

**NATIONAL CENTER FOR STATE COURTS
OPERATIONAL REVIEW
SUPERIOR COURT OF CALIFORNIA
COUNTY OF MARIN
FAMILY LAW DIVISION**



Submitted by

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ADMINISTRATIVE OFFICE OF THE COURTS**
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ACKNOWLEDGMENTS

It is the opinion of the National Center for State Courts (NCSC) and the out-of-state, national experts who were recruited to be members of the NCSC operational review team that the Superior Court of Marin County should be commended. The court's dedication to providing access and fairness to all family law litigants is evident in its willingness to initiate this process and to open itself to the unprecedented external review and public scrutiny. Their request for expert assistance in conducting an internal operational review of the Family Law Division, coupled with the unprecedented access that the operational review team was afforded to the files and personnel of the court, was an extraordinary indication of good faith. In addition, the NCSC operational review team wishes to express their appreciation to the members of the Marin County legal and professional communities and to the citizens of Marin County for their invaluable assistance in making this process a thorough, independent assessment. Productive collaborations between courts and communities such as this one in Marin County ensure that access and fairness in our family law courts can be achieved.

EXECUTIVE SUMMARY

In recent years, the Superior Court of California, County of Marin's Family Law Division has received significant public scrutiny and a great deal of negative attention in the local press. Like any institution that attempts to deal with human problems that sometimes seem to defy solution, there is always room for continuous improvement within the court system. Both the Superior Court of Marin County and the California Administrative Office of the Courts are extremely concerned about the erosion of the public's trust and confidence in the system of family justice in Marin County and are actively pursuing responsive means to ensure that the public not only receives the highest level of service possible, but also *perceives* that the court is accessible, equitable, and accountable.

The Superior Court of Marin County approached the California Administrative Office of the Courts in fall 2000, requesting assistance in conducting an independent, impartial operational review of its Family Law Division. To ensure impartiality, the Administrative Office of the Courts contracted with the National Center for State Courts to conduct this review, and they, in turn, recruited three nationally recognized, out-of-state family law legal experts to participate in this effort. The results of this yearlong collaborative project are contained in this report.

The National Center for State Courts' operational review team reviewed selected aspects of the court's operations, including rules, policies, and practices. The focus of this effort was to review operational processes and administrative procedures in order to make recommendations for systemic change and future implementation. Their recommendations incorporated findings from a carefully sampled file review, an extensive review of background materials, and individual and focus group interview data gathered from key court and community professionals and Marin County citizens.

The NCSC operational review team members were well aware that the legal community and the citizens of Marin County appeared to be seriously split about whether there had been bias, cronyism, or favoritism in the past on the part of some individual judicial officers. However, the majority of attorneys with whom the operational review team met did not believe that the family court was biased in favor of certain attorneys, either in its rulings or appointment processes. In contrast, a vocal minority of lawyers and their clients are convinced that bias has existed in the past. It is important to note that determining the existence of individual judicial bias was beyond the scope of this operationally focused review. In order to determine whether there was bias in the system or in a particular case, a far more extensive investigation would need to be performed, an investigation that would include the opportunity to examine and cross-examine witnesses and not

have to rely solely on the beliefs of dissatisfied litigants and their attorneys. However, the NCSC operational review team did conclude that allegations of favoritism and cronyism might have resulted from the small size of the bench, the family law bar, and the professional mental health community in Marin County. It is important to note that no concerns were raised about the current family court judicial officers.

In response to the request by the Superior Court of Marin County for suggestions for improvement in their administrative operations, the review team identified issues to be addressed in the following areas: *Judicial Practices, Court Operations and Procedures*, and *Community Relations*. The NCSC operational review team recommends that the Superior Court of Marin County continue to consult with representatives of the California Administrative Office of the Courts in reviewing these recommendations and in constructing a plan of action for implementing systemic changes. A significant and inclusive community outreach effort should also be an integral component of this change process.

Finally, the members of the National Center for State Courts' operational review team commend the judges, commissioners, administrators, and staff of the Superior Court of Marin County for their foresight in initiating this internal operational review of its Family Law Division. In addition, the operational review team wishes to express their appreciation to the members of the Marin County legal and professional communities and to the citizens of Marin County for their invaluable assistance in making this process a thorough and independent review.

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I. Introduction

The Superior Court of Marin County approached the California Administrative Office of the Courts (AOC) in fall 2000 and requested assistance in conducting an independent, impartial operational review of its Family Law Division. To ensure impartiality, the AOC contracted with the National Center for State Courts to conduct this effort.¹ The National Center for State in Courts (NCSC), in turn, recruited three nationally recognized, out-of-state family law legal experts to participate in this effort. The results of this yearlong collaborative project are contained in this report.

Superior Court of Marin County

In 1996, the Judicial Council approved Marin County's Trial Court Coordination Plan, which created the Superior Court of Marin County—a single court organization created by consolidating the judicial and administrative functions of the county's superior and municipal courts into one superior court. Three separate calendars, or divisions, were created, including the coordinated felony panel, the civil division, and the family law division. With the advent of court consolidation, executive leadership of the court changed and court administration was consolidated under one superior court executive officer.

The Family Law Division administers justice in family matters for the citizens of Marin County, California. At the time of this operational review, one judge, two commissioners (for family and juvenile matters), and one part-time settlement referee handled all cases where parties seek court intervention to solve their family

¹ The National Center for State Courts, with offices in Colorado and Virginia, promotes public confidence in the courts by helping state courts respond to policy issues of concern, anticipate societal problems that will affect courts, and develop the leadership necessary to provide fair and equitable administration of justice.

legal matters. The family court has jurisdiction to hear and determine all petitions for divorce and any motions in conjunction with divorce proceedings, such as motions relating to child visitation, custody, and support; spousal support; and the distribution of property. In addition, the family and juvenile courts have jurisdiction over matters relating to dependent, neglected, abused, or delinquent children as well as adoptions, paternity, and other matters involving children. The Family Law Division also hears and determines domestic violence protection order petitions and some probate matters.

Focus of the Operational Review

The National Center for State Courts conducted an operational review of selected aspects of the Superior Court of Marin County, Family Law Division. The objective of the NCSC review was to ascertain rules, policies, and practices in the Superior Court of Marin County, Family Law Division and, where appropriate, make recommendations for change. It is important to note that the focus of this effort was to review operational processes and administrative procedures in order to make recommendations for future implementation and not to investigate concerns regarding any particular individual. Determining the existence of individual judicial bias in any individual case was beyond the scope of this operational review. Specifically, this operational review focused on:

1. The relationship between the Marin Family Law Division and the local bar;
2. The policies, practices, and procedures for identification, selection, and appointment of children's attorneys, psychological evaluators, child custody evaluators, special masters, and other court-appointed experts;
3. The fee payment policies, practices, and procedures used to compensate attorneys, psychological evaluators, special masters, and other court-appointed experts;
4. The policies, practices, and procedures for court-ordered payments of private attorney fees, particularly payments that might have been made from court-ordered child or spousal support; and
5. The rules, policies, and practices relating to judicial recusal as applicable to the Superior Court of Marin County, Family Law Division.

Operational Review Team

To accomplish these objectives, the NCSC recruited three nationally recognized, out-of-state family law experts to join their staff in forming the NCSC operational review team. The three out-of-state national experts conducted interviews and focus groups with key stakeholders in the Marin County legal justice system and in the community. They also reviewed background materials, the results of an extensive file review completed by the NCSC staff, and feedback from community

constituents gathered during a public interview process. Their opinions and recommendations served as the foundation for this report. The experts were:

- Hon. John Steketee, Grand Rapids, Michigan
Family Court Judge With Administrative and Policymaking Experience
Judge since 1967; Presiding Judge, Juvenile and Family Divisions from 1969 to 1998; appointed Chief Judge by Michigan Supreme Court; former president, National Council of Juvenile and Family Court Judges; instructor, National College of Juvenile Justice.
- Ms. Ann Haralambie, Esq., Tucson, Arizona
Child Advocate and Family Law Practitioner
Attorney, family law specialist; child advocate; active on various American Bar Association committees on children and family law; author of numerous books and periodicals on child advocacy; faculty for numerous professional presentations.
- Mr. Maury Landsman, Esq., Minneapolis, Minnesota
Specialist in Judicial Ethics, Clinical Law Professor, University of Minnesota Law School
Director of the Lawyering Skills Program, University of Minnesota Law School; emphasizes on family law and judicial ethics and specialized in prohibitions on biased conduct by lawyers and judges; presented “Judicial Ethics Training for Judges” at National Judicial College, various state judicial systems, and the National Council of Juvenile and Family Court Judges; author of *Judicial Ethics and Simulation Based Training*.

The NCSC operational review team and representatives of the Marin County courts also worked in collaboration with Susan Hanks, Ph.D., of the Center for Families, Children & the Courts, who served as a project consultant and as a liaison from the California Administrative Office of the Courts (AOC).

II. Marin County in Context: Challenges Facing All California Family Courts

The challenges faced by California’s family courts are well recognized. In fact, they served as a rationale for the creation in 2000 of the AOC’s Center for Families, Children & the Courts, whose mission is to: “improve the quality of justice and services to meet the diverse needs of children, youth, and families in the California courts.” Given the national and statewide nature of the challenges confronting courts at local county levels, it is important to place the activities of the Superior Court of Marin County’s Family Law Division (and of any particular

local court) into this larger context when conducting operational reviews, making recommendations, and identifying strategies for change.

The cumulative impact of the volume and complexity of family and children's cases makes the experiences of litigants, judges, attorneys, and staff in family and juvenile courts in California and across the country increasingly difficult. Courts struggle to find best practices and appropriate modes of dispute resolution in order to work effectively with families to solve very personal, private, and emotionally charged legal matters. Family courts are serving increasingly diverse populations of citizens who require a wide range of services not previously offered by the judicial branch.

Recent literature suggests that the negative perception of the Superior Court of Marin County, Family Law Division is not atypical of family courts across the country. The courts in which cases involving children and family issues are decided are often "disfavored."² Family and juvenile law matters are often considered unworthy of the best judges, attorneys, or court facilities and often rank well below civil and criminal matters in importance.³ As a result, family law courts are often underfunded and underresourced. Accordingly, they are courts in which only a few exceptionally dedicated legal professionals are willing and able to commit their careers.⁴ Moreover, although matters involving children and families are often thought of as having little legal significance, they actually are the point of contact with the justice system that frames the average citizen's experience and understanding of courts as well as their respect for, or alienation from, the legal system in its entirety.⁵

From the public's perspective, there is likely no greater responsibility to justice than the role the court plays in the lives of families and children. Although the opinions of stakeholders vary, the general sense from those interviewed is that the Superior Court of Marin County, Family Law Division is not accorded the same value, priority, and importance as the civil and criminal divisions of the court. There is an impression by the majority of stakeholders who were interviewed that court managers and the judges themselves undervalue the Family Law Division. This is evidenced by the fact that judicial staffs and program resources are disproportionately underrepresented in the Family Law Division. Only recently, in light of the highly publicized scrutiny of the Family Law Division, has attention begun to shift.

² C. J. Ross, *The Failure of Fragmentation: The Promise of a System of Unified Family Courts*, (1998) 32(1) Family Law Quarterly 3-30.

³ R. W. Page, *Family Courts: An Effective Judicial Approach to the Resolution of Family Disputes*, (1993) 44(1) Juvenile and Family Court Journal.

⁴ N. Cahn, *Family Law, Federalism and the Federal Courts* (1994) 1073 Iowa L. Rev 79.

⁵ *Ibid.*

Family law filings make up at least 50 percent of the civil filings in Marin County. In fact, according to caseload statistics, it appears that domestic relations and juvenile matters are two of a very few case types that are increasing in numbers. Despite the volume of cases and the importance of the court's involvement in the lives of children and families, stakeholders perceive that the Superior Court of Marin County, Family Law Division as at or near the bottom of the judicial pecking order, understaffed (in terms of both judges and court staff), underfunded, and unappreciated. The fact that such negative perceptions exist juxtaposed to such a high volume of cases should continue to be of great concern to the Administrative Office of the Courts and to the Superior Court of Marin County's leaders.

The *2000 Judicial Council Annual Report* notes that cases involving families and children in California have risen more than 36 percent during the past decade. Domestic matters make up the largest part of superior court civil workload, and because of their complexity, they consume a disproportionately large share of court resources. Filings concerning children who have been abused or neglected have risen 129 percent over the past two decades.⁶

Pressures on family court services programs and on the child custody mediators and evaluators staffing those programs are long-standing. California's Statewide Uniform Statistical Reporting System (SUSRS) shows that mediation caseloads rose from 49,500 in 1987 to over 91,000 by 1999.⁷

The rise in the caseloads facing family courts has been accompanied by factors that further complicate the situation. In 55 percent of court-based mediation cases, at least one parent reported domestic violence in the relationship, and in 44 percent of the cases a current or past restraining order was reported. Since expert help can cost many thousands of dollars, it is significant that these same 1999 data show that 26 percent of all parents using family court services had incomes of less than \$800 per month. Not surprisingly, family courts have seen a tremendous increase in the number of litigants not represented by attorneys and needing special assistance to navigate the complex and often confusing legal system. The SUSRS shows that at least one person represented himself or herself in 64 percent of families in disputed child custody or visitation cases.⁸

⁶ Judicial Council of California, *Foundations for a New Century: 2000 Judicial Council Annual Report* (1999) p. 11.

⁷ Judicial Council of California, Administrative Office of the Courts, Center for Families, Children & the Courts, *1999 Client Baseline Study* (2001).

⁹ Ibid.

Family and juvenile courts across the state face the challenge of adapting systems and services to meet a rapidly changing and diversifying client base. There is no longer one dominant ethnic group in California or in the state court system. In the last decade, the number of Latino parents and Asian parents with child custody disputes each increased by two thirds. Population changes are driving a growing demand for court services, with sharp increases among the age groups that are most likely to enter family and juvenile courts.

Public trust and confidence in the family court system is eroding. Dissatisfied family court litigants initiate recall efforts directed toward family court judges, picket at local courthouses, or use the Internet to garner public support for critiques of the family court system.

California courts continue to have increasing responsibilities in family-related proceedings resulting from changing population demographics, changing federal and state statutes, and local and national reform initiatives. California courts are facing increased pressure to be more efficient, effective, and responsive to the needs of families in crisis, abused and neglected children, victims of domestic violence, self-represented litigants, the elderly, foreign-born clients, and other individuals in need of diverse language services. In order to meet these increasing demands and provide positive outcomes, the courts must develop systems that are more responsive to the changing needs of their constituents.

For all of these reasons, California's court administrators and judicial officers, as well as others across the country, are actively searching for solutions that will increase fair and equitable access for all litigants—even when there are barriers of language, literacy, income, physical disability, or geographic isolation. The issues raised in the National Center for State Courts' operational review of the Superior Court of Marin County's Family Law Division are best viewed in this context.

III. Methodology of the Operational Review

The NCSC operational review team relied on a variety of data sources, research and interview techniques, and an extensive background file and document review in conducting its operational review. (For details, see Appendix A: Methodology of the Operational Review). The data gathering approaches are summarized below:

- **Extensive File Reviews:** NCSC research staff experienced in court management and court operations conducted extensive file reviews in order to document the specific practices of the Superior Court of Marin County, Family Law Division in selecting, appointing, and paying children's attorneys,

psychological evaluators, special masters, and other court-appointed experts. The NCSC researchers were also able to gather data from the case files that allowed for some *basic* analysis of case flow management elements. The NCSC staff chose to examine cases filed in fiscal year 1997–1998 to ensure that the majority of cases had been closed and that at least some postjudgment activity had occurred. This resulted in a pool of 154 cases, of which 61 were contested on matters of property distribution only; 38 were contested on custody/visitation issues only; and the remaining 55 cases had issues of both property and custody/visitation. Child or spousal support issues were counted under the property category. (See Appendixes A and F.)

- **Individual Interviews:** Input on the Family Law Division’s operations was gathered from a variety of family court participants and users. All the judges and commissioners and the court executive officer of the Superior Court of Marin County were interviewed individually by members of the operation review team. (See Appendix A.)
- **Public Outreach Interview Process:** Any person who had any involvement with the Superior Court of Marin County’s Family Law Division was invited to participate in a confidential interview process. Seventy-one individuals participated, either verbally through in-person interviews or by submitting written comments. (See Appendix A.)
- **Focus Groups:** One hundred thirty-three individuals were invited to take part in focus groups conducted by the NCSC research staff and the three national experts; 59 people accepted this invitation, and their feedback was recorded during focus group sessions. (See Appendix A.)
- **Background Materials Review:** Finally, the operational review team examined organizational and caseload materials, court rules, directives, codes of ethics, financial records and reports, other relevant reports and published and unpublished materials. (See Appendices B and D).

IV. Summary of Key Issues

The highly publicized events of past years do, indeed, shine a negative spotlight on the administration, judicial officers, operations, personnel, and philosophy of the Family Law Division of the Superior Court of Marin County. For many of the system’s stakeholders who had input in the review process, however, the Family Law Division of the Superior Court of Marin County suffers from chronic community and internal devaluation. This “stepchild” view of the family court is reflected in the unenthusiastic perceptions associated with judicial assignment of

the court's judges to the Family Law Division, with its stressful and difficult case types. There is also a perception that family law practitioners, family law court support staff, and the litigants themselves do not have the prestige associated with other areas of court operations.

The NCSC operational review process identified the key issues to be addressed as clustering in the areas of *Judicial Practices, Court Operations and Procedures, and Community Relations*. Each of the areas is discussed in greater depth later in this document. Some of the issues that were evaluated are summarized below:

Issue: *Whether appointments of experts made by certain judges in the Marin County's Family Law Division reflected judicial bias and personal favoritism.*
Determining the existence of judicial bias was beyond the scope of this operational review. However, the NCSC operational review team believes that the allegations of bias might in fact be the result of the small size of the bench, the family law bar, and the pool of mental health professionals in Marin County. This results in a limited pool of legal and mental health professionals from which to fill necessary roles in the family court.

Issue: *Whether some family law bench officers behaved in an inappropriately informal manner in terms of courtroom procedures, engaged in inappropriately informal interactions with some attorneys during court procedures, and exhibited a demeaning attitude toward some litigants and lawyers.*

The existence of inappropriate behavior on the part of individual judicial officers was beyond the scope of this operational review. In order to avoid the appearance of impropriety, the operational review team recommends that judicial officers avoid any informality with attorneys in the courtroom or in the course of official proceedings. Formality of proceedings is especially important when parties or other nonattorneys are present.

Issue: *Whether inadequate staffing and an inefficient organizational structure in the Marin County Family Law Division results in lengthier times to disposition of cases, calendaring difficulties, judicial burnout, and limited service to self-represented parties.*

The operational review team found that staff shortages, particularly in regard to judicial officers and support staff, and limited special services for litigants (e.g., mediation, child custody evaluation, language interpretation, and services for self-represented litigants) may have resulted in both lengthier times to disposition of cases and many litigants being underserved by the resources meant to assist them.

Issue: *Whether current internal and external communications systems in the Superior Court of Marin County's Family Law Division are adequate to address issues of staff morale, alleviate the current atmosphere of mistrust among*

attorneys, judges, and the bar, or cope with a flood of publicity, positive or negative, such as that experienced in recent years.

While many in the community expected the court, in the person of its judges, to address the issues raised during the spate of negative publicity in recent years, it must be stated that the Code of Judicial Conduct expressly limits such judicial interaction with the media. The NCSC operational review team believes that it is imperative that a nonjudicial officer fills the role of liaison and public spokesperson on behalf of the court with the local community and the media. The NCSC operational review team recommends that the courts develop a comprehensive media- and community-relations plan and obtain or assign staff who are dedicated to managing this effort. In addition, the internal communications issues must be addressed, and a process for regular review of all court policies, procedures, and public input into the development of local rules must be developed.

Judicial Practices

Bias, Favoritism, and Conflicts of Interest

Issue: Whether some members of the bench of the Family Law Division of the Superior Court of Marin County exhibited bias in favor of certain attorneys with whom they were friends or social acquaintances.

As stated previously, determining the existence of judicial bias in individual cases was beyond the scope of this operational review. However, during the course of the operational review, issues concerning specific individuals were raised. There appeared to be a serious split in the legal community and citizens of Marin County about the existence of bias, cronyism and favoritism in the past on the part of some judicial officers. The majority of attorneys with whom the review team met did not believe that the family court was biased in favor of certain attorneys, either in its rulings or appointment processes. However, a vocal minority of lawyers and their clients are convinced that bias has existed in the past. It should be noted that no concerns were raised about the current family court judicial officers.

In order to determine whether there was bias in the system or in a particular case, a far more extensive investigation would need to be performed, an investigation that would include the opportunity to examine and cross-examine witnesses and not have to rely solely on the beliefs of dissatisfied litigants and their attorneys. The NCSC operational review team believes, however, that the small size of the bench and family law bar in Marin County may lead to perceptions of bias, which should be addressed, as must the close and long-standing professional and social relationships among members of the family law bar and the members of the bench that led to the perception of bias.

It is recommended that:

- The court continue to inform litigants and ensure that attorneys know that allegations of bias can be made before the appropriate authorities, including the California Commission on Judicial Performance and the Marin County Bar Association's Judicial Fairness Committee; and
- The court continue to utilize the resources of the Administrative Office of the Courts' Assigned Judges Program, when necessary, as backup resources.

Issue: Whether some members of the family law bench behaved in an inappropriately informal manner during courtroom procedures, engaged in casual interactions with certain attorneys during court proceedings, or acted in a demeaning manner toward some litigants and lawyers.

This criticism, especially that pertaining to the demeaning of litigants and lawyers, was not consistent among the members of the legal community and citizens of Marin County who participated in the review process. The NCSC operational review team believes that informality in the courtroom, however, can reinforce the appearance of favoritism, especially where the judicial officer knows one of the attorneys but not the other, or where an attorney who knows the judicial officer opposes a self-represented party. Formality in procedure lends dignity to proceedings, and promotes public confidence in the impartiality of the process. Demeaning behavior by a judge toward any lawyer or litigant is inconsistent with the Code of Judicial Conduct that requires judicial officers to be patient, dignified, and courteous.⁹

It is recommended that:

- Judicial officers avoid any inappropriate informality with attorneys or litigants in the courtroom or in the course of official dealings and observe formalities even in chambers conferences;
- The presiding judge investigate and, if warranted, intervene when a judicial officer is continually the subject of complaints about rude or discourteous behavior; and
- Judicial officers receive training in the unique aspects of presiding over a family law court, including how to appropriately respond to self-represented litigants in the family court context.

Issue: Whether some members of the family law bench exhibited favoritism and cronyism in their appointments of child custody evaluators and psychological evaluators.

Again, the NCSC operational review team believes that the allegations of bias may result from the small size of the bench, the family law bar, and the professional mental health community in Marin County, which creates a limited pool of legal

⁹ Supreme Court of California, *California Code of Judicial Ethics* (2000).

and mental health professionals from which to fill necessary roles in the family courts.

***Issue:** Whether having individuals sometimes serve in multiple subordinate judicial roles in the Family Law Division of the Superior Court of Marin County leads to the appearance of bias and the potential for conflicts of interest.*

There does not appear to be any prohibition on the same person serving in a number of subordinate-judicial roles in California's family court system. The California Code of Judicial Conduct applies to all of these positions in regard to impartiality, lack of bias, disqualification and confidentiality. In addition, the NCSC's August 1999 *California Subordinate Judicial Officer Report* concluded that commissioners and referees were an important and essential component of the California judiciary.¹⁰

It is recommended that:

- The Family Law Division continue to use subordinate judicial officers in the settlement process;
- Subordinate judicial officers be trained in the Code of Judicial Conduct;
- The roles of subordinate judicial officers be clarified and these officers should be held to the same standards for disqualification and disclosure set forth under Code of Civil Procedure, sections 170.1 through 170.6;
- Conflicts of interest and other potential grounds of disqualification or recusal be made part of the formal record with the appointment of or the stipulation by parties to subordinate judicial officers hearing matters before the court;
- Self-represented litigants be made aware of the roles of subordinate judicial officers and be clearly informed of their rights not to stipulate to actions beyond the scope of the authority granted;
- The court create a formal mechanism for receiving and reviewing complaints about the conduct of commissioners and referees and make this process known to the public; and
- Subordinate judicial officers not be prohibited from sitting on boards of organizations such as the Marin County Family Law Center or Legal Aid. (Canon 4C(3)(c) of the California Code of Judicial Ethics states that subordinate judicial officers are not necessarily prohibited from serving in organizations engaged in regular litigation before the court).

Length of Judicial Assignments

***Issue:** Whether the length of judicial assignments in the Family Law Division, if too long, could potentially lead to "empire building" and/or judicial burnout.*

¹⁰B. Tobin, D. Steelman, and D. Tapley, *California Subordinate Judicial Officer*, a Technical Assistance Report, National Center for State Courts (August 1999).

The subject of whether to rotate family court judges and, if so, how often is a question that courts and scholars have debated for some time. The complexity of many cases in the Family Law Division, however, require judicial tenure to cover a substantial period of time to maximize the effectiveness of the court system. The superior court judges of Marin County have recently gone on record to state that judges in family court will hold that office for a maximum of two years and thereafter will have their choice of a new assignment. However, the NCSC operational review team believes that the frequent rotation of judges (i.e., after a one- or two-year term) will likely result in less effective judicial administration. *The role of the family court judge and the traditional trial court judge are different. A family law judge must have adequate time to learn and apply the necessary knowledge and skills demanded in the family court beyond the inherent complexities of family and juvenile law.* That knowledge encompasses a wide range of special topics, such as normal and exceptional child development; the unique influences of race, culture, ethnicity, religion, immigration, and poverty on parenting styles and family dynamics; the impact of domestic violence, child physical abuse, child sexual abuse, and substance abuse on parents and children; and, the impact of divorce and high-conflict child custody battles on parents and children. In addition, whether they involve marital dissolution, disputed child custody, adoption or termination of parental rights, or protection of neglected or abused of children, *family court cases take a long time to complete. Family court judges must also understand the roles and responsibilities of the agencies and persons reporting to the court about the case,* not just the legal and family dynamics of a case. Therefore, judges must be given the training and institutional support needed to effectively deal with the unique emotional demands and stress of serving on the family law bench.

It is recommended that:

- All judges and commissioners sitting on the family law bench participate in basic and ongoing training in family law, such as the training provided by the AOC's Center for Judicial Education and Research and the National Council of Juvenile and Family Court Judges;
- The Marin County Family Law Division explore and, as appropriate, implement recent strategies developed around the country involving special approaches in family law courts, such as differential case management, as well as special approaches to calendaring and judicial assignment (e.g., one family/one judge) that appear to ameliorate the ubiquitous problem of judicial burnout in family law courts;
- The Superior Court of Marin County consider revisiting its policy to limit the terms of the family court judges to two years, while also developing policies to safeguard against the "empire building" phenomenon; and

- Whenever possible, individuals who are temperamentally suited to presiding over family cases be given preferential assignment to family law courts.

Adherence to Local Rules

Issue: Some attorneys who practice before the Marin County Family Law Division state that rules of evidence and civil procedure are not consistently followed in that court; specifically, that time frames in the rules of that court are not followed, late filings are pervasive and without any consequence, and local rules are erratically enforced so that attorneys from outside counties find the rules difficult to follow.

The NCSC operational review team found that none of the cases involving such issues have ever been appealed to the higher courts.

It is recommended that:

- The Marin County Family Law Division continue to keep all local rules current and clearly set forth, publish these rules and their amendments to the bar and the community and make copies available in the courts, on the Internet, and for purchase if necessary;
- The process for choosing members of the local rules committee should be open and participation on committees reviewing and drafting local rules should be open and include as broad a cross-section as possible, including the family law section of the local bar;
- Proposed local rules be circulated for public comment as widely as possible; and
- The local rules committee members encourage a discussion of issues with a broad cross-section of court constituents, for example, family court service mediators, family law facilitators, child custody evaluators, attorneys for children, and representatives from the local family law center and legal aid agency.

Court Operations and Procedures

Staffing and Workload

Issue: Whether the consolidation of the municipal and superior court in 1996 resulted in the court administration's imposition of the former municipal court's limited-jurisdiction practices onto the superior court's general jurisdiction practices as well as in a perception that the emphasis imposed on the Family Law Division is on the "system" and not the "product."

Many diverse system stakeholders observed that since the Family Law Division's caseload is about 50 percent of the overall civil caseload of the Superior Court of Marin County, there should be more specific attention given to the particular administrative needs of family court operations. The operational review team recommends that the current structure of the Office of Court Executive (See Appendix C) be modified to provide particular administrative attention to the unique aspects of family court operations.

It is recommended that:

- A new Assistant Court Executive Officer (division manager) position be created to oversee the Family, Probate, and Juvenile Divisions (See Chart 3, Appendix C), the existing Assistant Court Executive Officer (division manager) position oversee the Civil and Criminal Divisions, and the person recruited to fill the newly created Assistant Court Executive Officer/Family, Probate, and Juvenile Division Manager position have knowledge of, and sensitivity to, the unique nature of family court operations and needs;
- All family court support services be consolidated under the Assistant Court Executive Officer/Family, Probate, and Juvenile Division Manager;
- Courtroom staff be permanently assigned to a particular court in order to ensure that they become experts in that area and that the family courtroom process runs smoothly; and
- Courtroom staff be cross-trained to cover for absences but not be rotated frequently among assignments.

Issue: Whether the Superior Court of Marin County's Family Law Division is understaffed with regard to judicial officers.

Because the supervising judge is the only judge assigned to the family court bench, the NCSC operational review team believes that there are not enough judicial officers in the Family Law Division of the Superior Court of Marin County. This staff shortage may be resulting in lengthier times to disposition, insufficient time for individual cases, calendaring difficulties, and burnout for the members of the family court bench. In addition, the judicial officers in family

court have neither secretarial nor research support and must perform these functions themselves. The review team strongly believes this is an expensive misuse of special talent and severely slows the dispensation of justice in the Family Law Division.

It is recommended that:

- The Court Executive Officer consult with the Administrative Office of the Courts in developing appropriate workload measures in the Family Law Division and allocate the resources necessary to meet the increasing demands that the public is placing on the Family Law Division;
- Since the supervising judge is the only judge assigned to the family court bench, the caseload of the supervising family court judge be reduced by half to allow for additional administrative time;
- Each family court judge and commissioner be supplied with adequate, dedicated secretarial support;
- Each family court judge and judicial officer be supplied with adequate research support staff in the form of a research attorney or family law examiner; and
- The services provided by the part-time settlement referee (who provides a valuable service in bringing cases to conclusion, helping and encouraging settlements, or narrowing down the issues for trial before the judge) be taken into account when the workload in the Family Law Division is being assessed.

Self-Represented Litigants

Issue: Most focus group participants agreed that all low-income, and many middle-income, parties in Marin County cannot afford to hire attorneys in family law cases. Most litigants who represent themselves cannot afford to hire an attorney.

Self-represented litigants are estimated by some to make up as much as 50 percent of the litigants in family court. They are often unaware of the rules and procedures governing courtroom proceedings and cannot be, and should not be, held to the same standards as represented parties. The community-based Family Law Center is an invaluable resource to self-represented litigants; however, its services are limited to whichever party to an action gets there first, and this, in effect, precludes the other party from having access to affordable counsel. The NCSC operational review team feels that special steps must be taken to prepare and assist self-represented litigants in the Family Law Division in order to reduce the extended disposition time and delays caused by uninformed and ill-prepared self-represented litigants. Judicial officers should provide clear guidelines to self-represented litigants and should make every attempt, within reason, to accommodate their lack of experience and resulting inefficiencies.

It is recommended that:

- The Superior Court of Marin County work with the county bar and other agencies providing services to self-represented litigants to expand the range of available services, including the creation of pro bono and low-fee panels to represent parties who cannot afford private counsel and with whom the Family Law Center has a conflict of interest;
- The family court and the bar collaborate and consult with the Administrative Office of the Courts in establishing a “state-of-the-art”, easily accessible self-help center within the superior court building;
- All forms, procedures, and notification processes required of, or affecting, self-represented litigants be made readily accessible and understandable;
- A separate calendar, limited to cases in which both parties are self-represented, be piloted; and
- The services available through the Office of the Family Law Facilitator be expanded with the hiring of an additional paralegal with Spanish language skills.

Issue: Whether the current system for giving notice of tentative rulings in cases involving self-represented parties, rulings which are unpublished and largely unknown to those who do not regularly appear before the bench in the Superior Court of Marin County, denies self-represented litigants notice and an opportunity to be heard.

The operational review team has serious concerns about the system of issuing tentative rulings in family cases involving self-represented litigants. There is currently no published rule regarding the system, and it appears that self-represented litigants may not be receiving adequate notice and an opportunity to be heard. Further, it is not reasonable to expect a self-represented litigant to call the assigned number within the very short, two- or three-hour time frame to hear the decision read, because this may not be accommodated by the party’s work schedule or access to a telephone. The system appears unworkable for any litigants who may not understand English or are hearing impaired. Further, the system also may penalize out-of-county attorneys and others who do not hear about the procedure “through the grapevine.” Only attorneys who are familiar with the system tend to like it, as it saves them from making unnecessary court appearances.

It is recommended that:

- A policy and protocol for issuing tentative rulings in family cases be clearly outlined in the local rules;
- Tentative rulings in family law cases be limited to cases in which both parties are represented by counsel; and

- Tentative rulings be issued earlier than the day before the scheduled hearing, to allow more time to plan and respond.

Mediation Services

Issue: Court constituents interviewed by the operational review team reported satisfaction with the confidential, quasi-therapeutic mediation services that were provided by the family court service unit. However, the limited range of services provided does not adequately meet the needs of many of the families currently seen in family court.

The operational review team observed that the mediation services supplied by family court services in domestic relations cases achieved a 60 to 80 percent settlement rate. Such settlements, in which both parties have had the power to make decisions, are believed to last longer than nonmediated agreements. However, of the 103 case files reviewed in which custody/visitation was at issue, only 61 cases, or 59 percent, were seen in mediation. The question remains: what mediation services were provided to the remaining 41 percent? In addition, delays between the time of initial referral and the actual receipt of substantive services (not just orientation) were reported to be too long, sometimes from 6 to 12 weeks, and impeded the progress of cases through court. No Spanish-speaking mediators were available. And although the “non-recommending” model of mediation technically precludes a mediator from making a recommendation to the court regarding a case, there was some concern expressed that an unofficial local practice had evolved in which some “non-recommending” mediators were, in reality, communicating their opinions to the court either directly or indirectly. The fact that some mediators have, at times, participated in some settlement conferences highlights the practical limitations of Marin County’s “non-recommending” model.

It is recommended that:

- Mediators who provide non-recommending, confidential mediation not participate in direct or indirect communications with the court regarding their knowledge of individual cases;
- Mediators who provide non-recommending, confidential mediation not participate in settlement conferences in cases they have mediated;
- The range of services offered through the family court services unit be expanded to include partial, or limited-scope, and full child custody evaluations in order to accommodate the needs of the court for additional information;
- The range of services offered through the family court services unit be expanded to include a mediator’s presence at initial protective order hearings, particularly those with self-represented parties;
- The mediation and evaluation processes be restructured to permit families to receive substantive services much more quickly;

- Mediation services be expanded to provide services for non-English-speaking litigants;
- The Court Executive Officer consult with the Administrative Office of the Courts in assessing the staffing needed in the family court services unit to meet the increased demand for these proposed expanded services.

Issue: Mediation is mandated by statute in disputed child custody cases in California. The current non-recommending mediation model in practice in Marin County, while effective in assisting parents in resolving custody and visitation disputes, requires a lengthy delay from the time that parties are referred to mediation until the substantive mediation sessions begin. It is further hampered by a lack of non-English-speaking mediators. These factors lead to the question of whether the Superior Court of Marin County, Family Law Division should continue with the non-recommending model or adopt the recommending model of mediation.

The NCSC operational review team believes that this is a false choice and therefore recommends that the court consider adopting a multifaceted family court services model that would include services of confidential mediation and both partial and full child custody evaluations.

Issue: Marin County's resources for divorcing parents do not include required attendance at or referrals to parent education programs, which often reduce conflict between divorcing parents and eliminate some of the negative behaviors and the need they can create for multiple hearings before the final divorce trial.¹¹

It is recommended that:

- The family court institute a mandatory divorce education/parent education program for litigants; and
- Parent education programs be offered through the expanded services of the proposed multifaceted family court service program.

Court-Ordered Child Custody Evaluation Services

Issue: It appears that the private child custody evaluation services available in Marin County are not adequate to meet the needs of Marin County families who seek assistance in the family court. The appointment of child custody evaluators is alleged to be based on favoritism and cronyism.

No child custody evaluations are provided by the court itself, and those that are offered are done by independent, private mental health practitioners. Most of the

¹¹ Cal. Fam. Code § 3201 provides the basis for setting up court programs that include education on parenting skills and the impact of parental conflict on children.

people the review team talked to, including judges, attorneys, and private evaluators themselves, agreed that the pool of independent mental health professionals currently available to provide private child custody evaluations in Marin County is too small. In a survey by the NCSC researchers of the 154 cases in which the family court appointed experts, 59 percent of the appointments for private child custody evaluations went to five mental health professionals. (See Appendix E, Tables 8 and 9). The perceptions of cronyism or favoritism in the appointment of evaluators appear to be more of an observation that the same evaluators are used in many cases. However, this appears to be based not on judicial favoritism, but on both the limited pool from which to choose and the practice of attorneys to choose from among a limited number of familiar experts. Reportedly, only about six mental health professionals in Marin County are willing to provide child custody evaluations even for those who can afford them, due to the professional liability risks involved in working with these highly contentious cases.

This dearth of timely private child custody evaluation services greatly delays court proceedings creating reported delays of up to 60 days to get an initial appointment with a private court-appointed child evaluator and an additional 90 to 100 days or more to get a report to the court. Some judicial officers delay entering even temporary visitation orders, particularly after entry of protective orders, until an evaluation report is complete, thus creating the status quo with one parent, possibly without any mechanism for access by the other parent.

Moreover, private court ordered child custody evaluations, at costs of \$3,000 to \$20,000 per evaluation, are not affordable for low- or middle- income families. Because timely custody and visitation decisions are essential for both the children and their parents, the court must consider ways to make court-ordered child custody evaluations more accessible and affordable for Marin County children and families.

It is recommended that:

- the court adopt the previously stated recommendation for a multifaceted family court services model, thus enabling a court-connected child custody evaluator to provide at least limited-scope evaluations in a timely manner, and to assure the availability of qualified, experienced, and affordable evaluators; and
- Through these court-connected services, the court offer low-fee or sliding scale partial and full child custody evaluations.

Issue: Mental health professionals within the community are unclear about whether the court maintains a list or panel of evaluators in custody cases and, if so, what the procedure and qualifications are for getting on the list.

This lack of clarity also feeds into the perception that the appointment of private court-ordered child custody evaluators is based on favoritism and cronyism. Although the court does have a procedure for application for membership on a Psychiatric/Psychological Evaluation Appointment Panel, this panel does cover dependency and delinquency cases, among others. Moreover, this panel does not provide services in child custody cases because there is no statutory authority for public payment of such evaluations in disputed child custody matters.

It is recommended that:

- The court, in connection with the family law bar, the family court services program and local mental health professionals, devise a process for application to a referral list and develop court policies and procedures for referral to mental health professionals on the list. Professionals who wish to be on the court's referral list should demonstrate that they have complied with all applicable California statutes and Rules of Court in regard to training, education, experience and standards of practice. The NCSC operational review team further recommends that such an application ask these professionals to indicate information about fees and billing procedures and age ranges of children that they feel competent to assess as well as their specific areas of expertise or lack of expertise (e.g., substance abuse, domestic violence, physical abuse, sexual abuse, and special education needs). By providing some meaningful information to attorneys and litigants through applications for the referral list, the court may be able to expand the number of private child custody evaluators who are available for referral.

Issue: Some focus group participants reported that child custody evaluators are biased in favor of the party who pays for the evaluation.

The NCSC operational review team was not able to determine whether or not payment source affects the outcome of custody evaluations.

It is recommended that:

- The availability of a court-connected child custody evaluation service would eliminate the basis for this charge as the evaluators would be salaried court employees and, therefore, would not be affected by a direct financial transaction with the party the court was assessing for the service;¹² and
- The court seek funding for the creation of such a service.

¹² *High-Conflict Custody Cases: Reforming the System for Children--Conference Report and Action Plan* (2001) 34(4) Family Law Quarterly 589.

Records Management

Issue: It appears that records management may pose special challenges to Marin County's Family Law Division. Files have been misplaced, misfiled, not kept-up-to-date, and/or placed on an inappropriate imaging schedule, and the security of files has been breached.

Court records systems must ensure that the location of individual case files is always known, whether the case is active and in frequent circulation, inactive, or in archive status. The court files must be readily available to the individuals who are authorized to review them. Inaccuracy, obscurity, loss, or untimely availability of court records seriously compromises the court's integrity and subverts the judicial process. The NCSC operational review team found that with the current filing system, records are easily lost and the clerical staff is spending valuable time looking for the files in the stacks. The register of actions often did not reflect the documents in the file or what had occurred during court appearances. Focus group and individual interview participants reported that it is easy to walk out of the clerk's office of the Superior Court of Marin County with file documents. Records are being imaged while post-judgment activity is still happening in those cases. The judges may have to wait up to two weeks to get a full copy of an imaged file, which is not practical or expeditious.

It is recommended that:

- The court continue its efforts to address these records management and file security issues by providing additional training and implementing more-stringent data integrity standards;
- Court administration work with the family court judicial officers and employees to develop an archive schedule that provides an appropriate and reasonable balance between space constraints and the long life of family court cases;
- The terminal-digit filing system currently in use be reevaluated and the advisability of implementing an alternative filing system be considered;
- The court continue its efforts to ensure that timely and accurate entries regarding the proceedings, orders, and decisions of the court are made into the register of actions;
- Basic and updated training be instituted for appropriate court employees in the maintenance of data integrity standards and in the use of whatever filing system is utilized;
- Data integrity goals be included in each clerk's performance evaluation plan;
- The court institute strict procedures for access to and review of confidential family court records; and
- Court files be available for review by non-court employees only in the presence of court staff.

Caseflow Management and Calendaring

Issue: Caseflow management and calendaring pose special challenges to Marin County's Family Law Division due to workload increases. There does not seem to be any system in place for preparing case aging reports.

The Family Law Division now has more than half of the civil case filings in Marin County. Numerous attorneys complained that too many continuances are granted in the family court, resulting in bifurcation of trials and lengthier time to disposition. On average 2.63 judicial officers had some involvement in each case in the NCSC sample. The mean number of continuances in the case sample was 2.86 per case.

It is recommended that:

- The court develop a caseflow management plan that includes important and fundamental elements such as time goals, a firm continuance policy, and informational management reports that indicate the age of the pending caseload and times to disposition; and
- The caseload of the supervising family court judge should be reduced by one half to allow for additional administrative time to control the docket.

Attorneys for Children

Issue: Litigants and some family law attorneys view the appointment of a small number of attorneys to represent children in Marin County cases as evidence of cronyism or favoritism. In addition, the frequency with which certain judicial officials appoint attorneys for children has been raised as some concern.

In most communities, including Marin County, the pool of appropriately trained attorneys who are willing to represent children is quite small. Therefore, the same attorneys are repeatedly appointed to represent children. The operational review team found no indication that willing attorneys were being overlooked in the appointment process. There was also no indication that such attorneys were enriched by their acceptance of appointments. In fact, the going rate that most appointed attorneys charge their private clients is far higher than the \$50/hour payment ordered by the court. Because of the highly specialized nature of child representation, it is not unusual for some judges to attempt to match the child's needs with a particular attorney, and at least some of the Marin County judges and commissioners have done this.

Issue: Questions have arisen about payment policies for attorneys appointed by the court to represent children in family law cases in Marin County. Such questions center on payment policies when a single attorney represents multiple siblings and on how to maintain impartiality when one parent holds primary responsibility for paying the child's attorney.

The NCSC operational review team believes that the best way to address these issues is to ensure that the terms of compensation are addressed by the court at the time of the attorney's appointment.¹³ With the advent of state funding for trial courts in California, the payment of court-appointed children's counsel under California Family Code section 3153 became a state responsibility. Payment of court-appointed counsel is a court operations expense under section 77003(a)(4) of the Government Code and rule 810 of the California Rules of Court .

It is recommended that:

- The court establish a written plan for attorneys for children that is similar to the detailed 1992 plan, which includes guidelines for qualifications and appointment, adopted by Marin County for its indigent defense legal panel. By using such a plan, the Superior Court of Marin County, Family Law Division can minimize the perception of favoritism that may arise under the current ad hoc method of appointment; and
- The family law judges, commissioners, child advocates, and family law attorneys work together to develop criteria for determining which cases warrant appointment of an attorney for a child.

Issue: Confusion about the roles adopted by attorneys appointed for children in custody and visitation disputes appears to have led some attorneys to act as recommending mediators or to make evaluations of psychological issues for which they have no expertise.

It is crucial that court-appointed attorneys for children understand their role and do not assume roles for which they are not trained and which may conflict with their roles as attorneys. The operational review team suggests that orders appointing attorneys for children should be clear in specifying the attorneys' roles.

It is recommended that:

- The court ensure the guidelines as outlined in Part II of the ABA Standards, which address the judicial role in child representation, are followed;
- The court review that National Association of Counsel for Children's (NACC) 2001 *Recommendations for Children in Abuse and Neglect Cases*¹⁴ which include a needs checklist along with a discussion of various representation models;

¹³ American Bar Association, *ABA Standards of Practice for Lawyers Who Represent Children in Abuse and Neglect Cases* (1996).

¹⁴ National Association of Counsel for Children, *NACC Recommendations for Children in Abuse and Neglect Cases* (2001).

- Attorneys in family law cases be required to complete training as listed in ABA Standard I-2¹⁵ to the extent that such training is applicable to family cases;
- A written plan setting forth guidelines for qualification and appointment of children's attorneys be developed and adopted by the family court;
- Family law judges, commissioners, and the child advocate and family law attorneys work together to develop criteria for determining which cases warrant appointment of an attorney for a child;
- The court address the terms of compensation for children's attorneys at the time of appointment. All parties and counsel should know who is responsible for payment of fees, what the basis for determining fees is, whether there will be a review process, and to whom bills should be sent;
- Attorneys paid by the court to represent children be paid at an hourly rate comparable to the rate paid to appoint counsel in other types of cases such as criminal and probate; and
- Attorneys in family law cases be required to complete specific multi-disciplinary training as listed in the American Bar Association's Standards for Lawyers Who Represent Children in Abuse and Neglect Cases ¹⁶.

Settlement Conferences

Issue: The Superior Court of Marin County, Family Law Division rules (adopted effective 5/1/98, amended 7/1/00, and most recently amended 7/1/01) dispense with the requirement that the bench/bar settlement conference normally be heard by a judicial officer other than the one to whom the case is assigned. Some attorneys feel strongly that the judicial officer in the settlement conference should not be the same judicial officer who hears the trial if the case cannot be settled.

The operational review team found that the settlement conference, as presently constituted, is effective in resolving cases and should be kept. If a case cannot be resolved with early mediation, an attempt to settle the case later in the proceedings with a panel of attorneys and a judicial officer makes sense.

Internal Court Communications

Issue: Court personnel wanted increased interaction with judges and court executive officers and felt that an acknowledgment of the importance of their roles would help maintain morale, especially under the special circumstances of high turnover, work pressures, and the recent negative publicity the court has received.

¹⁵ American Bar Association, *ABA Standards of Practice for Lawyers Who Represent Children in Abuse and Neglect Cases* (1996).

¹⁶ *Ibid.*

Contemporary management theories emphasize the need for organizations to develop methods for open, accurate, current information sharing and clear channels of internal communication.

It is recommended that:

- Judicial officers meet together on a regular basis;
- The Court Executive Officer and his assistant(s) meet with the judicial officers on a regular basis; and
- The Court Executive Officer and judges seek consultation on approaches to improving staff morale at all levels.

Community Relations

***Issue:** The controversy engendered by the criticisms of the family court leveled in the past few years has created an atmosphere of mistrust between some attorneys and judges and opened a serious split in the family court bar over appropriate solutions to the problems raised.*

The charges raised by dissatisfied litigants and some attorneys, whether or not founded, illustrate the need to periodically reevaluate court procedures and policies.

It is recommended that:

- The Superior Court of Marin County consult with the California Administrative Office of the Court on implementing the systemic changes necessary to address the issues raised in this operational review;
- The Presiding Judge of the Superior Court of Marin County form a Family Law Select Committee, comprised of judges, commissioners, lawyers and appropriate members of the Marin County community to advise the court regarding implementing systemic changes;
- The court conduct a review to determine whether rules and procedures have become obsolete or are simply not working;
- The court find some way for the public to give its input during the process of rule revision; and
- The bar association be included in the process of rule revision from the beginning (while the organized bar does not necessarily speak for everyone who practices family law, it does so for a large segment of attorneys); and
- Input into the process of rule revision be sought early on from attorneys who regularly advise self-represented litigants. Lawyers experienced in dealing with self-represented litigants might provide an alternative source of “public” input.

***Issue:** The significant amount of negative press directed at the Superior Court of Marin County, Family Law Division over the past two years, and the general lack*

of organized court or bar response, showed the need to have a coordinated, proactive press relations strategy in place.

While the court and the bar cannot and should not attempt to control the press, both can engage in activities that will enable a better and more prompt response than occurred in Marin County over the recent years. The report of the 1999 Judicial Council of California's Special Task Force on Court/Community Outreach¹⁷ contains a number of recommendations that the Superior Court of Marin County, Family Law Division may consider adopting. It also notes ethical considerations about the kind and degree of permissible outreach activities in which judicial officers may engage. While many feel that judges should take a leadership role in community outreach because of their unique positions, the Code of Judicial Ethics limits them. Courts with excellent media coverage generally have trained personnel and designated professionals who serve as spokespersons for their organizations. These courts also have written media plans, which are regularly evaluated. In addition, materials collected by a court/community relations working group of judges, commissioners, attorneys, and Administrative Office of the Courts' staff for a Family and Juvenile Law Advisory Committee meeting on August 4, 2000,¹⁸ provide both analysis and recommendations concerning court/community collaboration.

It is recommended that:

- The Superior Court of Marin County, in consultation with the California Administrative Office of the Courts, develop a media relations plan. This plan will ensure that all judges, court executive officers, and top management respond in a coordinated manner to media related issues;
- To further improve communication between the court and external constituents, the court create and use public advisory committees on issues of concern to the public and in planning future changes;
- The court continue its efforts to emphasize customer service, including ease of access to information and specific services for self-represented litigants;
- Dedicated personnel be appointed to increase the availability of public information and improve customer service and other public relations services; and
- The court involve community organizations other than those regularly involved with the court by conducting active and systematic outreach to those organizations for their perspectives on court functioning and areas needing improvement.

¹⁷ Judicial Council of California, *Report of the Special Task Force on Court/Community Outreach (1999)*.

¹⁸ Judicial Council of California, Family and Juvenile Law Advisory Committee, Administrative Office of the Courts, Center for Families, Children & the Courts, *Court/Community Relations and Networking Group: Discussion Materials for Family and Juvenile Law Advisory Committee Meeting* (August 4, 2000).

V. Systemic Change: A Collaborative Process

The National Center for State Courts operational review team recommends that Presiding Judge John A. Sutro and Mr. John P. Montgomery, Court Executive Officer, continue to consult representatives of the California Administrative Office of the Courts in reviewing these recommendations and constructing a plan of action for implementing systemic change within the Superior Court of Marin County. The appointment of a Family Law Select Committee and a significant and inclusive community outreach effort should also be an integral component of this change process.

Again, the members of the National Center for State Courts operational review team commend the judges, commissioners, administrators, and staff of the Superior Court of Marin County for their foresight in initiating this internal operational review of its Family Law Division. In addition, the National Center for State Courts operational review team members wishes to express their appreciation to the members of the Marin County legal and professional communities and to the citizens of Marin County for their invaluable assistance in making this process as thorough and independent a review as possible.

Appendix A

Methodology of the Operational Review

The NCSC operational review team relied on a variety of data sources, research and interview techniques, and an extensive file and document review in formulating their impressions and recommendations.

File Review

NCSC research staff experienced in court operations and management conducted an extensive file review primarily to document the specific practices of the Family Law Division in selecting, appointing, and paying children's attorneys, psychological evaluators, special masters, and other court-appointed experts. They were also able to gather data from these case files that allowed for some basic analysis of case flow management elements.

Sample Size

The sample size for the file review needed to be large enough to represent all of the types of activities that are typical of the Marin County Family Law Division, but also small enough so that the review could be accomplished within the time and budget boundaries allowed by this study. Cases filed in fiscal year 1997-1998 were chosen to ensure that the majority of cases had been closed, that at least some post-judgment activity had occurred, and that the files were easily accessible. The sample size was then narrowed to include only contested divorce cases. These were chosen for two reasons: 1) these are the types of cases around which the most controversy has been witnessed in this court; and 2) these are also the types of cases in which court-appointed experts would be designated. Finally, in order to ensure that there would be time to review all cases in the sample, the size of the sample was further reduced by choosing contested divorce cases in which two or more court appearances had been scheduled. It was reasoned that it was extremely unlikely that the court would have appointed experts in cases where zero or only one appearance in court had been set. It was also postulated that those cases where two or more appearances had been set were likely to be those cases with more complex issues and were likely to be cases in which the court appointed children's attorneys and other experts.

Between July 1, 1997 and June 30, 1998, 1,032 divorce cases were filed. Of those cases, only 154 (15 percent) were contested cases with two or more set appearances. The case files and a computer printout of the register of actions for each of these 154 cases were reviewed. Data extracted from the case files included:

- Court-appointed expert data—the names of children’s attorneys, custody evaluators, special masters, discovery referees, financial experts, and vocational consultants appointed; the party who was ordered to pay the experts; and, when available, the specific dollar amounts charged by the experts;
- Caseflow management information—the number of days from filing to disposition; the number of days of active post-judgment activity; the number of continuances and the judicial officer(s) who worked on the case;
- Attorney information—the names of the attorneys of record and whether the parties were self-represented at any point during the case; and
- Unusual circumstances in cases—such as cases that have not yet reached disposition; cases in which a motion for recusal was filed, and cases in which attorney fees had been deducted from support payments.

Appendix F contains a spreadsheet that lists all of the information that the NCSC researchers gathered during the file review.

Nature Of Sample Cases

Of the 154 cases reviewed, 61 were contested on matters of property distribution only; 38 were contested custody/visitation issues only; and the remaining 55 cases had both issues of property and custody/visitation. Child or spousal support issues were counted under the property category.

Table 1
Contested Issues

At Issue	Number of Sample Cases	Percentage of Sample Cases
Property Only	61	39.61%
Custody/Visitation Only	38	24.68%
Both Property & Custody	55	35.71%

A little more than one-half of the parties (51%) in the sample cases reportedly earned under \$49,000 annually. A much smaller percentage (11%) of the parties in the sample reported earning more than \$100,000 annually. The breakdown of incomes of the petitioners and respondents, as reported in case file documents such as Income and Expense Reports, tax returns, pay stubs, etc., are shown below in Table 2. When multiple incomes were reported in a case file, the researchers recorded the most recent documentation that was accepted by the court as valid.

Forty-three percent of the parties from the case sample represented themselves for at least part of their divorce case. Ten percent of those litigants never obtained the services of an attorney. While more than half of the pro per litigants reported incomes of less than \$25,000 per year, nearly 10 percent reported earning over \$100,000 annually. This speaks strongly to the need for programs that help litigants without representation through the system.

Only about 10 percent of the parties in the case sample retained a Family Law Center attorney (advocacy for low-income litigants) as their attorney of record. It should be noted, however, that if one party to a suit retains a Family Law Center attorney, the other party is precluded from using an attorney from the Family Law Center. The demand for such services among low-income litigants may be far greater than recognized to date, and therefore this figure may be an inaccurate measure of the need for such services.

Table 2
Income and Representation

Income Range	Income Petitioner	Income Respondent	Parties Pro Per for Part of Case	Parties Pro Per for All of Case	Parties with Family Law Center as Atty. of Record
0-24K	44%	21%	11%	3%	8%
25-49K	18%	21%	6%	3%	1%
50-74K	10%	12%	5%	1%	0%
75-99K	5%	12%	3%	0%	0%
100-149K	5%	5%	2%	0%	0%
150-199K	0%	1%	0%	0%	0%
200-249K	2%	3%	1%	0%	0%
250+K	2%	4%	2%	0%	0%
Unknown*	15%	21%	5%	4%	1%
TOTAL			33%	10%	10%

*Income amount was not clearly indicated in the case file. The researchers did not open any sealed documents in the case files including sealed financial documents.

Individual Interviews and Focus Groups

Input on operations was obtained from a variety of family court participants and users. Because of the large number of participants and users, it was decided that a combination of individual interviews and focus groups conducted by the NCSC operational review team would be utilized.

Judges, Commissioners, and Court Executive Officers

All the judges, commissioners and court executive officers of the Superior Court of Marin County were individually interviewed during the week of in March 2001.

Community Outreach Interviews

Staff from the AOC's Center for Families, Children and the Courts conducted a community outreach interview process in Marin County for two days in February 2001. The Chief Executive's Office advertised the process widely to the public. Any person who had any involvement with the Superior Court of Marin County's Family Law Division was invited to participate in the interview process. Citizens who chose to participate in this process were informed that no verbal or written comments would be placed in any court file, as this was an administrative, not judicial, process. They were informed that the interview panelists would attempt to maintain their confidentiality except in circumstances related to personal safety.

Seventy-one individuals participated verbally and/or in writing in the community outreach process. Forty-nine of these individuals participated in personal interviews, as well as submitted written comments prior to their interviews. They were interviewed in person for fifteen minutes each. All requests for interviews were granted. Interviews were scheduled on a "first come, first served" basis. All interviewees were given the option of keeping their names and identify confidential while speaking with the interview panelists. Twenty-two of these individuals, who did not request a personal interview, submitted written comments only. The interview panel considered all verbal comments and written information.

Table 3
Community Outreach Interviews
Participants' Profiles

Participant	#
Male citizen respondents	24
Female citizen respondents	22
Male and female attorneys	11
Community professionals (battered women's advocacy groups, child custody evaluators, mediators)	5
Citizens' written comments (gender unknown)	9
Total in-person interviews conducted	49
Total written comments received	22
Total comments received	71

Attorneys and analysts from the AOC's Center for Families, Children and the Courts comprised three teams who each conducted the community outreach interviews. Following each individual interview, each interviewer completed an individual summary of the interviews. These individual summaries were content-analyzed for overarching themes. Cumulative impressions and repetitive themes which emerged from the public interview process were shared with the NCSC operational review team and served as further information to inform their opinions.

Focus Group Process

The operational review team conducted seven focus groups over a five-day period to time in March 2001. Participants in the focus groups are described below.

Table 4
Focus Groups Participants Profiles

Focus Group Members	Number of Invitees	Number of Attendees
Children's Advocate Attorneys	13	7
Family Court Services Mediators	6	6
Court Employees	NA	6
Court Managers/Supervisors	NA	7
Child Custody Evaluators	30	4
Family Law Attorneys	81	26
Family Law Center Attorneys	3	3

The focus group participants who were non-employees of the family court received individual letters inviting them to attend. Employees of the family court were invited to attend the sessions by the Court Executive Officer.

Focus group sessions lasted two hours each, during which NCSC research staff took hand-written notes. No audio or video recordings were made of the groups, and the identities of the participants were unknown to members of the NCSC operational review team. The notes gave rise to the general themes that surfaced in each group. NCSC research staff summarized and reported these themes to each group at the end of each session. The notes were later organized, cumulatively analyzed, and integrated into this report.

Appendix B

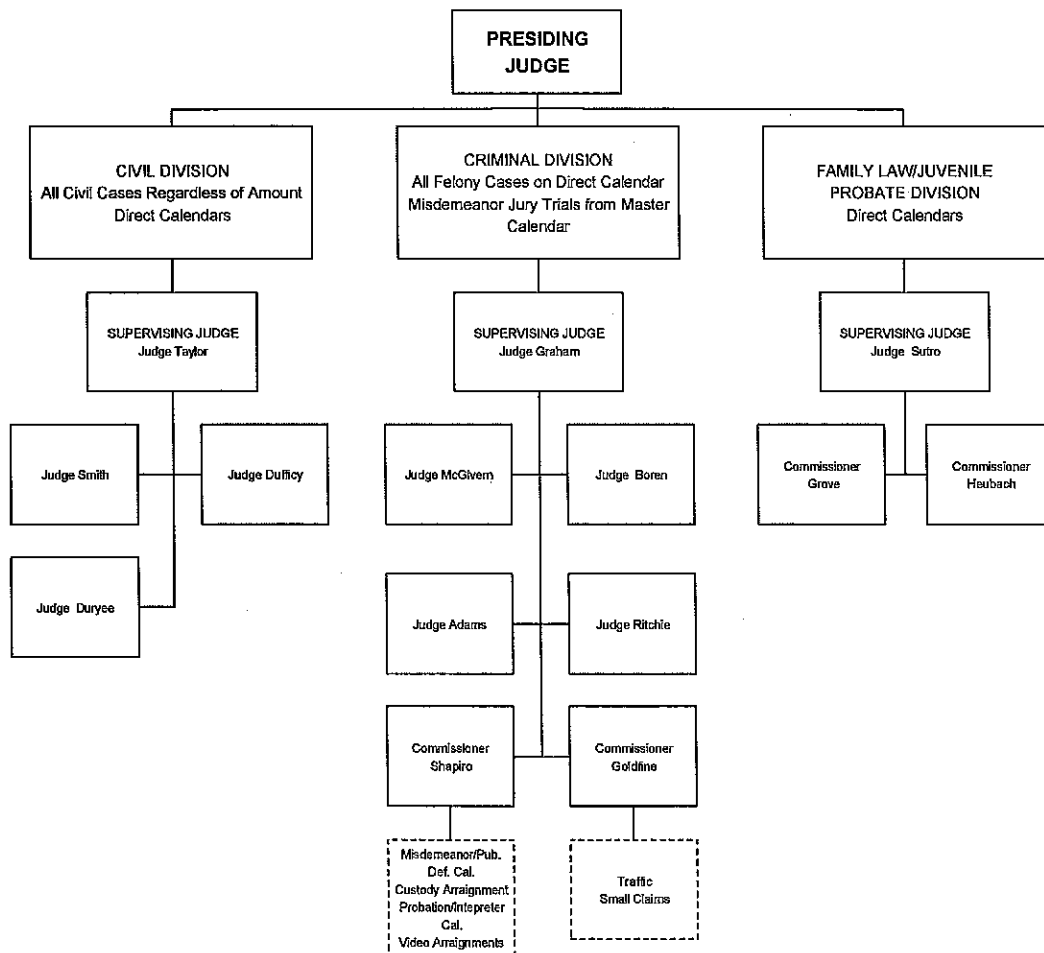
Background Materials

The background materials that were reviewed included:

- **Organizational Materials.** Organization chart of court divisions and administrative office;
- **Caseload Materials.** Types of cases heard by the family court, case counts for the family court for the past seven years; case types handled by Judge Michael Dufficy and Commissioner Sylvia Shapiro for the past seven years; printout by case numbers of Family Law Division cases filed for calendar year 1998;
- **Court Rules, Directives, Canons Of Ethics.** Copy of local family court rules; California Code of Judicial Ethics;
- **Directives, Policies And Orders On Court Appointments Of Children's Attorneys & Child Custody Evaluators.** Court directives, administrative orders or general policies on identification, selection and appointment of children's attorneys, special masters, psychological evaluators and other court appointed experts; lists of court approved children's attorneys, special masters, psychological evaluators and other court appointed experts; fee payment policies, practices, and procedures used to compensate attorneys, psychological evaluators, special masters, and other court appointed experts;
- **Public Fee Payments.** List of public payments made to children's attorneys and psychological evaluations for fiscal year 1997-98;
- **Judicial Rotation And Recusal.** Rules, policies and directives on judicial rotation assignments; state and local rules/policies/directives on judicial recusal; list of those family court cases for the past seven years in which a judge was recused;
- **Financial Reports.** Auditor's Reports for the Municipal Court/Marin County Courts for the Fiscal Years ending June 30, 1995, and June 30, 1996;
- **Settlement Conference/Settlement Referee.** Informational memo on bench/bar settlement conference panels; informational memo on settlement referee Robert McCreadie;
- **Relevant Reports.** Annual meeting discussion materials, Family & Juvenile Law Advisory Committee, California Administrative Office of the Courts and Center for Families, Children & the Courts, Court/Community Relations & Networks Working Group, August 4, 2000; California Commission of Judicial Performance 2000 Annual Report; and
- **Numerous Newspaper Articles.**

Appendix C
Organizational Charts

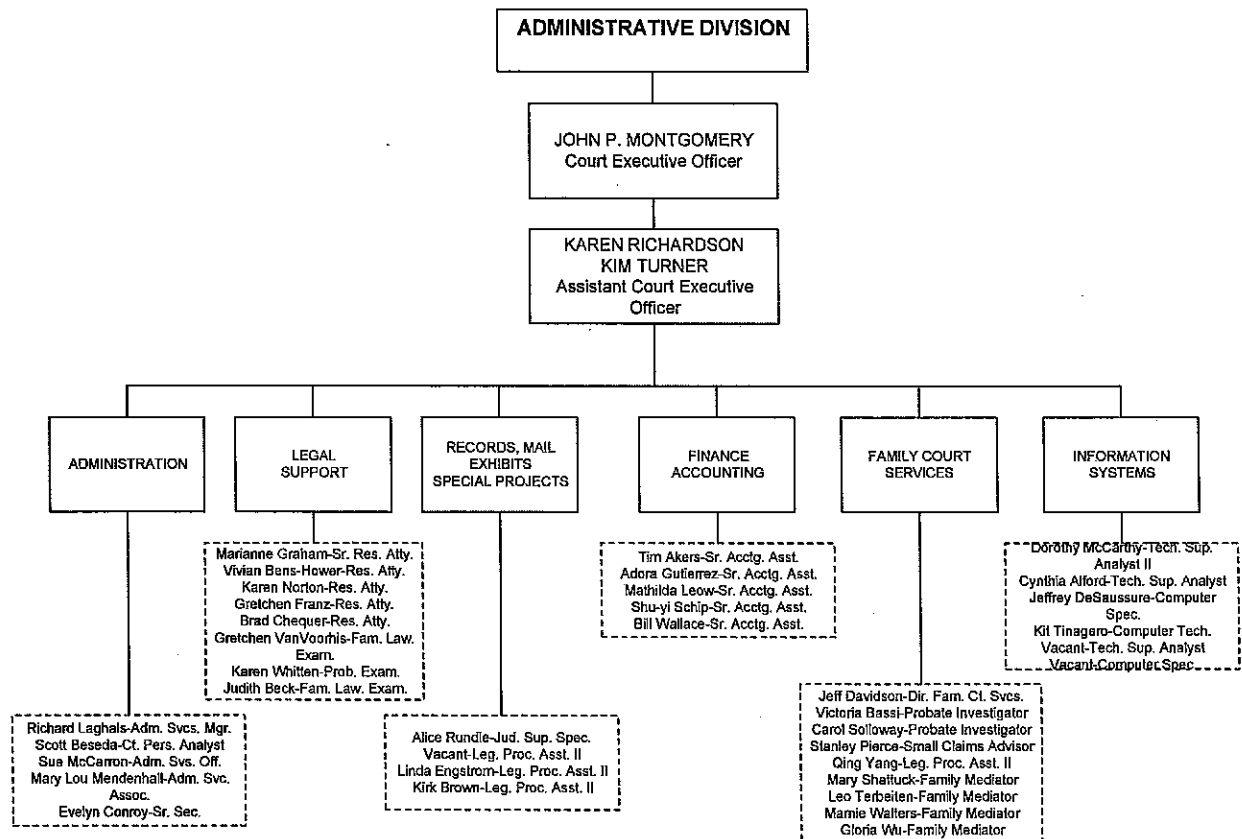
Chart 1
Family Law Division
Superior Court of California, County of Marin
(As of July 2001)



Appendix C

Organizational Charts

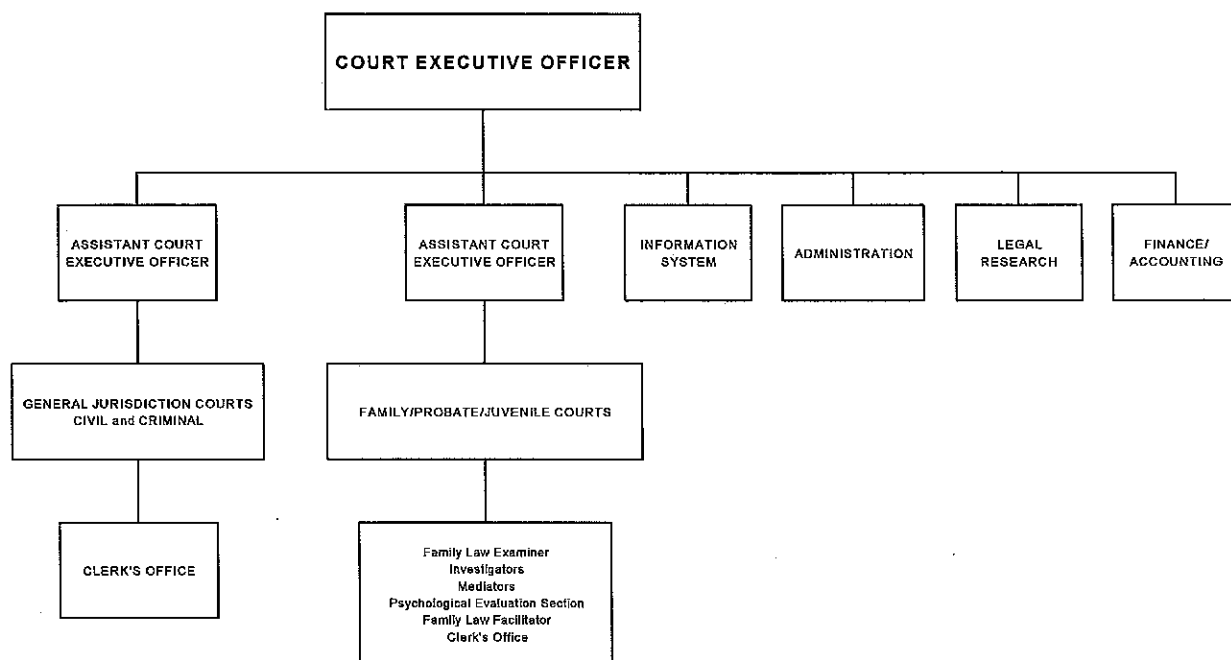
Chart 2
Office of Court Executive
Superior Court of California, County of Marin
(As of July 2001)



Appendix C

Organizational Charts

Chart 3
Recommended Re-Structuring
Office of the Court Executive
Superior Court of California, County of Marin



APPENDIX D

References

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Marin Attorneys rebuttal to Winner Report

APPENDIX E

Informational Tables

The NCSC researchers gathered a range of information in the process of the file reviews that was used to inform the operational review team's impressions and is reflected in the following tables.

Table 3
Time to Disposition on
Complex Contested Divorce Cases

Percentile	Days
50 th	455
75 th	714
90 th	1,068
Mean	554

Table 4
Judicial Officer Involvement in Cases and
Numbers of Cases in Which Judicial Officers Were Involved

Judicial Officer	Assigned Cases	Other case heard or reviewed	Total % of sample cases in which judicial officer had some involvement
Dufficy	106	35	91.56%
Duryee	0	6	3.90%
Ely*	1	0	0.65%
Grove	0	16	10.39%
Heubach	8	18	16.88%
Jilka	0	3	1.95%
McCreadie	0	63	40.91%
McGivern	0	2	1.30%
Shapiro	50	48	63.64%
Sutro	20	8	18.18%
Taylor	0	4	2.60%
Wightman	0	11	7.14%

*Judge Ely, who heard Commissioner Shapiro's disqualification matter, is from another jurisdiction.

Table 5
Continuances Granted

Continuances Granted	Number of Cases
0	31
1-2	51
3-5	50
6-9	17
10+	4
Mean	2.86

Table 6
Payment of Experts and Attorneys

	County	Petitioner	Respondent	50-50	Unknown
Childs Attorney	10			5	2
Custody Evaluator		1	2	9	17
Discovery Referee			1	1	6
Special Master		1		3	1

Table 7
Appointed Mediators

Mediator	Percentage of Cases Assigned
Davidson	18.03%
Shattuck	16.39%
Terbeiten	24.59%
Walters	36.07%
Wu	1.64%
Unknown	3.28%

Table 8
Court Appointed Attorneys and Experts
(Alphabetical Order)

Name	Children's Atty	Discovery Referee	Custody Evaluator	Special Master	Vocation Evaluator	Anger Management Therapist	Private Judge/ Mediator	Number Appts	Percentage Total Appts
Acevedo	1							1	1.35%
Archer		1						1	1.35%
Barrett	1							1	1.35%
Becking			1					1	1.35%
Berkov	1			1				2	2.70%
Cohen	1							1	1.35%
Conrad			3					3	4.05%
Elaiser					2			2	2.70%
Elin	1							1	1.35%
Frease			1					1	1.35%
Friedland						1		1	1.35%
Halbert	4			1				5	6.76%
Hausman			2					2	2.70%
Heineman				1				1	1.35%
Helzberg	1							1	1.35%
Hodson			1					1	1.35%
Hunt							1	1	1.35%
Kelly							1	1	1.35%
Kohlbrg					1			1	1.35%
Lamden			2			1		3	4.05%
Lancell	1							1	1.35%
Lasser			3					3	4.05%
Lee			5					5	6.76%
Leuders	5							5	6.76%
Mah		1						1	1.35%
Mays			1					1	1.35%
McCreadie		5		1				6	8.11%
Myers					1			1	1.35%
Oklan			1					1	1.35%
Olesen			3					3	4.05%
Reiss						1		1	1.35%
Samuels		1						1	1.35%
Schiller				1				1	1.35%
Simborg							1	1	1.35%
Singer			1					1	1.35%
Skelton			1			1		2	2.70%
Stevenson					1			1	1.35%
Sullivan					3			3	4.05%
Thatcher			1					1	1.35%
Walters			3					3	4.05%
Wells	1							1	1.35%
TOTAL	17	8	29	5	8	4	3	74	

Table 9
Court Appointed Attorneys and Experts
(Ranked by Number of Appointments)

Name	Children's Atty	Discover Referee	Custody Evaluator	Special Master	Vocation Evaluator	Anger Management Therapist	Private Judge/ Mediator	Number Appts	Percentage Total Appts
McCreadie		5		1				6	8.11%
Halbert	4			1				5	6.76%
Lee			5					5	6.76%
Leuders	5							5	6.76%
Conrad			3					3	4.05%
Lamden			2			1		3	4.05%
Lasser			3					3	4.05%
Olesen			3					3	4.05%
Sullivan					3			3	4.05%
Walters			3					3	4.05%
Berkov	1			1				2	2.70%
Elaiser					2			2	2.70%
Hausman			2					2	2.70%
Skelton			1			1		2	2.70%
Acevedo	1							1	1.35%
Archer		1						1	1.35%
Barrett	1							1	1.35%
Becking			1					1	1.35%
Cohen	1							1	1.35%
Elin	1							1	1.35%
Frease			1					1	1.35%
Friedland						1		1	1.35%
Heineman				1				1	1.35%
Helzberg	1							1	1.35%
Hodson			1					1	1.35%
Hunt							1	1	1.35%
Kelly							1	1	1.35%
Kohlbrg					1			1	1.35%
Lancell	1							1	1.35%
Mah		1						1	1.35%
Mavs			1					1	1.35%
Myers					1			1	1.35%
Oklan			1					1	1.35%
Reiss						1		1	1.35%
Samuels		1						1	1.35%
Schiller				1				1	1.35%
Simborg							1	1	1.35%
Singer			1					1	1.35%
Stevenson					1			1	1.35%
Thatcher			1					1	1.35%
Wells	1							1	1.35%
TOTAL	17	8	29	5	8	4	3	74	

Table 10
Bench/Bar Settlement Conferences
Assignments By Attorney

Name	Appointments	Name	Appointments
Acevedo	2	Jackson	1
Adams	1	Johnson	2
Anderson	1	Klingman	3
Barry	3	Laing	2
Bennington	3	Leuders	3
Berkov	1	Lewis	2
Berry	1	Marx	2
Blair	2	Moser	1
Bushmaker	2	Ostiller	2
Camera	1	Picchi	3
Chernus	2	Pierson	1
Chonmun	1	Portman	4
Cleek	2	Richmond	1
Cohen	2	Riede	1
Colyer	3	Rockas	5
Deane	2	Rohan	2
D'Opal	3	Rothman	1
Dornan	1	Rothschild	2
Dreyer	1	Russell	2
Elin	4	Samuels	4
Emley	1	Schiller	1
Fancher	2	Shepherd	2
Fish	1	Simborg	2
Greene	1	Sucherman	3
Grundmann	1	Tenner	1
Halbert	2	Tobriner	2
Helzberg	1	Whitener	2
Hunt	1	Wilson	1
Innalard	1		
		mean	1.88

Table 11
Bench/Bar Settlement Conference
Assignments By Number of Appointments

Name	Appointments	Name	Appointments
Adams	1	Helzberg	1
Anderson	1	Hunt	1
Berkov	1	Innalard	1
Berry	1	Jackson	1
Camera	1	Moser	1
Adams	1	Helzberg	1
Chonmun	1	Pierson	1
Dornan	1	Richmond	1
Dreyer	1	Riede	1
Emley	1	Rothman	1
Fish	1	Schiller	1
Greene	1	Tenner	1
Grundmann	1	Wilson	1
Acevedo	2	Laing	2
Blair	2	Lewis	2
Bushmaker	2	Marx	2
Chernus	2	Ostiller	2
Cleek	2	Rohan	2
Cohen	2	Rothschild	2
Deane	2	Russell	2
Fancher	2	Shepherd	2
Halbert	2	Simborg	2
Johnson	2	Tobriner	2
		Whitener	2
Barry	3	Klingman	3
Bennington	3	Leuders	3
Colyer	3	Picchi	3
D'Opal	3	Sucherman	3
Elin	4		
Portman	4	Samuels	4
Rockas	5		
		mean	1.88

Table 12
Method of Disposition

Method of Disposition	Number of Cases	Percentage of Caseload
Settled Out of Court	77	50.00%
Settled at Bench/Bar	47	30.52%
Trial	4	2.60%
Dismissed (lack of jurisdiction)	1	0.65%
No Disposition	25	16.23%

Table 13
Disqualifications and Recusals

Judicial Officer	Attorney Submitting Motion	Number of Cases
Dufficy	Cleek	2
Dufficy**	Shepherd	1
Duryee	Kaufman	1
Duryee	Cleek	1
Shapiro*	Camera	3
Shapiro	Acevedo	1
Sutro	Recused Self	1

*In one Shapiro/Camera case, a judge from another jurisdiction was brought in to decide the motion for disqualification; it was denied.

**In the Dufficy/Shepherd case, Judge Dufficy was fighting the motion for disqualification, and then decided to recuse himself. This happened at the same time that Judge Sutro was taking over the family law caseload.

Appendix F

File Review Data Spreadsheet

NCSC #	Caseflow Management				Children			Property/Income				Judicial Officer		Attorneys			Name
	Days Filing to Dispo	Dispo Method	Days Dispo to Last Activity	Cont.	#	Contested Custody/ Visitation	Family Court Services Mediator	Annual Income Pet.	Annual Income Resp	Contested yes	985 Granted no	Name	Role	Name	Role	Pro Per	
1 1 1 1 1	633	Settled	68	4	0	n/a	n/a	0-25K	unk	yes	no	Dufficy McCreadie Shapiro Ostiller Whitener	Assigned B/B B/B B/B	Bloomfield Shappy Champoux McPherson Edson	Priv-Pet Priv-Pet Priv-Pet Priv-Resp Priv-Resp	none	
2 2 2 2	455	Settled	146	5	2	no	n/a	0-25K	75-100K	yes	no	Dufficy McCreadie Halbert Dreyer	Assigned B/B B/B B/B	Rothman Greene Barry	Priv-Pet Priv-Pet Priv-Resp	none	
3 3	396	B/B	542	1	1	yes	none	0-25K	50-75K	yes	no	Shapiro Dufficy	Assigned	Barry Rohan	Priv-Pet Priv-Resp	Pet-Part Resp-Part	
4 4 4	847	Settled	2	3	1	yes	Davidson	0-25K	75-100K	yes	yes	Shapiro Dufficy Smith	Assigned	Wells Samuels Sinay	Priv-Pet Priv-Pet Priv-Resp	Pet-Part Resp-Part	
5 5 5 5 5	205	B/B	818	10	1	yes	Terbeiten	0-25K	100-150K	yes	no	Shapiro Dufficy Heubach	Assigned	Martin Shepherd Helzberg Wells Greene	Priv-Pet Priv-Pet Priv-Pet Priv-Pet Priv-Resp	none	Leuders Ch Hausman Cu Archer Fo
6 6 6	434	B/B	385	1	0	n/a	n/a	50-75K	unk	yes	no	Dufficy Shapiro McCreadie	Assigned B/B	Hopkins	Priv-Pet	Pet-Part Resp-All	
7 7 7 7 7	526	B/B	177	4	0	n/a	n/a	0-25K	75-100K	yes	no	Shapiro Shepherd Marx Dufficy McCreadie	Assigned B/B B/B	Friesendorf Farley	Priv-Pet Priv-Resp	none	
8 8 8 8	467	B/B	185	3	0	n/a	n/a	100-150K	unk	yes	no	Dufficy McCreadie Bennington Pierson	Assigned B/B B/B	Adams Sloan	Priv-Pet Priv-Resp	Pet-Part	
9 9 9	489	Settled	209	8	1	yes	none	unk	25-50K	yes	no	Dufficy Shapiro Grove	Assigned	Wells D'Opal	Priv-Pet Priv-Resp	Pet-Part	
10 10	n/a	n/a	1,232	7	1	yes	none	0-25K	0-25K	no	no	Dufficy	Assigned	Helzberg Helzberg	Priv-Pet Priv-Resp	Pet-Part	
11 11 11 11 11	251	B/B	247	0	2	yes	Terbeiten	50-75K	25-50K	yes	no	Dufficy Shapiro McCreadie Leuders Doman	Assigned B/B B/B B/B	Aiken Grant Shepherd	Priv-Pet Priv-Resp Priv-Resp	Pet-Part	Archer Rel
12 12	1,246	n/a	n/a	0	2	yes	Terbeiten	unk	unk	no	no	Dufficy	Assigned			Pet-All Resp-All	

NCSC #	Caseflow Management					Children			Property/Income				Judicial Officer		Attorneys			
	Days Filing to Dispo	Dispo Method	Days Dispo to Last Activity	Cont.	#	Contested Custody/ Visitation	Family Court Services Mediator		Annual Income Pet.	Annual Income Resp	Contested	985 Granted	Name	Role	Name	Role	Pro Per	Name
13 13	390	B/B	0	1	0	n/a	n/a		50-75K	0-25K	yes	no	Shapiro Dufficy	Assigned	Whitener Silverman	Priv-Pet Priv-Resp	none	
14 14	212	Trial	0	1	1	yes	none		unk	unk	no	no	Shapiro Smith	Assigned	Dresden Millstein	Priv-Pet Priv-Resp	Resp-Part	
15 15 15	1,247	n/a	n/a	0	2	no	n/a		0-25K	unk	yes	yes	Dufficy Shapiro Wightman	Assigned			Pet-All Resp-All	
16 16 16 16 16	422	Settled	146	4	1	yes	Davidson		unk	50-75K	no	no	Dufficy Shapiro Portman Elin McCreadie	Assigned B/B B/B B/B B/B	Huggins Leuders	Priv-Pet Priv-Resp	Resp-Part	Berkov Sp
17 17 17	650	Settled	0	0	2	yes	none		25-50K	0-25K	no	yes	Shapiro McCreadie Dufficy	Assigned	Fink Mason	Priv-Pet Priv-Resp	none	
18 18	743	B/B	2	0	2	yes	none		0-25K	25-50K	yes	no	Dufficy McCreadie	Assigned	Leuders Hawkins	Priv-Pet Priv-Resp	none	Becker Prc
19 19	427	Settled	546	3	1	yes	Walters		0-25K	0-25K	no	yes	Shapiro Dufficy	Assigned	Berkov Anthony	Priv-Pet Priv-Resp	none	Becking Cu Wells Ch
19													Heubach		Cleek	Priv-Resp		Lee Cu
20 20 20	684	Settled	0	3	2	yes	Shattuck		200-250K	0-25K	yes	no	Dufficy McCreadie	Assigned	Lerner Greene Weissich	Priv-Pet Priv-Resp Priv-Resp	Pet-Part Resp-Part	Lee Cu McCreadie Sp
21 21 21 21 21	472	B/B	204	7	0	n/a	n/a		0-25K	75-100K	yes	no	Shapiro Dufficy McCreadie Rohan Lewis	Assigned B/B B/B B/B	Rockas Sloan Thomas Bennington	Priv-Pet Priv-Pet Priv-Resp Priv-Resp	none	

NCSC #	Caseflow Management				Children			Property/Income				Judicial Officer		Attorneys			
	Days Filing to Dispo	Dispo Method	Days Dispo to Last Activity	Cont.	#	Contested Custody/ Visitation	Family Court Services Mediator	Annual Income Pet.	Annual Income Resp	Contested	985 Granted	Name	Role	Name	Role	Pro Per	Name
22 22	241	B/B	126	0	0	n/a	n/a	0-25K	0-25K	yes	no	Dufficy Shapiro	Assigned	Hunt Gibson	Priv-Pet Priv-Resp	none	
23 23	714	B/B	182	1	2	yes	none	250+K	0-25K	yes	no	Dufficy McCreadie	Assigned	Simborg Grey/McCall	Priv-Pet Priv-Resp	Pet-Part	
24 24 24	366	Settled	267	0	2	no	n/a	0-25K	25-50K	yes	no	Dufficy	Assigned	Barry Shepherd Rothman/Ben	Priv-Pet Priv-Pet Priv-Resp	Pet-Part	Sullivan Gramalia Pro
25 25 25 25 25	n/a	n/a	1,237	2	2	yes	Walters	0-25K	75-100K	yes	no	Dufficy Shepherd Grove Sutro Jilka	Assigned Assigned	Samuels Barry Rothman	Priv-Pet Priv-Pet Priv-Resp	Resp-Part	Olesen Cu
26 26 26	302	Settled	511	2	1	yes	Shattuck	0-25K	0-25K	no	yes	Dufficy Shapiro Wightman	Assigned	Tully	Priv-Pet	Pet-Part Resp-All	Barrett Ch
27 27 27	362	B/B	1	4	2	yes	none	0-25K	100-150K	no	no	Smith Shapiro Dufficy	Assigned	Huggins Leuders	Priv-Pet Priv-Resp	none	
28 28 28	425	Settled	51	0	0	n/a	n/a	unk	unk	yes	yes	Shapiro Dufficy	Assigned	Bornstein Lunn Wood	Priv-Pet Priv-Pet Priv-Resp	Pet-Part	
29 29 29	553	Settled	10	2	3	yes	Davidson	0-25K	25-50K	yes	yes	Dufficy Shapiro Grove	Assigned	Barrett Segal	FLC - Pet Priv-Resp	Pet-Part Resp-Part	
30 30 30 30	600	B/B	43	2	0	n/a	n/a	0-25K	200-250K	yes	no	Shapiro McCreadie Klingman Picchi	Assigned B/B B/B	Adams Bushmaker	Priv-Pet Priv-Resp	Pet-Part	Stevenson McCreadie Rel
31 31 31 31	1,060	Settled	193	6	1	yes	none	0-25K	75-100K	yes	no	Dufficy Heubach Duryee Sutro	Assigned B/B Assigned	Fishman/Mart ens Helzberg Perry	Priv-Pet Priv-Resp Priv-Resp	none	
32	234	Settled	8	2	1	no	n/a	unk	unk	yes	no	Dufficy	Assigned	Kroll	Priv-Pet	none	
33 33 33 33 33	455	B/B	353	6	1	yes	Walters	unk	200-250K	yes	no	Dufficy McCreadie Camera Johnson Samuels	Assigned B/B B/B B/B B/B	Adams/Halbe rt Barry/Berkov	Priv-Pet Priv-Resp	none	Walters or I Cu
34 34	402	Settled	0	4	4	yes	none	0-25K	25-50K	no	yes	Dufficy Shapiro	Assigned	Barrett	FLC - Pet	Pet-Part Resp-All	
35 35 35	269	Settled	639	4	2	yes	Walters	25-50K	25-50K	yes	no	Dufficy Shapiro Bushmaker	Assigned B/B	Friesendorf Huggins Leuders	Priv-Pet Priv-Resp Priv-Resp	Resp-Part	Helzberg Lasser Cu

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	Days Filing to Dispo	Dispo Method	Days Dispo to Last Activity	Cont.	Contested Custody/ Visitation	Family Court Services Mediator	Annual Income Pet.	Annual Income Resp	985 Contested	985 Granted	Name	Role	Name	Role	Pro Per			
35 35												Portman McCreadie	B/B B/B					
36 36	359	Settled	30	1	0	n/a	n/a	0-25K	75-100K	yes	no	Dufficy Shapiro	Assigned B/B	Acevedo Leuders	Priv-Pet Priv-Resp	none		
37 37 37	n/a	n/a	1,168	4	2	yes	Walters	0-25K	unk	no	yes	Dufficy Shapiro Sutro	Assigned Assigned	Arno/Barrett Greene	FLC - Pet Priv-Resp	Resp-Part	Leuders Lasser Skelton	Ch Cu Cu
38 38 38 38 38 38	1,129	n/a	n/a	5	1	no	n/a	50-75K	50-75K	yes	no	Dufficy Shapiro Sutro Duryee McCreadie Heubach	Assigned Assigned B/B B/B	Long Kaufman Friesendorf Aiken	Priv-Pet Priv-Pet Priv-Resp Priv-Resp	none		
39 39 39 39 39	454	Settled	383	6	2	no	n/a	0-25K	250+K	yes	no	Dufficy Shapiro McCreadie Tobriner Innalard	Assigned B/B B/B	Shepherd Mah Greene	Priv-Pet Priv-Pet Priv-Resp	none	Halbert Sullivan Archer	Ch Vor Prc
40 40 40	258	Settled	3	1	0	n/a	n/a	unk	25-50K	yes	no	Dufficy McCreadie	Assigned	Anthony Martin Huggins	Priv-Pet Priv-Resp Priv-Resp	Pet-Part		
41 41 41 41 41 41	345	Settled	728		2	no	n/a	25-50K	75-100K	yes	no	Dufficy McCreadie Deane Russell	Assigned B/B B/B B/B	Rothman Camera Kaufman McCall Adams Bennington	Priv-Pet Priv-Pet Priv-Pet Priv-Resp Priv-Resp Priv-Resp	none	Hunt	Pri
42 42 42	375	Settled	38	1	1	no	n/a	unk	unk	yes	yes	Dufficy McCreadie Shapiro	Assigned B/B			Pet-All Resp-All		
43 43	208	Settled	675	1	2	yes	none	unk	unk	no	no	Shapiro Heubach	Assigned Assigned	Camera	Priv-Pet	Resp-All		
44 44 44	1,088	n/a	n/a	0	1	yes	Walters	unk	unk	no	no	Shapiro Heubach	Assigned Assigned	Quam Diamond Rockas	Priv-Pet Priv-Pet Priv-Resp	Pet-Part		
45 45	265	Settled	8	0	1	yes	Davidson	0-25K	unk	no	no	Shapiro Dufficy	Assigned	Peshel Thomas	FLC - Pet Priv-Resp	none		
46 46 46 46 46	318	B/B	302	0	1	yes	Walters	50-75K	25-50K	yes	no	Dufficy Samuels Chernus McCreadie Shapiro	Assigned B/B B/B B/B	Acevedo Edgemon West	Priv-Pet Priv-Pet Priv-Resp	none	Reiss	Ani
47 47	361	B/B	178	3	0	n/a	n/a	0-25K	50-75K	yes	no	Dufficy Shapiro	Assigned	Marcelle Greene	Priv-Pet Priv-Pet	none	Kohlenberg	Vor

NCSC #	Caseflow Management				Children			Property/Income				Judicial Officer		Attorneys			Name
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47												McCreadie	B/B	Goetzinger	Priv-Resp		
47												Tobriner	B/B				
47												Johnson	B/B				
48	772	Settled	397	1	1	yes	Terbeiten	0-25K	25-50K	no	yes	Dufficy	Assigned	Marcelle	Priv-Pet	Pet-Part	
48												Sutro	Assigned	Cirby	FLC - Pet	Resp-Part	
48														Sloan/Halbert	Priv-Resp		
49	413	Settled	428	1	1	yes	none	25-50K	0-25K	yes	no	Dufficy	Assigned			Pet-All	
49												Wightman				Resp-All	
50	479	Settled	235	1	1	yes	Walters	0-25K	50-75K	no	yes	Shapiro	Assigned	Shepherd	Priv-Pet	Pet-Part	
50												Dufficy		Bornstein	Priv-Resp		
50												Grove					
51	615	Settled	0	2	1	yes	Shattuck	0-25K	100-150K	yes	no	Shapiro	Assigned	Farley	Priv-Pet	Pet-Part	
51												Dufficy		Camera/Halbe	Priv-Pet		
51														McCall/Sheph	Priv-Resp		
52	349	Settled	365	1	1	yes	Terbeiten	unk	unk	yes	no	Shapiro	Assigned	Dresden	Priv-Pet	none	
52												McCreadie		Pryor Castrojc	Priv-Pet		
52												Dufficy		Cleek	Priv-Resp		
52														Friedendof-R	Priv-Resp		
52														Camera	Priv-Other		
53	460	B/B	373	1	3	yes	Walters	25-50K	25-50K	yes	no	Shapiro	Assigned	Barrett	FLC-Pet	Pet-Part	Leuders Ch
53												Wilson	B/B	Fowler	Priv-Pet	Resp-Part	
53												Leuders	B/B	Elin	Priv-Resp		
53												McCreadie	B/B				
54	1,068	n/a	n/a	1	2	no	n/a	0-25K	50-75K	yes	no	Dufficy	Assigned	Barry	Priv-Pet	Resp-All	
54												Wightman		Ryan	Priv-Pet		
54												Sutro					
55	377	Settled	532	0	2	yes	Shattuck	0-25K	25-50K	no	yes	Dufficy	Assigned	Quam	FLC-Pet	Pet-Part	
55												Grove				Resp-All	
56	1,099	n/a	n/a	0	1	yes	Terbeiten	0-25K	unk	no	yes	Dufficy	Assigned			Pet-All	
56												Shapiro				Resp-All	
57	191	Settled	802	0	0	n/a	n/a	0-25K	250+K	yes	no	Dufficy	Assigned	Chernus	Priv-Pet	Resp-Part	
57														DiScala	Priv-Pet		
57														Shepherd	Priv-Resp		
58	315	Settled	723	4	2	yes	Walters	50-75K	25-50K	yes	no	Dufficy	Assigned	Samuels	Priv-Pet	none	Halbert Ch
58												Richmond	B/B	Greene	Priv-Pet		Hausman Cu
58												Barry	B/B	Fish	Priv-Resp		Olesen Cu
58												McCreadie					Singer Cu
58												Shapiro					
58												Heubach					
59	568	Settled	448	4	3	yes	none	75-100K	50-75K	yes	no	Dufficy	Assigned	Goldin	Priv-Pet	Pet-Part	McCreadie Dis
59												Heubach		Colyer	Priv-Pet		
59												Sutro	Assigned	Helzberg	Priv-Resp		
60	418	B/B	470	3	2	yes	Davidson	0-25K	50-75K	yes	no	Dufficy	Assigned	Ostiller	Priv-Pet	Pet-Part	Leuders Ch
60												McCreadie		Rockas	Priv-Pet	Resp-Part	

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60												Cohen	B/B	Burris	Priv-Resp		
60												Chonmun	B/B	Picchi	Priv-Resp		
61	96	Settled	88	0	1	yes	none	25-50K	25-50K	no	no	Dufficy	Assigned	Bushmaker	Priv-Pet	Resp-Part	Kelly/Salin Pri
61														Champoux	Priv-Resp		
62	305	Settled	841	5	1	yes	Terbeiten	50-75K	0-25K	no	no	Dufficy	Assigned	Helzberg	Priv-Pet	none	Acevedo Ch
62												Shapiro		Greene	Priv-Pet		
62														Tunnell	Priv-Pet		
62														Samuels	Priv-Resp		
62														Ostiller	Priv-Resp		
63	434	Settled	166	3	1	no	n/a	75-100K	0-25K	yes	no	Dufficy	Assigned	States	Priv-Pet	none	
63												Fancher	B/B	Rockas	Priv-Pet		
63												Bennington	B/B	Helzberg	Priv-Pet		
63												Shapiro		Samuels	Priv-Resp		
63												McCreadie					
64	1,200	n/a	n/a	5	1	yes	Shattuck	unk	unk	yes	no	Shapiro	Assigned	Rockas/Cherr	Priv-Pet	Resp-Part	Lamden Cu
64												Smith		Hawkins	Priv-Resp		
64												Grove					
65	1,185	n/a	n/a	7	3	yes	none	25-50K	0-25K	yes	yes	Dufficy	Assigned	Barrett/Arno	FLC-Resp	Pet-All	Halbert Ch
65												Shapiro				Resp-Part	
65																	
65																	
66	521	Settled	565	1	1	yes	Davidson	50-75K	25-50K	no	no	Dufficy	Assigned	Lancelle	Priv-Pet	Pet-Part	Bradley Fai
66												Shapiro		Hokenson	Priv-Pet	Resp-Part	
66												Wightman		Halloran	Priv-Resp		
66												Heubach		Leuders	Priv-Resp		
67	538	B/B	72	8	2	yes	none	0-25K	75-100K	yes	no	Dufficy	Assigned	Mah	Priv-Pet	none	
67												Ostiller	B/B	Anthony	Priv-Pet		
67												Whitener	B/B	Shepherd	Priv-Resp		
67												McCreadie					
67												Shapiro					
68	202	B/B	809	2	1	yes	none	0-25K	75-100K	yes	no	Dufficy	Assigned	Bennington	Priv-Pet	none	
68												McCreadie	B/B	Mah	Priv-Resp		
68												Shapiro					
69	229	B/B	716	3	2	yes	Walters	0-25K	50-75K	yes	no	Dufficy	Assigned	Whitener	Priv-Pet	Resp-Part	Archer Foi
69												Duryee		Smedley	Priv-Resp		Mays Cu
69												Sutro	Assigned				
69												McCreadie	B/B				
69												Rockas	B/B				
69												Simborg	B/B				
70	355	B/B	191	3	0	n/a	n/a	50-75K	100-150K	yes	no	Dufficy	Assigned	Pitts/Benningt	Priv-Pet	Resp-Part	Mackintosh Fin
70												McCreadie	B/B	Adams	Priv-Resp		Kernner Re

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70												Shapiro					
71	729	B/B	6	0	2	yes	Davidson	75-100K	unk	yes	no	Dufficy	Assigned	Cleek	Priv-Pet	none	
71												McCreadie	B/B	Leuders	Priv-Resp		
71												Shapiro	Assigned				
72	1,214	n/a	n/a	3	2	yes	Shattuck	0-25K	50-75K	no	no	Dufficy	Assigned	Lancelle	Priv-Pet	Pet-Part	
72																Resp-All	
73	608	B/B	1	3	1	yes	Walters	75-100K	0-25K	no	no	Dufficy	Assigned	Edgemon	Priv-Pet	none	
73												Shapiro		Huggins	Priv-Resp		
73												McCreadie	B/B				
73												Colyer	B/B				
73												Laing	B/B				
74	249	Settled	150	0	1	no	n/a	25-50K	unk	yes	yes	Dufficy	Assigned	Huggins	Priv-Pet	none	
74												Shapiro		Tully	FLC-Resp		
74												McCreadie					
75	459	B/B	63	3	0	n/a	n/a	0-25K	75-100K	yes	no	Dufficy	Assigned	Bennington	Priv-Pet	none	
75												Shapiro		Wallacker	Priv-Resp		
75												McCreadie		Insalaco/Such	Priv-Resp		
75												Rockas	B/B				
75												Picchi	B/B				
76	331	Settled	15	6	2	yes	Walters	0-25K	75-100K	no	no	Shapiro	Assigned	Turri	Priv-Pet	Pet-Part	
76												Dufficy		Acevedo	Priv-Pet		
76														Fish	Priv-Resp		
77	440	Settled	44	1	2	yes	Terbeiten	50-75K	0-25K	yes	no	Dufficy	Assigned	Acevedo	Priv-Resp	Pet-All	
77												Shapiro					
78	214	Settled	373	3	1	yes	none	0-25K	50-75K	no	no	Dufficy	Assigned	Van Zandt	Priv-Resp	Pet-All	
78												Shapiro			Resp-Part		
79	206	Settled	770	0	2	yes	none	25-50K	25-50K	no	yes	Shapiro	Assigned			Pet-All	
79												Dufficy				Resp-All	
80	301	B/B	0	0	0	n/a	n/a	unk	25-50K	yes	no	Dufficy	Assigned	Sloan	Priv-Pet	Resp-Part	
80												McCreadie		Mah	Priv-Resp		
81	250	B/B	727	1	2	yes	none	0-25K	unk	yes	no	Dufficy	Assigned	Samuels	Priv-Pet	none	
81												Sutro	Assigned	Greene	Priv-Pet		
81												Duryee		Barry	Priv-Pet		
81												McCreadie		Adams	Priv-Resp		
81												Chernus	B/B	Strong	Priv-Resp		
81												Samuels	B/B				
82	224	B/B	666	0	1	no	n/a	100-150K	25-50K	yes	yes	Dufficy	Assigned	Doyle	Priv-Pet	Resp-All	
82												Shapiro	B/B	Boasborg	Priv-Pet		
82												McCreadie					
82												Elin	B/B				

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82																		
83 83	1,074	n/a	n/a	0	3	yes	Walters	unk	0-25K	no	yes	Dufficy Sutro	Assigned Assigned			Pet-All Resp-All		
84 84	259	Settled	648	1	1	yes	none	25-50K	25-50K	no	no	Shapiro Heubach	Assigned	Dietrick	Priv-Pet	Resp-All		
85 85	768	Settled	2	2	0	n/a	n/a	0-25K	25-50K	yes	no	Dufficy	Assigned	Helzberg Seidler	Priv-Pet Priv-Resp	none		
86 86 86 86	359	Settled	601	5	1	yes	unk	0-25K	200-250K	yes	no	Shapiro Dufficy Heubach	Assigned	Adams McDonald Samuels Berkov	Priv-Pet Priv-Resp Priv-Resp Priv-Resp	Pet-Part	Lee Sullivan Vor	
87 87 87 87 87	250	B/B	309	4	1	no	n/a	200-250K	25-50K	yes	no	Dufficy McCreadie Shapiro Rothman Fish	Assigned B/B B/B B/B	Simborg Heish	Priv-Pet Priv-Resp	Pet-Part		
88 88 88 88	879	B/B	50	2	4	yes	Davidson	0-25K	50-75K	yes	no	Shapiro McCreadie Rockas Simborg	Assigned B/B B/B	Mah Trombetta	Priv-Pet Priv-Resp	none		
89 89	695	Settled	5	18	0	n/a	n/a	25-50K	100-150K	yes	no	Dufficy McCreadie	Assigned	McKee Aikin	Priv-Pet Priv-Resp	Resp-Part	McCreadie Dis	
90 90 90 90	670	B/B	24	0	0	n/a	n/a	25-50K	0-25K	yes	no	Dufficy Lewis Tanner McCreadie	Assigned B/B B/B	Samuels Worth	Priv-Pet Priv-Resp	Pet-Part		
91 91 91 91	979	B/B	14	2	0	n/a	n/a	25-50K	unk	yes	no	Dufficy Heubach Berry Moser	Assigned B/B B/B B/B	Weissich Rudolph	Priv-Pet Priv-Resp	none		
92 92 92 92	519	Settled	600	5	2	yes	Walters	100-150K	unk.	no	no	Shapiro Heubach Dufficy	Assigned Assigned	Bushmaker Bennington Tracy Acevedo	Priv-Pet Priv-Pet Priv-Resp Priv-Resp	none	Cohen Myers Lee Conrad	Ch Vor Cu Cu
93 93	345	Settled	644	2	1	yes	Walters	200-250K	50-75K	yes	no	Shapiro	Assigned	Adams, Willia Kaufman, Brie	Priv-Pet Priv-Resp	none	Walters Archer	Cu Fin
94 94 94 94	560	B/B	0	2	2	yes	none	25-50K	75-100K	yes	no	Shapiro Dufficy	Assigned	Doman Shepherd Mah Greene	Priv-Pet Priv-Pet Priv-Pet Priv-Resp.	none	Claxton White Miller	Prc Prc Prc
95 95 95 95	405	Settled	443	0	4	yes	none	25-50K	unk.	yes	yes	Shapiro Grove Dufficy Wightman	Assigned	Champoux	Priv-Pet	Pet-Part Resp-All	Lancelle Ch	

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96	1,173	n/a	n/a	4	1	yes	Davidson	0-25K	25-50K	yes	no	Dufficy	Assigned	Mah	Priv-Pet	Pet-Part	Frease	Cu
96												Shapiro		Woodruff	Priv-Pet		Lamden	Cu
96												Sutro	Assigned	West	Priv-Resp.			
96												McCreadie	B/B	Helzberg	Priv-Resp.			
96												Rockas	B/B					
96												Acevedo	B/B					
97	n/a	n/a	524	3	2	yes	none	25-50K	50-75K	no	no	Dufficy	Assigned	Rockas	Priv-Pet	none	Conrad	Cu
97														Haley	Priv-Resp.			
98	371	Settled	585	5	2	yes	Terbeiten	0-25K	50-75K	yes	no	Shapiro	Assigned	Bennington	Priv-Pet	Pet-Part		
98												Dufficy		Shepherd	Priv-Resp.	Resp-Part		
98												D'Opal	B/B	Bornstein	Priv-Resp.			
98												Sucherman	B/B	Summers	Priv-Resp.			
99	245	Settled	30	3	0	n/a	n/a	25-50K	75-100K	yes	no	Shapiro	Assigned	Wright	Priv-Pet	none	Breen	Pro
99												Dufficy		Greene/Russ	Priv-Pet		Davis	Pro
99												D'Opal	B/B	Leuders	Priv-Resp.			
99												Sucherman	B/B	Halbert	Priv-Resp.			
100	322	Trial	4	1	0	n/a	n/a	unk	unk	yes	no	Shapiro	Assigned	Barry	Priv-Pet	Resp-Part		
100												McCreadie	B/B	Wells	Priv-Resp.			
100												Blair	B/B	Young	Priv-Resp.			
100												Bushmaker	B/B					
101	237	B/B	358	2	0	n/a	n/a	75-100K	25-50K	yes	no	Shapiro	Assigned	Helzberg	Priv-Pet	none	Maher	Fin
101												Dufficy		Politis	Priv-Resp.		Miller	Fin
101												D'Opal	B/B					
101												Sucherman	B/B					
102	586	Settled	511	3	1	yes	Wu	unk	0-25K	no	yes	Dufficy	Assigned	Brock	Priv-Pet	Pet-Part		
102												Grove		Beck/Cirby	FLC-Resp			
102												Sutro	Assigned					
103	610	Settled	81	2	0	n/a	n/a	25-50K	25-50K	yes	no	Dufficy	Assigned	Doman	Priv-Pet	Pet-Part		
103												McCreadie	B/B	Shepherd	Priv-Pet			
103														Edgemon	Priv-Resp.			
104	1,169	Dismiss	20	9	0	n/a	n/a	0-25K	25-50K	yes	no	Shapiro	Assigned	Friesendorf	Priv-Pet	none		
104												Sutro	Assigned	Leuders	Priv-Resp.			
104														Whitener	Priv-Resp.			
105	1,176	Settled	71	1	2	yes	none	unk.	unk.	no	yes	Dufficy	Assigned	Hopkins	Priv-Pet	none		
105												Sutro	Assigned	Ostiller	Priv-Resp.			
105												Grove						
106	482	B/B	0	0	0	n/a	n/a	0-25K	0-25K	yes	yes	Shapiro	Assigned	Meredith	Priv-Pet	Resp-All		
106												Dufficy						
107	509	Settled	625	2	2	yes	Walters	25-50K	75-100K	yes	no	Shapiro	Assigned	Emley	Priv-Pet	Resp-Part	Berkov	Ch
107												Dufficy		Samuels	Priv-Resp.		Lamden	Th
107														Leuders	Priv-Resp.		Walters/Lex	Cu
108	1,276	n/a	n/a	3	0	n/a	n/a	0-25K	100-150K	yes	no	Dufficy	Assigned	Kaye/Moser	Priv-Pet	Resp-Part		
108												McCreadie	B/B	Pierson	Priv-Pet			
108												Leuders	B/B	Adams	Priv-Resp.			

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108												Rohan	B/B	Laing	Priv-Resp.		
109	217	Settled	987	6	0	n/a	n/a	100-150K	250+K	yes	no	Shapiro	Assigned	Kaufman/Carr	Priv-Pet	none	McCreadie Dis
109												Dufficy		Rapoport/Pau	Priv-Resp.		
109												Ely		Hersh	Priv-Resp.		
109												Heubach	Assigned				
110	872	Settled	372	13	4	yes	Terbeiten	0-25K	25-50K	yes	yes	Dufficy	Assigned	Picchi	Priv-Pet	Pet-Part	
110												Shapiro		Shepherd	Priv-Resp.	Resp-Part	
110												Smith					
110												Wightman					
110												Jilka					
110												Heubach					
111	1,006	Settled	28	0	1	yes	Walters	25-50K	0-25K	no	yes	Shapiro	Assigned	Fish	Priv-Pet	Pet-Part	
111												Taylor				Resp-Part	
111												Dufficy		Thomas	Priv-Resp.		
111												Wightman					
112	586	Settled	542	3	1	yes	Terbeiten	25-50K	25-50K	yes	no	Shapiro	Assigned	Riede	Priv-Pet	none	
112												Dufficy		Helzberg	Priv-Pet		
112												Heubach		Barry	Priv-Resp.		
113	344	Settled	0	4	1	yes	none	0-25K	25-50K	no	no	Dufficy	Assigned	Helzberg	Priv-Pet	none	
113														Tolpen	Priv-Resp.		
114	83	Settled	0	0	0	n/a	n/a	25-50K	50-75K	yes	no	Dufficy	Assigned	Riley	Priv-Pet	none	
114														Greene	Priv-Resp.		
115	1,045	n/a	n/a	1	3	yes	Shattuck	0-25K	unk.	no	yes	Dufficy	Assigned	Barrett/Cirby	FLC-Pet	Resp-Part	Halbert Ch
115												Sutro	Assigned	Rockas	Priv-Pet		
115												Heubach		Huggins	Priv-Resp		
115												Taylor					
116	703	B/B	435	6	2	no	n/a	25-50K	unk.	yes	no	Dufficy	Assigned	Sloan	Priv-Pet	Resp-Part	Svenson Prc
116												Shapiro		Chernus	Priv-Pet		
116												Bennington	B/B	Riede	Priv-Resp		
116												Fancher	B/B	Ostiller	Priv-Resp		
116												McCreadie	B/B	Cirby	FLC-Resp		
116												Sutro	Assigned				
117	556	Settled	569	2	2	yes	Terbeiten	0-25K	25-50K	yes	no	Shapiro	Assigned	Lerner	Priv-Pet	Pet-Part	
117												Heubach	Assigned	McCall	Priv-Resp	Resp-Part	
117												Dufficy					
118	1,086	Settled	3	6	1	yes	unk	25-50K	0-25K	yes	yes	Dufficy	Assigned	Farnham	Priv-Pet	Pet-Part	Leuders Ch
118														Cleek	Priv-Pet	Resp-Part	Lasser Cu
118														Hann	Priv-Resp		Thatcher Ps
119	645	B/B	565	8	0	n/a	n/a	250+K	0-25K	yes	no	Shapiro	Assigned	Kaufman/Carr	Priv-Pet	none	Schiller Fin
119												Dufficy	Assigned	Shawn	Priv-Resp		Elaiser Vo
119												McCreadie	B/B	Near	Priv-Resp		
119												Riede	B/B	Shepherd	Priv-Resp.		
119												Anderson	B/B				
119												Greene	B/B				

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119												Blair	B/B					
120	475	Settled	4	1	2	yes	Shattuck	0-25K	unk.	no	yes	Dufficy	Assigned	Farley/Barrett	FLC-Pet	Resp-All		
120												Shapiro						
121	1,116	n/a	n/a	0	0	n/a	n/a	0-25K	unk.	yes	no	Dufficy	Assigned	Lambord	Priv-Pet	Pet-Part		
121												Shapiro		Ostiller	Priv-Pet			
121												Sutro	Assigned	Sloan	Priv-Resp.			
122	352	B/B	1	1	0	n/a	n/a	100-150K	0-25K	yes	no	Dufficy	Assigned	Rockas	Priv-Pet	none		
122												McCreadie	B/B	Martin	Priv-Resp.			
122												Klingman	B/B	Huggins	Priv-Resp.			
122												Colyer	B/B					
123	467	Settled	710	9	2	yes	none	75-100K	150-200K	yes	no	Shapiro	Assigned	Doman	Priv-Pet	Pet-Part		
123												Dufficy		Halbert	Priv-Pet			
123												Grove		McCall/Sheph	Priv-Resp			
123												Heubach	Assigned					
124	451	Settled	168	1	2	yes	none	50-75K	25-50K	yes	no	Dufficy	Assigned	Rockas	Priv-Pet	Pet-Part		
124												Grove		Picchi	Priv-Resp	Resp-Part		
125	n/a	n/a	1,029	0	1	no	n/a	unk.	0-25K	yes	yes	Shapiro	Assigned			Pet-All		
125												Dufficy				Resp-All		
125												Wightman						
126	1,028	B/B	0	4	1	no	n/a	75-100K	0-25K	yes	no	Dufficy	Assigned	Buchanan	Priv-Pet	Pet-Part		
126												Heubach		Huggins	Priv-Resp			
126												Sutro						
126												Rockas	B/B					
126												Acevedo	B/B					
126												McCreadie						
127	244	B/B	319	4	unk	yes	Terbeiten	unk	unk	yes	no	Dufficy	Assigned	Cohen	Priv-Pet	none	Oklan	Cu
127														Acevedo	Priv-Resp			
128	324	B/B	552	1	3	no	n/a	unk	200-250K	yes	no	Dufficy	Assigned	Halbert	Priv-Pet	Pet-Part	Lee	Cu
128												Shapiro		Gibson	Priv-Resp			
128												McCreadie	B/B					
128												Shepherd	B/B					
128												Marx	B/B					
129	230	Settled	818	2	2	no	n/a	100-150K	75-100K	yes	no	Dufficy	Assigned			Pet-All		
129												Shapiro				Resp-Part		
129												Wightman		Berkov	Priv-Resp			
129												Jilka						
130	575	Settled	322	2	2	yes	Terbeiten	100-150K	50-75K	yes	no	Dufficy	Assigned	Camera	Priv-Pet	Resp-Part	Elin	Ch
130												Heubach		Buchanan	Priv-Pet			
130												Sutro		Samuels	Priv-Resp			
130												Grove						
131	793	Settled	127	3	0	n/a	n/a	unk	unk	yes	no	Dufficy	Assigned	Fish	Priv-Pet	Resp-Part		
131												Shapiro	Assigned	Flanders	Priv-Pet			

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131												Heubach	Assigned	Cleek	Priv-Resp		
132	424	Settled	529	3	1	no	n/a	50-75K	unk	yes	no	Dufficy	Assigned	Camera	Priv-Pet	Resp-Part	
132												Sutro		Simborg	Priv-Pet		
132														Samuels	Priv-Resp		
133	980	n/a	n/a	2	3	yes	Walters	0-25K	75-100K	yes	no	Dufficy	Assigned	Kagel	Priv-Pet	Pet-Part	
133												Shapiro		Kirby	FLC-Pet		
133												Sutro		Ostiller	Priv-Pet		
133														Bolt	Priv-Resp		
134	1,039	n/a	n/a	2	2	yes	Walters	0-25K	0-25K	no	yes	Shapiro	Assigned	Del-Pan	FLC-Pet	Pet-Part	
134												Grove		Weissich	Priv-Resp	Resp-Part	
135	370	B/B	273	4	0	n/a	n/a	0-25K	50-75K	yes	no	Shapiro	Assigned	D'Opal	Priv-Pet	none	
135												Dufficy	Assigned	Acevedo	Priv-Resp		
135												Sutro	Assigned	Ostiller	Priv-Resp		
135												McCreadie	B/B				
135												Hunt	B/B				
135												Barry	B/B				
136	354	B/B	143	2	2	yes	Walters	25-50K	25-50K	yes	no	Dufficy	Assigned	Adams	Priv-Pet	Pet-Part	
136												McCreadie				Resp-Part	
136												Shapiro	B/B	Ostiller	Priv-Resp		
136												Berkov	B/B				
136												Helzberg	B/B				
137	189	Settled	741	5	2	yes	Terbeiten	50-75K	75-100K	yes	no	Dufficy	Assigned	Rockas	Priv-Pet	none	Conrad
137												Sutro	Assigned	Shepherd	Priv-Pet		Cu
137												Grove	B/B	Mah	Priv-Resp		Halbert
137												McCreadie	B/B				
137												Deane	B/B				
137												Russell	B/B				
138	72	Settled	460	0	2	no	n/a	unk	unk	yes	no	Dufficy	Assigned	Ziegler	Priv-Pet	Pet-Part	
138												Duryee		Barry	Priv-Resp		
138														Sanner	Priv-Resp		
139	665	Trial	231	3	2	yes	none	25-50K	150-200K	yes	no	Dufficy	Assigned	Bennington	Priv-Pet	Pet-Part	
139												McCreadie		Samuels	Priv-Pet		
139														Patrick	Priv-Resp		
140	1,332	n/a	n/a	15	1	yes	Walters	50-75K	unk	yes	no	Dufficy	Assigned	Helzberg	Priv-Pet	none	McCreadie
140												McCreadie	B/B	Chemus	Priv-Pet		Dis
140												Colyer	B/B	Shepherd	Priv-Pet		Hodson
140												Schiller	B/B	Greene	Priv-Pet		Cu
140														Emley	Priv-Pet		Schiller
140														Laghaee	Priv-Pet		
140														DiScala	Priv-Pet		
140														Briggs	Priv-Pet		
140														Hillard	Priv-Pet		
140														Cohen	Priv-Resp		

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140																	
141	1,064	Trial	9	2	0	n/a	n/a	0-25K	250+K	yes	no	Dufficy	Assigned	Lerner	Priv-Pet	Resp-Part	Samuels Dis
141												Shapiro		Sloan	Priv-Pet		
141												Rothschild	B/B	Shepherd	Priv-Resp		
141												Cleek	B/B	Wilson	Priv-Resp		
141												McGivern					
142	518	B/B	422	7	0	n/a	n/a	0-25K	25-50K	yes	no	Shapiro	Assigned	Ostiller	Priv-Pet	Pet-Part	Walsh Prc
142												Dufficy		Cleek	Priv-Pet	Resp-Part	
142												Sutro	Assigned	Weissich	Priv-Resp		
142												Taylor		Ryan	Priv-Resp		
142												McCreadie					
142												Cohen	B/B				
142												Adams	B/B				
143	970	Settled	0	5	3	yes	none	250+K	0-25K	yes	no	Dufficy	Assigned	Van Zandt	Priv-Pet	Pet-Part	Elaiser Vor
143												McGivern		Camera/Kaufr	Priv-Pet		Schiller Fin
143												Grove		Rockas	Priv-Resp		
143												Sutro		Glantz	Priv-Resp		
144	425	Settled	448	1	1	yes	none	0-25K	0-25K	no	no	Dufficy	Assigned	Barry	Priv-Pet	Resp-Part	
144												Grove		Leuders	Priv-Resp		
144												Sutro					
145	359	Settled	424	3	2	yes	Shattuck	0-25K	0-25K	yes	yes	Shapiro		Lerner	Priv-Pet	none	
145														Cortes	LA-Resp		
146	46	B/B	941	3	1	yes	none	50-75K	0-25K	yes	no	Shapiro		Friesendorf	Priv-Pet	Pet-Part	Bogart/Rad Prc
146												Dufficy		Champoux	Priv-Pet		
146												Rothschild	B/B	Mussallem	Prov-Resp		
146												Cleek	B/B				
146												McCreadie					
146												Wightman					
147	495	Settled	24	0	0	n/a	n/a	0-25K	75-100K	yes	no	Dufficy	Assigned	Shain	Priv-Pet	Resp-Part	
147												McCreadie		Adams	Priv-Resp		
147												Jackson	B/B				
147												Samuels	B/B				
148	238	B/B	70	2	0	n/a	n/a	0-25K	0-25K	yes	yes	Dufficy	Assigned	Gibson	Priv-Pet	Resp-Part	
148												Shapiro		Thomas	Priv-Pet		
148												McCreadie		McGrath	Priv-Resp		
148												Grundmann	B/B	Zamarian	Priv-Resp		
148												Barry	B/B				
149	212	B/B	700	9	1	yes	Shattuck	50-75K	0-25K	yes	no	Shapiro	Assigned	Ross/Kaufma	Priv-Pet	Pet-Part	Oleson Cu
149												Dufficy		Shepherd	Priv-Pet		Heineman Sp
149												McCreadie		Johnson/McC	Priv-Pet		Friedlander The

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149												Heubach		Leuders	Priv-Pet		
149												Klingman	B/B	Emely	Priv-Resp		
149												Picchi	B/B				
150	1,066	n/a	n/a	0	3	yes	Davidson	0-25K	50-75K	yes	no	Dufficy	Assigned	St. Martin	Priv-Pet	Pet-Part	
150												Heubach		Friesendorf	Priv-Resp		
151	1,058	n/a	n/a	5	2	yes	Walters	0-25K	250+K	yes	no	Shapiro	Assigned	Halbert	Priv-Pet	none	Schiller
151												Dufficy		Grassi	Priv-Pet		Fin
151												Taylor		Marx	Priv-Resp		
152	842	Settled	7	3	0	n/a	n/a	25-50K	100-150K	yes	no	Dufficy	Assigned	Friesendorf	Priv-Pet	none	
152												Heubach		Aiken	Priv-Resp		
152												Halbert	B/B				
152												Laing	B/B				
153	1,033	n/a	n/a	4	0	n/a	n/a	100-150K	0-25K	yes	no	Dufficy	Assigned	Berghouse	Priv-Pet	Pet-Part	
153												Shapiro		Adams	Priv-Resp	Resp-Part	
153												McCreadie		Colyer/Cohen	Priv-Resp		
153												Elin	B/B				
153												Portman	B/B				
153												Duryee					
153												Sutro					
154	534	Settled	335	2	1	no	n/a	0-25K	250+K	yes	no	Dufficy	Assigned	McCall	Priv-Pet	Pet-Part	Weil
154												Sutro	Assigned	Mah	Priv-Pet	Resp-Part	Simborg
154												Heubach	Assigned	Adams	Priv-Resp		Anderson
154												McCreadie		Bennington	Priv-Resp		Fin
154												Elin	B/B				Archer
154												Emley	B/B				Fin