

# **BOARD FOR JUDICIAL ADMINISTRATION**



**WASHINGTON  
COURTS**

## **MEETING PACKET**

**FRIDAY, OCTOBER 18, 2024  
9:00 A.M.**

**VIDEOCONFERENCE**



# 2024–2025

## ***VOTING MEMBERS:***

**Chief Justice Steven González**, Chair  
Washington State Supreme Court

**Judge Alicia Burton**, Member Chair  
Superior Court Judges' Association  
Pierce County Superior Court

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**Judge Andrea Beall**  
District and Municipal Court Judges' Association  
Puyallup Municipal Court

**Judge Tam T. Bui**  
District and Municipal Court Judges' Association  
Snohomish County District Court

**Judge George Fearing**  
Court of Appeals, Division III

**Judge Kristin Ferrera**, President  
Superior Court Judges' Association  
Chelan County Superior Court

**Judge Rebecca Glasgow**  
Court of Appeals, Division II

**Judge John Hart**  
District and Municipal Court Judges' Association  
Whitman County District Court

**Judge David Mann**  
Court of Appeals, Division I

**Justice Raquel Montoya-Lewis**  
Washington State Supreme Court

**Judge Donald Richter**  
Superior Court Judges' Association  
Pacific County Superior Court

**Judge Rebecca Robertson**  
District and Municipal Court Judges' Association  
King County District Court

**Judge Diana N. Ruff**  
Superior Court Judges' Association  
Benton/Franklin Superior Court

**Judge Michael Scott**  
Superior Court Judges' Association  
King County Superior Court

**Judge Karl Williams, President**  
District and Municipal Court Judges' Association  
Pierce County District Court

## ***NON-VOTING MEMBERS:***

**Sunitha Anjilvel**, Acting President  
Washington State Bar Association

**Judge Anita Crawford-Willis**, President-Elect  
District and Municipal Court Judges' Association  
Seattle Municipal Court

**Judge Cindy Larsen**, President-Elect  
Superior Court Judges' Association  
Snohomish County Superior Court

**Terra Nevitt**, Executive Director  
Washington State Bar Association

**Dawn Marie Rubio**  
State Court Administrator



## Board for Judicial Administration (BJA)

Friday, October 18, 2024 (9 a.m. – noon)

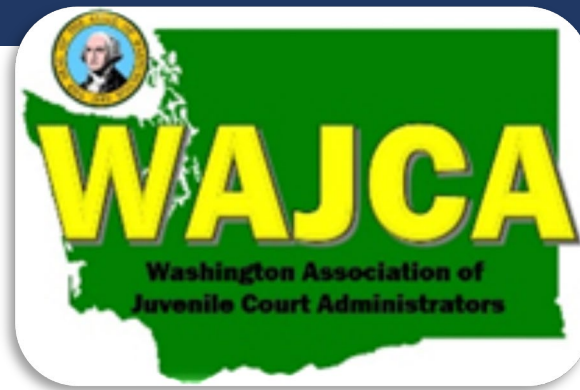
<https://wacourts.zoom.us/j/88360684645?pwd=qv8YKHn7osKaeBnabbfDeKdPscvdO.1>

### AGENDA

<b>1. Call to Order</b>  <b>Welcome</b>	Judge Alicia Burton	9:00
<b>2. Washington Association of Juvenile Court Administrators Update</b>	Linnea Anderson	9:05 Tab 1
<b>3. Presentation: Indigent Defense Standards</b>	Judge Alicia Burton Paul Holland/Jason Schwarz, WSBA	9:15 Tab 2
<b>4. Presentation: Juror Initiatives</b>	Laurie Louise Sale	9:55 Tab 3
<b>Break</b>		10:10
<b>5. Disability Justice Task Force</b>	Commissioner Karl Triebel	10:20 Tab 4
<b>6. BJA Task Forces and Work Groups</b>  Alternatives to Incarceration  Remote Proceedings	Judge Mary Logan/Penny Larson  Judge Jim Rogers/Penny Larsen	10:30
<b>7. Standing Committee Reports</b>  Budget and Funding Committee  Court Education Committee  Legislative Committee  Policy and Action Committee  Court Security Committee	Judge Diana Ruff/ Chris Stanley  Judge Tam Bui/Scott Hillstrom  Judge Rebecca Glasgow/ Brittany Gregory  Judge Michael Scott/Penny Larsen  Judge O'Donnell/Kyle Landry	10:40 Tab 5
<b>8. Motion: Approve September 20, 2024 Minutes</b>	Judge Alicia Burton	11:10 Tab 6
<b>9. Information Sharing</b>	Judge Alicia Burton	10:40

<b>10. Adjourn</b>		12:00
<p>Persons who require accommodations should notify Melissa Hernandez at <a href="mailto:Melissa.Hernandez@wa.courts.gov">Melissa.Hernandez@wa.courts.gov</a> to request or discuss accommodations. While notice five days prior to the event is preferred, every effort will be made to provide accommodations, when requested.</p>		
<p><b>Next meetings: <i>Location TBD if not listed</i></b></p> <ul style="list-style-type: none"> <li>• November 15, 2024, 9am-12pm BJA and CMC Meeting-HYBRID, AOC SeaTac Office</li> <li>• February 21, 2025, 9am-12pm-Zoom</li> <li>• March 21, 2025, 9am-12pm-Zoom</li> <li>• May 16, 2025, 9am-12pm-Zoom</li> <li>• June 20, 2025, 9am-12pm-Zoom</li> </ul>		

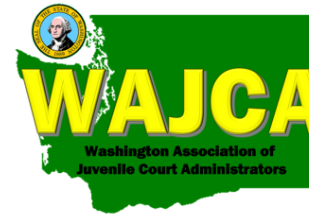




# Washington Association of Juvenile Court Administrators Update to the BJA

# Mission: Steadfast Commitment to Youth and Families - Transforming Obstacles To Opportunities

## Vision: Creating Safe and Healthy Communities



*WAJCA believes in transforming obstacles into opportunities. Our steadfast commitment to youth and families contributes to the health, safety, and well-being of our state. We envision safe, healthy, and connected communities where all young people are supported and empowered to build on their strengths so they can reach their potential.*

### WHO WE ARE



WAJCA is comprised of Court Administrators who represent the 33 juvenile court jurisdictions in Washington State. We are united by our commitment to serve young people and families. Court Administrators are passionately focused on improving outcomes and public safety in their jurisdiction, and at the same time, coming together as an association to advocate, intervene, educate, and promote the best interests of young people and families across the state of Washington.

### PRIORITIES



- Promote innovation in youth justice and child welfare.
- Fiercely advocate for abused and neglected children to receive the appropriate resources and services they need to remain in home and/or to be placed into safe and permanent homes.
- Advocate and educate for legislation, policy, and practices that benefit young people, families, and healthy communities.
- Take action to create trauma-informed court systems.
- Strive to eliminate disparities so all young people thrive.
- Strengthen collaboration and partnerships with schools, families, and community-based providers to ensure all young people successfully transition to a productive adulthood.
- Implement effective, data driven, and research informed interventions to hold young people accountable while at the same time providing opportunities towards a positive path.

**REIMAGINE**  
youth justice

**STRENGTHEN**  
relationships

**COLLABORATE**  
across systems

*to meet the evolving needs of our young people and communities.*

# Commitment to Diversity Equity and Inclusion:



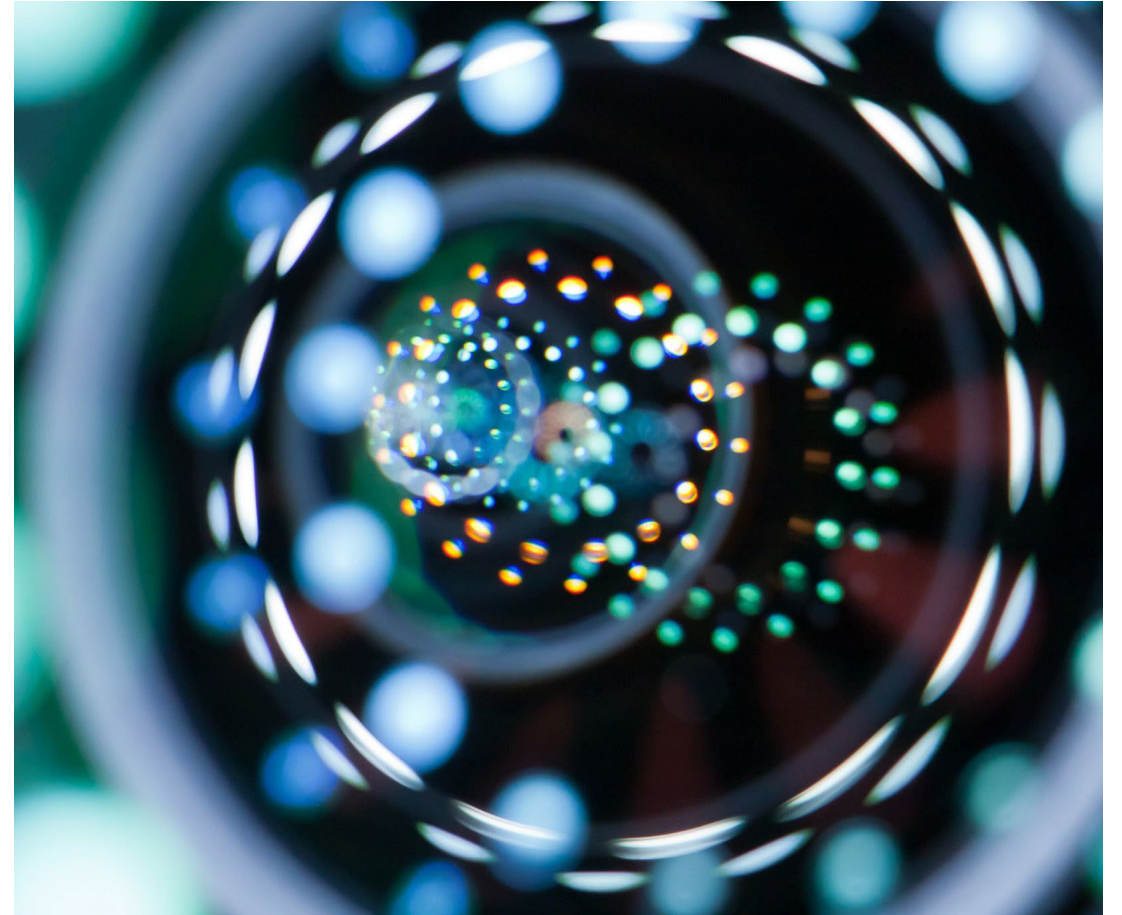
Our work is grounded in the belief that supporting youth and families is achievable only when the inequalities within the juvenile justice system are identified, acknowledged and rectified.

WAJCA utilizes operational guidelines as a resource for our membership and committees.



# Project Highlights

- Juvenile Assessment Tool Progressing
- Safer and Affirming Care Implementation
- Increased Focus on Staff Wellness
- Evidence-Based Expansion Budget Proviso
- Community Positive Youth Development Programming Expanding



# Seeds of Change

The Give Back Garden is an opportunity for youth to master new skills and develop a positive work ethic. Along with gardening, the youth work on social skills, positive interactions with peers, and problem-solving skills.





# PROBATION - *Providing Tools for Young People & Families to be Successful*



## Evidence Based Programming

- ✓ Functional Family Therapy
- ✓ Coordination of Services
- ✓ Girls Only Active Learning
- ✓ Education and Employment Training

## Specialized Programs

- ✓ Family First
- ✓ Opportunity Based Probation
- ✓ Chemical Dependency
- ✓ Sexual Offender
- ✓ Mental Health
- ✓ Pathways to Success
- ✓ Gender Specific

## Positive Youth Development Interventions

- ✓ YMCA Evening Center
- ✓ Tacoma Boat Builders
- ✓ ARTS Connect
- ✓ Alchemy Skateboarding
- ✓ Culinary Arts
- ✓ Mountaineers
- ✓ Pierce County Parks & Rec
- ✓ Second Cycle
- ✓ Our Sisters House
- ✓ Mentoring
- ✓ Credible Mentors
- ✓ Bold Solutions
- ✓ Still I Run



# San Juan County Juvenile Division- Youth EMPOWER Court

Superior Court Services Youth Empower Court is a fully integrated therapeutic approach to addressing the needs of youth and families referred or self-referred to the Juvenile Division.

**Youth EMPOWER Court**  
**E**ncouraging **M**eaningful  
**P**artnerships and **O**pportunities  
for **W**ellbeing, **E**quity and  
**R**esiliency





# Community Safety & Eliminating Future Involvement with Legal System

**San Juan County Juvenile Division Staff evaluate behaviors and collaborate with other system partners to determine the least restrictive response**

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# WAJCA Looking Into the Future

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System partner collaboration to increase diversion opportunities for youth referred to the criminal legal system.

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Advocating for early intervention support for youth and families.

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System partners, youth and family collaboration to increase housing stability for young people exiting systems of care.

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WAJCA takes pride in being a learning organization. We want to take action and continuously improve our service outcomes. WAJCA has identified a critical need to advance state-wide data and research to make improvements across the state.





**Please Contact  
Linnea Anderson  
[linneaa@sanjuancountywa.gov](mailto:linneaa@sanjuancountywa.gov)**







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youth justice

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across systems

*to meet the evolving needs of our young people and communities.*



## TAB 2



CrR3.1/CrRLJ3.1/JuCR9.2 STDS - Standards for Indigent Defense  
Comments for CrR3.1/CrRLJ3.1/JuCR9.2 STDS must be received no later than October 31, 2024.

- [Proposed Changes to CrR3.1/CrRLJ3.1/JuCR9.2 STDS - Standards for Indigent Defense](#) (in Word Format)
- [Comments Received for CrR3.1/CrRLJ3.1/JuCR9.2 STDS - Standards for Indigent Defense](#)

GR 9 COVER SHEET

Suggested Amendments to STANDARDS FOR INDIGENT DEFENSE SERVICES REVISED CrR 3.1  
Stds/CrRLJ 3.1 Stds/JuCR 9.2 Stds

A. Name of Proponent:

Washington State Bar Association  
WSBA Council on Public Defense

B. Spokespersons:

Hunter Abel, President, Washington State Bar Association, 1325 Fourth Avenue, Suite 600, Seattle, WA 98101-2539 (telephone: (509) 969-4731)

Jason Schwarz, Chair, Council on Public Defense, Washington State Bar Association, Seattle, WA 98101-2539 (telephone: (425) 388-3032)

WSBA Staff Contact:

Bonnie Sterken, Equity and Justice Lead, Washington State Bar Association, 1325 Fourth Avenue, Suite 600, Seattle, WA 98101-2539 (telephone: (206) 727-8293)

C. Purpose:

Public defense in Washington is facing a crisis of attrition and an inability to recruit staff brought about by excessive workloads and poor compensation. Attorneys are resigning from the public defense profession in droves because they cannot continue the work given the volume of cases. In recognition of these problems, in January 2022, the WSBA Council on Public Defense (CPD) undertook a comprehensive revision of the WSBA Standards for Indigent Defense Services. In addition, following release of the National Public Defense Workload Study in September 2023, the Justices of the Washington Supreme Court requested that the CPD specifically address caseload standards.

In developing revised WSBA Standards, the CPD solicited input from the public and the criminal defense community at listening sessions, CLE events, CPD meetings, and through surveys. The CPD considered all feedback when revising the WSBA Standards. In addition, the revisions to the WSBA Standards were informed by the 2023 National Public Defense Workload Study; other studies of appropriate caseload and support staffing needs of public defense offices; and Constitutional, ethical, and professional standards for public defenders.

The revisions to the WSBA Standards focus on three areas: (1) Support staff requirements, (2) attorney qualifications, and (3) caseload standards. Revisions in all three areas were necessary to recognize the realities of current public defense practice, ensure the Standards met Constitutional requirements, and to address public defender attrition and difficulty recruiting new attorneys to the profession.

First, the revised WSBA Standards require, rather than simply recommend, public defense agencies to maintain specific staffing ratios for investigators, mitigation specialists and social workers, and legal assistants and paralegals. These revisions recognize the importance of support staff in public defense cases, particularly given the large volume to evidence and investigation necessary to provide adequate defense.

Second, the revisions to attorney qualification requirements attempt to address the shortage of attorneys qualified to handle the most serious cases. The revisions allow attorneys to gain experience through trial experience even if the trial was not completed through a jury verdict and through training programs. These revisions are to be implemented over the course of the next four years.

Lastly, the revised WSBA Standards implement the caseload standards recommended by the National Public Defense Workload Study (NPDWS). The NPDWS report made clear that the existing caseload standards did not allow attorneys sufficient time to provide representation that met Constitutional requirements. The findings of the NPDWS report were applied to Washington’s caseloads through a system that grants a specific number of credits for categories of cases based on the typical time-demands of the case. Attorneys accrue case credits up to a maximum number of credits per year.

The CPD presented proposed the revised WSBA Standards of Indigent Defense to the WSBA Board of Governors on March 8, 2024. The WSBA Board of Governors adopted the revisions and voted to forward the revised WSBA Standards to the Supreme Court with the recommendation that the Court incorporate the WSBA Standards into the Washington Supreme Court Standards for Indigent Defense.

D. Hearing:

A hearing is not requested.

E. Expedited Consideration:

Expedited consideration is requested.

F. Supporting Material:

- Cover memo to the WSBA Board of Governors dated February 23, 2024
- Council on Public Defense Report on Revisions to WSBA Standards of Public Defense
- Redline revisions to WSBA Standards of Indigent Defense Services
- Public Comments Received by the WSBA Board of Governors found here:  
[https://wsbaonline.my.sharepoint.com/:f:/r/personal/parise\\_wsba\\_org/Documents/Revised%20Standards%20Feedback?csf=1&web=1&e=j1ZUPm](https://wsbaonline.my.sharepoint.com/:f:/r/personal/parise_wsba_org/Documents/Revised%20Standards%20Feedback?csf=1&web=1&e=j1ZUPm)  
(this link will expire April 20, 2024)

RECORDS

Case Records  
Caseload Reports  
Court Dates  
Judicial Information System (JIS)  
JIS LINK  
Odyssey Portal  
Records Requests

RESOURCES

Civic Learning  
Court News  
Court Program Accessibility  
Jury Duty  
Procurement Opportunities  
Resources, Publications, and Reports  
Self Help  
State Law Library  
Whistleblower Policy

QUICK LINKS

Court Closures and Emergency Modifications to Operations  
Court Forms  
Court Opinions  
Court Rules  
Protection Order Forms  
Emergency Procedures  
eService Center  
Pattern Jury Instructions

TRANSLATIONS

中文形式/Chinese  
한국어서류/Korean  
Русский/Russian  
Español/Spanish  
Tiếng Việt/Vietnamese

ABOUT

Administrative Office of the Courts  
Appellate and Trial Courts  
Careers  
Contact Us  
Programs and Organizations  
Supreme Court





- [AOC Resources](#)
- [Court Resources](#)
- [Court News](#)
- [Directories & Contacts](#)
  - [AOC Staff & Contacts](#)
  - [Authorized Caller's List](#)
  - [Court Directory](#)
  - [Court Interpreters](#)
  - [Courthouse Facilitators](#)
  - [Dispute Resolution Centers](#)
  - [JIS Sponsored Listservs](#)
  - [Judges Pro Tempore](#)
  - [Judges' Email Directory](#)
  - [Presiding Judges Directory](#)
  - [Office of Guardianship and Elder Services](#)
  - [WA Courts Public Site](#)
- [Education](#)
- [Governance](#)
- [Judicial Info System \(JIS\)](#)
- [Judges' Resources](#)
- [Legal Resources](#)
  - [Attorney General Opinions](#)
  - [Court Rules \(State & Local\)](#)
  - [DUI Sentencing Grid](#)
  - [Infraction/Citation Forms](#)
  - [Legal Research Help](#)
  - [Legislative Information](#)
  - [RCWs](#)
  - [State Law Library](#)
  - [WACs](#)
  - [WA Courts Public Site](#)
  - [WA State Court Forms](#)
  - [WA State Court Opinions](#)
  - [Westlaw](#)
  - [Westlaw Information](#)
- [Organizations](#)
- [Help](#)
- [Maintenance Utilities](#)

## Proposed Changes to Washington Supreme Court Public Defense Standards Open for Public Comment by Oct. 31

The Washington Supreme Court is seeking input on proposed changes to the Court's adopted standards for public defense. The proposed new standards would include lowering the maximum caseloads for public defense attorneys, revising some qualification requirements for public defense attorneys, and setting minimum support staffing requirements for public defense attorneys and offices.

Public comments are being accepted on [proposed amendments to three Washington Court Rules](#) establishing state standards for indigent defense. Comments must be received by October 31, 2024. Comments may be sent by email to [supreme@courts.wa.gov](mailto:supreme@courts.wa.gov) or by U.S. Mail to P.O. Box 40929, Olympia, WA 98504-0929.

In addition, Supreme Court justices will host two public hearings on the proposed amendments, with the first scheduled for Sept. 25, 2024. More details on location, time and format will be announced in September.

The amendments were requested by the Washington State Bar Association (WSBA) and its Council on Public Defense (CPD).

"Public defense in Washington is facing a crisis of attrition and an inability to recruit staff brought about by excessive workloads and poor compensation. Attorneys are resigning from the public defense profession in droves because they cannot continue the work given the volume of cases," wrote the WSBA and the CPD in the summary of the requested amendments.

In response to the growing crisis, the CPD began a comprehensive revision of the WSBA's Standards for Indigent Defense Services in January, 2022. In addition, a [national study](#) was released in July, 2023 with recommendations to reduce public defense workload standards, which was considered in the CPD study. The Council presented recommendations to the WSBA Board of Governors for significantly revised standards in early 2024.

The WSBA Board adopted the recommendations in March, 2024 and voted to forward the revised WSBA Standards to the Supreme Court with the recommendation that the Court incorporate the new standards into the Washington Supreme Court Standards for Indigent Defense.

The recommendations focused on three areas – support staff requirements, attorney qualifications, and caseload standards.

"Revisions in all three areas were necessary to recognize the realities of current public defense practice, ensure the standards met Constitutional requirements, and to address public defender attrition and difficulty recruiting new attorneys to the profession," the WSBA wrote in the summary to the Supreme Court Rules Committee.

Proponents asked for expedited consideration by the Court.

Washington's court system is governed through a system of rules known as Washington Rules of Court, or "Court Rules." The purpose of court rules is to provide governance of court procedures and practices and to promote justice by ensuring a fair and expeditious process. The Court Rules process is detailed in [General Court Rule 9](#) (GR 9) and is overseen by the Supreme Court Rules Committee. Court rule changes are adopted by the Washington Supreme Court.

"I encourage members of the public to review the proposed standards and to submit a written comment," said Supreme Court Justice Mary Yu, Chair of the Washington Supreme Court Rules Committee. "We review each comment and it is a critical part of the rule adoption process."



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October 18, 2024

Jason Schwarz,  
Past-Chair WSBA Council on Public Defense

# Washington's Proposed Public Defense Standards Changes

## THE COUNCIL ON PUBLIC DEFENSE

- Created in 2004
- Members include private and public criminal defense attorneys, prosecutors, judges, criminal defense investigators, legally impacted people
- The CPD is charged with recommending amendments to the WSBA Standards for Indigent Defense Services and public defense performance guidelines to the BOG and the Washington Supreme Court

Washington's public defense system is in crisis

# Tri-City Herald

Defense attorney crisis 'band-aid' is failing. Tri-Cities plead for WA state to help

BY CAMERON PROBERT

MAY 15, 2023 5:00 AM

**CASCADIA** **DAILY**  
**NEWS**

**9 sit in Whatcom County Jail without lawyers**

*'A violation of their rights,' public defender says*

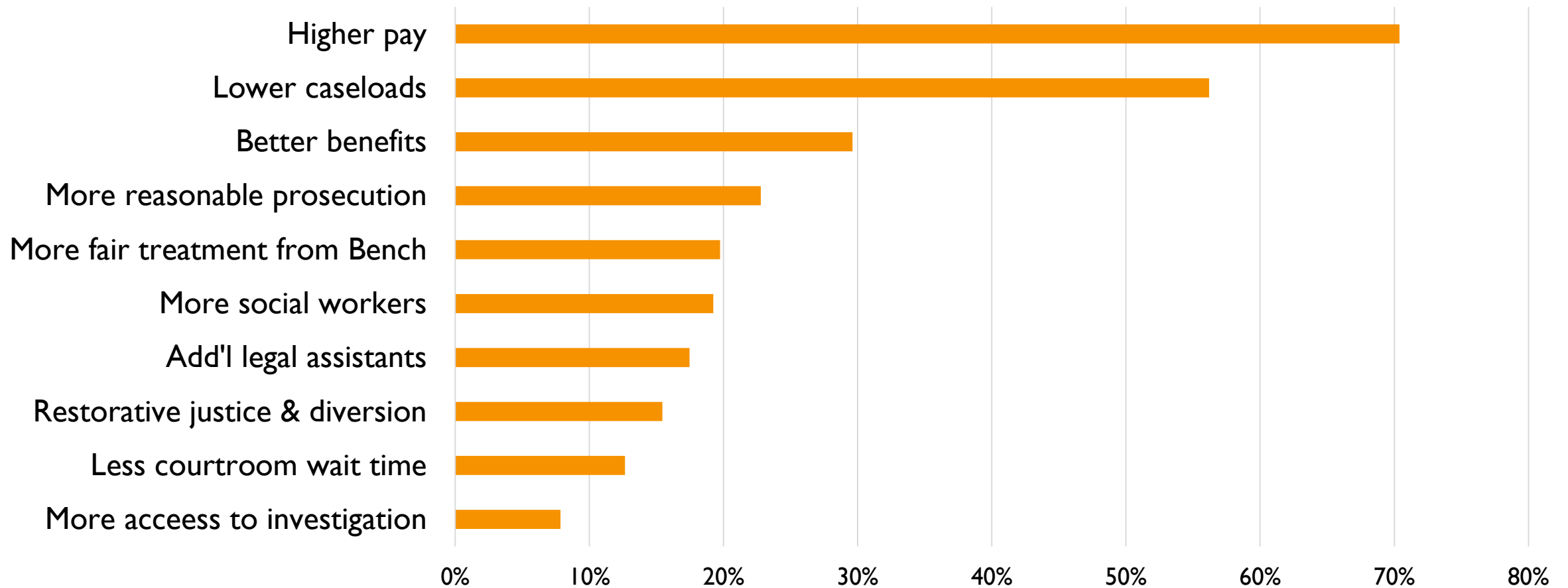
May 12, 2023 at 2:48 p.m. | Updated May 12, 2023 at 3:13 p.m.

# The Seattle Times

WA's public defender system is breaking down, communities reeling

Feb. 25, 2024 at 6:00 am

# Which Three Would Most Entice You to Stay in Public Defense?



# of Answers: 395

**Caseloads**

**Salary**

**Public Defense  
Delivery System**



# Current Caseload Limits

Per year, a full-time, fully-supported attorney should be assigned no more than:

- 150 Felonies or
- 400 Misdemeanors (300 if Case-Weighted) or
- 250 Juvenile Offender Cases

Equivalent Court Rule

- Adopted by WSBA in 1984
  - Current standards are essentially unchanged
- Based on 1973 study published by the National Advisory Commission on Criminal Justice Standards and Goals (NAC)
- NAC standards have been widely criticized
  - Too high
  - Lacking evidence-based foundations
  - Do not distinguish between case types

# Caseloads = Measurements of Time

At 1650 case-related hours per year:

150 Felonies = 11 Hours/Case

400 Gross/Misdemeanors = 4 Hours/Case

250 Juvenile Offender Cases = 6 Hours/Case



# NATIONAL PUBLIC DEFENSE WORKLOAD STUDY - NPDWS

- 2023 study by team from the RAND Corporation, the National Center for State Courts, the American Bar Association, and Attorney Stephen F. Hanlon
- Sought to provide updated caseload standards for public defense
- Methodology:
  - Researchers reviewed seventeen prior state-level caseload studies
  - Convened a panel of thirty-three experts to reach a consensus on the number of hours required to provide effective defense in several categories of cases
- In light of this study, the Washington Supreme Court requested the CPD review current caseload standards

## The right to counsel encompasses legal duties beyond mere presence in court. It is a continuous right to competent and zealous advocacy outside of the courtroom. It includes:

- counsel's duty "immediately upon appointment" to work to "establish a relationship of trust and confidence with each client";
- counsel must meet with "every client within 24 hours" of case assignment;
- early in the case, interview the client regarding the events underlying the charges, including the client's information and facts, other potential sources of information, available evidentiary materials, etc.;
- counsel's duty to investigate allegations, regardless of client's desire to plead guilty;
- counsel's investigation of lines of defense;
- counsel's "available advice about an issue like deportation";
- counsel's ensuring that the defendant is competent to stand trial;
- confidentiality in communication with counsel;
- counsel's communication of formal plea offers;
- counsel's warning of possible risks in sentencing;
- counsel's assistance with a defendant's attempt to cooperate;
- guidance through the plea-bargaining process, including competent advice on how to plead and the right to appeal;
- other rights, including counsel "keep[ing] abreast of Supreme Court decisions affecting their clients' interests";
- awareness, and advise clients of, the almost 2000 potential collateral consequences of criminal convictions, including federal immigration consequences, and assist client in mitigating consequences or seeking expert counsel;
- routinely check for or create systems to identify case conflicts, inclusive of all witnesses from prior representation;
- be aware of the duty to clients with diminished capacities;
- awareness of client mental health symptoms that could impact client competency, and work with the Department of Social and Health Services to have client's competency assessed, restoration of competency ordered or contested where appropriate, and litigate all appurtenant legal rights on the client's behalf;
- obligations under GR 37 to know racialized/gendered answers/questions in jury selection and know opposing counsel's history of GR 37 objections sustained against;
- maintain consistent, vertical representation of client by the same attorney, where possible, through the end of the case;
- tracking time in file for client review, review on appeal, professional improvement, and proof of practice for compensation;
- file quarterly caseload certifications with the court attesting to caseload compliance;
- mandated minimum trainings to become qualified to represent persons charged with offenses of specific case types;
- providing all materials to and communicating with your client and/or necessary witnesses in their primary or preferred language;
- when needed, work with a social worker or mitigation expert to assist in release planning, client health needs, sentencing mitigation;

# NPDWS CASE TYPES AND ASSOCIATED HOURS

Current WA Standards  
**Felony – 11 hours/case**  
**Misdemeanor – 4  
hours/case**

<u>CASE TYPE</u>	<u>HOURS/CASE</u>
• Felony High – LWOP	286
• Felony High – Murder	248
• Felony High – Sex	167
• Felony High – Other	99
• Felony – Mid	57
• Felony – Low	35
• High Level DUI	33
• Low Level DUI	19
• High Level Misdemeanor	22.3
• Low Level Misdemeanor	13.8
• Probation Violations	13.52

# Early Case Resolution

- Proposed Standards assumes cases resolve in one calendar year
- Standards build capacity for lawyers to resolve cases in a year
- Aligns with current Superior Court Filing-to-Resolution Time Standards:
  - “Criminal--90% of all criminal cases should be adjudicated within 4 months (120 days) of the date of filing the information, 98% within 6 months (180 days) of the date of filing the information, and 100% within 9 months (270 days) of the date of filing the information.”
  - ADVISORY CASE PROCESSING TIME STANDARDS FOR THE GENERAL AND LIMITED JURISDICTION TRIAL COURTS OF WASHINGTON STATE Board for Judicial Administration, Court Management Council. Sept. 1997

# SURVEY - Do the NPDWS Standards better reflect the time needed to meet legal and ethical obligations to clients?

73% Agreed -NPDWS better reflect time needed for Felony representation  
(206 response)

69% Agreed - NPDWS better reflect time needed for Misdemeanor representation  
(206 responses)

## STEP 3: IMPLEMENTATION

**Phase 1** – 2024, following adoption by WSBA

- Implementation of all revised Standards other than caseload standards and support staffing
- Forward to Supreme Court for consideration for court rule revisions

**Phase 2** – July 2025

Reduced criminal caseloads

Max Felony = 110

Max Misdemeanor = 280

**Phase 3** – July 2026

Reduced criminal caseloads

Max Felony = 90

Max Misdemeanor = 225

**Phase 4** – July 2027

Full reduced caseload implementation

Max Felony = 47

Max Misdemeanor = 120

**Phase 5** – July 2028

Mandatory Support Staff Ratios



## OUTSTANDING QUESTIONS

- Implementation Timeline
- Fixes to other systemic public defense problems (compensation and public defense infrastructure)
- Impact on possible unrepresented people

### TAB 3





# Pierce County Juror Pay Pilot Program

**Laurie Louise Sale, Project Manager**  
September 20, 2024



# Increasing Daily Juror Pay from \$10 to \$100

Pilot Period: Monday, October 14, 2024 – June 30, 2025



WASHINGTON  
COURTS

ADMINISTRATIVE OFFICE OF THE COURTS



Pierce County

# Summons Card Example

Pierce County  
Superior Court Jury Administration  
County-City Building  
930 Tacoma Avenue, Room 123  
Tacoma, Washington 98402

FIRST-CLASS MAIL  
US POSTAGE PAID  
TACOMA WA  
PERMIT NO 820

## OFFICIAL NOTICE REGARDING SELECTION FOR JURY DUTY

RESPOND WITHIN SEVEN (7) DAYS  
OF RECEIPT OF THIS NOTICE

Juror Badge Number: 2300584  
Group Number: 48



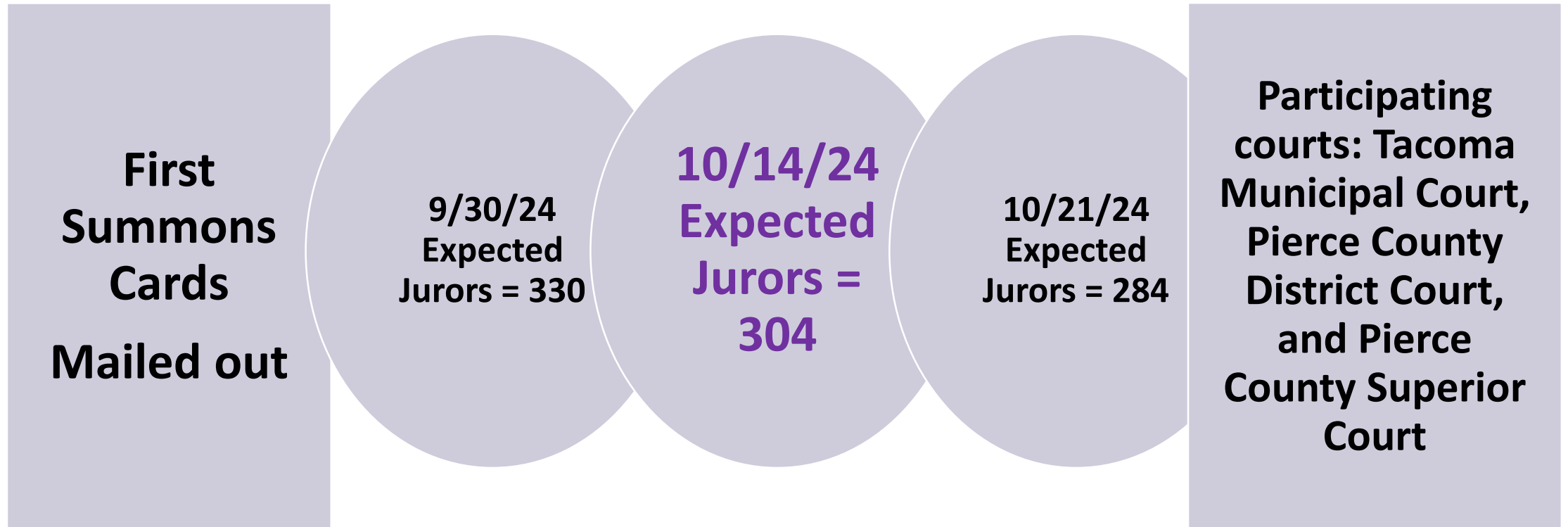
THIS JURY DUTY PAYS

**\$100 PER DAY**



Congratulations! As part of the Pierce County juror compensation pilot, you will receive \$100 per day for your jury service instead of the usual \$10 per day. Your participation is essential, and we hope this compensation better enables you to participate. Scan the QR code or call 253-798-8898 for more information.

# Say Yes to the Summons!



# Outreach Campaign in Pierce County



# AOC Communications

- Public Facing Website
- Press Release
- AOC Communication Materials
- Full Court Press
- AOC Podcast (New!)

**[ SAY YES ]**

**TO THE JURY SUMMONS**

**\$100  
PER DAY**

**Jury Pay Pilot Program**  
Effective now through May 2025, jurors in select Pierce County courts will receive **\$100 per day** for jury service instead of the usual \$10 per day.

 **WASHINGTON  
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ADMINISTRATIVE OFFICE OF THE COURTS



# Childcare Assistance Program

Working Group Derived from Senate Bill 5128



Planning



Implementation



Cost

# Childcare Assistance Program Workgroup



## Judicial Co-Chairs

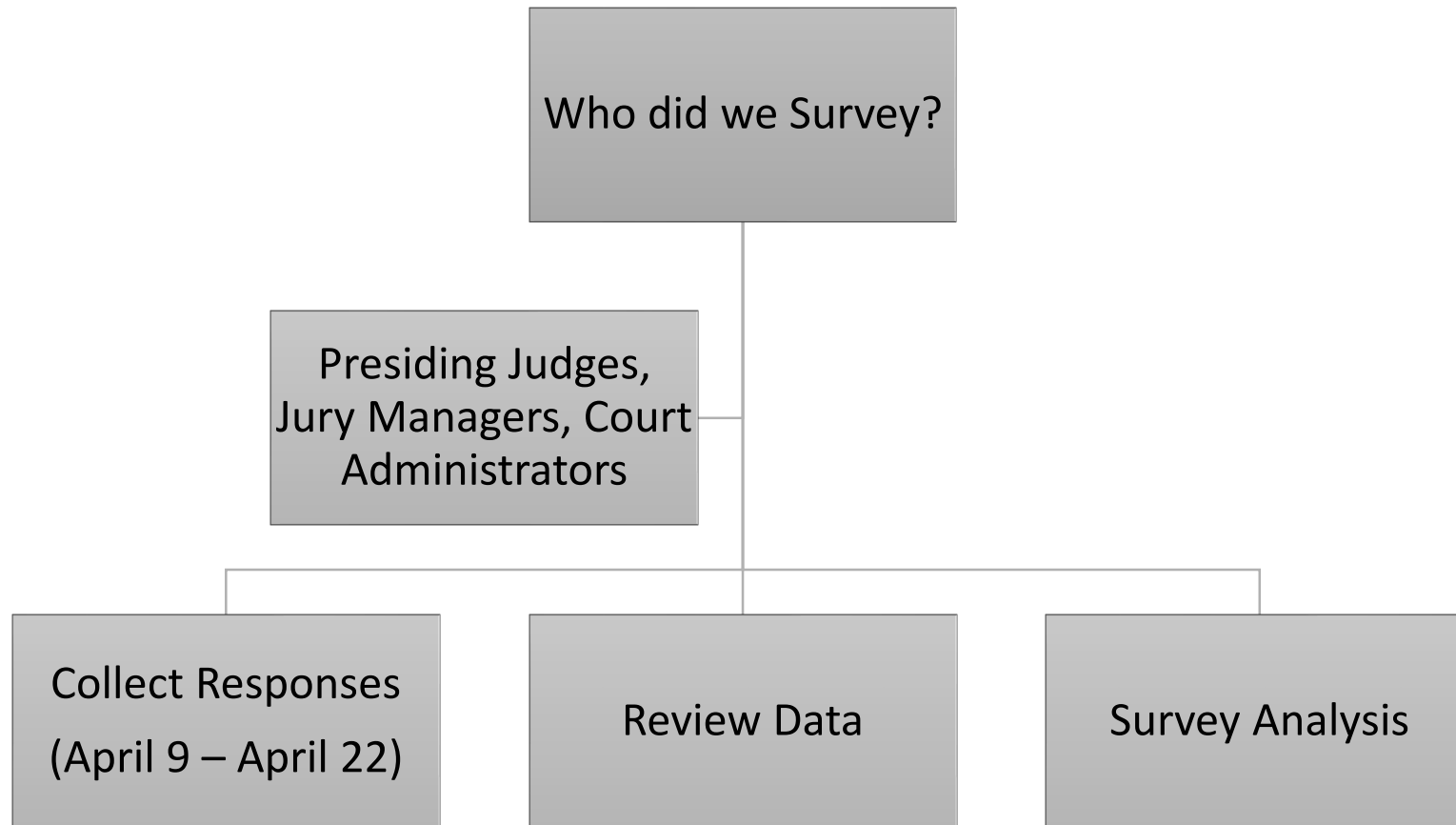
- Judge Mark Larrañaga (King County)
- Judge Drew Henke (Pierce County)
- Magistrate Noah Weil (King County)

## Stakeholders

- Court Personnel
- Non-Profits
- State Agency
- Advocacy Groups

# Survey

## Opportunity to Establish a Statewide Childcare Assistance Program for Juror Participants



# Gathering Information



## Childcare Aware of America

- Q&A with Joanna Cobb, Data Expert



## Dept. of Children, Youth and Families

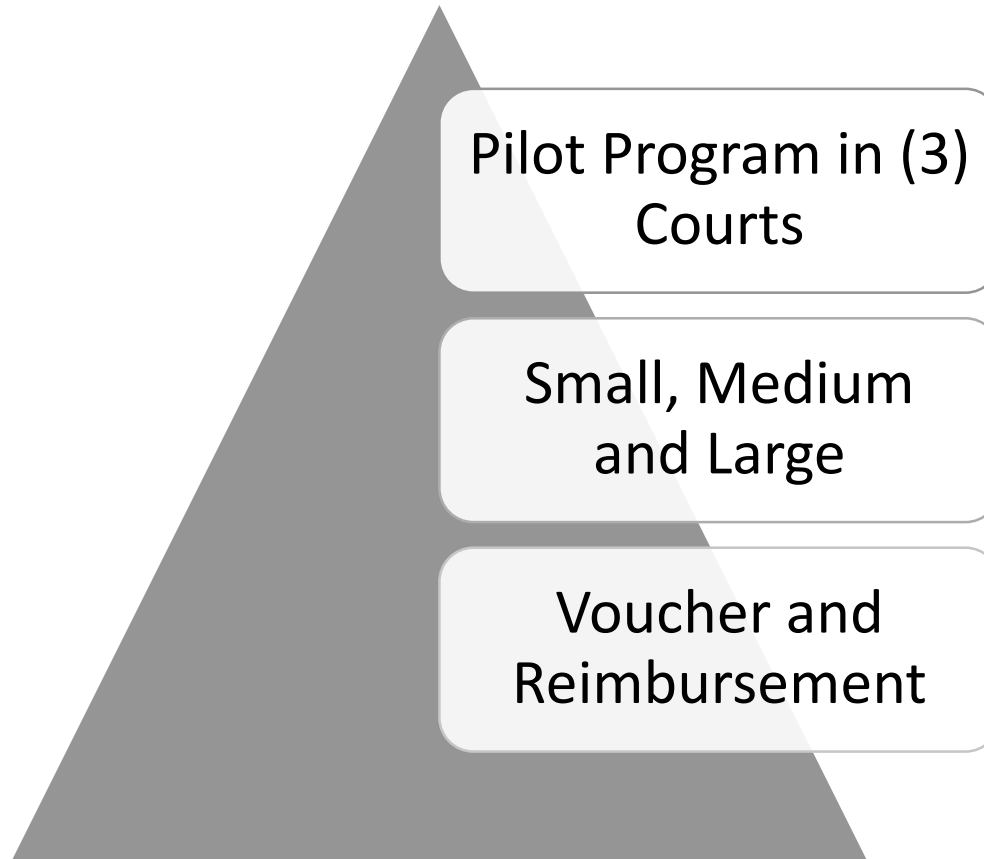
- Rate Tables, Zones, etc.



## Childcare Providers

- Q&A with providers from across the state

# Recommendation to Legislature



# Thank you!



- Q&A
- More information?
- [laurielouise.sale@courts.wa.gov](mailto:laurielouise.sale@courts.wa.gov)



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**DISABILITY JUSTICE TASK FORCE, UPDATE TO THE BJA**  
BJA / DJTF Liaison Commissioner Karl Triebel  
October 2024

The task force is developing a comprehensive disability justice study, aiming to determine the extent of barriers to physical and programmatic access within our state courts, alongside other emergent barriers faced by individuals with disabilities.

**1. Website Development:**

- The website is in its final stages, with a basic outline (wire-frame) already complete. It will feature the task force's charter, subcommittees, and include pictures and bios for all co-chairs. It is designed to be accessible and mobile-friendly, ensuring the widest possible engagement.

**2. Survey Development:**

- The task force created several focused workgroups to brainstorm and draft survey questions looking into physical accessibility, digital accessibility, effective communication, programmatic accessibility, barriers to self-representation, legal capacity, disability and incarceration, and cultural barriers. The survey questions are drafted and in final editing, and are carefully reviewed to ensure they are neutral and encourage constructive participation. Finalization is expected soon, with the survey ready for distribution to gather comprehensive data from courts and stakeholders.

**3. RFP Process:**

- The RFP process has officially closed, and the task force has chosen a research team. Once onboarded, the team will conduct in-depth assessments and provide expert guidance to support the study's objectives.

**4. Digital Accessibility Audits:**

- We are in the process of conducting digital accessibility audits for six selected courts. These audits will assess the courts' current digital interfaces and platforms for accessibility to individuals with disabilities, helping to improve digital inclusion efforts.



5. **ADA Coordinators:**

- We are in the process of gathering information on ADA coordinators across all court levels. This will ensure consistent ADA standard implementation and help identify any gaps or areas for improvement.



# BJA Budget Report

**Christopher Stanley, CGFM – Chief Financial and Management Officer, AOC**  
October 18, 2024

# Budget Outlook & Forecast



*In millions*

Projected Ending Balance, June 30, 2027:	\$510
<i>Adjustment from June Forecast:</i>	(\$832)
Assumed Revenue (above forecast):	(\$1,121)
Collective Bargaining Impacts (rough estimate):	(\$1,448)
Caseload Forecast Impacts (rough estimate):	(\$500)
June Revenue Forecast Adjustment:	(\$666)
September Revenue Forecast Adjustment	(\$197)
<b>Projected Resources Available Total:</b>	<b>(\$4,254)</b>

***Updated Revenue Forecast: November 20.***



# 2025-27 Biennial Budget Request: \$49,120,000 / biennium



## Support Trial Courts

## Right-Size Staff & Program Operations

## Maintain IT Infrastructure

1. Maintain Judicial Branch Education
2. Continue Securing Small & Rural Courts
3. Fund New Judges in Asotin/Columbia/Garfield & Skagit Superior Courts
4. Continue Data for Justice Initiative
5. Sustain Courtroom Technology
6. Preserve Court User Self-Help Centers
7. Continue Civil Protection Order Support for Judges
8. Fund Judicial Needs Estimate

**Total: \$19,323,000**

1. Continue Funding Blake Implementation
2. Retain & Recruit Staff with Competitive Salaries
3. Fulfill Water Rights Obligation
4. Stabilize Interpreter Reimbursement Program
5. Continue Pre-Trial Services for Indigent Defendants
6. Support Court Management and Operations
7. Expand Court Research Capacity
8. Improve Family Law and Domestic Violence Research
9. Enhance Behavioral Health Pgm

**Total: \$16,647,000**

1. Migrate Court Reporting Tools to the Cloud
2. Continue Transition to Cloud-Based Services
3. Continue Funding Data Quality Initiative
4. Fully Support the CLJ-CMS Project

**Total: \$13,378,000**

# What Happens Next



- 1. Questions from Legislative Staff**
- 2. Formal Submission of Governor's Budget  
(December 20 or earlier)**
- 3. Meetings with Legislative "Champions"**
- 4. Legislative Session Begins (January 13, 2025)**
- 5. Legislative Session Ends / Budget Passes (April 27, 2025)**

# Who Do I Call / Email?



**Budget Questions / Concerns / Strategy / Advocacy:**

**Christopher Stanley**

**360-890-2549**

**[Christopher.Stanley@Courts.wa.gov](mailto:Christopher.Stanley@Courts.wa.gov)**

**General Strategy / Advocacy**

**Brittany Gregory**

**360-522-2911**

**[Brittany.Gregory@Courts.wa.gov](mailto:Brittany.Gregory@Courts.wa.gov)**





Dollars in Thousands

**ABS024 Recommendation Summary**  
**Admin Office of the Courts**  
**2025-27 Regular Budget Session**  
**AOC2527 - AOC 2025-27 Biennial Budget**

		Average Annual FTEs	General Fund State	Other Funds	Total Funds
CB T0PL	Current Biennium Base	558.0	250,566	205,716	456,282
<b>2023-25 Current Biennium Total</b>		<b>558.0</b>	<b>250,566</b>	<b>205,716</b>	<b>456,282</b>
CL 1241	Harassment	0.0	0	(8)	(8)
CL 1964	Prorate & Fuel Tax Collect	(0.2)	(70)	0	(70)
CL 1992	Whatcom County Superior Court Judge	0.3	218	0	218
CL 1M00	Self-Help Center Fund Shift	0.0	0	0	0
CL 2384	Local Traffic Safety Cameras	(1.5)	0	(560)	(560)
CL 2M00	State v. Blake	0.0	0	(103,853)	(103,853)
CL 2S	Clark County Superior Court Judge	0.3	218	0	218
CL 3M00	Equipment Replacement	0.0	(1,557)	0	(1,557)
CL 4M00	Westlaw Subscriptions	0.0	2	0	2
CL 5128	Jury Diversity	(1.0)	(345)	0	(345)
CL 5825	Guardianship and Conservatorship	0.5	0	2,094	2,094
CL 5828	Water Right Commissioners	0.0	200	0	200
CL 5974	Unenforceable LFOs	0.2	51	0	51
CL 6068	Dependency Outcome Reporting	(0.7)	0	(248)	(248)
CL 6109	High-Potency Synthetic Opioids	1.0	0	461	461
CL 92C	Archives/Records Management	0.0	(4)	0	(4)
CL 92E	Legal Services	0.0	1	0	1
CL 92J	CTS Central Services	0.0	(60)	0	(60)
CL 92K	DES Central Services	0.0	(6)	0	(6)
CL 92R	OFM Central Services	0.0	(846)	0	(846)
CL 92W	GOV Central Services	0.0	(2)	0	(2)
CL 9D	Pension and DRS Rate Change	0.0	2	0	2
CL AB00	Appellate Access Barriers Study	(0.3)	0	(145)	(145)
CL AC00	Lived Experience Compensation	0.0	50	0	50
CL C100	Appellate Court IT System Study	0.0	(400)	0	(400)
CL C102	Digital Content Storage & Training	0.0	(215)	0	(215)
CL C103	Person Records Management	1.0	0	112	112
CL CBLR	Lactation Room- Court Buildings	0.0	(250)	0	(250)
CL CIPR	Civil Protection Orders	(0.5)	(440)	0	(440)
CL CVSW	Crime Victim Services Workgroup	0.0	(150)	0	(150)
CL D200	Data for Justice Initiative	(2.5)	(905)	0	(905)
CL D3	Research Jury Race and Gender Bias	0.0	(5)	0	(5)
CL D4	Examine Disability Bias	(1.0)	(804)	0	(804)
CL DVTR	Domestic Violence Training	0.0	(10)	0	(10)
CL E0FS	Salaries for Elected Officials	0.0	1,362	0	1,362
CL ELEC	EHMVN Standards	0.0	(379)	0	(379)
CL EMVN	Victim Notification	0.0	0	(1,800)	(1,800)
CL EQDP	Equity Dashboard	0.0	(250)	(1,100)	(1,350)
CL GL6	Non-Rep Recruitment/Retention	0.0	(479)	0	(479)
CL GL9	Non-Rep General Wage Increase	0.0	1,408	0	1,408
CL GLS	Updated PEBB Rate	0.0	40	0	40
CL GLU	PERS & TRS Plan 1 Benefit Increase	0.0	72	0	72
CL GLZ	PEBB Rate Correction	0.0	104	0	104
CL HPEC	Hope Cards	0.0	(250)	0	(250)

**ABS024 Recommendation Summary**  
**Admin Office of the Courts**  
**AOC2527 - AOC 2025-27 Biennial Budget**  
*Dollars in Thousands*

		Average Annual FTEs	General Fund State	Other Funds	Total Funds
CL JD01	Minority and Justice Comm Staff	0.5	145	0	145
CL JET1	Judicial Education & Training	0.0	0	(850)	(850)
CL JM01	Cts of Limited Juris Case Mgmt Syst	(3.5)	(5,217)	0	(5,217)
CL JPPP	Juror Pay Pilot Program	(0.5)	(1,560)	(169)	(1,729)
CL LFST	Legal Financial Obligations Study	0.0	(315)	0	(315)
CL M100	Judicial Branch IT Infrastructure	0.0	0	0	0
CL M2	Migrate to Office 365	0.0	(250)	0	(250)
CL M3	Upgrade Business Intelligence Tool	0.0	(950)	0	(950)
CL P1	Develop Integration Platform	0.0	(1,787)	0	(1,787)
CL P4	Develop Court Interpreter Sched Sys	0.0	(240)	0	(240)
CL P5	Automate Court Forms	0.0	(4)	0	(4)
CL R1	Continue Data Quality Team Funding	(6.0)	(2,180)	0	(2,180)
CL R300	Cyber Security Program & Staff	0.5	9	0	9
CL S100	Blake-Admin, Refunds & Scheduling	(10.0)	(3,439)	0	(3,439)
CL S200	Language Access Interpreter Program	0.0	(9)	0	(9)
CL S4	Pilot Pretrial Service Program	(1.0)	(1,500)	0	(1,500)
CL S500	Guardian Monitoring Program	0.0	40	0	40
CL S600	Public Guardianship Services	0.0	(1,372)	0	(1,372)
CL S700	Water Rights Adjudication	0.0	40	(502)	(462)
CL SIMP	Sequential Intercept Model Pilot	0.0	(500)	0	(500)
CL SJSR	Offender Score Recalculation	0.0	(60)	0	(60)
CL SPJU	Sentencing: Prior Juvenile Offenses	0.0	(109)	0	(109)
CL ST0J	TOJ Staff Relocation Costs	0.0	(399)	0	(399)
CL STAF	Staff: Administrative Office of Cts	0.0	1	0	1
CL T200	Therapeutic Court Funding	0.0	(12)	0	(12)
CL T5	Expand & Evaluate Self-Help Centers	0.0	(520)	(520)	(1,040)
CL T700	Online Court Education	(4.0)	(1,298)	0	(1,298)
CL UAAL	Plan 1 UAAL Rates	0.0	(409)	0	(409)
CL UGAA	Uniform Guardianship Act	0.0	(3,000)	3,000	0
CL UPFA	Unlawful Possession of Firearm	(0.1)	(20)	0	(20)
CL YYY	Vaccine Booster Incentive	0.0	(327)	0	(327)
<b>Total Carry Forward Level</b>		<b>529.6</b>	<b>221,625</b>	<b>101,628</b>	<b>323,253</b>
Percent Change from Current Biennium		(5.1)%	(11.6)%	(50.6)%	(29.2)%
<b>Maintenance – Other Changes</b>					
ML9Q	Equipment Maintenance and Software	0.0	615	0	615
ML9S	Equipment Replacement Costs	0.0	1,630	0	1,630
MLZA	Continue CLJ-CMS Project	3.5	3,900	0	3,900
MLZB	Extend State v. Blake Auth	0.0	0	94,382	94,382
MLZC	Provide Stable GF-S Program Funding	0.0	11,576	(11,576)	0
MLZD	Correct CFL Recruit Americorps	0.0	266	0	266
<b>Maintenance – Other Total</b>		<b>3.5</b>	<b>17,987</b>	<b>82,806</b>	<b>100,793</b>
<b>Maintenance – Comp Changes</b>					
ML97	Merit System Increments	0.0	2,728	0	2,728
<b>Maintenance – Comp Total</b>		<b>0.0</b>	<b>2,728</b>	<b>0</b>	<b>2,728</b>

**ABS024 Recommendation Summary**  
**Admin Office of the Courts**  
**AOC2527 - AOC 2025-27 Biennial Budget**  
*Dollars in Thousands*

	Average Annual FTEs	General Fund State	Other Funds	Total Funds
<b>Total Maintenance Level</b>	<b>533.1</b>	<b>242,340</b>	<b>184,434</b>	<b>426,774</b>
Percent Change from Current Biennium	(4.5)%	(3.3)%	(10.3)%	(6.5)%
<b>Policy – Other Changes</b>				
PL AA Maintain Judicial Branch Education	7.0	9,769	0	9,769
PL AB Continue Securing Courts	0.0	500	0	500
PL AC Fund Four New Superior Court Judges	2.0	1,700	0	1,700
PL AD Continue D4J Initiative	2.5	930	0	930
PL AE Sustain Courtroom Technology	1.0	2,346	0	2,346
PL AF Extend Court Self-Help Centers	0.0	2,080	0	2,080
PL AG Continue CPO Support for Courts	1.5	1,648	0	1,648
PL AH Fund Judicial Need Estimate	0.0	350	0	350
PL BA Continue Blake Implementation	9.0	3,478	0	3,478
PL BC Fund Water Rights Obligation	1.0	2,187	0	2,187
PL BD Stabilize Interpreter Reimb Pgm	0.0	1,800	0	1,800
PL BE Continue Services for Indigent Def	1.0	2,232	0	2,232
PL BF Support Court Mgmt. and Operations	3.0	1,166	0	1,166
PL BG Expand Court Research Capacity	2.0	916	0	916
PL BH Improve Family Law & DV Research	1.0	418	0	418
PL BK Enhance Behavioral Health Program	2.0	780	0	780
PL CA Migrate Court Reporting to Cloud	2.5	2,177	0	2,177
PL CB Continue Transition to Cloud Svcs	7.0	3,495	0	3,495
PL CC Continue Data Quality Team	6.0	2,340	0	2,340
PL CD Fully Support CLJ-CMS Project	11.0	5,366	0	5,366
<b>Policy – Other Total</b>	<b>59.5</b>	<b>45,678</b>	<b>0</b>	<b>45,678</b>
<b>Policy – Comp Changes</b>				
PL BB Retain and Recruit Staff	0.0	3,670	0	3,670
<b>Policy – Comp Total</b>	<b>0.0</b>	<b>3,670</b>	<b>0</b>	<b>3,670</b>
<b>Subtotal - Policy Level Changes</b>	<b>59.5</b>	<b>49,348</b>	<b>0</b>	<b>49,348</b>
<b>2025-27 Total Policy Level</b>	<b>592.6</b>	<b>291,688</b>	<b>184,434</b>	<b>476,122</b>
Percent Change from Current Biennium	6.2%	16.4%	(10.3)%	4.3%

**ABS024 Recommendation Summary**  
**Admin Office of the Courts**  
**AOC2527 - AOC 2025-27 Biennial Budget**  
*Dollars in Thousands*

**ML 9Q Equipment Maintenance and Software**

The Administrative Office of the Courts requests \$615,000 ongoing for the industry-driven transition to subscription fees and increased maintenance and license costs for certain software and hardware products used by the agency. As software licensing models change across the industry from a one-time payment perpetual license to a monthly or yearly subscription-based fee structure, budget adjustments are needed to pay for changes. By industry design, subscription-based fees are more expensive. Additionally, hardware maintenance fees are increasing generally – ranging from a few percentage points to more than twice the previous cost. (General Fund – State)

**ML 9S Equipment Replacement Costs**

As critical information technology equipment reaches its end-of-life, the Administrative Office of the Courts requests \$1.630 million to replace the equipment to reduce the possibility of catastrophic failure and security incidents. (General Fund – State)

**ML ZA Continue CLJ-CMS Project**

The Administrative Office of the Courts requests \$3.9 million to continue the implementation of the case management system (CMS) for the Courts of Limited Jurisdiction (CLJ) and their probation offices. Better known by its trade name, Odyssey / Enterprise Justice, the CLJ-CMS replaces the antiquated and outdated DISCIS system. This project is the top priority of the Judicial Information Systems Committee. This request will fully fund the project during the 2025-27 biennium. (General Fund – State)

**ML ZB Extend State v. Blake Auth**

The Administrative Office of the Courts requests \$94.4 million in Judicial Stabilization Trust Account appropriation authority to continue efforts to refund courts' extraordinary costs and pay legal financial obligation refunds resulting from implementation of the February 2021 State v. Blake Supreme Court decision. (Judicial Stabilization Trust Account-State)

**ML ZC Provide Stable GF-S Program Funding**

The Administrative Office of the Courts (AOC) requests the 2025-27 carryforward funding be shifted from the Judicial Stabilization Trust Account (JSTA) to the General Fund-State for: 1) Whatcom County water rights adjudication; 2) pass-through to local courts for court-appointed attorney and visitor requirements; 3) program and reporting requirements for the Office of Public Guardianship and 4) ensuring the integrity of person records in the AOC case management systems. This is ongoing work requiring long-term, stable funding that cannot be provided by the JSTA fund balance. (General Fund-State)

**ML ZD Correct CFL Recruit Americorps**

The Administrative Office of the Courts, on behalf of the Washington Association of Child Advocate Programs, requested \$266,000 per year pass-through funding for 20 AmeriCorps members to assist local child advocate programs with the recruitment of additional volunteers in their communities. This request was for ongoing funding and was approved by the Legislature in the 2022 supplemental budget. An oversight in the 2023-25 biennium carryforward left this program without funding for every second fiscal year in future biennia. Funding this request will correct that technical error. (General Fund – State)

**ML 97 Merit System Increments**

The Administrative Office of the Courts requests funding to continue providing merit increases for eligible employees. (General Fund-State)

**ABS024 Recommendation Summary**  
**Admin Office of the Courts**  
**AOC2527 - AOC 2025-27 Biennial Budget**  
*Dollars in Thousands*

**PL    AA    Maintain Judicial Branch Education**

The Administrative Office of the Courts and the Board for Judicial Administration Court Education Committee requests \$9.8 million and 7.0 FTEs ongoing to support judicial and court education. Washington's judicial system is constantly adapting to new laws, new court processes, new understanding of behavioral science, and new judges. High-quality judicial education is needed more than ever to ensure uniform application of our laws and bolster public trust and confidence in the courts. The Legislature often provides one-time funding for subject-specific training, and while this one-time funding is an important investment, base education funding is the same as it was in 2007. Something that cost \$100 in 2007 now costs \$151 and the lack of adequate funding reduces access to high-quality judicial education and cuts the number of subject matter experts available to educate the people that work in the court system, many of whom are judges and many of whom are new. It is imperative that all judicial officers, but particularly newer judges, have access to high-quality judicial education. (General Fund – State)

**PL    AB    Continue Securing Courts**

The Administrative Office of the Courts, on behalf of the Court Security Task Force, requests \$250,000 per year in ongoing in order to secure small and rural courts. This will allow these courts to purchase the basic security equipment and services that they need in order to provide safe access to justice to the communities of Washington. (General Fund-State)

**PL    AC    Fund Four New Superior Court Judges**

The Administrative Office of the Courts requests \$1,700,000 ongoing to fund: 1) a 2nd Superior Court Judge in Asotin/Columbia/Garfield Counties; 2) a 5th Superior Court Judge in Skagit County; and 3) the 55th and 56th Superior Court Judges in King County effective July 1, 2025. The Asotin/Columbia/Garfield and Skagit requests accompany legislative proposal that would amend RCW 2.08.063 and RCW 2.08.064 increasing the number of judges serving these counties. These requests are supported by the 2020 Judicial Needs Estimate. The King County judges are already authorized in RCW 2.08.061. (General Fund-State)

**PL    AD    Continue D4J Initiative**

The Administrative Office of the Courts requests 2.5 FTEs and \$930,000 in funding to maintain the Data for Justice Initiative previously funded in the 2023-25 biennial budget. This critical initiative develops information for courts to manage their program in support of fair and effective justice and helps courts build local capacity to interpret and use performance information. (General Fund-State)

**PL    AE    Sustain Courtroom Technology**

The Administrative Office of the Courts, on behalf of the Board for Judicial Administration (BJA) and the BJA Remote Proceedings Work Group, requests 1.0 FTE and \$2.340 million to establish a grant program to fund courtroom technology upgrades that are necessary to conduct efficient hybrid court proceedings. (General Fund – State)

**PL    AF    Extend Court Self-Help Centers**

The Administrative Office of the Courts requests \$2.08 million ongoing to continue funding for self-help centers for court users across the state of Washington. The trial courts continue to serve a significant number of litigants without legal representation, mainly in the areas of family law, protection orders, landlord-tenant disputes, and minor guardianships. The Legislature, acknowledging the complexity of these case types and the gaps in resources for unrepresented litigants, has previously funded self-help center programs in both Grays Harbor County and Spokane County. These pilot programs have been incredibly successful, and the national research on self-help centers in state courts across the country confirms that self-help centers increase access to justice for unrepresented litigants. (General Fund – State)

**ABS024 Recommendation Summary**  
**Admin Office of the Courts**  
**AOC2527 - AOC 2025-27 Biennial Budget**  
*Dollars in Thousands*

**PL AG Continue CPO Support for Courts**

The Administrative Office of the Courts requests 1.5 FTEs and \$1.648 million in ongoing funding to support Washington trial courts in operating accessible and trauma-informed civil protection order processes. This continues one-time funding to reimburse trial courts when judges pro tempore cover civil protection order dockets and attend training. It will improve the court response to litigants in protection order proceedings by supporting courts through training, technical assistance, and resource development. (General Fund-State)

**PL AH Fund Judicial Need Estimate**

The Administrative Office of the Courts requests \$350,000 to accurately measure how many judges Washington courts need to handle current and future workloads. This one-time funding will implement a nationally-adopted, Weighted Caseload approach to measuring judicial workload that provides more detail and is more valid than the current Objective Workload method. This new approach has a long track record of providing results useful to courts all across the nation. (General Fund-State)

**PL BA Continue Blake Implementation**

The Administrative Office of the Courts requests 9.0 FTEs and \$3.478 million ongoing to continue the implementation efforts surrounding the State v. Blake Supreme Court decision, including the continued operations of the Blake Refund Bureau. (General Fund-State)

**PL BC Fund Water Rights Obligation**

The Administrative Office of the Courts (AOC) requests 1.0 FTE and \$2.2 million to support activities related to the adjudication filed by the Department of Ecology on May 1, 2024, to resolve groundwater and surface water rights in the Nooksack Basin Water Resource Inventory Area (WRIA) I. This will fund: 1) rural traveling court, 2) facilities and technology infrastructure, 3) ongoing costs of the dedicated Superior Court judge, and 4) additional, dedicated staff both at AOC and in the county to support records requests, reporting, and evidence management for thousands of water rights claim filings. (General Fund-State)

**PL BD Stabilize Interpreter Reimb Pgm**

The Administrative Office of the Courts requests \$1.8 million in ongoing funding to provide greater interpreter access to the court system and better support language access to court customers in the 125 contracted courts. Increasing the use of highly-skilled and trained credentialed court interpreters and translating materials (forms, documents, signs, and resources) increases access to justice for court users who are not proficient in English or who are deaf or hard of hearing. (General Fund – State)

**PL BE Continue Services for Indigent Def**

The Administrative Office of the Courts and the Board for Judicial Administration Alternatives to Incarceration Task Force request 1.0 FTE and \$2.2 million to: 1) continue statewide pretrial services; and 2) increase access to alternatives to incarceration for individuals who are indigent and cannot afford to pay for both pretrial and post-conviction services ordered as an alternative to jail/incarceration. This funding will increase the availability and equity of alternatives to incarceration and will reduce disproportionate impacts on marginalized groups and inequities between jurisdictions. (General Fund-State)

**PL BF Support Court Mgmt. and Operations**

The Administrative Office of the Courts (AOC) requests 3.0 FTEs and \$1.166 million ongoing to improve AOC's court business support model which provides education, training, analysis, and implementation of laws, policies, court rules, best practices, and technology in Washington courts. Courts' core business is in a constant state of change: technology grows more complex, new laws are enacted and implemented, and fresh research informs new policy and best practice guiding court programs for court-involved individuals. (General Fund-State)



**ABS024 Recommendation Summary**  
**Admin Office of the Courts**  
**AOC2527 - AOC 2025-27 Biennial Budget**  
*Dollars in Thousands*

**PL    BG    Expand Court Research Capacity**

The Administrative Office of the Courts requests \$916,000 and 2.0 FTEs ongoing to manage the expanded responsibilities of the Washington Center for Court Research (WSSCR). WSSCR began in 2006 with six staff and a limited scope: estimating judicial workload for courts, assessing two local court programs, and studying juror pay in three trial courts. Now WSSCR has 18 staff supporting new court programs and operations dependent on data to learn, change, and improve to achieve higher levels of equal and effective justice. Without additional support, WSSCR cannot maintain its quality research programs. (General Fund-State)

**PL    BH    Improve Family Law & DV Research**

The Administrative Office of the Courts, on behalf of the Supreme Court Gender and Justice Commission, requests \$418,000 and 1.0 FTE ongoing for a family law and domestic violence researcher. This researcher will fill significant data and information gap in the areas of family law and domestic violence in the justice system. This will allow researchers, the courts, and the public to better understand access to justice issues, disparities, needs, and trends in these areas. (General Fund – State)

**PL    BK    Enhance Behavioral Health Program**

The Administrative Office of the Courts (AOC) requests \$780,000 and 2.0 FTEs ongoing to operate the Behavioral Health Program. With these funds, AOC will: 1) establish a central location for therapeutic court data and 2) hire a Sequential Intercept Model Coordinator. The Legislature previously funded the program to address education, technical assistance, and supports for therapeutic courts, and while that initiative is a success, courts need even more data and technical assistance support. (General Fund-State, General Fund-Federal)

**PL    CA    Migrate Court Reporting to Cloud**

The Administrative Office of the Courts requests \$2.177 million and 2.5 FTEs ongoing to move a statewide reporting application from a purchased version to a subscription-based one. This change is needed because the vendor is eliminating our version in December 2027. The move takes time, and doing this during the 2025-27 Biennium will preserve the courts' vital statewide reporting capabilities. Thousands of court users are dependent on this application to perform their duties, providing court data to judges, legislators, and the public. If this move isn't funded, court operations will be slowed significantly, thereby impacting the public utilizing the court system. (General Fund-State)

**PL    CB    Continue Transition to Cloud Svcs**

The Administrative Office of the Courts (AOC) requests \$3.5 million and 7.0 FTE to support a major change in how we manage data and information. Moving to Microsoft's Cloud-based platforms is necessary for Washington courts to work together and share information in the post-pandemic, distributed work environment. This change will also allow courts to connect their local systems with state applications, address critical business process issues on their own using simple tools, and enable AOC to work with different groups like judges and private organizations to achieve statewide collaboration. By using these Cloud-based tools, the agency will be able to support Washington courts better and work more effectively with other agencies to improve the outcomes for the residents of Washington. (General Fund – State)

**PL    CC    Continue Data Quality Team**

**ABS024 Recommendation Summary**  
**Admin Office of the Courts**  
**AOC2527 - AOC 2025-27 Biennial Budget**  
*Dollars in Thousands*

The Administrative Office of the Courts requests \$2.340 million per biennium in ongoing funding and 6.0 FTEs to continue the Data Quality Program. This request has been funded on a one-time basis by the Legislature in the past, but without a guarantee of ongoing funding, staff hired over the past three years left the temporary appointments for more secure, permanent positions. The continuing transition from a centralized Judicial Information System to diverging case management systems implemented by certain courts has increased the volume of data issues and complexity of ensuring accurate and timely court data for statewide reporting, statistical analysis, and decision making. Permanent, secure funding will provide staff to adequately manage the existing and emerging backlog of data quality issues to improve data quality for the Washington's court system. (General Fund – State)

**PL      CD      Fully Support CLJ-CMS Project**

This request is for \$5.4 million and 11.0 FTEs to increase the number of courts that can go-live simultaneously on the new Court of Limited Jurisdiction-Case Management System (CLJ-CMS). It will also allow Administrative Office of the Courts to purchase and deploy the most up-to-date software functionality for the Courts of Limited Jurisdiction and their probation offices. The CLJ-CMS project and its full implementation are a priority. Changes have been made to the project's implementation schedule because of lessons learned during pilot and early adopter go-lives in 2023 and 2024. Those changes require additional staff to fully support courts as they move onto the new case management system. (General Fund – State)

**PL      BB      Retain and Recruit Staff**

The Administrative Office of the Courts requests \$3.67 million in funding to implement salary adjustments to AOC staff, as identified in the recent 2024 Comprehensive Judicial Branch Salary Survey. This increase will make judicial branch agencies a competitive employer of choice in a job market tilted heavily in favor of job seekers. (General Fund-State)

**Report Number: ABS024**

<b>Input Parameters</b>	<b>Entered as</b>
Session	2025-27 Regular
Agency	055
Version Source	A
Version	AOC2527
Version Option	(None)
Program	Agency Level
Roll Up	N
Include Budget Level Detail	CL,ML,PL
Include Text	Y
For Word	N
Display Parameter Page	Y

October 18, 2024

**TO:** Board for Judicial Administration (BJA) Members  
**FROM:** Judge Michael Scott, Chair, Policy and Action Committee (PAC)  
**RE:** REPORT OF POLICY AND ACTION COMMITTEE

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The committee met on October 8 to develop a timeline for beginning the process of selecting a new BJA Strategic Initiative(s).

Members agreed to wait until January to solicit requests for proposals, when post-election information regarding the state budget is available. The group discussed revising the invitation announcement and proposal questions, and potential contingencies if the state faces large budget cuts. Some options are postponing new initiatives or selecting an initiative tailored to address critical needs, including funding.

The committee meeting in November will include staff and members of the Gender and Justice Commission for a briefing on plan to move forward with the Anti-Workplace Harassment training project.

Board for Judicial Administration

Court Security Committee

October 9, 2024

**TO:** Board for Judicial Administration (BJA) Members

**FROM:** Judge Sean O'Donnell, Co-Chair, BJA Court Security Committee  
Suzanne Elsner, Co-Chair, BJA Court Security Committee

**RE:** BJA Court Security Committee Report

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### **Incident and Threat Reporting System**

The BJA Court Security Committee will distribute announcement and training access materials through their associations. Knowing that ongoing messaging is key, BJA Court Security Committee Members will function as knowledgeable individuals within their associations to direct questions, concerns, and eligible incidents they become aware of through their associations.

### **Local Court Security Committees**

The BJA Court Security Committee is working on developing language to support and push for courts to develop local Court Security Committees (CSCs). CSCs are a key mechanism in developing the safety of courthouses, require zero funding, and support efforts to assess and manage threats at the local level. National Center for State Courts and General Rule 36 both establish local CSCs as a foundational building block of court safety.







## Board for Judicial Administration (BJA)

September 20, 2024 (9 a.m. – 12:00 p.m.)

<https://wacourts.zoom.us/j/88360684645?pwd=qv8YKHn7osKaeBnabbfDeKdPsjcvdO.1>

### DRAFT MEETING MINUTES

#### BJA Members Present:

Chief Justice Steven González, Chair  
Judge Alicia Burton, Chair  
Sunitha Anjilvel  
Judge Andrea Beall  
Judge Tam Bui  
Judge Kristin Ferrera  
Judge Rebecca Glasgow  
Judge Marilyn Haan  
Judge Cindy Larsen  
Judge Mary Logan  
Judge David Mann  
Justice Raquel Montoya Lewis  
Terra Nevitt  
Judge Diana Ruff  
Dawn Marie Rubio  
Judge Michael Scott  
Judge Karl Williams

#### Guests Present:

Linnea Anderson  
Suzanne Elsner  
David Freeman  
Judge Angelle Gerl  
Jessica Humphreys  
Judge Carolyn Jewett  
Melissa Johnson  
LaTricia Kinlow  
Judge Kathryn Loring  
Therese Murphy  
Sheila Ofrancia

Mary Rathbone  
Kevin Ringus

Sara Robbins  
Susan Speiker  
Rep. Jamila Taylor  
Comm. Karl Triebel  
Sanjay Walvekar

#### Administrative Office of the Courts (AOC) Staff Present:

Nicole Ack  
Kelley Amburgey-Richardson  
Jack Bridgewater  
Tessa Clements  
Arina Gertseva  
Heidi Green  
Brittany Gregory  
Melissa Hernandez  
Scott Hillstrom  
Kyle Landry  
Penny Larsen  
Allison Lee Muller  
Carl McCurley  
Jennifer Nguyen  
Stephanie Oyler  
Haily Perkins  
Christopher Stanley  
Caroline Tawes  
Lorrie Thompson  
James Wells

#### Call to Order

Chief Justice González called the meeting to order at 9:00 a.m. and announced he will not be attending the October BJA meeting as he will be out of the country. Chief Justice González is packing his chambers at Town Center 3 in preparation for the move back into the Temple of Justice after renovations. He introduced the new BJA Coordinator, Melissa Hernandez.

Members were asked to submit their votes in today's meeting using the Zoom chat.

#### Presentation: Juror Orientation Video

A new Juror Orientation video has been developed by Washington State Pattern Jury Instructions Committee, with a new section on unconscious bias. It is online and available for trial courts to use. The link to the video was included in the meeting materials.

#### Presentation: Washington State Courts Centralization Proposal

Representative Jamila Taylor joined the meeting to discuss a court centralization study commission proposal to improve access to justice.

According to Rep. Taylor, the judicial system is in crises in many ways. Security for all in courts is paramount. There is a need for increased access to courts and court resources. Technology is different from county to county, and different technology systems take time to navigate, especially for solo practitioners. We are at a point where court systems don't communicate well, which affects how judges make decisions and confusion about filing requirements creates a burden on the court system. The goal is to create a court system that allows all communities to be heard.

A GAPS analysis will be instrumental in understanding what the needs are from various stakeholders. Funding is different from county to county and city to city. It will be important to look across other states in the country to understand how unified courts are operating and how those operations can be applied to Washington courts. The AOC's Washington State Center for Court Research and the National Center for State Courts might have helpful information.

Rep. Taylor would like to create a workgroup to discuss centralization and what systems could work for us, what systems can't be centralized, what systems would help build the court system, and what court systems would be affected if unification efforts prove to be successful. Workgroup participants should not be made up of only judges to avoid conflicts with pending cases. Members will be committing to a minimum of a two-year effort. Some legislators are not familiar with the court system and will need to be educated to fund an implementation plan. Justice Montoya-Lewis said it is important to include tribal representation. Brittany Gregory will follow up with Chief Justice González and Judge Burton on workgroup representatives from BJA to assist with drafting study commission legislation. There should be a representative from every court level.

#### Presentation: Washington Citizens' Commission on Salaries for Elected Officials Report

Every two years the Washington Citizens' Commission on Salaries for Elected Officials meets to discuss the salaries of elected officials and whether a cost of living adjustment (COLA) is necessary. The workgroup that prepared the report has a representative from every court level. The workgroup is requesting a 6.75% biennial increase for all judges plus any COLAs given to public employees. The workgroup will be presenting the report to the Commission on October 9, 2024, at 1:00 p.m. The final salary decision will be on February 5, 2025. Brittany Gregory thanked the AOC communications team for developing the report and thanked AOC staff Heidi Green for supporting the workgroup. The report was included in the meeting materials.

#### BJA Task Forces and Workgroups

##### Alternatives to Incarceration Task Force

The Alternatives to Incarceration Task Force presented a budget request, included in the meeting materials. The Task Force's Legal Authority Workgroup decided to postpone their legislative proposal to further develop a response. The Task Force's Education Workgroup has

identified some draft themes and other educational opportunities. A report was included in the meeting materials.

#### Presentation: Remote Proceedings Workgroup

The Workgroup submitted a budget request for updated hybrid courtroom technology to provide efficient remote proceedings. The Workgroup is also working on a benchcard and web page for best practice standards. The Supreme Court adopted the Workgroup's proposed amendment to CR 30. A report was included in the meeting materials.

#### Standing Committee Reports

##### Budget and Funding Committee (BFC)

The BFC met recently to go over proposals to prioritize budget requests. This will be a tight budget year, and the Judicial Branch has been asked to be prudent. Budget proposals were sent to BJA members.

Christopher Stanley reviewed the budget materials, budget forecast, and budget process. Judicial education is the priority in the budget proposal. He emphasized the importance of everyone having the same information and priorities for the budget.

The Legislature is projected to have a \$4 billion deficit. Revenues may continue to drop to a \$5–6 billion deficit. There is another budget forecast on September 27 and November 20, 2024. There may be a negative impact if ballot initiatives pass in November. The biennial budget request was \$48 million total.

Many of the membership requested more time to review the materials and requested a vote via e-mail.

**It was moved by Chief Justice González and seconded by Judge Scott to vote on a motion to approve the budget recommendations via an e-mail. The motion passed by consensus.**

The Supreme Court Budget Committee meets on Monday, September 23, 2024, with a final decision at the October 9, 2024, en banc. The budget proposal goes to the Legislature on October 14, 2024. Electronic voting on the budget recommendations closed on Wednesday, September 25, 2024, at noon.

##### Court Education Committee (CEC)

The CEC refined its policies and standards document and consolidated multiple documents. The latest policy document is posted on the CEC website. Scott Hillstrom thanked departing CEC Chair Judge Pennell and continuing Assistant Chair Margaret Yetter for their grounding and guidance. The CEC is currently working on allocating the FY 2025 budget and a new scholarship policy. A report was included in the meeting materials.

##### Legislative Committee (LC)

Brittany Gregory welcomed Judge Glasgow as the new LC Chair. A summary of the Legislative proposals was included in the meeting materials, as well as a new proposed version of the charter.

The next Legislative session will be a long one, and there are changes in leadership expected. Brittany Gregory has a list of changes and can make them available via email.

**It was moved by Judge Glasgow and seconded by Chief Justice González to approve the Legislative Committee policy requests. The motion passed unanimously.**

**It was moved by Judge Glasgow and seconded by Chief Justice González to approve the Legislative Committee charter amendments. The motion passed unanimously.**

#### Policy and Action Committee (PAC)

The PAC met in June and focused on the equity impact assessment tool. They worked with the Gender and Justice Commission to develop a strategic action plan on a comprehensive workplace harassment program.

#### Court Security Committee

The Court Security Committee discussed the legislative budget request and the need for continuing funding. They plan to include administrative law judges in the judicial privacy legislation, with support from the Office of Administrative Hearings. A report was included in the meeting materials.

#### Public Engagement and Education Committee (PEEC)

Nicole Ack reviewed the purpose of PEEC. The Committee recently wrote the first PEEC charter, and now includes four public members. Their meeting in September was the first in-person meeting in four years. They discussed prioritizing project revision plans and a recently reconfigured landing page.

#### Interbranch Advisory Committee (IAC)

The Legislature initially created the IAC to be discontinued or renewed after two years. A survey was sent to collect opinions on the IAC. Only a few responses were received, and there was some skepticism on how much impact the IAC had made.

Jack Bridgewater, IAC Coordinator at AOC, described the membership of IAC and listed where the eight public meetings had been held.

**It was moved by Chief Justice González and seconded by Judge Scott to communicate to the Legislature that the BJA supports continuation of the IAC. The motion passed by consensus.**

#### Presentation: Family and Juvenile Court Improvement Program

Jennifer Nguyen presented changes to the Family and Juvenile Court Improvement Program (FJCIP) implementation framework for family court. The goal is to expand local FJC capacity to transform the child welfare system and provide consistency across the courts in the program.

The current framework has not been updated for 20 years, and does not consider the complexities of modern dependency cases. The new eight Core Components will help programs adapt to the needs of FJC courts and create more consistent, equitable, and effective support for the program. A report was included in the meeting materials.

**It was moved by Chief Justice González and seconded by Judge Ruff to approve the change of the Family and Juvenile Court Improvement Program standards**

**from Unified Family Courts to the Family and Juvenile Court Improvement Program Framework as presented. The motion passed unanimously.**

#### Motions

**It was moved by Chief Justice González and seconded by Judge Burton to approve the June 19, 2024, meeting minutes as written. The motion passed with one abstention.**

#### Information Sharing

Judge Burton will be a presenter at the September 25, 2024, hearing for public defender caseload standards. The Superior Court Judges' Association and the District and Municipal Court Judges' Association will also be presenting. Judge Burton requested advice on what the BJA wants her to present to the group on their behalf. Anyone who would like to provide input may e-mail Judge Burton.

The Washington State Bar Association has recommended adopting the new public defender caseload standards. There will be another public hearing in November once the comment period has ended.

Judge Scott suggested that unless the BJA formed a workgroup to discuss these issues, the BJA should not take a position. There will be time for additional comments before the Supreme Court votes on the standards. Chief Justice González shared the importance of having the BJA weigh in on the issue. Judge Burton agreed there are issues and concerns, and more study is needed. She suggesting observing for now and creating a letter at a later date if the BJA needs to take a position. Chief Justice González suggested discussing this at a future BJA meeting. Because he is chairing the hearing on September 25, 2024, he will not take part in a BJA discussion.

The November BJA meeting will be in person at the AOC SeaTac office. The Innovating Justice Award and Court Manager of the Year Award will be presented at the November meeting.

Judge Williams invited everyone to the IAC meeting at Pierce District Court next Friday, September 27, 2024, at 9:00 a.m. The meeting will also be streamed on TVW.

#### Adjourn

The meeting adjourned at 11:19 a.m.

#### **Recap of Motions from the September 20, 2024 Meeting**

<b>Motion Summary</b>	<b>Status</b>
Vote on a motion to approve the budget recommendations via an e-mail.	passed
Approve the Legislative Committee policy requests.	passed
Approve the Legislative Committee charter amendments.	passed
Communicate to the Legislature that the BJA supports continuation of the Interbranch Advisory Committee.	passed



<b>Motion Summary</b>	<b>Status</b>
Approve the change of the Family and Juvenile Court Improvement Program standards from Unified Family Courts to the Family and Juvenile Court Improvement Program Framework as presented.	passed
Approve the June 19, 2024, meeting minutes as written.	passed

#### **Action Items from the September 20, 2024 Meeting**

<b>Action Item</b>	<b>Status</b>
Brittany Gregory will follow up with Chief Justice González and Judge Burton on court centralization workgroup representatives from BJA and draft legislation.	
Chief Justice González believed it is important for the BJA to weigh in on the indigent defense standards. Judge Burton agreed there are issues and concerns, and more study is needed. Judge Burton requested advice on what the BJA wants her to present to group on their behalf. Anyone who would like to provide input may e-mail Judge Burton.	
Chief Justice González suggested discussing indigent defense standards at a future BJA meeting.	
<u>June 19, 2024 BJA Meeting Minutes</u> <ul style="list-style-type: none"> <li>• Post the minutes online</li> <li>• Send minutes to the Supreme Court for inclusion in the En Banc meeting materials.</li> </ul>	Done Done