aspects of the work of the court; and (3) whether there are other areas where more or less judicial and/or court staff time is needed to complete the job.

Task 6 – Final Committee Meetings

Each committee will reconvene to examine and reconcile results from all phases of the study which it oversees, including results from the time study, the Adequacy of Time survey, and the site visits. The goal of each meeting will be to reach consensus on a set of final case weights.

Task 7 – Final Report

7.1 Draft Report

The NCSC project team will draft separate preliminary reports for judges and court staff that include the project methodology, the results of each weighted caseload study, and an executive summary. The OCA will be responsible for coordinating the review process with JNAC, CNAC, and other stakeholders.

7.2 Finalize Report

Following the committees' review, NCSC project team will incorporate any corrections, comments and suggestions, as appropriate, and finalize each report. The NCSC will submit bound copies, in a number to be determined in consultation with the OCA.

Project Timeline

The project will begin in June 2014, and proceed in accordance with the schedule below.

Task	Months from Project Start											
	1	2	3	4	5	6	7	8	9	10	11	12
Task 1: Project Preparation and Planning												
Task 1.1: Formation of Needs Assessment Committees	■											
Task 1.2: Initial Planning Meetings	■											
Task 2: Focus Group Site Visits		■	■									
Task 3: Time Study												
Task 3.1: Design of Data Collection Instruments/Preparation of Training Materials			■									
Task 3.2: On-site Training and Dissemination of Data Collection Materials				■								
Task 3.3: Data Collection and Support					■	■						
Task 4: Data Analysis						■	■					
Task 5: Adequacy of Time Survey								■				
Task 6: Final Committee Meetings									■			
Task 7: Final Report												
Task 7.1: Draft Report										■	■	
Task 7.2: Finalize Report												■

NCSC Qualifications

The NCSC is a non-profit corporation with the mission to improve the administration of justice through leadership and service to state courts and to justice systems around the world. Founded by the Conference of Chief Justices in 1971, the NCSC is the pre-eminent judicial reform organization in the United States and a national and global leader in helping courts improve the administration of justice and delivery of services.

The NCSC is dedicated to modernizing court operations and improving justice at the state and local level throughout the country. It functions as an extension of the state courts, working with them and providing an effective voice in matters of national importance. The NCSC thus acts as a focal point for judicial modernization, serving as a catalyst for implementing standards of fair and expeditious judicial administration, and helping to determine and disseminate solutions to the problems of individual courts and state judicial systems.

The NCSC's work includes providing information, technical assistance, and consulting services to courts and other interested parties, and conducting research and evaluations in all areas of operation of the courts. Through its Denver office, the NCSC provides direct court consulting services to courts in order to improve court management performance across a broad spectrum of topical areas, including court leadership, caseload management, financial management, technology management, human resources, facilities, court security, and enforcement of court sanctions. No organization in the nation is more knowledgeable about how courts work and the application of modern management principles to court leadership, organization and operations than the NCSC.

Key Staff

The members of the NCSC project team assigned to this project are thoroughly familiar with the history, development, and use of weighted caseload studies as well as the nature of current issues facing the Vermont courts.

Suzanne K. Tallarico, M.A., has been with the NCSC as a full-time Principal Court Management Consultant since 2005. She has extensive experience in conducting workload studies, criminal justice system studies and evaluations, correctional forecasting, and policy analysis. Ms. Tallarico has completed judicial workload studies in Iowa, Missouri, Montana, Nebraska, New Mexico, and Tennessee, and performed a number of clerical and probation officer workload assessments. Prior to joining the NCSC, she was the Director of Research and Evaluation for the Colorado State Court Administrator's Office of Probation Services. Preceding her employment with the Colorado Judicial Branch, she served 12 years as a senior research analyst for the Colorado Department of Public Safety's Division of Criminal Justice. In these positions, she has had extensive experience in program evaluation, policy analysis, judicial and probation staffing and workload assessment, correctional population forecasting, program and performance review, and collection and dissemination of data and statistical reports.

Ms. Tallarico also has been a consultant and trainer for the Center for Sex Offender Management, the National Institute of Corrections, and the National Institute of Justice in the

areas of program development, evaluation strategies, training, curriculum development, and proposal review.

Prior to joining the NCSC as a full-time consultant, Ms. Tallarico worked as project staff on a number of NCSC projects, including the North Dakota Clerks of Court Time Study and the Juvenile Court Staffing project, Court Workload Assessments for Counties in California, and the Carroll County, Georgia, Evaluation of the Drug Court.

John W. Douglas, Principal Court Management Consultant, joined the NCSC in March of 1997. During his employment at the NCSC, Mr. Douglas has participated in judicial workload assessment studies Georgia, Iowa, Kansas, Maine, Maryland, North Carolina, North Dakota, South Dakota, Tennessee, Wyoming, Guam, and Puerto Rico. He has also participated in a number of clerical and probation officer workload assessments. Mr. Douglas has also audited the work processes of the City of Aurora, Colorado, Municipal Court; the Colorado Eighteenth Judicial District; the Arapahoe County, Colorado, Jail; the Denver County Drug Court; the Colorado State Court of Appeals; the Galveston, Texas, Municipal Court; the Collin County, Texas, Clerk's Office; the Salt Lake City Municipal Court; and the Colorado State Supreme Court. Other projects on which Mr. Douglas has worked include the Denver Juvenile Justice Integrated Treatment Network; the Philadelphia Court Reporters Project; the Knox County Juvenile Court Project; the Iowa Alternative Dispute Resolution Analysis; the Eugene, Oregon, Municipal Court Assessment; the Mecklenburg County, North Carolina, Fines and Fees Assessment; the Atlanta City Court Management Review; the Delaware Court of Common Pleas Work Process Review; and the North Dakota Staffing Standards Project.

Budget

As noted above, the firm fixed price of this proposed workload assessment is \$150,000. The Supreme Court and OCA are requesting \$75,000 in SJI funds and will provide a cash match of \$75,000. A line item budget (Form C) and budget narrative are attached, as well as a letter from the NCSC affirming its participation.

Task	Cost	Total Budgeted Consulting Hours (estimated)	Total Budgeted Days for Site Work (estimated)
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Task	Cost	Total Budgeted Consulting Hours (estimated)	Total Budgeted Days for Site Work (estimated)
Task 1: Project Preparation and Planning Task 1.1: Formation of Needs Assessment Committees Task 1.2: Initial Planning Meetings	\$12,626	58	2 days each/ 2 consultants
Task 2: Focus Group Site Visits	\$27,327	130	5 days each/ 2 consultants
Task 3: Time Study Task 3.1: Design of Data Collection Instruments/Preparation of Training Materials Task 3.2: On-site Training and Dissemination of Data Collection Materials Task 3.3: Data Collection and Support	\$49,252	294	5 days each/ 2 consultants
Task 4: Data Analysis	\$27,363	210	--
Task 5: Adequacy of Time Survey	\$9,571	66	--
Task 6: Final Committee Meetings	\$11,493	50	2 days each/ 2 consultants
Task 7: Final Report Task 7.1: Draft Report Task 7.2: Finalize Report	\$12,368	78	--
TOTAL	\$150,000	886	28 days on site

Jonathan Mattiello
State Justice Institute
January 29, 2014
Page 13

LIKELIHOOD OF IMPLEMENTATION

The Vermont judiciary is committed to carrying out this project as soon as possible in order to take advantage of the significant efficiencies and savings we expect will result from it. Our contribution of a \$75,000 cash match is the best demonstration of our keen interest in the timely completion of the project. We are grateful for the opportunity to request SJI's support and look forward to working with the NCSC on these critically important studies.

Sincerely,

Linda Ryea Richard
Director, Planning and Court Services
Office of the Court Administrator

Attachment 1

Project Timeline

The project will begin in June 2014, and proceed in accordance with the schedule below.

Task	Months from Project Start											
	1	2	3	4	5	6	7	8	9	10	11	12
Task 1: Project Preparation and Planning												
Task 1.1: Formation of Needs Assessment Committees												
Task 1.2: Initial Planning Meetings												
Task 2: Focus Group Site Visits												
Task 3: Time Study												
Task 3.1: Design of Data Collection Instruments/Preparation of Training Materials												
Task 3.2: On-site Training and Dissemination of Data Collection Materials												
Task 3.3: Data Collection and Support												
Task 4: Data Analysis												
Task 5: Adequacy of Time Survey												
Task 6: Final Committee Meetings												
Task 7: Final Report												
Task 7.1: Draft Report												
Task 7.2: Finalize Report												

Attachment 2

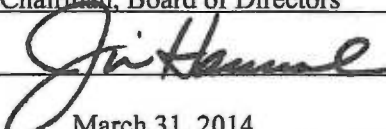
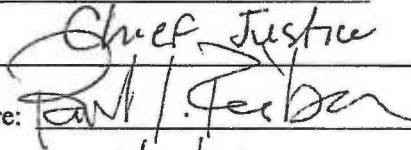
Budget

The firm fixed price of this proposed workload assessment is \$150,000. The grant request is \$75,000 from SJI. The Judiciary will commit to a cash match of \$75,000.

Task	Cost	Total Budgeted Consulting Hours (estimated)	Total Budgeted Days for Site Work (estimated)
Task 1: Project Preparation and Planning Task 1.1: Formation of Needs Assessment Committees Task 1.2: Initial Planning Meetings	\$12,626	58	2 days each/ 2 consultants
Task 2: Focus Group Site Visits	\$27,327	130	5 days each/ 2 consultants
Task 3: Time Study Task 3.1: Design of Data Collection Instruments/Preparation of Training Materials Task 3.2: On-site Training and Dissemination of Data Collection Materials Task 3.3: Data Collection and Support	\$49,252	294	5 days each/ 2 consultants
Task 4: Data Analysis	\$27,363	210	--
Task 5: Adequacy of Time Survey	\$9,571	66	--
Task 6: Final Committee Meetings	\$11,493	50	2 days each/ 2 consultants
Task 7: Final Report Task 7.1: Draft Report Task 7.2: Finalize Report	\$12,368	78	--
TOTAL	\$150,000	886	28 days on site

STATE JUSTICE INSTITUTE

AWARD

<input checked="" type="checkbox"/> Grant <input type="checkbox"/> Contract <input type="checkbox"/> Cooperative Agreement		Page <u>1</u> of <u>1</u>
1. Grantee Name and Address Vermont Judiciary 109 State Street Montpelier, VT 05660	3. Award Number SJI-14-N-077	
	4. Award Period 6/1/14 – 6/1/15	
	5. Award Date 3/31/14	
1a. Employer Identification No.	6. Award Amount \$75,000	
2. Entity to Receive Funds	7. Type of Award <input checked="" type="checkbox"/> Project Grant <input type="checkbox"/> Technical Assistance (TA) Grant <input type="checkbox"/> Curriculum Adaptation & Training (CAT) Grant <input type="checkbox"/> Scholarship <input type="checkbox"/> Partner Grant	
2a. Employer Identification No.		
8. Project Title <i>Weighted Caseload Study of Judicial Officers and Court Staff</i>		
9. Special Conditions (<i>Check if applicable</i>) <input type="checkbox"/> The above project is approved subject to such conditions or limitations as set forth on the attached _____ page(s).		
STATE JUSTICE INSTITUTE APPROVAL		GRANTEE ACCEPTANCE
10. Approving SJI Official Name: <u>James R. Hannah</u> Title: <u>Chairman, Board of Directors</u> Signature:  Date: <u>March 31, 2014</u>	11. Authorized Official of Grantee Name: <u>Paul Reiber</u> Title: <u>Chief Justice</u> Signature:  Date: <u>4/8/14</u>	