

**PLANNING FOR THE FUTURE: THE LINK BETWEEN
CASELOAD GROWTH AND RAPID POPULATION
INCREASES**



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ABSTRACT

This research focuses on the Nevada Judiciary, which is a non-unified court system, and the North Las Vegas Justice Court, a limited jurisdiction court within Clark County, Nevada. Nevada's courts receive funding from different sources, depending on the jurisdictional level. Limited jurisdiction courts are typically high volume courts, and due to one of the fastest growing populations in the country, Clark County, Nevada, has experienced dramatic increases in caseloads.

North Las Vegas Justice Court is a limited jurisdiction court within Clark County. The court's jurisdictional boundaries reside within what is currently the fastest growing city in the country, by percentage. Unfortunately, while growth increase the cost of government, including court services, it almost never raises revenue equal to the increased costs. This research was initiated to determine the effect that population increases have on caseloads. The model that was developed projects future caseloads, and the future needs for resources: judicial, staff and facilities, along with the anticipated costs (based on inflation rates). The results of this effort will hopefully be useful in planning for future court needs by providing documentation in support of budgetary requests. In addition to quantitative data, this report also explored possible alternatives for coping with rapid increases in caseload, many of which have already been initiated by the court.

The objectives of this research were met through three different methodologies. First, an extensive review was done of the available literature. Some of the alternatives discovered during this review include night/weekend court or courtroom sharing; privatization of court functions such as arbitration and mediation, collections, and citation

data entry; new case management or calendaring systems; and electronic solutions such as e-filing, e-citations, and internet payments. Additional reviews were done of literature that examines the relationship between caseloads and some other measure, such as population, number of law enforcement officers, illegal immigration, and various economic factors. Second, determining the appropriate sample for this research was a major consideration. The importance of establishing the appropriate sample was viewed as the most significant aspect of the analysis. Other regions of the country that were not only experiencing rapid growth, but also shared similar demographic and economic changes to Clark County, were identified. Projections of future growth, the number of foreign-born residents, and poverty level were all considered. These factors led to the selection of 24 courts in three states for study. Third, quantitative data were obtained on population and caseload statistics for Clark County justice courts, along with the selected courts in the rapidly growing Southwest. Several different methods of statistical analysis were employed to measure the effects of population on caseload, including number of cases per 1,000 residents, and regression and correlation analysis. Based on the information gathered from the literature review, a survey was developed and administered to the same-targeted sample to obtain qualitative data and opinions on the effectiveness of forecasting techniques, and also on the possible alternatives for coping with growth.

The qualitative survey data that was collected shows the use of various forecasting techniques is fairly widespread, although its effectiveness is still questionable. Courts generally appear to be proactive in exploring alternative methods of maintaining case processing standards in lieu of adding staff and facilities. The quantitative data

showed a relationship between population and caseload, most notably for civil case types. Sixty-three percent of the courts examined showed significant correlation between civil case filings and population. Population appeared to be a strong factor in the growth of criminal case filings in 42 percent of the courts. Traffic filings were the least influenced by population growth, with only 25 percent of the courts showing a significant relationship. The regression and correlation analysis produced a formula that the North Las Vegas Justice Court can use for projecting needs into the future.

The need for strategic planning in our court system has never been greater. At a time when court caseloads are growing and resources are strained, court managers must take a disciplined, analytical approach to making requests of their funding body. The use of weighted caseload studies appears to be the most promising method of comparing court workloads. Although expensive and time-consuming to create, once established, this method can be used to constantly benchmark a court's ability to maintain case processing standards. All reasonable alternatives should be explored, and the appropriate cost/benefit analysis prepared. Low or no-cost strategies, such as early case resolution and outsourcing services, should be pursued. Strategic partnerships can be initiated with other courts and jurisdictions for the development and cost sharing of more expensive solutions, such as new technology. Funding requests have a much greater chance of success if courts employ a methodical approach in preparing them.

III. INTRODUCTION

A. Environment

The Nevada Constitution established a judicial branch of government consisting of one level of appellate court, a general jurisdiction court and two types of limited jurisdiction courts. The trial courts are located in statutorily defined districts and townships, and incorporated cities are authorized to establish limited jurisdiction courts.¹

District Courts have general jurisdiction over criminal, civil, family and juvenile matters, and hear appeals on cases from the lower courts. There are currently nine judicial districts in Nevada's 17 counties. The 17 Municipal Courts in the state handle traffic and misdemeanor violations that occur within an incorporated municipality. Justice Courts hear probable cause, arraignments, preliminary hearings, and misdemeanor and traffic trials, bond forfeitures, evictions, small claims matters where the amount in controversy does not exceed \$5,000, and civil matters where the amount in controversy does not exceed \$10,000. Additional duties performed by Justices of the Peace include setting bail, issuing search warrants, summonses, protective orders, and arrest warrants. As of fiscal year 2007, there were 45 justice courts in Nevada (several have been closed or consolidated each year for the last several years).²

The Nevada Judiciary is a non-unified system and as such, the courts are funded at varying levels by many different sources. Decentralized funding has produced different levels of service to the public. District Court judicial salaries and a portion of the Supreme Court budget are funded by the State. The counties they serve pay for all other

¹ **Nevada Judicial Branch Funding: Resources and Operations During Fiscal Year 2003**. Carson City, Nevada: Supreme Court of Nevada, Administrative Office of the Courts, March 2005, page 13.

² **Annual Report of the Nevada Judiciary – Fiscal Year 2007**. Carson City, NV: Supreme Court of Nevada, December 2007, page 13.

expenditures for District Court, including staff salaries, operating and facility costs. The respective county general funds cover all costs of operating the Justice Courts. Municipal Courts are funded primarily by the cities. Additional funding sources include administrative assessments, fees, and grants.³

The Eighth Judicial District has the majority of the state's caseload. This District is located in the southernmost region of the state and is comprised of Clark County. Clark County – the nation's 15th largest county - encompasses 8,012 square miles, which is larger than the state of New Jersey. It is home to more than two million residents and 44 million tourists each year, and is the most heavily populated county in Nevada. An elected seven-member County Commission and an appointed county manager oversee the administrative operations of 38 departments and 12,000 employees. It has a total budget of \$5.9 billion, and a fiscal year general fund budget of \$1.37 billion. Clark County has the best bond ratings of any local government within the state due to its financial strength and strong ending fund balance. Clark County government provides services to approximately 877,233 residents in the urban unincorporated areas of the county.⁴

There are five incorporated cities within the boundaries of Clark County: Las Vegas, Henderson, North Las Vegas, Boulder City, and Mesquite. Each city has a municipal court. Additionally, there are 11 Justice Courts within the County – one in each of the incorporated cities and six others in the unincorporated townships of Bunkerville, Goodsprings, Laughlin, Moapa, Moapa Valley, and Searchlight. Two of the municipal court judges, in Mesquite and Boulder City, also serve as the township's justice of the

³ See Note 1 *supra*, page 3.

⁴ http://www.accessclarkcounty.com/depts/Public_communications/pages/About_clark_county.aspx.

peace. This report specifically focuses on one of the Clark County Justice Courts - the North Las Vegas Township.

B. Problem Statement

North Las Vegas, Nevada is the fastest-growing city in the country (by percentage, as of July 2008). Caseload growth has been correspondingly dramatic. An examination of the existing literature shows that a number of factors may impact caseloads; however this report specifically measures the effect of population growth. Statistical data was collected and analyzed for Clark County and similar fast-growing southwestern counties. One of the goals of this project was to determine the correlation between population and caseload growth, and develop a model for estimating future caseload. This data will specifically be used to project the future needs for resources: judicial, staff and facilities, along with the anticipated costs (based on inflation rates).

At a time when the court's needs are the greatest, the once-booming Southern Nevada economy appears to be faltering. This economic downturn is having a significant impact on the County's ability to fund capital projects and supplemental positions. All Clark County departments, including the courts, are being asked to do more with less. Requests for new courtrooms and additional staffing are being met with tremendous resistance by the executive branch. Funding for additional courtrooms for new judgeships has been delayed pending examination of current business practices. A second goal of this report is to determine if there are alternative strategies to adding courtrooms and staff that are both practical and feasible. A survey was administered to similar courts in the southwest to determine what strategies, if any, are effective in managing growth.

The end product of this research is a forecasting and planning model that will assist the court in developing future budget requests. Analysis of past research shows that a

small number of courts have used forecasting in support of budget requests, with varying degrees of success. A secondary goal of the survey is to determine if these courts employed forecasting models in support of budgetary requests, and how successful those efforts have been.

The executive branch is typically not very knowledgeable about court operations and space needs. The leadership of Clark County is no exception; however, it is the responsibility of the judiciary to educate the funding body on resource requirements. The final goal of this project is the creation of a document that will assist in educating county management on the current and future needs of the court. Planning for the future will hopefully pave a smoother path and reduce resistance to court requests for funding and resources. As Suzanne C. Stover stated,

“For effective management over the next ten years, court managers will need to think about what the future might hold. To accomplish this systematically, they will need to commit their organizations to an ongoing strategic planning process determining the relevance of courts to future society.”⁵

Although Stover’s article is from 1996, this statement is still relevant today. Adams, Buck and Hallstrom define planning as,

“the gathering of facts, through research or diligent inquiry, which are relevant to a given problem that has been identified; the comparison and evaluation of alternatives; and the development of a procedure or model intended to facilitate the accomplishment of certain goals or objectives.”⁶

The ultimate goal of this project is the creation of a document that educates the court’s funding source as to the importance of courts and court functions, to look for alternative means of providing services, and to create a model for projecting future needs.

5 Stover, Suzanne C., *Issues Facing Courts in the Next Decade: Image, Funding, Resources*, **The Court Manager** ,11.2, 1996, pages 8 – 9.

6 Thomas Adams, Gerald Buck and Don Hallstrom., **Criminal Justice Organization and Management**, Goodyear Publishing Co., 1974, page 208.

IV. LITERATURE REVIEW

A. Problem Statement and Consequences

The primary function of a court is the impartial and efficient resolution of disputes. The most important focus of court administration is to support this function through an orderly flow of cases. The caseload management process is extremely complex, with numerous conflicting interdependencies.⁷ Even within the same county, courts of similar jurisdiction do not organize their work or process cases in the same way.⁸ Clark County is no exception in this area. The eleven justice courts in the county vary dramatically in size, judgeships, staffing, caseloads, constituencies, and business practices.

An examination of the existing literature shows that courts are being asked to do more with less due to state and local budget shortfalls. At the same time, courts must manage larger and more complex caseloads.⁹ The tighter budgets and increased demand for services are not unique to courts – these conditions are applicable to all publicly funded agencies. What is unique to the courts is the sudden emergence of public demand for judicial intervention in societal ills.¹⁰ Increasingly courts are expected to solve social problems - a trend that is putting additional pressure on already strained resources. Some courts have been able to adapt through innovation, while many jurisdictions face continuous battles for resources.¹¹ These problems are not likely to be resolved quickly; workloads are expected to continue to increase. Other justice agencies are impacted as

7 Wong, F. Michael, **Judicial Administration and Space Management**, University Press, 2001, page 17.

8 **Ibid**, page 18.

9 Hardenburg, Don, **Trends in Courthouse Design. Future Trends in State Courts 2004**, NCSC, 2004, pages 119-122.

10 Wagenknecht-Ivey, Brenda J. et al. *Lessons for Successful Strategic Planning*. **The Court Manager**, 11.2, 1996, pages 12-15, 48.

11 Goerdt, John, *Slaying the Dragon of Delay: Findings from a National Survey of Recent Court Programs*, **The Court Manager**, 12.3, 1997, page 30.

well. A long-term solution will require cooperation within the justice system and with other branches of government.¹²

A court system that is overburdened results in delay. As William E. Gladstone said, "Justice delayed is justice denied". Delayed resolution to an injury that has been suffered is effectively the same as having no remedy at all. The right to a speedy trial is meant to expedite the legal system, and is a fundamental expectation of the public. A Texas Supreme Court decision states,

“Delay haunts the administration of justice. It postpones the rectification of wrong and the vindication of the unjustly accused. It crowds the dockets of the courts...pressuring judges to take shortcuts, interfering with the prompt and deliberate disposition of those causes in which all parties are diligent and prepared for trial, and overhanging the entire process with the pall of disorganization and insolubility...[P]ossibilities for error multiply rapidly as time elapses between the original fact and its judicial determination. If the facts are not fully and accurately determined, then the wisest judge cannot distinguish between merit and demerit. If we do not get the facts right, there is little chance for the judgment to be right.”¹³

Most court administrators believe that a lack of resources is the most significant cause of delay. Insufficient staff, especially judges, is viewed as having a considerable impact on case disposition times. Surprisingly, the literature shows that no pattern emerges when examining case disposition data. Courts with the highest caseloads do not necessarily have the slowest disposition times, and smaller courts are not necessarily faster. Total caseload is only one element of caseflow management; the type and complexity of the cases also has to be considered. Delay may also be the byproduct of an inefficient court structure and case handling procedures.¹⁴

¹² See Note 10 *supra*, page 15.

¹³ *Texas Supreme Court - Southern Pacific Transportation Co. v. Stoot*, 530 S.W. 2nd 930, 1975, cited in Note 11, *supra*.

¹⁴ Church, Jr., Thomas, et al. **Justice Delayed: The Pace of Litigation in Urban Trial Courts**, NCSC, 1978, page 9 - 10.

There are a number of strategies to reduce delay. It is commonly accepted that adding judges or decreasing filings will reduce delay. Court filings may be reduced through diversion and screening programs. Mandatory settlement conferences and plea bargaining agreements can expedite dispositions without the need for a trial. Adding new judgeships will not necessarily result in faster litigation, and is a very costly alternative.¹⁵ Courts are ultimately responsible for controlling the pace of litigation, from filing to disposition.¹⁶ Proper management of the case process from beginning to end is viewed as the most promising technique for reducing delay.¹⁷

The size of a court seems to have very little to do with case processing time. In a 1976 comparison of civil case dispositions, it was found that the size of a court had little relationship to the processing time. In fact, disposition time decreased as the size of a court increased.¹⁸

Any strategy that is ultimately employed to combat delay will require resources in some form. Whether a court seeks additional judgeships, staffing, facilities, or capital acquisitions, long-range strategic planning is necessary. A systematic process that is inclusive of all justice partners is an approach that courts can use to plan for future needs.¹⁹ The development of such a process for the North Las Vegas Justice Court is the primary focus of this project.

¹⁵ *Ibid*, page 18.

¹⁶ *ABA Standards Relating to Trial Courts* (ABA 1987), cited in Note 11 *supra*, page 31.

¹⁷ See Note 14 *supra*, Précis page.

¹⁸ *Ibid*, page 3.

¹⁹ See Note 10 *supra*, page 48.

B. Planning and Forecasting

The principal purpose of forecasting is to plan for future funding needs for facilities, judgeships, and staffing. It is the judiciary's responsibility to conduct long-range planning studies and communicate their needs to their respective funding authority. The addition of a judicial position requires the construction of a courtroom and supplementary facilities, as well as the addition of a considerable number of support personnel. Projecting future needs and the anticipated costs of implementation is a responsible method of documenting the judiciary's needs and improves chances for successfully obtaining the needed resources.²⁰

The prepared budgetary request should include all relevant information, such as the number of support personnel that are required, along with their space and equipment needs; space and equipment requirements for records storage and court support technologies; and the suitability of the existing facility. The court should also provide documentation of projected caseload by type and environmental factors, such as legislative changes or economic factors, which are expected to have an impact on caseload growth. If operational improvements are being considered to improve efficiency, or new technologies are coming on line, the anticipated impacts should also be included in the budget request.²¹

²⁰ See Note 7 *supra*, page 306.

²¹ *Ibid*, page 206.

Facility planning involves a much longer time frame than most budgeting processes. Buildings may be expected to have a useful life as long as 50 years, yet most long-range planning techniques account for only 10 to 15 years into the future.²²

States have utilized a variety of forecasting and planning methods, with varying degrees of success. The Utah Judicial System prepares a Master Plan for Capital Facilities that emphasizes the importance of creating effective judicial facilities, since their planning and design is such an infrequent occurrence. The Utah Judiciary's efforts have been rewarded with legislative acceptance of a formula developed for determining clerical needs.²³

Clark County has contracted with external consultants to provide two separate Facility Master Plans in the past six years. The most recent report, produced in 2005, estimates total caseload growth of 118 percent from 2004 through 2025, while the population is expected to grow by only 58.13 percent. With caseloads growing more than twice the rate of the population, it is expected that the county will need to add 55 District Court judgeships and 11 Justices of the Peace by the year 2025 just to keep up with the expected growth. The usable space needs in support of those judgeships will need to increase by 140 percent during this same time frame, from the current 883,135 usable square feet to 2,114,924. The total justice community staff, including police officers, prosecutors, and public defenders, will need to increase from 1,984 to 4,933. The County has been resistant to implementing the recommendations due to fiscal constraints and similar needs in all departments. The impact of growth has been felt across all areas of

22 Don Hardenburg and Victor Flango, *The Use of Work Load and Staffing Measures in Court Facility Planning*, **The Court Manager**, 9.3, 1994, pages 8-14.

23 www.utahcourts.gov/admin/facilities/Section-I.htm.

local government service. A final recommendation of this facility-planning document was the need to establish a sense of urgency. Emphasizing the potential threat to public safety or the reduced access to justice can serve as a catalyst for change when making substantial capital requests.²⁴

The State of Nevada, which is a non-unified state, commissioned a study in 2003 that examined judicial branch funding. The study noted that the capital cost of courtrooms and associated support facilities can be significant and is a burden that some smaller jurisdictions cannot afford. As most court facilities are funded at the local level in Nevada, the study offered no solution for long term funding strategies.²⁵

A 1994 survey found that only 16 state judicial systems were attempting to forecast caseloads. **Table 1** (see the below page) shows that very little forecasting had been done at that time by state judicial systems for long term needs. Only Colorado and Idaho appeared to be using statistical information for long-range facility planning. The methods were generally limited to simple regression analysis and trend analysis.²⁶ There were no generally accepted methodologies for forecasting caseload growth or resource needs.

24 Judge Nancy Becker and Chuck Short, *Generating Project Momentum and Support: Achieving Excellence in Courthouse Design*, Presentation given at National Conference of Metropolitan Courts and Institute for Court Management Conference, Las Vegas, NV, February 19, 2008.

25 See Note 1 *supra*.

26 See Note 22 *supra*.

**Table 1 - Purpose for Caseload Forecasting and
Forecasting Methods
Used by State Judicial Systems**

State	Purpose for Forecasting	Years Projected	Forecasting Methods
California	Budgeting Purposes	NR	NR
Colorado	Estimating future judgeship needs, future facility needs, and requests	NR	Weighted averages and linear special regression
Delaware	Determining future resource requirements	NR	Trend line, linear regression
Florida	Two years projections for resource and budget requirements. Forecast prison populations. Special requests and projects	2 years	Time series, ARIMA
Hawaii	Facilities planning; mulit-year programs and financial planning; budget justifications.	NR	Trend analysis; bivariate regression Average percentage increase in cases over 10 year period.
Idaho	To determine judgeship needs. Facilities planning at request of local courts.	Judges - 5 years Facilities 10+ years	Filings to population ratios.
Kentucky	Done in past to determine judgeship positions and to realign circuits and districts. Not done for several years.	NR	NR
Maryland	Project work loads from baseline data by jurisdiction and divided by full-time equivalency measures to determine judgeship needs.	NR	Linear regression
Michigan	Future resource needs.	NR	NR
Missouri	NR	NR	Linear regression Percent change in case filings/dispositions
New Jersey	To determine the number of judges needed for clearance	NR	Projection analysis
New York	Budgeting and facility planning.	3 years	ARIMA
North Carolina	Budget justifications.	NR	Various methods including Box Jenkins or simple extrapolation.
Pennsylvania	To approve work load demands over time.	NR	Regression analysis.
Vermont	Budgeting	NR	Simple trend analysis; linear least squares.
Virginia	No specific use, upon request of local courts.	NR	

Source: Don Hardenburg and Victor Flango, *The Use of Work Load and Staffing Measures in Court Facility Planning*

NR = not reported

Since this survey was last conducted, tremendous strides have been made in assessing court workloads. In a 2007 CEDP paper, John W. Douglas examined workload assessment projects and methodologies conducted by the National Center for State Courts (NCSC) from 1996 to 2006. During that ten-year time frame, there were 35 statewide projects that included 53 separate workload models. The NCSC methodology utilizes a weighted caseload model to measure court workloads.²⁷

The NCSC projects were intended to create an empirical method for courts to demonstrate resource needs to their respective funding authorities. Analysis of the statewide projects combined with expert interviews concluded that this assessment model had not yet lived up to its potential.²⁸ The available research did not provide any results from these studies. Douglas recommended following up with each state to determine how the models were used, and how successful they were in obtaining resources for the judicial budget.²⁹

Although construction of this type of model is time-consuming, complicated, and expensive, many states are currently receiving benefits from it. In a follow-up phone interview and subsequent e-mail with Douglas, he indicated that several states had used weighted caseload studies to obtain resources or make significant management decisions. Texas and Missouri both received additional judges as a result of studies completed in 2007. New judgeships were also added in Tennessee, Maryland, Iowa and Guam as a result of workload studies. Iowa is in the process of completing a new study in 2008 for the purpose of re-districting. California, Oregon, and Alabama have successfully added

27 Douglas, John W., **Examination of NCSC Workload Assessment Projects and Methodology: 1996-2006**, NCSC, 2008, page 10.

28 **Ibid**, page 18.

29 **Ibid**, page 83.

judges and staff after using weighted caseload models as justification. An even broader application of these models has been utilized to determine resource needs for other components of the criminal justice system, including prosecutors, public defenders, and probation officers. This application has been used successfully in Colorado, New Mexico, and South Dakota. Colorado received probation officers in addition to judges, appellate judges, and staff; New Mexico was allocated judges, staff, public defenders, and prosecutors; and South Dakota increased their number of probation officers. Recent studies in Washoe County, Nevada, and Utah's Salt Lake City Justice Court have been completed, but the outcome of those studies is still unknown at this time.³⁰

Simpler techniques commonly used by facility planners include trend lines, regression analysis, percentages, multiple regression and other multivariate techniques. Consensus panels or focus groups might also be used to supplement the statistical projections. Projecting future caseloads can be difficult when long time frames are involved, but it is the generally accepted starting point for projecting any future staffing or facility needs.³¹

Qualitative analysis, such as the use of focus groups, will not be used in this study, as it can be too subjective. Historical caseload trends assume that filings change at a fairly constant rate and can be a reliable predictor of growth. Historic trends will be used in this report to project into the future. This method is generally best for short-term forecasting. The nature of court caseloads can change many times during a 20-year period, and any identified trends will change accordingly.³²

30 John W. Douglas, **Phone interview**, August 20, 2008, and **e-mail communication**, August 21, 2008.

31 See Note 22 *supra*.

32 *Ibid*.

The second method of forecasting that will be utilized is the selection of an independent variable to predict caseloads. This method analyzes the relationship between caseloads and some other measure, such as population, crime rates, or unemployment rates. The use of some other meaningful variable will differ by case type; for example, civil filings would not increase if more police officers were hired, but traffic citations probably would.³³

The next section of this report will examine various caseload growth factors that are relevant to Clark County. Careful analysis of these factors will determine which one(s) would be most meaningful as the independent variable in forecasting growth.

C. Caseload Growth Factors

1. *Economy*

As of 2005, Clark County ranked first in the country for population growth, job growth, number of new businesses, home price appreciation, construction employment growth, and leisure and hospitality growth.³⁴ Local government was required to provide services to 5,000 new residents or more every month. The increased tax base has been inadequate to pay for the new infrastructure, such as roads, parks, schools, fire protection, law enforcement, and court services. Growth has traditionally not paid for growth.

It has been recognized that this economic boom would not be sustainable for several reasons. Although the area is number one in the growth of jobs and new businesses, it is also first in the number of new business failures and last in economic diversity. Construction-related employment has accounted for 12 percent of the

³³ *Ibid.*

³⁴ Aguerro, Jeremy, *Evolution of Leading and Managing in Times of Uncertainty: Top Ten to Watch*, **Presented at the Clark County Department Head Advance**, November 21, 2005.

population employed in this area, which is double the national average. With development occurring at a rate of 8,000 acres per year and only 100,000 acres left to be developed, it was predicted that a significant economic decline could begin within 12 years.³⁵

Due to the lack of available land for development, the price of housing skyrocketed, making the area the 33rd most expensive housing market in the country. The cost of living is 114 percent of the national average. Median household income needed to purchase a home is \$77,200, while the median income is only \$45,200, meaning that 2/3 of all families cannot afford to purchase a home.³⁶ The conversion of existing apartments to condominiums further exacerbated the availability of affordable housing.

The unprecedented growth in the County has had other negative impacts. Multi-year drought conditions have led to mandatory water conservation measures and concerns about the community's ability to sustain future growth. The county is experiencing vertical development, with numerous high-rise condominiums in various stages of planning. Although higher density development is promoted as an antidote for sprawl, it will create new challenges for traffic planning and fire safety, and further impact the county's ability to provide government services.

In the book, "Sprawl Costs: Economic Impacts of Unchecked Development", economists from Rutgers University have estimated that growth will cost the average resident in Southern Nevada \$72,697 over the next 25 years. This will come in the form of commuting costs and new government services. The County is so large and spread out that it has been ranked as the 15th most sprawling region in the country. Clark County is

³⁵ Loc. Cit.

³⁶ Loc. Cit.

rapidly losing ground, with fewer resources to provide services to the new residents. The County employs only 2.7 workers per 1,000 area residents, compared with 3.4 per 1,000 in 1995.³⁷

The predicted economic decline appears to have begun, as Nevada's once booming economy appears to be faltering. In an article from the Las Vegas Sun, Sam Skolnik examines various factors that point to a downward spiral. Once viewed as inflation-proof, Nevada is experiencing an unemployment rate that now exceeds the national average, a 15 percent decrease in gaming revenue, declining home values, and stunning rates of home foreclosures. Skolnik says, "Bottom line: We're in the midst of the worst economic downturn in several decades."³⁸

In spite of these factors, several economic experts that were interviewed for Skolnik's article predict that we are approaching the bottom of this downturn. Jeremy Aguerro, a principal analyst with Applied Analysis, a financial advisory and economic consulting company, believes that the \$36 billion of construction currently underway in the gaming industry will generate thousands of new jobs. This will subsequently revive the sluggish housing market, which Dennis Smith, president of Homebuilders Researchers Inc., believes is already beginning to rebound.³⁹

Clearly Las Vegas is not recession-proof, and truly never has been, but Aguerro states that throughout its history the city has always been resourceful and resilient following a recession.⁴⁰ Because the economy has been so robust for so long, it has not

37 Young, Samantha, *Suburban growth has price*, **Las Vegas Review-Journal**, 14 Nov. 2005, pages 1B, 9B.

38 Skolnik, Sam. *Experts admit we're in a deep downturn, but each envisions a rebound – eventually*, **Las Vegas Sun**, 3 Aug. 2008, page 1.

39 **Ibid**, 8.

40 **Ibid**, 9.

been a significant contributing factor to caseload growth in Clark County in the past decade. However, a fairly recent phenomenon is having an immediate, significant impact on civil case filings.

Clark County has become the epicenter of the foreclosure crisis. As of December 2007, seven of the most seriously affected zip codes were in the Las Vegas area. Two zip codes in North Las Vegas were particularly hit hard. The affected area is prosperous with strong employment and income levels. Unlike depressed areas of the country, the foreclosures in Clark County are the result of adjustable rate mortgages (ARM). The terms of these mortgages offered low introductory rates that allowed homebuyers to purchase homes that were otherwise unaffordable due to the steep appreciation in home prices in the area. These rates typically reset to much higher ones after two years. Most buyers planned to refinance to conventional fixed loans before the higher rates took affect. Twelve straight months of declining home prices in the area have placed buyers in the position of owing more than their home is worth - -leaving them unable to refinance and unable to pay the new monthly payment on the ARM.⁴¹

This wave of foreclosures has had a tremendous impact on Justice Court caseloads, especially in landlord/tenant cases. Roughly half of the 18,220 foreclosures that occurred from October 2007 to January 2008 had mailing addresses other than that of the foreclosed property. This is an indication that the properties have been rented. Current Nevada law does not require homeowners that are in foreclosure to disclose that information to a potential renter. As a result, tenants that have faithfully paid their monthly rent are being blindsided by short-notice surprise evictions. The tenants can

⁴¹ http://money.cnn.com/2008/02/05/real_estate/zip_code_foreclosures/index.htm

request a court hearing, but under current Nevada law, they still have to move out. Mortgage companies taking repossession of the properties are not interested in becoming landlords.⁴²

The impact to court caseloads has been immediate and extreme. As the final wave of ARMs becomes due in the next few months, the eviction caseload will continue to grow before ultimately tapering off. Additionally, legislation is being considered to address this problem. The recent events have the potential to skew any analysis of caseload trends, therefore, it must be taken into account to ensure that this isolated economic occurrence does not impact trend predictions based on population growth.

2. Population Increases

In 2002, Clark County contracted with Dan L. Wiley and Associates, Inc. to prepare a Facilities Master Plan for the Justice Courts. The report summarized the current and future space needs of the courts based on expected caseload growth. The projections were based on the explosive population growth that Clark County had experienced from 1995 to 2000. During this period, population increased by 388,000 new residents for a phenomenal growth rate of 37 percent. At that time, the growth trend was expected to continue, although the Clark County Planning Department did anticipate some slowing of both the rate and the volume. At that time it was expected that the County would grow an additional 59 percent (from 2000 levels), adding another 847,331 residents by 2020.⁴³

The growth extended to all of the County's townships. The highest numbers have been in the three townships that form the urban core: the greater Las Vegas area,

⁴² Goldman, Abigail, *When renter pays, owner doesn't: You're out, tenant*, **Las Vegas Sun**, 27 Jul. 2008, pages 1, 10.

⁴³ Dan L. Wiley and Associates, Inc. and Court Works, *Justice Courts Facilities Master Plan, Clark County, NV*, 2002, page 1.2.

including Las Vegas, Henderson, and North Las Vegas Townships. This urban core was expected to experience 95 percent of the projected growth. The largest percentage growth is expected to shift from Las Vegas to Henderson and North Las Vegas townships. It was noted that the expected dynamic rate of growth would create significant service issues.⁴⁴

The population projections for North Las Vegas that were reported in the 2002 Justice Courts Facilities Master Plan haven proven to be extremely conservative. As of July 1, 2006, the official township population was 222,286, a level that was not projected until approximately the year 2012.⁴⁵

The North Las Vegas Township encompasses the boundaries of the entire municipality of North Las Vegas, as well as certain unincorporated areas of the County. The unincorporated area adds approximately 23,000 residents to the township population in excess of the city population.

The incorporated city encompasses 82.2 square miles and as of June 2007, the U.S. Census Bureau named it the fastest growing large city in America. The city population grew by 143 percent since 1997, and 86.2 percent since the year 2000, with 1,200 new residents each month. The average annual growth rate has been 9.3 percent. North Las Vegas is currently the fourth largest city in Nevada, and is expected to reach a total population of 586,548 when the available land is built out in the year 2035 (**Table 2** – see the below page).⁴⁶

44 *Loc. Cit.*

45 See Note 2 *supra*.

46 <http://www.cityofnorthlasvegas.com/Departments/CityManager/PDFs/2008CommunityReport.pdf>

Table 2 - The City of North Las Vegas is expected to have a build out population of 586,548 in the year 2035.

Year	Population
2010	272,401
2015	348,755
2020	432,588
2025	518,624
2030	566,605
2035 (Build out*)	586,548

Sources: City of North Las Vegas Demographer
 *Build out includes land not yet released by the Bureau of Land Management

Nevada’s growth rate, which has led the nation for the last 30 years, appears to be slowing, and is no longer maintaining a pace of 5,000 new residents each month.⁴⁷

Figures for May 2008 show an increase of only 4,612, a 23 percent decline from the same month of 2007.⁴⁸ Clark County has always depended on growth to sustain its economy – “without growth, Las Vegas dies.”⁴⁹ The Phoenix area, another fast-growing region and one that will be used for comparative purposes in this report, is also seeing a decline.⁵⁰

In spite of the recent dismal numbers, the Clark County population is still expected to grow steadily over the next decade. William H. Frey, a Brookings Institution senior fellow and a demographer, cautioned against relying too much on the bad news. Once the housing market stabilizes and the economy improves, Las Vegas growth should pick up where it left off.⁵¹ Based on these assumptions, population trends appear to be the strongest correlation to court caseload growth.

47 See Note 42 *supra*, page 1.

48 Schoenman, Joe, *Measuring population in moving boxes*, **Las Vegas Sun**, 4 Aug. 2008, page 1.

49 *Ibid*, page 2.

50 *Loc. Cit.*

51 Skolnik, Sam, *Local downturn a hiccup or augur of a bleak future?* **Las Vegas Sun**, 20 Jul. 2008, page 9.

3. Increase in Number of Law Enforcement Officers

Politicians are well aware that a proactive approach to crime control is very popular with the public. High profile crimes often lead to a public outcry for tougher sentencing or more prisons. There are several practical alternatives to building more prisons: improving drug treatment programs, improving probation supervision, or hiring more police officers for community policing.⁵²

Because most police work is reactive and happens after a crime has occurred, it does not serve as a deterrent. Studies have shown that there is very little correlation to crime levels and traditional police work, yet hiring more police officers is usually an acceptable use of tax dollars. A concept that has gained in popularity across the country – community policing – seems to be reducing crime by placing police officers within the community to attack problems before they start. There are numerous success stories in communities across the country.⁵³

In 2004, Nevada voters approved the two-tiered “More Cops” sales tax increase. This plan allocated a quarter-cent tax increase to hire hundreds more officers for the police departments in Clark County. A second quarter-cent increase is scheduled to go before the legislature in 2009. In spite of tough economic times, a recent survey of 800 voters showed overwhelming support for the plan. Seventy-four percent of those surveyed were in favor of the tax increase. Sheriff Doug Gillespie said the quarter cent increase would put approximately 600 more officers on the street, which would bring the department's ratio up to about two cops per 1,000 residents – an improvement over the current ration of 1.8 per 1,000. Gillespie’s intent is to use the additional funding to put

⁵² <http://query.nytimes.com/gst/fullpage.html?res=9D0CE2DD1F3BF931A25755C0A962958260&sec=&spon=&pagewanted=all>

⁵³ *Loc. Cit.*

officers on the street. The poll that was taken showed substantial support for increased policing in neighborhoods and around schools.⁵⁴

When the initiative was passed in 2004, many members of the justice community were concerned about its impact on the rest of the system – prosecutors, public defenders, and courts. There was no provision in the law to fund additional resources beyond law enforcement officers. It was feared that the law would have the effect of widening the funnel at the top end of the system by increasing criminal caseloads, without adding the resources to move the cases through the criminal justice process. This bottleneck would significantly overwork an already overburdened system.

Recent statistics show that this fear has been unfounded. Statistics for fiscal year 2007 show that criminal caseload for all Clark County Justice Courts grew by approximately 7.4 percent in the 3 years since the laws passage – little more than 2.5 percent per year. Given that the County’s population grew by 16 percent during this same time period, the criminal statistics are almost flat in comparison.⁵⁵

Statistics for 2008 are even more promising. The Las Vegas Metropolitan Police Department recently reported a ten percent decrease in robberies, year to date. This reduction is puzzling in light of recent economic downturns in the region, as the expectation is that as the economy goes down, crime goes up. One school of thought promoted by University of Nevada, Las Vegas criminal justice professor Tamara Madensen is that the local economic woes are encouraging would-be robbers to leave

⁵⁴ <http://www.nevadaappeal.com/article/20080710/OPINION/851710764/-1/rss01>.

⁵⁵ See Note 2 *supra*.

town. There is some validity to this theory: crime rates fell during the Depression and soared during the economic boom from 1955 to 1972.⁵⁶

Others attribute the reduction to the sheriff's tax initiative. The increased levels of staffing have been utilized to perform saturation patrols. Additionally, the local police are partnering with local leaders in the community to combat crime.⁵⁷

Criminal caseload growth data will be analyzed for this report; however, no attempt will be made to establish a correlation with number of police officers. For many years the caseload growth in North Las Vegas has been in criminal cases, particularly felonies. It is hypothesized that population has been the number one factor affecting that growth until now; this report will attempt to establish that correlation.

4. Illegal Immigration

Increasingly, states are feeling the impact of illegal immigration. Courts are being required to handle more complex cases involving immigrants, who may appear as victims, defendants, litigants or witnesses. Several trends have been identified that will potentially impact court operations.⁵⁸

The potential for fraud associated with immigrants attempting to attain legal status is a problem that is growing in large immigrant communities. The lack of clear federal legislative intent is only adding to the confusion. Demand is increasing for certified court interpreters and pro bono legal services. Checking immigration status in criminal cases may deter victims and witnesses from reporting crimes. Defendants

⁵⁶ Goldman, Abigail, *As economy drops off, so do robberies*, **Las Vegas Sun**, 13 Aug. 2008, page 8.

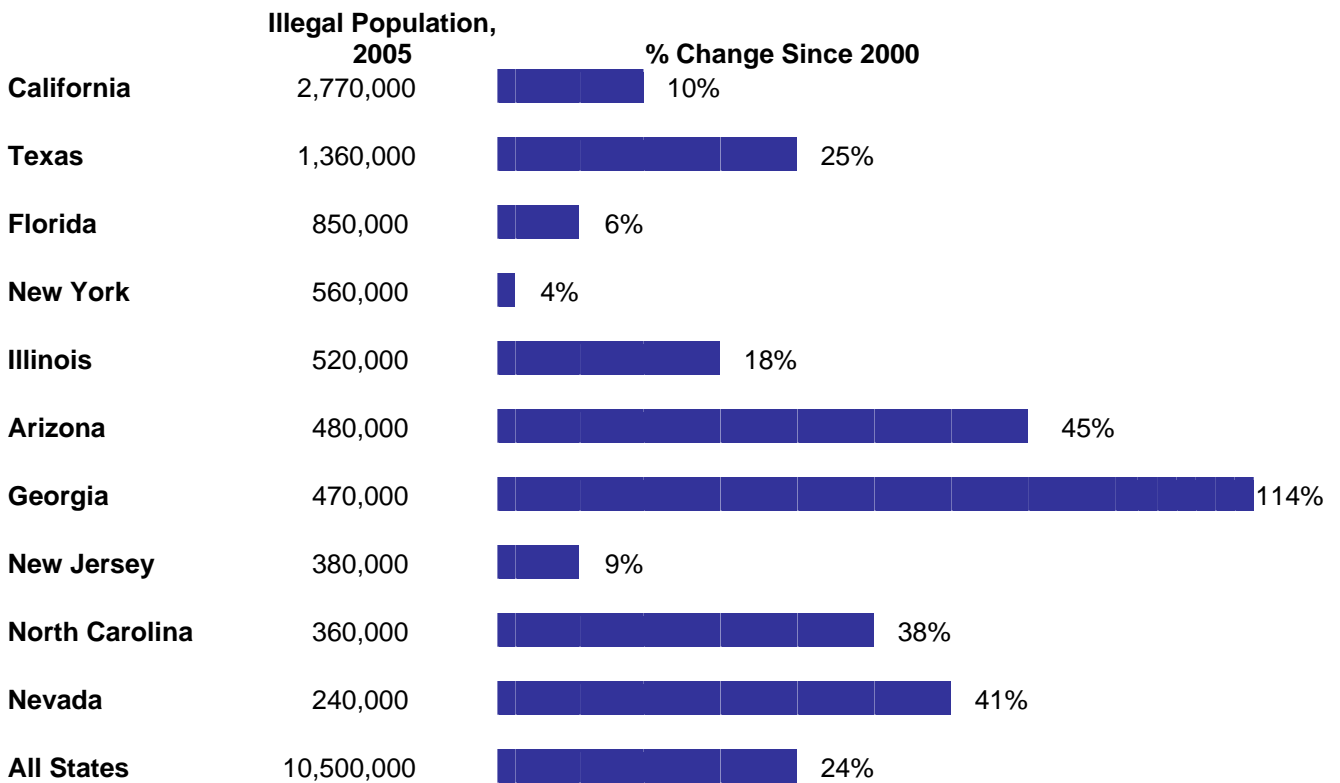
⁵⁷ **Loc. Cit.**

⁵⁸ Suveiu, Virginia A., **The Increasing Impact of Immigration on State Courts. Future Trends in State Courts 2006**, NCSC, 2006, page 82.

charged with misdemeanors may be facing deportation, which changes the enforcement priorities for local authorities.⁵⁹

Nevada has been significantly impacted by an influx of illegal immigrants, as shown below in **Table 3**. Statistics are not currently maintained on immigration status in any consistent fashion; therefore it is impossible at this point to forecast the impact to caseloads and budgets. It is a trend that will need to be monitored, but will not be analyzed for this report due to lack of available data.

Table 3 - States with the Most Illegal Immigrants



Source: U.S. Department of Homeland Security

⁵⁹ *Ibid*, page 83.

B. Political Considerations

As public entities, trial courts receive a budget from a funding body that also has the power to control expenditures. The budgeting process is very political, especially when separate branches of government are involved. Requesting resources can be a very adversarial process. Courts can develop a more cooperative relationship with the funding body by using the process as an opportunity to create understanding of court operations and needs.⁶⁰

Regardless of whether a court is funded by the state or the county, courts must endure the same budgeting process as other government departments. Court managers must always be mindful that courts are a separate branch of government, not just another state or county department. As such, their budgetary status may be identified in statute or the state constitution. Whether explicit or implied, the assertion of judicial independence is often challenged by the executive branch.⁶¹

The judicial branch is separated from other government agencies due to the inherent power of the court. If courts fail to receive adequate funding, they have the inherent authority to order the other branches to provide the required funding. This battle of wills between the branches is a last resort and is rarely used due to the potential for future retaliation.⁶² It is helpful for administrators to have a thorough working knowledge of the statutes pertaining to court funding, particularly for legally mandated expenses such as indigent defense and court reporters.⁶³ Although the judiciary has the ability to threaten litigation to compel the appropriation of funds necessary to support its

⁶⁰ Tobin, Robert W. **Trial Court Budgeting**, NCSC, 1996, page 1.

⁶¹ **Loc. Cit.**

⁶² **Ibid**, page 3.

⁶³ **Ibid**, page 5.

operations, courts are generally reluctant to do so.⁶⁴ Few attempts have actually been made to order the construction of a new building.⁶⁵

Limited jurisdiction courts are capable of generating substantial revenue for the general fund. Appropriating authorities will frequently pressure courts to cover their financial needs by increasing fines or fees, and essentially become self-funded. This approach to funding is a serious threat to judicial independence, is unconstitutional, and must be resisted by the judiciary whenever proposed as a funding solution.⁶⁶

Some court expenditures are legally or constitutionally mandated. In Nevada, the number of justices of the peace in a given township is determined by a population formula set in statute. Nevada Revised Statute 4.020 states, in part:

- “1. There must be one justice court in each of the townships of the State, for which there must be elected by the qualified electors of the township at least one justice of the peace. Except as otherwise provided in subsection 3, the number of justices of the peace in a township must be increased according to the population of the township, as certified by the Governor in even-numbered years pursuant to NRS 360.285, in accordance with and not to exceed the following schedule:
 - (a) In a county whose population is 400,000 or more, one justice of the peace for each 100,000 population of the township, or fraction thereof.
2. Except as otherwise provided in subsection 3, if the schedule set forth in subsection 1 provides for an increase in the number of justices of the peace in a township, the new justice or justices of the peace must be elected at the next ensuing biennial election.
3. If the schedule set forth in subsection 1 provides for an increase in the number of justices of the peace in a township and, in the opinion of a majority of the justices of the peace in that township, the caseload does not warrant an additional justice of the peace, the justices of the peace shall notify the Director of the Legislative Counsel Bureau and the board of county commissioners of their opinion on or before March 15 of the even-numbered year in which the population of the township provides for such an increase. The Director of the Legislative Counsel Bureau shall submit the opinion to the next regular session of the Legislature for its consideration. If the justices of the peace transmit such a notice to the Director of the Legislative Counsel Bureau and the board of county

64 See Note 7 *supra*, page 13.

65 *Ibid*, page 302.

66 See Note 56 *supra*, page 5.

commissioners, the number of justices must not be increased during that period unless the Legislature, by resolution, expressly approves the increase. ⁶⁷

North Las Vegas Justice Court officially passed the population threshold for an additional judge in 2007, and added the position in the election of 2008. A third courtroom, chambers, and administrative space are currently under construction, at a cost of over \$5 million. Due to resistance from the executive branch in funding the new facility space, the courtroom and chambers were not completed when the new judge took the bench in January 2009. Completion is not expected until April 2009 -- a delay that has required temporary scheduling adjustments and under-utilization of both the new and existing staff.

The original funding request included plans for the addition of future courtrooms. If population projections are ultimately met, the court will require a total of six judges. The Clark County Real Property Management Department estimates that the capital construction costs comprise only ten percent of the cost of the total life of the building; maintenance and utility costs comprise the other 90 percent. For this reason, the County rarely builds facilities with future growth in mind.

There are significant staff and space needs associated with adding a new judgeship. Because the local funding body has no say in the addition of new judges, it understandably causes tension between the judiciary and executive because of all the costs of supporting the new position. Construction of a new building or the remodel of an existing one, along with the related personnel, furnishings, fixtures and equipment must all be accounted for in the budget. ⁶⁸

⁶⁷ <http://www.leg.state.nv.us/NRS/NRS-004.html#NRS004Sec020>

⁶⁸ See Note 56 *supra*, page 31.

Because the number of judges is not negotiable, each judge position becomes a cost center. Generally the space requirements, furniture and equipment, and staffing needs are determined to calculate the cost of adding a judge. Some jurisdictions are more generous than others, but rarely is consideration given to indirect staff support.⁶⁹ Back office functions and administrative staff needs are rarely considered due to the expenses already incurred by the new judge. There are jurisdictions, such as Utah, that have received legislative acceptance of a budgeting formula that was developed for estimating clerical needs, but this is a rare exception.⁷⁰

The new judgeship for the North Las Vegas Township was only one of ten that were created in Clark County with the 2008 election. The Henderson Township added one judge; the Las Vegas Township added two; and the District Court added six. This represents significant capital and personnel costs to the County in a year of negative revenue growth. Concerns about the cost have caused County leadership to question the need for new courtrooms, and courts are being asked to look for new ways of doing business.

The courts are competing with all other county-funded agencies for a piece of the pie. The funding body is accountable to the voters. Building community support is essential to gaining acceptance of a funding request. The public cannot be expected to support a large capital request, such as a new building or addition, unless the need has been adequately communicated. Most members of the public have had limited contact with a court, usually in the form of paying a traffic citation or performing jury service. If

⁶⁹ *Ibid*, pages 36-37.

⁷⁰ *Ibid*, page 31.

the quality of that contact was poor, citizens will certainly remember when asked for support.⁷¹

Las Vegas courts have been under close media scrutiny recently due to the discovery of frequently empty courtrooms. It has been suggested that new courtrooms are not needed for the new judges when so many sit unused. Although the County ultimately acquiesced and provided the funding for the new courtrooms, it was not without a directive to at least explore alternatives, such as courtroom sharing and night and weekend court. One of the intents of this project is to determine if this type of alternative has been used successfully in other jurisdictions, and how feasible it would be locally. The County's request is not unreasonable; a valid planning document used in support of a substantial funding request should be able to demonstrate that all reasonable alternatives have been considered.

C. Alternative Solutions

One of the goals of an effective judiciary is to provide service to the public through the economical use of resources. Combined factors such as rapid caseload growth and declining revenues can lead to a crisis climate. This in turn can spur innovation.⁷²

Maricopa County (Arizona) made innovative use of resources when its third regional courthouse facility was opened in September 2005. A member of the Maricopa County Board of Supervisors challenged the courts to offer more services for the county's constituents. It was envisioned that the building stay open into the night.

71 Gilbert H. Skinner and Deborah Cheesebro, *Establishing Service in the Courts*, **The Court Manager**, 6.2, 1991, page 12.

72 See Note 23 *supra*.

Extended use of existing buildings could lower county costs through a reduction of future construction costs. Court leadership responded quickly, believing that such a program would provide better access to justice in addition to the perceived savings.

After receiving nearly \$377,000 in 2006 to fund the required new positions, the court began offering a number of juvenile and family services, such as default divorces, child support matters, and juvenile hearings. Surveys of citizens showed that 74% would request night or Saturday court and 96% thought it was important to have extended hours available in the community.⁷³

With all of the focus on specialized courts in recent years, an idea that is gaining in popularity is the privatization of courts or court functions. Private arbitration and mediation services are being used more frequently to reduce overcrowded court dockets.⁷⁴ Other areas may benefit as well. Many courts outsource collection services, janitorial services, and courthouse security – all areas that are not core court functions.

System regionalization and facility consolidation is a growth management concept that has gained some popularity. Cost analysis of a facility-consolidation model shows that while the court system experiences some cost savings, the existing decentralized system is less costly for jurors, witnesses, attorneys, and litigants. The inconvenience costs to trial participants and the public are prohibitive in a system that serves a very large county or several adjoining counties. The regionalization/

73 Phillip Knox and Diana R. Hegyi. *Superior Court of Maricopa County Night and Saturday Family Court*, **The Court Manager**, 23.2, 2008, pages 10-11.

74 Doug Manley and Claire Walker, *Privatization: Is It Our Future?* **The Court Manager**, 12.3, 1997, page 27.

consolidation concept requires careful study before any court system gives it serious consideration.⁷⁵

Changes in court processes and calendaring can also improve disposition times and reduce delay. Multi-judge courts can create specialized calendars based on subject matter and procedure. Cases could then be assigned based on the complexity of the proceeding and judicial experience. Specialized calendaring can also accommodate specialized bars based on subject-matter jurisdiction. This type of professional accommodation is economical for the court, private attorneys, and even other members of the justice system as resources can be scheduled more efficiently.⁷⁶

Efficiency theories of court operations promote the idea of master calendaring. Under a master calendar system, cases are held at a central point until some form of judicial action is needed. Upon completion, the case is returned to the central point, where it remains until additional action is needed. Since several judges will ultimately handle the case, this is a drastic change from the traditional model of individual assignments. It allows a court to shift judicial resources to the area of greatest need.⁷⁷

Grouping similar case types together for processing is yet another hybrid version of case processing. The type of system that will be employed is very important when planning a facility and courtroom configuration, as the type of proceeding determines the need for space for juries and/or holding cells.⁷⁸

Controlling the caseflow management process from filing to disposition is also a key component of reducing delay. Early disposition programs, such as one implemented

75 See Note 7 *supra*, page 12.

76 *Ibid*, page 22.

77 *Ibid*, page 23.

78 *Ibid*, page 24

by Los Angeles County Superior Court, reduce delay by offering defendants the best deal they will get at arraignment. Resolving less serious cases at this early stage takes pressure off of the preliminary hearing and felony trial dockets. Continuously monitoring events, tough continuance policies, and meaningful pretrial conferences are all key elements in improving a system.⁷⁹

As Ron Zimmerman stated in: *The Magic Bullet: Case Management in a Limited Jurisdiction Court*:

“Early pretrial disposition is the hallmark of a well-run court. It is a condition that can only be achieved by the opportunity to appear and resolve charges long before the trial date. While pay-or-set systems may work in small jurisdictions, an urban court cannot afford such an inefficient mode of operation. Our experience shows that early pretrial disposition reduces costs, increases collections, enhances the court’s image and reputation, and is a better way to adjudicate.”⁸⁰

The most promising trend is the enhanced utilization of technology to reduce the need for staff and facilities. Migrating to electronic storage will save space and personnel time that is currently spent storing and retrieving paper records.⁸¹ Video display monitors are being used to provide updated calendar information to attorneys, defendants, and litigants. Computer kiosks can be installed in public access areas to assist in case filing, without personnel involvement. The Internet provides access and convenience for remote users by creating a virtual court, available 24/7. Increased use of technology could tremendously reduce the need for personnel space in the future.⁸²

Electronic filing, electronic documents, electronic citations, document imaging, and electronic data interchange are changing the way work is done by courts. By

79 See Note 11 *supra*, pages 33-34.

80 Zimmerman, Ron, *The Magic Bullet: Case Management in a Limited Jurisdiction Court*, *The Court Manager*, 9.3, 1994, page 33.

81 See Note 7 *supra*, page 9.

82 *Ibid*, page 10.

allowing court service users to access records, pay fines or file pleadings on line, the need for visits to the courthouse is reduced. This in turn reduces the need for space and customer service staff. Although the need for public counter staff may decline, any savings may be offset by a need for higher paid technical staff to support the new technology. The court will now be in the business of managing data rather than paper.⁸³

The national increase in the number of pro se litigants is also changing the way courts do business. Many courts are placing court forms, instructions, and other information on the Internet, or developing self-help centers that provide personal assistance and information. The types of employees and facilities that courts will need in the future are being driven by this customer service approach.⁸⁴

The case management system (CMS) utilized by a court is the foundation for an e-Court environment. A robust CMS will allow information to be entered once and shared immediately with all court users, automate routine procedures and forms, share current information with other internal and external agencies, and provide online public access to case information and documents. In addition to improving the efficiency of operations, a CMS can become a management tool that allows the court to measure goals and performance through statistical reports, and focus resources on areas that need improvement.⁸⁵

The usage of audio and visual recording systems to record court proceedings is growing rapidly. Some systems can be integrated with CMS software. Some believe that the advance of this technology can eliminate the need for court reporters, but others

⁸³ See Note 9 *supra*, page 19.

⁸⁴ *Loc. Cit.*

⁸⁵ *CMS: Top Concerns and Solutions*, *Courts Today*, 6.3, 2008, page 45.

question the accuracy, ease of use and potential for system failure. Although usage is growing, some predict the technology will never entirely replace court reporters, but the improved efficiency could still reduce costs.⁸⁶

Whatever solution a court chooses, cost-effectiveness is a critical factor in building support.⁸⁷ Most new programs will require some form of additional resources.

Delay reductions programs are typically intended to make use of existing resources, but most changes in court procedure usually require either support staff or computer equipment.⁸⁸

It is not uncommon for the cost of a new program to be underestimated.⁸⁹ Personnel expenditures represent the major item in a court budget. After on-going staff costs, the next largest cost associated with courts is courtrooms. The capital cost of new courtrooms is a significant burden to many jurisdictions. On the other hand, having a case that needs to be heard and no courtroom in which to hear it is both expensive and detrimental to the concept of speedy justice.⁹⁰

The selection of the appropriate jurisdictions for comparison has been deemed critical to this project. For this reason, additional literature was reviewed, and the analysis of similar court systems is explored at length in the Methods section of this research.

86 St. Pierre, Christine, *Advances in Court Reporting*, **Courts Today**, 6.3, 2008, pages 32-36.

87 See Note 7 *supra*, page 307.

88 See Note 11 *supra*, page 32.

89 See Note 56 *supra*, pages 31-32.

90 <http://digitalarchive.oclc.org/da/ViewObject.jsp?objid=0000067856&reqid=69712>

V. METHODS

A. Project Goals

The goal of this project is two-fold: first, to determine if there is a strong correlation between population growth and caseload growth, and develop a forecasting model; and second, to learn about alternative strategies used by courts facing similar growth issues. Meeting the goals of this project requires the use of both quantitative and qualitative data.

The quantitative requirements will be satisfied through the analysis of caseload and population data of the sample subjects. The qualitative data will be gathered through the use of a survey instrument. The subjects will be the same for both forms of analyses to improve the validity of the results.

B. Population Definition

The first step in the process was to distinguish the survey population by identifying regions of the country that are experiencing rapid growth, combined with economic and demographic changes similar to Clark County. A recent report by the Brookings Institution announced that the Intermountain West – comprised of Nevada, Arizona, Colorado, New Mexico and Utah – is on the brink of becoming America’s new heartland.⁹¹

⁹¹ Schoenman, Joe, *New Heartland: Brookings report predicts Nevada, nearby states will be American powerhouse if they work together to solve problems*, **Las Vegas Sun**, 20 Jul. 2008, page 1.

Figure 1 – NEW HEARTLAND



Source: Schoenman, Joe. "New Heartland", Las Vegas Sun.

The U.S. Office of Management and Budget defines metropolitan areas as county-based, with an urbanized area of at least 50,000 residents, its base county or counties, plus any adjacent counties that maintain commuting and other economic ties to the core urbanized area. In the Intermountain West, the Brookings report identifies five emerging "megapolitan" areas, which are defined as "vast, newly recognized *super regions* that often combine two or more metropolitan areas into a single economic, social, and urban system."⁹²

The five identified megapolitan areas contain more than 80% of the region's population, employment, and economic development, and account for nearly all of the

⁹² http://www.brookings.edu/reports/2008/0720_mountainmegas_sarzynski.aspx, page 2.

growth. This area has grown at three times the national rate since the 1990s, and is expected to continue leading the country through 2030.⁹³

Table 4 – The Megapolitan West

	Population, 2007	Population growth, 2000 - 2007	Percent population growth, 2000-2007
Sun Corridor	5,529,862	1,076,582	24.2%
Front Range	3,895,548	453,410	13.2%
Wasatch Front	2,301,099	342,045	17.5%
Las Vegas	2,075,393	492,659	31.1%
Northern New Mexico	1,037,460	116,389	12.6%
Five mega total	14,839,362	2,481,085	20.1%
United States	301,621,157	19,426,849	6.9%

Source: Brookings analysis of U.S. Census Bureau data

The Sun Corridor’s population of 5.5 million resides in seven counties in southern Arizona. The region includes the cities of Chandler, Gilbert, Glendale, Mesa, Peoria, Scottsdale and Tempe, which are all ranked in the top 100 fastest-growing cities as of 2007. It is the largest urban space in the Intermountain West. Seventy percent of the region’s residents are concentrated in Maricopa County. Of the five “mega” regions, this area recorded the largest growth in terms of actual numbers of residents, growing by a total of 2.4 million people from 1990 to 2007.⁹⁴

The Front Range is the second largest megapolitan region, and home to 80 percent of the state of Colorado’s total population. In 2007, approximately 3.9 million residents lived in the five metropolitan areas contained within 15 counties. More than 50 percent of the recent population increase has been in the rapidly growing counties of Douglas,

93 *Ibid*, page 21.

94 *Ibid*, Sun_Corridor link.

Broomfield, Weld, and Adams. A total of 1.3 million residents have been added since 1990.⁹⁵

Northeastern Utah is home to the third largest region, the Wasatch Front, home to 2.3 million residents in 2007. There are four metropolitan areas located in 12 counties, however, 83% of the state's population is concentrated within four counties: Salt Lake, Utah, Davis, and Weber. Since 1990, a total of 780,000 residents have been added, with most of the recent growth in Salt Lake and Utah counties.⁹⁶

Although the Greater Las Vegas region is ranked as the fourth largest, it has experienced the "most intense growth pressures in the country." Just in the past decade, the region grew by 31 percent, which is almost five times faster than the rest of the country. As of 2007, the 2.1 million residents are primarily concentrated in Clark County, Nevada. Because either the federal government or Native American tribes own more than 91 percent of the available land, there has been spillover growth to neighboring Nye County, Nevada, and Mohave County, Arizona. The cities of North Las Vegas and Henderson are leading the way and are among the 25 fastest growing for 2005 to 2006.⁹⁷

Northern New Mexico is the smallest mega, with a population of just over one million as of 2007. Fifty-three percent of the state's total population is located in the eight counties and two metropolitan areas. Within this region, 75 percent of the population is concentrated in the counties of Bernalillo and Santa Fe. Since 1990 there have been

95 **Ibid**, Front_Range link.

96 **Ibid**, Wasatch_Front link.

97 **Ibid**, Greater_Las_Vegas link.

287,000 new residents. The city of Albuquerque, located in Bernalillo, is ranked 44th out of the 50 fastest growing states.⁹⁸

C. Sample Selection

Because the five regions have shared similar growth issues in the past, it is necessary to look at additional factors to determine the appropriate sample. There are several additional factors that are most relevant to this project that need to be examined:

- Projections of future growth
- Number of foreign-born residents
- Poverty level

Arizona's Sun Corridor is expected to double in size by the year 2040, reaching a total population of 10.5 million. The Front Range in Colorado should grow by 70 percent, to a total of 6.3 million within the same time period. Utah's Wasatch Front will add 1.5 million residents, for a total of 3.7 million. The smallest region, Northern New Mexico, will grow by 50 percent, reaching 1.6 million in population. Like the Sun Corridor, Greater Las Vegas is also expected to double, reaching total population of 4.3 million.⁹⁹

Immigration is having a serious impact on courts and their ability to provide services. The entire region is experiencing a large influx of foreign-born residents; all five report increases of 200 percent or more since 1990. The Sun Corridor again leads the way, with a total of 750,000 foreign-born residents. Following closely are the Front Range and Greater Las Vegas, with nearly 400,000 immigrants each. The Wasatch Front, traditionally populated by non-Hispanic whites (80 percent), has recently seen an influx of 200,000 immigrants. Northern New Mexico, which has always been home to a more

⁹⁸ *Ibid*, New_Mexico link.

⁹⁹ See Note 92, *supra*.

racially diverse population than the other Intermountain regions, has also seen an increase of 104,000 foreign-born residents.¹⁰⁰

The number of citizens living at or below the poverty level may also impact court caseloads. The Intermountain West has enjoyed such a booming economy that the poverty rate is below the national average of 13.3 percent for all of the regions except for Northern New Mexico, which stands at 14.2 percent as of 2005. In spite of this level of relative prosperity, there is a disturbing trend in this region. The growth in poverty for the region is exceeding the national rate of 21 percent, with the exception of Northern New Mexico at 15 percent. The Greater Las Vegas area leads in this growth with an increase of 130 percent. With a poverty rate of 11.6 percent, Las Vegas is still below but rapidly approaching the national average.¹⁰¹ Only the Wasatch Front appears to have fewer issues with income equality, although recent reports from urban areas such as Salt Lake City indicate soaring increases in the poverty rate for children, up to 28.4 percent in 2006. It is speculated that this is due to the influx of Latino immigrants, which made up 61 percent of Salt Lake County's population growth since the year 2000.¹⁰²

Colorado's Front Range and Arizona's Sun Corridor appear to share the most characteristics with the Greater Las Vegas region. The limited jurisdiction justice courts within these regions handle case types similar to North Las Vegas Justice Court; therefore all of the justice courts within these areas will be included in the survey sample. The data analysis sample will examine caseload and statistical data for these same regions, as well as all justice courts within Clark County and Nye County, Nevada. Nye

¹⁰⁰ **Ibid.**

¹⁰¹ **Ibid.**

¹⁰² <http://povertynewsblog.blogspot.com/2008/03/rate-of-poor-children-in-salt-lake-city.html>.

County is considered part of the Greater Las Vegas region and is also experiencing a population boom, making it a valid inclusion for this study.

D. Survey

Initially, two questionnaires were developed to gather the qualitative data for this study. The first instrument and cover letter were going to be sent to the Administrative Office of the Courts of all 50 states to gather data on the use of forecasting models (**Appendix A**). The second questionnaire and cover letter were intended to target individual courts to gather stakeholder perceptions and opinions on court funding levels and alternatives to adding staff and facilities (**Appendix B**). Review by my project advisor as well as study of the work done by John W. Douglas in 2006 eliminated the need for surveying all 50 states; instead, the questions were combined into a single trial court survey to gain insight into stakeholder perceptions. The final instrument (**Appendix C**) consists of ten questions. Five questions are based on a five-point Likert scale intended to measure either a positive or negative response to a given statement and includes the following categories: **Strongly Disagree**, **Disagree**, **No Opinion**, **Agree**, and **Strongly Agree**. The remaining five questions are multiple-choice, and allow the respondent to include other answers that are not listed. The survey also allowed for additional comments or opinions. Respondents were offered anonymity to remove social desirability bias, where answers are sometimes given to portray themselves or their organization in a more favorable light. Contact information for the respondent was optional, allowing for follow-up interviews with willing participants.

The two survey instruments and cover letters were initially pre-tested on two user groups: 1) five current participants in the CEDP program; and 2) two local court

administrators. Based upon this pre-testing feedback, the two surveys were consolidated into a single instrument, and several changes were made to the survey to improve clarity. Definitions were added to each of the forecasting methods at the request of several reviewers. Responses to the Likert-scale questions were numerically sequenced for ease of compiling and tabulating results. A follow-up pre-test of the consolidated instrument was done before administering the survey.

The final survey and cover letter (**Appendix D**) were sent to a total of 56 courts: 51 in six counties in Arizona; four courts within a corresponding number of counties in Colorado; and one to Pahrump Justice Court in Nye County, Nevada. Court addresses were obtained from the respective state websites. The surveys were mailed on September 10, 2008, with a return deadline of September 30. Stamped, self-addressed envelopes were included with the survey to encourage a quick return and higher response rate.

Of the 56 surveys that were mailed, one was returned as undeliverable, leaving 55 potential responses. Of that number, 23 responses were received by the deadline, for a 42 percent response rate. The completed surveys were numbered and entered into an Excel spreadsheet that was developed to compile and analyze the results (**Appendix E**). Very few respondents provided contact information. Although it was the intent of this research to contact these individuals for post-analysis interviews, time constraints did not permit this additional research step.

E. Data Analysis

The first step in data analysis was the creation of a caseload statistics data collection form (**Appendix F**). To ensure a reasonable level of comparability of the data, the jurisdictional limits of each court system were examined before selecting specific

ones for inclusion in the analysis. Examination of various websites provided the necessary information. Colorado County Courts handle civil cases under \$15,000, misdemeanors, traffic infractions, felony complaints, protection orders, and small claims.¹⁰³ In Nevada, County Justice Courts handle probable cause, arraignments, preliminary hearings, misdemeanor and traffic trials, bond forfeitures, evictions, small claims matters where the amount in controversy does not exceed \$5,000, and civil matters where the amount in controversy does not exceed \$10,000. Other duties performed by the Justices of the Peace include setting bail, issuing search warrants, summonses, protective orders and arrest warrants.¹⁰⁴ Arizona Justice Courts have jurisdiction to hear misdemeanor violations; criminal and civil traffic violations; civil lawsuits up to \$10,000.00; small claims; forcible detainer (landlord/tenant) actions for possession of property; orders of protection in domestic violence cases; and, injunctions prohibiting harassment.¹⁰⁵

Statistical data for each court or county were obtained from the various state court websites. Because the Colorado Court System is currently undergoing an update to its website, the links for fiscal years 2000 and 2001 are currently not functioning. It was necessary to contact the statistical analysis division to obtain electronic copies of those reports.

Each state's reporting system differed significantly in the categorization of case filings. For comparative purposes, all filing sub-categories were combined into one of three groups: criminal, civil, or traffic. Additionally, failures to appear are counted in

103 <http://www.courts.state.co.us/Courts/Index.cfm>

104 http://www2/department/Justice_Court_NLV/default.htm

105 <http://www.superiorcourt.maricopa.gov/justiceCourts/generalInformation/>

total filings in Arizona; these were excluded from the totals used in this study, as the other jurisdictions in the analysis do not count these as new filings.

The appropriate population data proved harder to obtain. The Nevada State Demographer provides population statistics by court jurisdiction, and these are included in the annual statistical report. The annual reports for Colorado and Arizona do not include population data, which necessitated obtaining the statistics from U.S. Census Bureau sources. Population statistics were available by county, not court jurisdiction. This was not a problem for the Colorado courts selected for analysis, as there is one court per county. Because population data was unavailable for each of the 51 individual courts in the targeted Arizona counties, caseload statistics for each county were obtained to facilitate the analysis.

The Caseload Statistics Data Collection form was replicated across multiple worksheets within an Excel file for each court or county, and the appropriate data was entered for each. The completed forms are found in **Appendix G -1** through **G - 24**. Following completion of these forms, several statistical tests were run on each set of data, as outlined below.

F. Percentage Growth

The data form for each jurisdiction was used to calculate the compound growth percentage for each category of case filing and for population. The results are summarized in **Table 15** (see page 65).

G. Case Filings per 1,000 Residents

Comparing filings to population can give a clear depiction of the effect that population growth has on court workloads.¹⁰⁶ Typically, statistics are presented as filings per 1,000 residents. Previously gathered caseload and population data were copied into additional Excel worksheets, and the filings per 1,000 residents were calculated. Individual worksheets are presented in **Appendix H - 1** through **H - 24**. Summary results by court jurisdiction and case type are presented in **Table 16** (see page 66).

H. Correlation and Linear Regression

Correlation and linear regression are different elements of a single analytical test. The goal of the correlation analysis is to test the strength of any relationship between two variables, in this case, population and case filing statistics. To determine if there is a cause-and-effect relationship, the variable that is believed to cause the relationship is called the independent variable and is plotted on the X-axis. Population has been chosen as the independent variable for this study. The effect is considered the dependent variable and is plotted on the Y-axis. For this study, each type of case filing will be considered separately and will be treated as the dependent variable. The nominal variable used to classify each pair of variable will be fiscal year. The results of correlation are found in the coefficient of determination, expressed as an r^2 value. The coefficient of determination, or r^2 , expresses the strength of the relationship between the X and Y variables. It is the proportion of the variation in the Y variable that is potentially explained by the variation in the X variable. The r^2 value can range from 0 to 1 (either positive or negative); values near 0 mean there is very little relationship between X and

¹⁰⁶ http://www.ncsconline.org/D_Research/csp/Highlights/Vol12No1.pdf.

Y. The goal of linear regression is to find the equation that best fits the data points, and provides an illustration of the relationship between the data with a line. The equation for the regression line is usually expressed as $Y = \text{intercept} + \text{slope} \times X$. This equation can be used to predict the value of Y for a given value of X, if it is determined that variation in X causes variation in Y. The null hypothesis would be that there is no relationship between X and Y. The null hypothesis is maintained unless the data analysis disproves it. For purposes of this research, the null hypothesis, which is denoted symbolically as H_0 , is "There is no relationship between court caseloads and population". The second step in hypothesis testing is the development of an alternative hypothesis (H_1). For this research, the alternative hypothesis is, "There are increases or decreases in court caseloads due to increases or decreases in population". The results of the test are expressed as a P-value. For this research, a significance level of 0.05 has been selected, which means that there is a five percent chance of rejecting the null hypothesis, even if it is true. P-values denote the probability of getting the observed result if the null hypothesis is true. If the P-value is less than .05, the null hypothesis is rejected; if it is greater than or equal to .05, then the null hypothesis is not rejected.¹⁰⁷

Although Excel's Data Analysis functionality can perform this analysis, it produces more information than is needed for this research. An on-line regression spreadsheet was found that was used to perform the analysis on the data for each court/county.¹⁰⁸ The findings will present the P-value of each test to show the significance; the r^2 value to describe the strength of the relationship; and a chart with the regression line to illustrate the relationship. The regression equation may be used to

¹⁰⁷ <http://udel.edu/~mcdonald/statintro.html>

¹⁰⁸ <http://udel.edu/~mcdonald/statregression.html>

predict future caseloads, depending upon the strength and significance of the relationship between the data. The results of this testing for each court are shown in **Appendix I - 1** through **Appendix FF - 3**. The r^2 and P values are summarized for each jurisdiction and case type in **Table 17** (see page 68). This summary was further analyzed to determine the number of courts that meet both of these criteria, by case type.

VI. FINDINGS

A. Overview

The findings from each research method are presented below. The Survey Questions and Responses are presented in both table form and graphically, along with any comments that were elicited from the respondents.

Summary tables are presented for each of the quantitative methods: Percentage Growth, Case Filings per 1,000 Residents, and Correlation and Regression Analysis. Observations and interpretations of the data are noted for each method.

B. Survey – Questions and Responses

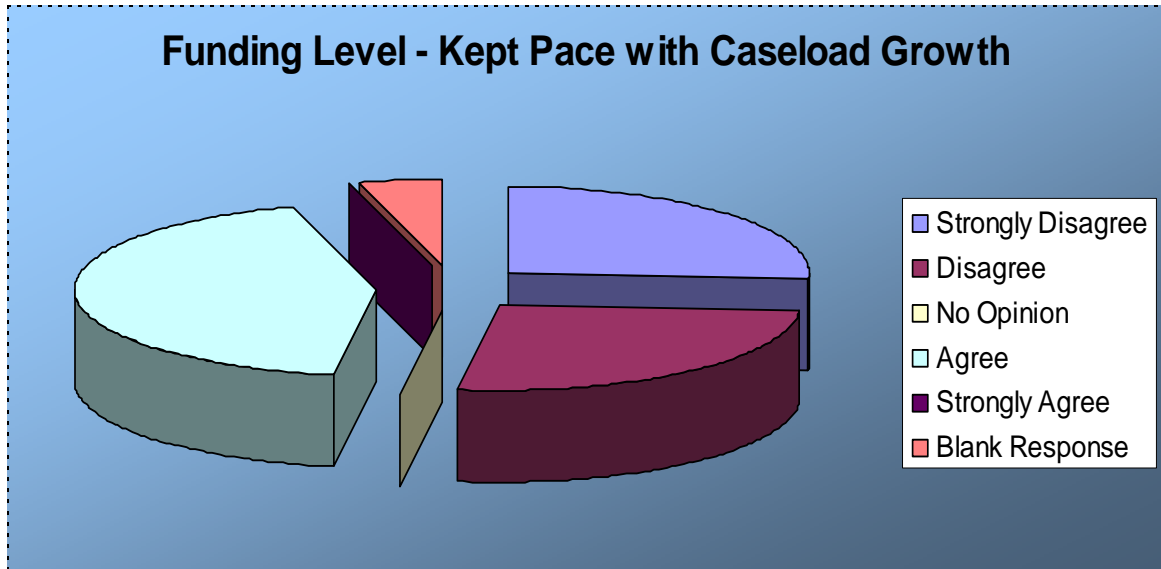
The survey consisted of ten questions: five Likert-scale questions and five multiple-choice questions. Additional comments or opinions were also solicited. The 42 percent response rate produced a total of 23 surveys for analysis. **Question #1** asked respondents for their opinion on comparability of funding levels to workload increases. As expected, more than half of all respondents either disagreed or strongly disagreed with the statement that funding levels had kept pace with caseload. Surprisingly, 43 percent agreed that their funding *had* kept pace with caseload growth. The responses are summarized in **Table 5** and shown graphically in **Figure 2** (see the below page).

TABLE 5

1 – In your opinion, your level of funding has kept pace with your workload increases.

Question 1	# of responses	%
1 – Strongly Disagree	6	26%
2 – Disagree	6	26%
3 - No Opinion	0	0%
4 – Agree	10	43%
5 – Strongly Agree	0	0%
6 – Blank Response	1	4%
Total responses	23	100%

FIGURE 2



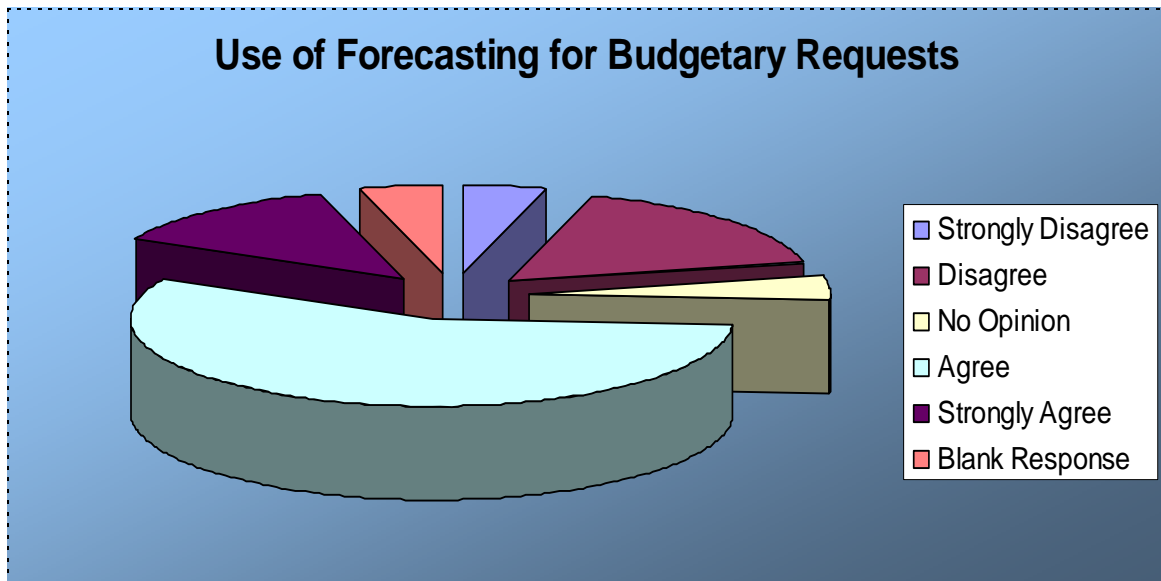
The second question was intended to determine the level of utilization of forecasting techniques in support of budgetary requests. While 25 percent of respondents disagreed with the statement in **TABLE 6** and **FIGURE 3** (see the below page), or had no opinion, a total of 70 percent agreed or strongly agreed, indicating that many courts recognize the utility in forecasting.

TABLE 6

2 – In your opinion, your court has used forecasting techniques when making budgetary requests of a funding body.

Question 2	# of responses	%
1 - Strongly Disagree	1	4%
2 - Disagree	4	17%
3 – No Opinion	1	4%
4 – Agree	13	57%
5 - Strongly Agree	3	13%
6 – Blank Response	1	4%
Total responses	23	100%

FIGURE 3



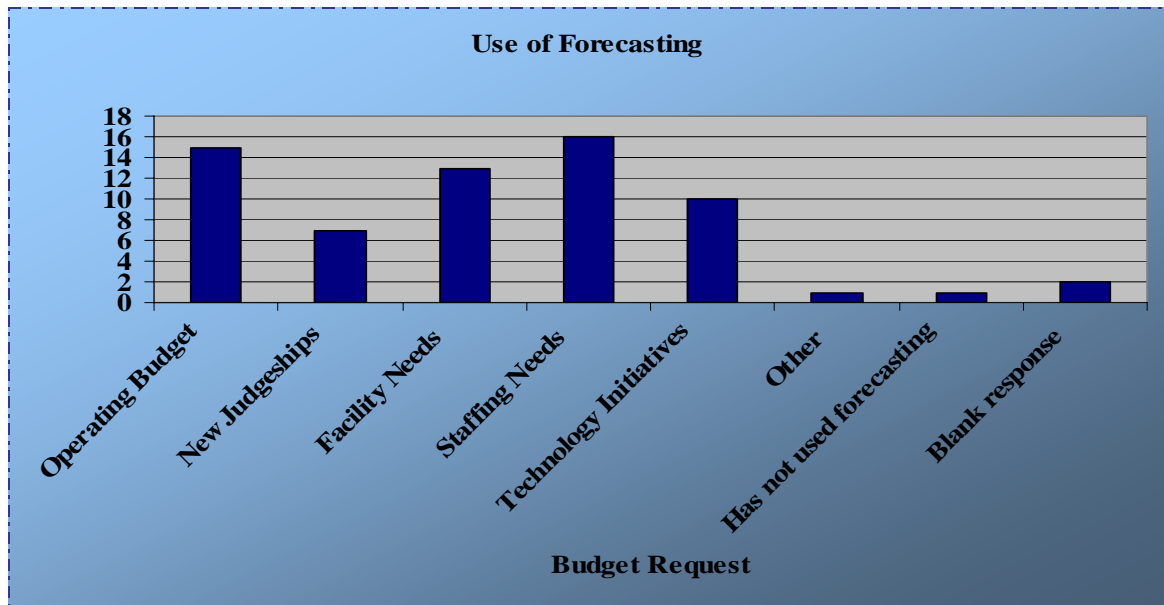
Respondents could select more than one answer to **Question #3**, which asked for the purpose of prior court usage of planning and forecasting. Thirteen percent of respondents left **Question #3** blank (**TABLE 7** – see the below page), or indicated that they had not used forecasting. One respondent commented that although they had used forecasting to support their requests, “the Board of County Commissioners has been unresponsive. They are always too little, too late.”

TABLE 7
3 – If your court has used forecasting and planning in the past, for what purpose?

Question 3	# of responses	%
	1 - Operating Budget Requests	15
2 - Determine need for new judgeships	7	30%
3 – Facility needs	13	57%
4- Staffing needs	16	70%
5 - Technology initiatives	10	43%
6 – Other	1	4%
7 - Court has not used forecasting or planning	1	4%
8 - Blank Response	2	9%
Total responses	23	100%
Note: respondents could select more than one answer		

The graph in **FIGURE 4** shows that the majority of respondents used forecasting in support of operating budget requests and staffing needs. Facility needs and technology initiatives were close behind.

FIGURE 4

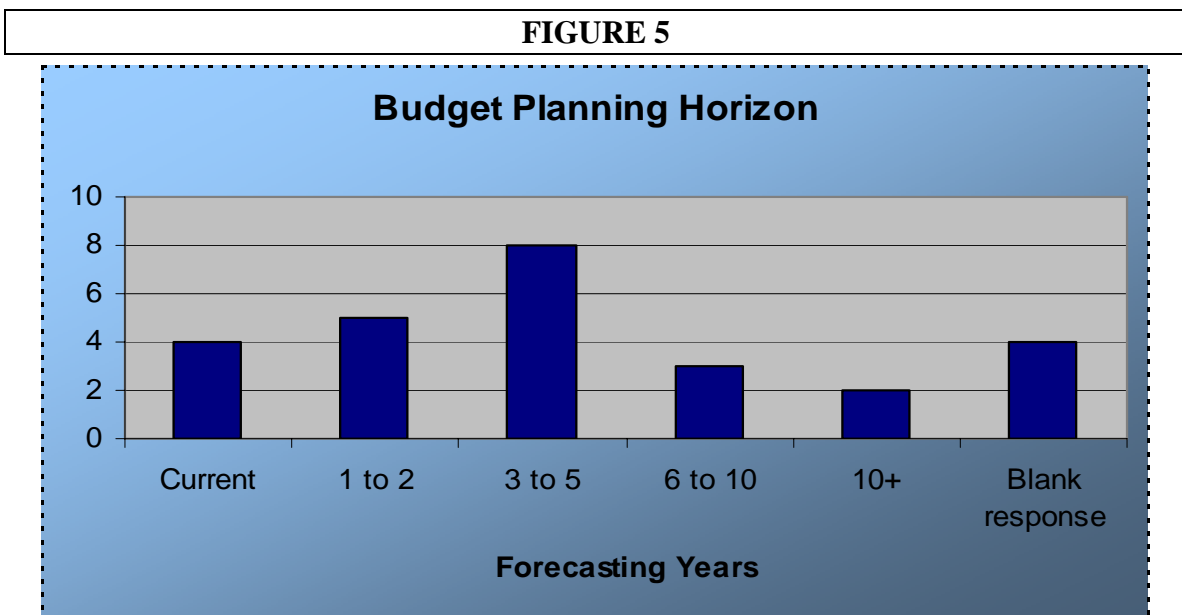


Some respondents gave more than one answer to **Question #4**, which indicates that some courts use forecasting for both short and long-term needs. The most frequently used budget planning horizon appears to be three to five years, as shown in **TABLE 8** and **FIGURE 5**. One respondent noted that current budget year requests were for staffing needs only, while facility needs were forecast using a three-to-five-year time frame. Another respondent noted that facility requests needed to be planned ten years into the future.

TABLE 8

4 - If your court has used forecasting and planning, how many years into the future do you project your future needs?

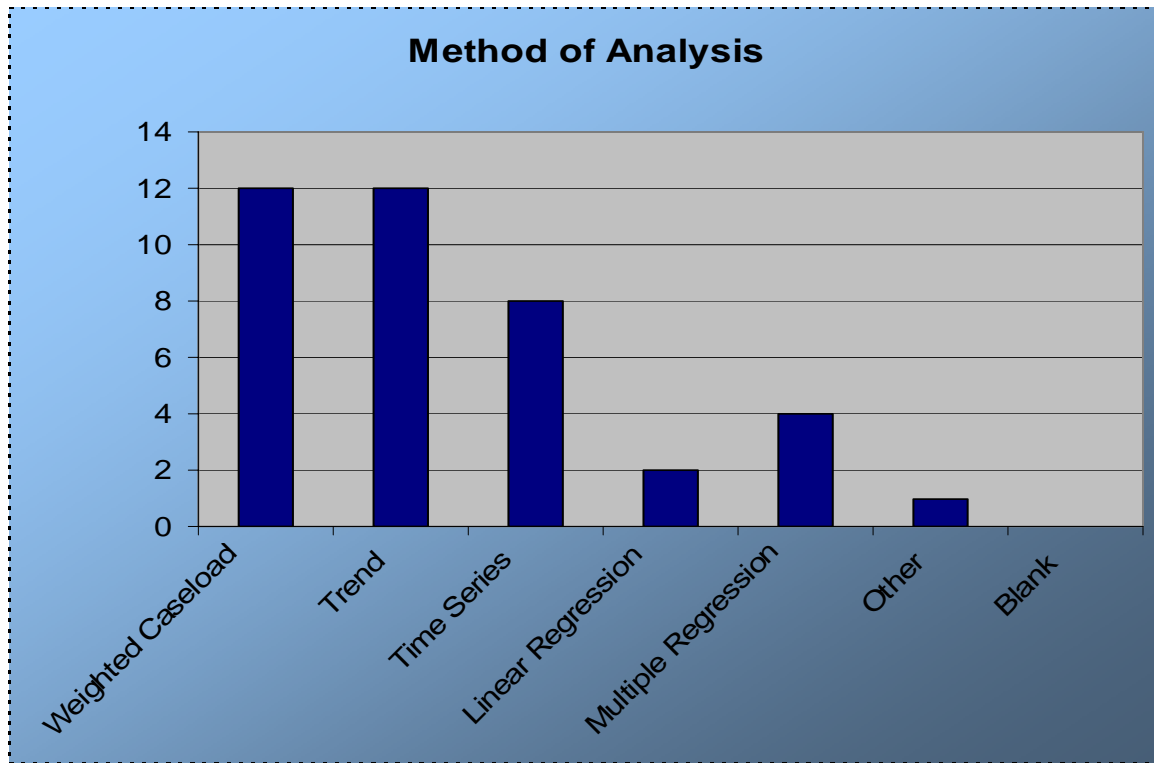
Question 4	# of responses	%
1 – Current budget year only	4	17%
2 - 1 to 2 years	5	22%
3 - 3 to 5 years	8	35%
4 - 6 to 10 years	3	13%
5 - More than 10 years	2	9%
6 - Blank Response	4	17%
Total responses	26	113%
Note: some respondents selected more than one answer in error		



Although weighted caseload studies are both complicated and expensive to conduct, this was one of the most popular forecasting methods found in this study. **Table 9** and **Figure 6** (see the below page) show that 52 percent of the respondents have used this method of forecasting. The same number of respondents also utilized trend analysis. Time series, linear regression, and multiple regressions were also used, but were less popular. One respondent noted under the category of **OTHER** that “an influx of federal law enforcement increased their caseload by their duties of locating more offenders”, which suggests the potential impact that other agencies can have on the court system.

TABLE 9		
5 - If your court has used forecasting and planning, which forecasting methods did you use?		
Question 5	# of responses	%
1 - Weighted caseload analysis	12	52%
2 - Trend analysis	12	52%
3 - Time series analysis	8	35%
4 - Linear regression	2	9%
5 - Multiple regression	4	17%
6 - Other	1	4%
7 - Blank Response	0	0%
Total responses	23	100%
Note: respondents could select more than one answer		

FIGURE 6



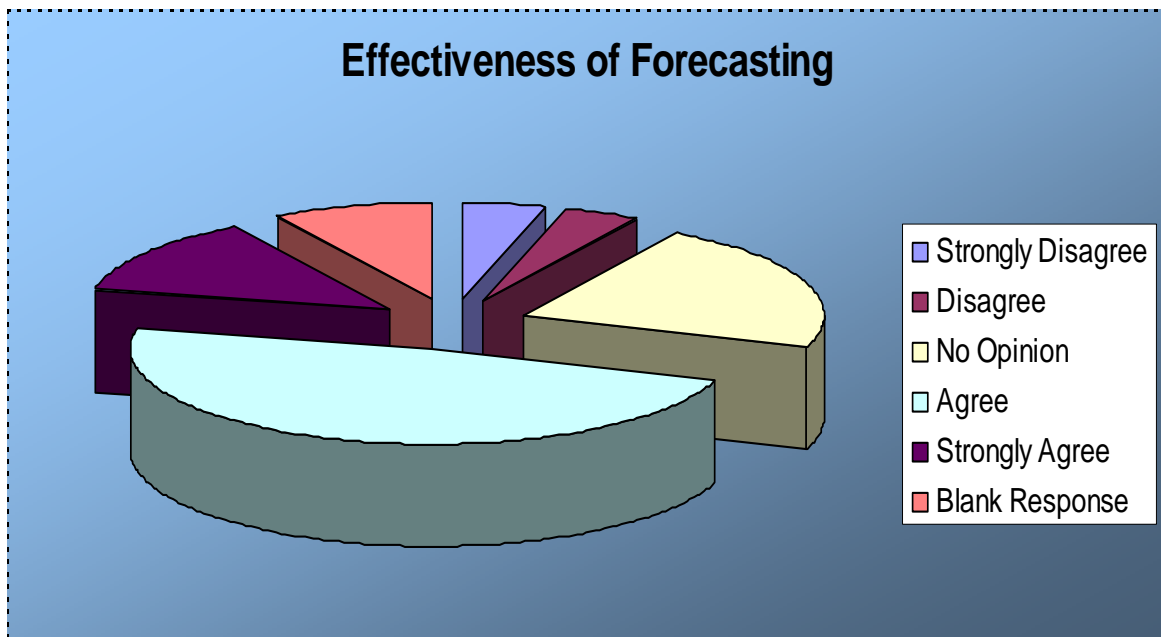
As shown in **Table 10** and **Figure 7** (see the below page), 61 percent of respondents either agreed or strongly agreed that the utilization of forecasting was an effective means of providing supporting documentation for budget requests. Surprisingly, 22 percent had no opinion. One respondent added, “More dependent upon political climate in legislature and amount of dollars that the state has available at the time,” suggesting that budgeting decisions are more political than logical.

TABLE 10

6- In your opinion, the use of forecasting methods in support of budgetary requests is very effective.

Question 6	# of responses	%
1 - Strongly Disagree	1	4%
2 - Disagree	1	4%
3 - No Opinion	5	22%
4 - Agree	11	48%
5 - Strongly Agree	3	13%
6 - Blank Response	2	9%
Total responses	23	100%

FIGURE 7



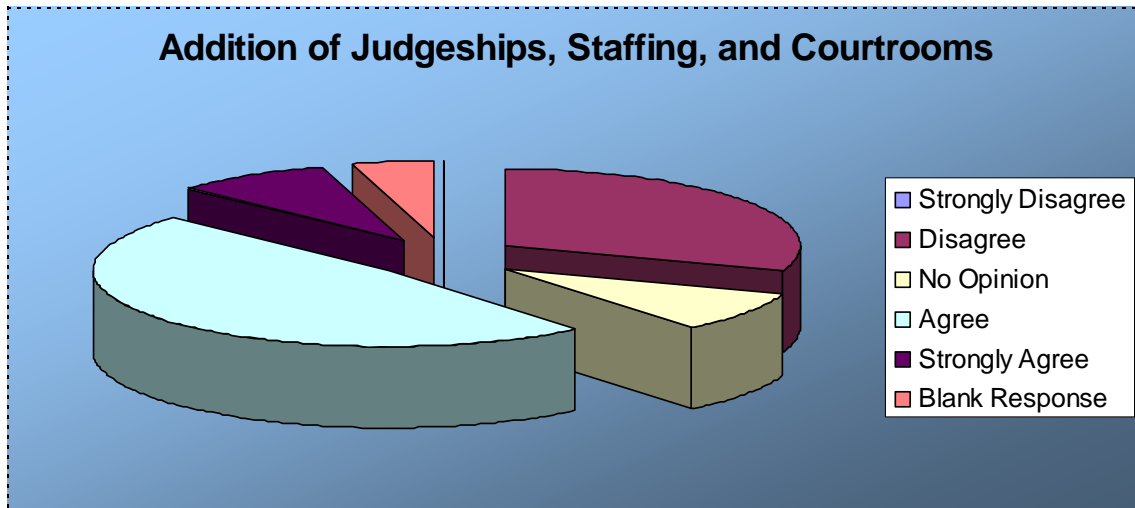
As expected, a majority of respondents, 57 percent, believe that adding judgeships, staffing and courtrooms is the most effective way to maintain case processing standards (Table 11 and Figure 8, see the below page). Very surprisingly, 30 percent disagreed with this statement.

TABLE 11

7 – As caseload increases, the most effective way to maintain case processing standards is the addition of judgeships, staffing, and courtrooms.

Question 7	# of responses	%
1 - Strongly Disagree	0	0%
2 - Disagree	7	30%
3 - No Opinion	2	9%
4 – Agree	11	48%
5 - Strongly Agree	2	9%
6 – Blank Response	1	4%
Total responses	23	100%

FIGURE 8



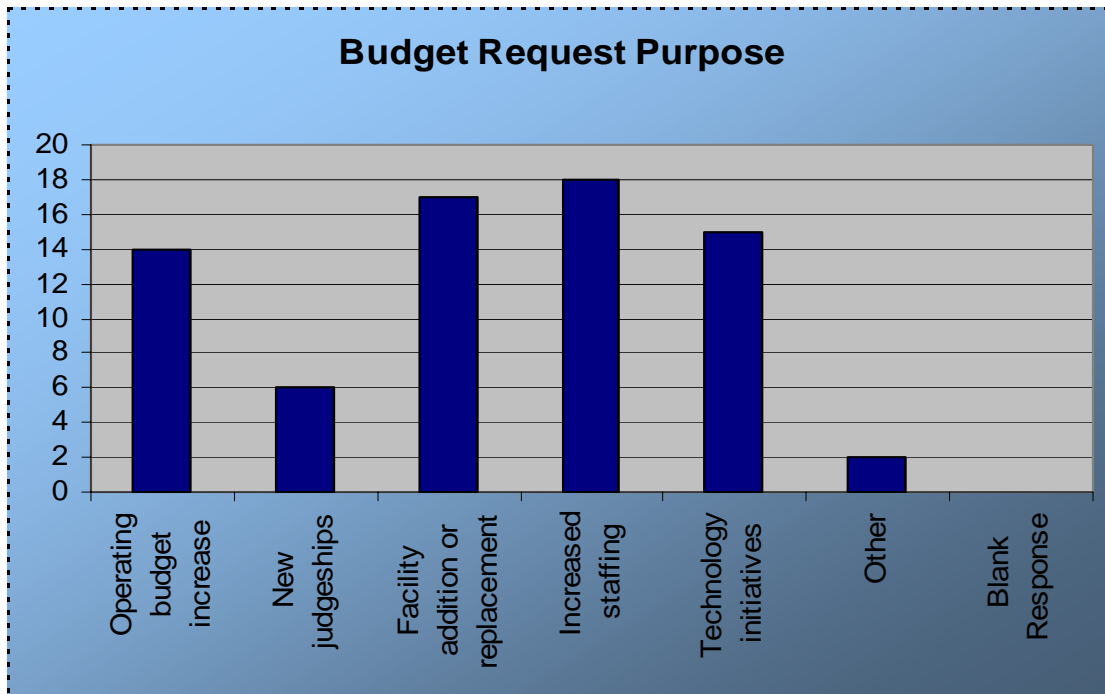
Budgetary increases were requested by a majority of the respondents in several different areas. **Table 12** and **Figure 9** (see the below page) show that facility additions and increased staffing were the most frequently requested reasons for the request. These were followed closely by technology initiatives and operating budget increases; more than 60 percent of respondents made these types of requests. New judgeships were the least requested type of increase, at only 26 percent. One respondent noted that building a

new facility required a bond issue, and another selected **OTHER** and noted that increases in funding were used to support alternative sentencing programs.

TABLE 12
8 – From the following list, please indicate any budgetary increase requests you have made in the last 5 years.

Question 8	# of responses	%
1 - Operating budget increase	14	61%
2 - New judgeships	6	26%
3 – Facility addition or replacement	17	74%
4 - Increased staffing	18	78%
5 - Technology initiatives	15	65%
6 – Other	2	9%
7 - Blank Response	0	0%
Total responses	23	100%
Note: respondents could select more than one answer		

FIGURE 9



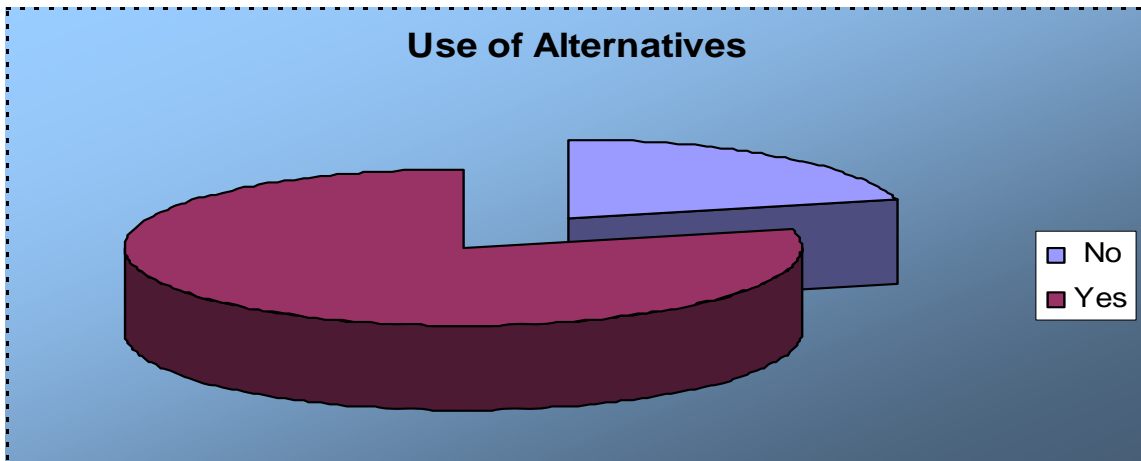
A majority of respondents indicated that their court had tried alternatives to adding judges, staff, and facilities. Eighty-three percent of all respondents had tried one or more alternative strategy (Table 13 and Figure 10).

TABLE 13

9 – Has your court tried alternatives to adding judgeships, staffing, of facilities to improve court operations? _____ No _____ Yes - Please check all that apply.

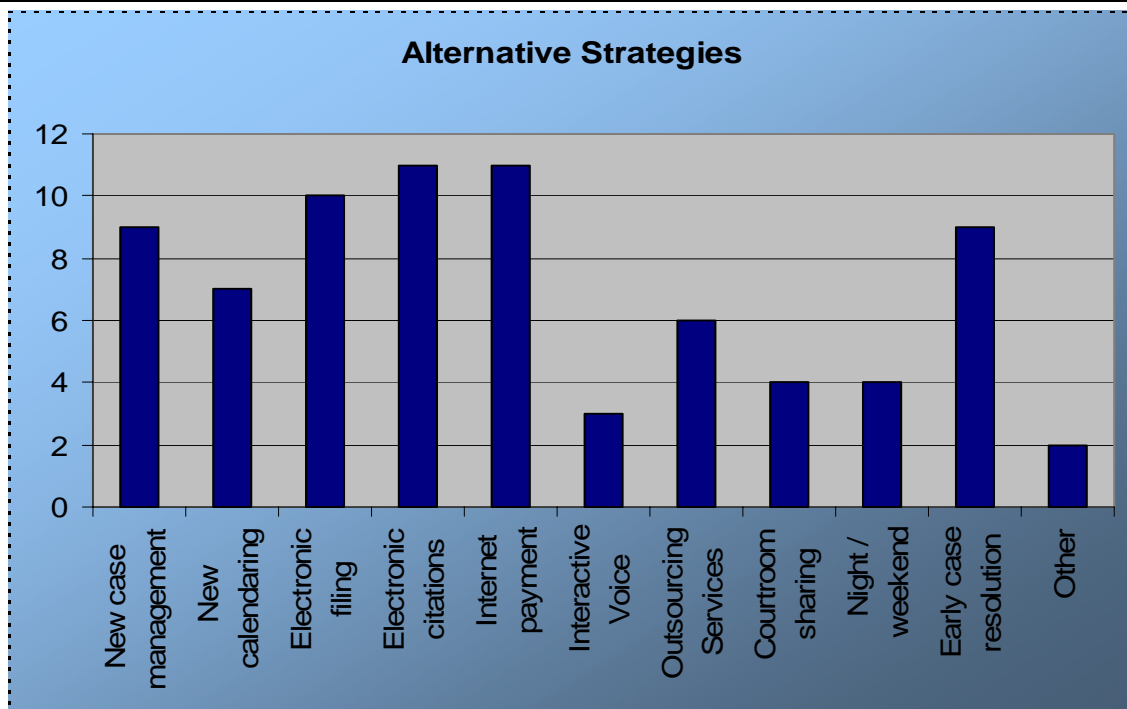
Question 9	# of responses	%
1 – No	4	17%
2 - Yes	19	83%
3 - New case management system	9	47%
4 - New calendaring system	7	37%
5 - Electronic filing	10	53%
6 - Electronic citations	11	58%
7 - Internet payment	11	58%
8 - Interactive Voice Response	3	16%
9 - Outsourcing Services	6	32%
10 - Courtroom sharing	4	21%
11- Night and/or weekend court	4	21%
12- Early case resolution programs	9	47%
13 - Other	2	11%
14 - Blank Response	0	0%
Total responses	23	100%
Note: respondents could select more than one answer; % based on number of Yes responses		

FIGURE 10



Of the potential alternatives, electronic solutions, such as e-citations, e-filing, and Internet payments, proved to be the most popular with more than 50 percent of respondents (**Figure 11**). Courtroom sharing, night/weekend court, and interactive voice response systems were the least popular alternatives. This survey question elicited the most additional comments. Several respondents noted that they were working on electronic citations and hoped to “work out the glitches soon”. Several respondents mentioned collections and data entry services as services that had been outsourced. Early case resolution was popular with many courts, especially for DUI cases. A number had experimented with varying means of master calendaring. In response to the question about night/weekend court, one respondent noted, “We don’t have enough staff to keep up with Day court”. Process improvements, system re-design, the use of Western Union, and the development of specialty courts were all noted under the **OTHER** category for this question.

FIGURE 11

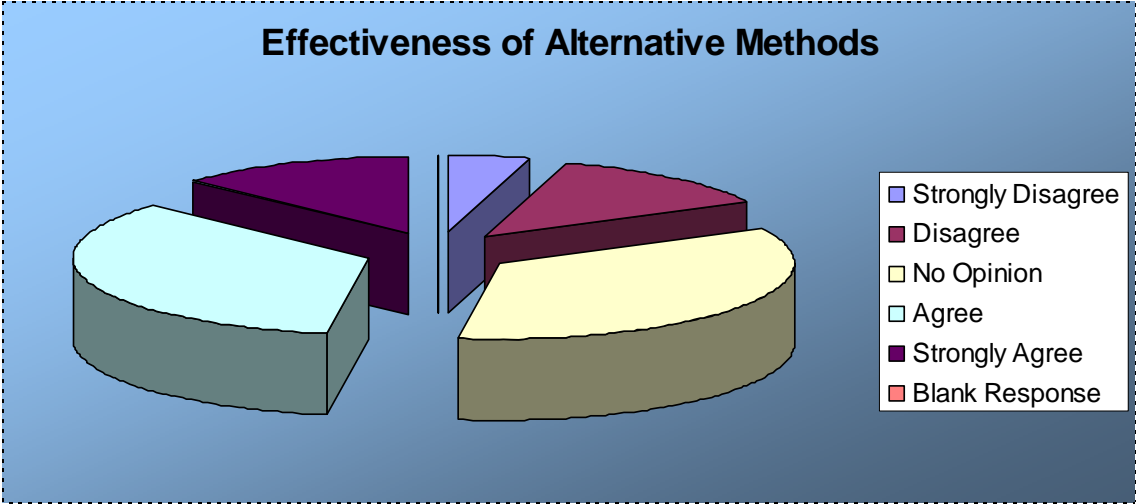


Finally, when asked if alternative methods to increasing staff were effective, 48 percent either agreed or strongly agreed with this statement. A combined 17 percent either disagreed or strongly disagreed, and 35 percent had no opinion (**Table 14** and **Figure 12**).

TABLE 14
10- In your opinion, the use of alternative methods in lieu of increasing staff or facilities is very effective.

Question 10	# of responses	%
1 - Strongly Disagree	1	4%
2 - Disagree	3	13%
3 - No Opinion	8	35%
4 - Agree	8	35%
5 - Strongly Agree	3	13%
6 - Blank Response	0	0%
Total responses	23	100%

FIGURE 12



The final survey question provoked numerous responses. One respondent, “agreed to a point on this statement, but felt that there are more administrative tasks associated

with the electronic filings, citations, etc. That may lessen as time goes on.” Another felt that alternatives could be, “effective but not an end all solution”. One respondent who strongly disagreed with this statement added that “the problem is the funding source – the Board of Supervisors”.

Finally, respondents were given the opportunity to share additional comments, which are listed below:

“This is hard for us to rate; until we have sufficient staff or slow down the calendar enough to catch up on our 3 – 6 months backlog. Just today we received 3 months of citations from NHP (Nevada Highway Patrol).”

“Budget and staffing increases are not available. Courts must find ways to be more effective and efficient. The use of technology to improve court workload is vital, but in Arizona, we are behind in that regard. My focus is technological improvement.”

“Our caseload has not caused us to make many changes.”

“My court is 4 miles from the border. Border patrol has increased from 20 officers to 400 in the last 10 years. By doing their job, we are receiving many more cases through their tapping vehicle and turning law breakers over to local law enforcement.”

“Budget needs have effect on staff morale and work on overload.”

“There is no replacement of substitute for basic foundational needs. Alternatives assist but do not substitute for the basics in the long term.”

“In my opinion, we have a responsibility to review how work is being accomplished and how it can be done differently (better) before requesting budget increases and increases to staff and facilities.”

The survey provided support for the argument that courts in rapidly growing areas of the country are facing severe strains on existing resources. Any solution, whether traditional or alternative, will require additional resources from the funding authority.

B. Data Analysis

1. Percentage Growth

The population and case filing data for each court system was used to calculate the compounded annual growth rate for the fiscal year periods of 2000 to 2007. The results of those calculations are summarized and displayed in **Table 15**.

TABLE 15 – Compound Annual Growth Rate, Fiscal Year 2000-2007						
STATE	COUNTY	COURT	POPULATION COMPOUND ANNUAL GROWTH RATE	CRIMINAL FILINGS COMPOUND ANNUAL GROWTH RATE	CIVIL FILINGS COMPOUND ANNUAL GROWTH RATE	TRAFFIC FILINGS COMPOUND ANNUAL GROWTH RATE
COLORADO	ADAMS	COUNTY	16.36%	109.76%	65.17%	62.78%
COLORADO	BROOMFIELD	COUNTY	20.75%	9.43%	39.01%	48.09%
COLORADO	DOUGLAS	COUNTY	59.47%	37.03%	140.67%	14.00%
COLORADO	WELD	COUNTY	35.00%	0.50%	44.29%	48.63%
ARIZONA	COCHISE	COUNTY	8.78%	29.95%	-10.38%	-15.55%
ARIZONA	MARICOPA	COUNTY	25.74%	-44.32%	49.70%	20.65%
ARIZONA	PIMA	COUNTY	14.45%	6.01%	65.62%	-18.62%
ARIZONA	PINAL	COUNTY	54.77%	7.04%	109.42%	-11.08%
ARIZONA	SANTA CRUZ	COUNTY	11.54%	18.59%	90.49%	-10.89%
ARIZONA	YAVAPAI	COUNTY	234.82%	-93.58%	67.90%	-117.65%
NEVADA	NYE	BEATTY	-44.49%	0.00%	7.69%	10.36%
NEVADA	NYE	PAHRUMP	59.09%	100.88%	52.61%	86.22%
NEVADA	NYE	TONOPAH	-18.07%	63.16%	-19.53%	3.68%
NEVADA	CLARK	BOULDER CITY	7.24%	20.34%	83.87%	-23.58%
NEVADA	CLARK	BUNKERVILLE	33.98%	-19.64%	-8.33%	6.17%
NEVADA	CLARK	GOODSPRINGS	184.93%	-25.38%	164.86%	37.94%
NEVADA	CLARK	HENDERSON	42.52%	32.08%	98.88%	1.29%
NEVADA	CLARK	LAS VEGAS	36.51%	6.59%	112.61%	37.53%
NEVADA	CLARK	LAUGHLIN	7.43%	-46.83%	21.17%	-3.44%
NEVADA	CLARK	MESQUITE	26.23%	118.28%	114.35%	n/a
NEVADA	CLARK	MOAPA	195.00%	-71.89%	75.00%	-24.31%
NEVADA	CLARK	MOAPA VALLEY	27.08%	-10.86%	29.79%	-37.61%
NEVADA	CLARK	NORTH LAS VEGAS	62.54%	40.78%	64.26%	52.82%
NEVADA	CLARK	SEARCHLIGHT	100.95%	-70.23%	-47.06%	50.80%

The most notable finding in this data is that in many courts, the growth rate for case filings exceeds the population growth rate, in many cases, exponentially. In two-

thirds of the courts, the growth rate for civil filings exceeded the population growth rate, some by as much as a 12:1 ratio.

2. Case Filings per 1,000 Residents

After determining the number of case filings per 1,000 residents (**Appendix H –1** through **H-24**), averages were calculated and summarized in **Table 16**.

TABLE 16 - Case Filings per 1,000 Residents - Statistics						
STATE	COUNTY	COURT	POPULATION (as of 2007)	CRIMINAL FILINGS AVERAGE NUMBER PER 1000 RESIDENTS	CIVIL FILINGS AVERAGE NUMBER PER 1000 RESIDENTS	TRAFFIC FILINGS AVERAGE NUMBER PER 1000 RESIDENTS
COLORADO	ADAMS	COUNTY	412,078	18	60	64
COLORADO	BROOMFIELD	COUNTY	51,454	20	36	50
COLORADO	DOUGLAS	COUNTY	259,727	17	24	75
COLORADO	WELD	COUNTY	235,366	19	39	55
ARIZONA	COCHISE	COUNTY	126,763	56	29	304
ARIZONA	MARICOPA	COUNTY	3,778,598	8	40	59
ARIZONA	PIMA	COUNTY	948,704	30	31	136
ARIZONA	PINAL	COUNTY	268,316	29	28	155
ARIZONA	SANTA CRUZ	COUNTY	42,066	32	27	201
ARIZONA	YAVAPAI	COUNTY	206,738	35	18	165
NEVADA	NYE	BEATTY	2,210	65	17	1,241
NEVADA	NYE	PAHRUMP	37,466	37	34	160
NEVADA	NYE	TONOPAH	5,119	40	26	530
NEVADA	CLARK	BOULDER CITY	16,021	8	18	48
NEVADA	CLARK	BUNKERVILLE	1,179	29	9	883
NEVADA	CLARK	GOODSPRINGS	3,989	73	17	3,042
NEVADA	CLARK	HENDERSON	252,300	12	17	31
NEVADA	CLARK	LAS VEGAS	1,342,876	41	55	202
NEVADA	CLARK	LAUGHLIN	8,498	194	57	1,058
NEVADA	CLARK	MESQUITE	17,761	9	16	1
NEVADA	CLARK	MOAPA	1,298	40	16	2,730
NEVADA	CLARK	MOAPA VALLEY	7,142	19	9	135
NEVADA	CLARK	NORTH LAS VEGAS	222,286	18	19	6
NEVADA	CLARK	SEARCHLIGHT	1,487	116	8	3,608
ADDITIONAL STATISTICS	MAXIMUM		3,778,598	194	60	3,608
	MINIMUM		1,179	8	8	1
	MEDIAN AVERAGE		46,760 343,727	30 40	25 27	157 622

The following additional statistical comparisons were made of this data: maximum, minimum, median, and average. The courts that were studied reside in areas where the population ranges from a low of 1,179 residents to a high of 3,778,598. Caseload per 1,000 residents had a similarly wide range. Traffic case filings had the most variation – from 1 to 3,608. In Nevada, this variation is largely due to the fact that a number of small communities reside near high volume interstate highways. Traffic citations in these areas are driven by non-residents, and are therefore not impacted significantly by increases or decreases in the resident population. Removing these anomalies from the data set produced an average of 107 citations per 1,000 residents, a more reasonable number.

Sorting the data in descending order showed some interesting results. For example, Maricopa County, Arizona, which has the highest population in the sample (3,778,598), had the lowest number of criminal filings per 1,000 residents (8). One of the smaller communities, Laughlin, Nevada (population 8,498), had the highest number of criminal filings per 1,000 in population (194). This can partially be explained by Laughlin's dependence on tourism and the associated non-resident criminal activity.

Civil filings per 1,000 were substantially higher in larger communities. For courts with a population base of 100,000 or more residents, the average number of civil filings per 1,000 residents was 33. Courts in towns with less than 100,000 residents averaged only 22 case filings per 1,000 residents.

3. Correlation and Linear Regression

The goal of the correlation analysis performed in this study was to test the strength of the relationship between two variables: population and case filings. The null

hypothesis was stated,” There is no relationship between court caseloads and population”.

After performing regression analysis for each court system by case type, the r Squared

and P values were summarized in **Table 17**.

TABLE 17 – Regression Analysis Results

STATE	COUNTY	COURT	Criminal		Civil		Traffic	
			r Squared	P value	r Squared	P value	r Squared	P value
COLORADO	ADAMS	COUNTY	0.7517	0.0053	0.8529	0.0011	0.7040	0.0092
COLORADO	BROOMFIELD	COUNTY	0.0593	0.6928	0.7034	0.0758	0.9407	0.0062
COLORADO	DOUGLAS	COUNTY	0.8583	0.0009	0.9743	0.0000	0.3638	0.1134
COLORADO	WELD	COUNTY	0.0252	0.7072	0.8780	0.0005	0.8640	0.0008
ARIZONA	COCHISE	COUNTY	0.6584	0.0145	0.3743	0.1070	0.6512	0.0155
ARIZONA	MARICOPA	COUNTY	0.6234	0.0198	0.8760	0.0006	0.6069	0.0227
ARIZONA	PIMA	COUNTY	0.6071	0.0227	0.9904	0.0000	0.7275	0.0071
ARIZONA	PINAL	COUNTY	0.0850	0.4836	0.9922	0.0000	0.2452	0.2121
ARIZONA	SANTA CRUZ	COUNTY	0.0512	0.5902	0.8199	0.0020	0.4516	0.0679
ARIZONA	YAVAPAI	COUNTY	0.7553	0.0051	0.7474	0.0056	0.1420	0.3575
NEVADA	NYE	BEATTY	0.0853	0.4828	0.0722	0.5199	0.0325	0.6695
NEVADA	NYE	PAHRUMP	0.5638	0.0318	0.7466	0.0057	0.4734	0.0592
NEVADA	NYE	TONOPAH	0.0712	0.5229	0.1394	0.3623	0.0591	0.5619
NEVADA	CLARK	BOULDER CITY	0.1089	0.4248	0.5089	0.0469	0.0500	0.5946
NEVADA	CLARK	BUNKERVILLE	0.3097	0.1520	0.0134	0.7851	0.2949	0.1643
NEVADA	CLARK	GOODSPRINGS	0.2500	0.2070	0.2960	0.1633	0.0075	0.8388
NEVADA	CLARK	HENDERSON	0.1740	0.3039	0.8918	0.0004	0.0002	0.9762
NEVADA	CLARK	LAS VEGAS	0.5221	0.0429	0.9933	0.0000	0.4509	0.0682
NEVADA	CLARK	LAUGHLIN	0.0437	0.6192	0.4478	0.0695	0.4262	0.0793
NEVADA	CLARK	MESQUITE	0.4518	0.0678	0.6895	0.0107	0.0124	0.7930
NEVADA	CLARK	MOAPA	0.8472	0.0012	0.0140	0.7804	0.0246	0.7107
NEVADA	CLARK	MOAPA VALLEY	0.0551	0.5757	0.4420	0.0721	0.0090	0.8230
NEVADA	CLARK	NORTH LAS VEGAS	0.7155	0.0081	0.7267	0.0072	0.1022	0.4402
NEVADA	CLARK	SEARCHLIGHT	0.5504	0.0351	0.1504	0.3425	0.0863	0.4801
# of occurrences of both criteria being met			10		15		6	
% of total sample that meet both criteria			42%		63%		25%	

The next step in the analysis is to examine the p-values for each sample. If the value is less than 0.05, then the regression is significant. A significant regression indicates that the null hypothesis can be rejected, and the other output data should be examined. If the p-value is less than 0.05, then the regression is not significant and the rest of the output data should be ignored as it is irrelevant.

Twenty-four courts were examined for this analysis. Caseloads were segregated into three major case types: criminal, civil, and traffic. A total of 72 regressions were run for this research. Of those, 31 met the significance criteria with p-values less than 0.05.

The next statistic to be examined within the 31 significant samples is the r-Squared (r^2) value, otherwise known as the coefficient of determination. The r^2 value ranges from 0 to 1; the larger the value, the stronger the relationship between the dependent and independent variables. For example, if $r^2 = 0.95$, then it can be stated that 95% of the variability in the dependent variable (in this research, case filings) is explained by the variability in the independent variable (population). For purposes of this research, an r^2 value greater than 0.50 was chosen as the determinant of the strength of the relationship between the two variables. All 31 samples that were deemed significant met the selected criteria for the r^2 value.

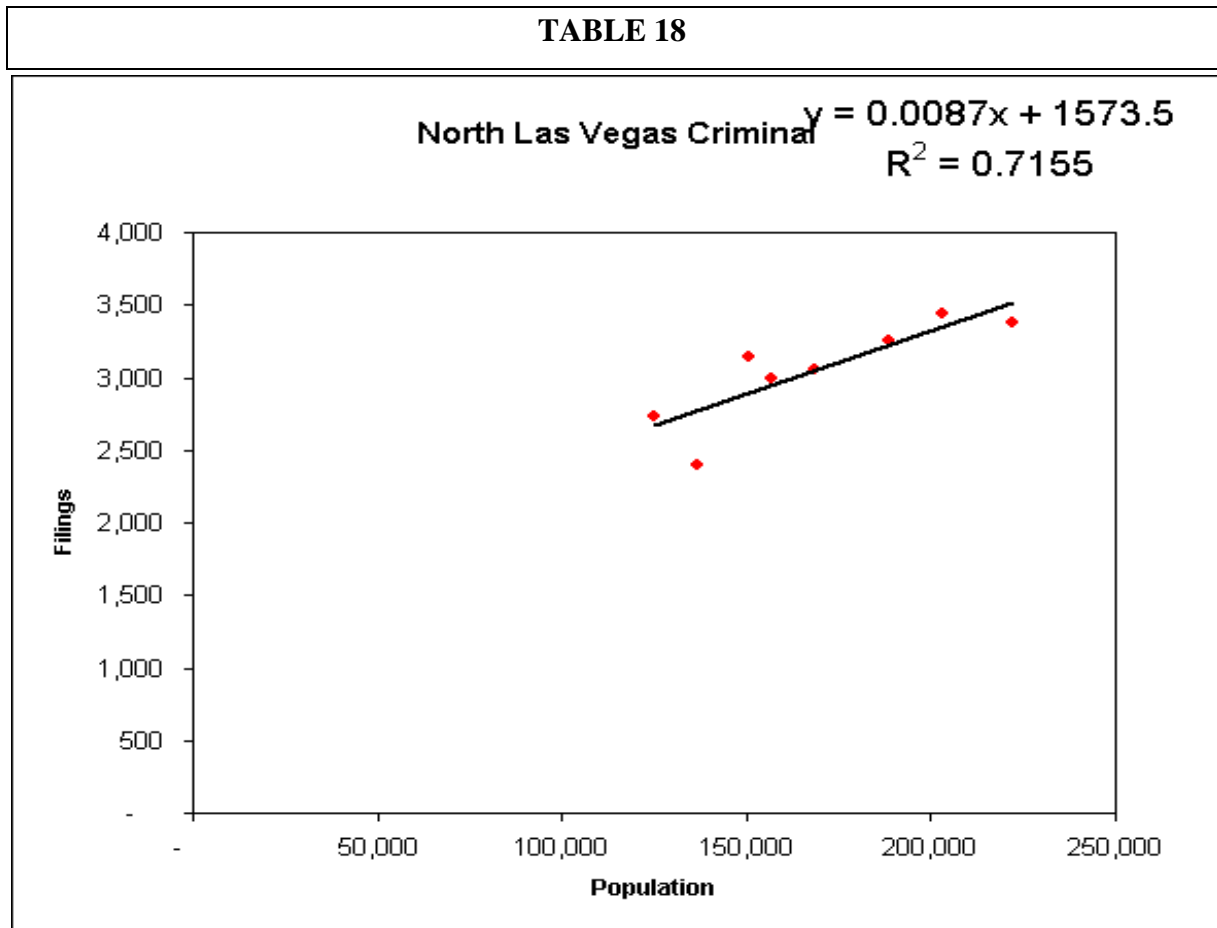
Of the 31 pairs of values, 42 percent were criminal case types, 63 percent were civil case types, and 25 percent represented traffic filings. This was not entirely unexpected, as several other factors can influence both criminal and traffic case filings. As noted previously, the economy, number of law enforcement officers, and illegal immigration are just some of the factors that can impact traffic and criminal filings.

The current economic crisis, coupled with foreclosures, was believed to be largely responsible for the sudden escalation in civil filings in the North Las Vegas Justice Court. Anecdotal information from both judges and clerical staff suggested this was the crux of the growth in new case filings. To test this theory, formal civil filings were isolated within the civil case type, as unlawful detainer cases appeared to be increasing as the economy worsened. Monthly filings from January 2007 through July 2008 were used as

the dependent variable, and monthly foreclosures were treated as the independent variable. The results (**Appendix GG**) do not appear to support the assumption. The regression produced a P-value of .536 and an r^2 value of .0229.

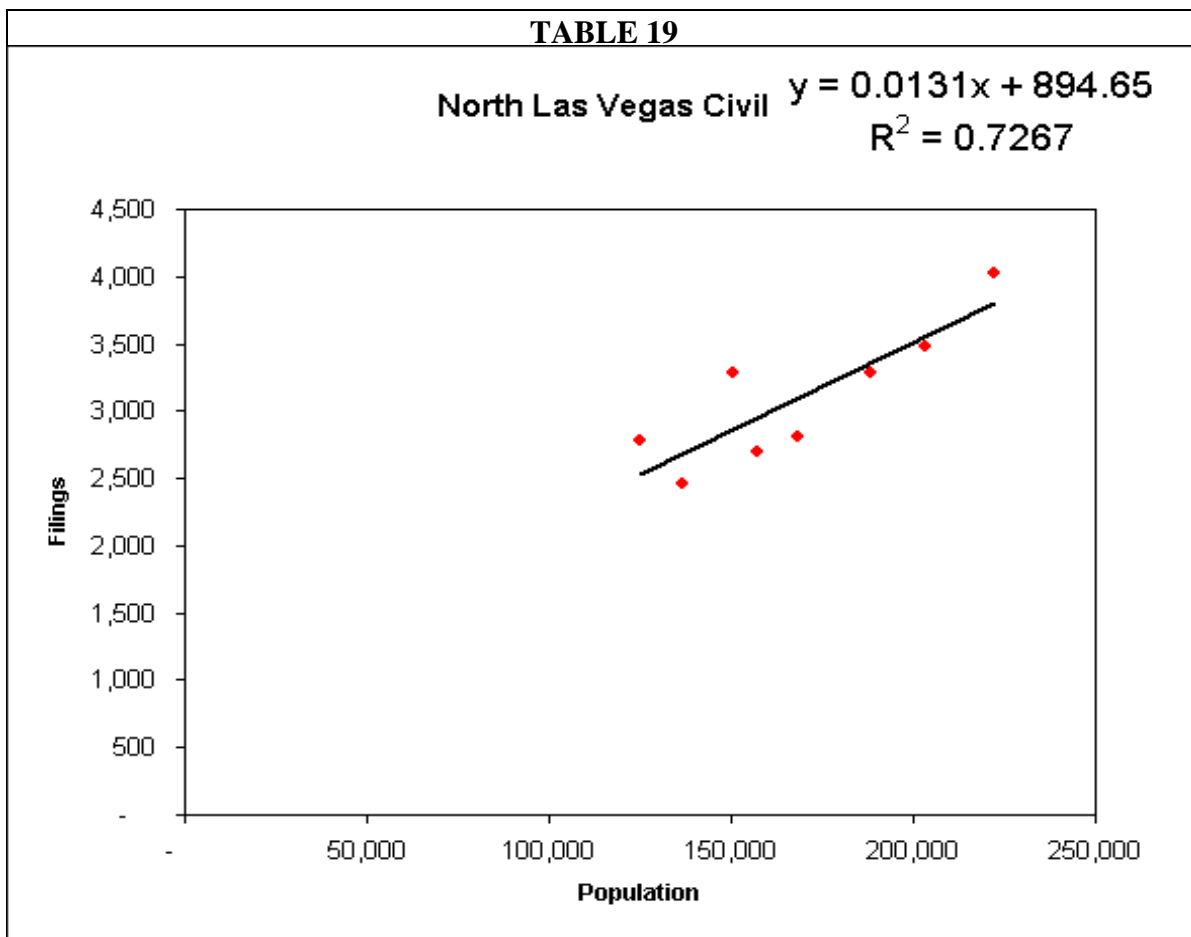
The North Las Vegas Justice Court case filings appear to be strongly influenced by the rapid population growth of the area. The regressions for both criminal and civil filings were statistically significant. Criminal filings had a p-value of 0.0081 and an r^2 of .72, while civil filings had a p-value of 0.0072 and an r^2 of 0.73 . Both case types appear to be strongly influenced by growth. As previously mentioned, since most traffic citations are filed into the city’s municipal court, the impact on this case type has been negligible.

The following regression line shows the relationship between annual population and criminal filings for the North Las Vegas Justice Court.



The regression equation, $y = 0.0087x + 1573.5$, can be used to predict future caseloads based on differing population levels. In Nevada, Justice Courts are required to add a judge for each 100,000 in population, or fraction thereof. A fourth judge will be added when the population surpasses 300,000. Using this formula, the criminal caseload is expected to reach 4,194 at that time.

Similar projections can be made for civil cases using the regression equation found in the **Table 19**.



The regression equation for civil cases, $y = 0.0131x + 894.65$, projects that civil caseloads would reach 4,815 annual filings if the population reaches 300,000.

VII. Conclusions and Recommendations

A. Conclusions

The findings of this research confirm that modern courts face numerous challenges. At a time when courts are coping with ever-increasing caseloads, the current economic crisis has produced dwindling sources of revenue. State and local governments are straining to maintain existing levels of services, and in many cases, are forced to implement reductions in both funding and staffing. Clearly, courts must explore techniques to make the case for funding requests, while at the same time, review all options for improving efficiencies.

The review of relevant literature showed that courts and court managers have engaged in the strategic planning process for more than a decade. Standard forecasting techniques and methods of workload measurement have evolved into court-specific weighted caseload measures. This sophisticated measurement tool can clearly demonstrate the impact that caseload growth has on a court's workload, and can be translated into justification for demanding the required staffing levels. In spite of this advancement in strategic planning, courts still struggle with their funding body for most of their requests. The survey yielded mixed results in the effectiveness of forecasting.

In spite of these mixed results, the judiciary has an obligation to the public to demonstrate fiscal responsibility. The use of weighted caseload studies is just the first step in the process of educating the executive and legislative branches of government on the needs of the judicial branch.

B. Recommendations

The North Las Vegas Justice Court is very fortunate to reside in a state that has legislatively mandated the population threshold that dictates when a new judicial department must be added. It is difficult at this time to project when that threshold will be reached. In spite of years of unprecedented growth, the current economic crisis appears to be significantly impacting the region. For the first time in forty years, Clark County showed a population *loss* in July 2008 of more than 10,000 people compared to a prior estimate in July 2007.¹⁰⁹ The long-term implications of this trend are difficult to ascertain. Renewed growth in the region is not expected to occur until a nationwide economic recovery occurs.

Using a conservative average growth rate of four percent, the population threshold of 300,000 would be reached in the year 2015. The judicial position would be created in the election of 2016, with the judge and staff added to the court in January 2017. Using the average of the prior years would yield an aggressive growth rate of 7.5 percent, which would result in the addition of the judicial department no sooner than January 2015. For purposes of this research, the conservative estimate will be used.

Planning, design, and construction of a facility addition typically take a minimum of three years, which means planning for this growth needs to begin at least five years in advance. Building political support for capital projects requires extensive documentation and demonstration of need. Although the addition of a new judgeship and its attendant staff is mandated by statute, the construction of courtrooms is not. Significant justification will be required to overcome the current local resistance to the funding of

¹⁰⁹ <http://www.inbusinesslasvegas.com/2008/11/14/feature1.html>

new courtrooms. Additionally, the need for support staff is generally never considered as part of this mandate.

Recommendation #1: Initiate a weighted caseload study:

Based on this research, the first step in the planning process should be a weighted caseload study. Although the court can demonstrate that it has experienced continuous growth in caseload, the base statistics are not sufficient to correlate that growth with workload and the need for staff. Weighted caseload statistics can better illustrate the impact that growth has on case processing standards. Although such studies are time-consuming and costly, the cost could be shared by other courts throughout the state or could potentially be sponsored by the Administrative Office of the Courts.

Recommendation #2: Estimate annual operational impact for the court:

The next step that is required for any capital request in Clark County is an estimate of the annual operational impact, projected over a five-year time frame. Assuming that the judge will take office in January of 2018, below is an estimation of the salaries, benefits, services and supplies that would be required in support of the new judicial department. The 2018 costs have been adjusted for expected inflation from current expenditures. Fiscal years 2019 through 2022 assume the average seven percent growth in salaries and benefits that are currently occurring. **Table 20** (see the below page) shows the total five-year operating impact, which is \$3.1 million.

TABLE 20						
Estimate of the annual operational impact for five years						
Operating Impact:						
Personnel - Salaries&Benefits:						
Justice of the Peace	119,193	245,537	252,903	260,490	268,305	1,146,429
Courtroom Clerk I/II	35,813	65,692	70,290	75,211	80,475	327,482
Legal Office Specialist (back-up)	33,500	61,449	65,751	70,353	75,278	306,332
Bailiff	38,290	70,235	75,152	80,412	86,041	350,130
Judicial Executive Assistant	45,065	82,662	88,449	94,640	101,265	412,081
Legal Office Specialist (civil)	33,500	61,449	65,751	70,353	75,278	306,332
						0
Supplies	2,857	5,714	5,714	5,714	5,714	25,713
Services	27,161	54,322	54,322	54,322	54,322	244,449
Total Operating Impact	335,380	647,061	678,331	711,496	746,679	3,118,948
Note: FY 2018 reflects 6 months salary and benefits for JP and 7 months for staff.						

Recommendation #3: Estimate system-wide operational costs:

A new judicial department has the potential to impact the operating budgets of many areas within the criminal justice system. There may be a need for additional prosecutors, public defenders, conflict attorneys, and certified court interpreters. The jail may need additional transportation officers. An additional court reporter will be required, as current Nevada law requires court-reporting services for all preliminary hearings (this statute is being reviewed by the 2009 Nevada Legislature). Personnel needs for the justice partners are generally not considered when a new judge is added. County management’s solution to this dilemma has been to suggest that new judges should handle civil cases only. In addition to the separation of powers issues that this raises, limiting a new judge to civil cases only restricts a court from adequately managing its own caseload. Although civil caseloads have grown exponentially, preliminary hearings are the most time consuming procedure for all justice court case types. A weighted caseload study will be of tremendous benefit in this area, as it can demonstrate the need for additional resources

in other criminal justice agencies, as well as providing the justification for assigning a full caseload to a new judge. All justice partners need to be included in discussions of the impact to their agency to determine all of the costs associated with a new criminal department.

Recommendation #4: Estimate capital/construction costs and show alternative costs:

Capital construction costs are much harder to calculate and project into the future. The North Las Vegas Justice Court originally requested funding for a third courtroom and additional administrative space in September 2004, at which time the estimated cost was \$2.5 million. Design funding was obtained in 2006, and construction began in July 2008, with a total budget of \$5.2 million -- more than double the cost in only four years. Recent economic trends have significantly lowered construction costs locally, but the volatility of this cost poses a significant obstacle in strategic planning.

County management has recently begun proposing that courts explore courtroom sharing and night/weekend court as a means of avoiding capital construction costs. A locally formed Criminal Justice System Improvement Committee has begun exploring such alternatives, but the early results have not been promising. Any cost savings achieved by not adding courtrooms would be more than offset by the additional personnel that would be required to staff the expanded hours. Criminal calendars have especially far-reaching personnel needs, as more prosecutors, public defenders, court interpreters, court reporters, and jail transport staff would be required to support night/weekend court. Additionally, private attorneys have indicated that serving the needs of their clients would be impossible with expanded court hours. The survey results and literature review from this study indicated that this alternative is cost-prohibitive. It is recommended that

the committee perform cost/benefit analysis of such a proposal to demonstrate to the funding body that full consideration has been given to this alternative.

Recommendation #5: Explore technology solutions

The court recently completed the upgrade of its case management system (CMS), and now that the basic infrastructure is in place, has plans to move forward with electronic citations, filing, and payments. Most of this functionality currently exists within the system at no additional cost. Imaging and workflow processing will require additional funding, however. The chosen CMS is in use in most of the courts within the state, therefore, the costs of this initiative can be shared across jurisdictions. Implementation costs have been estimated at \$50,000 for a court of North Las Vegas Justice Court's size, if a statewide license is purchased, not including hardware. It is hoped that this demonstration of fiscal responsibility will gain funding support for this effort. Reducing the need for public visits to the court will hopefully alleviate some of the demand for additional support staff. While paperless courts are probably not a completely realistic goal, less paper is certainly achievable with the addition of this technology. The reduction in paper will produce cost savings in several areas, including file storage space and clerk time spent filing and retrieving case files.

Recommendation #6: Explore other alternatives

Several alternative solutions are already in progress at the North Las Vegas Justice Court, in various stages of completion. Early case resolution is employed in both criminal and civil cases. Criminal cases are frequently resolved at time of arraignment, avoiding the need for a time-consuming preliminary hearing. Mediators attend all civil and small claims hearings to divert cases from the court calendar. Collections of unpaid

finer, fees, and forfeitures have been outsourced at no cost to the County (commissions are paid through a statutorily imposed fee). A countywide civil self-help center is planned to assist pro se litigants, saving staff time and reducing the potential for inadvertently providing legal advice. At some point, a self-serve kiosk will be added so that all litigants can file documents electronically. The court must constantly be in a state of self-examination to ensure that all avenues for improvement have been explored. Partnerships with other courts, whether locally or within the state, is one method for achieving economies of scale and reducing the financial burden on any individual funding authority. Courts throughout the country are developing innovations during these troubling economic times, and it is incumbent upon court professionals to remain current in their knowledge of these efforts. Participation in court management organizations can lead to information sharing and networking opportunities.

Strategic planning is an obligation that faces all court managers in today's environment. This research project was commenced with the intent of producing a model for documenting court funding needs. The conclusions presented in this study are limited by the short duration of the project, and are more representative of a starting point rather than an end solution.

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IX. APPENDICES

APPENDIX A

COURT QUESTIONNAIRE

1 – In your opinion, your state has used forecasting techniques when making budgetary requests of a funding body:

- Not at all (If this answer is checked, go straight to question 5)
- Very seldom
- Seldom
- Often
- Very Often

2 – If your state has used forecasting and planning in the past, for what purpose?
Please check all that apply.

- Operating budget requests
- Determine the need for new judgeships
- Facility needs
- Staffing needs
- Technology initiatives
- Other, please specify _____

3 - If your state has used forecasting and planning, how many years into the future do you project your future needs?

- Current budget year only
- 1 to 2 years
- 3 to 5 years
- 6 to 10 years
- More than 10 years

4 - If your state has used forecasting and planning in the past, which forecasting methods did you use?

- Trend analysis
- Linear regression
- Time series
- Multiple regression
- Other (please specify) _____

5- In your opinion, the use of forecasting methods in support of budgetary requests is:

- Not effective
- Slightly effective
- Neutral
- Effective
- Very effective

Please share any comments or opinions that you have on this subject: _____

APPENDIX B

TRIAL COURT SURVEY

1 – In your opinion, your level of funding has kept pace with your workload increases.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

2 – As caseload increases, the most effective way to maintain case processing standards is the addition of judgeships, staffing, and courtrooms.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

3 – From the following list, please indicate any budgetary increase requests you have made in the last 5 years (check all that apply).

- Operating budget increase
- New judgeships
- Facility addition or replacement
- Increased staffing
- Technology initiatives
- Other, please specify _____

4 – Has your court tried alternatives to adding judgeships, staffing, of facilities to improve court operations? _____No _____Yes - Please check all that apply.

- New case management system
- Electronic filing
- Electronic citations
- Internet payment
- Interactive voice response (IVR)
- Outsourcing services (Please specify) _____
- Courtroom sharing
- Night and/or weekend court (Please specify) _____
- Early case resolution programs
- Other (Please specify) _____

5- In your opinion, the use of alternative methods in lieu of increasing staff or facilities is:

- Not effective
- Slightly effective
- Neutral
- Effective
- Very effective

Please share any comments or opinions that you have on this subject: _____

THANK YOU FOR YOUR TIME! YOUR EFFORTS ARE APPRECIATED.

APPENDIX C
Trial Court Survey

Instructions:

Following is a brief survey. Some of the statements are based upon a Likert scale, which is a commonly used research tool where respondents indicate their level of agreement with a given statement. The numbers used on these questions represent the following answers:

- 1- Strongly disagree
- 2- Disagree
- 3- No Opinion
- 4- Agree
- 5- Strongly agree

- 1) Please answer each question as it relates to your court. If you are unsure of a given answer, select the choice that most closely reflects your opinion. Please circle the number that represents your answer, or check the appropriate box(es) where indicated.
- 2) After completing the form, please return your answer sheet in the enclosed self-addressed, stamped envelope. It may also be faxed, or scanned and e-mailed. Contact information is as follows:

Terri March, Court Administrator

North Las Vegas Justice Court
2428 N Martin Luther King Blvd
North Las Vegas, NV 89032
Phone: (702) 455-7817
FAX: (702) 455-1039
E-mail: TMR@co.clark.nv.us

Please feel free to contact me for clarification on any of these questions. Thank you for taking the time to complete this questionnaire. Your responses are very important to this research and will be kept confidential. It is not necessary to identify yourself or your court **unless** you would like to be contacted for a follow-up interview.

Trial Court Survey

1 – In your opinion, your level of funding has kept pace with your workload increases. **Please circle your level of agreement.**

1 2 3 4 5
Strongly Disagree Disagree No Opinion Agree Strongly Agree

2 – In your opinion, your court has used forecasting techniques when making budgetary requests of a funding body. **Please circle your level of agreement.**

1 2 3 4 5
Strongly Disagree Disagree No Opinion Agree Strongly Agree

3 – If your court has used forecasting and planning in the past, for what purpose? **Please check all that apply.**

- Operating budget requests
- Determine the need for new judgeships
- Facility needs
- Staffing needs
- Technology initiatives
- Other, please specify _____
- Court has not used forecasting or planning

4 - If your court has used forecasting and planning, how many years into the future do you project your future needs? **Please check one only.**

- Current budget year only
- 1 to 2 years
- 3 to 5 years
- 6 to 10 years
- More than 10 years

5 - If your court has used forecasting and planning, which forecasting methods did you use? **Please check all that apply.**

- Weighted caseload analysis (*assigning differentiated case weights to assess workload*)
- Trend analysis (*comparison of a pattern over time to project future direction*)
- Time series analysis (*forecasting future events based on known past events*)
- Linear regression (*measuring the affect of a single independent variable*)
- Multiple regression (*analyzing the impact of several independent variables*)
- Other (*please specify*) _____

6- In your opinion, the use of forecasting methods in support of budgetary requests is very effective. **Please circle your level of agreement.**

1 2 3 4 5
Strongly Disagree Disagree No Opinion Agree Strongly Agree

APPENDIX D



CLARK COUNTY JUSTICE COURT

NORTH LAS VEGAS TOWNSHIP
2428 North Martin Luther King Boulevard
North Las Vegas, Nevada 89032-3700
(702) 455-7801 (702) 455-7832 – Fax

JUDGE STEPHEN J. DAHL • JUDGE NATALIE L. TYRRELL, JUSTICE OF THE PEACE
TERRI MARCH, COURT ADMINISTRATOR/CLERK

September 10, 2008

Dear Court Administrator,

I am currently enrolled in the Court Executive Development Program with the National Center for State Courts. One of the program requirements is to conduct a research project that is meaningful and beneficial to the participant's court. My study is examining the use of forecasting measures as a planning tool in support of budgetary requests. I am also very interested in alternative solutions to adding judges, staff and facilities for courts that are experiencing rapid caseload growth due to population increases.

Through an examination of caseload and population statistical data, your court has been identified as one that shares this issue. Attached is a brief survey that should only take a few minutes of your time. Your answers are very important to this research. Please do not write your name or court on the survey so that the responses can remain anonymous. All data will be presented in the final report in the aggregate.

Please return your response in the enclosed, stamped envelope no later than September 30.

I appreciate your time and attention to this survey.

Sincerely,

Terri A. March, MBA, MPA
Court Administrator

APPENDIX E

Question #	Response #	Total	Survey #:																						
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
1	1	6				1	1								1					1	1		1		
	2	6	1	1	1		1	1										1							
	3	0																							
	4	10							1	1	1	1	1	1	1					1	1			1	
	5	0																							
	6	1															1								
2	1	1																			1				
	2	4					1						1			1							1		
	3	1																		1					
	4	13	1	1	1	1		1	1		1	1		1	1	1						1	1		
	5	3							1				1								1				
	6	1																	1						
3	1	15	1	1		1	1	1		1			1	1	1		1		1		1	1	1		
	2	7	1			1		1	1						1					1			1		
	3	13	1	1	1	1			1			1			1	1	1	1		1		1	1		
	4	16			1	1		1	1	1	1	1		1	1	1	1	1		1		1	1		
	5	10	1	1	1	1		1	1		1	1		1						1					
	6	1																					1		
	7	1																			1				
	8	2												1							1				
4	1	4		1			1				1												1		
	2	5	1			1	1		1					1											
	3	8		1			1		1		1				1					1		1	1		
	4	3							1						1				1						
	5	2															1			1					
	6	4			1									1						1		1			
5	1	12	1	1	1	1		1	1	1	1	1		1		1				1					
	2	12	1	1		1	1		1					1		1	1			1		1	1		
	3	8	1									1		1	1	1		1				1	1		
	4	2	1								1														
	5	4	1			1				1											1				
	6	1								1															
	7	4													1						1		1		

APPENDIX F

CASELOAD STATISTICS DATA COLLECTION FORM

State _____

County _____

Court _____

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS
2000				
2001				
2002				
2003				
2004				
2005				
2006				
2007				

APPENDIX G-1

State COLORADO

County ADAMS

Court COUNTY JUSTICE COURT

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	354,146	4,150	17,148	19,767	41,065
2001	367,012	4,335	18,657	18,673	41,665
2002	377,326	7,800	20,857	18,592	47,249
2003	372,437	6,936	23,384	20,365	50,685
2004	379,940	7,774	24,279	23,837	55,890
2005	388,409	7,771	26,366	32,969	67,106
2006	399,814	9,104	26,092	30,192	65,388
2007	412,078	8,705	28,323	32,176	69,204

APPENDIX G-2

State COLORADO

County BROOMFIELD

Court COUNTY JUSTICE COURT

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	N/a	n/a	n/a	n/a	-
2001	N/a	n/a	n/a	n/a	-
2002	N/a	440	687	897	2,024
2003	42,613	795	1,333	1,959	4,087
2004	45,181	991	1,694	2,052	4,737
2005	46,664	962	1,833	2,347	5,142
2006	48,559	980	1,825	2,421	5,226
2007	51,454	870	1,853	2,901	5,624

Note: Broomfield County was created from parts of three other counties in Fiscal Year 2002; no filing data for fiscal years 2000 or 2001.

APPENDIX G-3

State COLORADO

County DOUGLAS

Court COUNTY JUSTICE COURT

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	162,866	3,011	3,039	13,596	19,646
2001	180,300	2,897	3,597	11,673	18,167
2002	197,354	3,671	4,318	12,466	20,455
2003	210,130	3,736	5,496	15,318	24,550
2004	222,133	3,986	5,772	18,653	28,411
2005	235,081	3,972	6,538	24,124	34,634
2006	246,438	4,311	6,458	18,065	28,834
2007	259,727	4,126	7,314	15,500	26,940

APPENDIX G-4

State COLORADO
County WELD
Court COUNTY JUSTICE COURT

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	174,342	4,004	6,144	9,718	19,866
2001	183,139	3,803	6,636	8,624	19,063
2002	193,209	4,268	7,315	8,804	20,387
2003	203,836	3,850	7,590	10,519	21,959
2004	211,126	3,644	8,629	11,847	24,120
2005	218,462	3,704	9,384	12,559	25,647
2006	226,869	4,502	9,227	13,941	27,670
2007	235,366	4,024	8,865	14,444	27,333

APPENDIX G-5

State ARIZONA

County COCHISE

Court COUNTY TOTAL JUSTICE COURT

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	116,530	5,500	3,778	39,052	48,330
2001	118,036	5,322	3,586	41,851	50,759
2002	118,658	6,147	3,324	41,683	51,154
2003	119,823	7,181	3,672	39,770	50,623
2004	121,267	7,204	3,500	33,898	44,602
2005	123,405	8,043	3,402	30,444	41,889
2006	125,521	8,239	3,445	33,787	45,471
2007	126,763	7,147	3,386	32,981	43,514

APPENDIX G-6

State ARIZONA

County MARICOPA

Court COUNTY TOTAL JUSTICE COURT

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	3,004,985	40,994	105,240	186,551	332,785
2001	3,097,778	36,553	116,956	182,097	335,606
2002	3,200,844	34,784	130,840	186,683	352,307
2003	3,300,425	20,670	137,259	197,067	354,996
2004	3,392,516	20,562	146,632	182,877	350,071
2005	3,504,143	20,573	145,956	231,370	397,899
2006	3,646,569	22,027	147,335	207,757	377,119
2007	3,778,598	22,826	157,544	225,071	405,441

APPENDIX G-7

State ARIZONA

County PIMA

Court COUNTY TOTAL JUSTICE COURT

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	828,905	26,447	21,442	123,971	171,860
2001	848,676	25,752	23,390	144,758	193,900
2002	861,437	24,902	25,618	131,387	181,907
2003	877,666	26,067	25,957	125,080	177,104
2004	890,592	26,331	28,167	118,936	173,434
2005	907,296	26,908	30,250	113,509	170,667
2006	927,084	28,500	32,620	100,351	161,471
2007	948,704	28,037	35,512	100,885	164,434

APPENDIX G-8

State ARIZONA

County PINAL

Court COUNTY TOTAL JUSTICE COURT

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	173,364	5,494	4,206	33,204	42,904
2001	181,373	5,249	4,533	36,693	46,475
2002	188,175	5,162	4,983	31,421	41,566
2003	197,243	6,363	5,618	27,662	39,643
2004	207,844	6,897	5,774	31,249	43,920
2005	219,860	6,673	6,504	32,561	45,738
2006	237,323	5,681	7,085	30,291	43,057
2007	268,316	5,881	8,808	29,524	44,213

APPENDIX G-9

State ARIZONA

County SANTA CRUZ

Court COUNTY TOTAL JUSTICE COURT

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	37,713	1,189	736	7,640	9,565
2001	38,532	1,370	786	10,152	12,308
2002	38,908	1,425	932	8,553	10,910
2003	39,292	1,164	1,154	8,315	10,633
2004	39,559	1,051	1,150	8,071	10,272
2005	40,214	1,216	1,186	7,244	9,646
2006	41,149	1,269	1,154	6,671	9,094
2007	42,066	1,410	1,402	6,808	9,620

APPENDIX G-10

State ARIZONA

County YAVAPAI

Court COUNTY TOTAL JUSTICE COURT

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	162,943	5,620	2,819	30,961	39,400
2001	168,885	5,693	3,160	37,474	46,327
2002	173,316	6,232	3,148	30,896	40,276
2003	178,467	6,473	3,493	28,094	38,060
2004	183,496	6,963	3,478	26,528	36,969
2005	189,661	6,366	3,570	24,409	34,345
2006	197,680	6,745	3,343	30,870	40,958
2007	206,738	7,154	3,941	29,986	41,081

APPENDIX G-11

State NEVADA

County NYE

Court TONOPAH

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	6,248	171	169	2,663	3,003
2001	6,515	205	149	3,158	3,512
2002	5,727	129	128	2,873	3,130
2003	4,670	167	109	2,684	2,960
2004	4,853	187	98	3,292	3,577
2005	4,793	220	134	2,670	3,024
2006	5,071	339	202	2,417	2,958
2007	5,119	279	136	2,761	3,176

APPENDIX G-12

State NEVADA

County NYE

Court BEATTY

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	3,981	169	52	3,418	3,639
2001	4,151	132	26	3,014	3,172
2002	2,548	157	48	3,795	4,000
2003	2,125	206	46	2,666	2,918
2004	2,184	159	37	3,081	3,277
2005	2,128	170	45	2,172	2,387
2006	2,188	122	35	3,193	3,350
2007	2,210	169	56	3,772	3,997

APPENDIX G-13

State NEVADA

County NYE

Court PAHRUMP

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	23,550	681	937	3,441	5,059
2001	24,558	862	697	3,708	5,267
2002	26,109	1,020	718	5,090	6,828
2003	28,245	1,398	742	4,742	6,882
2004	29,613	1,128	893	5,381	7,402
2005	31,260	973	1,193	4,614	6,780
2006	34,042	1,318	1,415	4,149	6,882
2007	37,466	1,368	1,430	6,408	9,206

APPENDIX G-14

State NEVADA

County CLARK

Court BOULDER CITY

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	14,940	118	217	1,158	1,493
2001	16,303	108	290	602	1,000
2002	15,276	93	249	582	924
2003	15,323	115	229	564	908
2004	15,445	106	269	540	915
2005	15,594	120	285	682	1,087
2006	15,730	138	265	943	1,346
2007	16,021	142	399	885	1,426

APPENDIX G-15

State NEVADA

County CLARK

Court BUNKERVILLE

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	880	56	12	973	1,041
2001	909	31	5	675	711
2002	1,141	42	9	897	948
2003	1,180	30	10	955	995
2004	1,165	15	13	970	998
2005	1,185	13	9	1,295	1,317
2006	1,198	16	6	976	998
2007	1,179	45	11	1,033	1,089

APPENDIX G-16

State NEVADA

County CLARK

Court GOODSPRINGS

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	1,400	264	37	9,901	10,202
2001	3,432	313	47	4,923	5,283
2002	3,795	162	54	7,371	7,587
2003	3,535	209	66	9,205	9,480
2004	3,759	188	49	8,762	8,999
2005	3,936	172	59	8,203	8,434
2006	3,873	234	53	13,333	13,620
2007	3,989	197	98	13,657	13,952

APPENDIX G-17

State NEVADA

County CLARK

Court HENDERSON

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	177,030	2,958	2,759	8,667	14,384
2001	198,691	2,225	3,039	6,024	11,288
2002	197,711	2,079	3,336	5,368	10,783
2003	210,353	1,694	3,273	5,887	10,854
2004	218,370	2,062	3,818	6,142	12,022
2005	230,950	2,233	4,193	6,606	13,032
2006	242,084	2,727	4,334	5,410	12,471
2007	252,300	3,907	5,487	8,779	18,173

APPENDIX G-18

State NEVADA

County CLARK

Court LAS VEGAS

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	983,750	45,933	41,986	220,655	308,574
2001	1,046,144	43,973	49,573	228,647	322,193
2002	1,090,578	47,460	54,068	217,773	319,301
2003	1,133,145	45,124	59,765	224,076	328,965
2004	1,182,623	47,030	68,724	205,582	321,336
2005	1,240,965	49,633	74,633	222,688	346,954
2006	1,295,058	47,465	79,423	253,168	380,056
2007	1,342,876	48,961	89,267	303,458	441,686

APPENDIX G-19

State NEVADA

County CLARK

Court LAUGHLIN

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	7,910	2,163	359	10,158	12,680
2001	8,083	1,702	441	6,441	8,584
2002	6,219	1,161	478	6,303	7,942
2003	6,439	1,385	498	6,953	8,836
2004	6,990	1,400	403	7,392	9,195
2005	8,145	1,428	376	7,746	9,550
2006	8,265	1,252	356	9,341	10,949
2007	8,498	1,150	435	9,809	11,394

APPENDIX G-20

State NEVADA

County CLARK

Court MESQUITE

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	14,070	93	209	-	302
2001	15,605	85	190	-	275
2002	12,040	111	177	1	289
2003	13,309	136	194	19	349
2004	13,994	108	200	12	320
2005	15,985	148	246	34	428
2006	16,525	174	329	-	503
2007	17,761	203	448	9	660

Note: Most traffic citations are filed in Mesquite Municipal Court

APPENDIX G-21

State NEVADA

County CLARK

Court MOAPA

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	440	185	12	4,681	4,878
2001	1,075	126	3	4,420	4,549
2002	1,205	41	5	5,772	5,818
2003	1,337	20	19	5,602	5,641
2004	1,642	17	10	4,894	4,921
2005	1,491	33	11	3,994	4,038
2006	1,547	42	12	3,720	3,774
2007	1,298	52	21	3,543	3,616

APPENDIX G-22

State NEVADA

County CLARK

Court MOAPA VALLEY

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	5,620	175	47	1,364	1,586
2001	9,095	113	71	1,107	1,291
2002	5,954	93	61	1,074	1,228
2003	6,540	107	60	744	911
2004	6,603	123	54	549	726
2005	6,842	127	55	914	1,096
2006	7,014	95	75	596	766
2007	7,142	156	61	851	1,068

APPENDIX G-23

State NEVADA

County CLARK

Court NORTH LAS VEGAS JUSTICE
 COURT

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	136,760	2,396	2,454	833	5,683
2001	124,936	2,734	2,779	908	6,421
2002	150,511	3,139	3,286	1,245	7,670
2003	157,034	2,992	2,700	1,166	6,858
2004	168,402	3,062	2,805	1,003	6,870
2005	188,426	3,260	3,285	910	7,455
2006	203,296	3,438	3,479	916	7,833
2007	222,286	3,373	4,031	1,273	8,677

APPENDIX G-24

State NEVADA

County CLARK

Court SEARCHLIGHT

FISCAL YEAR	POPULATION	CRIMINAL FILINGS	CIVIL FILINGS	TRAFFIC FILINGS	TOTAL FILINGS
2000	740	299	17	5,709	6,025
2001	1,451	269	24	4,180	4,473
2002	1,423	128	7	4,566	4,701
2003	1,462	60	3	3,692	3,755
2004	1,754	136	9	2,722	2,867
2005	1,819	74	11	4,766	4,851
2006	1,790	46	7	4,603	4,656
2007	1,487	89	9	8,609	8,707

APPENDIX H-1

State COLORADO

County ADAMS

Court COUNTY JUSTICE COURT

FISCAL YEAR	POPULATION	CRIMINAL FILINGS PER 1000 RESIDENTS	CIVIL FILINGS PER 1000 RESIDENTS	TRAFFIC FILINGS PER 1000 RESIDENTS
2000	354,146	12	48	56
2001	367,012	12	51	51
2002	377,326	21	55	49
2003	372,437	19	63	55
2004	379,940	20	64	63
2005	388,409	20	68	85
2006	399,814	23	65	76
2007	412,078	21	69	78

APPENDIX H-2

State COLORADO

County BROOMFIELD

Court COUNTY JUSTICE COURT

FISCAL YEAR	POPULATION	CRIMINAL FILINGS PER 1000 RESIDENTS	CIVIL FILINGS PER 1000 RESIDENTS	TRAFFIC FILINGS PER 1000 RESIDENTS
2000	n/a	n/a	n/a	n/a
2001	n/a	n/a	n/a	n/a
2002	n/a	N/a	n/a	n/a
2003	42,613	19	31	46
2004	45,181	22	37	45
2005	46,664	21	39	50
2006	48,559	20	38	50
2007	51,454	17	36	56

no filing data for fiscal years 2000 or 2001.

APPENDIX H-3

State COLORADO

County DOUGLAS

Court COUNTY JUSTICE COURT

FISCAL YEAR	POPULATION	CRIMINAL FILINGS PER 1000 RESIDENTS	CIVIL FILINGS PER 1000 RESIDENTS	TRAFFIC FILINGS PER 1000 RESIDENTS
2000	162,866	18	19	83
2001	180,300	16	20	65
2002	197,354	19	22	63
2003	210,130	18	26	73
2004	222,133	18	26	84
2005	235,081	17	28	103
2006	246,438	17	26	73
2007	259,727	16	28	60

APPENDIX H-4

State COLORADO

County WELD

Court COUNTY JUSTICE COURT

FISCAL YEAR	POPULATION	CRIMINAL FILINGS PER 1000 RESIDENTS	CIVIL FILINGS PER 1000 RESIDENTS	TRAFFIC FILINGS PER 1000 RESIDENTS
2000	174,342	23	35	56
2001	183,139	21	36	47
2002	193,209	22	38	46
2003	203,836	19	37	52
2004	211,126	17	41	56
2005	218,462	17	43	57
2006	226,869	20	41	61
2007	235,366	17	38	61

APPENDIX H-5

State ARIZONA

County COCHISE

Court COUNTY TOTAL JUSTICE COURT

FISCAL YEAR	POPULATION	CRIMINAL FILINGS PER 1000 RESIDENTS	CIVIL FILINGS PER 1000 RESIDENTS	TRAFFIC FILINGS PER 1000 RESIDENTS
2000	116,530	47	32	335
2001	118,036	45	30	355
2002	118,658	52	28	351
2003	119,823	60	31	332
2004	121,267	59	29	280
2005	123,405	65	28	247
2006	125,521	66	27	269
2007	126,763	56	27	260

APPENDIX H-6

State ARIZONA

County MARICOPA

Court COUNTY TOTAL JUSTICE COURT

FISCAL YEAR	POPULATION	CRIMINAL FILINGS PER 1000 RESIDENTS	CIVIL FILINGS PER 1000 RESIDENTS	TRAFFIC FILINGS PER 1000 RESIDENTS
2000	3,004,985	14	35	62
2001	3,097,778	12	38	59
2002	3,200,844	11	41	58
2003	3,300,425	6	42	60
2004	3,392,516	6	43	54
2005	3,504,143	6	42	66
2006	3,646,569	6	40	57
2007	3,778,598	6	42	60

APPENDIX H-7

State ARIZONA

County PIMA

Court COUNTY TOTAL JUSTICE COURT

FISCAL YEAR	POPULATION	CRIMINAL FILINGS PER 1000 RESIDENTS	CIVIL FILINGS PER 1000 RESIDENTS	TRAFFIC FILINGS PER 1000 RESIDENTS
2000	828,905	32	26	150
2001	848,676	30	28	171
2002	861,437	29	30	153
2003	877,666	30	30	143
2004	890,592	30	32	134
2005	907,296	30	33	125
2006	927,084	31	35	108
2007	948,704	30	37	106

APPENDIX H-8

State ARIZONA

County PINAL

Court COUNTY TOTAL JUSTICE COURT

FISCAL YEAR	POPULATION	CRIMINAL FILINGS PER 1000 RESIDENTS	CIVIL FILINGS PER 1000 RESIDENTS	TRAFFIC FILINGS PER 1000 RESIDENTS
2000	173,364	32	24	192
2001	181,373	29	25	202
2002	188,175	27	26	167
2003	197,243	32	28	140
2004	207,844	33	28	150
2005	219,860	30	30	148
2006	237,323	24	30	128
2007	268,316	22	33	110

APPENDIX H-9

State ARIZONA

County SANTA CRUZ

Court COUNTY TOTAL JUSTICE COURT

FISCAL YEAR	POPULATION	CRIMINAL FILINGS PER 1000 RESIDENTS	CIVIL FILINGS PER 1000 RESIDENTS	TRAFFIC FILINGS PER 1000 RESIDENTS
2000	37,713	32	20	203
2001	38,532	36	20	263
2002	38,908	37	24	220
2003	39,292	30	29	212
2004	39,559	27	29	204
2005	40,214	30	29	180
2006	41,149	31	28	162
2007	42,066	34	33	162

APPENDIX H-10

State ARIZONA

County YAVAPAI

Court COUNTY TOTAL JUSTICE COURT

FISCAL YEAR	POPULATION	CRIMINAL FILINGS PER 1000 RESIDENTS	CIVIL FILINGS PER 1000 RESIDENTS	TRAFFIC FILINGS PER 1000 RESIDENTS
2000	162,943	34	17	190
2001	168,885	34	19	222
2002	173,316	36	18	178
2003	178,467	36	20	157
2004	183,496	38	19	145
2005	189,661	34	19	129
2006	197,680	34	17	156
2007	206,738	35	19	145

APPENDIX H-11

State NEVADA

County NYE

Court TONOPAH

FISCAL YEAR	POPULATION	CRIMINAL FILINGS PER 1000 RESIDENTS	CIVIL FILINGS PER 1000 RESIDENTS	TRAFFIC FILINGS PER 1000 RESIDENTS
2000	6,248	27	27	426
2001	6,515	31	23	485
2002	5,727	23	22	502
2003	4,670	36	23	575
2004	4,853	39	20	678
2005	4,793	46	28	557
2006	5,071	67	40	477
2007	5,119	55	27	539

APPENDIX H-12

State NEVADA

County NYE

Court BEATTY

FISCAL YEAR	POPULATION	CRIMINAL FILINGS PER 1000 RESIDENTS	CIVIL FILINGS PER 1000 RESIDENTS	TRAFFIC FILINGS PER 1000 RESIDENTS
2000	3,981	42	13	859
2001	4,151	32	6	726
2002	2,548	62	19	1,489
2003	2,125	97	22	1,255
2004	2,184	73	17	1,411
2005	2,128	80	21	1,021
2006	2,188	56	16	1,459
2007	2,210	76	25	1,707

APPENDIX H-13

State NEVADA

County NYE

Court PAHRUMP

FISCAL YEAR	POPULATION	CRIMINAL FILINGS PER 1000 RESIDENTS	CIVIL FILINGS PER 1000 RESIDENTS	TRAFFIC FILINGS PER 1000 RESIDENTS
2000	23,550	29	40	146
2001	24,558	35	28	151
2002	26,109	39	28	195
2003	28,245	49	26	168
2004	29,613	38	30	182
2005	31,260	31	38	148
2006	34,042	39	42	122
2007	37,466	37	38	171

APPENDIX H-14

State NEVADA

County CLARK

Court BOULDER CITY

FISCAL YEAR	POPULATION	CRIMINAL FILINGS PER 1000 RESIDENTS	CIVIL FILINGS PER 1000 RESIDENTS	TRAFFIC FILINGS PER 1000 RESIDENTS
2000	14,940	8	15	78
2001	16,303	7	18	37
2002	15,276	6	16	38
2003	15,323	8	15	37
2004	15,445	7	17	35
2005	15,594	8	18	44
2006	15,730	9	17	60
2007	16,021	9	25	55

APPENDIX H-15

State NEVADA

County CLARK

Court BUNKERVILLE

FISCAL YEAR	POPULATION	CRIMINAL FILINGS PER 1000 RESIDENTS	CIVIL FILINGS PER 1000 RESIDENTS	TRAFFIC FILINGS PER 1000 RESIDENTS
2000	880	64	14	1,106
2001	909	34	6	743
2002	1,141	37	8	786
2003	1,180	25	8	809
2004	1,165	13	11	833
2005	1,185	11	8	1,093
2006	1,198	13	5	815
2007	1,179	38	9	876

APPENDIX H-16

State NEVADA

County CLARK

Court GOODSPRINGS

FISCAL YEAR	POPULATION	CRIMINAL FILINGS PER 1000 RESIDENTS	CIVIL FILINGS PER 1000 RESIDENTS	TRAFFIC FILINGS PER 1000 RESIDENTS
2000	1,400	189	26	7,072
2001	3,432	91	14	1,434
2002	3,795	43	14	1,942
2003	3,535	59	19	2,604
2004	3,759	50	13	2,331
2005	3,936	44	15	2,084
2006	3,873	60	14	3,443
2007	3,989	49	25	3,424

APPENDIX H-17

State NEVADA

County CLARK

Court HENDERSON

FISCAL YEAR	POPULATION	CRIMINAL FILINGS PER 1000 RESIDENTS	CIVIL FILINGS PER 1000 RESIDENTS	TRAFFIC FILINGS PER 1000 RESIDENTS
2000	177,030	17	16	49
2001	198,691	11	15	30
2002	197,711	11	17	27
2003	210,353	8	16	28
2004	218,370	9	17	28
2005	230,950	10	18	29
2006	242,084	11	18	22
2007	252,300	15	22	35

APPENDIX H-18

State NEVADA

County CLARK

Court LAS VEGAS

FISCAL YEAR	POPULATION	CRIMINAL FILINGS PER 1000 RESIDENTS	CIVIL FILINGS PER 1000 RESIDENTS	TRAFFIC FILINGS PER 1000 RESIDENTS
2000	983,750	47	43	224
2001	1,046,144	42	47	219
2002	1,090,578	44	50	200
2003	1,133,145	40	53	198
2004	1,182,623	40	58	174
2005	1,240,965	40	60	179
2006	1,295,058	37	61	195
2007	1,342,876	36	66	226

APPENDIX H-19

State NEVADA

County CLARK

Court LAUGHLIN

FISCAL YEAR	POPULATION	CRIMINAL FILINGS PER 1000 RESIDENTS	CIVIL FILINGS PER 1000 RESIDENTS	TRAFFIC FILINGS PER 1000 RESIDENTS
2000	7,910	273	45	1,284
2001	8,083	211	55	797
2002	6,219	187	77	1,014
2003	6,439	215	77	1,080
2004	6,990	200	58	1,058
2005	8,145	175	46	951
2006	8,265	151	43	1,130
2007	8,498	135	51	1,154

APPENDIX H-20

State NEVADA

County CLARK

Court MESQUITE

FISCAL YEAR	POPULATION	CRIMINAL FILINGS PER 1000 RESIDENTS	CIVIL FILINGS PER 1000 RESIDENTS	TRAFFIC FILINGS PER 1000 RESIDENTS
2000	14,070	7	15	-
2001	15,605	5	12	-
2002	12,040	9	15	0
2003	13,309	10	15	1
2004	13,994	8	14	1
2005	15,985	9	15	2
2006	16,525	11	20	-
2007	17,761	11	25	1

APPENDIX H-21

State NEVADA

County CLARK

Court MOAPA

FISCAL YEAR	POPULATION	CRIMINAL FILINGS PER 1000 RESIDENTS	CIVIL FILINGS PER 1000 RESIDENTS	TRAFFIC FILINGS PER 1000 RESIDENTS
2000	440	420	27	10,639
2001	1,075	117	3	4,112
2002	1,205	34	4	4,790
2003	1,337	15	14	4,190
2004	1,642	10	6	2,981
2005	1,491	22	7	2,679
2006	1,547	27	8	2,405
2007	1,298	40	16	2,730

APPENDIX H-22

State NEVADA

County CLARK

Court MOAPA VALLEY

FISCAL YEAR	POPULATION	CRIMINAL FILINGS PER 1000 RESIDENTS	CIVIL FILINGS PER 1000 RESIDENTS	TRAFFIC FILINGS PER 1000 RESIDENTS
2000	5,620	31	8	243
2001	9,095	12	8	122
2002	5,954	16	10	180
2003	6,540	16	9	114
2004	6,603	19	8	83
2005	6,842	19	8	134
2006	7,014	14	11	85
2007	7,142	22	9	119

APPENDIX H-23

State NEVADA

County CLARK

Court NORTH LAS VEGAS
 JUSTICE COURT

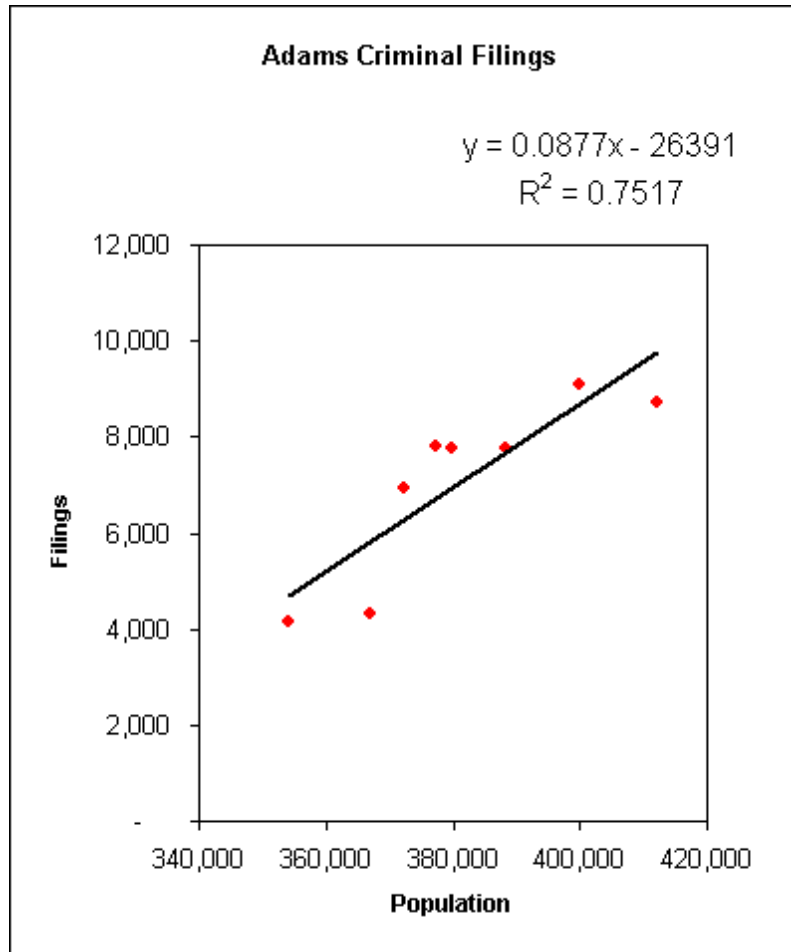
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2000	136,760	18	18	6
2001	124,936	22	22	7
2002	150,511	21	22	8
2003	157,034	19	17	7
2004	168,402	18	17	6
2005	188,426	17	17	5
2006	203,296	17	17	5
2007	222,286	15	18	6

APPENDIX H-24

State NEVADA
County CLARK
Court SEARCHLIGHT

FISCAL YEAR	POPULATION	CRIMINAL FILINGS PER 1000 RESIDENTS	CIVIL FILINGS PER 1000 RESIDENTS	TRAFFIC FILINGS PER 1000 RESIDENTS
2000	740	404	23	7,715
2001	1,451	185	17	2,881
2002	1,423	90	5	3,209
2003	1,462	41	2	2,525
2004	1,754	78	5	1,552
2005	1,819	41	6	2,620
2006	1,790	26	4	2,572
2007	1,487	60	6	5,790

APPENDIX I-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	354,146	4,150
2001	367,012	4,335
2002	377,326	7,800
2003	372,437	6,936
2004	379,940	7,774
2005	388,409	7,771
2006	399,814	9,104
2007	412,078	8,705

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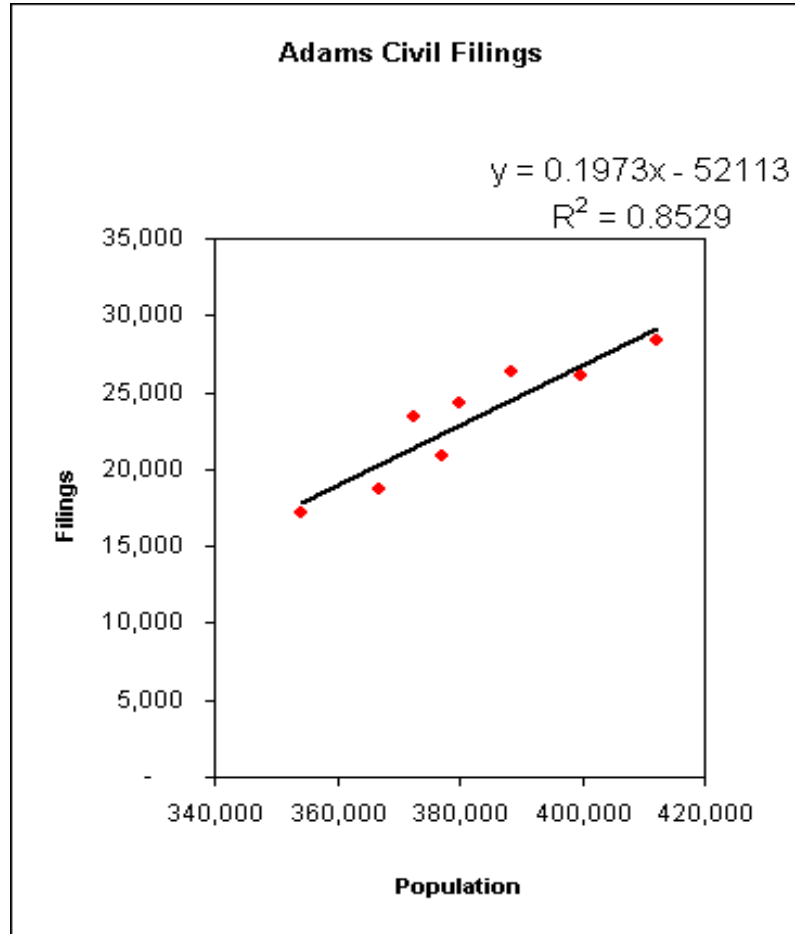
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APPENDIX I-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	354,146	17,148
2001	367,012	18,657
2002	377,326	20,857
2003	372,437	23,384
2004	379,940	24,279
2005	388,409	26,366
2006	399,814	26,092
2007	412,078	28,323

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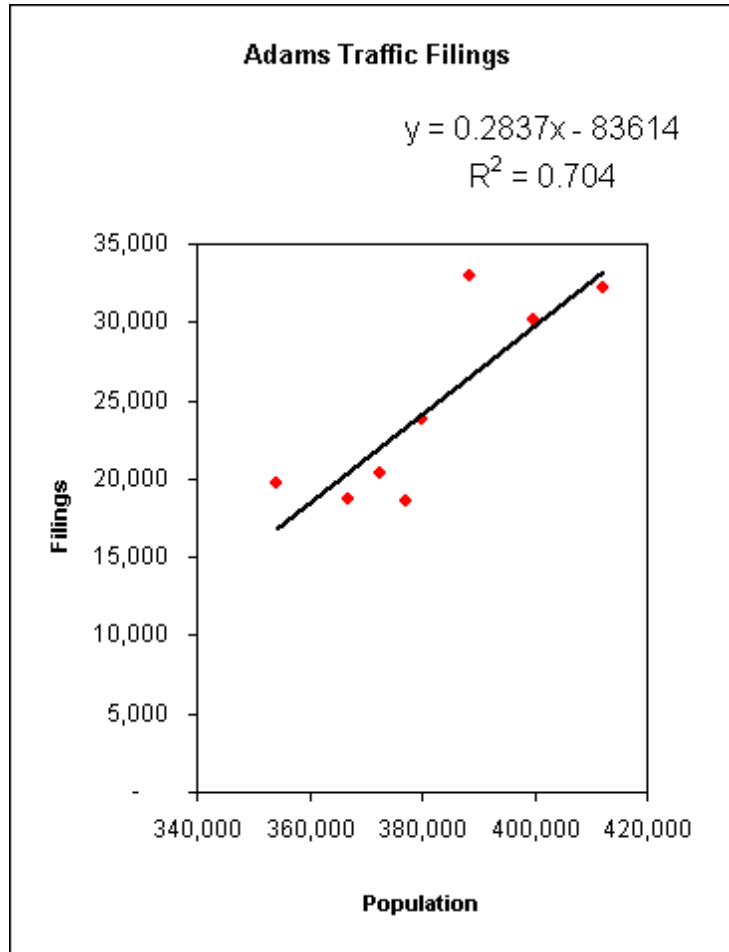
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APPENDIX I-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	354,146	19,767
2001	367,012	18,673
2002	377,326	18,592
2003	372,437	20,365
2004	379,940	23,837
2005	388,409	32,969
2006	399,814	30,192
2007	412,078	32,176

slope: 0.283656

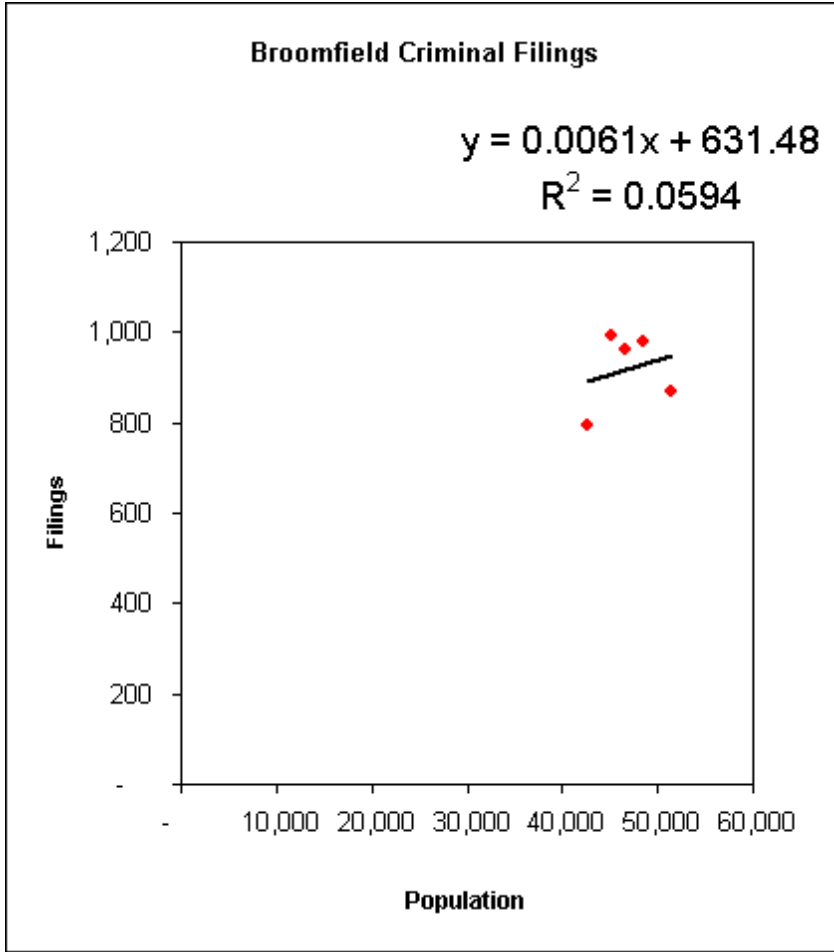
intercept: -83613.539291

r-squared: 0.704014

degrees of freedom: 6

P-value: 0.00920489500

APPENDIX J-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	N	n/a
2001	N	n/a
2002	N	440
2003	42,613	795
2004	45,181	991
2005	46,664	962
2006	48,559	980
2007	51,454	870

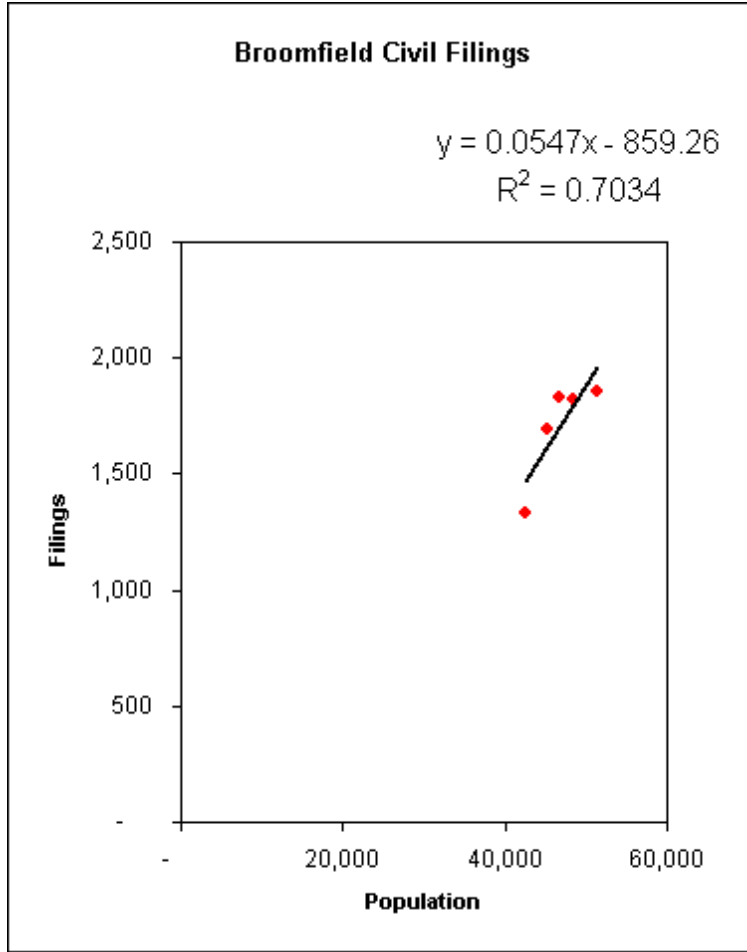
slope: 0.006144
 intercept: 631.482721

r-squared: 0.059383

degrees of freedom: 3

P-value: 0.69282706249

APPENDIX J-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	N	n/a
2001	N	n/a
2002	N	687
2003	42,613	1,333
2004	45,181	1,694
2005	46,664	1,833
2006	48,559	1,825
2007	51,454	1,853

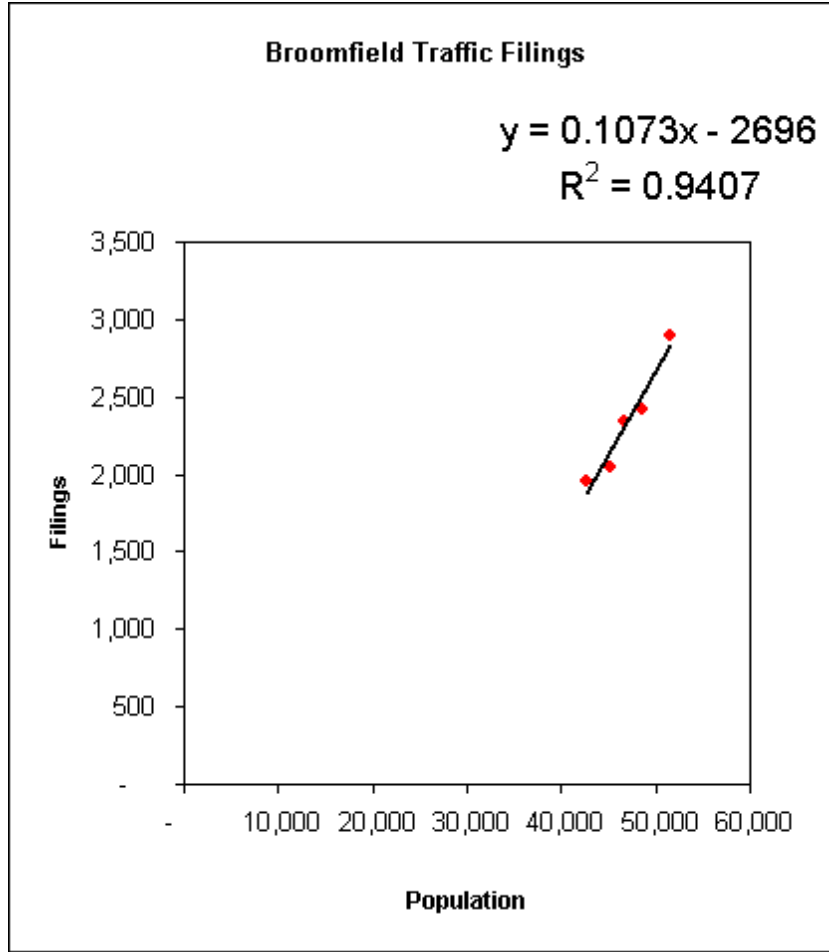
slope: 0.054737
intercept: -859.261242

r-squared: 0.703436

degrees of freedom: 3

P-value: 0.07584806739

APPENDIX J-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	N	n/a
2001	N	n/a
2002	N	897
2003	42,613	1,959
2004	45,181	2,052
2005	46,664	2,347
2006	48,559	2,421
2007	51,454	2,901

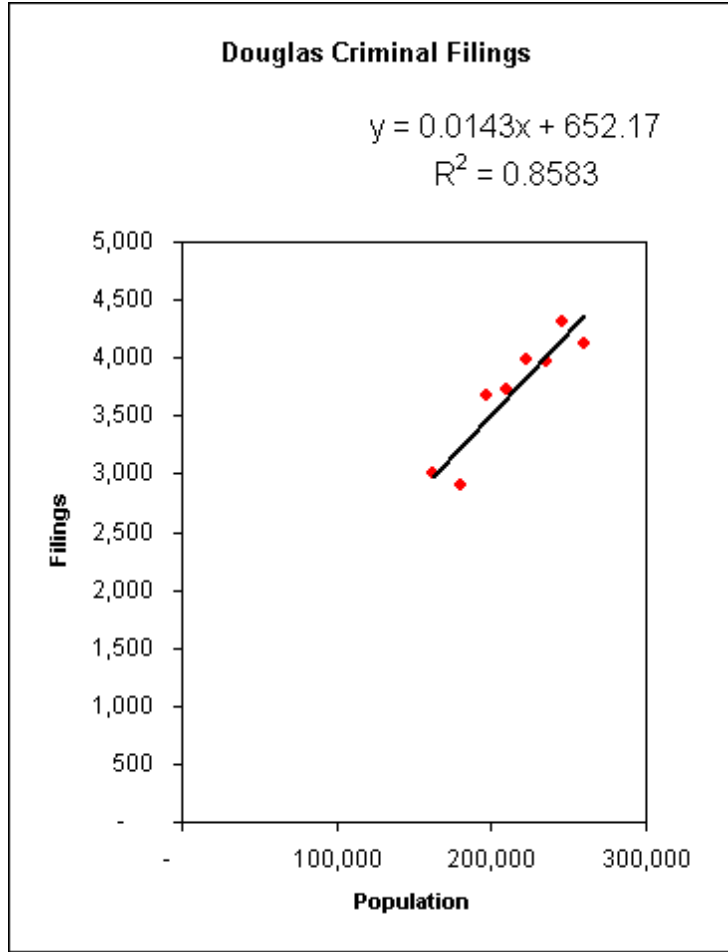
slope: 0.107304
intercept: -2695.950492

r-squared: 0.940663

degrees of freedom: 3

P-value: 0.00624731810

APPENDIX K-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	162,866	3,011
2001	180,300	2,897
2002	197,354	3,671
2003	210,130	3,736
2004	222,133	3,986
2005	235,081	3,972
2006	246,438	4,311
2007	259,727	4,126

slope:

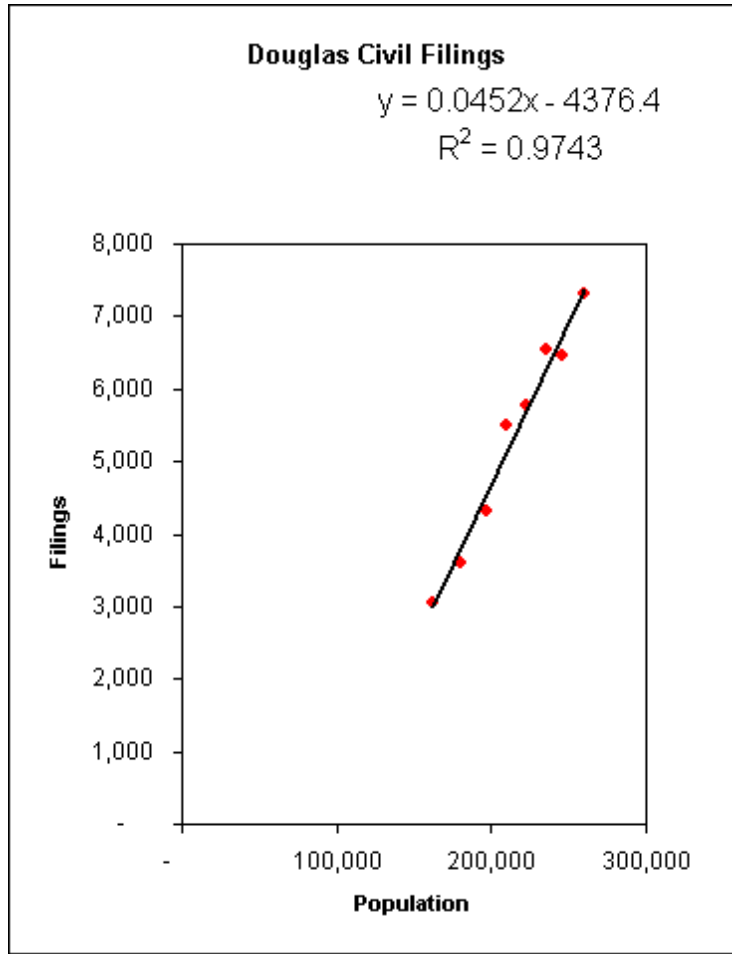
intercept:

r-squared:

degrees of freedom:

P-value:

APPENDIX K-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	162,866	3,039
2001	180,300	3,597
2002	197,354	4,318
2003	210,130	5,496
2004	222,133	5,772
2005	235,081	6,538
2006	246,438	6,458
2007	259,727	7,314

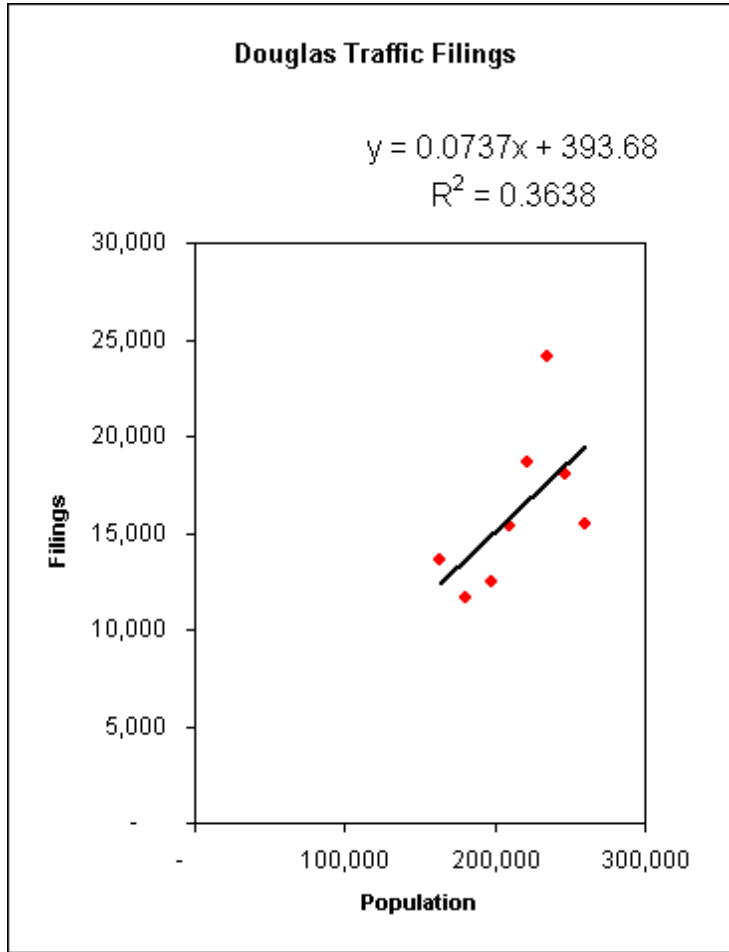
slope:
intercept:

r-squared:

degrees of freedom:

P-value:

APPENDIX K-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	162,866	13,596
2001	180,300	11,673
2002	197,354	12,466
2003	210,130	15,318
2004	222,133	18,653
2005	235,081	24,124
2006	246,438	18,065
2007	259,727	15,500

slope: 0.073654

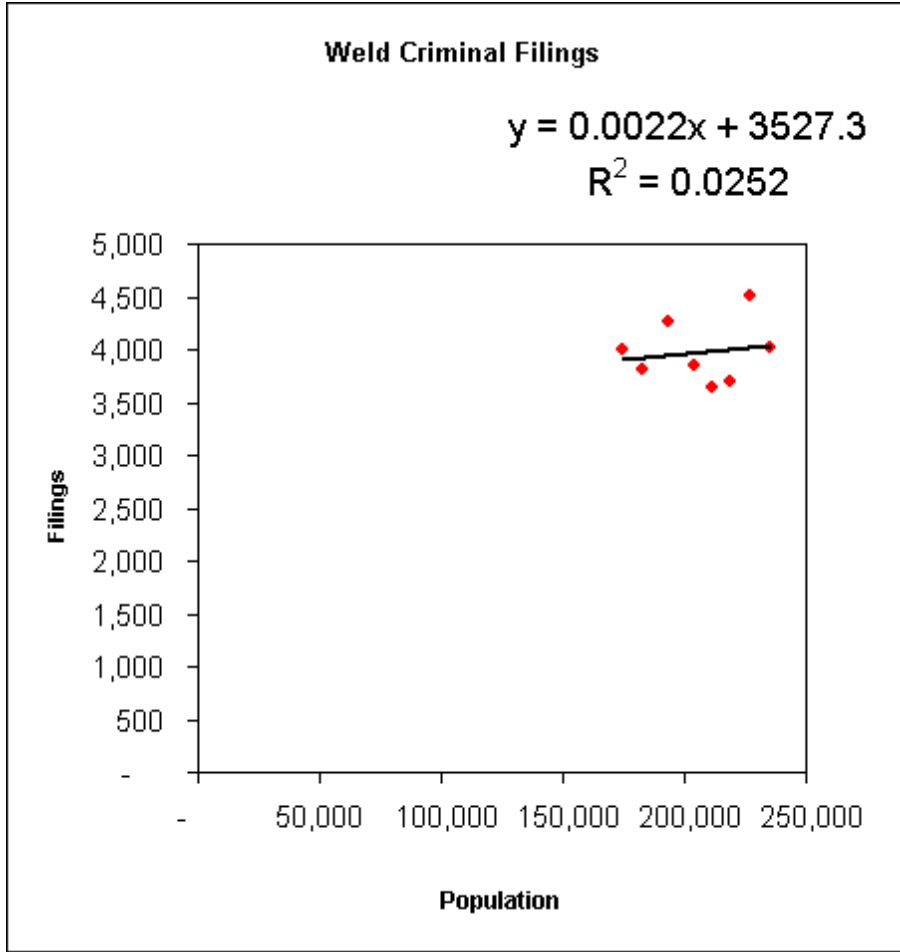
intercept: 393.684329

r-squared: 0.363774

degrees of freedom: 6

P-value: 0.11344512178

APPENDIX L-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	174,342	4,004
2001	183,139	3,803
2002	193,209	4,268
2003	203,836	3,850
2004	211,126	3,644
2005	218,462	3,704
2006	226,869	4,502
2007	235,366	4,024

slope: 0.002175

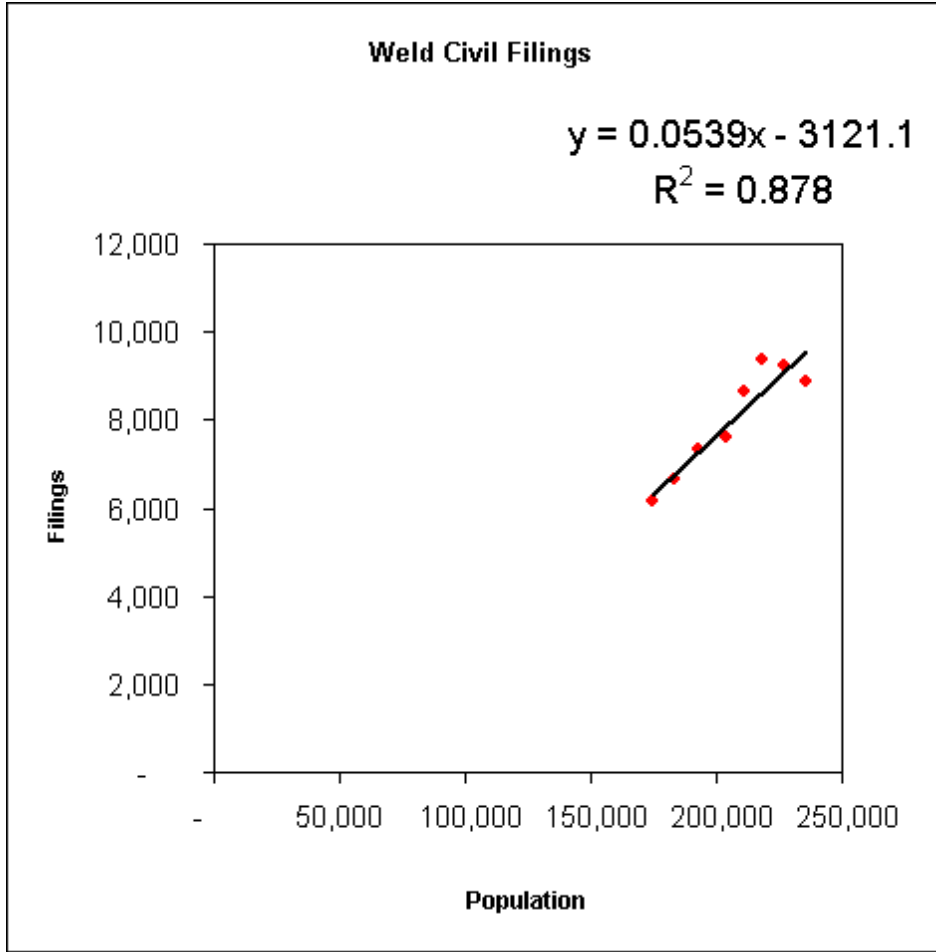
intercept: 3527.282761

r-squared: 0.025219

degrees of freedom: 6

P-value: 0.70720814580

APPENDIX L-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	174,342	6,144
2001	183,139	6,636
2002	193,209	7,315
2003	203,836	7,590
2004	211,126	8,629
2005	218,462	9,384
2006	226,869	9,227
2007	235,366	8,865

slope: 0.053913

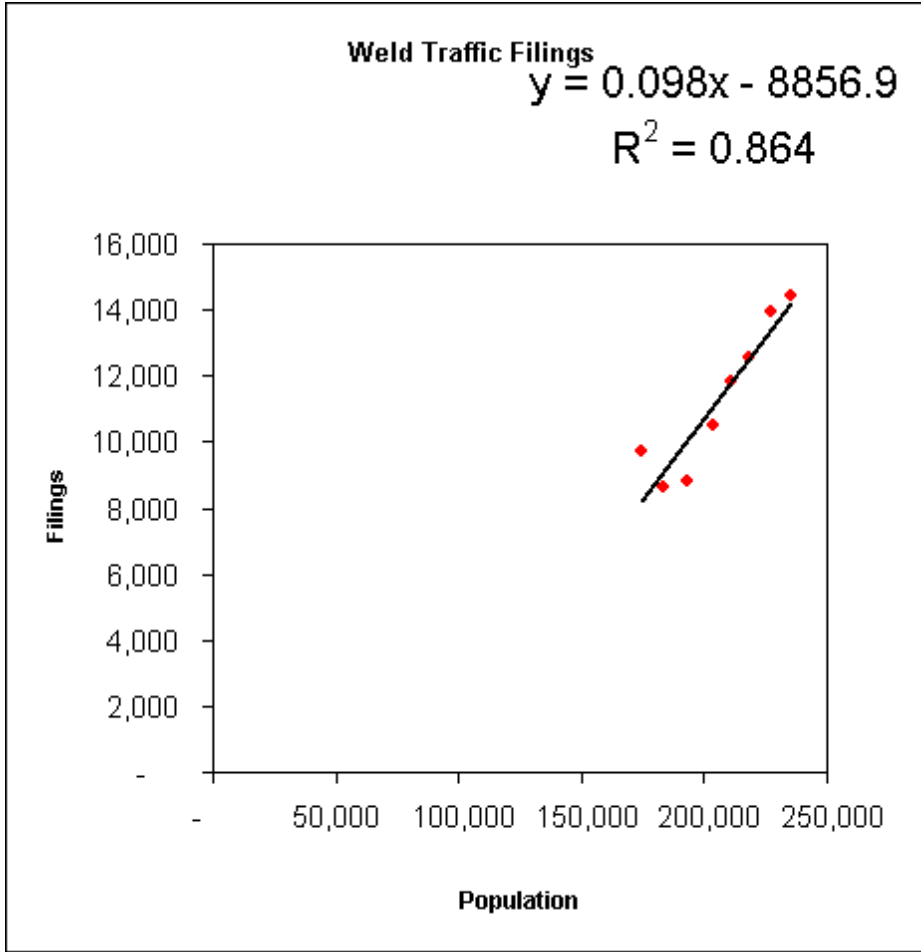
intercept: -3121.125085

r-squared: 0.877975

degrees of freedom: 6

P-value: 0.00059586314

APPENDIX L-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	174,342	9,718
2001	183,139	8,624
2002	193,209	8,804
2003	203,836	10,519
2004	211,126	11,847
2005	218,462	12,559
2006	226,869	13,941
2007	235,366	14,444

slope: 0.097981

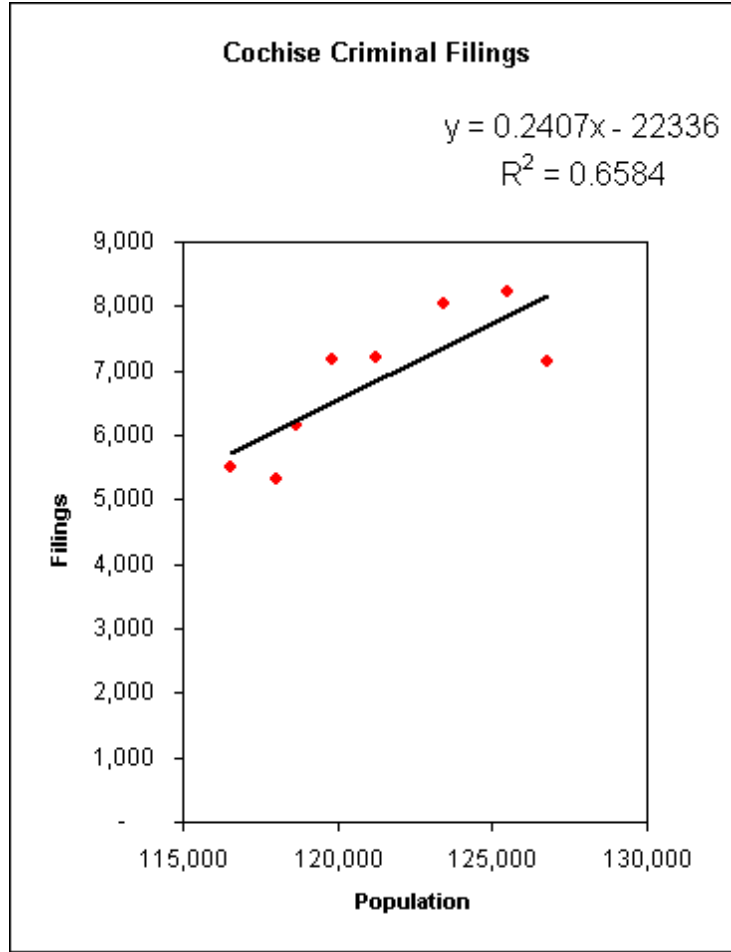
intercept: -8856.931258

r-squared: 0.864034

degrees of freedom: 6

P-value: 0.00082914867

APPENDIX M-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	116,530	5,500
2001	118,036	5,322
2002	118,658	6,147
2003	119,823	7,181
2004	121,267	7,204
2005	123,405	8,043
2006	125,521	8,239
2007	126,763	7,147

slope: 0.240692

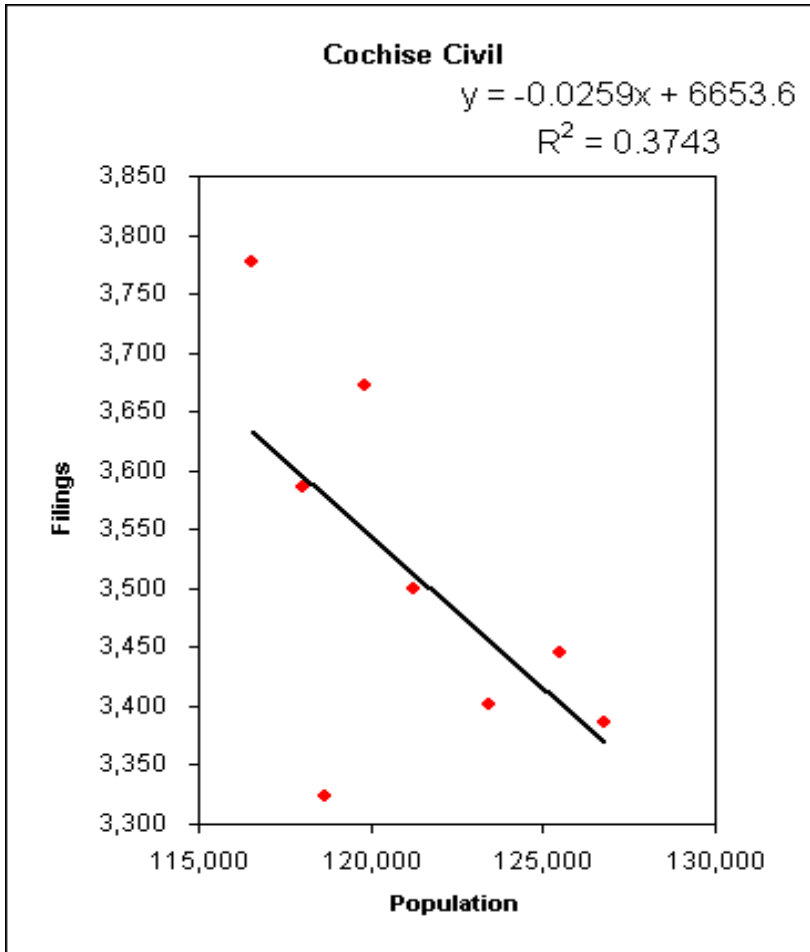
intercept: -22336.119391

r-squared: 0.658434

degrees of freedom: 6

P-value: 0.01447977530

APPENDIX M-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	116,530	3,778
2001	118,036	3,586
2002	118,658	3,324
2003	119,823	3,672
2004	121,267	3,500
2005	123,405	3,402
2006	125,521	3,445
2007	126,763	3,386

slope: -0.025913

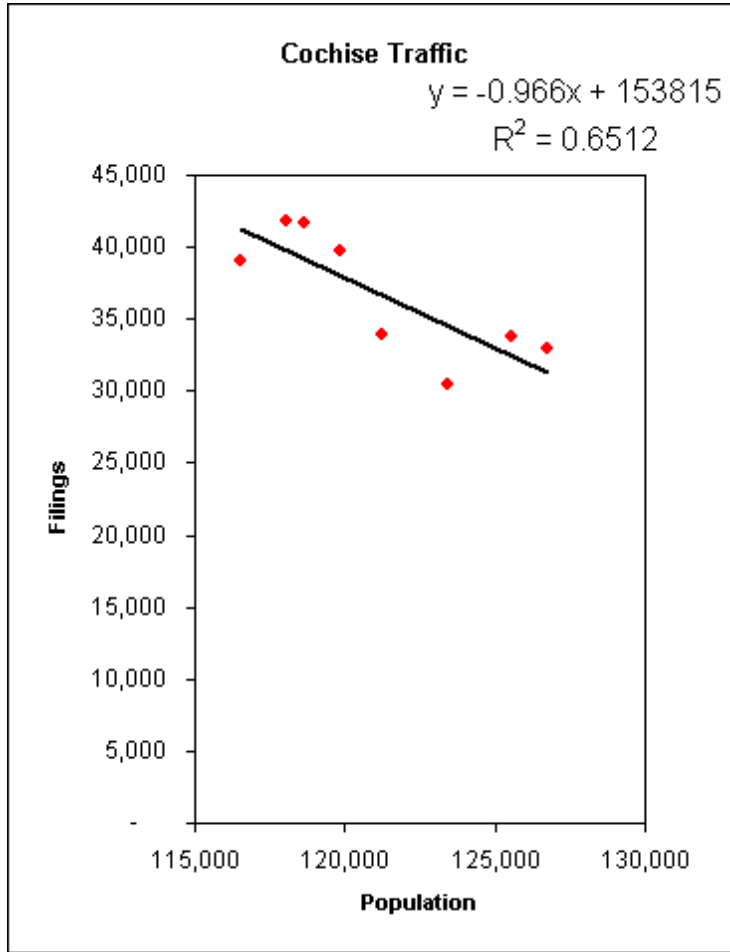
intercept: 6653.550111

r-squared: 0.374294

degrees of freedom: 6

P-value: 0.10698122920

APPENDIX M-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	116,530	39,052
2001	118,036	41,851
2002	118,658	41,683
2003	119,823	39,770
2004	121,267	33,898
2005	123,405	30,444
2006	125,521	33,787
2007	126,763	32,981

slope:

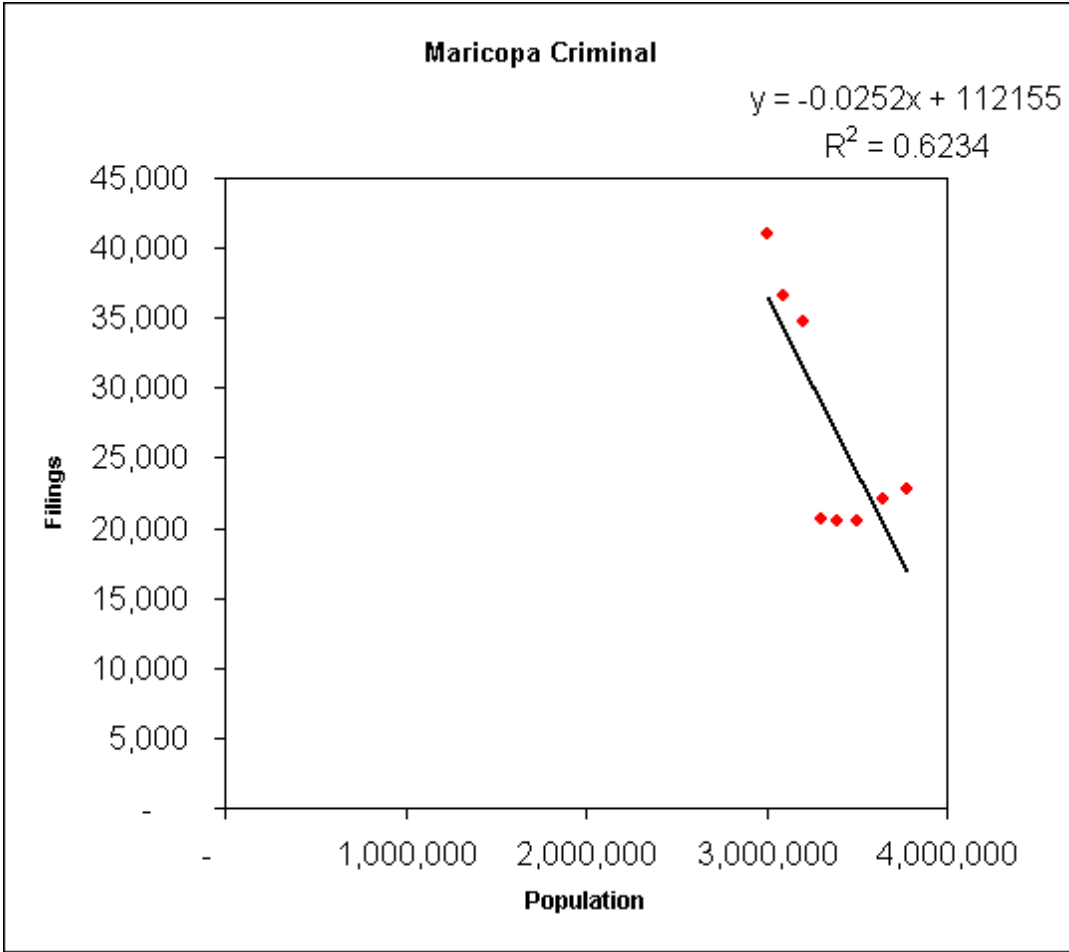
intercept:

r-squared:

degrees of freedom:

P-value:

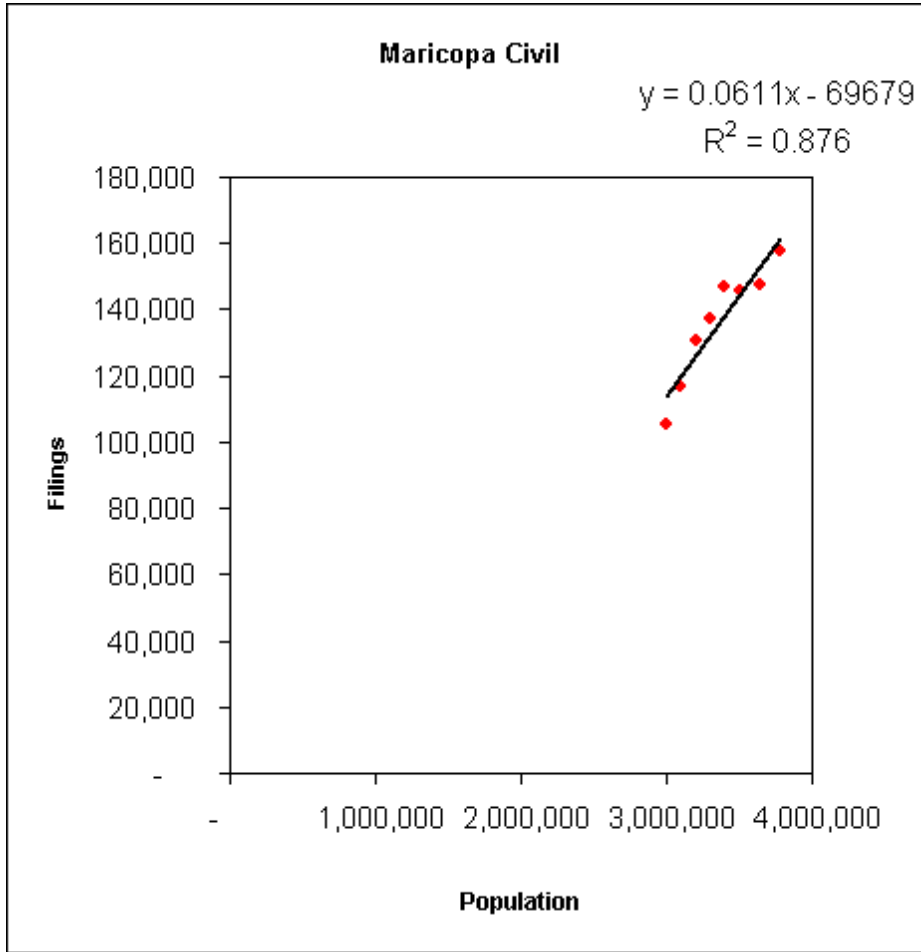
APPENDIX N-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	3,004,985	40,994
2001	3,097,778	36,553
2002	3,200,844	34,784
2003	3,300,425	20,670
2004	3,392,516	20,562
2005	3,504,143	20,573
2006	3,646,569	22,027
2007	3,778,598	22,826

slope: -0.025189
intercept: 112154.614502
r-squared: 0.62341
degrees of freedom: 6
P-value: 0.01977512071

APPENDIX N-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	3,004,985	105,240
2001	3,097,778	116,956
2002	3,200,844	130,840
2003	3,300,425	137,259
2004	3,392,516	146,632
2005	3,504,143	145,956
2006	3,646,569	147,335
2007	3,778,598	157,544

slope: 0.061101

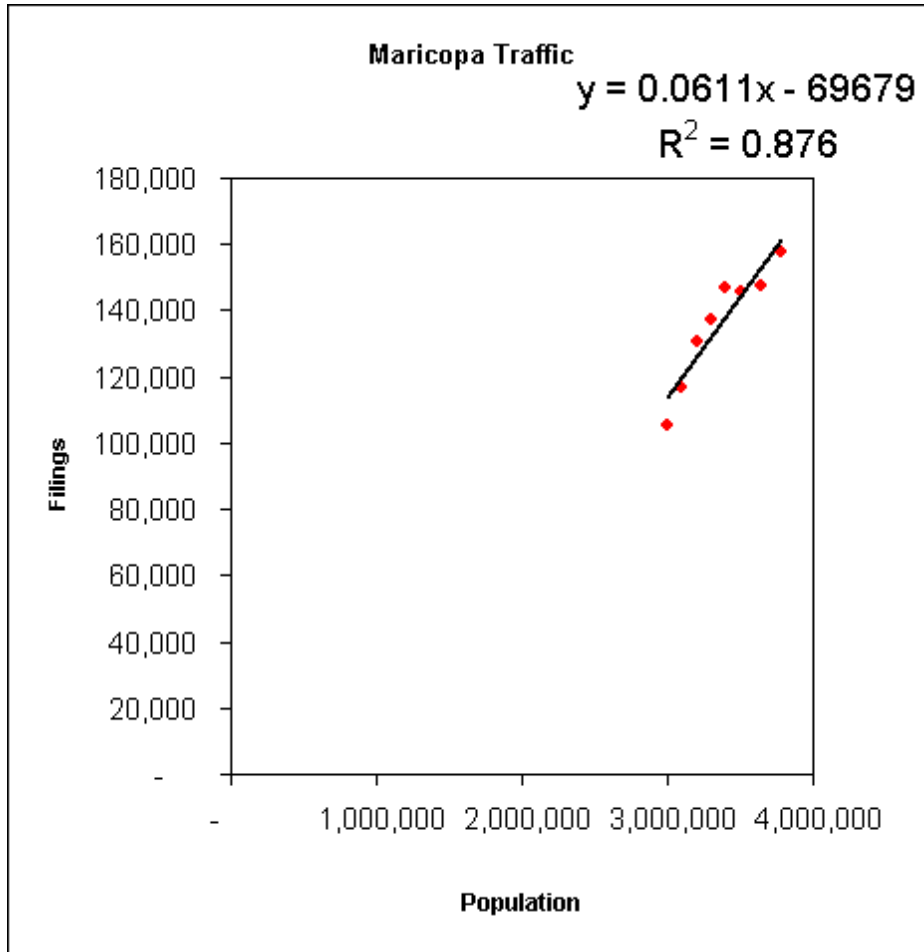
intercept: -69679.263481

r-squared: 0.876043

degrees of freedom: 6

P-value: 0.00062511568

APPENDIX N-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	3,004,985	186,551
2001	3,097,778	182,097
2002	3,200,844	186,683
2003	3,300,425	197,067
2004	3,392,516	182,877
2005	3,504,143	231,370
2006	3,646,569	207,757
2007	3,778,598	225,071

slope: 0.056604

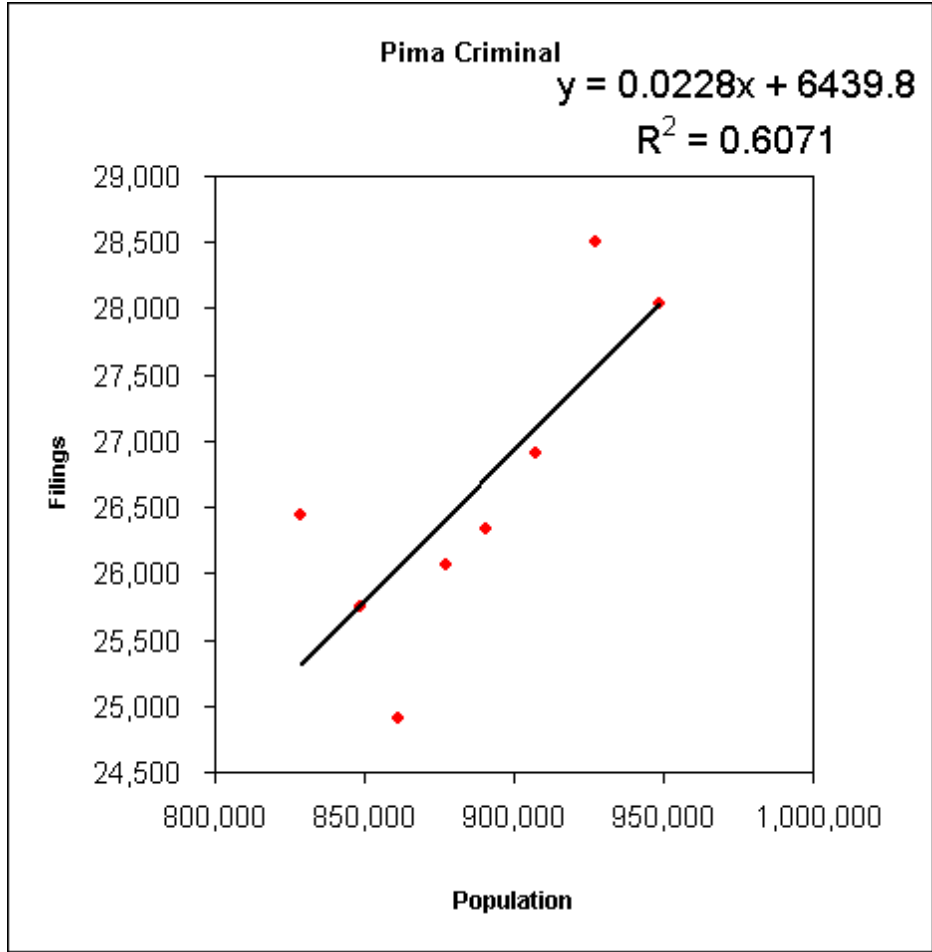
intercept: 9419.09336

r-squared: 0.606917

degrees of freedom: 6

P-value: 0.02269549059

APPENDIX O-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	828,905	26,447
2001	848,676	25,752
2002	861,437	24,902
2003	877,666	26,067
2004	890,592	26,331
2005	907,296	26,908
2006	927,084	28,500
2007	948,704	28,037

slope: 0.022767

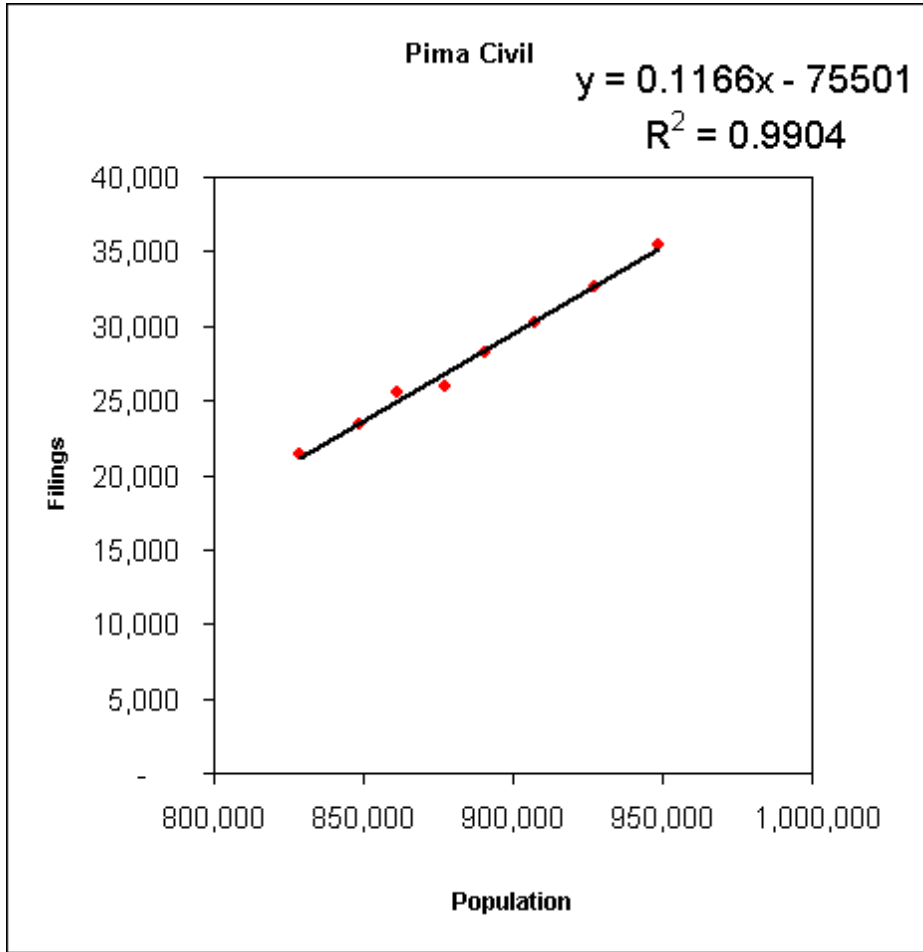
intercept: 6439.762858

r-squared: 0.607116

degrees of freedom: 6

P-value: 0.02265855047

APPENDIX O-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	828,905	21,442
2001	848,676	23,390
2002	861,437	25,618
2003	877,666	25,957
2004	890,592	28,167
2005	907,296	30,250
2006	927,084	32,620
2007	948,704	35,512

slope: 0.116632

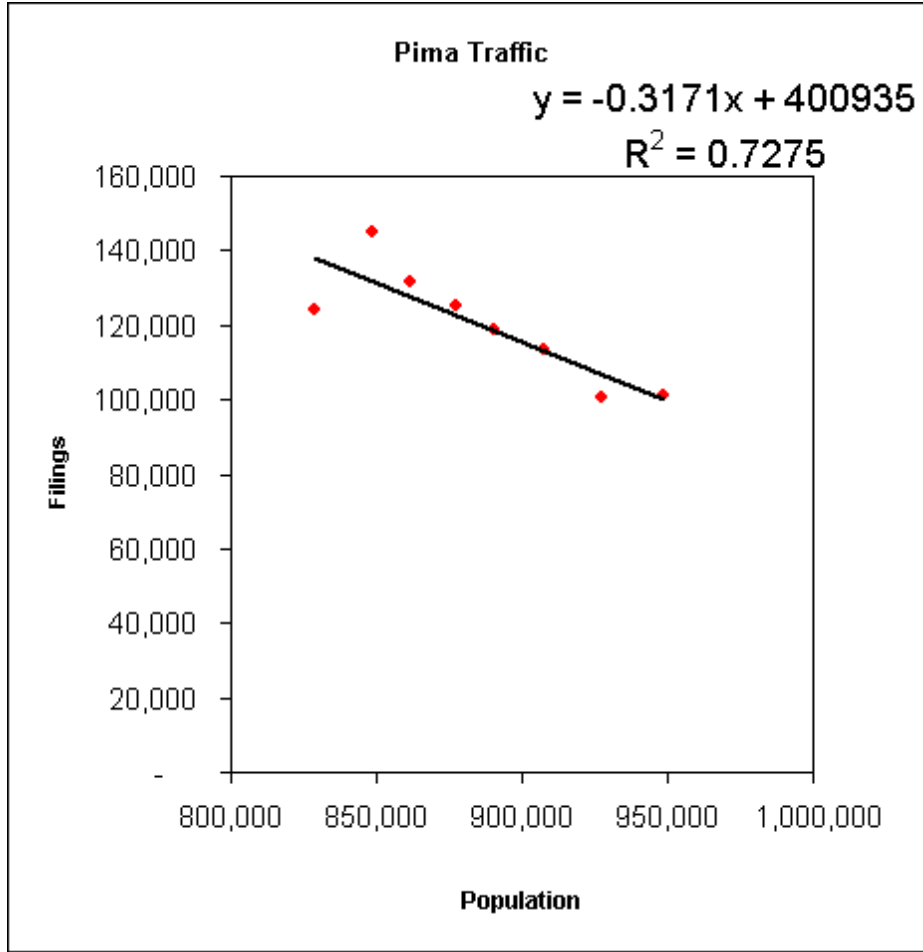
intercept: -75501.023531

r-squared: 0.990447

degrees of freedom: 6

P-value: 0.00000027342

APPENDIX O-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	828,905	123,971
2001	848,676	144,758
2002	861,437	131,387
2003	877,666	125,080
2004	890,592	118,936
2005	907,296	113,509
2006	927,084	100,351
2007	948,704	100,885

slope: -0.317135

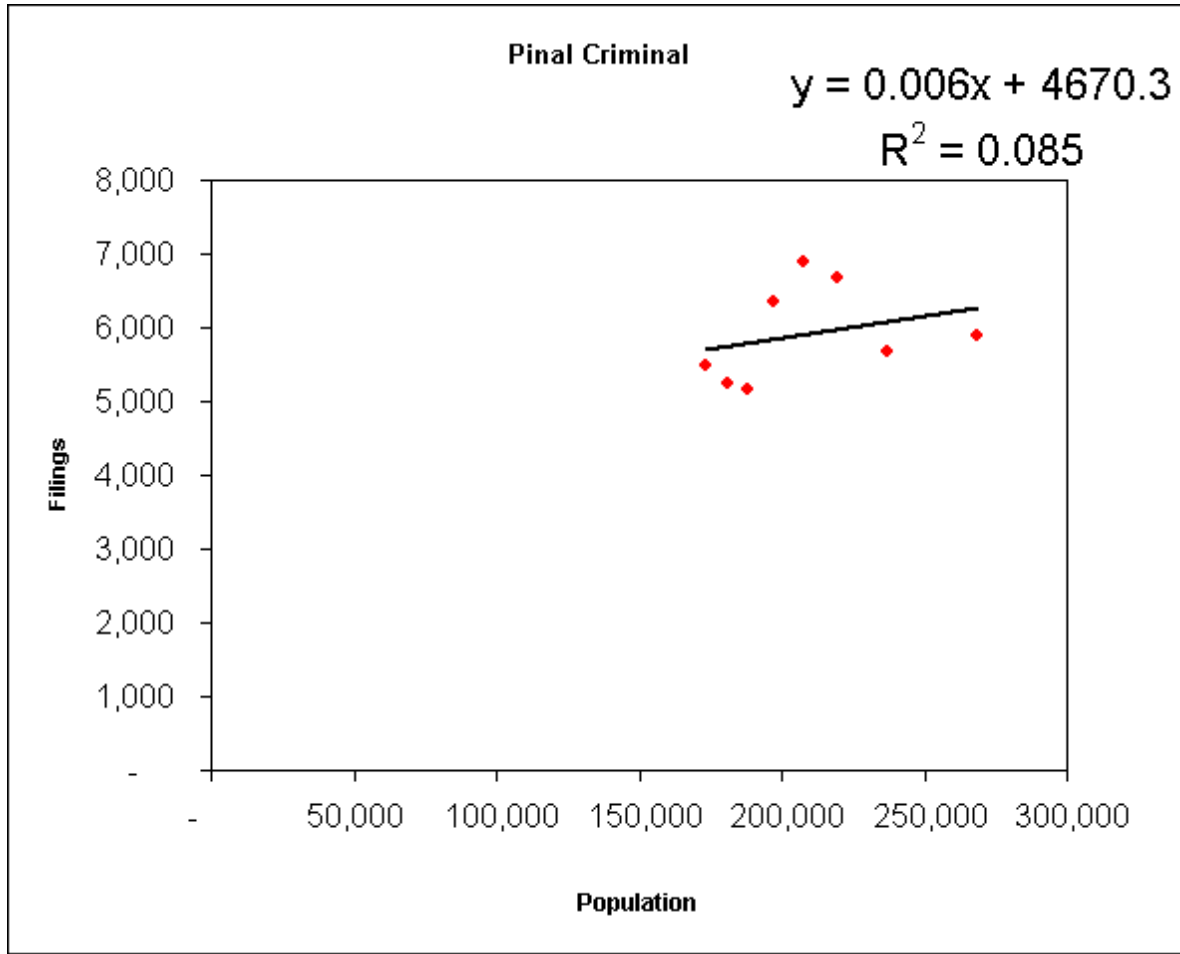
intercept: 400934.556985

r-squared: 0.727459

degrees of freedom: 6

P-value: 0.00710378554

APPENDIX P-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	173,364	5,494
2001	181,373	5,249
2002	188,175	5,162
2003	197,243	6,363
2004	207,844	6,897
2005	219,860	6,673
2006	237,323	5,681
2007	268,316	5,881

slope: 0.005998

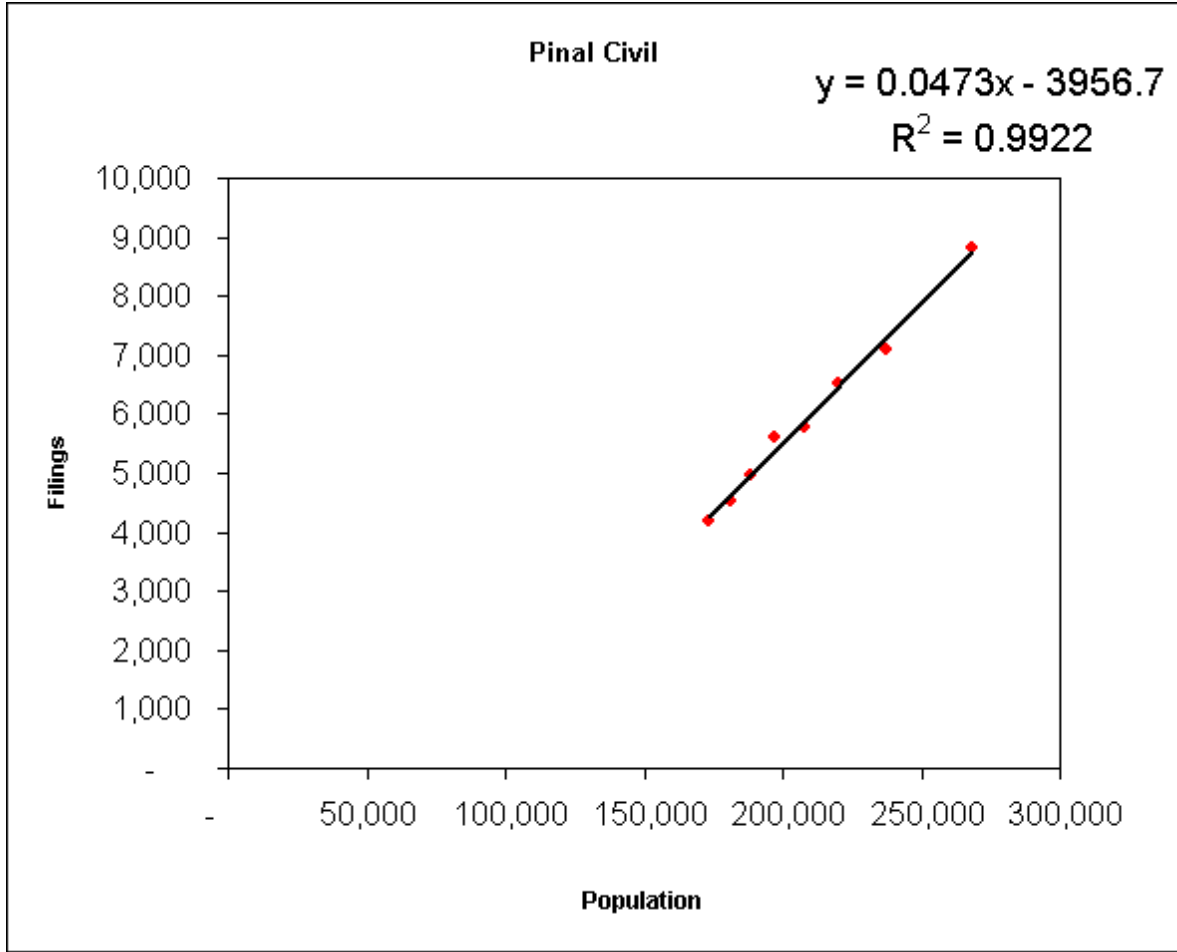
intercept: 4670.296514

r-squared: 0.084975

degrees of freedom: 6

P-value: 0.48360328830

APPENDIX P-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	173,364	4,206
2001	181,373	4,533
2002	188,175	4,983
2003	197,243	5,618
2004	207,844	5,774
2005	219,860	6,504
2006	237,323	7,085
2007	268,316	8,808

slope: 0.047305

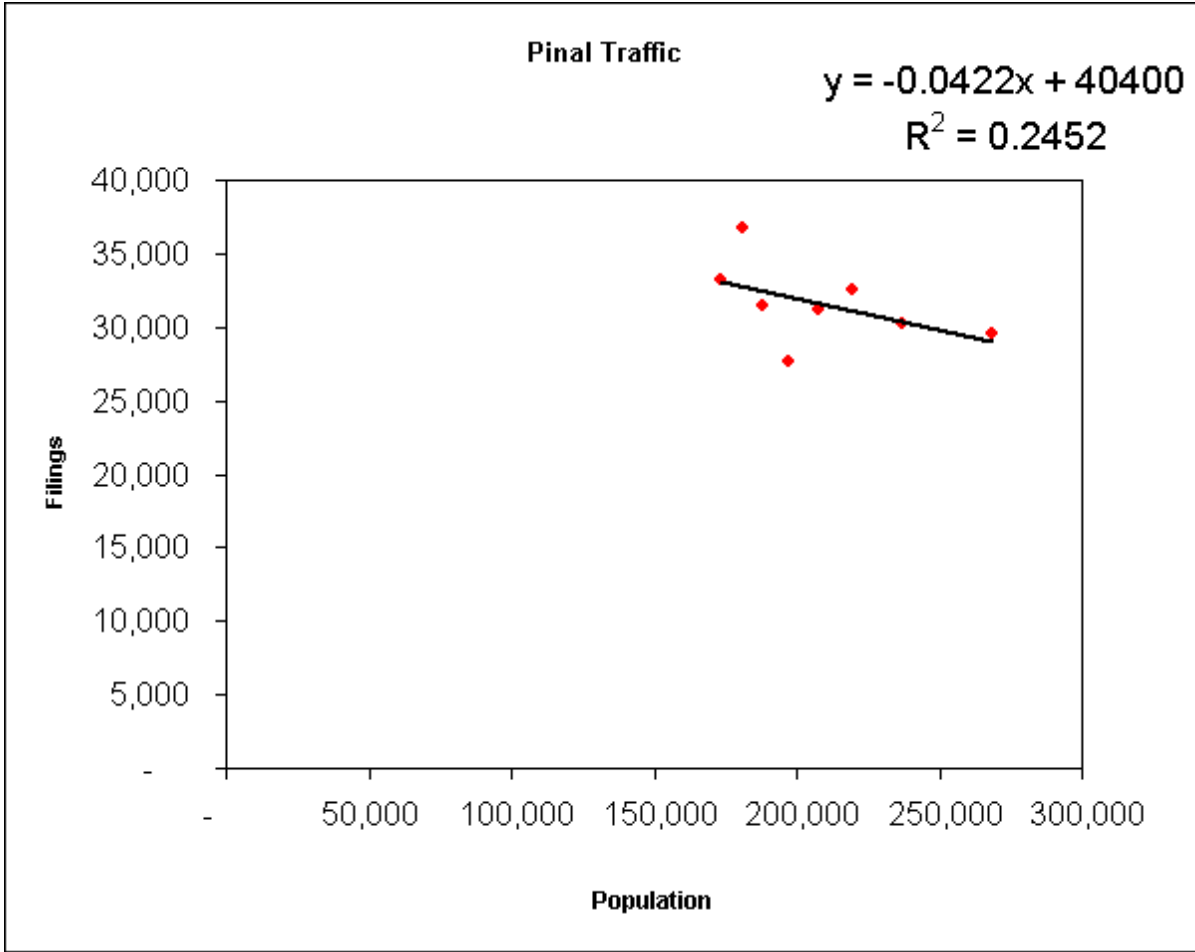
intercept: -3956.681718

r-squared: 0.992202

degrees of freedom: 6

P-value: 0.00000014863

APPENDIX P-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	173,364	33,204
2001	181,373	36,693
2002	188,175	31,421
2003	197,243	27,662
2004	207,844	31,249
2005	219,860	32,561
2006	237,323	30,291
2007	268,316	29,524

slope: -0.042184

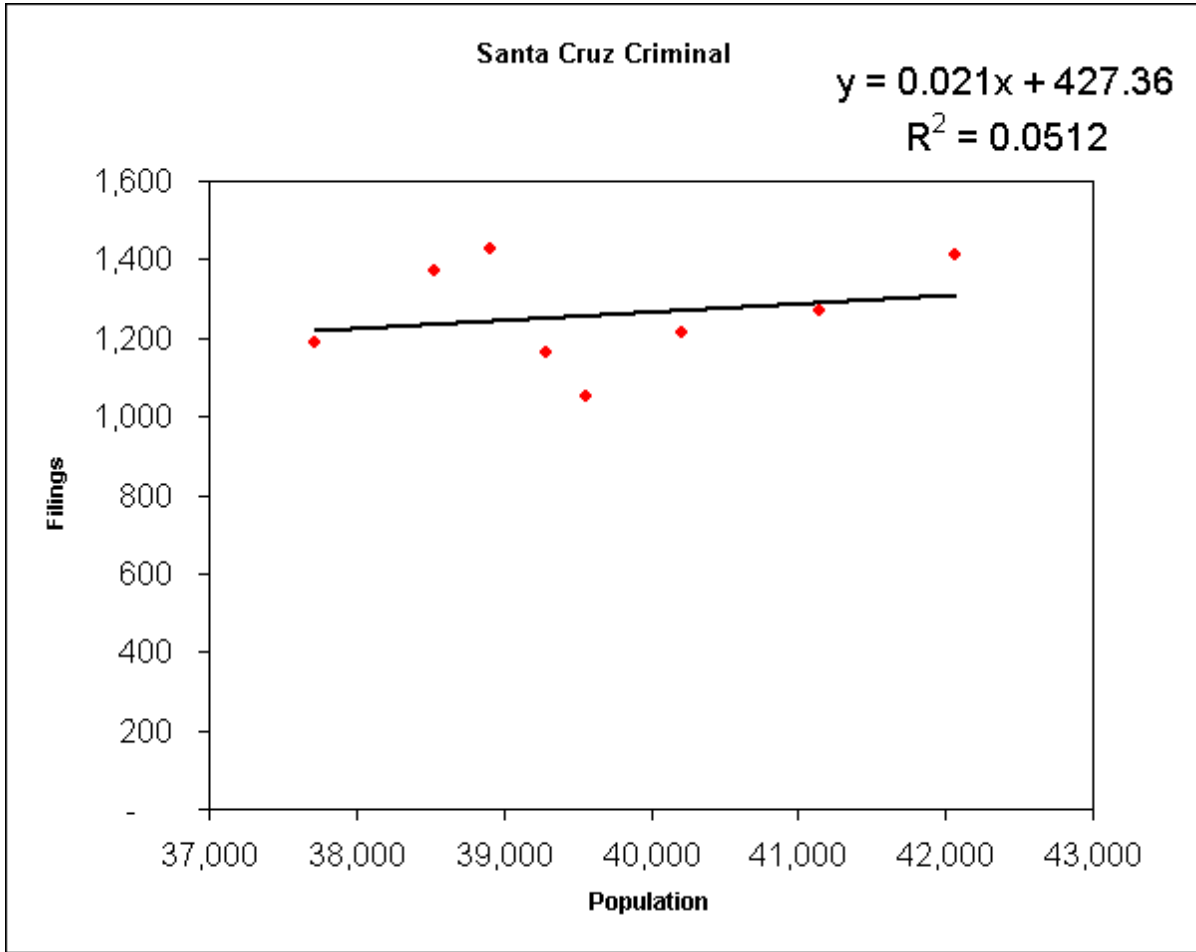
intercept: 40400.03683

r-squared: 0.245245

degrees of freedom: 6

P-value: 0.21210293756

APPENDIX Q-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	37,713	1,189
2001	38,532	1,370
2002	38,908	1,425
2003	39,292	1,164
2004	39,559	1,051
2005	40,214	1,216
2006	41,149	1,269
2007	42,066	1,410

slope: 0.021029

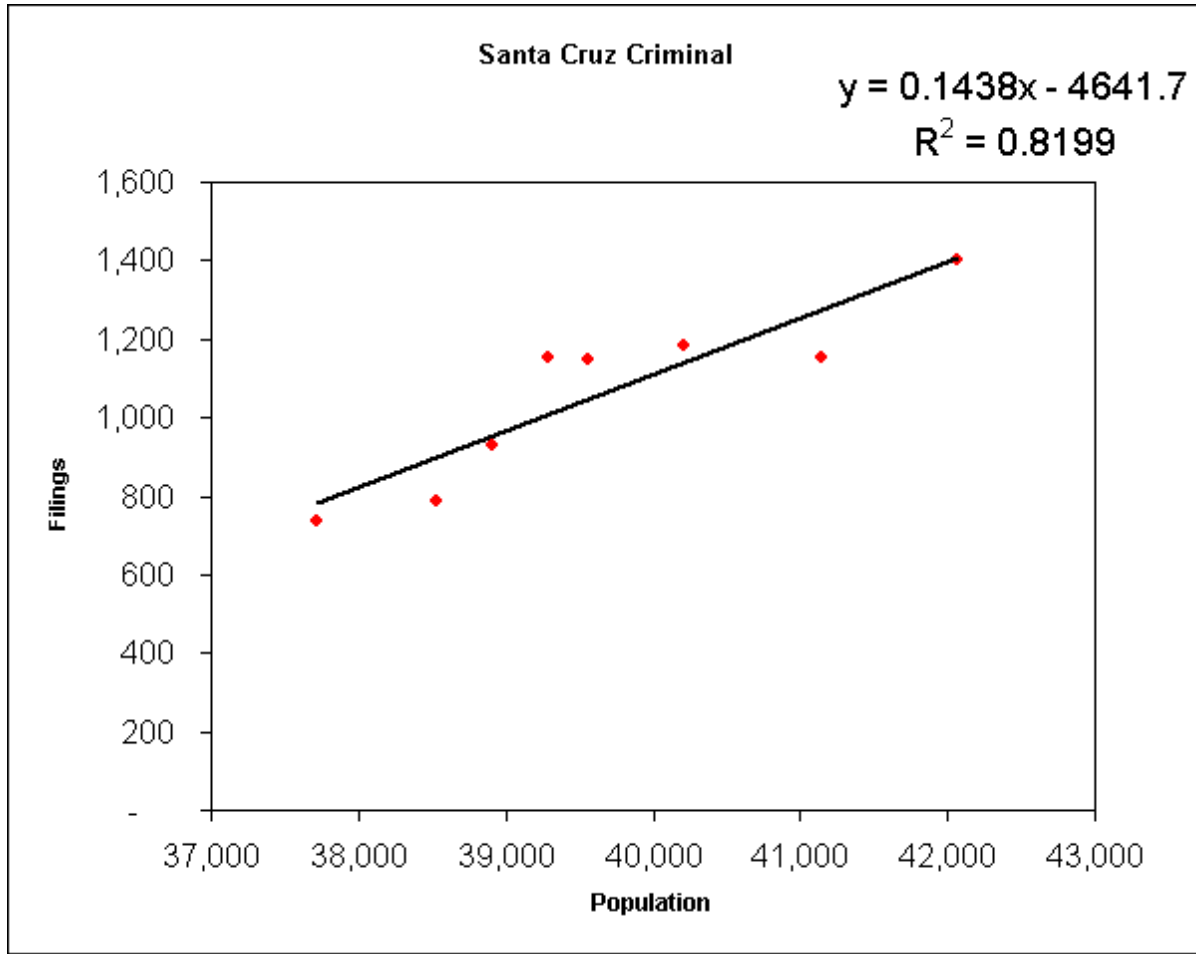
intercept: 427.356951

r-squared: 0.051152

degrees of freedom: 6

P-value: 0.59017399924

APPENDIX Q-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	37,713	736
2001	38,532	786
2002	38,908	932
2003	39,292	1,154
2004	39,559	1,150
2005	40,214	1,186
2006	41,149	1,154
2007	42,066	1,402

slope: 0.143757

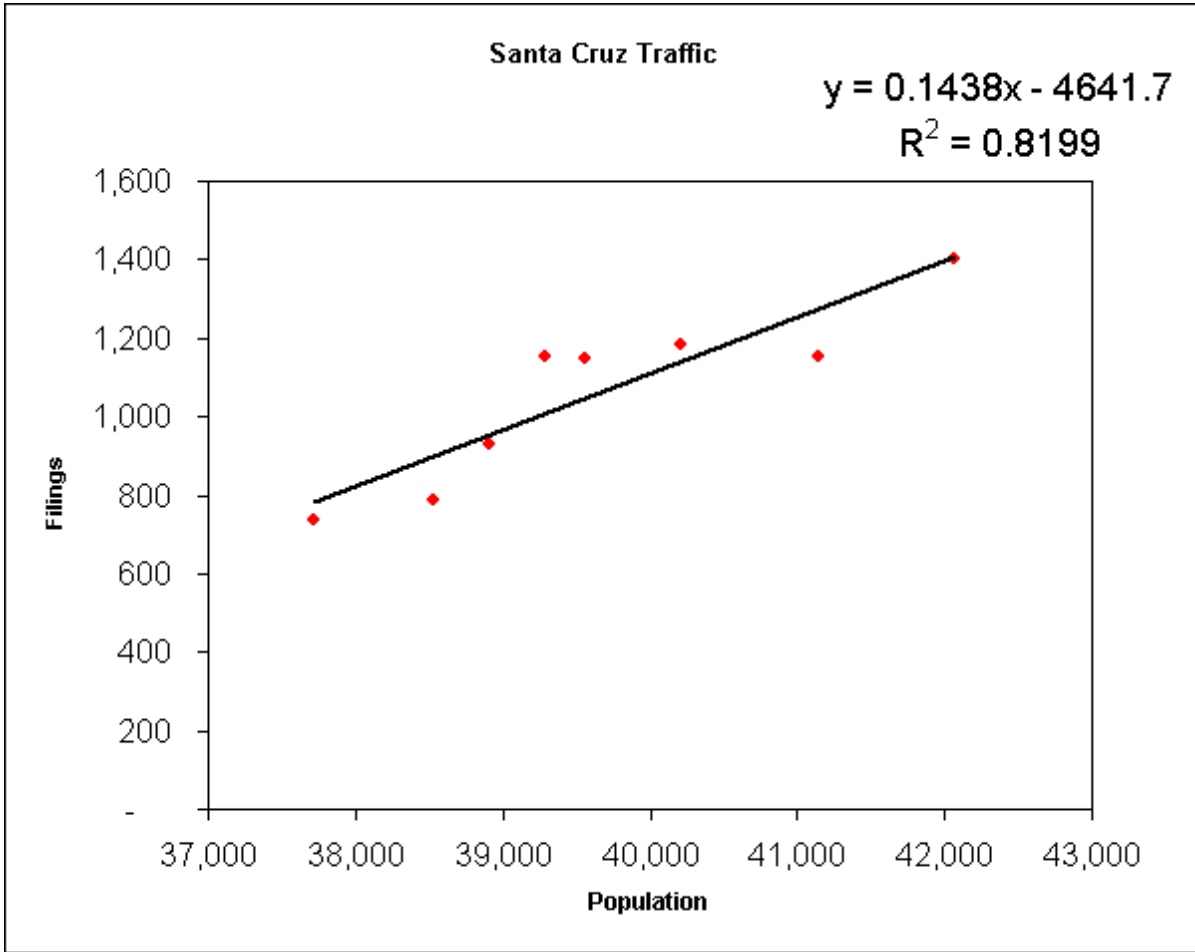
intercept: -4641.655521

r-squared: 0.819911

degrees of freedom: 6

P-value: 0.00196369932

APPENDIX Q-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	37,713	7,640
2001	38,532	10,152
2002	38,908	8,553
2003	39,292	8,315
2004	39,559	8,071
2005	40,214	7,244
2006	41,149	6,671
2007	42,066	6,808

slope: -0.533979

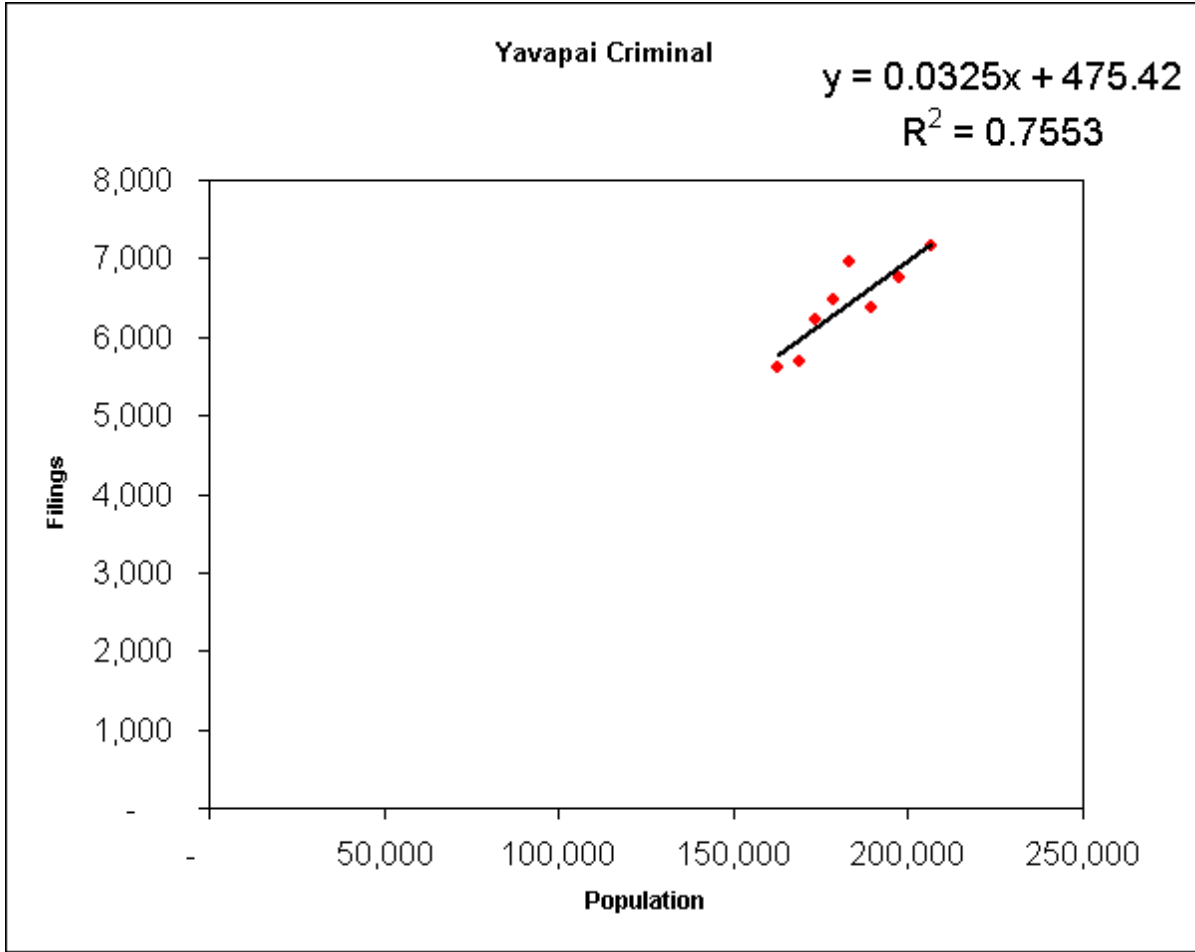
intercept: 29119.552417

r-squared: 0.451622

degrees of freedom: 6

P-value: 0.06792481015

APPENDIX R-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	162,943	5,620
2001	168,885	5,693
2002	173,316	6,232
2003	178,467	6,473
2004	183,496	6,963
2005	189,661	6,366
2006	197,680	6,745
2007	206,738	7,154

slope: 0.032469

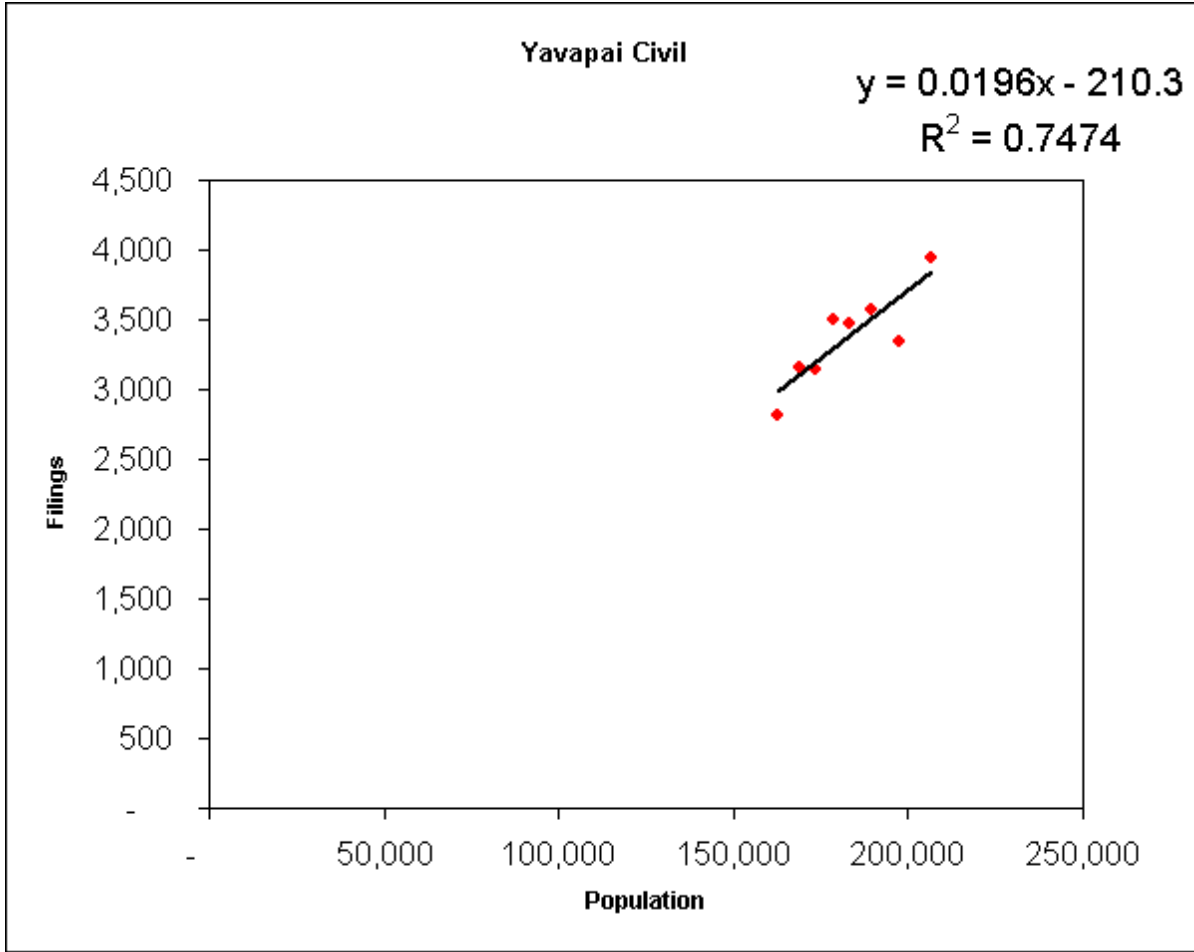
intercept: 475.418979

r-squared: 0.755338

degrees of freedom: 6

P-value: 0.00507109195

APPENDIX R-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	162,943	2,819
2001	168,885	3,160
2002	173,316	3,148
2003	178,467	3,493
2004	183,496	3,478
2005	189,661	3,570
2006	197,680	3,343
2007	206,738	3,941

slope: 0.019597

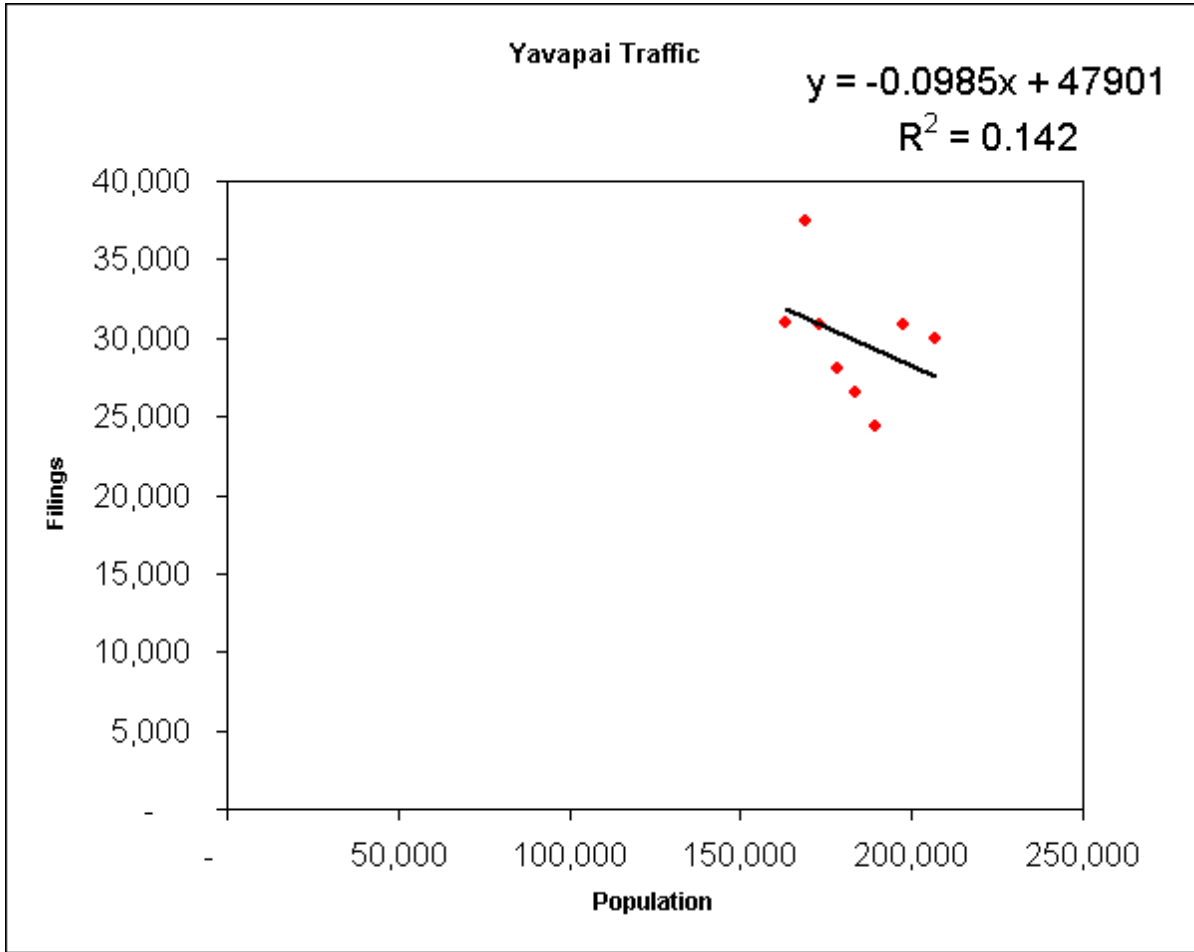
intercept: -210.304059

r-squared: 0.74736

degrees of freedom: 6

P-value: 0.00560462581

APPENDIX R-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	162,943	30,961
2001	168,885	37,474
2002	173,316	30,896
2003	178,467	28,094
2004	183,496	26,528
2005	189,661	24,409
2006	197,680	30,870
2007	206,738	29,986

slope: -0.098544

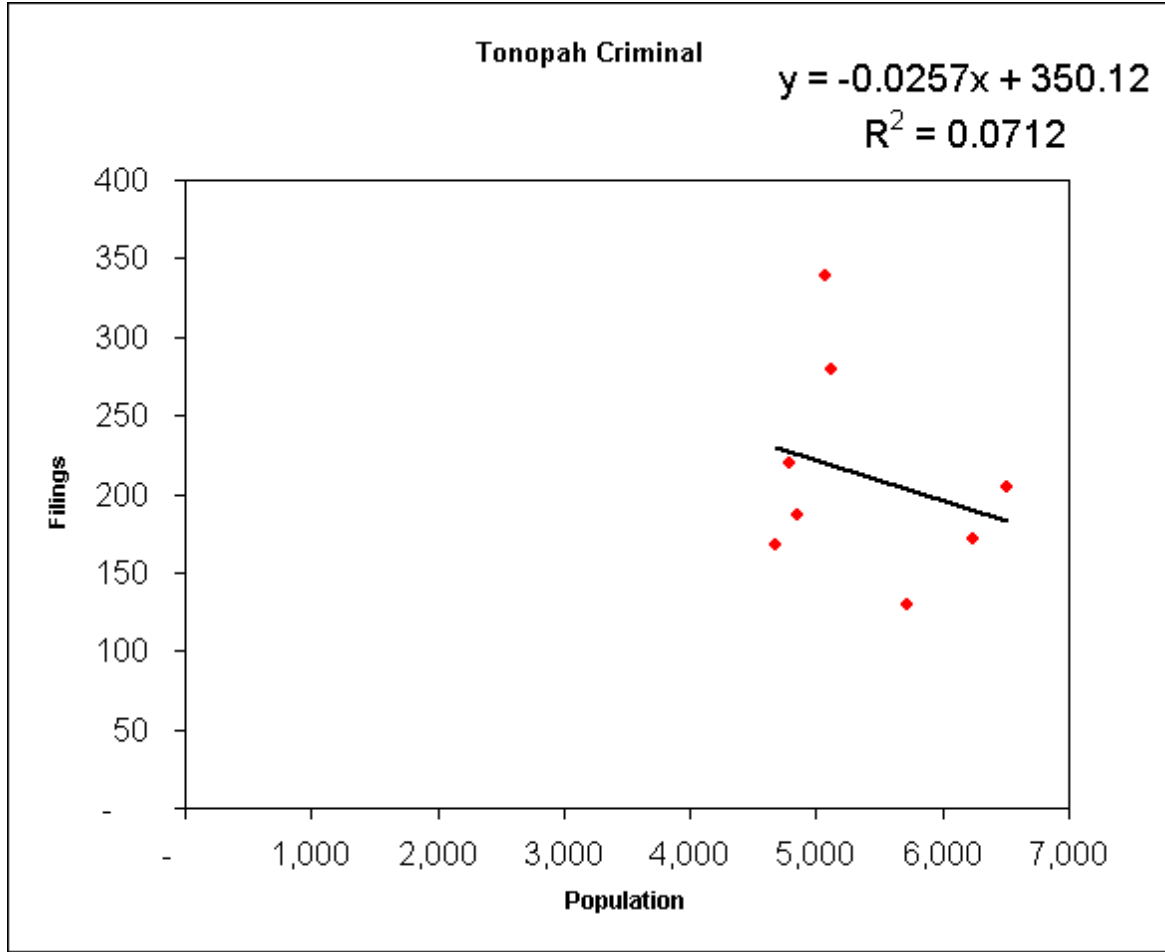
intercept: 47901.182288

r-squared: 0.141995

degrees of freedom: 6

P-value: 0.35749214141

APPENDIX S-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	6,248	171
2001	6,515	205
2002	5,727	129
2003	4,670	167
2004	4,853	187
2005	4,793	220
2006	5,071	339
2007	5,119	279

slope: -0.025676

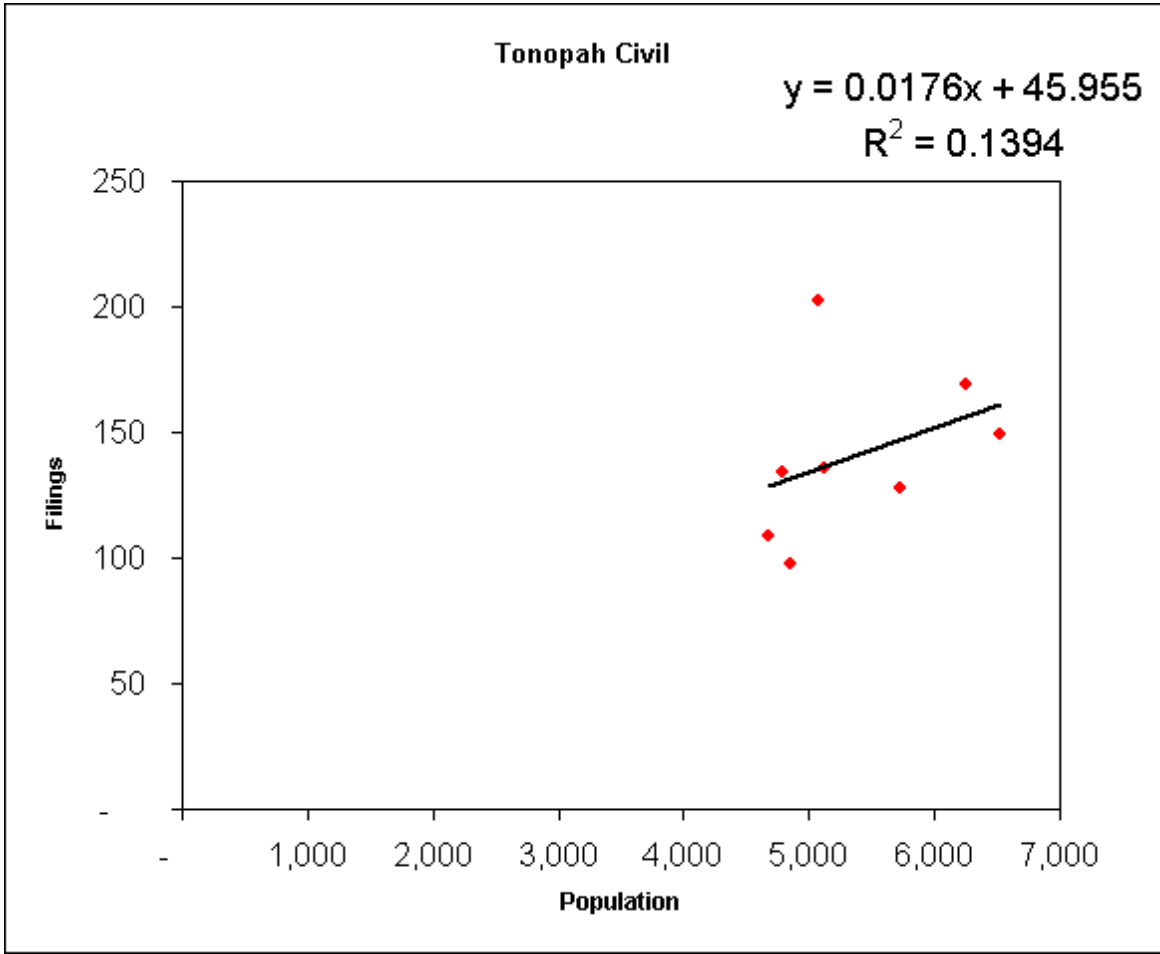
intercept: 350.121709

r-squared: 0.071224

degrees of freedom: 6

P-value: 0.52285584192

APPENDIX S-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	6,248	169
2001	6,515	149
2002	5,727	128
2003	4,670	109
2004	4,853	98
2005	4,793	134
2006	5,071	202
2007	5,119	136

slope: 0.017615

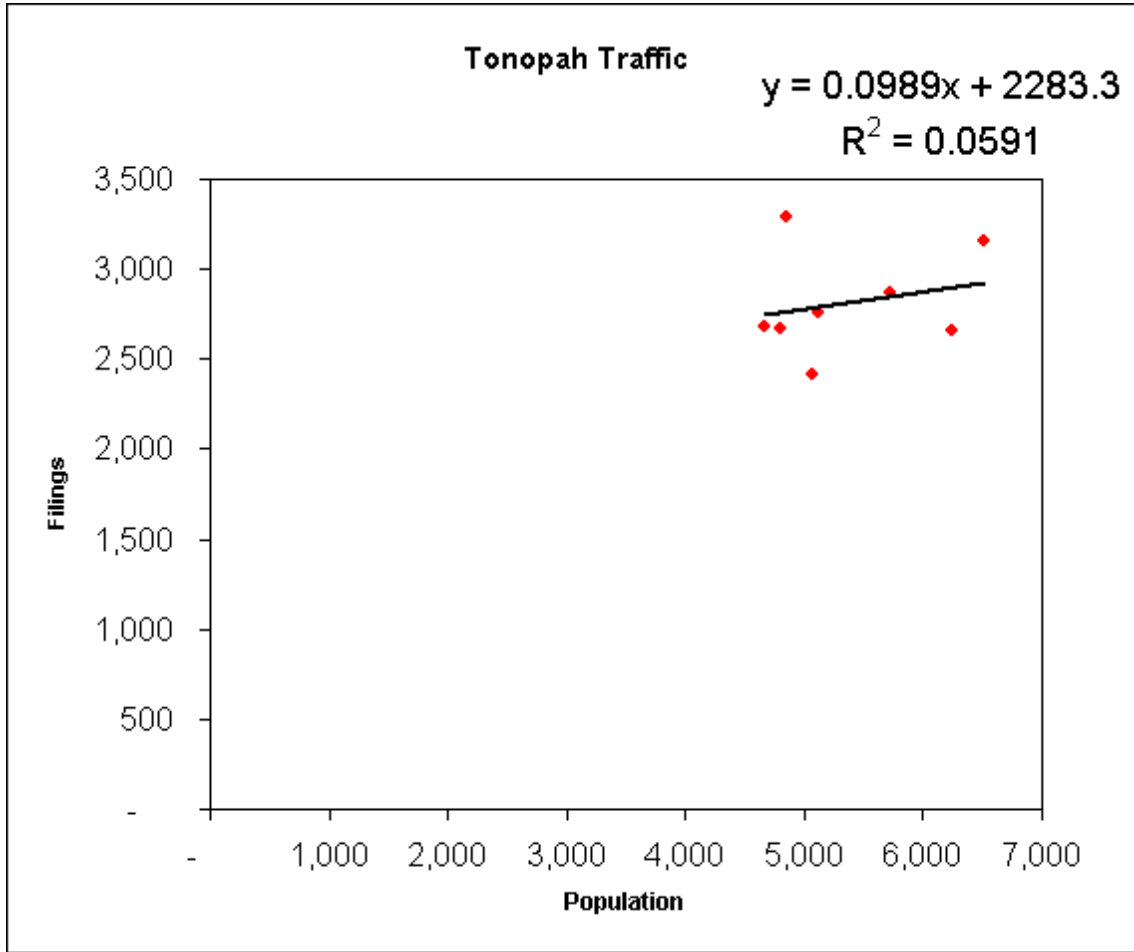
intercept: 45.955111

r-squared: 0.139385

degrees of freedom: 6

P-value: 0.36231052108

APPENDIX S-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	6,248	2,663
2001	6,515	3,158
2002	5,727	2,873
2003	4,670	2,684
2004	4,853	3,292
2005	4,793	2,670
2006	5,071	2,417
2007	5,119	2,761

slope: 0.098877

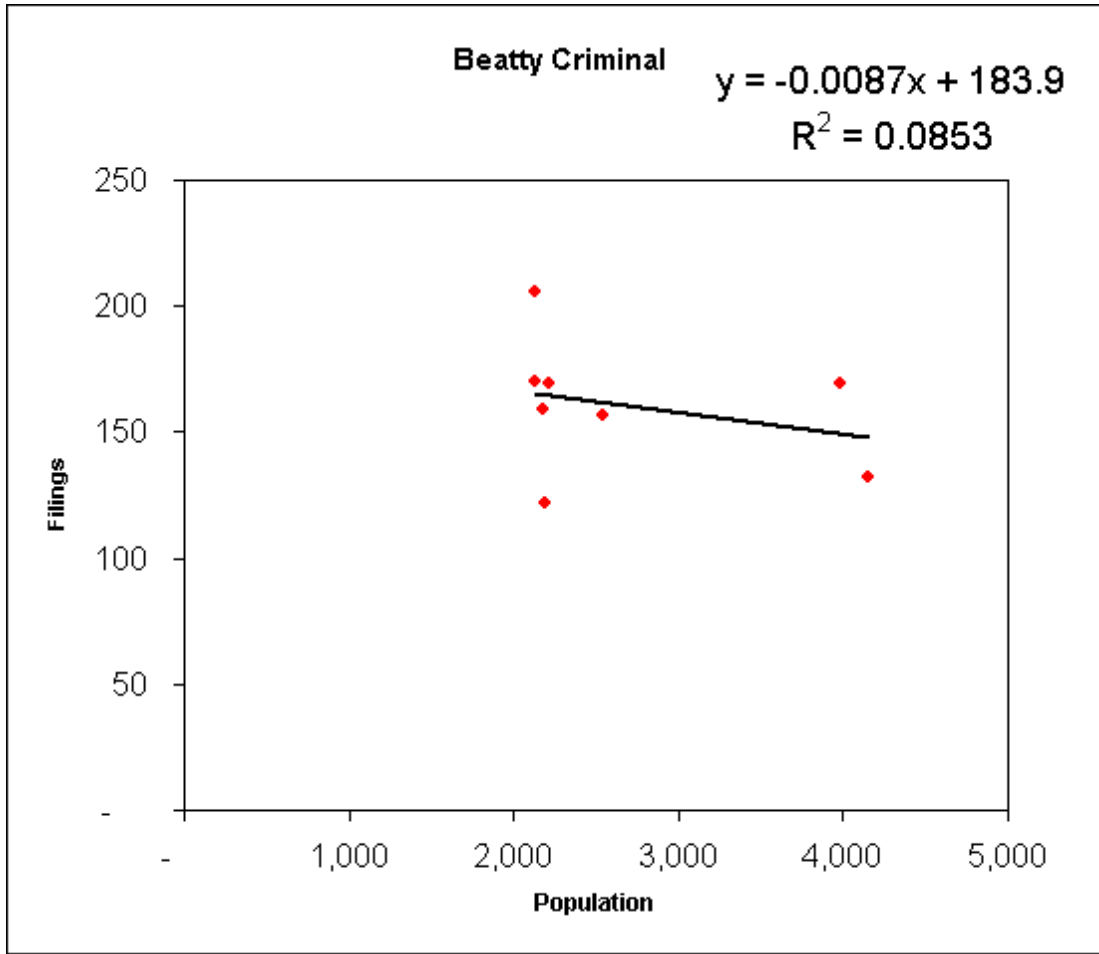
intercept: 2283.334334

r-squared: 0.059087

degrees of freedom: 6

P-value: 0.56186504275

APPENDIX T-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	3,981	169
2001	4,151	132
2002	2,548	157
2003	2,125	206
2004	2,184	159
2005	2,128	170
2006	2,188	122
2007	2,210	169

slope: -0.008703

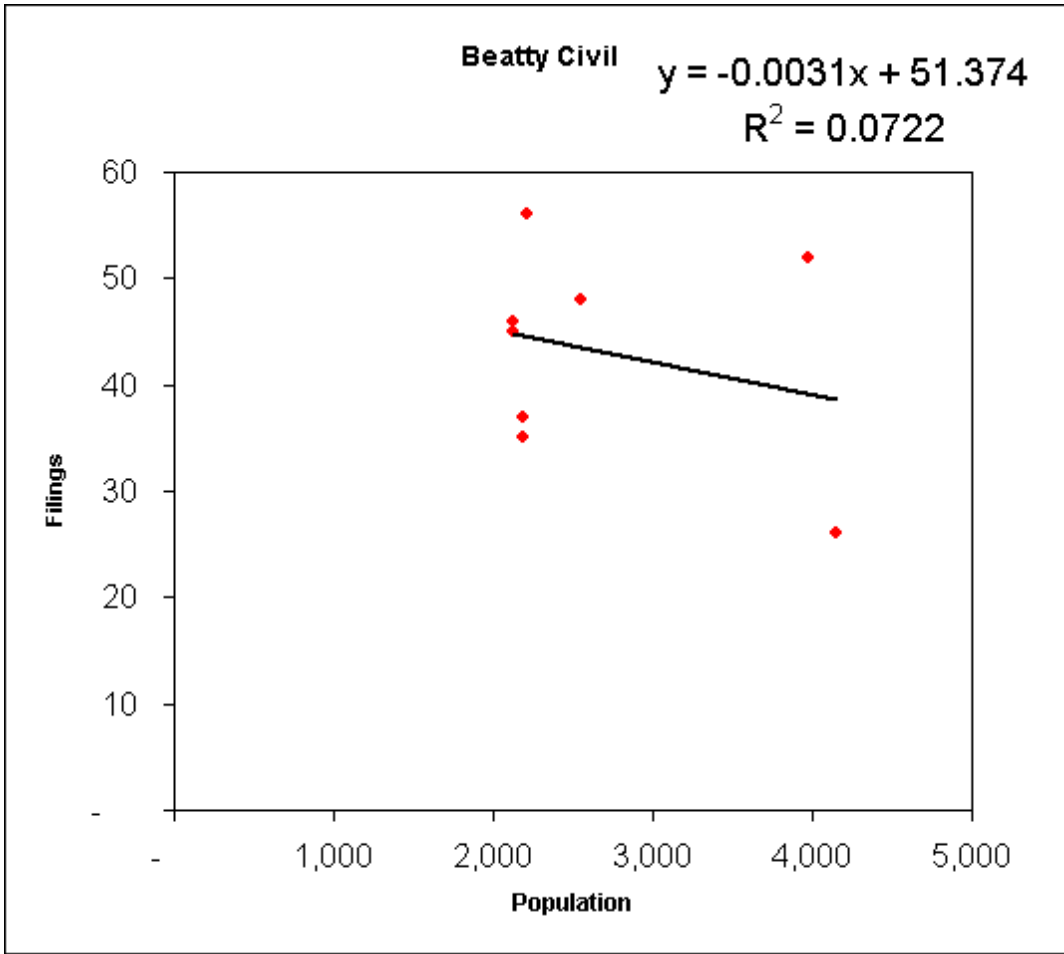
intercept: 183.904352

r-squared: 0.085268

degrees of freedom: 6

P-value: 0.48281366474

APPENDIX T-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	3,981	52
2001	4,151	26
2002	2,548	48
2003	2,125	46
2004	2,184	37
2005	2,128	45
2006	2,188	35
2007	2,210	56

slope: -0.003067

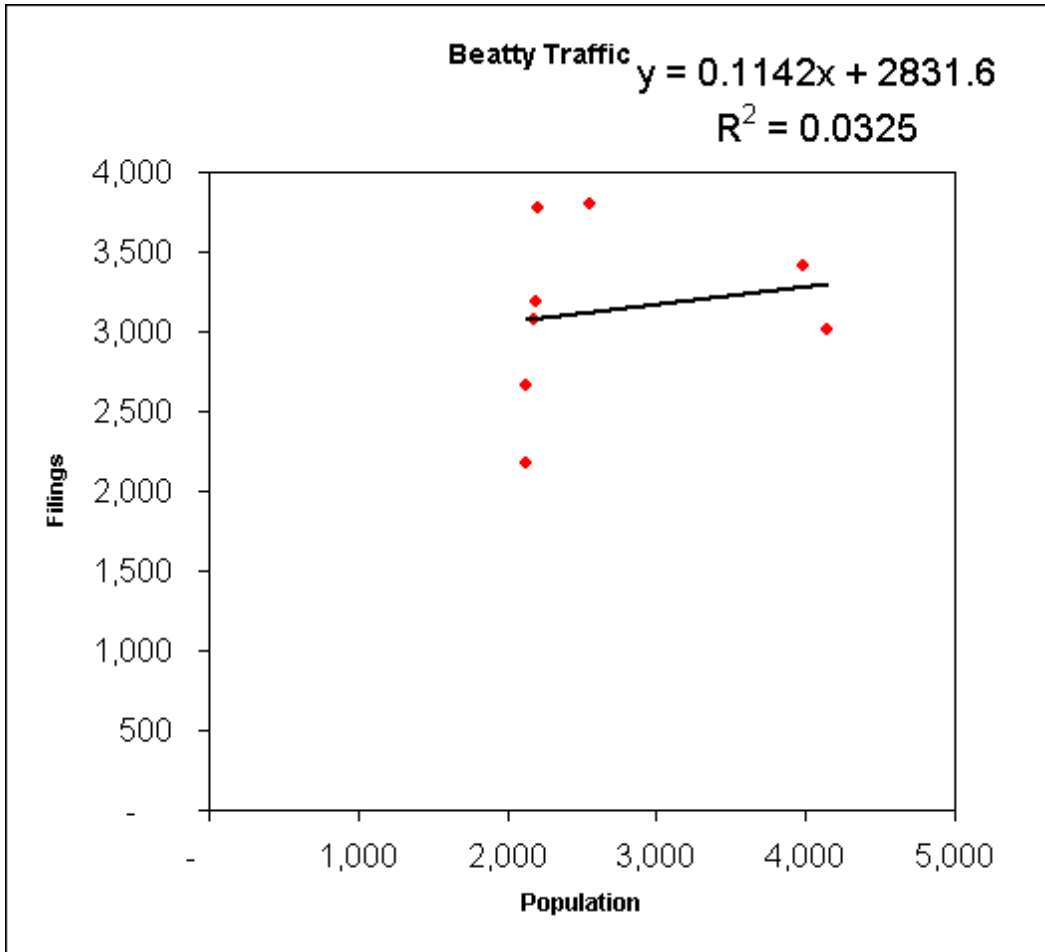
intercept: 51.374195

r-squared: 0.072208

degrees of freedom: 6

P-value: 0.51988664210

APPENDIX T-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	3,981	3,418
2001	4,151	3,014
2002	2,548	3,795
2003	2,125	2,666
2004	2,184	3,081
2005	2,128	2,172
2006	2,188	3,193
2007	2,210	3,772

slope: 0.114249

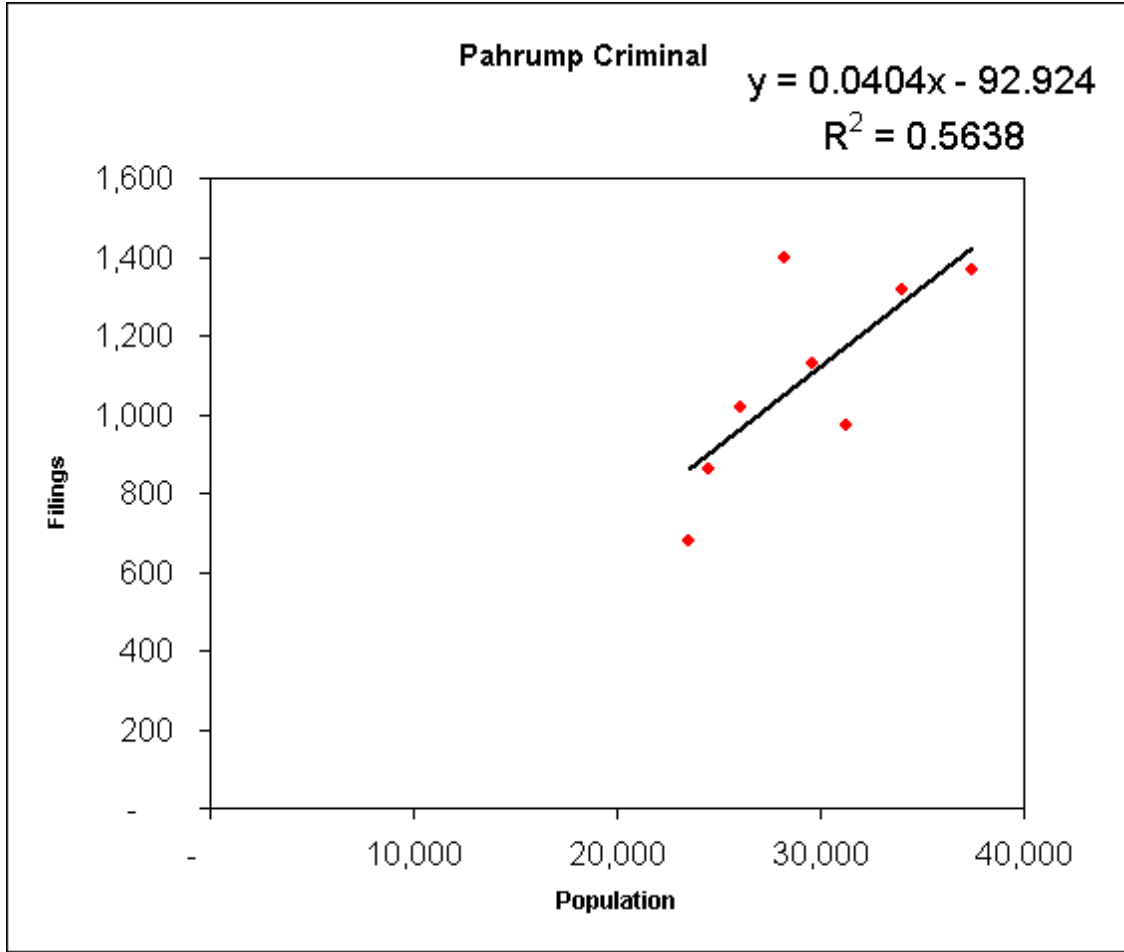
intercept: 2831.615841

r-squared: 0.03245

degrees of freedom: 6

P-value: 0.66947316081

APPENDIX U-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	23,550	681
2001	24,558	862
2002	26,109	1,020
2003	28,245	1,398
2004	29,613	1,128
2005	31,260	973
2006	34,042	1,318
2007	37,466	1,368

slope: 0.040416

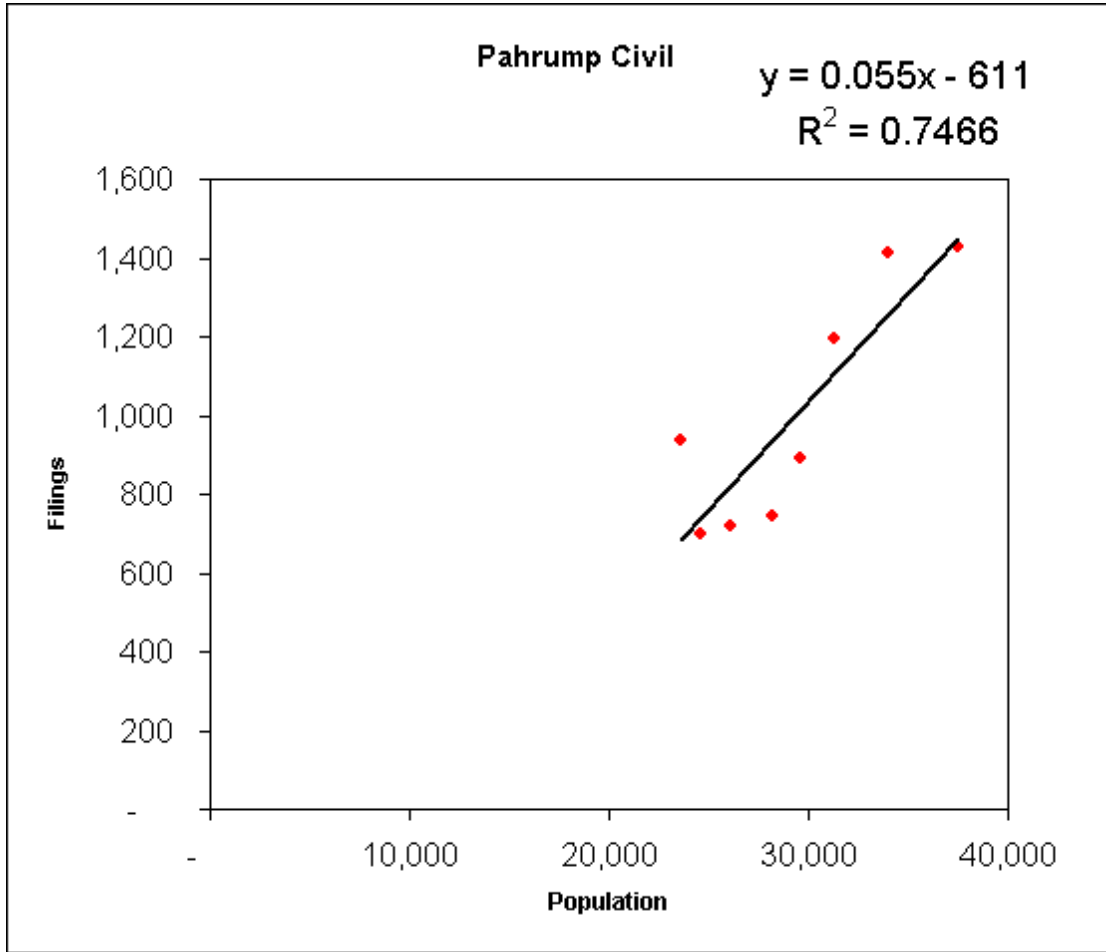
intercept: -92.923829

r-squared: 0.563821

degrees of freedom: 6

P-value: 0.03178953620

APPENDIX U-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	23,550	937
2001	24,558	697
2002	26,109	718
2003	28,245	742
2004	29,613	893
2005	31,260	1,193
2006	34,042	1,415
2007	37,466	1,430

slope: 0.054986

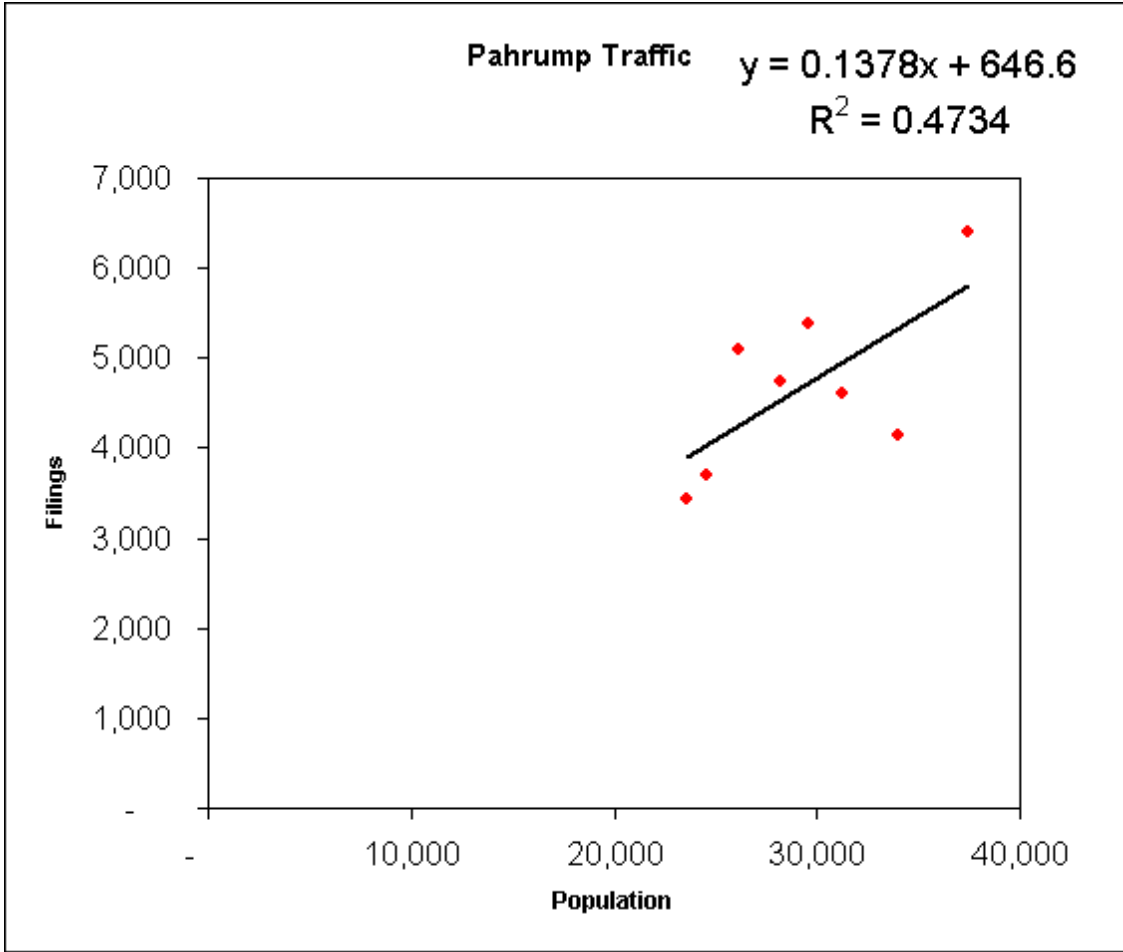
intercept: -610.99985

r-squared: 0.746645

degrees of freedom: 6

P-value: 0.00565427625

APPENDIX U-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	23,550	3,441
2001	24,558	3,708
2002	26,109	5,090
2003	28,245	4,742
2004	29,613	5,381
2005	31,260	4,614
2006	34,042	4,149
2007	37,466	6,408

slope: 0.137795

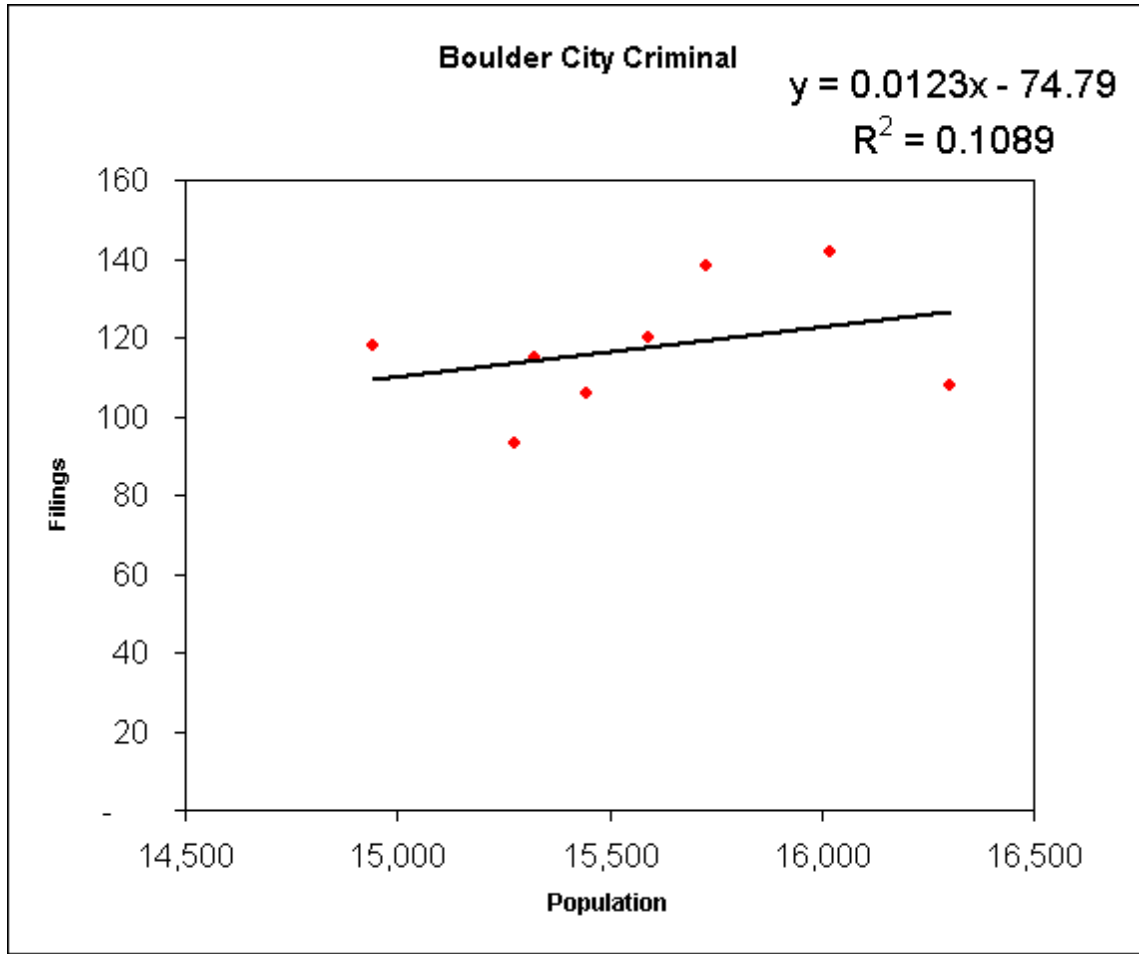
intercept: 646.603622

r-squared: 0.473407

degrees of freedom: 6

P-value: 0.05924590701

APPENDIX V-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	14,940	118
2001	16,303	108
2002	15,276	93
2003	15,323	115
2004	15,445	106
2005	15,594	120
2006	15,730	138
2007	16,021	142

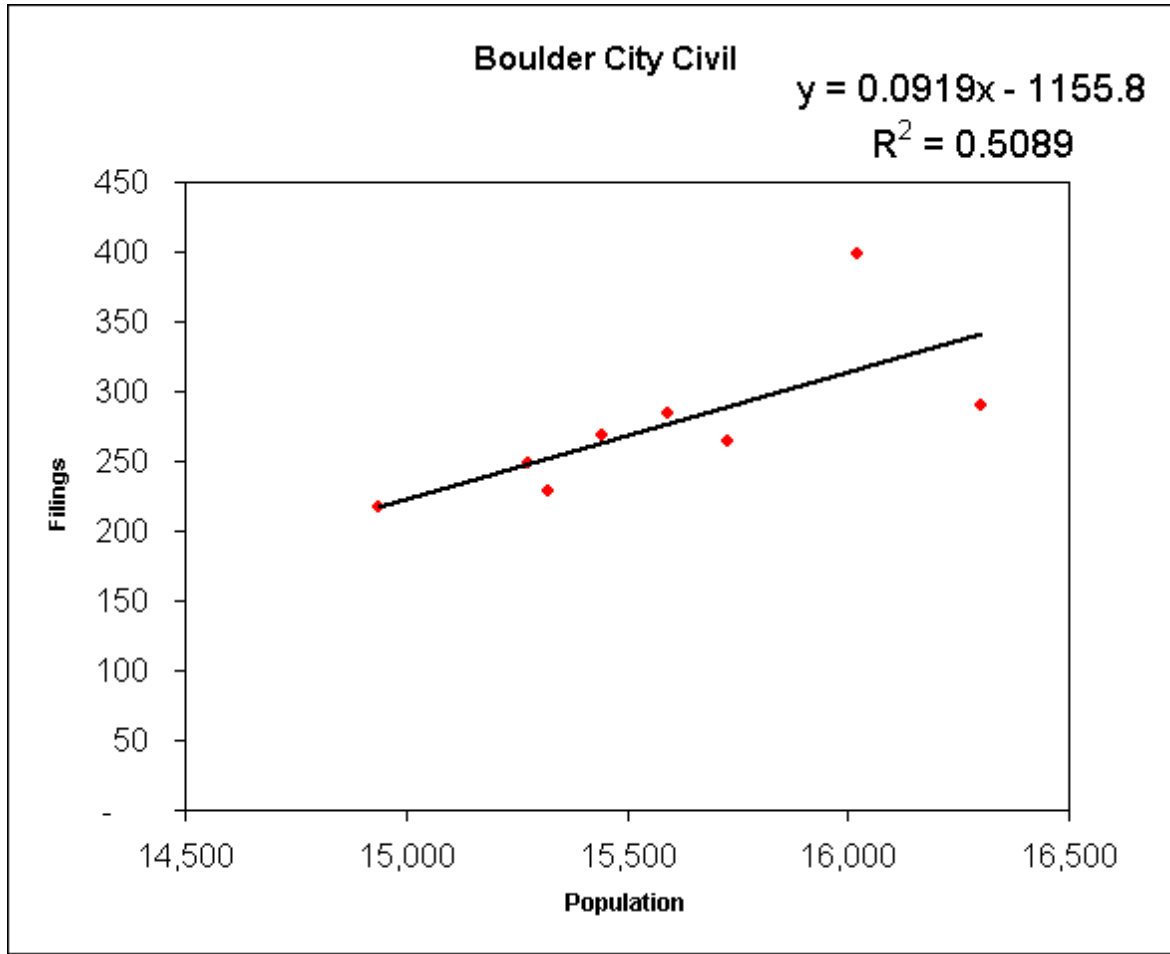
slope: 0.012343
 intercept: -74.78997

r-squared: 0.108858

degrees of freedom: 6

P-value: 0.42479793400

APPENDIX V-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	14,940	217
2001	16,303	290
2002	15,276	249
2003	15,323	229
2004	15,445	269
2005	15,594	285
2006	15,730	265
2007	16,021	399

slope: 0.091863

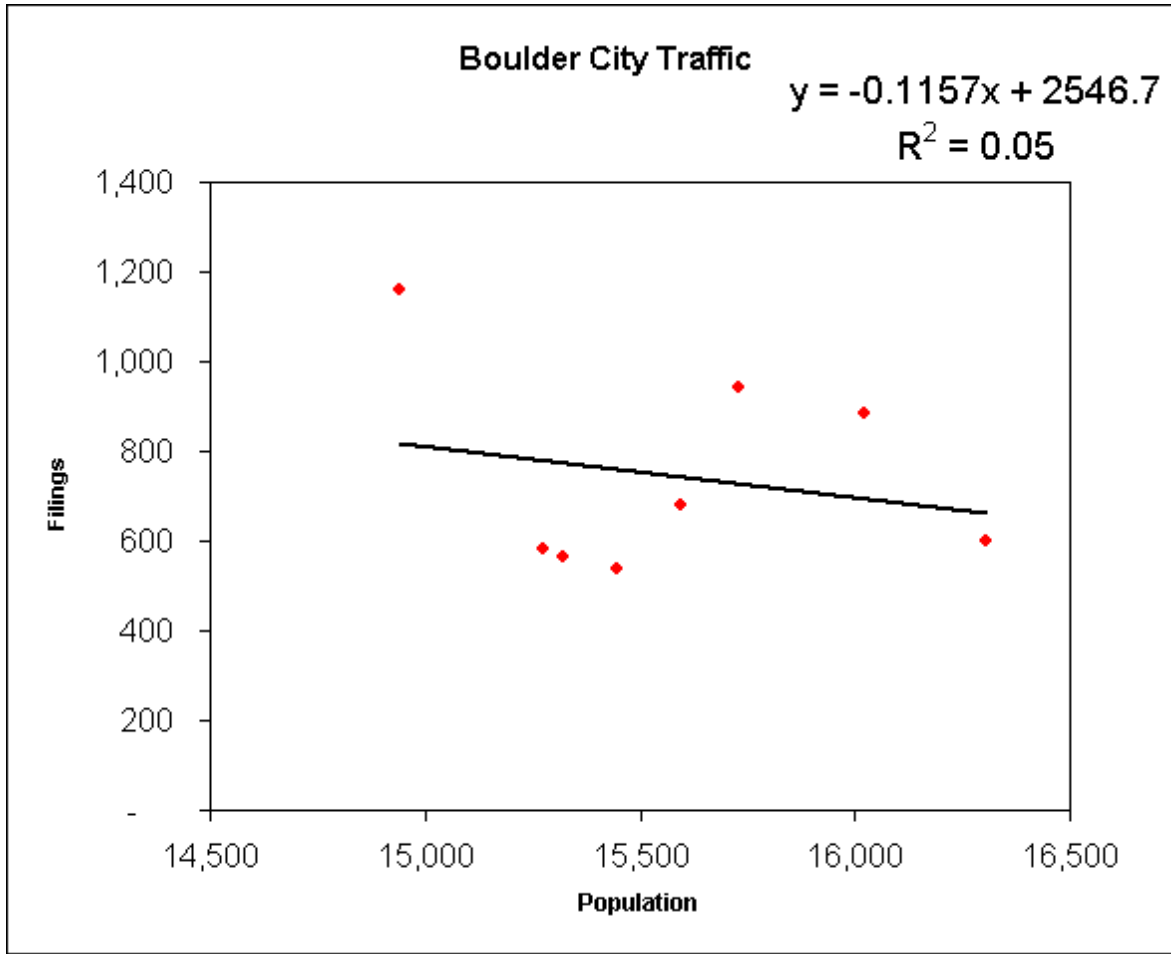
intercept: -1155.763279

r-squared: 0.508893

degrees of freedom: 6

P-value: 0.04694227471

APPENDIX V-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	14,940	1,158
2001	16,303	602
2002	15,276	582
2003	15,323	564
2004	15,445	540
2005	15,594	682
2006	15,730	943
2007	16,021	885

slope: -0.115678

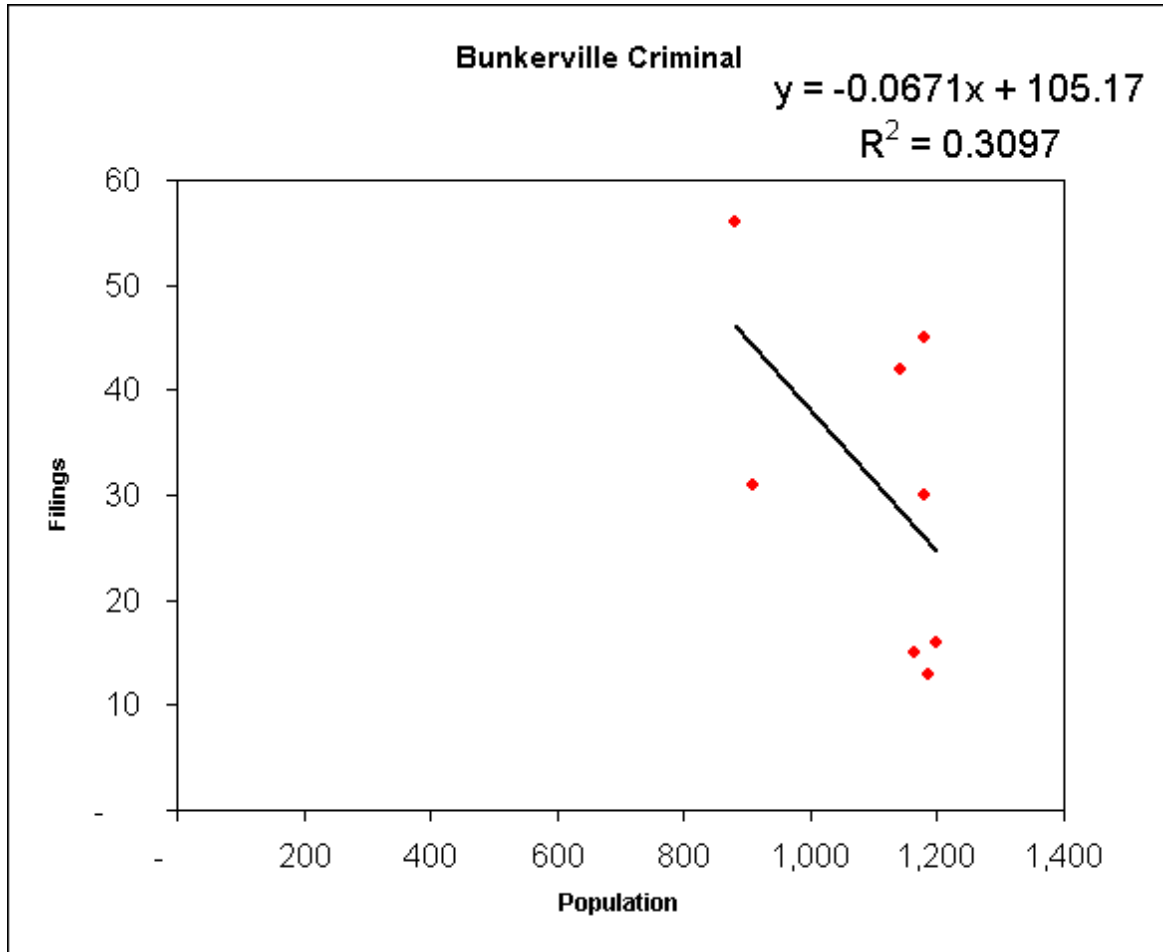
intercept: 2546.6502

r-squared: 0.049969

degrees of freedom: 6

P-value: 0.59461916357

APPENDIX W-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	880	56
2001	909	31
2002	1,141	42
2003	1,180	30
2004	1,165	15
2005	1,185	13
2006	1,198	16
2007	1,179	45

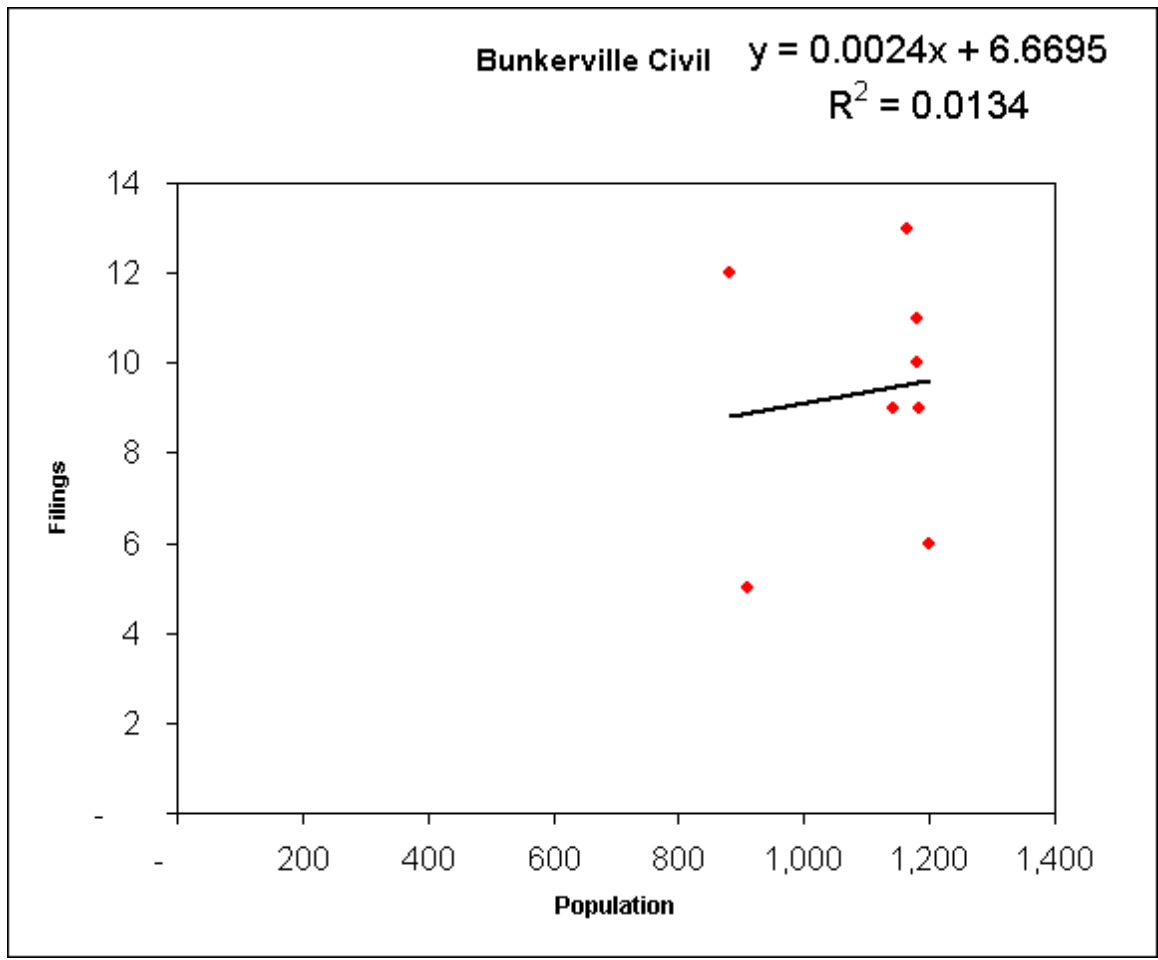
slope: -0.067144
intercept: 105.168518

r-squared: 0.309713

degrees of freedom: 6

P-value: 0.15196014040

APPENDIX W-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	880	12
2001	909	5
2002	1,141	9
2003	1,180	10
2004	1,165	13
2005	1,185	9
2006	1,198	6
2007	1,179	11

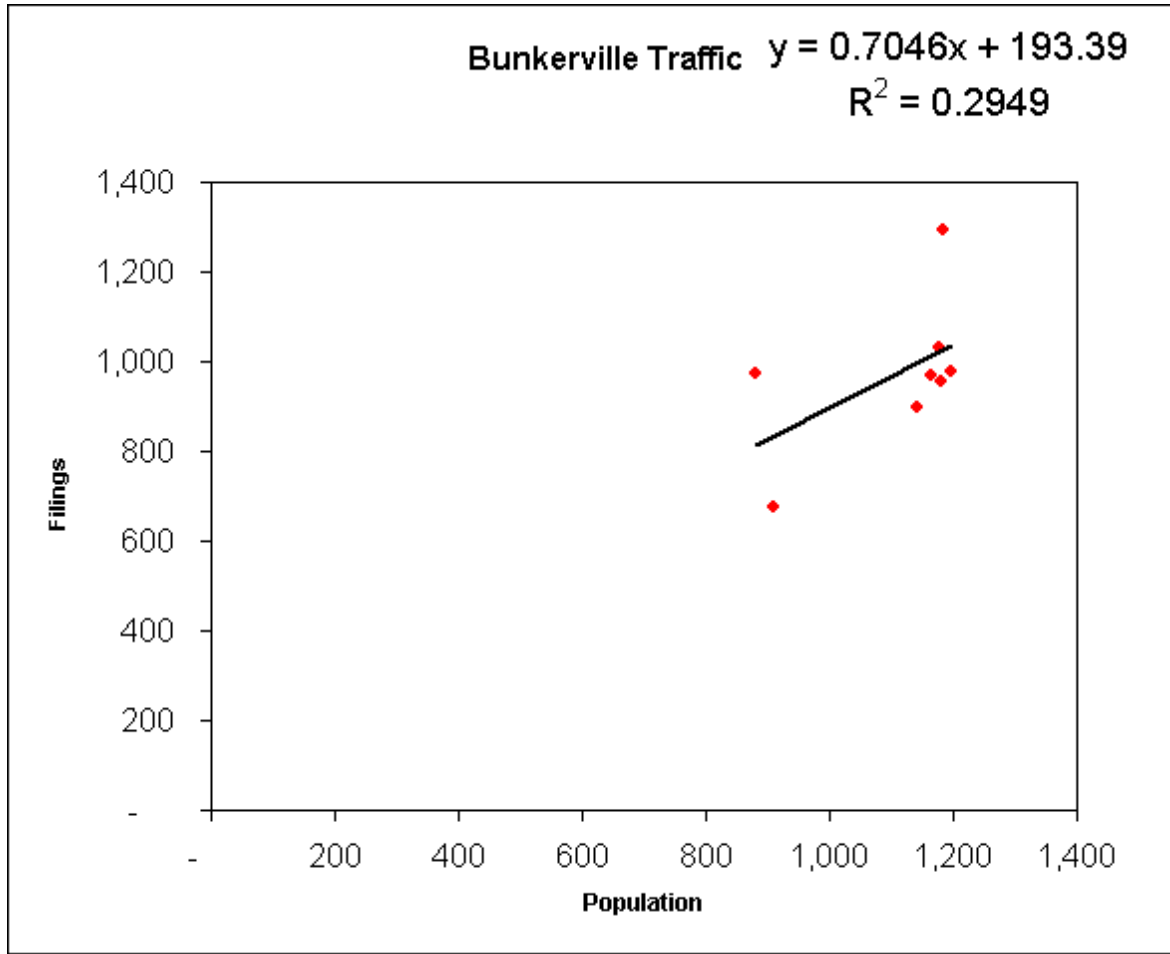
slope:
intercept:

r-squared:

degrees of freedom:

P-value:

APPENDIX W-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	880	973
2001	909	675
2002	1,141	897
2003	1,180	955
2004	1,165	970
2005	1,185	1,295
2006	1,198	976
2007	1,179	1,033

slope: 0.704639

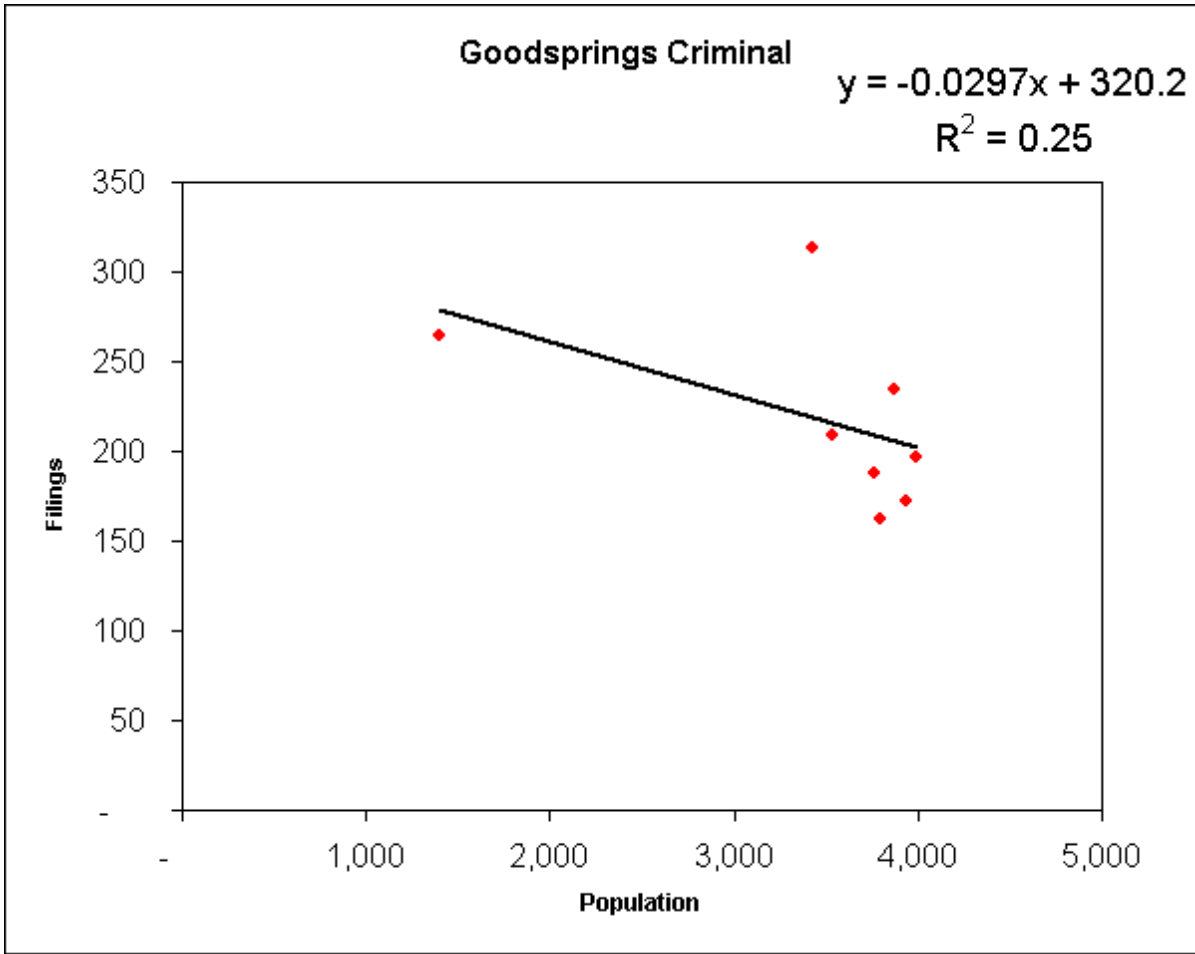
intercept: 193.387601

r-squared: 0.294889

degrees of freedom: 6

P-value: 0.16426701795

APPENDIX X-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	1,400	264
2001	3,432	313
2002	3,795	162
2003	3,535	209
2004	3,759	188
2005	3,936	172
2006	3,873	234
2007	3,989	197

slope: -0.029677

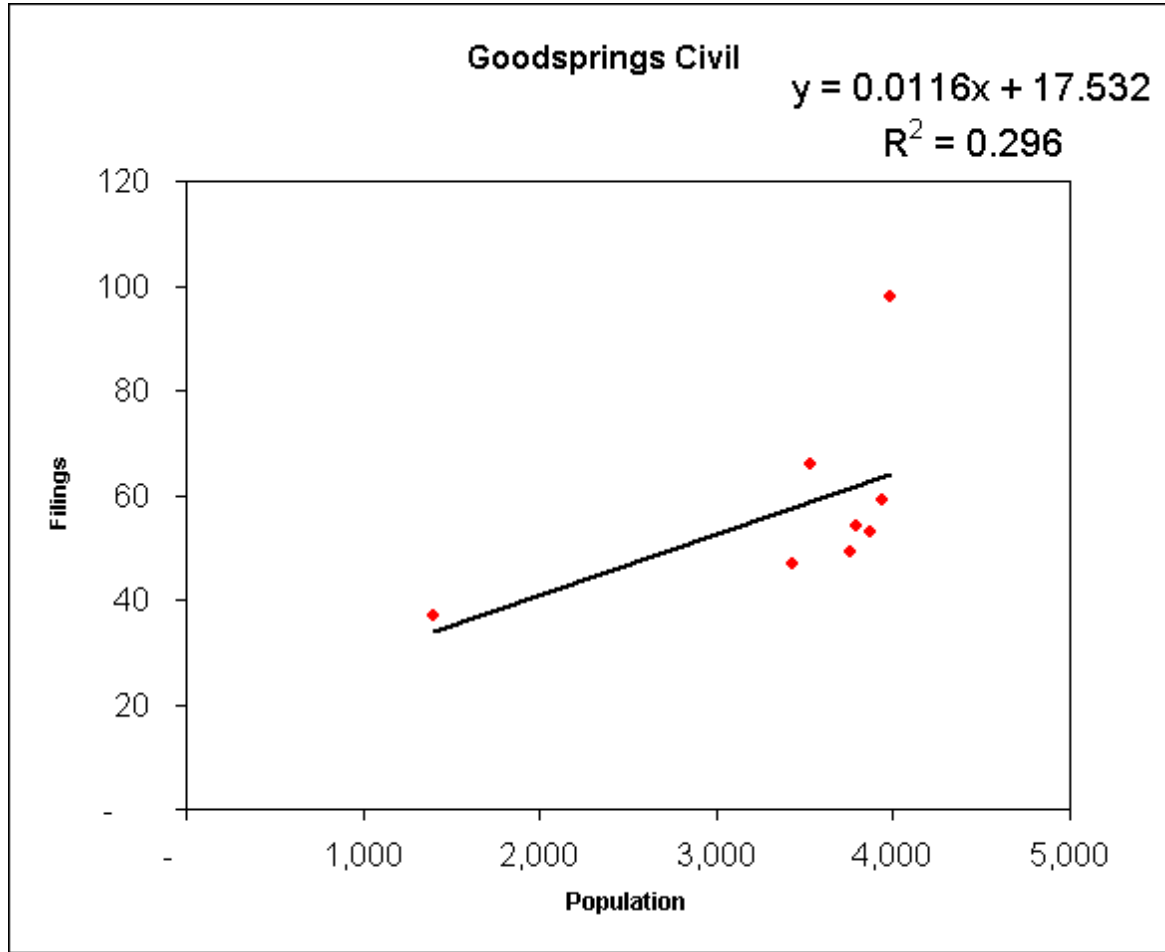
intercept: 320.202894

r-squared: 0.249991

degrees of freedom: 6

P-value: 0.20704086771

APPENDIX X-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	1,400	37
2001	3,432	47
2002	3,795	54
2003	3,535	66
2004	3,759	49
2005	3,936	59
2006	3,873	53
2007	3,989	98

slope: 0.011643

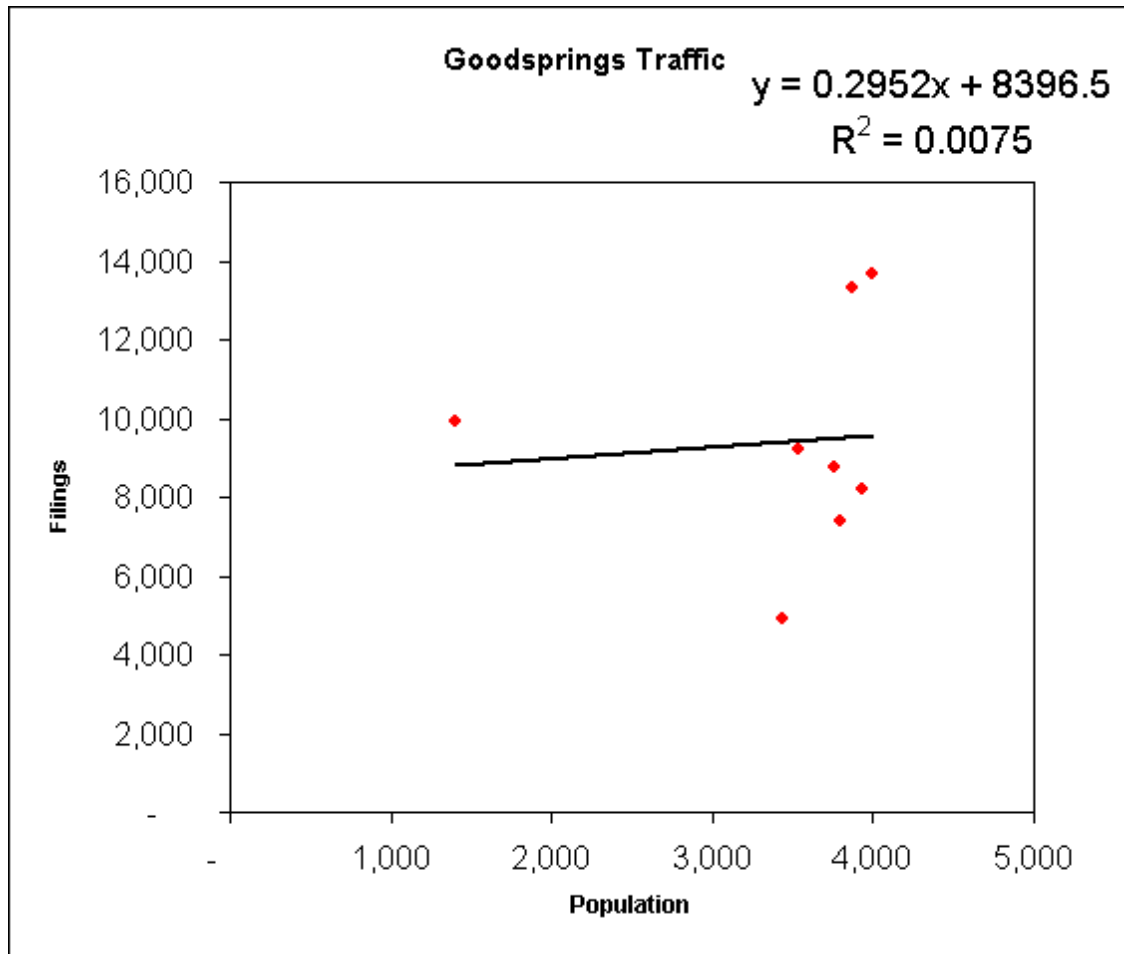
intercept: 17.531735

r-squared: 0.296

degrees of freedom: 6

P-value: 0.16331596913

APPENDIX X-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	1,400	9,901
2001	3,432	4,923
2002	3,795	7,371
2003	3,535	9,205
2004	3,759	8,762
2005	3,936	8,203
2006	3,873	13,333
2007	3,989	13,657

slope: 0.295207

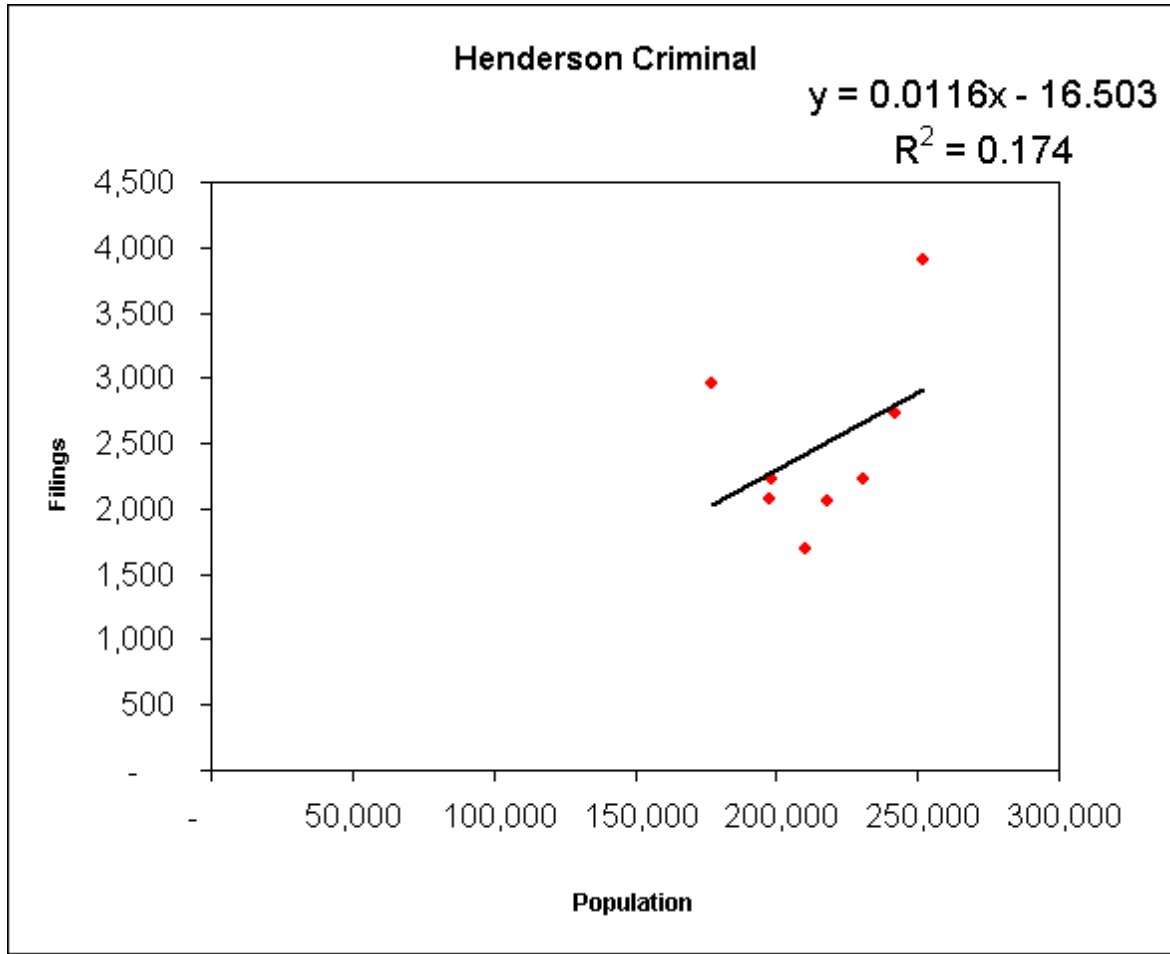
intercept: 8396.519861

r-squared: 0.007464

degrees of freedom: 6

P-value: 0.83881328878

APPENDIX Y-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	177,030	2,958
2001	198,691	2,225
2002	197,711	2,079
2003	210,353	1,694
2004	218,370	2,062
2005	230,950	2,233
2006	242,084	2,727
2007	252,300	3,907

slope: 0.011587

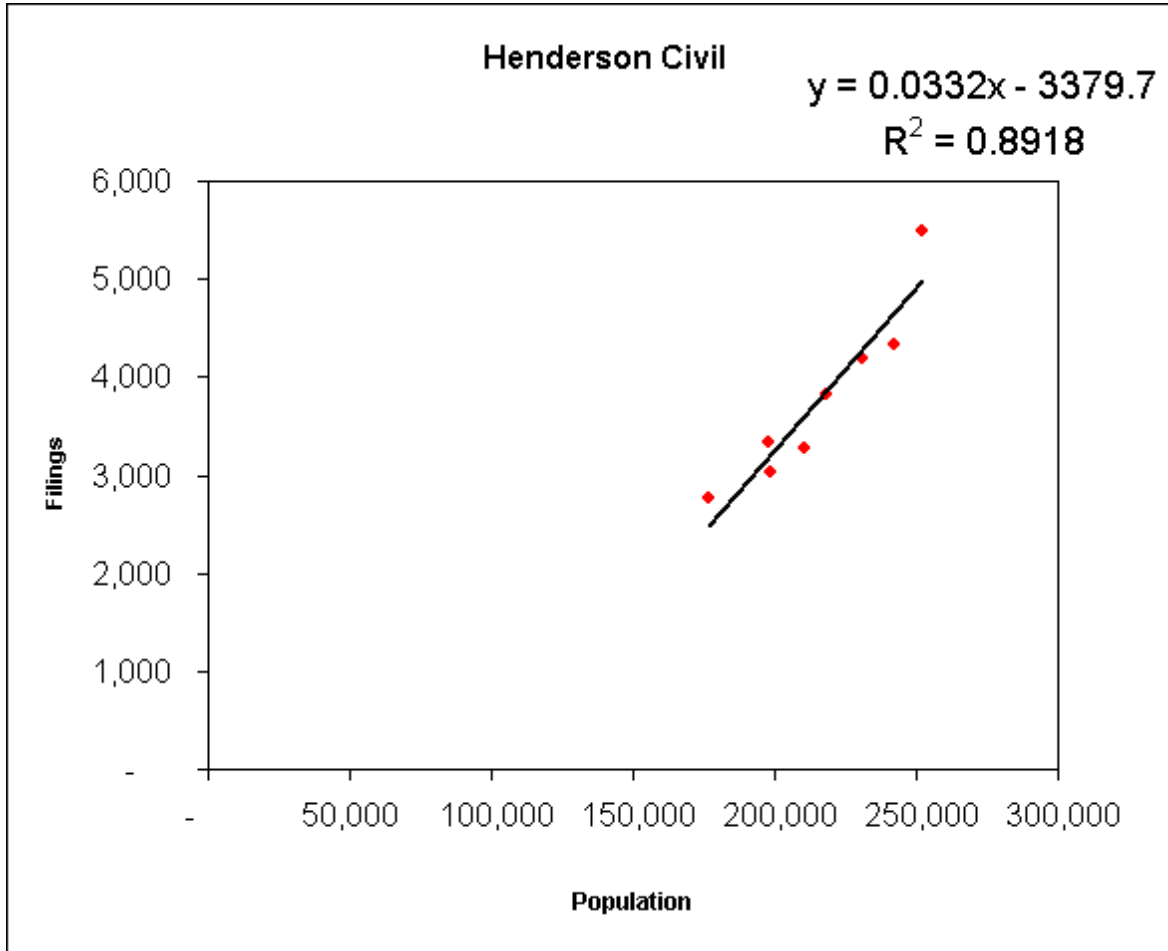
intercept: -16.503424

r-squared: 0.173971

degrees of freedom: 6

P-value: 0.30391098633

APPENDIX Y-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	177,030	2,759
2001	198,691	3,039
2002	197,711	3,336
2003	210,353	3,273
2004	218,370	3,818
2005	230,950	4,193
2006	242,084	4,334
2007	252,300	5,487

slope: 0.033156

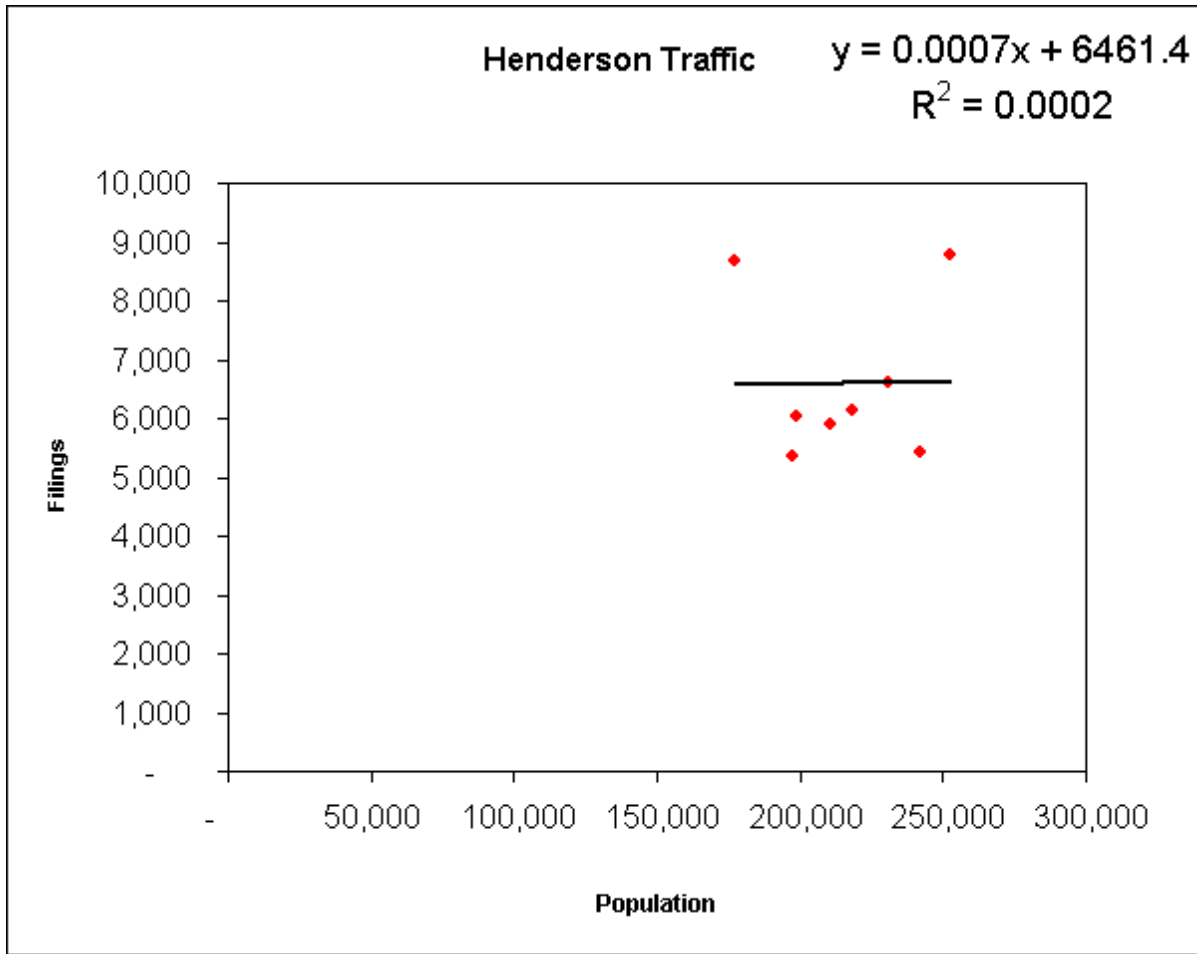
intercept: -3379.671153

r-squared: 0.891779

degrees of freedom: 6

P-value: 0.00041328302

APPENDIX Y-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	177,030	8,667
2001	198,691	6,024
2002	197,711	5,368
2003	210,353	5,887
2004	218,370	6,142
2005	230,950	6,606
2006	242,084	5,410
2007	252,300	8,779

slope: 0.00069

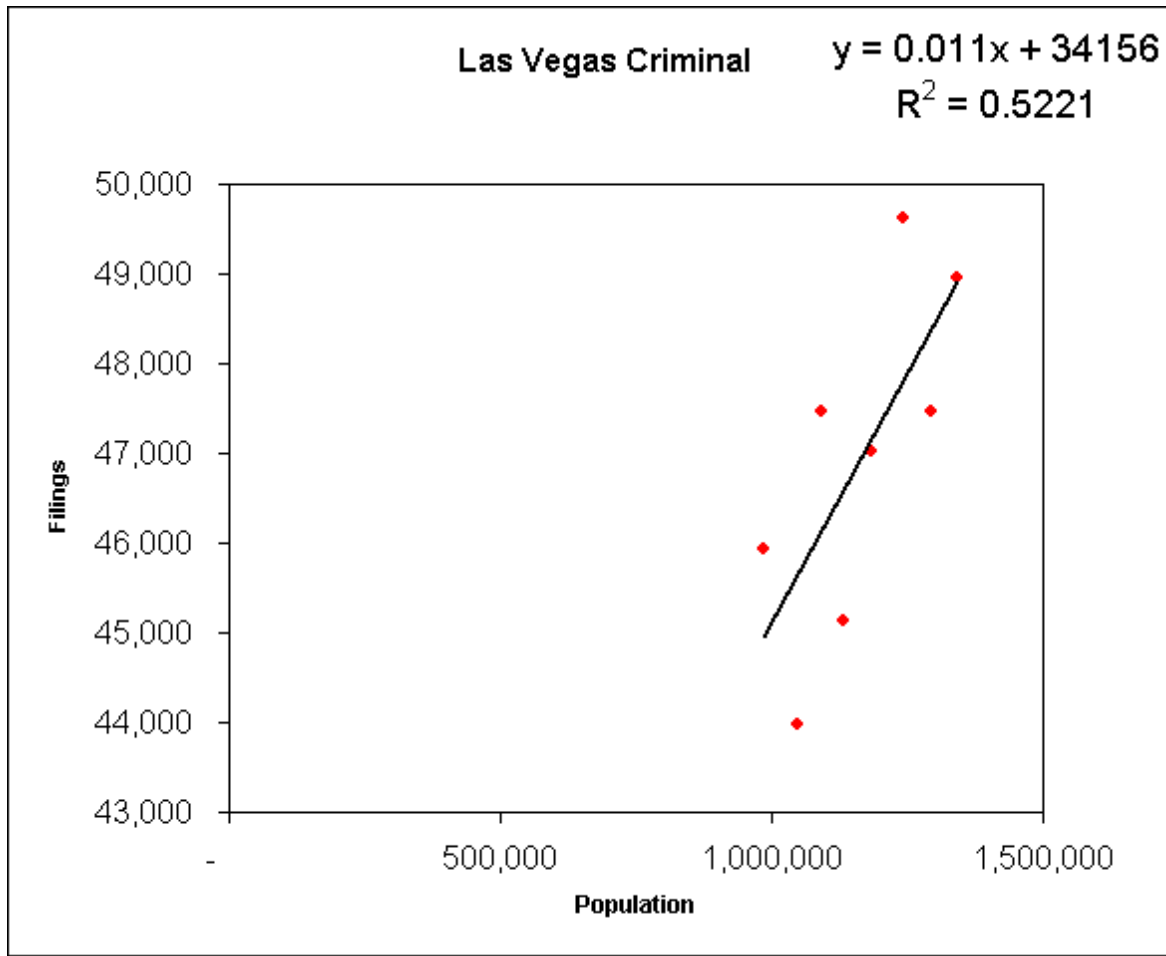
intercept: 6461.354635

r-squared: 0.000162

degrees of freedom: 6

P-value: 0.97616849468

APPENDIX Z-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	983,750	45,933
2001	1,046,144	43,973
2002	1,090,578	47,460
2003	1,133,145	45,124
2004	1,182,623	47,030
2005	1,240,965	49,633
2006	1,295,058	47,465
2007	1,342,876	48,961

slope: 0.010986

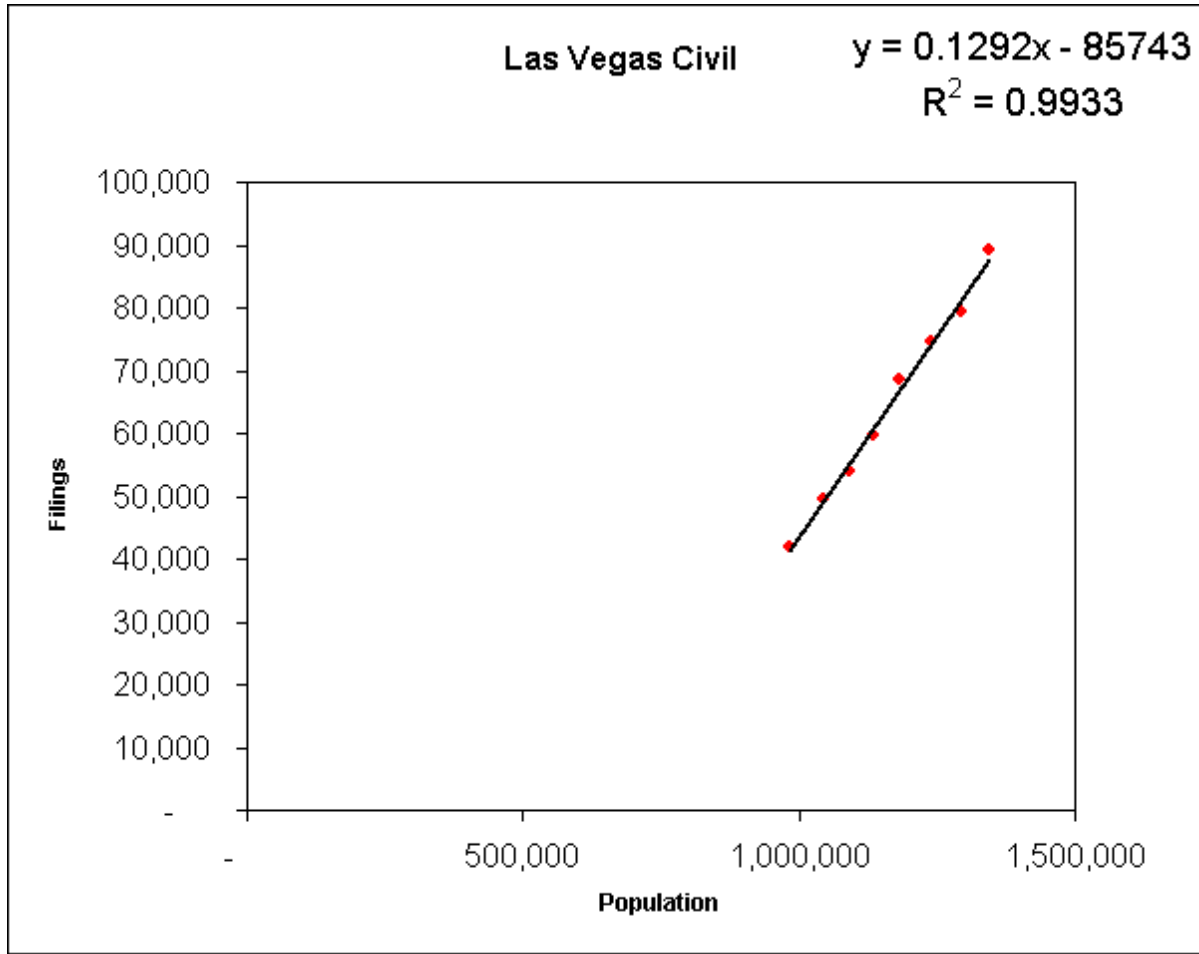
intercept: 34155.605427

r-squared: 0.522054

degrees of freedom: 6

P-value: 0.04290723904

APPENDIX Z-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	983,750	41,986
2001	1,046,144	49,573
2002	1,090,578	54,068
2003	1,133,145	59,765
2004	1,182,623	68,724
2005	1,240,965	74,633
2006	1,295,058	79,423
2007	1,342,876	89,267

slope: 0.129186

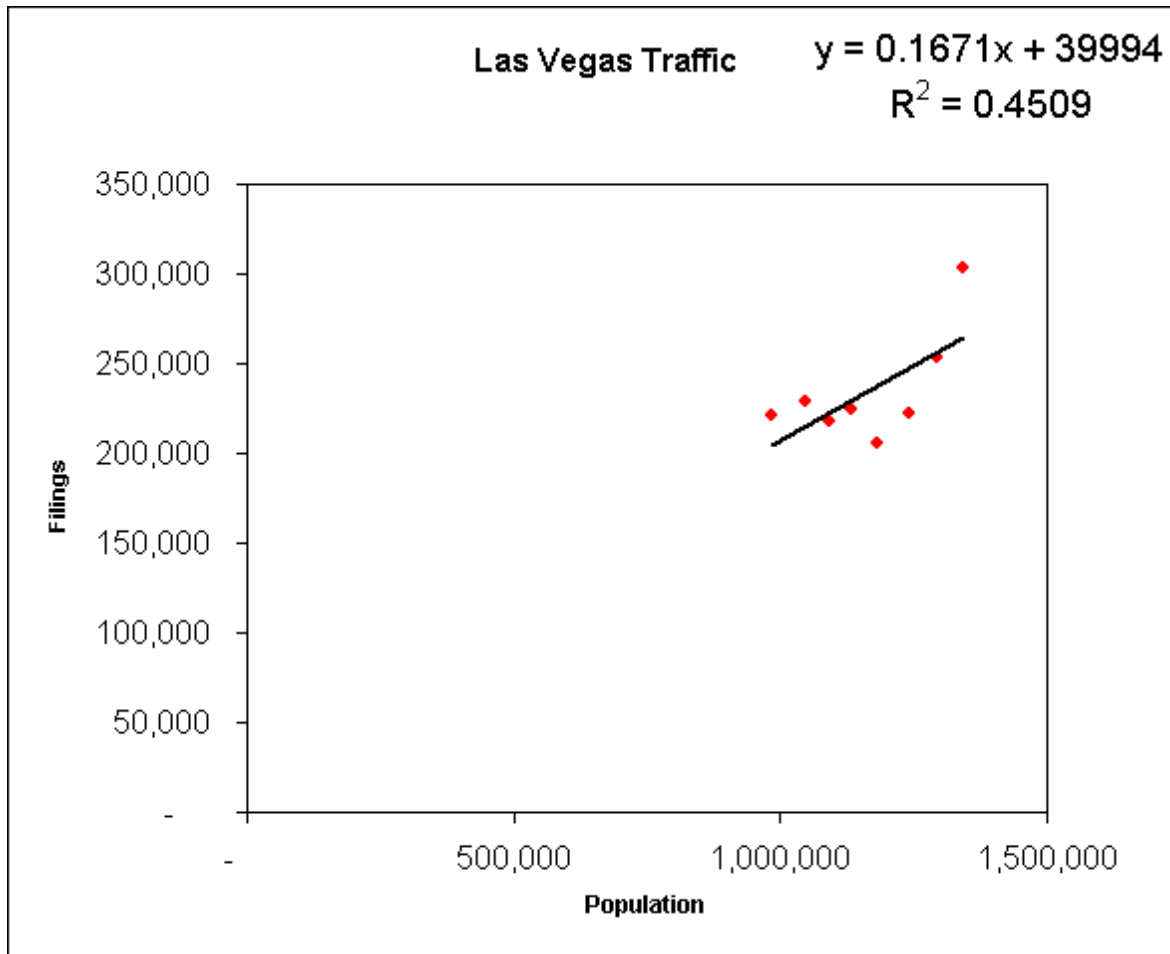
intercept: -85743.443833

r-squared: 0.993323

degrees of freedom: 6

P-value: 0.00000009324

APPENDIX Z-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	983,750	220,655
2001	1,046,144	228,647
2002	1,090,578	217,773
2003	1,133,145	224,076
2004	1,182,623	205,582
2005	1,240,965	222,688
2006	1,295,058	253,168
2007	1,342,876	303,458

slope: 0.16705

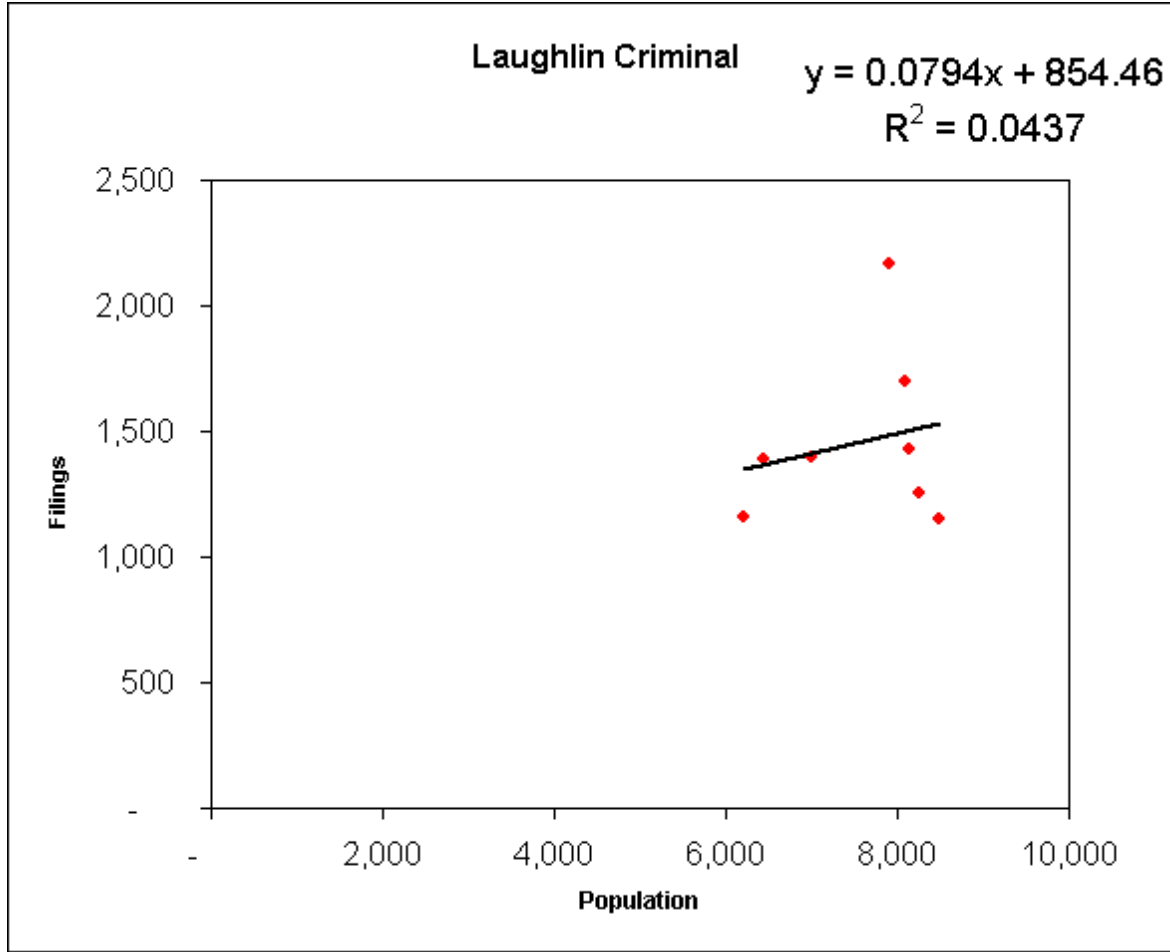
intercept: 39993.75493

r-squared: 0.450925

degrees of freedom: 6

P-value: 0.06821774977

APPENDIX AA-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	7,910	2,163
2001	8,083	1,702
2002	6,219	1,161
2003	6,439	1,385
2004	6,990	1,400
2005	8,145	1,428
2006	8,265	1,252
2007	8,498	1,150

slope: 0.079363

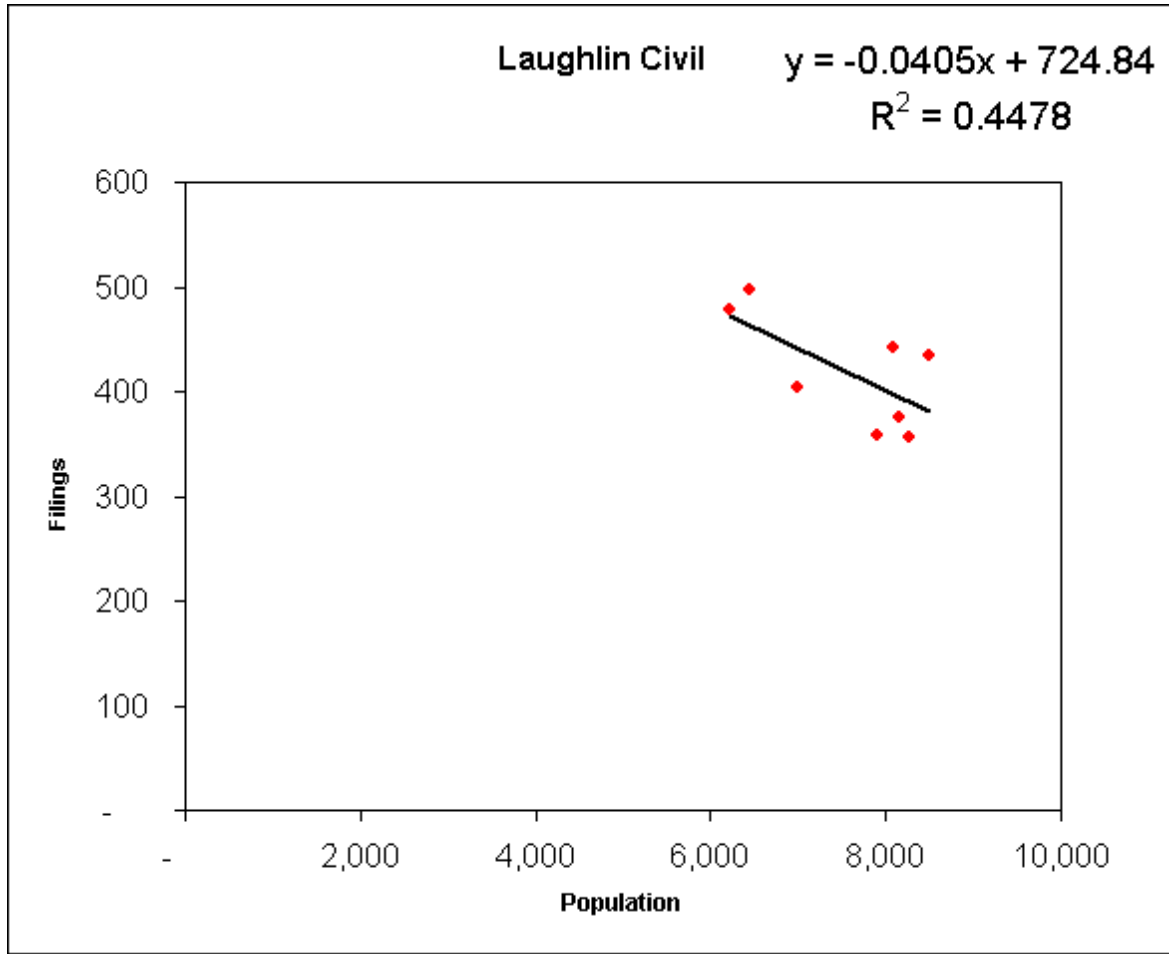
intercept: 854.458575

r-squared: 0.043716

degrees of freedom: 6

P-value: 0.61924168937

APPENDIX AA-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	7,910	359
2001	8,083	441
2002	6,219	478
2003	6,439	498
2004	6,990	403
2005	8,145	376
2006	8,265	356
2007	8,498	435

slope: -0.040507

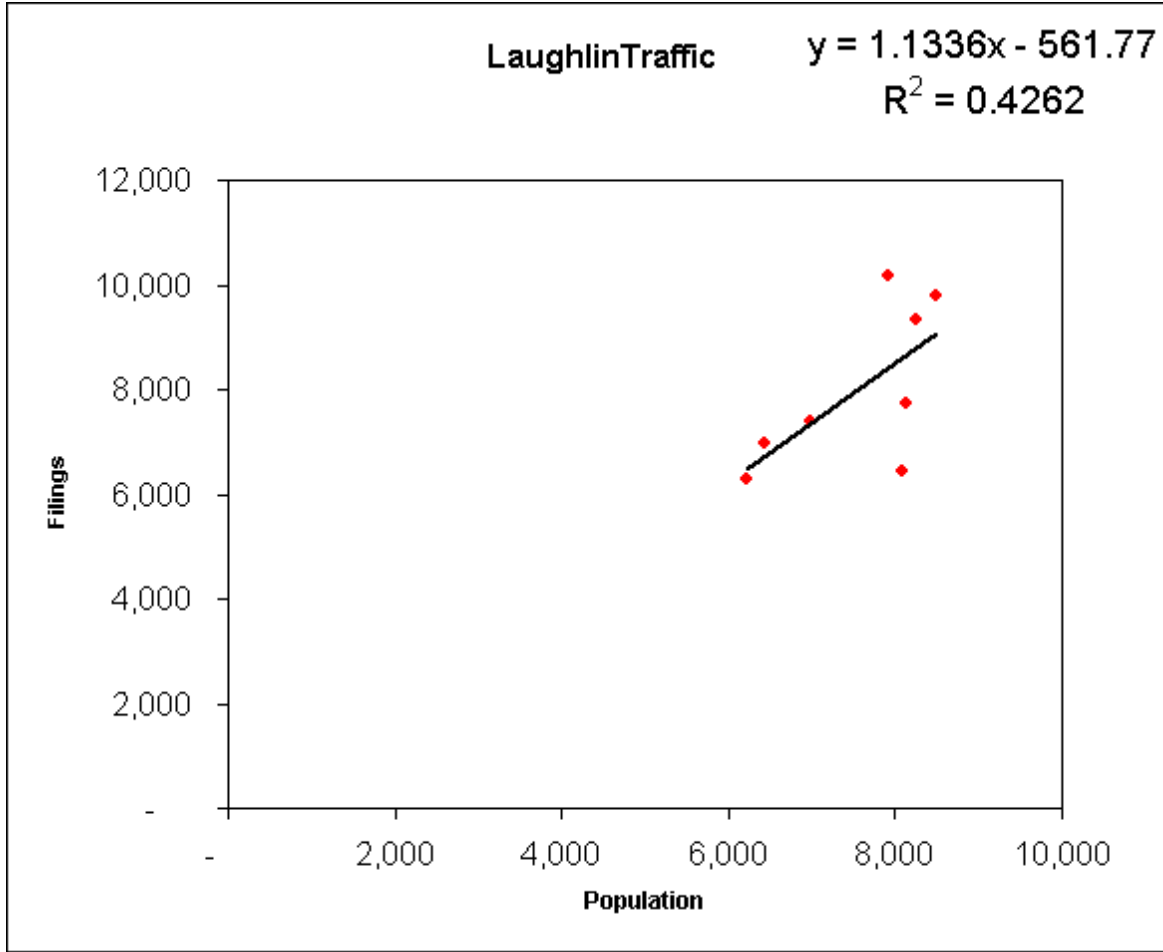
intercept: 724.835901

r-squared: 0.447827

degrees of freedom: 6

P-value: 0.06953108642

APPENDIX AA-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	7,910	10,158
2001	8,083	6,441
2002	6,219	6,303
2003	6,439	6,953
2004	6,990	7,392
2005	8,145	7,746
2006	8,265	9,341
2007	8,498	9,809

slope: 1.133581

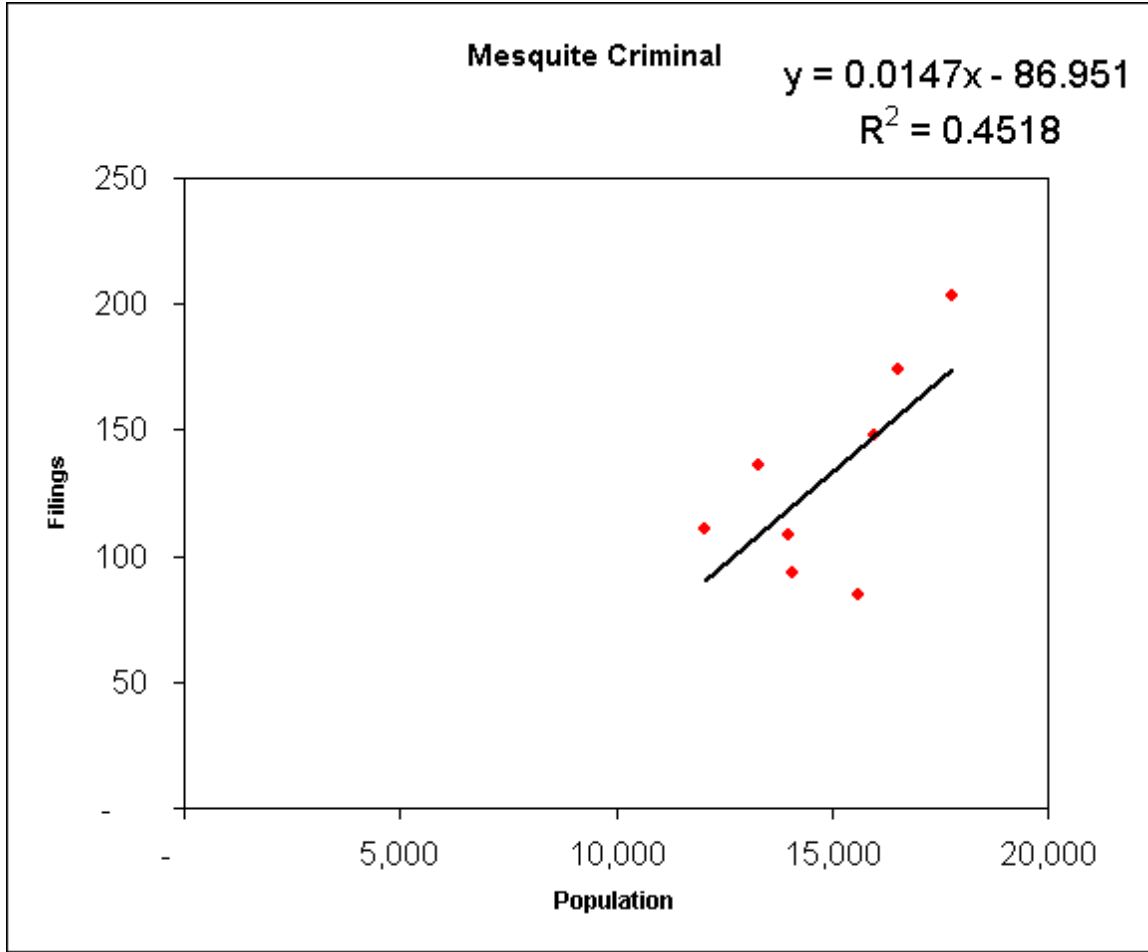
intercept: -561.774495

r-squared: 0.426194

degrees of freedom: 6

P-value: 0.07925845830

APPENDIX BB-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	14,070	93
2001	15,605	85
2002	12,040	111
2003	13,309	136
2004	13,994	108
2005	15,985	148
2006	16,525	174
2007	17,761	203

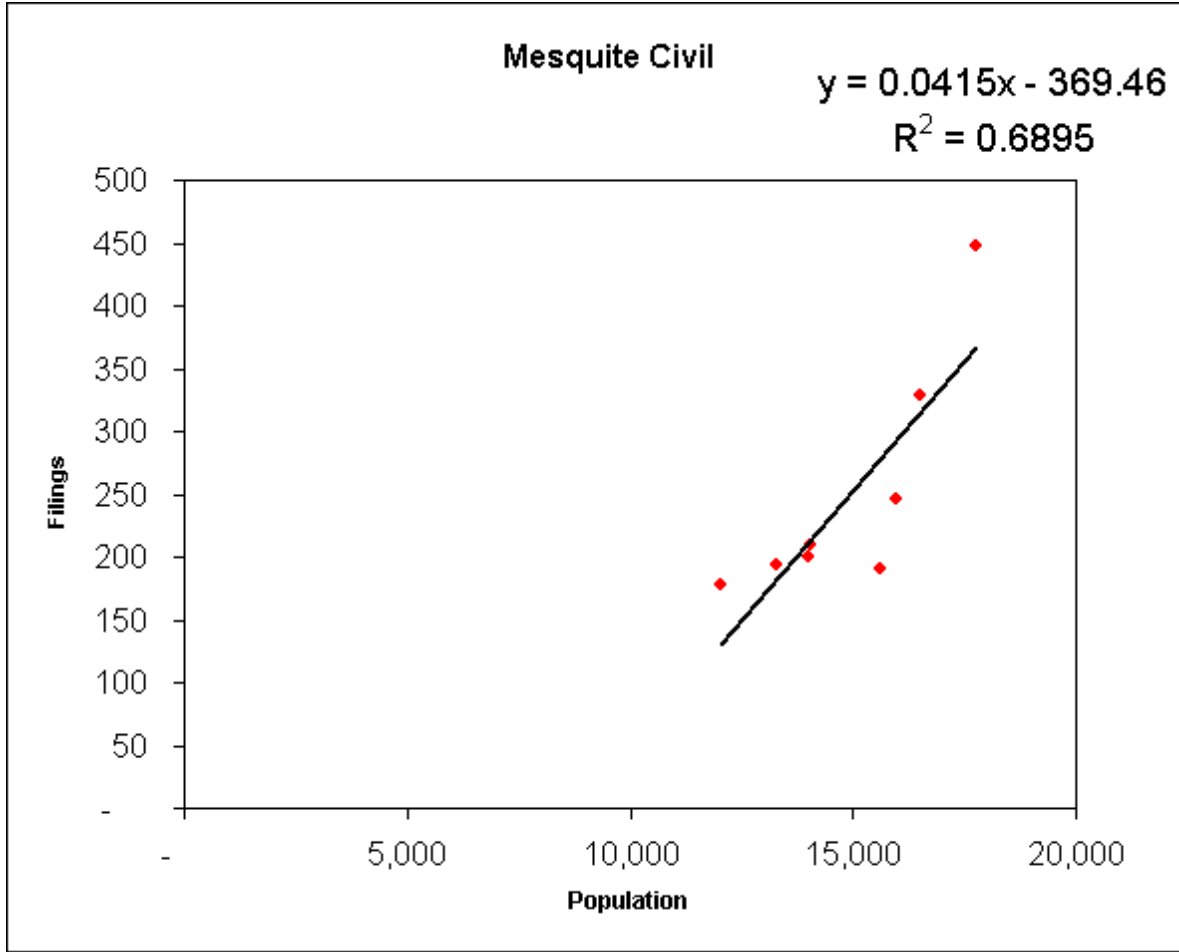
slope: 0.0147
intercept: -86.950989

r-squared: 0.451818

degrees of freedom: 6

P-value: 0.06784256153

APPENDIX BB-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	14,070	209
2001	15,605	190
2002	12,040	177
2003	13,309	194
2004	13,994	200
2005	15,985	246
2006	16,525	329
2007	17,761	448

slope: 0.041485

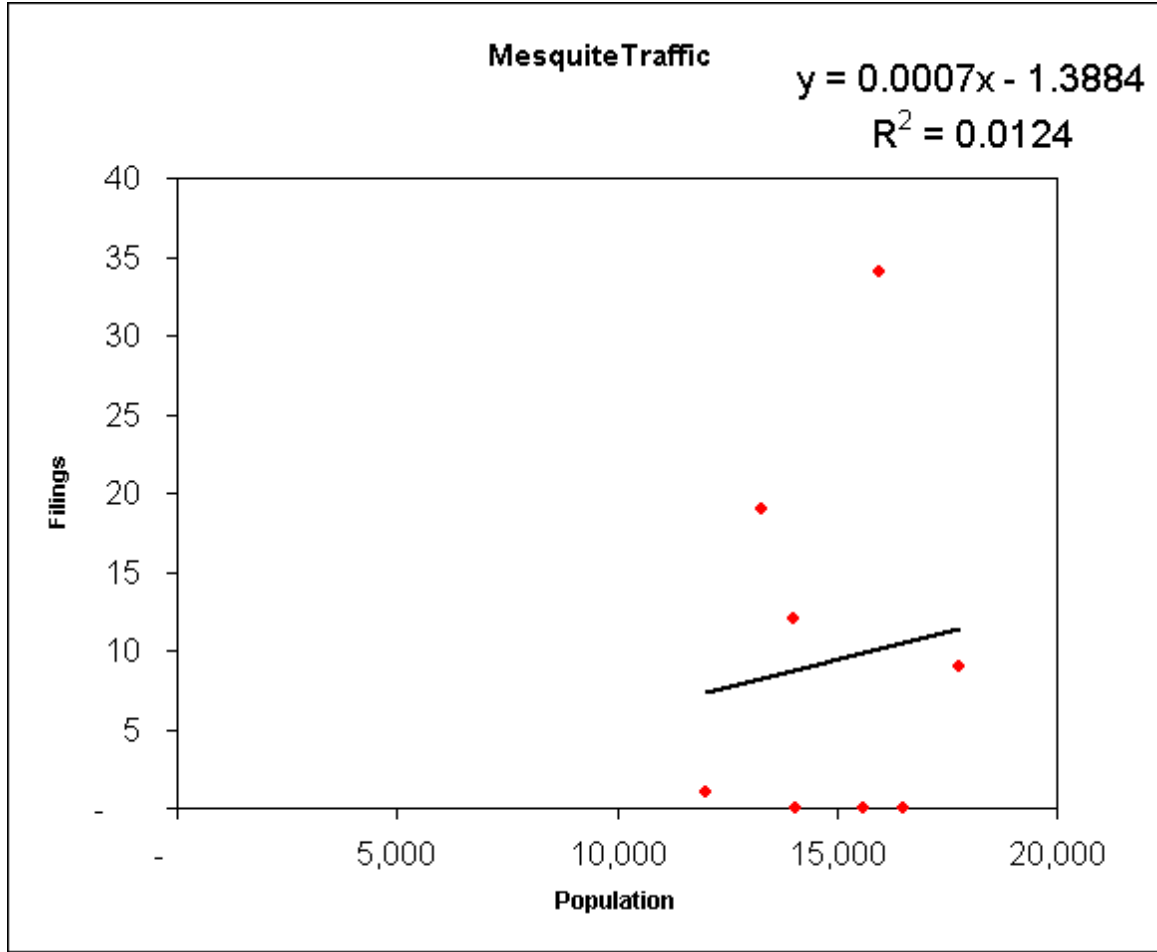
intercept: -369.460018

r-squared: 0.689496

degrees of freedom: 6

P-value: 0.01070466701

APPENDIX BB-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	14,070	-
2001	15,605	-
2002	12,040	1
2003	13,309	19
2004	13,994	12
2005	15,985	34
2006	16,525	-
2007	17,761	9

slope: 0.000722

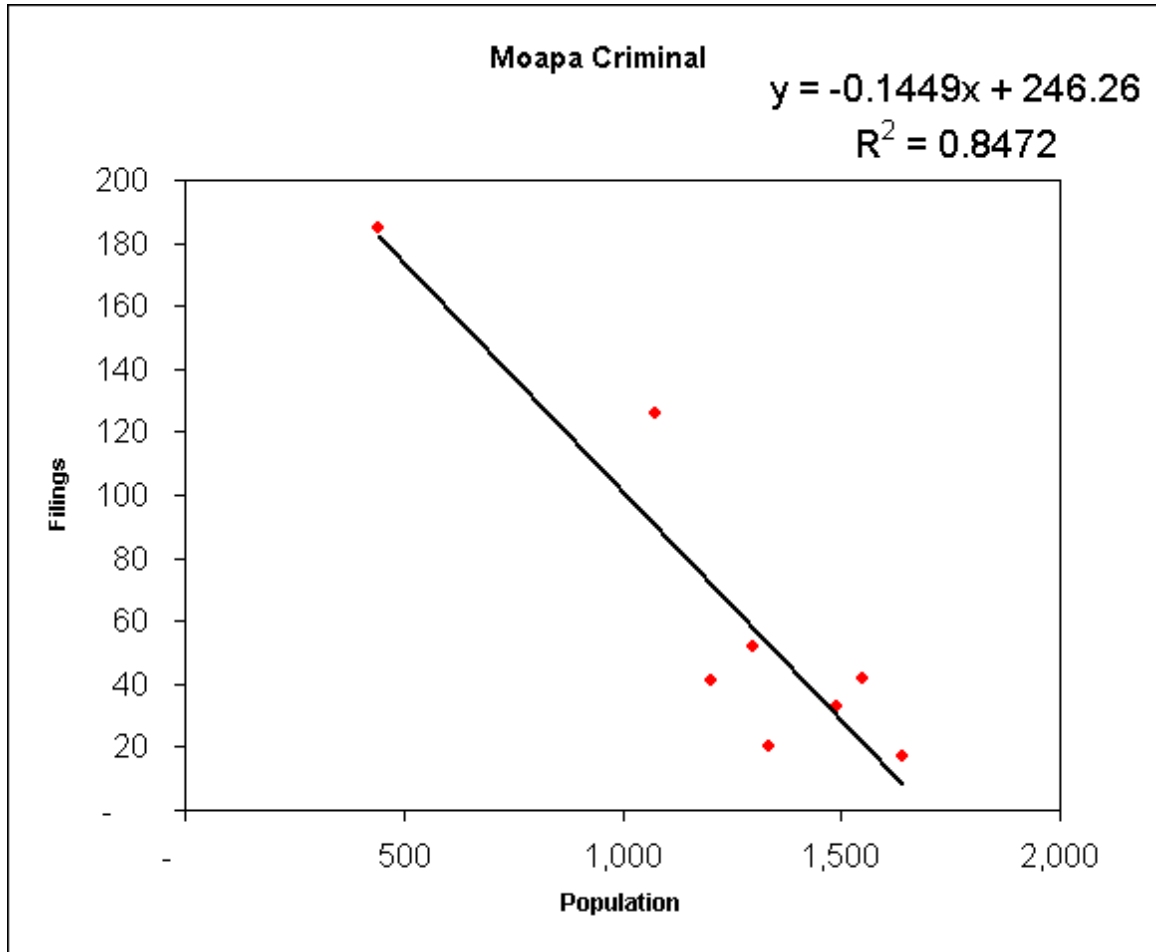
intercept: -1.388367

r-squared: 0.012386

degrees of freedom: 6

P-value: 0.79304140072

APPENDIX CC-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	440	185
2001	1,075	126
2002	1,205	41
2003	1,337	20
2004	1,642	17
2005	1,491	33
2006	1,547	42
2007	1,298	52

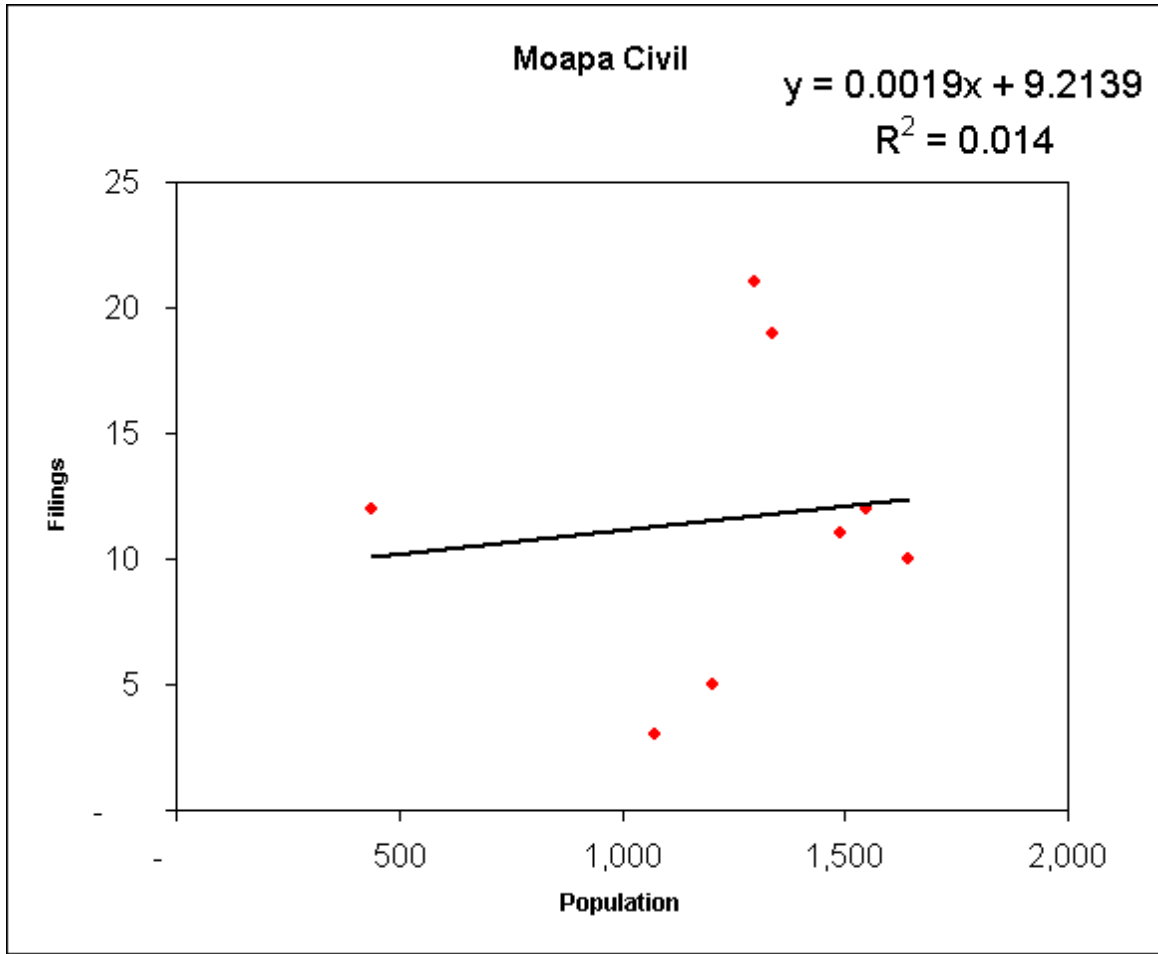
slope: -0.144904
intercept: 246.263813

r-squared: 0.847169

degrees of freedom: 6

P-value: 0.00118603903

APPENDIX CC-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	440	12
2001	1,075	3
2002	1,205	5
2003	1,337	19
2004	1,642	10
2005	1,491	11
2006	1,547	12
2007	1,298	21

slope: 0.001922

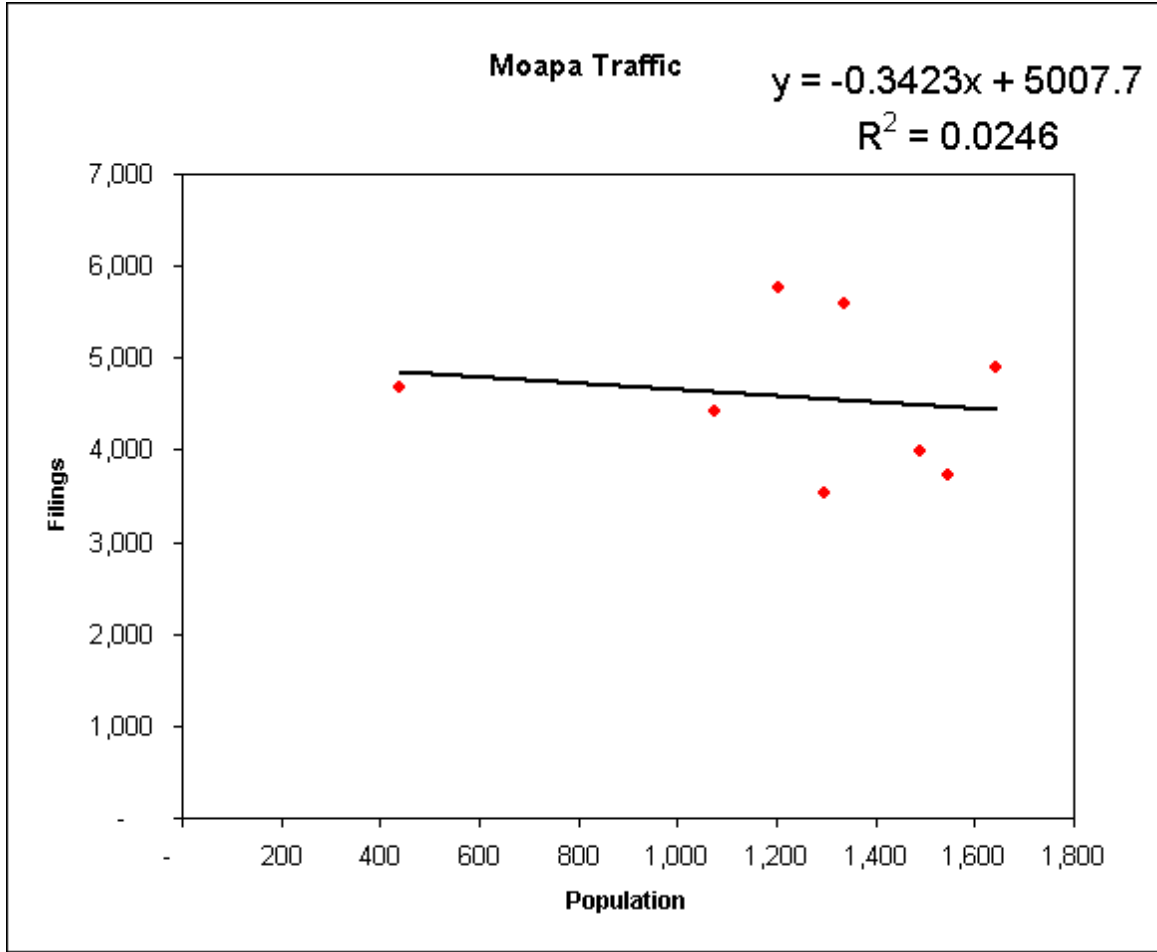
intercept: 9.213897

r-squared: 0.01398

degrees of freedom: 6

P-value: 0.78036649475

APPENDIX CC-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	440	4,681
2001	1,075	4,420
2002	1,205	5,772
2003	1,337	5,602
2004	1,642	4,894
2005	1,491	3,994
2006	1,547	3,720
2007	1,298	3,543

slope: -0.342348

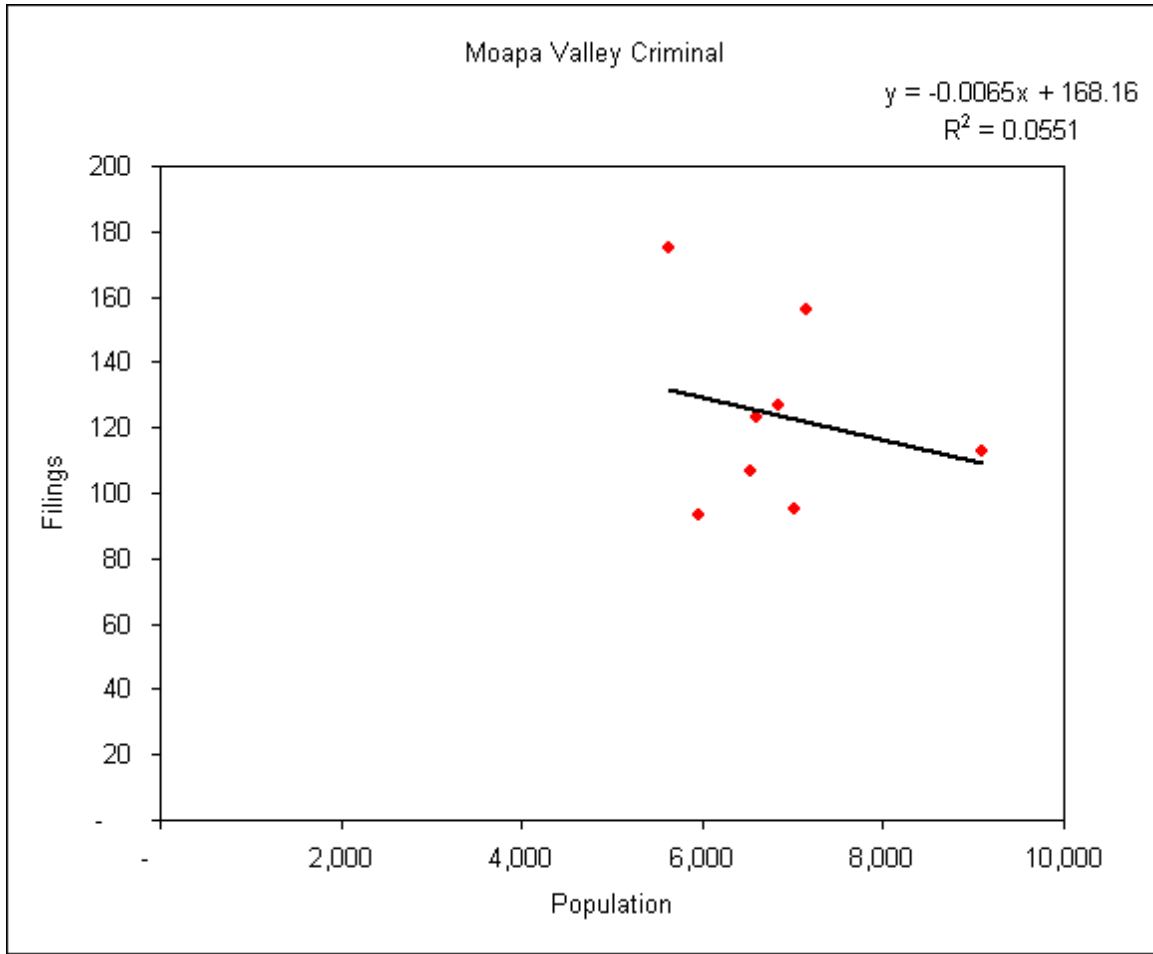
intercept: 5007.683191

r-squared: 0.024593

degrees of freedom: 6

P-value: 0.71074244598

APPENDIX DD-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	5,620	175
2001	9,095	113
2002	5,954	93
2003	6,540	107
2004	6,603	123
2005	6,842	127
2006	7,014	95
2007	7,142	156

slope:

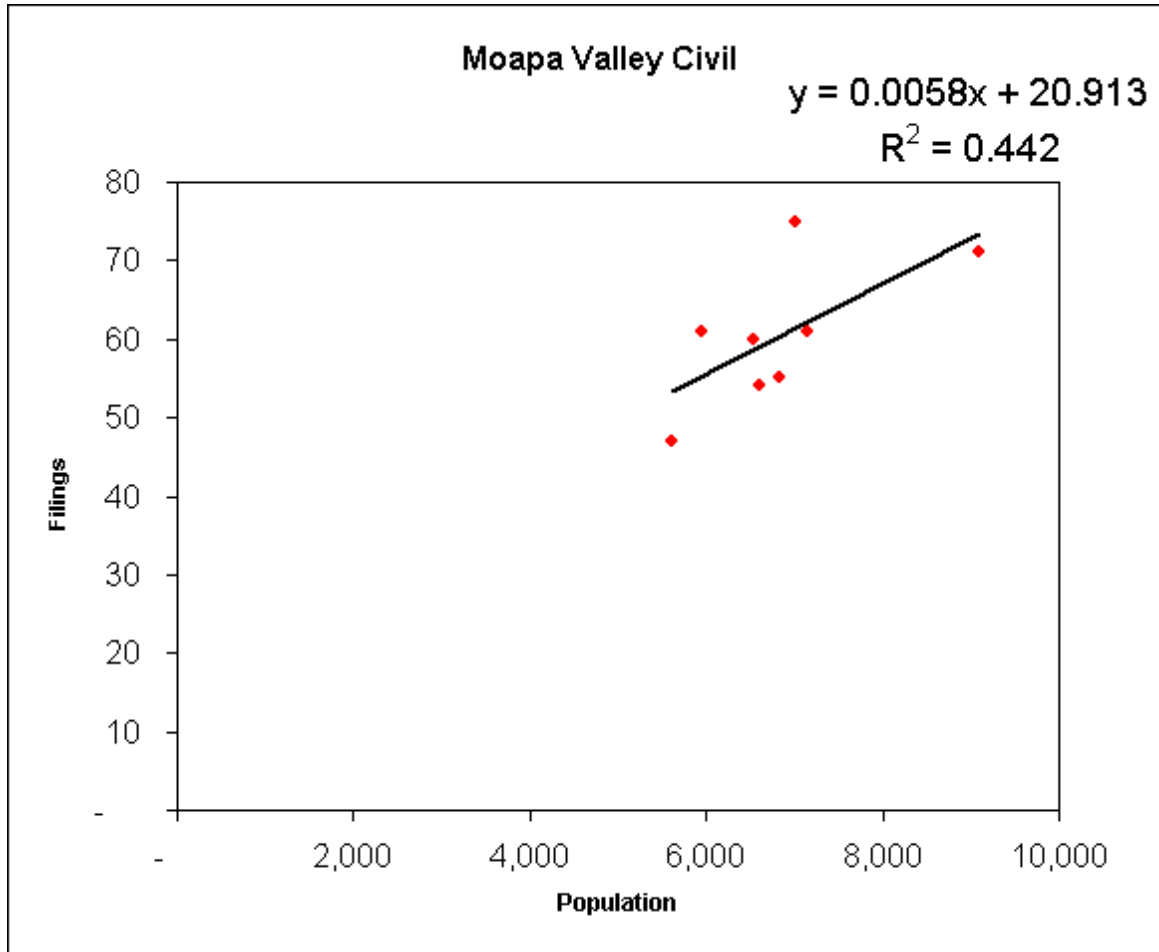
intercept:

r-squared:

degrees of freedom:

P-value:

APPENDIX DD-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	5,620	47
2001	9,095	71
2002	5,954	61
2003	6,540	60
2004	6,603	54
2005	6,842	55
2006	7,014	75
2007	7,142	61

slope: 0.005778

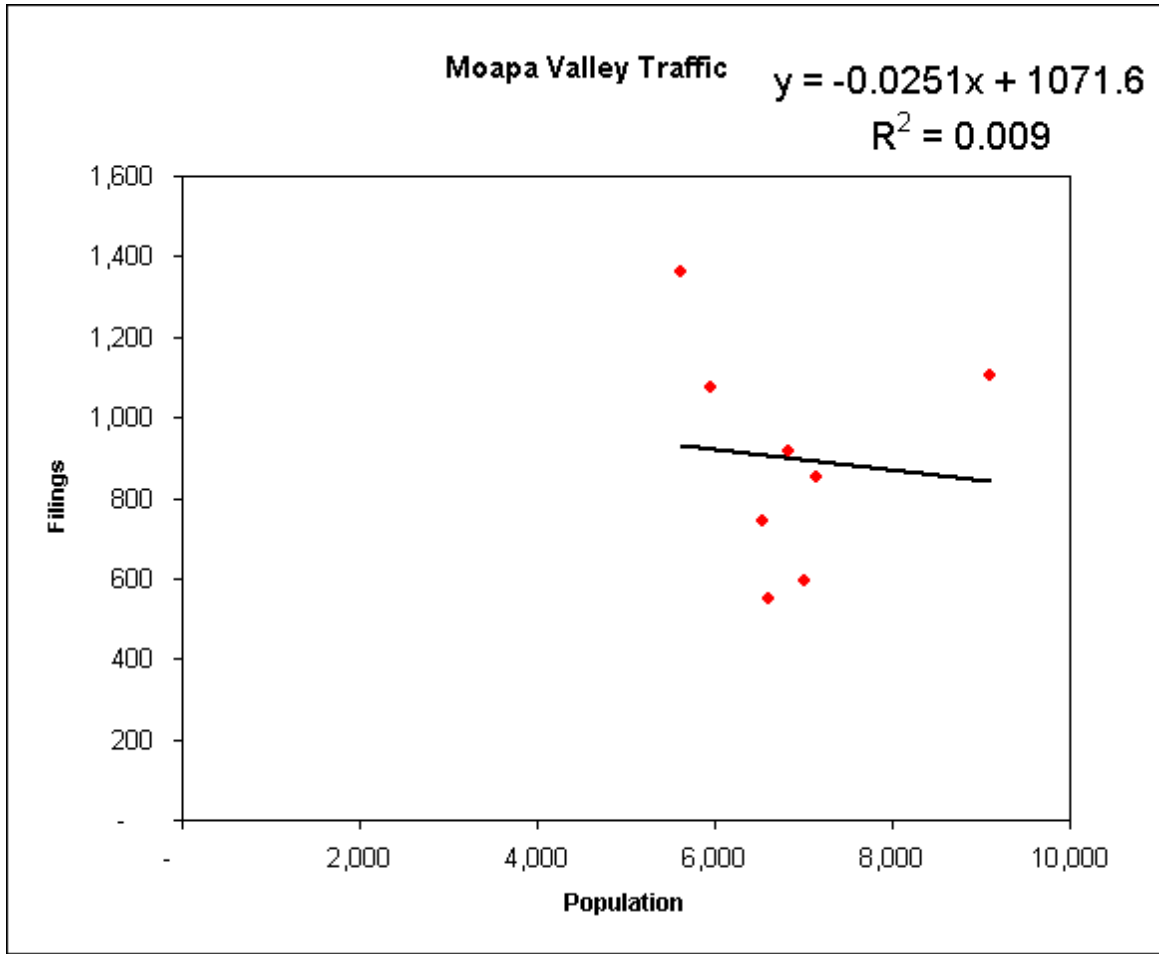
intercept: 20.913123

r-squared: 0.441961

degrees of freedom: 6

P-value: 0.07207198300

APPENDIX DD-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	5,620	1,364
2001	9,095	1,107
2002	5,954	1,074
2003	6,540	744
2004	6,603	549
2005	6,842	914
2006	7,014	596
2007	7,142	851

slope: -0.025066

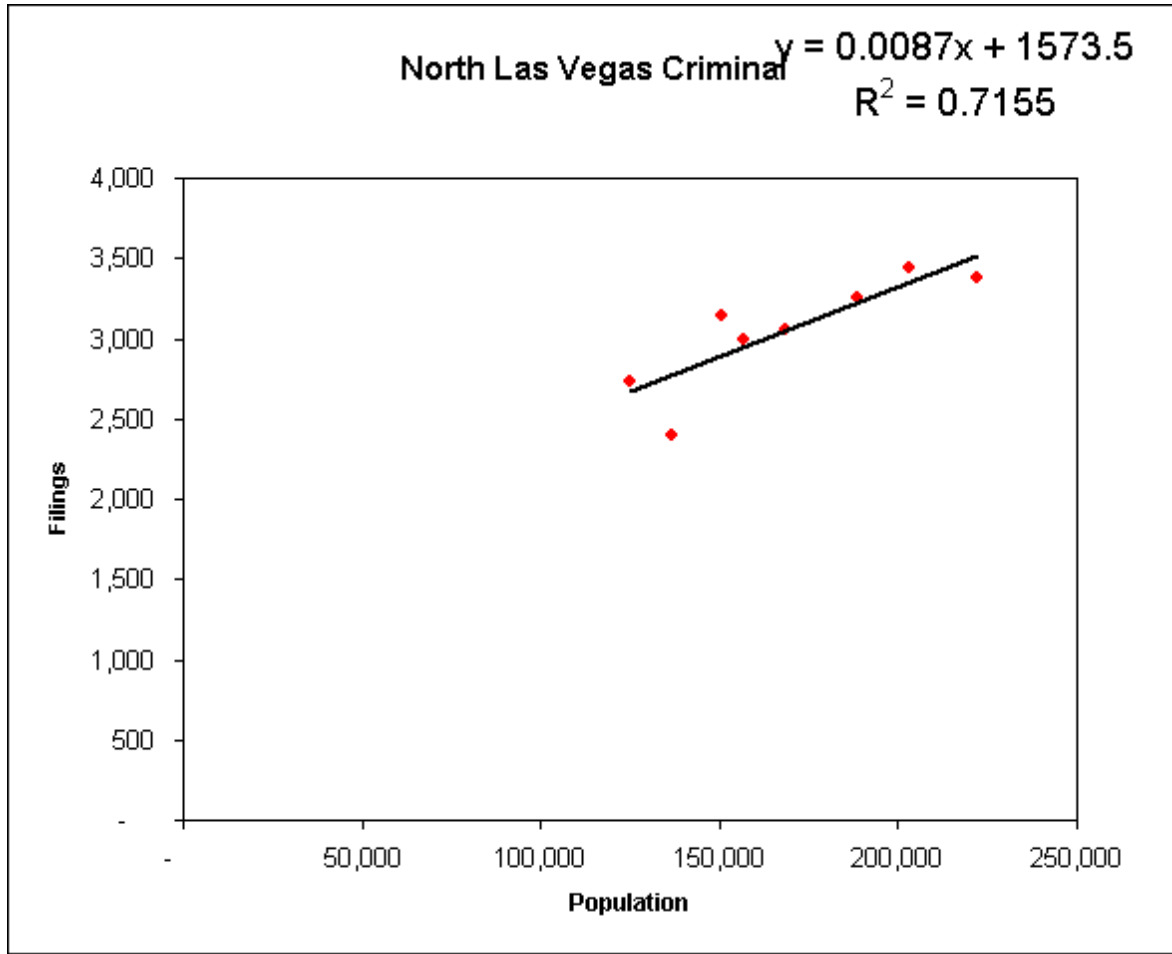
intercept: 1071.6057

r-squared: 0.009023

degrees of freedom: 6

P-value: 0.82296764211

APPENDIX EE-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	136,760	2,396
2001	124,936	2,734
2002	150,511	3,139
2003	157,034	2,992
2004	168,402	3,062
2005	188,426	3,260
2006	203,296	3,438
2007	222,286	3,373

slope: 0.008734

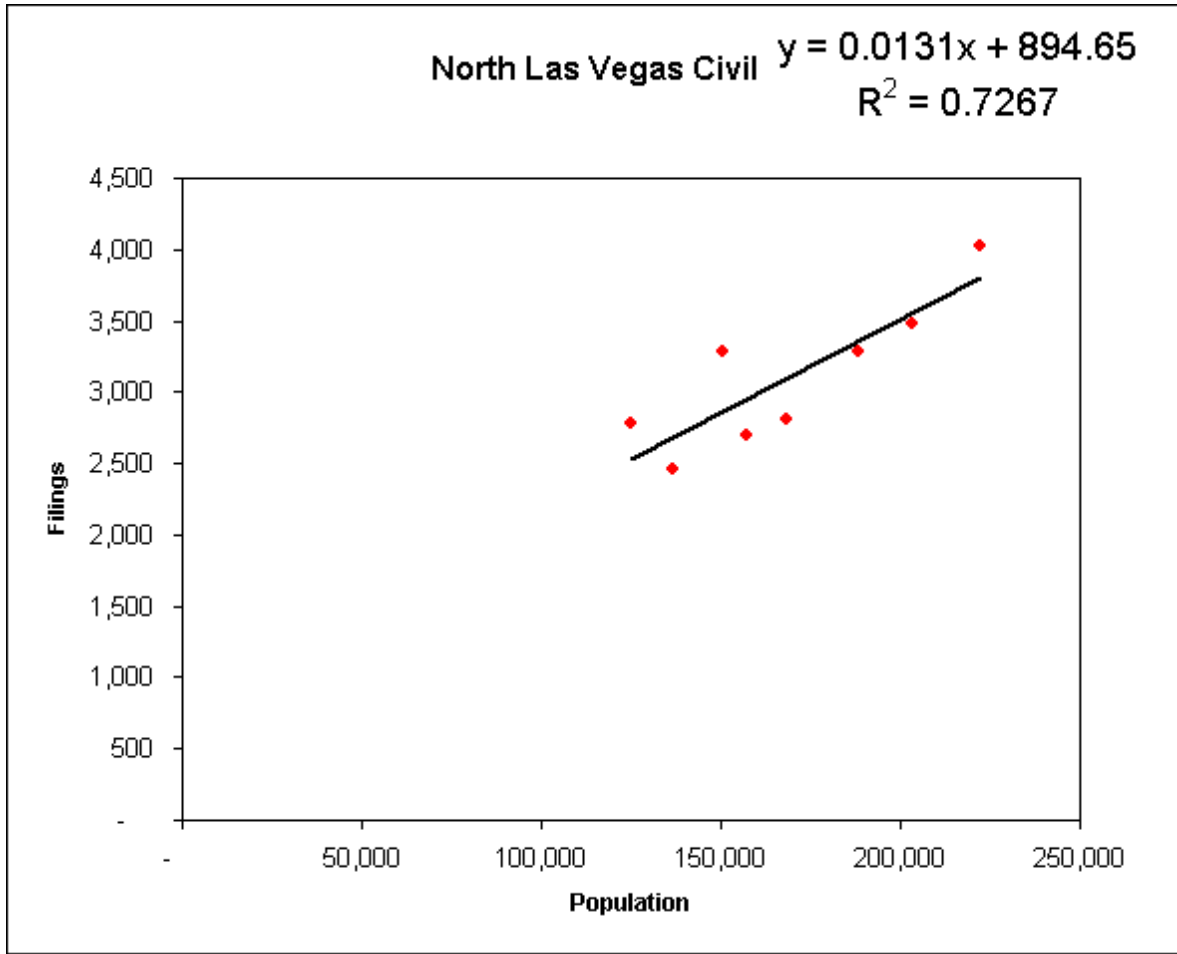
intercept: 1573.501688

r-squared: 0.715545

degrees of freedom: 6

P-value: 0.00812386684

APPENDIX EE-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	136,760	2,454
2001	124,936	2,779
2002	150,511	3,286
2003	157,034	2,700
2004	168,402	2,805
2005	188,426	3,285
2006	203,296	3,479
2007	222,286	4,031

slope: 0.013067

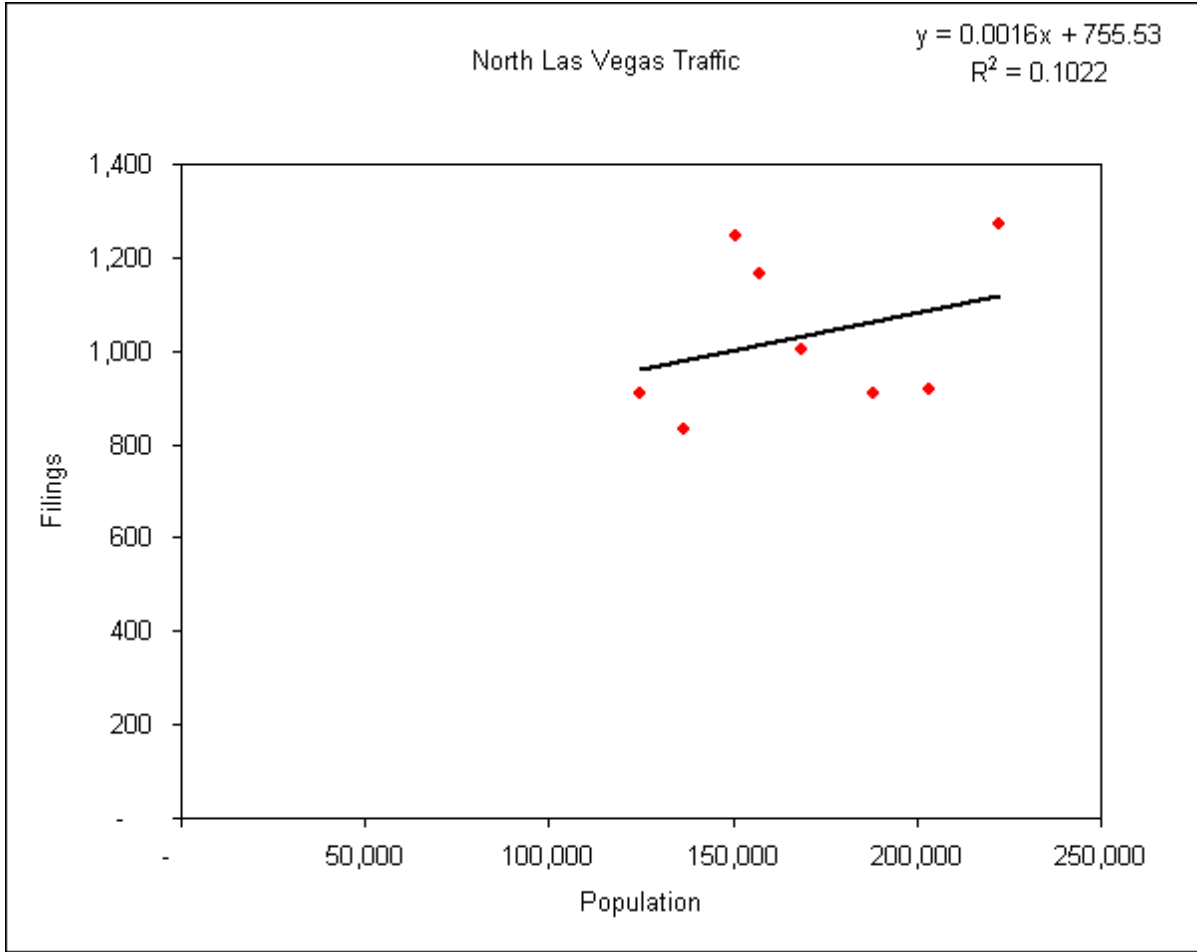
intercept: 894.650973

r-squared: 0.726719

degrees of freedom: 6

P-value: 0.00716431615

APPENDIX EE-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	136,760	833
2001	124,936	908
2002	150,511	1,245
2003	157,034	1,166
2004	168,402	1,003
2005	188,426	910
2006	203,296	916
2007	222,286	1,273

slope: 0.001635

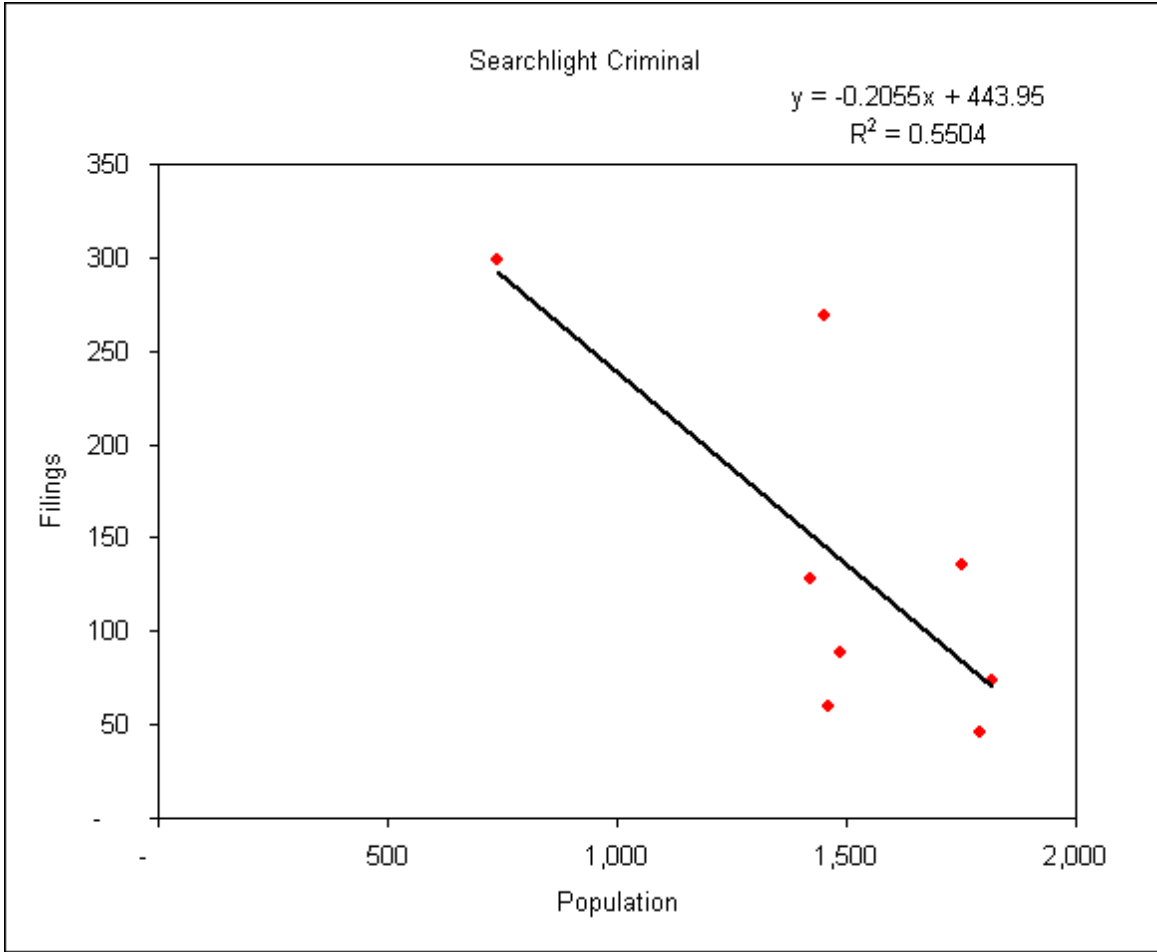
intercept: 755.53133

r-squared: 0.102188

degrees of freedom: 6

P-value: 0.44020205742

APPENDIX FF-1



FISCAL YEAR	POPULATION	CRIMINAL FILINGS
2000	740	299
2001	1,451	269
2002	1,423	128
2003	1,462	60
2004	1,754	136
2005	1,819	74
2006	1,790	46
2007	1,487	89

slope:

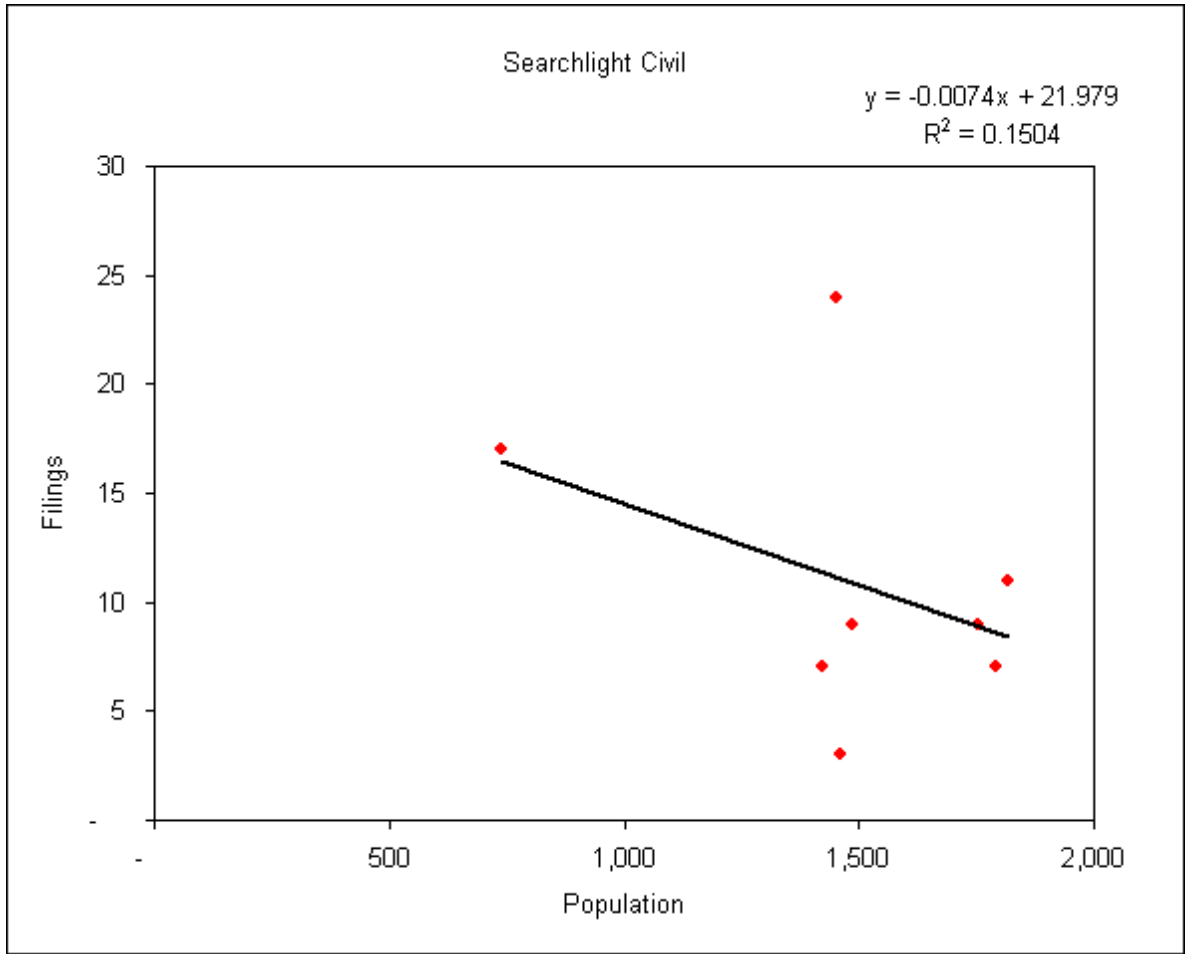
intercept:

r-squared:

degrees of freedom:

P-value:

APPENDIX FF-2



FISCAL YEAR	POPULATION	CIVIL FILINGS
2000	740	17
2001	1,451	24
2002	1,423	7
2003	1,462	3
2004	1,754	9
2005	1,819	11
2006	1,790	7
2007	1,487	9

slope: -0.007449

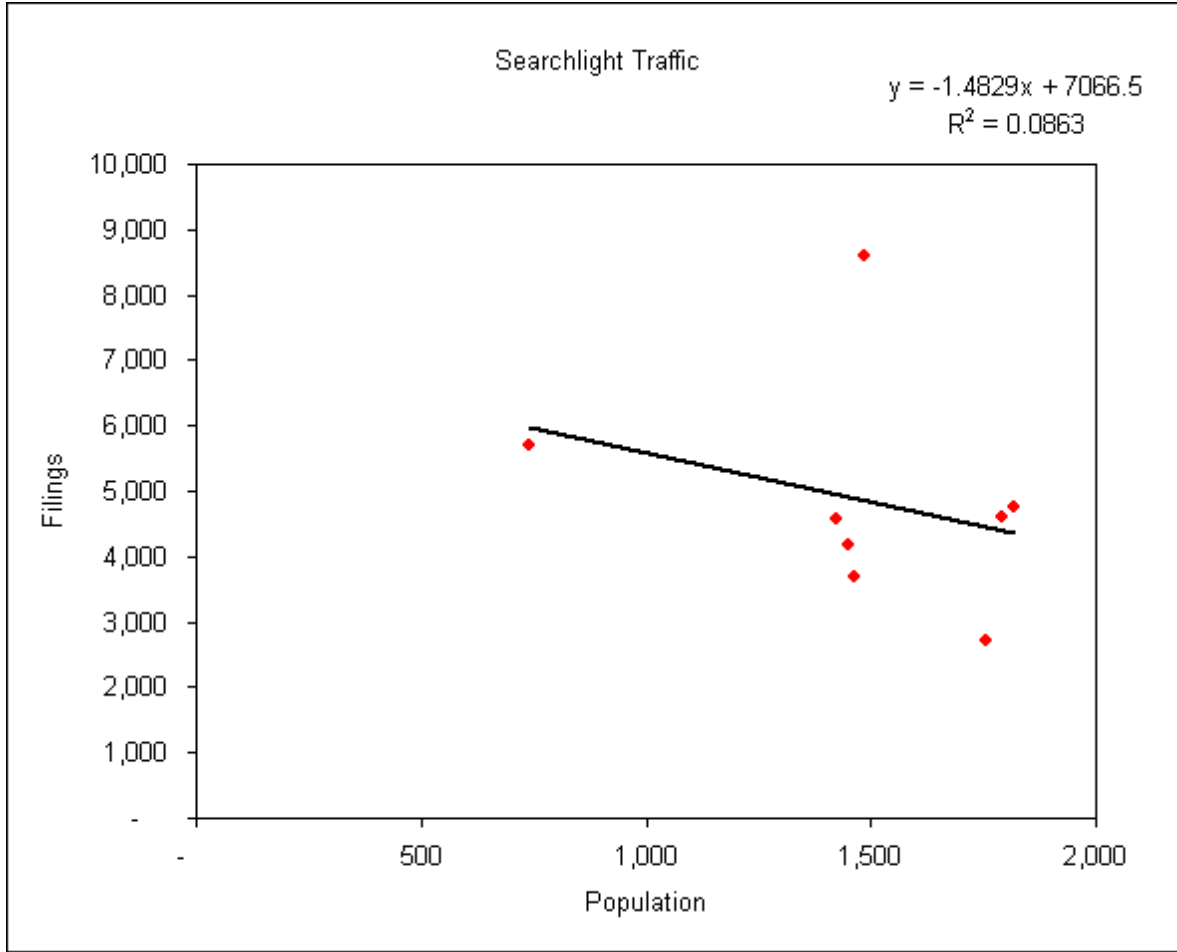
intercept: 21.979032

r-squared: 0.150389

degrees of freedom: 6

P-value: 0.34248631849

APPENDIX FF-3



FISCAL YEAR	POPULATION	TRAFFIC FILINGS
2000	740	5,709
2001	1,451	4,180
2002	1,423	4,566
2003	1,462	3,692
2004	1,754	2,722
2005	1,819	4,766
2006	1,790	4,603
2007	1,487	8,609

slope: -1.482866

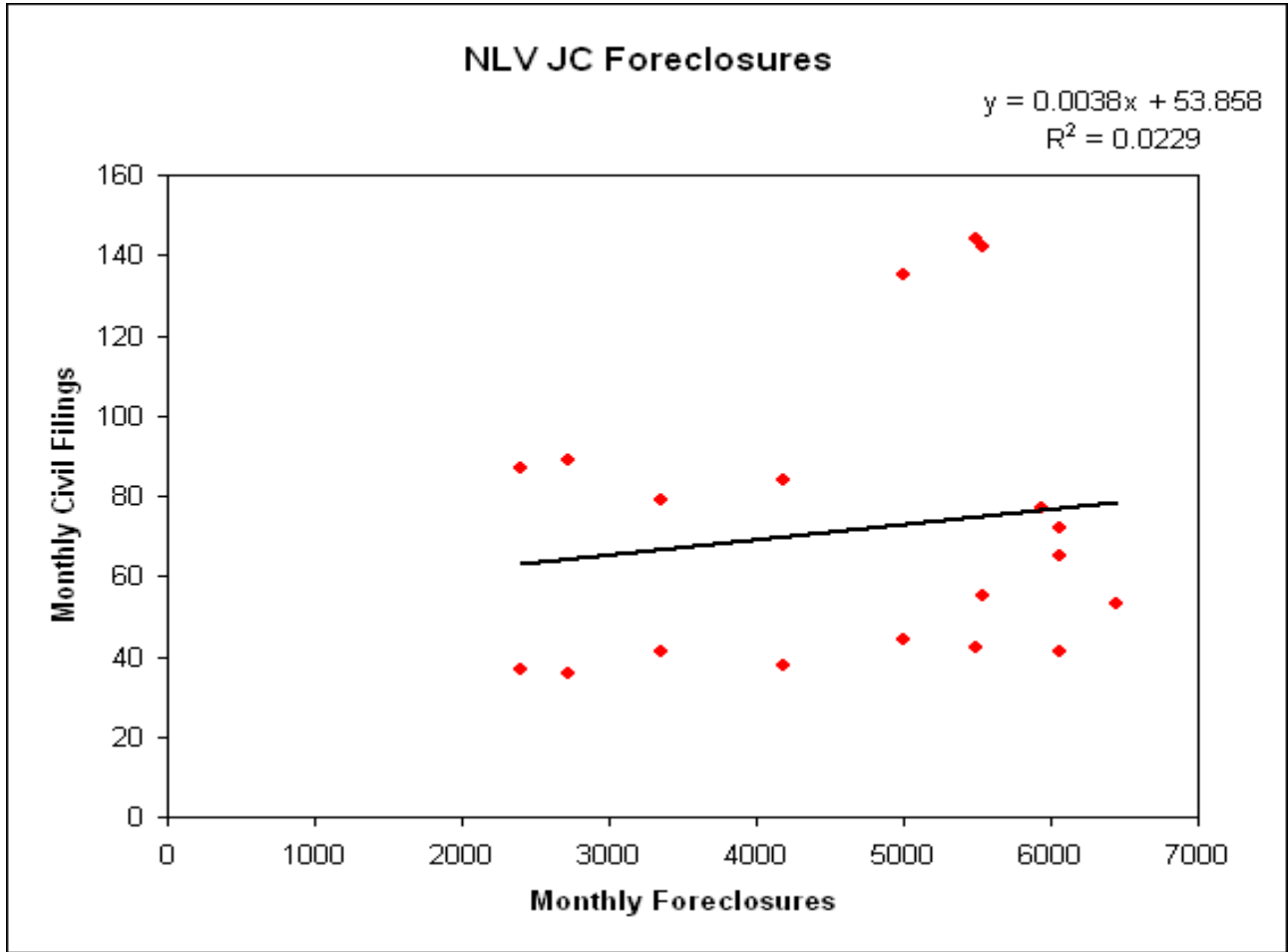
intercept: 7066.457833

r-squared: 0.086291

degrees of freedom: 6

P-value: 0.48007740698

APPENDIX GG



MO/YR	FORECLOSURES	CIVIL FILINGS
Jan-07	2403	37
Feb-07	2719	36
Mar-07	3349	41
Apr-07	4192	38
May-07	5489	42
Jun-07	5533	55
Jul-07	4999	44
Aug-07	6441	53
Sep-07	5936	77
Oct-07	6059	65
Nov-07	6059	72

slope:	0.003841
intercept:	53.858439
r-squared:	0.022926
degrees of freedom:	17
P-value:	0.53606656451

Dec-07	6059	41
Jan-08	2403	87
Feb-08	2719	89
Mar-08	3349	79
Apr-08	4192	84
May-08	5489	144
Jun-08	5533	142
Jul-08	4999	135