

**Kansas District Court  
Clerk Staff Workload  
Assessment  
Study, 2019**

**Final Report**  
November 2019

THE NATIONAL CENTER FOR STATE COURTS

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Court Consulting Division  
National Center for State Courts



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November 2019

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Over the course of this study, we were fortunate to work with a distinguished District Court Clerks Weighted Caseload Advisory Group, which included experienced District Court Clerks, Trial Court Clerks, Judges and District Court Administrators from across the state.

We also extend a special note of thanks to all of the OJA staff who worked on this project, especially Krisena Silva, District Court Clerk Specialist and Carrie McGinley, Administrative Statistics Technician, for their ongoing availability and behind-the-scenes assistance throughout this project.

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## Executive Summary

### Introduction

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

Since 2011, the Kansas Judicial Branch has relied on a data-driven weighted caseload formula to establish the baseline needs for staffing clerk of district court offices. The 2011 weighted caseload formula was based on a work-time study involving clerks’ staff from each of the state’s 105 counties. Seven years have passed, and the Judicial Branch has sought the assistance of the National Center for State Courts to conduct another work-time study to generate new case weights based on the updated case processing methods within the clerks’ offices.

The Supreme Court appointed a District Court Clerks Weighted Caseload Advisory Committee (hereafter, committee) to assist NCSC staff with this project. The committee included: four District Court Clerks, six Chief Clerks, two Trial Court Clerks (one IV and one II), two District Court Administrators, one Chief Judge and one District Magistrate Judge. The NCSC consultants, with guidance from the committee, designed and conducted a study to produce a weighted caseload model for the District Court Clerks’ offices.

The current study conducted by the NCSC included collection of three types of data: (1) actual work-time data recorded by clerks during a four-week study in all 105 counties; (2) a statewide survey of participating clerk staff requesting their assessment of the extent to which they have adequate time to perform their duties to their satisfaction; and (3) collection of qualitative feedback from seven focus group discussions with 12 to 15 clerks in four locations (Wichita, Dodge City, Hays, and Topeka).

The new case weights reflect the average number of case-related minutes that clerks spend per year processing each of 24 different case types; they are based upon work-time recorded by clerks in all counties during the four-week study period. The case weights and other components of the weighted caseload model were reviewed and approved by the advisory committee.

The new case weights take into account several changes that have occurred since the last work-time study was conducted. Specifically, the new case weights account for lower case filing numbers, the impact of e-filing, the impact of managing a paperless system, importation of digi-tickets and new county attorney case management systems. The OJA will soon be implementing a work-share program in which clerks from one location can work on a range of case processing tasks in other districts. It should be noted that, while the NCSC develops standard case weights that are applied to each county/district across the state, clerk staff indicated that case processing practices vary across the state. Likewise, case

processing practices frequently change to align with new requirements that are instituted, either by Supreme Court rule, local rule, case management system adjustments or other reasons.

The 2018 study was conducted in a similar manner to the 2011 study and included the following factors:

- It was designed and conducted by NCSC consultants who are national experts in the development of weighted caseload models for courts and other justice system agencies;
- An extraordinarily high percentage (97.48%) of all clerk staff statewide participated in the study, which lends to the credibility and validity of the data collected;
- It included the use of a statewide survey of clerk staff to assess whether they have adequate time to achieve reasonable levels of quality in performance of their duties; the Adequacy of Time Survey data assisted in determining the adequacy of the case weights based solely on the work-time data;
- The NCSC consultants conducted seven focus group meetings involving knowledgeable clerk staff from across the state to review and discuss the findings from the work-time study and the Adequacy of Time survey. They also provided feedback on other factors that might not have been captured in the work-time study. This qualitative input from knowledgeable clerk

staff informed the discussion and decisions by the advisory committee regarding the weighted caseload model.

NCSC consultants organized the project around the following primary tasks:

1. **Development of the research design.** The advisory committee, appointed by the Supreme Court, met with the senior NCSC consultants in September 2018 to provide guidance during the new weighted caseload assessment study. The Supreme Court selected members of the advisory committee to ensure representation from geographically-representative locations across the state, including representation from both rural and urban counties, and members with many years of experience. The committee provided advice and comment on: the overall study design; the identification of the case types to be included in the weighted caseload model; the methodology and content of the training sessions prior to the work-time study; the duration of the work-time study; and the approach, location, and composition of the focus groups. The advisory committee also provided feedback and recommendations on key issues covered in the final report.
2. **Clerk staff work-time study.** Fully 98% of all District Court clerk staff participated in the four-week study of clerk staff work-time conducted between October 22 and November 16, 2018.<sup>1</sup> Before the work-

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<sup>1</sup> The participation rate includes only staff whose work-time data are included in the calculation of the case weights: Clerks of District Court, Trial Court Clerks and Account Clerks.

time study began, a senior NCSC consultant conducted eight one-hour training webinars and one in-person seminar to provide instructions on how clerk staff should record their work time. The NCSC also provided both written instructions and an on-line help link to participants who had questions about recording time or categorizing information. During the study, clerk staff kept records of all time spent on case-related and non-case specific activities and entered their work-time data in the NCSC's secure online data entry website.

3. **Adequacy of Clerk Staff Time Survey.** During the third week of the time study, approximately 67.95% of all clerk staff in Kansas completed this online questionnaire regarding the sufficiency of time available during the course of normal working hours to do their work. This survey revealed that most of Kansas' clerk staff indicated they "usually" have enough time to effectively handle their daily tasks.
4. **Seven clerk staff focus groups.** In March 2018, NCSC staff conducted seven focus group discussions with experienced clerk staff in four locations across the state to review the project and discuss preliminary findings from the work-time study and Adequacy of Time Survey.<sup>2</sup>
5. **Analysis of data and preparation of preliminary case weights.** NCSC staff analyzed the data collected from the work-time study, Adequacy of Time

Survey, and focus group discussions – then drafted reports, including tables and preliminary case weights for review and discussion by the advisory committee. The work-time study is limited to the work conducted by clerk staff (Clerks I, II and III; Trial Court Clerks II-V; Account Clerks; Accounting Technicians; Records Clerks; and Secretaries I and II). Some staff who occasionally engage in clerical work to help out (such as Administrative Assistants and District Court Administrators) also entered time that was defined as clerical work.

6. **Advisory committee review, discussion, and decision-making.** The advisory committee held two post-data collection review meetings. At a meeting on January 8, 2019, the group reviewed and discussed preliminary findings from the work-time study, including preliminary case weights, and findings from the Adequacy of Time survey. After that meeting, NCSC staff conducted a more detailed analysis and developed more detailed and complete tables showing findings from the work-time study and prepared for the focus group meetings in mid-November. At the third in-person meeting on April 16, 2019, the committee reviewed the more detailed tables showing work-time data and a complete presentation of the weighted caseload model prepared by NCSC staff, and it reviewed the feedback from the focus group meetings. After considerable discussion, the committee declined to

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<sup>2</sup> A total of 84 staff participated in the focus groups, including: Clerks of District Court, Trial Court Clerks and Account Clerks.

recommend any adjustments to the case weights.

7. **Preparation of the Final Report.** Based on the discussions by the advisory committee during the April meeting, NCSC staff developed a draft report of findings for review by the committee.
8. **Findings.** The Final Report explains in detail each step in the research and data analysis process for this clerk staff workload assessment and the construction of the weighted caseload formula. The weighted caseload model is sufficiently flexible to allow the Kansas Judicial Branch to determine the approximate need for clerk staff in each county. Application of the new weighted caseload model reveals that statewide the Kansas District Courts should have at least **642.24** full-time equivalent (FTE) clerk staff to effectively handle the current workload. Statewide the District Courts currently have **663** FTE clerk staff positions. This suggests statewide the District Courts are currently overstaffed by 20.76 FTE clerk staff positions; however, this does not account for the fact that some districts are overstaffed, and some are understaffed.

## Recommendations

The NCSC offers the following recommendations below:

1. The Judicial Branch should update the case weights in this weighted caseload model every five to seven years by conducting a statewide study of the work-time of clerk staff. This is the only way to ensure the case weights accurately reflect the nature and complexity of the workload and evolving practices and court technology across the state.
2. The Judicial Branch should update the weighted caseload formula annually, using the most recent number of case filings for the 24 case types.
3. The workload model presented in this report should be the starting point for determining the need for clerk staff in each district and county. There are factors that might justify making modifications to the staffing needs in certain jurisdictions, particularly those with relatively low case filing numbers and multiple counties that make up the judicial district. For example, the staffing needs figures are based on average filing numbers multiplied by the updated case weights in each location. If all cases were processed in one single location, the model would appropriately predict the staffing needs. However, approximately half of the judicial districts in Kansas (15 of 31) encompass four or more counties, and the driving distance between courthouses often requires more than one hour to drive. For this reason, the workload is physically separated, so staffing needs must also consider the placement of the staff across counties.



4. The Judicial Branch should consider incorporating a minimum staffing level in each clerk of court office, which would improve customer service and access to justice. For example:

- *Minimum staffing in each clerk of court office:* Many states with large rural areas have set the minimum staffing level for each clerk of court office at two FTE. This allows these offices to operate in a manner that meets financial auditing guidelines, in-court work requirements and to allow coverage for sick and vacation leave, even if the workload demand does not indicate the need for two FTE staff in the office.
- *Clerks managing multiple counties.* In areas where one clerk of court supervises multiple counties, there might be a need for a small increase in FTE staff to account for more travel time compared to locations where a clerk of court supervises only one county.

## I. Introduction

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

Since 2011, the Kansas Judicial Branch has relied on a data-driven weighted caseload formula to establish the baseline needs for staffing clerk of court offices. The 2011 weighted caseload formula was based on a work-time study involving clerks’ staff from each of the state’s 105 counties. Seven years have passed, and the Judicial Branch has sought the assistance of the National Center for State Courts to conduct another work-time study to generate new case weights based on the updated case processing methods within the clerks’ offices.

The Supreme Court appointed a District Court Clerks Weighted Caseload Advisory Committee (hereafter, committee) to assist NCSC staff with this project. The committee included: four Clerks of the District Court, six Chief Clerks, two Trial Court Clerks (one IV and one II), two District Court Administrators, one Chief Judge and one District Magistrate Judge. The NCSC consultants, with guidance from the committee, designed and conducted a study to produce a weighted caseload model for the District Court Clerks’ offices.

The current clerk workload assessment built and improved upon the previous study in Kansas by maintaining some of the same data elements but making some refinements in the case types for which case weights were developed and the case activity types for which data were collected. The current study maintained the same comprehensive properties by collecting data on both case-related and non-case-related work-time from participants in all 105 counties. This study is limited to determining the need for clerk staff only – not administrative positions or other support positions, such as Administrative Assistants, IT support or other positions that are clearly important to the functioning of the Judicial Branch. The NCSC also substantially streamlined the work-time data collection process and the training of participants prior to the start of the project and utilizing the newly developed online data entry system. Specifically, the current study accomplished the following:

- Utilized a methodology that bases the development of case weights on all work recorded by all clerk staff;
- Included participation from 97.8% of all clerk staff across the state;
- Included a four-week data collection period to ensure sufficient data to develop valid case weights;

- Accounted for clerk staff work for all phases of case processing;<sup>3</sup>
- Accounted for non-case-related activities that are a normal part of clerk staff work; and
- Established a transparent and flexible model that can determine the need for clerk support staff in each county and district.

The new case weights take into account several changes that have occurred since the last work-time study was conducted. Specifically, the new case weights account for lower case filing numbers, the impact of e-filing, the impact of managing a paperless system, importation of digi-tickets and new county attorney case management systems. The OJA has also increased training for clerical staff, which is intended to streamline processes, thus making the work more efficient.

The OJA will soon be implementing a work-share program in which clerks from one location can work on file initiation work in other districts. It should be noted that, while the NCSC develops standard case weights that are applied to each county/district across the state, clerk staff indicated that case processing practices vary across the state. Likewise, case processing practices frequently change to align with new requirements that are instituted, either by Supreme Court rule, local rule, case

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<sup>3</sup> The work-time study included work conducted by clerk staff as well as ancillary staff, who are employed by the courts, but hold non-clerk positions. These ancillary staff that sometimes assist in clerk work include positions such as administrative assistants, secretaries, court reporters, transcriptionists, court administrators and others.

management system adjustments or other reasons. One additional issue to consider is the varied length of service clerk staff have provided to the courts.

Based on a survey of staff (*Adequacy of Time*), the participants ranged in the number of years in which they had been employed by the courts from less than one year to over 16 years. Nearly 37% of the staff have been employed by the courts for less than three years; nearly 14% had been employed for less than one year. There is a significant amount of turnover among the clerical staff, which further complicates the work for both new and seasoned employees, as a significant amount of training needs to be undertaken.

This report provides a detailed discussion of the workload assessment methodology and results and offers recommendations for the ongoing use of the model.

## **II. Clerk Staff Workload Formula Committee**

The committee, appointed by the Supreme Court, functioned as a policy committee to provide oversight and guidance throughout the workload assessment project. The committee included: four of Clerks of the District Court, six Chief Clerks, two Trial Court Clerks (one IV and one II), two District Court Administrators, one Chief Judge and one

District Magistrate Judge. The NCSC consultants, with guidance from the committee, designed and conducted a study to produce a weighted caseload model for the District Court Clerks' offices. The committee refined the approach and the content of the assessment and resolved important issues affecting data collection, interpretation, and analysis. During three in-person meetings, the committee participated in the development of the workload assessment methodology and reviewed findings at each critical phase of the study and its completion.

One of the first responsibilities of the committee was to identify and define the parameters for which data would be collected during the workload assessment. This included identifying: (a) which staff should participate in the study; (b) the timeframe during which the data would be collected, and the length of time that needed to be captured; (c) the types of cases for which to generate case weights; and (d) the tasks and activities (case related and non-case-related) that clerk staff perform. The NCSC project team met with the committee in September 2018 to make decisions on these issues.

### **III. Work-Time Study**

#### **Participants**

After substantial discussion during the first committee meeting in September 2018, the group recommended that all clerk staff should record all their work-time (case-related and non-case-related), and that other court staff (e.g., Administrative Assistants, Court Reporters, Secretaries, District Court Administrators, and others) who sometimes

perform case-related work activities shown in Figure 3 should record only their case-related work time during the study.

#### **Work-Time Data Collection Period**

To ensure consistency in the tracking of work-time, NCSC consultants provided eight webinars and one in-person information and training session between October 10 and 19 prior to data collection. One of the webinars was recorded and made available by the NCSC for viewing by those who could not attend one of the live webinars. The NCSC also provided written training materials and posted them online. Additionally, the NCSC provided assistance through a Workload Assistance Help-link, which was available both online and via telephone prior to and throughout the data collection period. Clerk staff participants reported their time each day via a secured and user-friendly data entry website maintained by the NCSC.

For this study, all support staff, as defined above, participated in a four-week data collection period from October 22 to November 16, 2018. Figure 1 shows the participation rate, for court clerk staff only, for the time study by judicial district.

**Figure 1: Kansas Clerk Staff Participation Rate Summary**

Judicial District	Expected	Actual	Participation Rate
1	19	19	100%
2	13	12	92%
3	47	46	98%
4	17	17	100%
5	12	12	100%
6	13	13	100%
7	14	13	93%
8	22	22	100%
9	12	12	100%
10	45	42	93%
11	17	17	100%
12	14	13	93%
13	17	16	94%
14	12	12	100%
15	15	15	100%
16	19	19	100%
17	11	11	100%
18	82	81	99%
19	8	8	100%
20	23	23	100%
21	15	14	93%
22	14	14	100%
23	11	10	91%
24	12	12	100%
25	23	22	96%
26	19	19	100%
27	14	14	100%
28	18	18	100%
29	43	40	93%
30	20	20	100%
31	15	15	100%
<b>Total</b>	<b>636</b>	<b>621</b>	<b>98%</b>

Figure 1 indicates a statewide participation rate of 97.48%; 621 clerks of a possible 636 participated, representing clerk and staff in each of Kansas’ 105 counties and 31 judicial districts. This exceptional participation rate assures confidence in the accuracy and validity of the case weights derived from the work-time data. Participants were instructed

to record all work-related time – both case-related and non-case-related – including work that was done beyond a 7.5-hour day.

### Work-Time Data Collection Process

Clerk staff recorded their time on a paper time-tracking form, and then transferred this information to the NCSC’s secure web-based data entry program. Once submitted, the data were automatically entered into NCSC’s secure database, which was accessible only to NCSC staff who analyzed the data. Collecting data from clerk staff across the state ensured that sufficient data were collected to provide an accurate average of case processing practices and times for all case types included in the study.

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

### Survey on the Adequacy of Time

In addition to participating in the work-time study, participants were invited to complete a web-based Adequacy of Time (AOT) Survey during the final week of the work-time study. This survey sought the views of clerk staff regarding the extent to which they have sufficient time to complete their work tasks to their satisfaction for each of the case types included in the study. Approximately 68% of all clerk staff completed the survey. The NCSC conducted the AOT survey because the case weights derived solely from the work-time study reflect the average amount of time clerk

staff *currently* spend on each case type given the current level of staffing. The survey data provided information to help the advisory committee determine whether the case weights derived from the work-time data, which are grounded in the current level of staffing, are sufficient to allow staff to complete work in a timely and high-quality manner. Section V of this report provides more detail about and reviews a summary of the findings from the AOT survey.<sup>4</sup>

## Focus Groups

In March 2019, the NCSC consultants conducted discussions with seven focus groups of experienced clerk staff in four locations across the state (Wichita, Dodge City, Hays and Topeka). The groups reviewed and offered feedback on preliminary results from the work-time study and the AOT survey and discussed local or district-level factors that might not have been accounted for in the study. Discussion of the feedback from the focus groups can be found in Section VI of this report.

## Data Elements in the Clerk Staff Work-Time Study

NCSC project staff met with the committee in September 2018 to determine the case type categories, case-related and non-case-specific activities to be included in the work-time study. The committee also discussed the purpose of the Adequacy of Time Survey and the purpose and locations of the focus groups.

<sup>4</sup> Also see Appendix E, which shows the complete findings from the Adequacy of Time Survey.

A more detailed description of the time study elements is provided next.

## Case Types

Every weighted caseload formula needs a set of case types, each of which is distinctive in nature (e.g., probate, civil, criminal, domestic) and complexity (e.g., felonies vs. misdemeanors). Including case types that differ in nature and complexity should result in case types that differ in the average amount of clerk work-time per case during the year. The greater the average amount of clerical work-time required to process a case, the greater the case weight for a given case type. To the extent that county and district caseloads vary not only in numbers, but also in nature and complexity, a weighted caseload model will more accurately reflect the need for clerk staff than a model based solely on counting the number of cases in a county or district. Following this logic, the committee recommended including the 24 case types shown in Figure 2 in the weighted caseload formula.

## Filings

Figure 2 also shows the statewide number of filings during fiscal year 2018 for each case type, and the percentage of total filings for each case type.

## Tasks and Activities

Clerk staff members perform a variety of functions in and out of court that can be directly related to the processing of cases (case-related activities), as well as non-case

related activities. NCSC staff worked closely with the committee to develop a comprehensive list and description of these essential activities. The list of activities served as an organizing device to guide data collection during the time study. A list of the eleven case-related and the thirteen non-case-related activities are provided in Figures 3 and 4. A more detailed description can be found in Appendices B and C, respectively.

The weighted caseload model determines the annual amount of time clerk staff have available to perform all their work, including both case-related and non-case-related tasks, then subtracts the average amount of time spent on non-case-related activities to determine the average amount of time available for staff to perform case-related work. This is a critical component of the weighted caseload model, so knowing how much time staff spends on both case-related and non-case-related work is important.

**Figure 2: Kansas Case Filings  
Fiscal Year 2018**

<b>Case Type</b>	<b>Percent of Total Filings</b>
Adoption	.39%
Decedent Estate/ Determination of Descent	.88%
Care and Treatment/Sexually Violent Predator	.64%
Guardianship, Conservatorship & Trusteeship	.41%
Other Probate Cases	.66%
Mortgage Foreclosures	.99%
All Other Regular Civil	2.14%
Small Claims	.95%
All Other Limited Civil Cases	23.27%
Protection from Abuse/Protection from Stalking (PFA/PFS)	2.87%
All Other Domestic	4.72%
Marriage Licenses	3.52%
Statutory Bond/Statutory Lien/State Tax/Misc. Civil	9.89%
Property Tax	1.84%
Felony Off-Grid/Capital Crimes	.07%
All Other Felonies (NOT including Felony DUI/Felony Traffic)	4.33%
Misdemeanors	2.78%
Other Criminal/Miscellaneous Criminal	2.21%
DUI (Felony & Misdemeanor; Traffic & Criminal)	.73%
Misdemeanor Traffic (NOT including Misdemeanor DUI)	13.50%
Infractions (includes juvenile tobacco)	20.29%
Child in Need of Care	1.44%
Juvenile Offender (includes expungement)	1.37%
Problem-Solving Courts (all types)	.12%

**Figure 3: Case-Related Activities**

Case Initiation for e-filed cases
Case Initiation for pro se (paper filed) cases
Case processing
Post-judgment work
Case management
Case-related customer service
Accounting
Courtroom support and monitoring
Jury services
Problem-Solving Court activities

**Figure 4: Non-case-related Activities**

Non-case-related administration
General records management
Customer service/public service
Problem-Solving Court activities
Financial management
Out-of-courtroom jury services
Staff education & training
Committees, other meetings & related work
Work-related travel time
Vacation, illness & other leave
Non-case-related judicial support
Other
Time study data reporting & entry

## Caseload vs Workload

A detailed picture of the percentage of case-related time clerk staff spends on cases statewide is presented in Figure 5. The greatest proportion of clerk staff time during the work-time study was spent on other felonies (14.22%), followed by time spent on other domestic (12.69%) and other limited civil cases (12.25%).

Comparing the percentage of filings of each case type in Figure 2 with the percentage of time spent on each case type in Figure 5 reveals the utility of the weighted caseload methodology. As previously shown in Figure 2, other limited filings comprise 23.27% of all filings in the state, but Figure 5 shows they account for 12.25% of the workload. In addition, other felonies comprise only 4.33% of all filings in the state, but Figure 5 shows that clerk and court staff spend 14.22% of their case-related time on other felonies. These two tables confirm that caseload is not the same as workload; rather case complexity drives workload.



**Figure 5: Percentage of Clerk Staff Time Reported by Case Type and Case-Related Activity Type During the Work-Time Study (October - November 2018)**

Case Type	Case Initiation E-File	Case Initiation Pro Se	Case Proc.	Post-Judgment Work	Case Mgt.	CR Cust Service	Accounting	Court Spt & Monitoring	Jury Services	Case-Related Judicial Support	P-S Court Activity	Percent of Total Time by Case Type
Adoption	0.26%	0.02%	0.36%	0.10%	0.10%	0.12%	0.01%	0.03%	0.00%	0.00%	0.00%	1.01%
Decedent Estate/Det. of Descent	0.20%	0.03%	0.71%	0.21%	0.25%	0.31%	0.00%	0.01%	0.00%	0.01%	0.00%	1.73%
Care & Treatment/SVP	0.19%	0.03%	0.37%	0.20%	0.11%	0.05%	0.02%	0.02%	0.00%	0.01%	0.00%	1.00%
Guar./Cons./Trusteeship	0.11%	0.02%	0.53%	0.31%	0.30%	0.20%	0.02%	0.02%	0.00%	0.01%	0.00%	1.51%
Other Probate	0.07%	0.01%	0.22%	0.10%	0.16%	0.24%	0.01%	0.02%	0.00%	0.01%	0.00%	0.83%
Mortgage Foreclosures	0.18%	0.00%	0.39%	0.17%	0.10%	0.12%	0.04%	0.01%	0.00%	0.01%	0.00%	1.03%
Other Regular Civil	0.63%	0.20%	1.88%	0.63%	0.74%	1.24%	0.11%	0.41%	0.17%	0.14%	0.00%	6.14%
Small Claims	0.14%	0.29%	0.72%	0.19%	0.21%	0.47%	0.06%	0.25%	0.00%	0.02%	0.00%	2.35%
Other Limited Civil	1.71%	0.18%	4.96%	2.19%	1.17%	1.16%	0.14%	0.67%	0.01%	0.06%	0.00%	12.25%
PFA/PFS	0.13%	0.90%	0.93%	0.21%	0.41%	0.47%	0.00%	0.60%	0.02%	0.08%	0.00%	3.76%
Other Domestic	1.09%	0.61%	3.60%	2.29%	1.59%	2.51%	0.13%	0.68%	0.00%	0.19%	0.00%	12.69%
Marriage Licenses	0.15%	0.65%	0.36%	0.00%	0.58%	0.90%	0.18%	0.00%	0.00%	0.02%	0.00%	2.85%
Stat. Bond/Lien, State Tax, Misc. CV	0.22%	0.09%	0.34%	0.35%	0.09%	0.12%	0.08%	0.00%	0.00%	0.02%	0.00%	1.30%
Property Tax	0.17%	0.28%	0.21%	0.03%	0.05%	0.04%	0.06%	0.00%	0.00%	0.00%	0.00%	0.84%
Felony Off-Grid/Capital	0.04%	0.00%	0.31%	0.26%	0.08%	0.09%	0.03%	0.13%	0.16%	0.00%	0.00%	1.12%
Other Felonies	0.96%	0.08%	4.86%	2.17%	1.49%	1.67%	0.76%	1.28%	0.65%	0.29%	0.00%	14.22%
Misdemeanor	0.55%	0.05%	2.83%	0.64%	0.80%	0.85%	0.53%	0.79%	0.24%	0.17%	0.00%	7.46%
Other Crim/Misc. Crim	0.40%	0.11%	1.02%	0.23%	0.57%	0.58%	0.28%	0.36%	0.05%	0.05%	0.00%	3.64%
DUI	0.11%	0.05%	0.38%	0.20%	0.14%	0.22%	0.12%	0.16%	0.03%	0.02%	0.00%	1.43%
Misdemeanor Traffic	0.61%	0.32%	2.34%	0.58%	1.01%	1.32%	0.52%	0.66%	0.03%	0.10%	0.00%	7.48%
Infractions	0.57%	0.42%	1.30%	0.23%	0.80%	1.11%	0.59%	0.14%	0.00%	0.03%	0.00%	5.20%
CINC	0.58%	0.04%	2.75%	1.10%	0.75%	0.38%	0.11%	0.43%	0.00%	0.08%	0.00%	6.21%
Juvenile Offender	0.43%	0.03%	1.25%	0.53%	0.41%	0.32%	0.18%	0.19%	0.04%	0.06%	0.00%	3.43%
Problem-Solving Courts	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.52%	0.52%
Column Totals	9.50%	4.41%	32.62%	12.93%	11.92%	14.50%	3.98%	6.84%	1.40%	1.38%	0.52%	100.00%

## IV. Initial Case Weights

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

can be seen by comparing the distribution of cases and time expenditures in Figures 2 and 5.

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

(1) Start with the total case-related work-time on a specified case type reported by clerk and court support staff during the 19<sup>5</sup> days of the work-time study,

(2) Divide that number by 19 (the number of work days in the data collection period) to

<sup>5</sup> The work-time study occurred during a four-week period of time, however, there was one holiday (Veteran’s Day) during that period, so the study period actually included only 19 days.

determine the daily average amount of work-time,

(3) Multiply the result of that calculation by 215 – the number of work days per year – which produces an estimate of the *annual* amount of case-related work-time on the case type,<sup>6</sup> and then

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

Figure 6 provides an example of the calculation of the initial case weight for a misdemeanor. These same steps are used to calculate the case weight for each of the 24 case types in the Kansas weighted caseload model.

### How this Study Accounted for Leave Time and Vacant Positions

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

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

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

- *Note:* There were 39.5 vacant positions during the work-time study (663.5 authorized positions minus 624 actual/filled positions). The methodology described above assumes those 39.5 positions were filled and working during the study. That adjustment increased the work time reported during the study – and thereby increased the case weight values and the overall estimate of the *need* for clerk and court support staff – by approximately 5.95% (39.5 divided by 663.5). The adjustment produced case weights that provide what could be considered a *high-end* estimate of the need for clerk staff.

Based on the work-time study, clerk staff in Kansas spends a total of 3,444,673 minutes of case-related time on misdemeanor cases annually. Dividing that time by the number of

<sup>6</sup> The formula to annualize time study data per case type is as follows: ((case-related work-time during the four-week study period / 19) \* 215); see Figure 6.

FY 2018 misdemeanor cases filed (13,692) yields a preliminary case weight of 251.58 (rounded to 252) minutes per case. This number indicates that, on average, Kansas clerk staff currently spend approximately 252 minutes per case processing all misdemeanor cases from filing to resolution, as determined by the work-time study. The complete set of initial statewide case weights for Kansas clerk staff, developed using this method, is displayed in Figure 7.

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

Developing Annualized Minutes	
(1) Misdemeanor actual minutes of case-related work-time recorded during the data collection period	304,413
(2) <i>Divide by</i> # of work days in the data collection period	÷ 19
(3) <i>Multiply by</i> Total # of clerk staff work days per Year	X 215
<i>Equals</i>	=
Statewide annualized case-related work minutes for misdemeanor cases	3,444,673

Developing Initial Case Weight	
Statewide annualized case-related work minutes for misdemeanor cases	3,444,673
(4) <i>Divide by</i> # of FY 2018 filings	÷ 13,692
<i>Equals</i>	=
<b>Initial Case Weight</b> (average minutes spent per simple misdemeanor case)	<b>251.58</b>

**Figure 7: Initial Case Weights**

Case Type	Initial Case Weight (Minutes)
Adoption	240
Decedent Estate/Determination of Descent	185
Care and Treatment/Sexually Violent Predator	147
Guardianship/Conservatorship/Trusteeship	348
Other Probate Cases	117
Mortgage Foreclosures	98
All Other Regular Civil	270
Small Claims	233
All Other Limited Civil Cases	49
Protection from Abuse/Stalking (PFA/PFS)	123
All Other Domestic	253
Marriage Licenses	76
Statutory Bond/Lien, State Tax, Misc. Civil	12
Property Tax	43
Felony Off-Grid/Capital Crimes	1,570
All Other Felonies (not including Felony DUI/Felony Traffic)	308
Misdemeanors	252
Other Criminal/Miscellaneous Criminal	155
DUI (Felony & Misdemeanor; Traffic & Criminal)	184
Misdemeanor Traffic (NOT including Misdemeanor DUI)	52
Infractions (includes juvenile tobacco)	24
Child in Need of Care	405
Juvenile Offender (includes expungement)	235
Problem-Solving Courts (all types)	412

The initial case weights represent the *statewide average* amount of case-related time clerk staff across the state reported spending per case for each of the 24 case types during the study period.

In addition to obtaining work-time data from clerk staff, the NCSC team obtained two types of qualitative data to supplement the findings derived from the quantitative analysis. The qualitative data included: (1) responses to the

AOT survey distributed to clerk staff regarding their views on the adequacy of time to perform and complete their work in a timely and high-quality manner; and (2) feedback from focus groups that included experienced clerk staff in four locations in Kansas.

## V. Adequacy of Time Survey

To gain perspective on the sufficiency of time to perform key case-related and non-case-related activities, the NCSC distributed a web-based (AOT) survey to all clerk staff in November 2018. More than 67.95% of all clerk staff completed the survey. The work-time study measured the amount of time clerk staff *currently* spend handling cases, but it did not reveal the amount of time clerk staff *should* spend on activities to ensure quality processing of cases. The AOT survey supplemented the work-time study by assessing the extent to which staff members feel they have sufficient time to perform their work to their satisfaction.

Figure 8 shows the wording and layout of the AOT survey questions and response range. Specifically, for each of the 24 case-types, respondents were asked to rate the extent to which they had sufficient time to process those cases. Participants were asked to evaluate the statement, “During the course of a normal work-week, to what extent do you have sufficient time to address the case-related aspects of your job at a level of quality to your satisfaction for the following case types?” Survey respondents were asked to identify one of five responses ranging from

(1) “Almost Never” to (5) “Almost Always.” This question was followed with a question asking respondents to identify two main impediments to keeping up with case-related work in general and for each case type. Finally, respondents also rated their ability to attend to non-case-related activities. An example of the survey layout, illustrating the first question, is provided in Figure 8.

**Figure 8: Adequacy of Time Survey Layout**

During the course of a normal work-week, to what extent do you have sufficient time to address the case-related aspects of your job at a level of quality to your satisfaction for the following case types?					
5	4	3	2	1	NA
Almost Always	Often	Sometimes	Rarely	Almost Never	
1. Adoption					
2. Decedent Estate/Determination of Descent					
3. Care & Treatment/Sexually Violent Predator					
4. Guardianship/Conservatorship/ Trusteeship					
5. Other Probate Cases					
6. Mortgage Foreclosures					
7. Other Regular Civil					
8. Small Claims					
9. Other Limited Civil Cases					
10. Protection from Abuse/Stalking (PFA/PFS)					
11. All Other Domestic					
12. Marriage Licenses					
13. Statutory Bond/Lien, State Tax, Misc. Civil					
14. Property Tax					
15. Felony Off-Grid/Capital Crimes					
16. Other Felony					
17. Misdemeanors					
18. Other Criminal/Misdemeanor Criminal					
19. DUI (Felony & Misdemeanor - Traffic & Criminal)					
20. Misdemeanor Traffic (NOT Misdemeanor DUI)					
21. Infractions					
22. CINC					
23. Juvenile Offender					
24. All Problem-Solving Courts					

NCSC staff compiled the responses and analyzed the results of the survey. For each case type an average response score was generated.<sup>7</sup> A complete set of the results can be found in Appendix E.

work not captured” in the focus group discussion in Section VI.)

An average rating of 3.0 (“Sometimes”) was utilized as a threshold to determine whether clerk staff felt they had adequate time. An average rating of less than 3.0 was deemed to mean most staff members believe they do *not* usually have enough time to perform their daily tasks for a given case or activity type, while an average rating of greater than 3.0 was deemed to mean most staff members believe they do usually have enough time to perform their daily tasks. Figure 9 presents the statewide average ratings from respondents for each of the 24 case types and the non-case-related category. The findings show average scores ranged from a low of 3.98 (for Problem-Solving Courts) to a high of 4.48 (for Decedent Estate/Determination of Descent), and average scores ranged from 3.79 to 4.07 for non-case-related activities. These findings support the conclusion that a majority of clerk staff believe they often have sufficient time to perform their case-related work, but they are not at a point where they “almost always” have enough time. Further discussion of this issue in the focus groups indicated that while staff work hard to get their work done, they are concerned that sometimes the quality of work suffers due to the pace and sheer volume of the workload. (See the discussion regarding “adequacy of time” and “difficulty entering work-time or

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<sup>7</sup> Responses of “Does Not Apply” were excluded from the average.

**Figure 9: Adequacy of Time Survey Findings by Case Type**

Case Type	Initial Case Weight (Minutes)
Adoption	4.37
Decedent Estate/Determination of Descent	4.48
Care and Treatment/Sexually Violent Predator	4.40
Guardianship/Conservatorship/Trusteeship	4.34
Other Probate Cases	4.38
Mortgage Foreclosures	4.41
Other Regular Civil	4.29
Small Claims	4.25
Other Limited Civil Cases	4.24
Protection from Abuse/Stalking (PFA/PFS)	4.10
All Other Domestic	4.18
Marriage Licenses	4.37
Statutory Bond/Lien/State Tax/Misc. Civil	4.39
Property Tax	4.25
Felony Off-Grid/Capital Crimes	4.27
Other Felony	4.17
Misdemeanors	4.21
Other Criminal/Miscellaneous Criminal	4.19
DUI (Felony & Misdemeanor - Traffic & Criminal)	4.19
Misdemeanor Traffic (NOT including Misdemeanor DUI)	4.15
Infractions	4.18
CINC	4.05
Juvenile Offender	4.18
Problem-Solving Courts	3.98

## VI. Focus Groups

As a supplement to the time study conducted, the NCSC conducted seven focus group discussions in four locations (Wichita, Dodge City, Hays and Topeka) in early March 2018. Each group involved 12 to 15 experienced clerks from the regions. NCSC staff conducted these focus group discussions to obtain

feedback about the preliminary findings from the study and to gain insight about the variations in staffing, practices, and workload that might not have been adequately captured through the work-time study. NCSC staff also asked participants whether the study period was representative of a typical period of work and whether they often are unable to complete their work in a timely and high-quality manner. Focus groups can also shed light on the types of work that might have been unreported during the study period or work that was otherwise misunderstood.

In all, 84 employees from each of the 31 judicial districts participated in the focus group sessions.

Across the focus group locations, the NCSC team heard a variety of comments on each of the main topics of interest; however, several themes also emerged. Themes from the focus groups are presented below.

### Clerk Staff Focus Group Themes

#### Relative Case Weights

Clerk staff participants were asked to review the initial case weights, in graphic form, ranging from the longest to shortest average case processing times. No numbers were presented, rather, participants were asked to comment on the length of graph's bars in relationship to one another.

*PFA/PFS.* In every focus group session, participants indicated surprise at where the PFA/PFS case processing time (case weight) fell in comparison to other case types, especially small claims cases. Focus group participants indicated there is a lot of work associated with these cases, including the need to assist those seeking protection orders

in the completion of the paperwork, review the request for completion and accuracy and find a judge to review and sign the order, among other things. Many participants also indicated that it is not unusual for a person seeking a protection order one day to come in a day or two later and cancel it, adding to the case processing time. When asked where this case type should fall in comparison to other case types, participants suggested that the time requirements are closer to domestic cases, which would nearly double the case weight.

*DUIs.* Several participants remarked that DUIs should be closer to misdemeanors, arguing that there is not much difference, from the clerical perspective, between these two case types. One participant noted that, since DUI cases overwhelmingly include attorney representation, they take as long as or longer than misdemeanors over the entire life of the case. DUI cases are likely to include more filings, more trials and probation time, all of which can add to the clerical involvement. When considering these aspects, over the entire life of DUI cases, most focus group participants agreed with this logic.

*Small Claims.* Regarding the relative case weights, the most consistent concern raised was with the case weight for small claims. Participants in each of the focus groups reported spending more time with litigants on these cases, particularly with the high rate of self-represented litigants. Along these lines; however, many participants indicated that, since they were instructed to report all work with cases that do not have a case number as non-case-related time, that a great deal of work associated with small claims cases is likely included in the non-case-related customer service category.

*Traffic.* Several participants were surprised at the relatively low case weight for traffic cases. Further discussion on this topic led many to agree that the case weight is likely lower due to the number of these cases in which citizens simply pay their ticket on-line, requiring little or no time on the part of the clerk. Others, however, argued that varying practices across the state do not support this argument. For example, some locations, such as Johnson County, have law enforcement agencies who submit tickets electronically, which significantly reduces case processing time; other law enforcement agencies submit tickets in paper format (and often in bulk), requiring data entry time on the part of the clerk. Some participants also indicated that there is an increasing number of people choosing to come to the courthouse to pay their traffic fines, thus increasing clerical time on these cases. Additionally, in at least one location, clerk participants indicated that, even when a person chooses to pay their traffic ticket fine on-line, clerk staff are still required to process those cases in some fashion.

Several focus group participants noted that it was unclear where felony traffic cases should be recorded. Most participants indicated they recorded their time under "other felonies." The instructions were clear that felony DUIs should not be included in this category but was not clear on other felony traffic cases. One participant noted that it would be important to separate felony traffic cases out in future workload assessment studies, since this work is conducted in separate departments in some larger counties.

*State/Property Taxes.* Several focus group participants raised concern about the case weights for state/property taxes. They are likely under-represented as the majority of work on these cases occurs at the beginning of the year. One participant remarked that

the property tax cases include a lot of paperwork and are more time-consuming than they appear, given the initial case weight. Representatives from Russell and Seward Counties indicated that they processed these cases during the work-time study, so some case processing time *was* captured. It is worth noting that the 2019 case weight for state tax cases is lower than the case weight from 2011, and the former time study did include data collection during the January-February timeframe. Property tax cases, however, have a higher case weight than the state tax cases, but this case type was not measured on its own in 2011.

*Non-Represented (Pro Se) Litigants.* In nearly every focus group, participants raised the concern that cases heavily, or exclusively, involving non-represented litigants take more time than those involving attorneys. Case types such as small claims, PFA/PFSs, divorce and other limited civil have a high percentage of litigants who represent themselves. Participants explained that these cases take longer to process because they cannot be e-filed, so staff is required to enter the cases into the case management system, and provide assistance on where to find the correct documents and the information that needs to be included. Several participants also indicated that they are never sure, even when they have spent a fair amount of time with a potential filer, that a case ever gets filed.

While this concern was raised in every focus group, it must be stressed that the time associated with assisting non-represented litigants *did* get included in the time submitted during the work-time study. When providing assistance to those who have not yet filed a case, this time was entered under the non-case-related activity of *customer service*. This portion of the non-case-related category accounted for nearly 20% of the

non-case-related time, or approximately 23 minutes per day, per staff member. When considering the full complement of clerk staff (n=636), that amounts to approximately 11 days per clerk, per year associated with just providing customer service. Any additional time provided to these litigants in active and identifiable cases is currently included in the case weight.

*Appeals.* Several focus group participants reported that appeals cases take a lot of time, given the paperwork and multiple filings that accompany these cases. Some noted that appeals are almost always included in felony off-grid cases, which would account for the higher case weight. In the current study, cases on appeal were included in the main case type category and were not singled out as appeals. Some thought it would be a good idea, in future work-time studies, to separate appeals as a separate case type, however, this would significantly increase the case type categories clerk staff would have to navigate during the data collection and entry process.

In the end, one participant summed up the case weight order exercise like this: *"It depends on each court. The average works out this way, but can we really argue with the order?"* The point being, with 31 judicial districts and 105 counties, each using different processes, the variation in these practices likely accounts for the potentially surprising order of the case weights among some participants.

### **Specific Case Weight Changes: 2011- 2019**

Since the NCSC conducted the previous clerical workload assessment study, consultants asked focus group participants to remark on possible explanations for case weights that significantly changed between 2011 and 2019. Specifically, participants



were asked to speculate on the reasons for changes in the following case types:

- Adoption increased 68% from 143 minutes in 2011 to 240 minutes in 2019;
- Small Claims increased 111% from 110 minutes in 2011 to 233 minutes in 2019; and
- Guardianship/Conservatorship/Trusteeship cases decreased 29% from 490 minutes in 2011 to 348 minutes in 2019.

*Adoption.* Focus group participants provided a range of explanations for the increase in this case weight including the filing of more pleadings to ensure cases are unappealable, such as home studies, alien welfare, expense accounts, medical information, parental release forms and others. Another participant speculated that, since adoptions are now e-filed, the rejection rate is higher. Adoption cases can include several documents, if one is found to be incorrect, the entire filing must be rejected and refiled, increasing the overall case processing time. Finally, national adoption day occurred during the work-time study, which caused one participant to speculate that processing a greater volume of these cases during the time study may have inadvertently increased the overall case weight.

*Small Claims.* Every focus group agreed that the increase in small claims is overwhelmingly due to the fact that these cases include non-represented litigants, which increases the clerks' case processing time. Clerks' offices are experiencing a much higher rate of these cases being filed, often in large batches. When asked why there were more non-represented litigants now, since these cases have never involved attorneys, participants explained that the Supreme Court website advertises the ability to file

small claims cases without an attorney and provides some detail regarding the process. Despite this, focus group participants reported still finding high error rates in filings, which, in turn, requires more clerical time to process. Finally, individuals filing small claims cases are better informed about the options available to them to obtain the money they are owed, including garnishment order, hearing in aid of execution, and filing motions and contempt filings. All of these filings have increased the overall time associated with small claims cases.

*Guardianship/Conservatorship/Trusteeship.*

The only explanation for the decrease in this case weight is that, after the case is filed, the majority of the work is associated with review and accounting, which typically occurs during the first months of the calendar year. This timeframe was included in the 2011 study but not in the current one, which could explain the drop in this case weight, and which may form a reasonable basis on which to adjust this case weight back to the 2011 level.

### **Non-Case-Related Time**

Non-case-related time is defined as that work that staff engages in that cannot be directly associated with a specific case. Included in this category are activities such as administrative work, general records management, customer service, non-case-related judicial support, financial work, out-of-court jury-related work and committees, travel, meetings and related work. Across all staff, work-time data indicated that just under two hours per day are associated with this work (116 minutes per clerk, per day). Most participants found it difficult to assess this time as an average, but agreed this time is about right. A few participants suggested they spend closer to three hours per day on non-case-related work. It is important to

remember that different job assignments lend themselves to different amounts of non-case-related work. For example, a clerk who covers the front desk all day is likely to spend nearly 100% of their day on non-case-related work, while another clerk who is assigned to accepting e-filed cases is likely to report nearly 100% of their time as case-related work. This time is averaged across all participants.

### **Data Collection Period**

Most clerk staff focus group participants indicated that the data collection period was normal; some noting staff vacancies or the need to train new staff, thus changing how they would normally spend their time. The inclusion of National Adoption Day was again highlighted as was the fact that the guardianship/ conservatorship/ trusteeship work is seasonal – both of these issues were addressed in the case weight comparison discussion above.

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

Some clerks reported they had problems determining which categories certain work should be recorded in. When asked whether this was a problem with the case types or the activities, they reported that they had

problems with all categories, and suggested that more categories would have made it easier to navigate the system. Other participants countered that, noting that if too many categories were provided, they would spend more time just searching for where to put the data. It is worth noting that those who had trouble were generally newer staff who did not participate in the 2010-2011 work-time study conducted with clerk staff.

### **Adequacy of Time**

When asked “Do you generally have enough time to complete your work on a daily basis to your personal satisfaction?” responses were mixed. The majority of participants stated that the nature of the work is that it is “feast or famine,” meaning that some days or weeks are extremely busy while others are slower. During the slower weeks, all participants indicated they use that time to do work that has been set aside, such as scanning and backloading files. Nearly all participants reported that the e-filing system definitely streamlines their work and improves case processing time; however, they also related that the statewide case management system experiences very slow periods during heavy-use times, which in turn slows down case processing times.

### **Difficulty Entering Work-Time Data or Work Not Captured**

While most participants indicated the ability to get their work done, a few were emphatic that they are very rushed and do not have enough time to keep up with the work. Common issues cited included not being able to fill clerical positions with qualified people. When new positions are filled, it is time-consuming to train new staff.

A handful of participants were concerned that not all work-time was captured. For example, there were some positions, such as

transcriptionists, whose official job duties include work that was considered, for this study, to be clerical work. In one jurisdiction, the example was given that the transcriptionist spends approximately one quarter of her time on clerical duties, but they were instructed to not include that person's time in the study.

Additionally, concerns were raised that staff were not allowed to record multi-tasking activities. Several participants indicated that they "lost" a lot of time by not being able to record this time. For example, if a person was in court during a trial for five hours and was entering data into case files for other case types for three hours of that time, they argued that this five-hour block should be able to be represented as eight hours. The Advisory Committee made a clear decision not to allow for multi-tasking, based on the assumption that clerks will not stop multi-tasking, so allowing this kind of tracking would artificially inflate the case weights, and thus the staffing needs. Several focus group participants countered this argument by saying that, if they had additional staff, they could stop multi-tasking in certain cases, such as talking on the phone while also processing mail or scanning bonds.

### **Differences Across Districts**

Court staff participants were asked to identify local practices or issues that result in case processing differences in various units. Participants cited things such as the presence of prisons or mental hospitals in their counties/districts, which increases the number of certain case types, but may not account for longer case processing times per case. In counties that have prisons, the case processing time for Habeas Corpus cases is

reportedly higher than in locations without prisons.<sup>8</sup> Many Habeas Corpus cases are filed in prison counties as change of venue cases, which take longer than if they are direct filed. Habeas Corpus cases are included in the "Other Limited Civil" case type, which has an initial case weight of 49 minutes, and it was argued that the Habeas Corpus cases take longer than other cases in this category, such as chapter 60 torts and mortgage foreclosure cases. Since the volume of the Habeas cases are greater, clerk staff are actually spending more time on cases in this category. Therefore, participants suggested estimating the increased time for Habeas cases, then increasing the overall Other Limited Civil case weight in prison counties. In counties that house state mental hospitals, a similar issue exists with Care and Treatment cases.<sup>9</sup> Many Care and Treatment cases are filed in one county and venue must be changed to the county in which the mental hospital is located, which increases the amount of time required to process these cases. Since Care and Treatment is its own case type, this presumption was testable through the data, and it turned out that the time required to process these cases in Miami and Pawnee Counties, where state mental hospitals are located, was actually less than in the other counties.

In Ellis County, the presence of I-70 results in a large number of traffic tickets. Since judges rotate through Ellis County from other counties within the district, traffic tickets from other counties are frequently processed there, resulting in more work for the clerks, because litigants are unaware that the county of origin makes a difference for case processing, thus requiring more clerical time to have this discussion.

<sup>8</sup> State prisons are located in the following counties: Butler, Ellsworth, Reno, Leavenworth, Pawnee, Norton, Shawnee, Sedgwick and Cowley.

<sup>9</sup> State Mental Health Hospitals are located in Osawatimie (Miami County) and Larned (Pawnee County).

There is a county hospital in Seward County, and cases filed from this hospital require different processing. Filing fees from the hospital are initially waived and the hospital sends a check in bulk to cover a number of cases. This requires clerks to go back to the original filing and enter the payment individually after the fact, which increases case processing time for those cases.

Finally, in Sedgwick County, there is a self-help center staffed with approximately eight staff. Given the focus on assistance to non-represented litigants, the theory is that they spend more time on these cases than other counties. It could be argued, however, that the expertise in this unit likely decreases the overall time required to assist with this work.

Johnson County is different in that they use a separate case management system from all other counties. It is unclear whether this impacts case processing time, since the clerk staff in Johnson County are not trained to use FullCourt.

### **Other Concerns**

The issue of the upcoming work-sharing process that will be implemented when courts are on Odyssey was raised by some focus group participants. While people generally understand the value of work-sharing, concerns were raised regarding the fact that every county/district processes cases differently, so some participants had difficulty understanding how the work-sharing process would work. One participant noted that the work-sharing will initially be limited to case initiation, which should be consistent across all districts. A final concern, raised by a handful of staff, centered on the notion that work-sharing would be used to justify *not* providing additional resources to those locations who feel they *do* need additional resources.

During the supervisor/administrator focus group, one participant remarked that the clerk staff and judicial work-time studies should always be conducted at the same time to ensure consistent measurement periods for both study groups. This person argued that simultaneous measurement would result in a more accurate reflection of “court work,” and more buy-in to the process. This argument is in opposition to the event-based methodology that underlies the theoretical framework on which NCSC’s work-time studies are conducted. This theory holds that, when the vast majority of a particular workforce (e.g., judges or court staff) participates in a work-time study and if the sample period is representative, the mix of activities conducted for each type of case, as well as the time devoted to each type of activity, will be representative of the type of work entering the court throughout the year. Therefore, data collected during the study period provides a direct measure of the amount of clerk staff /judge time devoted to the full range of key case processing events.

On a different note, some participants noted that they are required to provide clerical support for magistrate judges, a task for which they do not receive credit. A suggestion was made that this process should stop.

Finally, participants from smaller offices (those with two or three clerks) raised concerns that the staffing model would show a need for less than one or two staff. They argued that there should be a base-level of funding for each clerk’s office to allow for phone, customer service desk and court staffing as well as for time off for illnesses, vacations and outside meetings. When asked what the minimum staffing level should be, most participants agreed that a base staffing of three FTE would be sufficient. One Clerk of the District Court specifically

said that in the two-person office she oversees, coverage can be difficult to maintain.

### Clerk Staff Focus Groups Summary

The work-time study conducted in Kansas measures the amount of time clerk staff currently spend handling cases, however, ***a time study does not inform us about the amount of time clerk staff should spend on activities to ensure the quality processing of cases.***

Based on the focus group findings, concerns were raised around the following issues:

- Case weights for the following case types:
  - PFA/PFS
  - DUI
  - Small Claims
  - Traffic
  - State Taxes/Property Taxes
  - Non-represented litigants
- Overall Adequacy of Time to Process the Work
  - General agreement that staff are typically busy but can generally get their work done. There were some exceptions to this sentiment.
- Lost Data
  - Some focus group participants were concerned that clerical work, performed as part of their normal duties by some staff, such as transcriptionists, should have been captured but was not.
  - Several focus group participants were concerned that their inability to double-count time because they were engaged in multi-tasking amounted to lost time.

- County/District-specific issues
  - Presence of state prisons increases the number of Habeas Corpus cases, which is included in the other limited case type category. The Habeas cases take more time than others in this category, so the overall case weight understates their work demands;
  - State mental health hospitals, increase in time associated with change of venue on care and treatment cases;
  - County hospital in Seward County increases time associated with accounting;
  - Self-help centers in Sedgwick and other counties;
  - Traffic ticket processing in Ellis County.
- Other Concerns
  - Concerns were raised regarding the upcoming plan to engage in work-sharing, where staff from one district would engage in data entry tasks (specifically for case initiation) from other counties. Concerns include different practices across districts and the potential to undercount actual staff need.
  - In the supervisor/administrator focus group, a concern was raised that judicial and clerical staffing studies should always be conducted simultaneously to ensure consistent measurement of work across both groups.
  - A base level of clerk staffing was recommended for all offices.

## VII. Advisory Committee Review of Case Weights and Qualitative Feedback

After completing the work-time study, the AOT survey, and the focus group discussions, the NCSC staff conducted its third in-person meeting with the advisory committee on April 16, 2019. The committee reviewed tables prepared by NCSC staff showing findings from the work-time study, the proposed final case weights, and the qualitative input from the Adequacy of Time survey and focus group feedback. One of the primary issues discussed at this meeting was whether to recommend any adjustment to any of the case weights based on the qualitative data from the AOT survey and focus group feedback.

After substantial discussion of this issue, and despite the concerns raised by some participants in the focus groups regarding the adequacy of time to perform their daily work, the advisory committee agreed not to recommend any adjustments to the case weights to provide some additional time for clerks to perform their work.

**Figure 10: Final Case Weights**

<b>Case Type</b>	<b>Final Case Weight (Minutes)</b>
Adoption	240
Decedent Estate/Determination of Descent	185
Care and Treatment/Sexually Violent Predator	147
Guardianship/Conservatorship/Trusteeship	348
Other Probate Cases	117
Mortgage Foreclosures	98
All Other Regular Civil	270
Small Claims	233
All Other Limited Civil Cases	49
Protection from Abuse/Stalking (PFA/PFS)	123
All Other Domestic	253
Marriage Licenses	76
Statutory Bond/Lien, State Tax, Misc. Civil	12
Property Tax	43
Felony Off-Grid/Capital Crimes	1,570
All Other Felonies (not including Felony DUI/Felony Traffic)	308
Misdemeanors	252
Other Criminal/Miscellaneous Criminal	155
DUI (Felony & Misdemeanor; Traffic & Criminal)	184
Misdemeanor Traffic (NOT including Misdemeanor DUI)	52
Infractions (includes juvenile tobacco)	24
Child in Need of Care	405
Juvenile Offender (includes expungement)	235
Problem-Solving Courts (all types)	412

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

## VIII. Calculating the Need for Clerk and Court Support Staff

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

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

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

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

### Step 1: Determine the Clerk Staff Work Year

Calculating the “average” clerk staff work-year requires determining the number of days per year that staff members have to

perform case-related work. Obtaining this number involved working closely with the committee to deduct time for weekends, holidays, vacation, sick and personal leave and education/training days. After deducting these constants from 365 days, it was determined that clerk staff in Kansas have, on average, 215 days available each year to perform clerk staff work (see Figure 11).

### Step 2: Determine the Staff Work Day

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

**Figure 11: Calculating the Clerk Work Year**

	Days	Minutes
<b>Total Year</b>	365	164,250
(7.5 hours/day x 60 minutes = 450 minutes per day)		
<b>Subtract</b>		
<b>Weekends</b>	-	104
(450 minutes x 104 days)		
<b>Holidays</b>	-	12
(450 minutes x 12 days)		
<b>Leave (vacation, sick &amp; other)</b>	-	30
(450 minutes x 30 days)		
<b>Professional development</b>	-	4
(450 minutes x 4 days)		
<b>Total Available Work Time</b>	215	96,750
(450 minutes x 215 days)		

*Non-case-related time (including travel time)*

Data collected during the work-time study revealed that the average amount of time spent on non-case-related activities, including work-related travel, is 116 minutes per day per clerk employee (55.42 days per year; see Figure 12).

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

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

(1) Determine the total work time available each year. The committee determined that there are 215 workdays per year. Multiply 215 by 7.5 hours (total work time per day), then multiply that number by 60 (minutes per hour) to calculate the total available work minutes per year (96,750),

(2) Determine the average amount of *non-case-related* work-time per year. This work-time study found that clerk staff spent an average of 116 minutes per day on non-case-related work (excluding clerks' travel time). Multiply 116 by 215 total workdays, which yields 24,940 non-case-related work minutes (or 55.42 days) per year.

(3) Subtract the average non-case-related time in step 2 from the total available time in step 1 to determine the average available time for *case-related* work per year (i.e., 159.58 days, which equals 71,810 minutes per year).

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

Year Value	Minutes per Day	Minutes per Year
Total Available Work Time	450	96,750
<i>Subtract</i>		
Average Non-Case-Related Time	116	24,940
Total Working Minutes Available	334	71,810

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

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

(1) Determine the statewide *case-related work minutes* by clerk staff by: multiplying the case weights for the 24 case types by the number of case filings for each of those case types during the most recent year for which filing statistics are available (FY 2018 for this study). The sum of these 24 calculations yields the estimated *annual case-related work minutes* for clerk staff.

(2) Divide the annual case-related work minutes in step 1 by the *annual available time for casework* (71,780 – as calculated in Figure 12).

As shown in Figure 13, these calculations indicate there is a need for 642.24 FTE clerk and court support staff statewide.



**Figure 13: 2015 Statewide Clerk Staff Need Model Summary**

	<b>Minutes per Year</b>
(1) Total FY 2018 casework minutes (sum of case weights x filings)	46,119,407
(2) <i>Divide step 1 by</i> Annual available minutes for casework	÷ 71,810
Equals	=
Total FTE clerk staff needed	642.24

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

**Findings**

Figure 14 (below) shows the weighted caseload model estimates for the number of FTE clerk staff needed (demand) in each judicial district and compares those numbers to the current number of *allocated* staff positions. The last column indicates the difference between the number of positions allocated and the number needed. Figure 14 indicates that the Kansas District Courts *need* **642.24** FTE clerk staff positions statewide, which is 20.76 fewer than the 663 positions currently *allocated*. It is important to note, however, that there are some judicial districts that need additional staff and some that do not. In the case of judicial districts that do not show additional staffing needs based on filing data, it is critical to understand that most judicial districts include more than one courthouse, so staffing considerations must account for personnel coverage of the court office as well as case-driven workload. For this reason, staffing considerations should

account for the day-to-day staffing considerations that go beyond case-driven work and should address the need to have staff available to address the need to respond to the public as well as other court and court-related employees.

**Figure 14: Summary of the Weighted Caseload Model Applied to Each District**

District	Clerk Staff Demand	Current Clerical Allocation	Difference ("-" = surplus)
1	18.06	20.00	-1.94
2	13.67	12.50	1.17
3	50.71	52.00	1.29
4	13.33	17.00	-3.67
5	10.79	14.00	-3.21
6	13.59	13.00	.59
7	18.85	14.00	4.85
8	22.74	25.00	-2.26
9	13.82	11.50	2.32
10	79.19	47.50	31.69
11	18.78	16.00	2.78
12	8.42	13.00	-4.58
13	14.52	15.50	-0.98
14	8.83	12.00	-3.17
15	9.04	15.00	-5.96
16	15.19	18.00	-2.81
17	6.18	13.00	-6.82
18	102.12	89.00	13.12
19	9.90	8.00	1.90
20	15.93	24.50	-8.57
21	12.65	14.50	-1.85
22	8.32	14.00	-5.68
23	12.48	11.00	1.48
24	7.81	12.00	-4.19
25	14.04	21.50	-7.46
26	13.93	17.50	-3.57
27	18.12	15.50	2.62
28	17.25	18.00	-0.75
29	39.44	54.50	-15.06
30	16.57	20.50	-3.93
31	17.97	13.50	4.47
<b>Statewide Total</b>	<b>642.24</b>	<b>663.00</b>	<b>-20.76</b>

Across the 31 judicial districts, 19 indicated having more staff than they need as indicated by the staffing formula. The 12 districts that

show a staff shortage range in need from .59 to 31.69 additional FTE staff. Appendix F shows a detailed analysis of the application of the weighted caseload formula to all 105 counties, which will indicate where additional staff are needed.

## IX. Recommendations

The NCSC offers the recommendations below.

1. The Judicial Branch should update the case weights in this weighted caseload model every five to seven years by conducting a statewide study of the work-time of clerk staff. This is the only way to ensure the case weights accurately reflect the nature and complexity of the workload and evolving practices and court technology across the state.
2. The Judicial Branch should update the weighted caseload formula annually, using the most recent number of case filings for the 24 case types.
3. The workload model presented in this report should be the starting point for determining the need for clerk staff in each district and county. There are factors that might justify making modifications to the staffing needs in certain jurisdictions, particularly those with relatively low case filing numbers and multiple counties that make up the judicial district. For example, the staffing needs figures are based on average filing numbers multiplied by the updated case weights in each location. If all cases were processed in one single location, the model would appropriately predict the staffing needs. However, approximately half of the judicial districts in Kansas (15 of 31) encompass four or more counties, and the driving distance between courthouses often requires more than one hour to drive. For this reason, the workload is physically separated, so staffing needs must also consider the placement of the staff across counties.
4. The Judicial Branch should consider incorporating a minimum staffing level in each clerk of court office, which would improve customer service and access to justice. For example:
  - *Minimum staffing in each clerk of court office:* Many states with large rural areas have set the minimum staffing level for each clerk of court office at two FTE. This allows these offices to operate in a manner that meets financial auditing guidelines, in-court work requirements and to allow coverage for sick and vacation leave, even if the workload demand does not indicate the need for two FTE staff in the office.
  - *Clerks managing multiple counties.* In areas where one clerk of court supervises multiple counties, there might be a need for a small increase in FTE staff to account for more travel time compared to locations where a clerk of court supervises only one county.

## **Appendices**

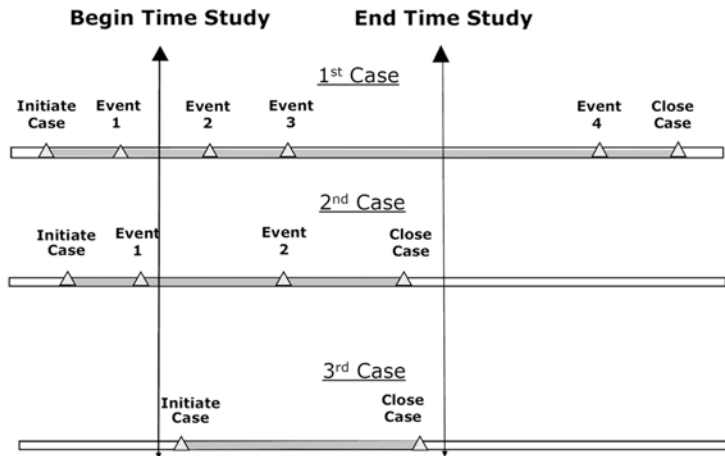
## Appendix A: Event-Based Methodology

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

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

Time data are then combined with new filing numbers. For example, if clerk staff spent 150,000 minutes processing small claims cases and there were 2,500 such cases entered, this would produce an average of 60 minutes (or one hour) per small claims case ( $150,000 \text{ minutes} / 2,500 \text{ cases}$ ). This one-hour case weight is interpreted as the average time to process a small claims case from filing to final resolution – even though no individual case is tracked from start to finish within the four-week study period. Rather, the case weight is a composite of separate (though likely similar) cases observed at various points in the case life cycle. The figure below illustrates the Event-Based Methodology concept.

## Event-Based Time Study



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

## Appendix B: Kansas Clerk Staff Case-Related Activity Definitions

<b>A.</b>	<p><b>Case Initiation: All activities included in the initiation of a new case, e-filed:</b>  Receive and Review New Cases/Documents in Queue  Index/Party Match Information Between E-flex and FullCourt  Approve Cases/Documents (which automatically does the following):</p> <ol style="list-style-type: none"> <li>a. Receipts Payments – Docket Fees</li> <li>b. File Stamps Pleadings – Electronic</li> <li>c. Assigns the Case Number – Electronic</li> <li>d. Posts Pleadings to the ROA</li> </ol> <p>Set Initial Hearing  Issue Summons/Warrant  Print Trial Docket/Minute Sheets  Assemble File  Juvenile Compliance  KPC – Entering and Updating their Website</p>
<b>B.</b>	<p><b>Case Initiation: All activities included in the initiation of a new case, pro se filed:</b>  Receive and Review Paperwork  File Stamp Pleadings  Assign Case Number (write number on pleadings)  Index Party Information into FullCourt  Receipt Payment (Docket Fees)  Set Initial Hearing  Issue Summons/Warrant  Post Pleadings to ROA  Scanning/Imaging  Print Trial Docket/Minute Sheets  Assemble File  Filing  Issuing Marriage License  Input Marriage License Information into VRB Website (Vital Statistics)  Juvenile Compliance  KPC (Entering and Updating their Website</p>
<b>C.</b>	<p><b>Case Processing: Activities included in both e-filed and paper (pro se filings):</b>  Process Return of Service  Appointment of Attorney  File Stamp and Process Subsequent Pleadings  Set Hearings  Copy/Email Documents  Case Termination (Statistics)  Scanning/Imaging (Includes Batch Scanning)  Filing  Transcribing Hearings from the courtroom electronic recording equipment  Juvenile Compliance  KPC – Entering and Updating their Website</p>
<b>D.</b>	<p><b>Post-Judgment Work: Activities included in both e-filed and paper (pro se filings):</b>  Filing and Processing all Documents after Disposition  Preparation of Appeal  Scanning/Imaging  Filing  Juvenile Compliance  KPC – Entering and Updating their Website</p>

<b>E.</b>	<b>Case Management</b> Assign/Re-assign Files in E-flex Overdue Processing/DMV Error Report Work OJA Pending Case Report Scheduling Interpreters Statistical Tracking Scanning/Imaging Manage Time Limit Reports Filing/Maintaining Files Input Marriage License/Divorce Worksheet Information into VRV Website (Vitals Statistics)
<b>F.</b>	<b>Case-Related Customer Service (Counter &amp; Phone Work)</b> Covering Counter for General Questions Related to a Specific Case Answering Phones Responding to Correspondence, Email, Fax, etc. Related to a Specific Case Record Requests Related to a Specific Case Provide Customer Service to Pro Se Parties
<b>G.</b>	<b>Accounting</b> Assess Court Costs, Fines, Restitution, Judgments Bonds and Fees Receive any Payment (other than those at case initiation)
<b>H.</b>	<b>Courtroom Support/Monitoring</b> Prepare Docket Pull/Review Files for Court/Judge Set Up and Test/Maintain Recording Equipment/Laptops/Archiving Manage Exhibits Telephone Hearings Video Conferencing All Court Support Work Conducted in the Courtroom/or Resulting from Court Hearings
<b>HI</b>	<b>Jury Services</b> Case-specific Jury Work Bailiff
<b>J.</b>	<b>Problem Solving Court Activities</b> Any <b>Case-Specific</b> Activities Associated with Problem Solving Courts

## Appendix C: Kansas Clerk Staff Non-Case-Related Activity Definitions

<b>1.</b>	<p><b>Non-Case-Related Administration</b></p> <ul style="list-style-type: none"> <li>Email</li> <li>Law Library Duties</li> <li>FullCourt Administrator</li> <li>Facilities Management</li> <li>Processing Mail</li> <li>Personnel Issues</li> <li>Security</li> <li>Physical Inventory</li> <li>IT Support</li> <li>Budgeting/Paying Bills</li> <li>Calendaring/Scheduling Courtrooms</li> <li>Requested Reports from OJA</li> <li>Procuring Interpreters</li> <li>Time Sheet Activities</li> <li>INK Extract</li> <li>Developing Procedures to Avoid Problem Situations and their Recurrence and Increase Productivity</li> </ul>
<b>2.</b>	<p><b>General Records Management</b></p> <ul style="list-style-type: none"> <li>File Destruction</li> <li>Moving Files</li> <li>File Retrieval/Return (in bulk from Off-Site Storage)</li> </ul>
<b>3.</b>	<p><b>Customer Service/Public Service (Counter &amp; Phone Work)</b></p> <ul style="list-style-type: none"> <li>Covering Counter for General Questions not Related to a Specific Case</li> <li>Answering Phones</li> <li>Responding to Correspondence, Email, Fax, etc. Regarding General Court Procedures</li> <li>Directing Courthouse Traffic</li> <li>Record Requests</li> <li>Marriage License Applications</li> </ul>
<b>4.</b>	<p><b>Problem Solving Court Activities</b></p> <ul style="list-style-type: none"> <li>Non-Case-Related PSC Activities</li> </ul>
<b>5.</b>	<p><b>Financial Management</b></p> <ul style="list-style-type: none"> <li>Collections</li> <li>Reconciling End-of-Day Books</li> <li>Reconciling End-of-Month Books</li> <li>Processing Unclaimed Property and Sending to the State Treasurer</li> <li>Pick up and Distribute Bond Money</li> </ul>
<b>6.</b>	<p><b>Out-of-Courtroom Jury Services</b></p> <ul style="list-style-type: none"> <li>Creating Juror Source Lists</li> <li>System Management</li> <li>Prepare Summons Lists and Issue Summonses</li> <li>Process Juror Correspondence and Calls</li> <li>Preparation and Submission of Jury Voucher to County Clerk</li> <li>Preparation of Jury Service Certificates for Jurors Employers</li> </ul>
<b>7.</b>	<p><b>Staff Education &amp; Training</b></p> <ul style="list-style-type: none"> <li>Continuing Education and Professional Development</li> <li>Conferences</li> </ul>
<b>8.</b>	<p><b>Committees, Other Meetings &amp; Related Work</b></p> <ul style="list-style-type: none"> <li>Time Spent in State, Local or Other Work-Related Committee Meetings</li> <li>Staff or Other Meetings that are Job-Related</li> <li>Any Work Done (Prep or Post-Meeting) for these Meetings Outside of the Actual Meeting Time</li> </ul>



9.	<b>Work-Related Travel Time</b> Any Reimbursable Travel Time Spent Traveling To and From Other Facility Outside One's County of Residence for any Court-Related Business, Including Meetings Traveling to the Court in One's Own County is Local "Commuting Time" (which should NOT be counted as Travel Time)
10.	<b>Vacation/Illness/Other Leave</b> Any Personal Leave Time DOES NOT Include Recognized Holidays (as they have already been accounted for in the Determination of the Staff Year Value)
11.	<b>Other</b> All Other Work-Related, but Non-Case-Related Tasks That do Not Fit in the Above Categories
12.	<b>Time Study Data Reporting &amp; Entry</b> Record Time Spent Each Day to Record and Log the Time for the Weighted Caseload Study

## Appendix D: Adequacy of Time Survey Results

The Adequacy of Time Survey was completed by 422 of 621 employed clerk staff employees (67.95%) at the time the survey was available.

### All Case Types - Average Overall Scores

During the course of a normal work-week, to what extent do you have sufficient time to address the case-related aspects of your job at a level of quality to your satisfaction for the following case types?							
Case Types	5 Almost Always	4 Often	3 Sometimes	2 Rarely	1 Almost Never	N/A I do not work on these cases	Average Score
Adoption	82	46	15	3	2	274	4.37
Decedent Estate/Determination of Descent	83	49	7	4	0	279	4.48
Care/Treatment/Sexually Violent Predator	86	47	13	3	2	271	4.40
Guardianship/Conservatorship/Trusteeship	79	54	14	1	4	270	4.34
Other Probate Cases	86	50	14	5	1	266	4.38
Mortgage Foreclosures	93	47	14	5	1	262	4.41
Other Regular Civil	108	66	29	6	2	211	4.29
Small Claims	103	52	26	10	3	228	4.25
Other Limited Civil Cases	112	65	36	5	4	200	4.24
Protection from Abuse/Stalking (PFA/PFS)	99	74	36	11	6	196	4.10
All Other Domestic	107	68	37	9	4	197	4.18
Marriage Licenses	126	61	29	6	1	199	4.37
Statutory Bond/Lien/State Tax/Misc. Civil	104	48	19	5	2	244	4.39
Property Tax	83	40	22	8	2	267	4.25
Felony Off-Grid/Capital Crimes	90	54	24	8	1	245	4.27
Other Felony	96	67	37	9	2	211	4.17
Misdemeanors	104	70	36	6	3	203	4.21
Other Criminal/Miscellaneous Criminal	102	72	36	5	5	202	4.19
DUI (Felony & Misdemeanor -- Traffic & Criminal)	98	74	33	6	4	207	4.19
Misdemeanor Traffic (NOT Misdemeanor DUI)	97	70	36	8	4	207	4.15
Infractions	92	57	32	10	2	229	4.18
CINC	71	58	29	5	8	251	4.05
Juvenile Offender	85	54	28	4	6	245	4.18
All Problem Solving Courts	80	70	45	9	7	211	3.98

### Case-Related Activities - Overall

Please check the TWO MAIN impediments to keeping up with your expected case related work:		
Case-Related Customer Service	320	27%
Case Processing:(e-filed and pro se)	213	18%
Case Management	150	13%
Post-Judgment Work	118	10%
Case Initiation for E-FILED cases	106	9%
Case Initiation for PRO-SE cases	104	9%
Courtroom Support/Monitoring	66	6%
Case-Related Judicial Support	42	4%
Accounting	33	3%
Jury Services	21	2%
<b>Total</b>	<b>1,173</b>	<b>100%</b>

### Case-Related Activities - by Case Type Case-Related Activities for Adoption

For Adoption, please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	3	15%
Case Initiation for PRO-SE cases	2	10%
Case Processing: (e-filed and pro se)	2	10%
Post-Judgment Work	4	20%
Case Management	1	5%
Case-Related Customer Service	4	20%
Accounting		0%
Courtroom Support/Monitoring	1	5%
Jury Services		0%
Case-Related Judicial Support		0%
	<b>Case Type Score</b>	<b>4.37</b>

### Case-Related Activities for Decedent Estate/Determination of Descent

For Decedent Estate/Determination of Descent, please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	1	9%
Case Initiation for PRO-SE cases	2	18%
Case Processing: (e-filed and pro se)	1	9%
Post-Judgment Work	3	27%
Case Management		0%
Case-Related Customer Service	3	27%
Accounting		0%
Courtroom Support/Monitoring		5%
Jury Services		0%
Case-Related Judicial Support	1	9%
<b>Case Type Score</b>		<b>4.48</b>

### Case-Related Activities for Care/Treatment/Sexually Violent Predator

For Care/Treatment/Sexually Violent Predator, please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	3	17%
Case Initiation for PRO-SE cases	3	17%
Case Processing: (e-filed and pro se)	5	28%
Post-Judgment Work	5	28%
Case Management		0%
Case-Related Customer Service	3	17%
Accounting	1	6%
Courtroom Support/Monitoring	1	6%
Jury Services		0%
Case-Related Judicial Support	1	6%
<b>Case Type Score</b>		<b>4.40</b>

### Case-Related Activities for Guardianship/Conservatorship/Trusteeship

For Guardianship/Conservatorship/Trusteeship, please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	2	11%
Case Initiation for PRO-SE cases		0%
Case Processing: (e-filed and pro se)	2	11%
Post-Judgment Work	4	21%
Case Management	2	11%
Case-Related Customer Service	7	37%
Accounting	1	5%
Courtroom Support/Monitoring	1	5%
Jury Services	1	5%
Case-Related Judicial Support	2	11%
<b>Case Type Score</b>		<b>4.34</b>

### Case-Related Activities for Other Probate Cases

For Other Probate Cases, please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	2	10%
Case Initiation for PRO-SE cases	1	5%
Case Processing: (e-filed and pro se)	5	25%
Post-Judgment Work	4	20%
Case Management	2	10%
Case-Related Customer Service	9	45%
Accounting		0%
Courtroom Support/Monitoring	1	5%
Jury Services		0%
Case-Related Judicial Support		0%
<b>Case Type Score</b>		<b>4.38</b>

### Case-Related Activities for Mortgage Foreclosures

For Mortgage Foreclosures, please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	3	15%
Case Initiation for PRO-SE cases	1	5%
Case Processing: (e-filed and pro se)	5	25%
Post-Judgment Work	3	15%
Case Management	2	10%
Case-Related Customer Service	8	40%
Accounting	1	5%
Courtroom Support/Monitoring		0%
Jury Services	1	5%
Case-Related Judicial Support	1	5%
<b>Case Type Score</b>		<b>4.41</b>

### Case-Related Activities for Other Regular Civil

For Other Regular Civil, please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	2	5%
Case Initiation for PRO-SE cases	8	22%
Case Processing: (e-filed and pro se)	8	22%
Post-Judgment Work	3	8%
Case Management	6	16%
Case-Related Customer Service	18	49%
Accounting	2	5%
Courtroom Support/Monitoring	1	3%
Jury Services	3	8%
Case-Related Judicial Support	2	5%
<b>Case Type Score</b>		<b>4.29</b>

### Case-Related Activities for Small Claims

For Small Claims, please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	2	5%
Case Initiation for PRO-SE cases	15	38%
Case Processing: (e-filed and pro se)	15	38%
Post-Judgment Work	3	8%
Case Management	4	10%
Case-Related Customer Service	17	44%
Accounting		0%
Courtroom Support/Monitoring	1	3%
Jury Services		0%
Case-Related Judicial Support		0%
<b>Case Type Score</b>		<b>4.25</b>

### Case-Related Activities for Other Limited Civil

For Other Limited Civil Cases, please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	10	22%
Case Initiation for PRO-SE cases	6	13%
Case Processing: (e-filed and pro se)	12	27%
Post-Judgment Work	9	20%
Case Management	10	22%
Case-Related Customer Service	24	53%
Accounting		0%
Courtroom Support/Monitoring		0%
Jury Services	1	2%
Case-Related Judicial Support	1	2%
<b>Case Type Score</b>		<b>4.24</b>

**Case-Related Activities for Protection from Abuse/Stalking (PFA/PFS)**

For Protection from Abuse/Stalking (PFA/PFS), please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	1	2%
Case Initiation for PRO-SE cases	14	26%
Case Processing: (e-filed and pro se)	13	25%
Post-Judgment Work	3	6%
Case Management	5	9%
Case-Related Customer Service	21	40%
Accounting		0%
Courtroom Support/Monitoring	3	6%
Jury Services	1	2%
Case-Related Judicial Support	5	9%
<b>Case Type Score</b>		<b>4.10</b>

**Case-Related Activities for Other Domestic**

For Other Domestic, please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	5	10%
Case Initiation for PRO-SE cases	12	24%
Case Processing: (e-filed and pro se)	16	32%
Post-Judgment Work	5	10%
Case Management	7	14%
Case-Related Customer Service	17	34%
Accounting	1	2%
Courtroom Support/Monitoring	1	2%
Jury Services	1	2%
Case-Related Judicial Support	2	4%
<b>Case Type Score</b>		<b>4.18</b>



### Case-Related Activities for Marriage Licenses

For Marriage Licenses, please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	4	11%
Case Initiation for PRO-SE cases	12	33%
Case Processing: (e-filed and pro se)	8	22%
Post-Judgment Work	4	11%
Case Management	3	8%
Case-Related Customer Service	20	56%
Accounting		0%
Courtroom Support/Monitoring	1	3%
Jury Services	1	3%
Case-Related Judicial Support		0%
<b>Case Type Score</b>		<b>4.37</b>

### Case-Related Activities for Statutory Bond/Lien/State Tax/Misc. Civil

For Statutory Bond/Lien/State Tax/Misc. Civil, please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	2	8%
Case Initiation for PRO-SE cases	3	12%
Case Processing: (e-filed and pro se)	7	27%
Post-Judgment Work	2	8%
Case Management	3	12%
Case-Related Customer Service	13	50%
Accounting	1	4%
Courtroom Support/Monitoring		0%
Jury Services	1	4%
Case-Related Judicial Support		0%
<b>Case Type Score</b>		<b>4.39</b>

### Case-Related Activities for Property Tax

For Property Tax, please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	5	16%
Case Initiation for PRO-SE cases	6	19%
Case Processing: (e-filed and pro se)	4	13%
Post-Judgment Work	6	19%
Case Management	6	19%
Case-Related Customer Service	9	28%
Accounting	3	9%
Courtroom Support/Monitoring	2	6%
Jury Services	1	3%
Case-Related Judicial Support	1	3%
<b>Case Type Score</b>		<b>4.25</b>

### Case-Related Activities for Felony Off-Grid/Capital Crimes

For Felony Off-Grid/Capital Crimes, please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	7	21%
Case Initiation for PRO-SE cases	3	9%
Case Processing: (e-filed and pro se)	7	21%
Post-Judgment Work	5	15%
Case Management	6	18%
Case-Related Customer Service	7	21%
Accounting	2	6%
Courtroom Support/Monitoring	8	24%
Jury Services	1	3%
Case-Related Judicial Support	4	12%
<b>Case Type Score</b>		<b>4.27</b>

### Case-Related Activities for Other Felony

For Other Felony, please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	7	15%
Case Initiation for PRO-SE cases	3	6%
Case Processing: (e-filed and pro se)	12	25%
Post-Judgment Work	6	13%
Case Management	11	23%
Case-Related Customer Service	9	19%
Accounting	3	6%
Courtroom Support/Monitoring	7	15%
Jury Services	1	2%
Case-Related Judicial Support	5	10%
<b>Case Type Score</b>		<b>4.17</b>

### Case-Related Activities for Misdemeanor

For Misdemeanors, please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	8	18%
Case Initiation for PRO-SE cases	2	4%
Case Processing: (e-filed and pro se)	11	24%
Post-Judgment Work	5	11%
Case Management	11	24%
Case-Related Customer Service	16	36%
Accounting	2	4%
Courtroom Support/Monitoring	5	11%
Jury Services	1	2%
Case-Related Judicial Support	1	2%
<b>Case Type Score</b>		<b>4.21</b>

### Case-Related Activities for Other Criminal/Miscellaneous Criminal

For Other Criminal/Miscellaneous Criminal, please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	8	17%
Case Initiation for PRO-SE cases	3	7%
Case Processing: (e-filed and pro se)	11	24%
Post-Judgment Work	7	15%
Case Management	10	22%
Case-Related Customer Service	14	30%
Accounting	2	4%
Courtroom Support/Monitoring	6	13%
Jury Services	1	2%
Case-Related Judicial Support	3	7%
<b>Case Type Score</b>		<b>4.19</b>

### Case-Related Activities for DUI (Felony & Misdemeanor -- Traffic & Criminal)

For DUI (Felony & Misdemeanor -- Traffic & Criminal), please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	4	9%
Case Initiation for PRO-SE cases	1	2%
Case Processing: (e-filed and pro se)	12	28%
Post-Judgment Work	6	14%
Case Management	8	19%
Case-Related Customer Service	14	33%
Accounting	2	5%
Courtroom Support/Monitoring	5	12%
Jury Services	2	5%
Case-Related Judicial Support	1	2%
<b>Case Type Score</b>		<b>4.19</b>

**Case-Related Activities for Misdemeanor Traffic (NOT including Misdemeanor DUI)**

For Misdemeanor Traffic (NOT including Misdemeanor DUI), please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	5	10%
Case Initiation for PRO-SE cases	1	2%
Case Processing: (e-filed and pro se)	8	17%
Post-Judgment Work	3	6%
Case Management	7	15%
Case-Related Customer Service	21	44%
Accounting	3	6%
Courtroom Support/Monitoring	6	13%
Jury Services	1	2%
Case-Related Judicial Support	2	4%
<b>Case Type Score</b>		<b>4.15</b>

**Case-Related Activities for Infractions**

For Infractions, please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	4	9%
Case Initiation for PRO-SE cases		0%
Case Processing: (e-filed and pro se)	10	23%
Post-Judgment Work	2	5%
Case Management	7	16%
Case-Related Customer Service	18	41%
Accounting	5	11%
Courtroom Support/Monitoring	4	9%
Jury Services	2	5%
Case-Related Judicial Support	1	2%
<b>Case Type Score</b>		<b>4.18</b>

### Case-Related Activities for CINC

For CINC, please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	6	14%
Case Initiation for PRO-SE cases		0%
Case Processing: (e-filed and pro se)	13	31%
Post-Judgment Work	8	19%
Case Management	12	29%
Case-Related Customer Service	10	24%
Accounting		0%
Courtroom Support/Monitoring	3	7%
Jury Services	1	2%
Case-Related Judicial Support	4	10%
<b>Case Type Score</b>		<b>4.05</b>

### Case-Related Activities for Juvenile Offender

For Juvenile Offender, please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	5	13%
Case Initiation for PRO-SE cases		0%
Case Processing: (e-filed and pro se)	12	32%
Post-Judgment Work	9	24%
Case Management	11	29%
Case-Related Customer Service	11	29%
Accounting	1	3%
Courtroom Support/Monitoring	3	8%
Jury Services		0%
Case-Related Judicial Support	1	3%
<b>Case Type Score</b>		<b>4.18</b>

### Case-Related Activities for Problem Solving Courts

For Problem Solving Courts, please check the TWO MAIN impediments to keeping up with your expected case related work:		
	<b>Staff Who Selected as an Impediment</b>	
	<b>Number</b>	<b>Percentage</b>
Case Initiation for E-FILED cases	7	11%
Case Initiation for PRO-SE cases	6	10%
Case Processing: (e-filed and pro se)	14	23%
Post-Judgment Work	9	15%
Case Management	16	26%
Case-Related Customer Service	27	44%
Accounting	3	5%
Courtroom Support/Monitoring	6	10%
Jury Services	NA	
Case-Related Judicial Support	4	7%
<b>Case Type Score</b>		<b>3.98</b>

### Non-Case Related Activities

During the course of a normal work week or month, to what extent do you have sufficient time to perform the following types of NON-case-related work in a timely and high-quality manner?

	5 Almost Always	4 Often	3 Sometimes	2 Rarely	1 Almost Never	N/A I do not work on these cases	<b>Average Score</b>
Sorted by average score							
Customer service/Public service	217	125	54	15		11	4.32
Financial management	117	71	50	9	10	165	4.07
Out-of-courtroom jury services	81	54	34	7	8	238	4.05
Non-case-related judicial support	118	106	71	12	4	111	4.04
General records management	124	113	90	26	5	64	3.91
Non-case-related administration	104	110	81	21	6	100	3.89
Non-case-related Problem Solving Court activities	86	91	75	15	5	150	3.88
Committees, meetings & related work	90	74	67	24	10	157	3.79

## Appendix E: Kansas Clerk Staff Workload Model by Judicial District

*Based Upon Fiscal Year 2018 Case Filings*

Case Type	Filings by District																
	Case Weight	1st Judicial District	2nd Judicial District	3rd Judicial District	4th Judicial District	5th Judicial District	6th Judicial District	7th Judicial District	8th Judicial District	9th Judicial District	10th Judicial District	11th Judicial District	12th Judicial District	13th Judicial District	14th Judicial District	15th Judicial District	16th Judicial District
Adoption	240	70	49	139	45	11	30	54	51	30	288	49	13	42	34	24	27
Decedent Estate/Det. of Descent	185	135	114	282	111	54	80	112	111	103	417	127	118	105	62	82	130
Care & Tx/SVP	147	25	24	92	40	15	381	168	77	58	161	21	21	22	50	64	66
Guar./Cons./Trusteeship	348	55	51	114	47	17	32	55	40	31	232	84	32	54	35	15	35
Other Probate	117	76	37	174	45	41	33	83	80	147	644	79	88	61	37	82	78
Mortgage Foreclosures	98	153	80	350	92	42	127	138	164	99	639	140	38	131	79	25	69
Other Regular Civil	270	312	178	557	132	116	378	281	339	259	1,862	311	98	237	130	110	197
Small Claims	233	133	98	201	80	49	79	151	119	72	522	148	130	90	69	108	98
Other Limited Civil	49	2,573	1,290	22,610	1,397	3,123	1,011	3,521	2,816	2,715	11,651	1,764	1,074	1,431	1,929	867	1,746
PFA/PFS	123	617	167	1,249	357	181	216	596	412	249	1,238	479	74	217	116	136	59
Other Domestic	253	724	365	1,456	704	288	478	633	966	406	3,007	816	218	545	374	166	388
Marriage Licenses	76	525	254	995	316	228	279	651	810	390	2,998	334	168	299	186	157	311
Stat. Bond/Lien, State Tax, Misc. CV	12	956	602	11,364	684	353	639	1,210	671	752	8,590	900	322	958	479	372	909
Property Tax	43	308	19	1	345	165	449	508	435	45	453	44	140	164	618	113	457
Felony Off-Grid/Capital	1,570	1	6	27	2	3	14	12	6	9	24	17	8	7	6	1	14
Other Felonies	308	573	585	1,387	381	338	464	631	1,093	605	2,239	634	230	467	335	407	650
Misdemeanor	252	572	613	762	420	237	443	556	475	273	2,391	281	220	365	109	344	290
Other Crim/Misc. Crim	155	343	219	1,173	220	136	205	82	510	247	1,014	324	128	260	173	174	301
DUI	184	88	168	128	107	47	132	130	124	96	509	85	47	95	24	40	103
Misdemeanor Traffic	52	1151	1791	4053	1442	1044	1092	1757	1291	1351	6914	1798	869	1972	620	941	1906
Infractions	24	1026	2094	3430	2320	3181	1289	3276	3476	1910	7148	2504	2351	4290	1672	3786	5815
CINC	405	244	168	371	139	145	183	126	281	125	717	498	168	187	31	61	191
Juvenile Offender	235	291	89	309	127	78	43	165	316	146	1716	152	77	104	109	49	105
P-S Courts	412	0	0	64	1	47	0	0	7	0	82	0	0	0	0	0	0
<b>Total Cases Filed by District</b>		10,951	9,061	51,288	9,554	9,939	8,077	14,896	14,670	10,118	55,456	11,589	6,632	12,103	7,277	8,124	13,945
<b>Case-specific Work Minutes (sum of WT x cases)</b>		1,296,697	981,906	3,641,814	956,999	774,531	975,668	1,353,353	1,633,213	992,397	5,686,514	1,348,504	604,552	1,042,698	634,114	648,890	1,091,063
<b>Clerk Staff Annual Availability</b>		96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750
<b>Subtract Annual Non-Case-Related Time</b>		24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940
<b>Clerk Staff Annual Case-Related Availability</b>		71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810
<b>Clerk Staff FTE Demand</b>		18.06	13.67	50.71	13.33	10.79	13.59	18.85	22.74	13.82	79.19	18.78	8.42	14.52	8.83	9.04	15.19
<b>Current Clerk Staff FTE Allocated</b>		20.00	12.50	52.00	17.00	14.00	13.00	14.00	25.00	11.50	47.50	16.00	13.00	15.50	12.00	15.00	18.00
<b>Total Clerk Staff Surplus(-)/Deficit</b>		- 1.94	1.17	- 1.29	- 3.67	- 3.21	.59	4.85	- 2.26	2.32	31.69	2.78	- 4.58	- .98	- 3.17	- 5.96	- 2.81



Case Type	Filings by District																State Total
	Case Weight	17th Judicial District	18th Judicial District	19th Judicial District	20th Judicial District	21st Judicial District	22nd Judicial District	23rd Judicial District	24th Judicial District	25th Judicial District	26th Judicial District	27th Judicial District	28th Judicial District	29th Judicial District	30th Judicial District	31st Judicial District	
Adoption	240	10	365	15	54	25	37	27	10	29	22	78	56	149	46	55	1,934
Decedent Estate/Det. of Descent	185	107	708	44	184	74	76	122	83	77	98	127	68	217	119	70	4,317
Care & Tx/SVP	147	41	687	45	114	99	27	94	312	40	37	114	55	141	34	34	3,159
Guar./Cons./Trusteeship	348	24	503	27	41	32	21	16	27	27	25	63	56	140	29	38	1,998
Other Probate	117	70	371	38	129	76	51	88	96	67	97	67	115	56	93	67	3,266
Mortgage Foreclosures	98	24	1,206	54	64	56	45	41	26	58	94	142	101	376	107	86	4,846
Other Regular Civil	270	105	1,945	68	251	212	125	202	111	186	177	313	227	718	226	147	10,510
Small Claims	233	79	833	58	123	170	157	62	79	94	146	155	97	171	151	147	4,669
Other Limited Civil	49	992	23,069	2,244	2,163	1,608	952	1,422	509	2,956	1,986	2,813	2,500	6,562	1,491	1,672	114,457
PFA/PFS	123	99	3,993	221	225	359	123	134	95	97	98	349	448	1,171	155	161	14,091
Other Domestic	253	183	5,095	288	438	465	305	247	149	440	353	618	500	1,838	377	380	23,210
Marriage Licenses	76	116	3,320	211	305	715	198	230	86	322	317	388	406	1,291	292	232	17,330
Stat. Bond/Lien, State Tax, Misc. CV	12	237	7,547	445	555	627	345	455	255	882	827	730	831	3,963	621	546	48,627
Property Tax	43	397	0	271	3	110	124	437	7	523	1,026	2	79	3	587	1,192	9,025
Felony Off-Grid/Capital	1,570	1	72	2	2	2	3	5	1	8	13	2	8	42	7	3	328
Other Felonies	308	137	2,862	370	596	438	245	417	204	635	590	686	832	1,294	431	540	21,296
Misdemeanor	252	135	491	447	397	466	183	373	213	289	311	408	343	79	446	760	13,692
Other Crim/Misc. Crim	155	149	1,540	115	194	291	118	223	185	99	240	2	108	550	417	1,137	10,877
DUI	184	29	399	51	79	81	52	75	53	88	134	111	112	151	147	99	3,584
Misdemeanor Traffic	52	899	10885	1020	1854	677	879	1813	1222	1749	1873	1700	1581	4940	3310	1986	66,380
Infractions	24	1572	7183	835	4541	1469	1326	5579	3610	2806	2418	3380	2759	2656	6887	3206	99,795
CINC	405	44	610	88	254	81	148	130	51	160	137	351	256	751	183	204	7,083
Juvenile Offender	235	24	902	42	144	110	117	63	61	106	129	189	283	432	97	172	6,747
P-S Courts	412	0	186	55	0	0	0	0	0	0	0	20	45	24	0	54	585
Total Cases by Circuit		5,474	74,772	7,054	12,710	8,243	5,657	12,255	7,445	11,738	11,148	12,808	11,866	27,715	16,253	12,988	491,806
Case-specific Work Minutes (sum of WT x cases)		443,841	7,333,334	710,598	1,143,725	908,397	597,498	896,392	561,071	1,008,273	1,000,315	1,301,037	1,238,919	2,832,462	1,190,236	1,290,396	46,119,407
Clerk Staff Annual Availability		96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750
Subtract Annual Non-Case-Related Time		24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940
Subtract Annual Travel Time		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Clerk Staff Annual Case-Related Availability		71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810
Clerk Staff FTE Demand		6.18	102.12	9.90	15.93	12.65	8.32	12.48	7.81	14.04	13.93	18.12	17.25	39.44	16.57	17.97	642.24
Current Clerk Staff FTE Allocated		13.00	89.00	8.00	24.50	14.50	14.00	11.00	12.00	21.50	17.50	15.50	18.00	54.50	20.50	13.50	663.00
Total Clerk Staff Surplus(-)/Deficit		- 6.82	13.12	1.90	- 8.57	- 1.85	- 5.68	1.48	- 4.19	- 7.46	- 3.57	2.62	- .75	- 15.06	- 3.93	4.47	- 20.76

## Appendix F: Kansas Clerk Staff Workload Model by County

*Based Upon Fiscal Year 2018 Case Filings*

Case Type	Case Weight	1	1	2	2	2	2	3	4	4	4	4	5	5	6	6	6
		ATCHISON	LEAVENWORTH	JACKSON	JEFFERSON	POTTAWATOMIE	WABAUINSEE	SHAWNEE	ANDERSON	COFFEY	FRANKLIN	OSAGE	CHASE	LYON	BOURBON	LINN	MIAMI
Adoption	240	15	55	11	14	20	4	139	3	15	20	7	1	10	8	7	15
Decedent Estate/Det. of Descent	185	25	110	27	38	38	11	282	18	21	45	27	5	49	27	15	38
Care & Tx/SVP	147	7	18	8	3	11	2	92	2	7	28	3	0	15	21	9	351
Guar./Cons./Trusteeship	348	6	49	8	14	21	8	114	7	9	14	17	2	15	9	6	17
Other Probate	117	25	51	6	14	12	5	174	12	6	20	7	4	37	7	7	19
Mortgage Foreclosures	98	29	124	18	30	18	14	350	14	8	45	25	5	37	20	15	92
Other Regular Civil	270	66	246	39	36	41	62	557	25	22	60	25	16	100	78	210	90
Small Claims	233	61	72	17	13	54	14	201	7	17	39	17	0	49	32	16	31
Other Limited Civil	49	1,030	1,543	415	390	394	91	22,610	107	225	638	427	52	3,071	258	172	581
PFA/PFS	123	90	527	27	46	72	22	1,249	32	28	198	99	15	166	46	48	122
Other Domestic	253	141	583	87	118	129	31	1,456	160	179	226	139	6	282	145	106	227
Marriage Licenses	76	90	435	62	80	80	32	995	45	38	156	77	18	210	83	38	158
Stat. Bond/Lien, State Tax, Misc. CV	12	149	807	132	197	184	89	11,364	93	109	315	167	28	325	145	149	345
Property Tax	43	68	240	1	1	0	17	1	98	30	91	126	15	150	58	43	348
Felony Off-Grid/Capital	1,570	0	1	3	3	0	0	27	0	1	1	0	0	3	3	2	9
Other Felonies	308	213	360	262	127	133	63	1,387	73	66	163	79	20	318	246	94	124
Misdemeanor	252	194	378	247	87	275	4	762	65	108	159	88	39	198	291	98	54
Other Crim/Misc. Crim	155	81	262	121	10	72	16	1,173	22	42	91	65	3	133	10	186	9
DUI	184	11	77	71	30	48	19	128	20	20	42	25	9	38	72	21	39
Misdemeanor Traffic	52	298	853	526	183	757	325	4,053	196	190	597	459	171	873	284	373	435
Infractions	24	161	865	319	195	933	647	3,430	588	368	631	733	864	2,317	251	462	576
CINC	405	71	173	61	30	64	13	371	9	10	100	20	7	138	96	29	58
Juvenile Offender	235	89	202	23	23	38	5	309	20	12	87	8	0	78	17	11	15
P-S Courts	412	0	0	0	0	0	0	64	0	0	1	0	0	47	0	0	0
<b>Total Cases by County</b>		<b>2,920</b>	<b>8,031</b>	<b>2,491</b>	<b>1,682</b>	<b>3,394</b>	<b>1,494</b>	<b>51,288</b>	<b>1,616</b>	<b>1,531</b>	<b>3,767</b>	<b>2,640</b>	<b>1,280</b>	<b>8,659</b>	<b>2,207</b>	<b>2,117</b>	<b>3,753</b>
<b>Case-specific Work Minutes (sum of WT x cases)</b>		<b>356,008</b>	<b>940,689</b>	<b>325,145</b>	<b>200,710</b>	<b>343,524</b>	<b>112,527</b>	<b>3,641,814</b>	<b>154,949</b>	<b>173,161</b>	<b>407,713</b>	<b>221,176</b>	<b>65,971</b>	<b>708,560</b>	<b>342,231</b>	<b>252,554</b>	<b>380,883</b>
<b>Clerk Staff Annual Availability</b>		<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>
<b>Subtract Annual Non-Case-Related Time</b>		<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>
<b>Clerk Staff Annual Case-Related Availability</b>		<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>
<b>Clerk Staff FTE Demand by County</b>		<b>4.96</b>	<b>13.10</b>	<b>4.53</b>	<b>2.80</b>	<b>4.78</b>	<b>1.57</b>	<b>50.71</b>	<b>2.16</b>	<b>2.41</b>	<b>5.68</b>	<b>3.08</b>	<b>.92</b>	<b>9.87</b>	<b>4.77</b>	<b>3.52</b>	<b>5.30</b>
<b>Clerk Staff FTE Demand by District</b>		<b>18.06</b>			<b>13.67</b>			<b>50.71</b>	<b>13.33</b>			<b>10.79</b>			<b>13.59</b>		
<b>Current Clerk Staff FTE Allocated</b>		<b>6.00</b>	<b>14.00</b>	<b>3.50</b>	<b>4.00</b>	<b>3.00</b>	<b>2.00</b>	<b>52.00</b>	<b>3.00</b>	<b>3.00</b>	<b>6.00</b>	<b>5.00</b>	<b>2.00</b>	<b>12.00</b>	<b>4.00</b>	<b>3.00</b>	<b>6.00</b>
<b>Total Clerk Staff Surplus(-)/Deficit</b>		<b>- 1.04</b>	<b>- .90</b>	<b>1.03</b>	<b>- 1.20</b>	<b>1.78</b>	<b>- .43</b>	<b>- 1.29</b>	<b>- .84</b>	<b>- .59</b>	<b>- .32</b>	<b>- 1.92</b>	<b>- 1.08</b>	<b>- 2.13</b>	<b>.77</b>	<b>.52</b>	<b>- .70</b>

Case Type	7	8	8	8	8	9	9	10	11	11	11	12	12	12	12	12	12	
	DOUGLAS	DICKINSON	GEARY	MARION	MORRIS	HARVEY	MCPHERSON	JOHNSON	CHEROKEE	CRAWFORD	LABETTE	CLOUD	JEWELL	LINCOLN	MITCHELL	REPUBLIC	WASHINGTON	
Adoption	54	12	31	6	2	16	14	288	20	18	11	6	1	0	4	1	1	
Decedent Estate/Det. of Descent	112	40	32	21	18	50	53	417	41	42	44	18	24	6	20	24	26	
Care & Tx/SVP	168	11	52	10	4	29	29	161	1	14	6	15	2	2	1	1	0	
Guar./Cons./Trusteeship	55	11	16	9	4	19	12	232	24	32	28	10	1	2	10	5	4	
Other Probate	83	24	19	26	11	58	89	644	21	43	15	18	14	10	19	15	12	
Mortgage Foreclosures	138	43	94	20	7	67	32	639	44	52	44	18	1	4	5	4	6	
Other Regular Civil	281	68	202	45	24	178	81	1,862	94	147	70	25	15	9	23	17	9	
Small Claims	151	39	29	36	15	34	38	522	10	108	30	31	7	6	46	20	20	
Other Limited Civil	3,521	689	1,683	276	168	1,984	731	11,651	497	887	380	477	92	85	196	110	114	
PFA/PFS	596	96	258	41	17	158	91	1,238	51	352	76	27	7	14	15	7	4	
Other Domestic	633	155	688	78	45	233	173	3,007	251	380	185	99	25	18	30	28	18	
Marriage Licenses	651	105	615	59	31	207	183	2,998	66	193	75	53	10	15	27	29	34	
Stat. Bond/Lien, State Tax, Misc. CV	1,210	204	285	144	38	411	341	8,590	248	428	224	81	35	41	61	45	59	
Property Tax	508	41	262	84	48	44	1	453	1	1	42	35	21	19	36	27	2	
Felony Off-Grid/Capital	12	0	2	4	0	6	3	24	2	7	8	3	0	0	4	1	0	
Other Felonies	631	241	709	87	56	444	161	2,239	171	280	183	116	5	28	50	19	12	
Misdemeanor	556	124	169	132	50	180	93	2,391	93	143	45	124	17	18	23	11	27	
Other Crim/Misc. Crim	82	146	324	15	25	106	141	1,014	149	119	56	46	4	11	15	16	36	
DUI	130	31	66	18	9	37	59	509	31	38	16	18	5	4	2	5	13	
Misdemeanor Traffic	1,757	245	872	133	41	772	579	6,914	417	379	1,002	291	77	161	123	146	71	
Infractions	3,276	690	2,312	372	102	1,118	792	7,148	481	503	1,520	781	138	361	297	532	242	
CINC	126	48	170	36	27	77	48	717	156	264	78	99	2	10	33	17	7	
Juvenile Offender	165	96	186	26	8	117	29	1,716	25	87	40	33	9	4	13	8	10	
P-S Courts	0	0	7	0	0	0	0	82	0	0	0	0	0	0	0	0	0	
Total Cases by County	14,896	3,159	9,083	1,678	750	6,345	3,773	55,456	2,894	4,517	4,178	2,424	512	828	1,053	1,088	727	
Case-specific Work Minutes (sum of WT x cases)	1,353,353	352,279	991,735	192,103	97,096	631,880	360,517	5,686,514	367,853	620,859	359,792	250,398	44,121	58,007	111,412	77,923	62,691	
Clerk Staff Annual Availability	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	
Subtract Annual Non-Case-Related Time	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	
Clerk Staff Annual Case-Related Availability	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	
Clerk Staff FTE Demand by County	18.85	4.91	13.81	2.68	1.35	8.80	5.02	79.19	5.12	8.65	5.01	3.49	.61	.81	1.55	1.09	.87	
Clerk Staff FTE Demand by District	18.85	22.74				13.82			79.19	18.78			8.42					
Current Clerk Staff FTE Allocated	14.00	6.00	14.00	3.00	2.00	6.50	5.00	47.50	3.50	7.50	5.00	4.00	1.50	1.50	2.00	2.00	2.00	
Total Clerk Staff Surplus(-)/Deficit	4.85	- 1.09	- .19	- .32	- .65	2.30	.02	31.69	1.62	1.15	.01	- .51	- .89	- .69	- .45	- .91	- 1.13	

Case Type	13	13	13	14	14	15	15	15	15	15	15	15	16	16	16	16	16	16
	BUTLER	ELK	GREENWOOD	CHAUTAUQUA	MONTGOMERY	CHEYENNE	LOGAN	RAWLINS	SHERIDAN	SHERMAN	THOMAS	WALLACE	CLARK	COMANCHE	FORD	GRAY	KIOWA	MEADE
Adoption	40	0	2	5	29	4	7	0	2	4	6	1	0	0	14	6	5	2
Decedent Estate/Det. of Descent	81	11	13	11	51	15	10	17	14	9	11	6	15	10	60	13	17	15
Care & Tx/SVP	16	0	6	5	45	3	2	8	8	17	24	2	1	2	52	0	10	1
Guar./Cons./Trusteeship	47	1	6	1	34	0	0	2	2	8	1	2	2	0	24	3	1	5
Other Probate	46	6	9	5	32	5	19	12	11	12	18	5	12	5	24	9	15	13
Mortgage Foreclosures	123	5	3	3	76	5	2	0	2	3	12	1	2	4	54	2	2	5
Other Regular Civil	201	7	29	20	110	8	22	5	14	24	28	9	12	7	141	12	10	15
Small Claims	78	4	8	10	59	16	12	8	20	28	21	3	3	3	53	27	2	10
Other Limited Civil	1,188	46	197	135	1,794	69	147	54	70	236	276	15	86	23	1,364	63	83	127
PFA/PFS	192	4	21	7	109	26	8	5	1	38	52	6	5	2	47	0	2	3
Other Domestic	445	20	80	18	356	10	15	12	8	56	59	6	13	17	303	22	6	27
Marriage Licenses	272	11	16	17	169	13	25	13	14	40	39	13	8	10	237	28	10	18
Stat. Bond/Lien, State Tax, Misc. CV	816	45	97	69	410	36	41	41	29	88	99	38	28	19	717	59	30	56
Property Tax	1	37	126	129	489	38	18	20	1	1	28	7	31	25	263	19	45	74
Felony Off-Grid/Capital	4	0	3	1	5	0	0	0	0	0	1	0	0	0	13	0	1	0
Other Felonies	326	13	128	31	304	28	17	13	11	155	129	54	11	8	507	50	27	47
Misdemeanor	239	20	106	25	84	48	32	18	27	126	83	10	13	8	116	47	44	62
Other Crim/Misc. Crim	209	11	40	15	158	12	14	11	22	30	78	7	5	5	235	13	26	17
DUI	73	5	17	8	16	3	2	2	9	10	13	1	1	2	71	13	7	9
Misdemeanor Traffic	1,565	116	291	59	561	18	40	50	114	357	325	37	43	61	868	287	243	404
Infractions	2,918	491	881	217	1,455	28	204	87	492	1,520	1,127	328	198	200	1,660	1,225	1,155	1,377
CINC	143	10	34	0	31	1	9	2	4	24	21	0	4	1	168	5	9	4
Juvenile Offender	92	2	10	4	105	2	4	10	0	22	11	0	2	0	80	7	7	9
P-S Courts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Cases by County	9,115	865	2,123	795	6,482	388	650	390	875	2,808	2,462	551	495	412	7,071	1,910	1,757	2,300
Case-specific Work Minutes (sum of WT x cases)	801,783	51,175	189,740	63,055	571,059	48,917	57,526	36,733	56,511	213,071	195,027	41,105	36,253	27,447	703,279	107,620	92,104	124,360
Clerk Staff Annual Availability	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750
Subtract Annual Non-Case-Related Time	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940
Clerk Staff Annual Case-Related Availability	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810
Clerk Staff FTE Demand by County	11.17	.71	2.64	.88	7.95	.68	.80	.51	.79	2.97	2.72	.57	.50	.38	9.79	1.50	1.28	1.73
Clerk Staff FTE Demand by District	14.52			8.83			9.04						15.19					
Current Clerk Staff FTE Allocated	11.50	1.50	2.50	2.00	10.00	1.50	1.50	1.50	1.50	3.50	4.00	1.50	1.50	1.50	9.00	2.00	2.00	2.00
Total Clerk Staff Surplus(-)/Deficit	-.33	-.79	.14	-1.12	-2.05	-.82	-.70	-.99	-.71	-.53	-1.28	-.93	-1.00	-1.12	.79	-.50	-.72	-.27

Kansas District Court Clerk Weighted Caseload Assessment Study, 2019

Case Type	17 DECATUR	17 GRAHAM	17 NORTON	17 OSBORNE	17 PHILLIPS	17 SMITH	18 SEDGWICK	19 COWLEY	20 BARTON	20 ELLSWORTH	20 RICE	20 RUSSELL	20 STAFFORD	21 CLAY	21 RILEY	22 BROWN	22 DONIPHAN	22 MARSHALL	22 NEMAHA		
Adoption	0	1	1	0	8	0	365	15	37	5	3	6	3	3	22	17	12	1	7		
Decedent Estate/Det. of Descent	11	27	15	17	22	15	708	44	71	20	25	38	30	20	54	19	18	19	20		
Care & Tx/SVP	4	4	16	2	12	3	687	45	72	4	10	25	3	2	97	9	4	4	10		
Guar./Cons./Trusteeship	2	3	6	4	7	2	503	27	24	3	9	2	3	5	27	7	7	3	4		
Other Probate	14	29	9	2	9	7	371	38	34	21	33	20	21	22	54	13	8	21	9		
Mortgage Foreclosures	3	4	6	3	4	4	1,206	54	22	8	15	15	4	17	39	13	16	15	1		
Other Regular Civil	18	14	36	17	11	9	1,945	68	113	52	16	57	13	18	194	36	30	31	28		
Small Claims	10	3	15	10	18	23	833	58	40	21	24	33	5	33	137	46	36	38	37		
Other Limited Civil	126	90	307	131	258	80	23,069	2,244	1,260	185	266	349	103	168	1,440	365	109	234	244		
PFA/PFS	29	16	23	8	18	5	3,993	221	120	16	35	39	15	43	316	69	14	14	26		
Other Domestic	20	17	57	11	50	28	5,095	288	226	53	74	54	31	48	417	94	52	88	71		
Marriage Licenses	15	11	39	17	19	15	3,320	211	156	36	60	35	18	44	671	55	37	48	58		
Stat. Bond/Lien, State Tax, Misc. CV	31	36	59	30	61	20	7,547	445	256	46	112	87	54	68	559	114	90	64	77		
Property Tax	26	311	29	18	8	5	0	271	0	1	1	0	1	21	89	31	75	9	9		
Felony Off-Grid/Capital	0	0	0	0	1	0	72	2	2	0	0	0	0	0	2	2	0	0	1		
Other Felonies	21	6	36	20	42	12	2,862	370	342	58	84	78	34	138	300	70	49	81	45		
Misdemeanor	43	7	34	7	23	21	491	447	150	45	60	99	43	73	393	52	24	74	33		
Other Crim/Misc. Crim	27	12	54	6	38	12	1,540	115	105	0	32	47	10	23	268	27	13	58	20		
DUI	1	3	7	2	6	10	399	51	38	12	13	11	5	13	68	13	16	17	6		
Misdemeanor Traffic	101	79	190	98	306	125	10,885	1,020	713	611	145	237	148	127	550	453	187	105	134		
Infractions	306	142	464	94	445	121	7,183	835	899	2,121	423	810	288	191	1,278	636	233	173	284		
CINC	0	9	15	2	13	5	610	88	154	22	30	25	23	16	65	49	25	54	20		
Juvenile Offender	0	5	8	2	7	2	902	42	91	6	17	16	14	31	79	33	6	62	16		
P-S Courts	0	0	0	0	0	0	186	55	0	0	0	0	0	0	0	0	0	0	0		
Total Cases by County	808	829	1,426	501	1,386	524	74,772	7,054	4,925	3,346	1,487	2,083	869	1,124	7,119	2,223	1,061	1,213	1,160		
Case-specific Work Minutes (sum of WT x cases)	64,141	58,811	117,808	42,745	109,623	50,713	7,333,334	710,598	547,471	180,887	149,379	182,924	83,064	145,781	762,616	202,423	108,512	168,559	118,004		
Clerk Staff Annual Availability	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750		
Subtract Annual Non-Case-Related Time	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940		
Clerk Staff Annual Case-Related Availability	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810		
Clerk Staff FTE Demand by County	.89	.82	1.64	.60	1.53	.71	102.12	9.90	7.62	2.52	2.08	2.55	1.16	2.03	10.62	2.82	1.51	2.35	1.64		
Clerk Staff FTE Demand by District	6.18						102.12	9.90	15.93					12.65				8.32			
Current Clerk Staff FTE Allocated	2.00	2.00	3.00	2.00	2.00	2.00	89.00	8.00	10.00	3.50	4.00	4.00	3.00	2.50	12.00	4.50	3.00	3.50	3.00		
Total Clerk Staff Surplus(-)/Deficit	- 1.11	- 1.18	- 1.36	- 1.40	- .47	- 1.29	13.12	1.90	- 2.38	- .98	- 1.92	- 1.45	- 1.84	- .47	- 1.38	- 1.68	- 1.49	- 1.15	- 1.36		

Case Type	23	23	23	23	24	24	24	24	24	24	25	25	25	25	25	25
	ELLIS	GOVE	ROOKS	TREGO	EDWARDS	HODGEMAN	LANE	NESS	PAWNEE	RUSH	FINNEY	GREELEY	HAMILTON	KEARNY	SCOTT	WICHITA
Adoption	21	1	5	0	2	0	5	1	1	1	22	3	2	0	1	1
Decedent Estate/Det. of Descent	60	7	38	17	16	9	8	16	22	12	42	5	11	7	11	1
Care & Tx/SVP	72	4	12	6	8	1	3	1	294	5	29	2	2	2	5	0
Guar./Cons./Trusteeship	9	1	5	1	0	0	2	3	19	3	18	0	2	4	1	2
Other Probate	40	7	26	15	9	15	14	25	22	11	25	10	6	15	8	3
Mortgage Foreclosures	35	3	3	0	4	3	1	2	13	3	38	2	5	4	7	2
Other Regular Civil	121	17	29	35	22	9	7	11	42	20	125	7	14	26	11	3
Small Claims	30	5	21	6	16	2	4	20	27	10	66	6	4	7	8	3
Other Limited Civil	999	72	235	116	78	54	65	107	115	90	2,192	23	62	333	266	80
PFA/PFS	94	10	24	6	15	11	10	20	33	6	67	3	3	3	18	3
Other Domestic	179	14	35	19	22	18	18	9	54	28	357	9	12	18	32	12
Marriage Licenses	183	12	25	10	14	8	7	11	35	11	233	6	10	31	32	10
Stat. Bond/Lien, State Tax, Misc. CV	301	36	81	37	56	24	23	47	63	42	649	28	59	53	55	38
Property Tax	240	32	116	49	1	1	1	2	1	1	259	36	92	107	23	6
Felony Off-Grid/Capital	1	0	2	2	0	0	0	1	0	0	6	0	1	0	1	0
Other Felonies	313	5	42	57	32	21	4	30	80	37	436	17	69	53	50	10
Misdemeanor	197	13	28	135	31	34	5	24	84	35	122	10	43	41	62	11
Other Crim/Misc. Crim	163	10	21	29	5	39	19	42	28	52	35	10	9	11	31	3
DUI	49	4	4	18	11	5	0	12	15	10	42	5	5	21	10	5
Misdemeanor Traffic	1,008	296	127	382	203	232	32	144	381	230	1,011	43	129	262	249	55
Infractions	2,652	1,438	148	1,341	573	708	87	355	1,424	463	1,492	131	147	474	495	67
CINC	100	1	16	13	10	3	4	4	26	4	115	5	0	21	18	1
Juvenile Offender	51	0	3	9	3	4	3	4	28	19	93	1	1	5	6	0
P-S Courts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Cases by County	6,918	1,988	1,046	2,303	1,131	1,201	322	891	2,807	1,093	7,474	362	688	1,498	1,400	316
Case-specific Work Minutes (sum of WT x cases)	561,714	77,770	103,439	153,469	78,271	69,461	29,709	70,752	226,440	86,438	666,372	30,572	67,720	109,517	110,006	24,086
Clerk Staff Annual Availability	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750	96,750
Subtract Annual Non-Case-Related Time	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940	24,940
Clerk Staff Annual Case-Related Availability	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810	71,810
Clerk Staff FTE Demand by County	7.82	1.08	1.44	2.14	1.09	.97	.41	.99	3.15	1.20	9.28	.43	.94	1.53	1.53	.34
Clerk Staff FTE Demand by District	12.48				7.81				14.04							
Current Clerk Staff FTE Allocated	5.50	1.50	2.00	2.00	2.00	1.50	1.50	2.00	3.00	2.00	12.00	2.00	2.00	2.00	2.00	2.00
Total Clerk Staff Surplus(-)/Deficit	2.32	-.42	-.56	.14	-.91	-.53	-1.09	-1.01	.15	-.80	-2.72	-1.57	-1.06	-.47	-.47	-1.66

Case Type	26	26	26	26	26	26	27	28	28	29	30	30	30	30	30	
	GRANT	HASKELL	MORTON	SEWARD	STANTON	STEVENS	RENO	OTTAWA	SALINE	WYANDOTTE	BARBER	HARPER	KINGMAN	PRATT	SUMNER	
Adoption	2	3	2	13	0	2	78	4	52	149	0	5	5	12	24	
Decedent Estate/Det. of Descent	21	10	13	27	4	23	127	11	57	217	19	9	15	30	46	
Care & Tx/SVP	4	3	2	26	2	0	114	1	54	141	4	10	6	4	10	
Guar./Cons./Trusteeship	4	1	1	15	2	2	63	3	53	140	2	4	3	9	11	
Other Probate	22	10	22	12	11	20	67	13	102	56	18	16	17	21	21	
Mortgage Foreclosures	10	6	11	51	2	14	142	15	86	376	5	17	21	8	56	
Other Regular Civil	22	16	14	87	5	33	313	8	219	718	29	38	26	61	72	
Small Claims	32	3	7	56	5	43	155	9	88	171	11	53	8	26	53	
Other Limited Civil	194	60	88	1,403	73	168	2,813	87	2,413	6,562	152	90	143	409	697	
PFA/PFS	19	8	16	35	4	16	349	9	439	1,171	11	18	17	53	56	
Other Domestic	56	19	19	198	20	41	618	22	478	1,838	28	46	44	65	194	
Marriage Licenses	41	36	16	176	11	37	388	25	381	1,291	22	33	46	67	124	
Stat. Bond/Lien, State Tax, Misc. CV	98	46	42	500	42	99	730	61	770	3,963	38	79	93	100	311	
Property Tax	103	93	34	323	248	225	2	25	54	3	224	2	97	262	2	
Felony Off-Grid/Capital	0	1	0	12	0	0	2	0	8	42	0	2	3	0	2	
Other Felonies	64	23	47	390	27	39	686	45	787	1,294	27	47	86	74	197	
Misdemeanor	33	21	31	171	33	22	408	44	299	79	52	71	131	66	126	
Other Crim/Misc. Crim	35	18	14	156	7	10	2	9	99	550	123	55	32	120	87	
DUI	27	17	1	87	2	0	111	7	105	151	6	20	17	29	75	
Misdemeanor Traffic	176	331	123	1,084	86	73	1,700	210	1,371	4,940	162	171	530	573	1,874	
Infractions	257	583	162	1,104	153	159	3,380	404	2,355	2,656	471	274	1,340	1,508	3,294	
CINC	6	12	9	101	5	4	351	9	247	751	18	14	36	36	79	
Juvenile Offender	18	9	10	87	4	1	189	7	276	432	8	10	8	19	52	
P-S Courts	0	0	0	0	0	0	20	0	45	24	0	0	0	0	0	
<b>Total Cases by County</b>	<b>1,244</b>	<b>1,329</b>	<b>684</b>	<b>6,114</b>	<b>746</b>	<b>1,031</b>	<b>12,808</b>	<b>1,028</b>	<b>10,838</b>	<b>27,715</b>	<b>1,430</b>	<b>1,084</b>	<b>2,724</b>	<b>3,552</b>	<b>7,463</b>	
<b>Case-specific Work Minutes (sum of WT x cases)</b>	<b>118,428</b>	<b>84,197</b>	<b>67,780</b>	<b>582,962</b>	<b>56,055</b>	<b>90,893</b>	<b>1,301,037</b>	<b>79,614</b>	<b>1,159,305</b>	<b>2,832,462</b>	<b>115,920</b>	<b>124,879</b>	<b>196,323</b>	<b>246,875</b>	<b>506,239</b>	
<b>Clerk Staff Annual Availability</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	<b>96,750</b>	
<b>Subtract Annual Non-Case-Related Time</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	<b>24,940</b>	
<b>Clerk Staff Annual Case-Related Availability</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	<b>71,810</b>	
<b>Clerk Staff FTE Demand by County</b>	<b>1.65</b>	<b>1.17</b>	<b>.94</b>	<b>8.12</b>	<b>.78</b>	<b>1.27</b>	<b>18.12</b>	<b>1.11</b>	<b>16.14</b>	<b>39.44</b>	<b>1.61</b>	<b>1.74</b>	<b>2.73</b>	<b>3.44</b>	<b>7.05</b>	
<b>Clerk Staff FTE Demand by District</b>	<b>13.93</b>						<b>18.12</b>	<b>17.25</b>			<b>39.44</b>	<b>16.57</b>				
<b>Current Clerk Staff FTE Allocated</b>	<b>2.50</b>	<b>2.00</b>	<b>1.50</b>	<b>8.00</b>	<b>1.50</b>	<b>2.00</b>	<b>15.00</b>	<b>2.00</b>	<b>16.00</b>	<b>54.50</b>	<b>3.50</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>7.00</b>	
<b>Total Clerk Staff Surplus(-)/Deficit</b>	<b>- .85</b>	<b>- .83</b>	<b>- .56</b>	<b>.12</b>	<b>- .72</b>	<b>- .73</b>	<b>3.12</b>	<b>- .89</b>	<b>.14</b>	<b>- 15.06</b>	<b>- 1.89</b>	<b>- 1.26</b>	<b>- .27</b>	<b>- .56</b>	<b>.05</b>	

Case Type	31	31	31	31	STATEWIDE
	ALLEN	NEOSHO	WILSON	WOODSON	
Adoption	33	8	7	7	1,934
Decedent Estate/Det. of Descent	19	22	18	11	4,317
Care & Tx/SVP	11	18	1	4	3,159
Guar./Cons./Trusteeship	17	13	5	3	1,998
Other Probate	23	30	12	2	3,266
Mortgage Foreclosures	43	27	9	7	4,846
Other Regular Civil	45	60	24	18	10,510
Small Claims	46	50	29	22	4,669
Other Limited Civil	245	816	570	41	114,457
PFA/PFS	60	70	23	8	14,091
Other Domestic	131	151	79	19	23,210
Marriage Licenses	78	89	48	17	17,330
Stat. Bond/Lien, State Tax, Misc. CV	145	245	125	31	48,627
Property Tax	109	481	544	58	9,025
Felony Off-Grid/Capital	1	1	1	0	328
Other Felonies	201	233	88	18	21,296
Misdemeanor	277	383	78	22	13,692
Other Crim/Misc. Crim	679	180	257	21	10,877
DUI	49	29	18	3	3,584
Misdemeanor Traffic	822	655	426	83	66,380
Infractions	1,064	777	1,209	156	99,795
CINC	99	43	52	10	7,083
Juvenile Offender	56	91	20	5	6,747
P-S Courts	54	0	0	0	585
Total Cases by County	4,307	4,472	3,643	566	491,806
Case-specific Work Minutes (sum of WT x cases)	504,950	458,944	270,111	56,391	46,119,407
Clerk Staff Annual Availability	96,750	96,750	96,750	96,750	96,750
Subtract Annual Non-Case-Related Time	24,940	24,940	24,940	24,940	24,940
Clerk Staff Annual Case-Related Availability	71,810	71,810	71,810	71,810	71,810
Clerk Staff FTE Demand by County	7.03	6.39	3.76	.79	642.24
Clerk Staff FTE Demand by District	17.97				642.24
Current Clerk Staff FTE Allocated	4.00	4.50	3.50	1.50	663.00
Total Clerk Staff Surplus(-)/Deficit	3.03	1.89	.26	- .71	- 20.76