

Estimates of Alberta Court Time and Public Expenditure Savings Resulting from Reduced Rates of Self Representation

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April 14, 2021

Executive Summary

This report examines the relationship between legal aid funding and the overall public costs of Alberta's court systems. There is strong evidence to support the assertion that because legal aid funding reduces the rate of self-represented litigants, there is a commensurate reduction in the burden that self representation places on other court resources such that increased legal aid funding would produce a net public savings.

Empirical examination of confidential booking data for the Provincial Court of Alberta and the Alberta Court of Queen's Bench identifies three channels through which self represented litigants place an increased burden on public resources:

1. The involvement of self-represented litigants implies an increased in the number court bookings and hearing types associated with a particular case. (This is because these matters are less likely to be settled out of court and more likely to require multiple hearing types to address all issues.)
2. Bookings made for cases involving self-represented litigants are less likely to be cancelled prior to the hearing date. (This is because these matters are less likely to be settled out of court.)
3. Bookings made for cases involving self-represented litigants are likely to be longer in duration.

The combined increase in the number of hearings (from channels 1 and 2) and the increased duration (channel 3) lead to a sometimes dramatic increase in court resources resulting from self-representation. Depending on the type of case, self-represented litigants can introduce an additional burden on court time of up to 60 hours per case (see Table 4 in Appendix A).

Using a component pricing approach, a conservative estimate of **the cost for one hour of court time is \$268.28 per hour for non-civil matters and \$199.68 per hour for civil matters** whereas the legal aid costs per case vary with the type and length of the hearing process.

All in, the analysis presented here suggests that **a modest increase in legal aid funding of between \$4 million to \$6 million per year could generate a net public savings of \$11 million annually** if appropriately triaged (see Figure 2). That is, the \$4 to \$6 million increase will not only pay for itself, but will generate an additional \$11 million. Further to this, additional funding up to \$22 million is defensible from a public costs perspective as this funding would produce public savings from reduced court system burden that would more than offset the increased funding costs.

Also note that in addition to these projected direct public savings, there are several indirect benefits associated with legal aid that are not quantified in this report.

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1 Introduction

The Reaching Equal Justice Report ([Canadian Bar Association, 2013](#)) notes that “a majority of self-represented litigants (67%) reported that navigating the court system was difficult or very difficult. 49% believed the lack of a lawyer made the process slower or much slower.” This more difficult navigation is also associated with costly and frustrating delays from the perspective of litigants who may have to attend court for repeated adjournments, and to face month long delays to be heard in court. Repeated and protracted court interactions represent a significant cost for litigants in terms of lost time. For working litigants this cost can be tangible in terms of lost wages.

This time cost for litigants also implies a cost for the court system itself, in terms of additional resource use in dealing with self-represented litigants compared to those who have counsel (through legal aid or other means).

As noted by [Canadian Bar Association \(2013\)](#) :

“The reasons for not having counsel are complex. The main reason is financial, including ineligibility for legal aid. Among middle income earners were those able to afford legal fees, but who chose not to because they did not believe they would receive good value relative to other financial priorities. Other reasons for not retaining counsel include that litigants believe they have sufficient knowledge about family law to represent themselves, that lawyers increase the adversarial nature of the proceedings and that lawyers increase the time and cost involved. While the study identified these various reasons for not retaining counsel, it also found that litigants who had lawyers were almost all satisfied with their decision to have representation.”

The report then goes on to say:

“The current inadequacy of civil legal aid is largely attributable to underfunding.”

Taken together, this suggests that a significant amount of self-representation in Alberta’s legal system could be eliminated by expansions of legal-aid funding in this province.

A legal-aid expansion implies a non-trivial public expenditure, however; as the analysis below shows, this expenditure is likely to be more than offset by reduced court system expenses. If we also consider the private benefit to litigants, a reasonable expansion of legal aid funding in Alberta is almost certainly efficient and beneficial for the productivity and welfare of the province.¹

2 Methodology

The core of this analysis is a study of the use of court-resources, as measured by changes in expected court time (hours of court-room operation) per file and hearing type. From this court-time metric we project public savings (reductions in public expenditure on the court system). The reduction in court-time is likely not the only benefit from reducing the rate of self-representation. But it is an observable metric for counter-factual analysis and is at the core of court-room resource usage. This makes court-time a useful metric for analysis.

2.1 Data Set Description

We have available a dataset of all hearings scheduled in the province (the “CASES” database). For each scheduled hearing in Alberta the “CASES” dataset has variables including (but not limited to) the hearing’s:

¹There are also obvious moral and ethical arguments for improved legal aid. However we do not discuss these in this report.

- District,
- Jurisdiction,
- Hearing Type,
- Hearing Time (Duration),
- an associated Action Number and
- an indicator of whether one more more litigants involved is self represented.

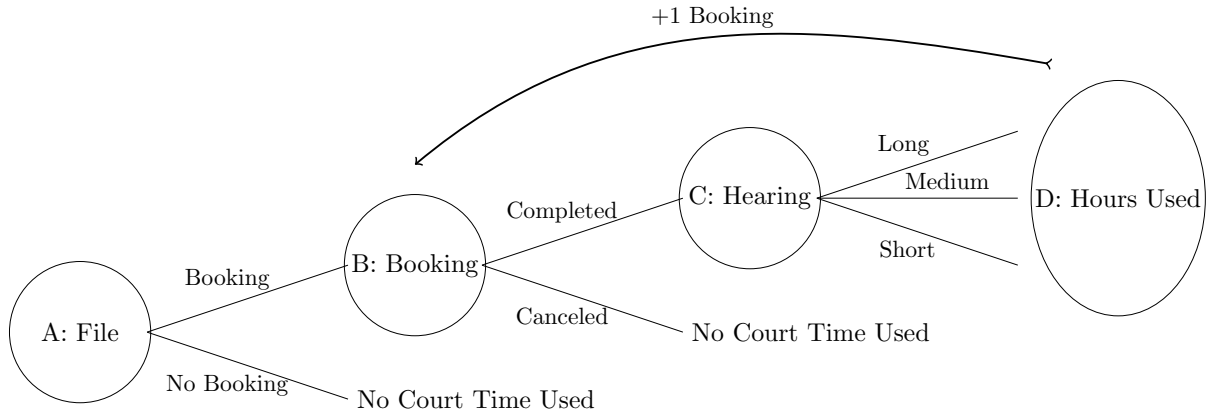
2.2 Intensive and Extensive Margins for Time Savings

Figure 1 shows the relevant path or “probability tree” for an Action Number/ hearing-purpose pair as appearing in the dataset.² At each circle or “node”, we calculate the probability of each outcome. That is, at node B (where a file first appears in the data-set) we can calculate the probability that a booking is “completed” (resulting in a hearing) or “canceled” (due to a settlement of an issue prior to the scheduled hearing date).³ These probabilities can be calculated contingent on whether or not there is an associated self-represented litigant.

The only exception is node A. A file-number / hearing-purpose pair only appears in our data-set if there is at least one booking associated with it.

Our goal is to compare expected outcomes with and without a self-represented litigant. So, we calculate probabilities for each arm coming off a node (or in the case of node C, the average expected duration) contingent on the presence of a self-represented litigant. Due to lack of data, we assume no difference in the probability of each outcome at Node A.

Figure 1: General Path for a Specific File and Hearing Purpose Through the Court Booking Data



As implied by Figure 1, there are three potential channels through which legal aid (or more specifically a reduction in self-representation) can reduce the burden on court-time resources. Considered for a specific Action Number, these are:

1. An increase in the rate at which cases are settled out of court (after a hearing booking is made but prior to the date of the hearing) relative to the outcome if one or more litigants were self-represented. (Node B)
2. A reduction in the duration of realized (completed) hearings that would otherwise be longer if one or more litigants were self-represented. (Node C)

²The figure takes the same form as a probability tree, however the probabilities are omitted.

³We ignore bookings resulting from clerical errors.

3. A reduction in the number of bookings for a specific hearing type relative to the number of bookings if one or more litigants were self-represented. (+1 Booking coming off of Node D)

2.3 Identifying Time Savings per File / Hearing-Type Pair

Considered more formally, the total time savings (per file-number hearing-purpose pair) can be defined as:

$$\begin{aligned} \text{Total Time Savings} = & \text{Reduced Bookings Savings} \\ & + \text{Fewer Hearings per Booking Savings} \\ & + \text{Shorter Hearings} \end{aligned} \quad (1)$$

Breaking this down further

$$\begin{aligned} \text{Reduced Bookings Savings} &= T_{\text{Self}} \times P(\text{Completed}|\text{Self}) \times (N_{\text{Self}} - N_{\text{counsel}}) \\ \text{Fewer Hearings per Booking Savings} &= T_{\text{Self}} \times [P(\text{Completed}|\text{Self}) - P(\text{Completed}|\text{counsel})] \times N_{\text{counsel}} \\ \text{Shorter Hearings} &= [T_{\text{Self}} - T_{\text{Council}}] \times P(\text{Completed}|\text{Council}) \times N_{\text{counsel}} \end{aligned}$$

Where for an Action Number and hearing-purpose pair:

- T_{Self} and T_{Counsel} are the average hearing duration for hearings with at least one self-represented litigant and no self-represented litigant respectively.
- $P(\text{Completed}|\text{Self})$ and $P(\text{Completed}|\text{counsel})$ are the probability that a booking results in a hearing conditional on at least one self-represented litigant or no self-represented litigant respectively.
- N_{Self} and N_{Counsel} are the average number of bookings for file-number, hearing-purpose pairs with at least one self-represented litigant and no self-represented litigant respectively.

We use Equation (1) to calculate an expected time saving per Action Number / Hearing Type pair in each division and for regional and non-regional hearings separately. These calculations are presented using an “hours saved per Action Number” metric in the right most column of the “Savings by Hearing Type” tables in Appendix A.

2.4 Converting Time Savings to a Measure of Public Expenditure Savings

To convert the time savings metric into a financial measure of public savings, we assume that a standard court-room complement consists of a judge, a court clerk and in most cases a security officer. We assign hourly average costs to each of these as follows:

For the judge, we assume an average annual compensation rate of \$328,000 plus a 33% escalation for the cost of benefits (pensions, health insurance, etc.). This gives a measure of the total annual cost per judge. We further assume a 60 hour average work week for judges (this includes both in court and out of court hours) for 48 working weeks per year.⁴ It then follows that the average hourly cost of a Judge is: $\frac{1.33 \times 328,000}{60 \times 48} = \145.41

While marginal reductions in court hours directly imply fewer hours of judge time in court, judge compensation is not tied to specific hours of work (i.e.- Judge compensation is a salary not an hourly wage). However, cumulative reductions in court hours will free up judge

⁴The assumptions on compensation and working hours per week are informed by conversations with members of the Canadian Bar Association Executive. The 50 working week assumes cumulative 2 weeks per year of vacation, inclusive of statutory holidays. This likely is likely an over-estimate, however; the over-estimate biases the hourly cost downward leading to more conservative estimates of the average hourly cost per judge.

time for other tasks (in which case court hours are an opportunity cost) and/or will reduce the overall required judges. As such, an hourly average cost per judge is a useful metric in determining average avoidable costs consistent with a reduction in court hours. This estimate is conservative as it assumes that a reduction in court room hours is not associated with any reduction in out of court hours (preparation) per case. We only account for the reduction in Judge’s time in court.

For the court clerk, we assume an average hourly wage of \$29.53. This is informed by the “Alberta Learning Information Service”.⁵ As before, we assume an additional 33% escalation for the cost of benefits, implying a total hourly cost for a court clerk of 39.27.

For the security officer, we assume an average hourly wage of \$51.58. This is based on an assumption that these positions are filled via the provincial sheriffs and/or that they would be compensated at the average rate for provincial sheriffs. As before, we assume an additional 33% escalation for the cost of benefits, implying a total hourly cost for a security officer of 68.60.

We have not found detailed statistics on when security officers are present. But consultations suggest that security officers are not required for civil court matters but are generally present in other court matters. As such, we assume no sheriffs for Civil jurisdiction while including them as costs in other jurisdictions.

There are also additional miscellaneous avoidable costs including; licensing for dictation software (which has replaced court stenographers in record keeping), depreciation on court room furnishings and cleaning and maintenance related to use. A quick survey of available dictation software implies that the cost of high quality software dictation is in the range of \$10 per hour of dictation time. Given this, and the other costs being considered, we make a conservative assumption of \$15 per hour in avoidable miscellaneous court room costs.

In considering the impact on public spending and revenue, we should also acknowledge the costs associated with lost income tax revenue. As indicated by the Reaching Equal Justice Report ([Canadian Bar Association, 2013](#)), litigants (whether self represented or not) do face a burden in attending hearings since they are generally required to take time off work. This directly implies lost hourly earnings and by extension reduced income tax payments. We assume conservatively that there are an average of 2 litigants that attend each hearing. Using the average wage rate in Alberta of \$30 /hr, this implies that for every hour of hearing time the province loses out on \$7.20 in personal income tax revenue.⁶

Taken together, this implies a rough conservative (lower bound) estimate for average avoidable costs of \$275.48 per hour for non-civil matters and \$206.88 per hour for civil matters. In the tables below, we use these estimates along with the above projections of hourly savings per case and per month to produce conservative (lower bound) estimates of the public cost savings (provincial and federal) associated with reducing court-hours by reducing self-representation through enhanced legal aid.

2.5 Calculating Potential Net Savings per Action Number

Data on specific costs for legal aid support at the hearing level is unavailable, however, we can examine a close proxy. The Legal Aid Alberta annual report ([Legal Aid Alberta, 2020](#)) includes metrics on the average cost of issued “Roster Certificates” for different areas of law including:

- Criminal Adult
- Criminal Youth
- Family and Civil, and Child Welfare

⁵<https://alis.alberta.ca/occinfo/occupations-in-alberta/occupation-profiles/judicial-clerk/>

⁶To maintain a conservative assumption, we ignore time taken off work to travel to and from hearings, and only acknowledge hours in hearing.

While not a direct match, consultation with Legal Aid Alberta representatives and Legal Aid Lawyers suggests that there is a reasonable correspondence between the issuing of a “Roster Certificate” and the “Action Number” used as a unique identifier in the “CASES” database (on which our hourly measures of cost savings are based).

Consultation with legal aid lawyers suggests that a standard legal aid tariff billing for a civil matter roster certificate would have included 30 billable hours at an approximate fixed rate of \$92.40/hr, or \$2,772 in total in the period under study (2016-2019).⁷ This is of the same basic magnitude as the indicated averages in [Legal Aid Alberta \(2020\)](#).

For criminal matters, the significant variations in case complexity mean that it is unreasonable to assume a single unit cost and attribute it across all cases. However, consultation with legal aid lawyers and an examination of the average Roster Certificate costs in [Legal Aid Alberta \(2020\)](#) suggests that an appropriate estimate can be based on hours spent in court. Specifically, we assume a cost of legal aid per “Action Number” based on the following formula:⁸

$$Cost = \$500 + \$1000 \times (\text{Days in Court})$$

Given these cost estimates, for every “Action Number” associated with a self represented litigant in the “CASES” dataset we do the following:

1. Calculate a projected public cost-savings associated with providing legal aid funding for that “Action Number”. We do this by identifying all of the hearing bookings associated with that action number and then applying the hearing specific calculations for Total Direct Public Savings (see [Appendix B](#)) for each. Specifically:

$$\text{Gross Public Savings} = \sum_i (\text{Direct Public Savings for Hearing Type } i)$$

where i indexes the set of hearing bookings made under the specified Action Number as identified in the CASES dataset.

2. Calculate the expected cost, in terms of increased legal aid funding, that would be required to provide the self-represented litigant with access to legal aid counsel.
3. Calculate the net cost-savings for each action item by subtracting the cost identified in 2 from the benefit identified in 1.

This gives us a measure of the net public benefit that would arise from providing legal aid to each Action Number associated with a self represented litigant in the “CASES” dataset. With the calculations of net public benefit per action number, we can investigate the potential return on increased legal aid funding. To do this, we first create a “merit order” of action numbers. That is, we arrange the action numbers in terms of the highest potential net benefit that would arise from legal aid (i.e.- the net public savings associated with providing legal aid to move it from a self-represented litigant to a counsel represented litigant). We then scale this merit order so that it represents an average year.⁹

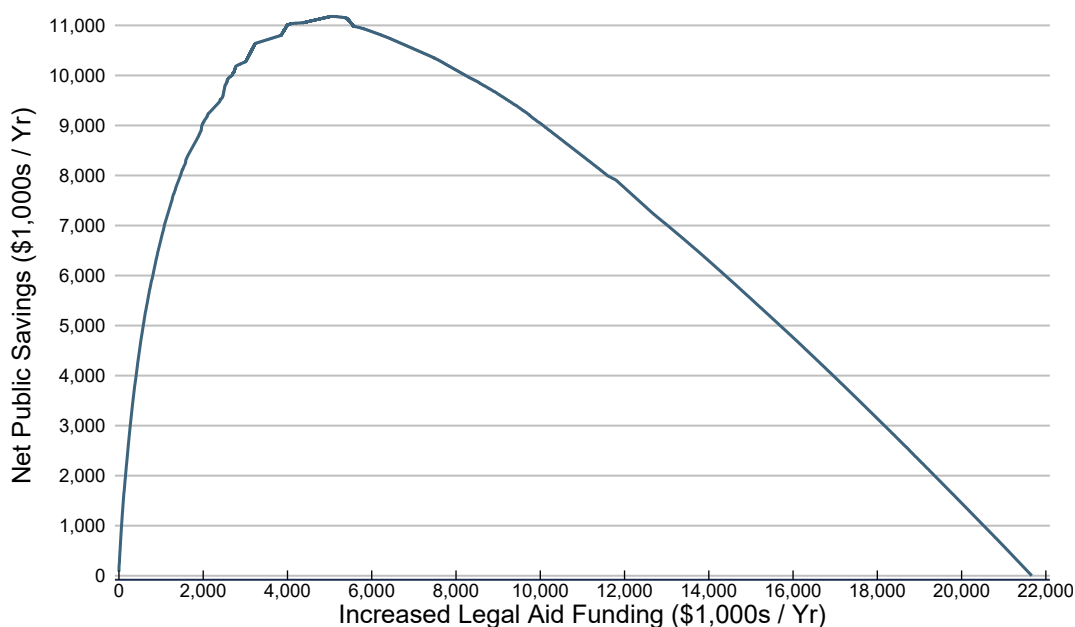
Following this scaling, we plot the merit order as in [Figure 2](#), with net public savings on the Y-axis and total cost (which is, in effect, a measure of the increased legal aid funding necessary to produce the total public savings) on the X-axis. Once plotted, this figure shows the relationship between any potential level of increased legal aid funding (up to \$22 million per year) and the projected value of total Public Savings (Gross savings net the implied increase in legal aid funding). We discuss the figure in more detail in the following section.

⁷More recently, the standard offer seems to have dropped to 15 hours. But for the purposes of producing a conservative estimate, we will use the 30 hour figure in producing our main results.

⁸We cannot clearly identify Criminal matters separately from Civil matters, but as an approximation we use this equation to assign projected legal aid costs to all Court of Queen’s bench Action Numbers while using the flat rate assumed above for all other jurisdictions.

⁹This is necessary to make comparisons to an annual budget, since the “CASES” dataset we are working with covers three years of data.

Figure 2: Projected Net Public Savings as a function of increased Legal Aid Funding



3 Discussion of Results

Assuming effective triage (so that increased legal aid funding goes towards Action Numbers with the highest potential net savings), increased legal aid funding has the potential to generate significant benefits in terms of public savings.

As figure 2 shows, the return on spending peaks in the \$4 million to \$6 million range. The implication is that an increase in annual spending on legal aid in this range will result in net savings of \$11 million. (That is, the \$4 to \$6 million increase will not only pay for itself, but will generate an additional \$11 million.)

In fact, additional expenditures on legal aid will continue to pay for themselves through direct public savings all the way up to a \$22 million annual increase.

It is worth noting that these estimates are intentionally conservative, reflecting in part a lack of more detailed data. It is therefore very likely that an increase in legal aid funding would generate higher net public cost savings than those indicated here. Although such projections would require better access to data on legal aid costs.

4 Additional Considerations

The results presented above only acknowledge savings in the form of court time and a conservative estimate of hourly public expenditure to support in court hours. It is also worth considering that reductions in court time will also reduce the associated time commitments of counsel for any party that is not self-represented but dealing with a self-represented litigant. In a full costing, we should also assess the reduced burden on litigants. Litigants time, and the costs of their counsel do not constitute public costs, but they do carry an associated economic efficiency burden. Consider a litigant that must take a half day off work for a hearing. During that half day, that litigant is not contributing to GDP and not earning wages. Furthermore, a litigant with counsel who faces additional court hours or other delays

ends up with an additional unnecessary financial burden.

There is also an additional implied cost saving that is associated with reducing the number of bookings since any and all individuals associated with a particular hearing may have to commute to a court-room for multiple hearing bookings. Reducing the number of bookings reduces this burden.

The immense aggregate costs in terms of time and other resources strongly suggest that the province could significantly benefit from expanding legal aid, both in overall economic efficiency and in terms of more efficient allocation of public expenditure. The above estimates suggest some areas of priority here particularly in the Family, Bankruptcy and Divorce jurisdictions. A substantial outlier is the per-case savings for Provincial Court -Family Case Management, which is extremely high at \$16,401.56 per file. With potential savings in this range it is likely that any reasonable legal aid costs would easily pass a cost-benefit test from a public expenditure perspective.

References

Canadian Bar Association, others (2013), *Reaching equal justice: An invitation to envision and act*.
Canadian Bar Association.

Legal Aid Alberta (2020), "Annual report: Legal aid alberta 2019-2020." <https://www.legalaid.ab.ca/publications-policies/>.

A Results - Time Savings Metric

Table 1: Time Savings by Hearing Type: Bankruptcy

Hearing_Type	Bookings_Saved_per_File	Hearings_Saved_per_Booking	Hours_Saved_per_Hearing	Hours_Saved_per_File
BANKRUPTCY REGISTRAR LIST	0.00	0.00	0.00	0.00
BANKRUPTCY REGISTRAR CONTESTED	0.00	0.00	0.13	0.31
LETHBRIDGE REGISTRAR LIST	0.05	0.00	0.00	0.58
RED DEER REGISTRAR LIST	0.34	0.00	0.00	3.36

Table 2: Time Savings by Hearing Type: Divorce

Hearing_Type	Bookings_Saved_per_File	Hearings_Saved_per_Booking	Hours_Saved_per_Hearing	Hours_Saved_per_File
CONFERENCE CALL LIST	0.00	0.00	0.00	0.35
CASE CONFERENCE	0.00	0.00	0.20	0.49
CASE MANAGEMENT COUNSEL	1.34	0.00	0.00	9.23
CASE MANAGEMENT HEARINGS	0.00	0.01	0.00	0.50
CHILD SUPPORT LIST	0.00	0.04	0.00	1.62
CHILD SUPPORT RESOLUTION LIST	0.00	0.00	0.00	0.00
DOCKET AM	0.24	0.00	0.00	2.31
DOCKET PM	0.64	0.00	0.00	1.27
DISPUTE RESOLUTION OFFICER	0.29	0.00	0.00	1.69
EARLY INTERVENTION CONFERENCE	0.00	0.00	0.25	0.54
EMERGENCY HEARINGS	0.00	0.00	0.00	0.00
FAMILY CONFERENCE CALLS	0.00	0.22	0.10	4.34
FAMILY LAW CHAMBERS MORNING	0.00	0.00	0.07	0.20
FAMILY LAW CHAMBERS AFTERNOON	0.00	0.00	0.00	0.00
FAMILY LAW APPLICATION LIST	0.00	0.00	0.34	0.55
FAMILY LAW CHAMBERS (AM)	0.00	0.00	0.04	0.22
FAMILY LAW SPECIALS (PM)	0.14	0.16	0.00	2.18
JUSTICE CONFERENCE CALL	0.00	0.00	0.15	0.58
JUDICIAL DISPUTE RESOLUTION	0.12	0.00	0.00	0.97
JUSTICE SEIZED/SPECIAL LIST	0.00	0.00	0.00	0.00
JUSTICE SPECIAL (DUTY)	0.16	0.10	0.15	1.47
JUSTICE SPECIAL ON TRIAL LIST	1.33	0.01	0.19	12.33
TRIAL LIST	0.14	0.00	0.00	1.28

Table 3: Time Savings by Hearing Type: Family

Hearing_Type	Bookings_Saved_per_File	Hearings_Saved_per_Booking	Hours_Saved_per_Hearing	Hours_Saved_per_File
CONFERENCE CALL LIST	0.00	0.01	0.24	1.62
CASE CONFERENCE	0.31	0.01	0.00	1.81
CASE MANAGEMENT COUNSEL	0.66	0.04	0.00	4.75
CASE MANAGEMENT HEARINGS	1.09	0.00	0.00	6.56
CASE FLOW FAMILY	0.00	0.00	0.39	1.42
CHILD SUPPORT LIST	0.00	0.00	0.42	0.74
CHILD SUPPORT RESOLUTION LIST	0.00	0.00	0.00	0.00
DOCKET AM	0.00	0.00	0.00	0.00
DOCKET PM	0.00	0.00	0.07	0.44
DISPUTE RESOLUTION OFFICER	0.10	0.00	0.00	0.52
DOMESTIC VIOLENCE COURT	0.00	0.00	0.09	0.31
EARLY INTERVENTION CONFERENCE	0.00	0.01	0.00	0.19
EMERGENCY HEARINGS	0.00	0.00	1.15	2.39
EPO REVIEWS	0.08	0.06	0.07	1.09
EPO VIVA VOCE HEARINGS	0.00	0.00	0.55	0.27
FAMILY CONFERENCE CALLS	0.17	0.00	0.03	0.70
FAMILY LAW CHAMBERS MORNING	0.00	0.07	0.17	3.37
FAMILY LAW CHAMBERS AFTERNOON	0.00	0.00	0.00	0.00
FAMILY LAW CHAMBERS (AM)	0.00	0.00	0.01	0.07
FAMILY LAW SPECIALS (PM)	0.00	0.12	0.00	1.41
INTER-JURISDICTIONAL SUPPORT	0.00	0.00	0.00	0.00
JUSTICE CHAMBERS LIST	0.00	0.12	0.00	2.21
JUSTICE SEIZED/SPECIAL LIST	0.00	0.00	0.28	0.86
JUSTICE SPECIAL (DUTY)	0.00	0.08	1.02	2.64
JUSTICE SPECIAL ON TRIAL LIST	0.00	0.00	0.96	1.44
SPEAK TO FAMILY COURT APPEALS	0.00	0.00	0.50	0.93
TRIAL LIST	0.75	0.06	0.31	8.90

Table 4: Time Savings by Hearing Type: Provincial Court – Family

Hearing_Type	Bookings_Saved_per_File	Hearings_Saved_per_Booking	Hours_Saved_per_Hearing	Hours_Saved_per_File
ATHABASCA PCF LIST	0.18	0.02	0.00	2.96
PCF ADD-ONS	0.00	0.00	0.01	0.03
BARHEAD PCF LIST	0.00	0.02	0.02	1.18
BROOKS PCF LIST	0.00	0.00	0.00	0.38
BONNYVILLE PCF LIST	0.00	0.00	0.00	0.00
CARDSTON PCF LIST	0.85	0.00	0.06	1.18
CHAMBERS LIST (A.M.)	0.10	0.00	0.00	0.62
COLD LAKE PCF LIST	0.00	0.00	0.00	0.00
CASE MANAGEMENT HEARINGS	6.15	0.00	2.60	58.87
CASE FLOW FAMILY	0.00	0.00	0.00	0.00
DECISION	0.00	0.00	0.58	1.34
DOCKET AM	0.00	0.00	0.06	0.45
DOCKET PM	0.00	0.00	0.08	0.56
DRAYTON VALLEY PCF LIST	0.00	0.00	0.00	0.00
EDSON PROVINCIAL FAMILY	0.00	0.00	0.00	0.00
EMERGENCY HEARINGS	0.00	0.00	0.80	0.99
FAMILY RESOLUTION	0.00	0.00	0.00	0.00
FORT MCLEOD PCF LIST	0.00	0.00	0.00	0.00
GRANDE CACHE PROVINCIAL FAMILY	0.00	0.04	0.00	1.89
GLENEVIS PROV FAMILY LIST	0.00	0.05	0.00	2.81
INTERIM HEARINGS	0.00	0.00	0.32	0.83
INTERJURISDICTIONAL SUPPORT	0.00	0.00	0.74	3.65
JUDICIAL DISPUTE RESOLUTION	0.06	0.00	0.00	0.39
LAC LA BICHE PCF LIST	0.00	0.00	0.00	0.02
LLOYDMINSTER PCF LIST	0.00	0.00	0.00	0.02
MAYERTHORPE PROV FAMILY LIST	0.00	0.00	0.00	0.00
MORINVILLE PCF LIST	0.00	0.00	0.00	0.22
PINCHER CREEK PCF LIST	0.00	0.00	0.00	0.00
PRE TRIALS CONFERENCE	0.00	0.00	0.26	0.57
RED EARTH CREEK PCF LIST	0.00	0.01	0.00	0.95
ROCKY MOUNTAIN HOUSE PCF LIST	0.00	0.00	0.00	0.00
STRATHMORE PCF LIST	0.00	0.00	0.00	0.00
SLAVE LAKE PCF LIST	0.00	0.07	0.00	6.64
SIKSIKA NATION PCF LIST	0.00	0.00	0.02	0.24
STETTLER PCF LIST	0.00	0.00	0.00	0.00
TABER PCF LIST	0.23	0.00	0.00	2.14
TRIAL LIST	0.00	0.00	0.00	0.02
TRIAL CONTINUATION	0.03	0.00	0.24	0.98
VEGREVILLE PCF LIST	0.00	0.01	0.00	0.97
WABASCA-DEMARIS PCF LIST	0.00	0.07	0.00	4.41
WHITECOURT PROV FAMILY LIST	0.00	0.00	0.00	0.00
WESTLOCK PCF LIST	0.00	0.00	0.00	0.00
WAINWRIGHT PCF LIST	0.00	0.00	0.00	0.02

Table 5: Time Savings by Hearing Type: Temporary Transfer – Family

Hearing_Type	Bookings_Saved_per_File	Hearings_Saved_per_Booking	Hours_Saved_per_Hearing	Hours_Saved_per_File
JUDICIAL DISPUTE RESOLUTION	0.00	0.00	0.00	0.00

Table 6: Time Savings by Hearing Type: Surrogate – Dependant Adult

Hearing_Type	Bookings_Saved_per_File	Hearings_Saved_per_Booking	Hours_Saved_per_Hearing	Hours_Saved_per_File
JUSTICE CHAMBERS LIST	0.00	0.00	0.00	0.00
REPRESENTED ADULT LIST	0.00	0.03	1.26	2.49
JUSTICE SEIZED/SPECIAL LIST	0.00	0.00	0.00	0.00

Table 7: Expected Monthly Time Savings by Hearing Type: Surrogate – Dependant Adult

Hearing_Type	Days_Saved_Per_File	Average_Files_Per_Month	Days_Saved_per_Month
JUSTICE CHAMBERS LIST	0.00	2.86	0.00
REPRESENTED ADULT LIST	0.50	8.52	4.24
JUSTICE SEIZED/SPECIAL LIST	0.00	0.52	0.00

Table 8: Time Savings by Hearing Type: Provincial Court Civil

Hearing_Type	Bookings_Saved_per_File	Hearings_Saved_per_Booking	Hours_Saved_per_Hearing	Hours_Saved_per_File
CHAMBERS LIST (A.M.)	0.00	0.01	0.00	0.28
CHAMBERS LIST (P.M.)	0.00	0.00	0.06	0.12
COLD LAKE PCC	0.30	0.00	0.03	3.09
DRAYTON VALLEY HEARING LIST	1.69	0.00	0.03	16.98
MASTER CHAMBERS LIST	0.00	0.00	0.00	0.00
PCC MEDIATION HEARINGS	0.01	0.00	0.00	0.03
PCC PRE TRIALS AM	0.00	0.00	0.07	0.10
PRE TRIALS CONFERENCE	0.00	0.00	0.28	0.42
PCC PRE TRIALS PM	0.00	0.00	0.00	0.01
RESIDENTIAL TENANCY APPLICATIO	0.00	0.00	0.17	0.28
STRATHMORE HEARING LIST	0.00	0.00	0.00	0.00
TRIAL LIST (A.M.)	0.00	0.00	0.00	0.00
TRIAL LIST (P.M.)	0.00	0.02	0.04	0.09
TRIAL SIMPLIFIED AM	0.00	0.00	0.00	0.00
TRIAL SIMPLIFIED PM	0.02	0.00	0.00	0.03
VEGREVILLE HEARING LIST	0.00	0.00	0.00	0.00

Table 9: Time Savings by Hearing Type: Queen’s Bench

Hearing_Type	Bookings_Saved_per_File	Hearings_Saved_per_Booking	Hours_Saved_per_Hearing	Hours_Saved_per_File
CONFERENCE CALL LIST	0.00	0.00	0.00	0.00
CASE CONFERENCE	0.00	0.00	0.00	0.00
CHAMBERS LIST (A.M.)	0.75	0.04	0.00	7.10
CASE MANAGEMENT HEARINGS	0.00	0.04	1.09	13.64
COMMERCIAL COURT	0.00	0.00	0.00	0.00
EPO REVIEWS	0.45	0.06	0.00	5.38
EPO VIVA VOCE HEARINGS	0.19	0.11	0.44	2.18
FAMILY LAW CHAMBERS (AM)	0.05	0.00	0.03	0.01
HABEAS CORPUS HEARING	2.67	0.08	0.00	8.30
JUSTICE CHAMBERS LIST	0.00	0.12	0.00	4.57
JUSTICE SEIZED/SPECIAL LIST	0.00	0.00	0.00	0.00
JUSTICE SPECIAL (DUTY)	0.00	0.10	1.84	3.51
JUSTICE SPECIAL ON TRIAL LIST	0.00	0.06	0.00	1.04
MASTER CHAMBERS LIST	0.00	0.08	0.03	2.08
MASTER CONFERENCE CALLS LIST	0.00	0.00	0.00	0.00
MASTER SPECIAL CHAMBERS LIST	0.00	0.22	2.64	9.50
PROVINCIAL COURT CIVIL APPEALS	0.00	0.03	0.65	1.08
PRE TRIALS CONFERENCE	0.46	0.00	0.49	3.85
REVIEW/ASSESSMENT APPOINTMENTS	0.00	0.00	0.00	0.00
TRIAL LIST	0.80	0.02	0.00	7.61
TRIAL LIST (A.M.)	1.31	0.03	0.00	12.37

Table 10: Time Savings by Hearing Type: Surrogate – Probate

Hearing_Type	Bookings_Saved_per_File	Hearings_Saved_per_Booking	Hours_Saved_per_Hearing	Hours_Saved_per_File
JUSTICE CHAMBERS LIST	0.00	0.05	0.00	2.21

Table 11: Time Savings by Hearing Type: Adoptions

Hearing_Type	Bookings_Saved_per_File	Hearings_Saved_per_Booking	Hours_Saved_per_Hearing	Hours_Saved_per_File
ADOPTION HEARING LIST	0.21	0.01	0.50	1.27

B Results - Public Savings Metric

Table 12: Public Savings by Hearing Type: Bankruptcy

Hearing_Type	Hours_Saved_per_File	Judge_Cost_Savings	Clerk_Cost_Savings	Security_Cost_Savings	Misc_Operating_Cost_Savings	Lost_Income_Tax_Revenue	Total_Direct_Public_Savings
BANKRUPTCY REGISTRAR LIST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
BANKRUPTCY REGISTRAR CONTESTED	0.31	45.31	12.24	23.03	6.23	2.24	89.06
LETHBRIDGE REGISTRAR LIST	0.58	84.44	22.81	42.92	11.61	4.18	165.96
RED DEER REGISTRAR LIST	3.36	487.95	131.79	248.05	67.11	24.16	959.06

Table 13: Public Savings by Hearing Type: Divorce

Hearing_Type	Hours_Saved_per_File	Judge_Cost_Savings	Clerk_Cost_Savings	Security_Cost_Savings	Misc_Operating_Cost_Savings	Lost_Income_Tax_Revenue	Total_Direct_Public_Savings
CONFERENCE CALL LIST	0.35	50.78	13.71	25.81	6.98	2.51	99.80
CASE CONFERENCE	0.49	71.56	19.33	36.38	9.84	3.54	140.66
CASE MANAGEMENT COUNSEL	9.23	1,341.49	362.33	681.95	184.51	66.42	2,636.70
CASE MANAGEMENT HEARINGS	0.50	72.83	19.67	37.02	10.02	3.61	143.15
CHILD SUPPORT LIST	1.62	235.18	63.52	119.56	32.35	11.64	462.25
CHILD SUPPORT RESOLUTION LIST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DOCKET AM	2.31	335.24	90.55	170.42	46.11	16.60	658.92
DOCKET PM	1.27	185.00	49.97	94.04	25.44	9.16	363.62
DISPUTE RESOLUTION OFFICER	1.60	245.53	66.32	124.82	33.77	12.16	482.59
EARLY INTERVENTION CONFERENCE	0.54	78.78	21.28	40.05	10.84	3.90	154.84
EMERGENCY HEARINGS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FAMILY CONFERENCE CALLS	4.34	631.39	170.53	320.97	86.84	31.26	1,240.99
FAMILY LAW CHAMBERS MORNING	0.20	28.36	7.66	14.42	3.90	1.40	55.75
FAMILY LAW CHAMBERS AFTERNOON	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FAMILY LAW APPLICATION LIST	0.55	80.51	21.74	40.93	11.07	3.99	158.24
FAMILY LAW CHAMBERS (AM)	0.22	31.92	8.62	16.22	4.39	1.58	62.73
FAMILY LAW SPECIALS (PM)	2.18	316.30	85.43	160.79	43.50	15.66	621.68
JUSTICE CONFERENCE CALL	0.58	84.52	22.83	42.97	11.63	4.19	166.13
JUDICIAL DISPUTE RESOLUTION	0.97	141.18	38.13	71.77	19.42	6.99	277.49
JUSTICE SEIZED/SPECIAL LIST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
JUSTICE SPECIAL (DUTY)	1.47	213.53	57.67	108.55	29.87	10.57	419.69
JUSTICE SPECIAL ON TRIAL LIST	12.33	1,793.64	484.45	911.80	246.69	88.81	3,525.39
TRIAL LIST	1.28	186.22	50.30	94.66	25.61	9.22	366.01

Table 14: Public Savings by Hearing Type: Family

Hearing_Type	Hours_Saved_per_File	Judge_Cost_Savings	Clerk_Cost_Savings	Security_Cost_Savings	Misc_Operating_Cost_Savings	Lost_Income_Tax_Revenue	Total_Direct_Public_Savings
CONFERENCE CALL LIST	1.62	235.28	63.55	119.60	32.36	11.65	462.44
CASE CONFERENCE	1.81	263.37	71.13	133.88	36.22	13.04	517.65
CASE MANAGEMENT COUNSEL	4.75	690.96	186.62	351.25	95.03	34.21	1,358.07
CASE MANAGEMENT HEARINGS	6.56	953.84	257.62	484.89	131.19	47.23	1,874.78
CASE FLOW FAMILY	1.42	207.21	55.97	105.33	28.50	10.26	407.27
CHILD SUPPORT LIST	0.74	108.25	29.24	55.03	14.89	5.36	212.76
CHILD SUPPORT RESOLUTION LIST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DOCKET AM	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DOCKET PM	0.44	64.26	17.36	32.67	8.84	3.18	126.30
DISPUTE RESOLUTION OFFICER	0.52	74.93	20.24	38.09	10.51	3.71	147.27
DOMESTIC VIOLENCE COURT	0.31	45.01	12.16	22.88	6.19	2.23	88.46
EARLY INTERVENTION CONFERENCE	0.19	28.05	7.58	14.26	3.86	1.39	55.13
EMERGENCY HEARINGS	2.39	347.86	93.96	176.84	47.84	17.22	683.73
EPO REVIEWS	1.09	157.95	42.66	80.30	21.72	7.82	310.45
EPO VIVA VOCE HEARINGS	0.27	39.20	10.59	19.93	5.39	1.94	77.04
FAMILY CONFERENCE CALLS	0.70	101.82	27.50	51.76	14.00	5.04	200.13
FAMILY LAW CHAMBERS MORNING	3.37	490.64	132.52	249.42	67.48	24.29	964.36
FAMILY LAW CHAMBERS AFTERNOON	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FAMILY LAW CHAMBERS (AM)	0.07	9.70	2.62	4.93	1.33	0.48	19.07
FAMILY LAW SPECIALS (PM)	1.41	205.69	55.56	104.57	28.29	10.18	404.29
INTER-JURISDICTIONAL SUPPORT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
JUSTICE CHAMBERS LIST	2.21	321.63	86.87	163.50	44.24	15.93	632.16
JUSTICE SEIZED/SPECIAL LIST	0.86	124.77	33.70	63.43	17.16	6.18	245.23
JUSTICE SPECIAL (DUTY)	2.64	383.30	103.53	194.85	52.72	18.98	753.38
JUSTICE SPECIAL ON TRIAL LIST	1.44	208.86	56.41	106.17	28.73	10.34	410.51
SPEAK TO FAMILY COURT APPEALS	0.93	135.36	36.56	68.81	18.62	6.70	266.05
TRIAL LIST	8.90	1,293.71	349.42	657.66	177.94	64.06	2,542.79

Table 15: Public Savings by Hearing Type: Provincial Court – Family

Hearing_Type	Hours_Saved_per_File	Judge_Cost_Savings	Clerk_Cost_Savings	Security_Cost_Savings	Misc_Operating_Cost_Savings	Lost_Income_Tax_Revenue	Total_Direct_Public_Savings
ATHABASCA PCF LIST	2.96	430.74	116.34	218.97	59.24	21.33	846.61
PCF ADD-ONS	0.03	3.86	1.04	1.96	0.53	0.19	7.59
BARHEAD PCF LIST	1.18	170.97	46.18	86.91	23.51	8.47	336.04
BROOKS PCF LIST	0.38	54.54	14.73	27.73	7.50	2.70	107.20
BONNYVILLE PCF LIST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CARDSTON PCF LIST	1.18	171.06	46.20	86.96	23.53	8.47	336.22
CHAMBERS LIST (A.M.)	0.62	90.42	24.42	45.96	12.44	4.48	177.71
COLD LAKE PCF LIST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CASE MANAGEMENT HEARINGS	58.87	8,560.39	2,312.09	4,351.70	1,177.39	423.86	16,825.42
CASE FLOW FAMILY	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DECISION	1.34	195.48	52.80	99.37	26.89	9.68	384.21
DOCKET AM	0.45	65.29	17.63	33.19	8.98	3.23	128.33
DOCKET PM	0.56	81.47	22.00	41.42	11.21	4.03	160.13
DRAYTON VALLEY PCF LIST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EDSON PROVINCIAL FAMILY	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EMERGENCY HEARINGS	0.99	143.51	38.76	72.95	19.74	7.11	282.06
FAMILY RESOLUTION	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FORT MCLEOD PCF LIST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GRANDE CACHE PROVINCIAL FAMILY	1.89	275.46	74.40	140.03	37.89	13.64	541.42
GLENEVIS PROV FAMILY LIST	2.81	408.18	110.25	207.50	56.14	20.21	802.27
INTERIM HEARINGS	0.83	121.16	32.73	61.59	16.66	6.00	238.15
INTERJURISDICTIONAL SUPPORT	3.65	530.73	143.34	269.80	73.00	26.28	1,043.14
JUDICIAL DISPUTE RESOLUTION	0.39	56.70	15.31	28.82	7.80	2.81	111.45
LAC LA BICHE PCF LIST	0.02	3.03	0.82	1.54	0.42	0.15	5.95
LLOYDMINSTER PCF LIST	0.02	3.30	0.89	1.68	0.45	0.16	6.49
MAYERTHORPE PROV FAMILY LIST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MORINVILLE PCF LIST	0.22	32.26	8.71	16.40	4.44	1.60	63.40
PINCHER CREEK PCF LIST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PRE TRIALS CONFERENCE	0.57	83.43	22.53	42.41	11.47	4.13	163.97
RED EARTH CREEK PCF LIST	0.95	138.38	37.38	70.35	19.03	6.85	271.99
ROCKY MOUNTAIN HOUSE PCF LIST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
STRATHMORE PCF LIST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SLAVE LAKE PCF LIST	6.64	966.01	260.91	491.07	132.86	47.83	1,898.69
SIKSIKA NATION PCF LIST	0.24	34.70	9.37	17.64	4.77	1.72	68.20
SETTLER PCF LIST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TABER PCF LIST	2.14	311.72	84.19	158.46	42.87	15.43	612.68
TRIAL LIST	0.02	2.32	0.63	1.18	0.32	0.12	4.57
TRIAL CONTINUATION	0.98	142.53	38.50	72.46	19.60	7.06	280.14
VEGREVILLE PCF LIST	0.97	140.87	38.05	71.61	19.38	6.98	276.88
WABASCA-DEMARIS PCF LIST	4.41	640.86	173.09	325.78	88.14	31.73	1,259.60
WHITCOURT PROV FAMILY LIST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WESTLOCK PCF LIST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WAINWRIGHT PCF LIST	0.02	2.93	0.79	1.49	0.40	0.15	5.76

Table 16: Public Savings by Hearing Type: Temporary Transfer – Family

Hearing_Type	Hours_Saved_per_File	Judge_Cost_Savings	Clerk_Cost_Savings	Security_Cost_Savings	Misc_Operating_Cost_Savings	Lost_Income_Tax_Revenue	Total_Direct_Public_Savings
JUDICIAL DISPUTE RESOLUTION	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table 17: Public Savings by Hearing Type: Surrogate – Dependant Adult

Hearing_Type	Hours_Saved_per_File	Judge_Cost_Savings	Clerk_Cost_Savings	Security_Cost_Savings	Misc_Operating_Cost_Savings	Lost_Income_Tax_Revenue	Total_Direct_Public_Savings
JUSTICE CHAMBERS LIST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
REPRESENTED ADULT LIST	2.49	361.80	97.72	183.92	49.76	17.91	711.11
JUSTICE SEIZED/SPECIAL LIST	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table 18: Public Savings by Hearing Type: Provincial Court Civil

Hearing_Type	Hours_Saved_per_File	Judge_Cost_Savings	Clerk_Cost_Savings	Security_Cost_Savings	Misc_Operating_Cost_Savings	Lost_Income_Tax_Revenue	Total_Direct_Public_Savings
CHAMBERS LIST (A.M.)	0.28	40.64	10.98	0.00	5.59	2.01	59.22
CHAMBERS LIST (P.M.)	0.12	17.53	4.74	0.00	2.41	0.87	25.55
COLD LAKE PCC	3.09	448.82	121.22	0.00	61.73	22.22	654.00
DRAYTON VALLEY HEARING LIST	16.98	2,469.18	666.90	0.00	339.61	122.26	3,597.95
MASTER CHAMBERS LIST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PCC MEDIATION HEARINGS	0.03	4.21	1.14	0.00	0.58	0.21	6.13
PCC PRE TRIALS AM	0.10	14.37	3.88	0.00	1.98	0.71	20.93
PRE TRIALS CONFERENCE	0.42	60.57	16.36	0.00	8.33	3.00	88.26
PCC PRE TRIALS PM	0.01	0.91	0.25	0.00	0.13	0.05	1.33
RESIDENTIAL TENANCY APPLICATIO	0.28	41.34	11.17	0.00	5.69	2.05	60.24
STRATHMORE HEARING LIST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TRIAL LIST (A.M.)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TRIAL LIST (P.M.)	0.09	12.79	3.45	0.00	1.76	0.63	18.63
TRIAL SIMPLIFIED AM	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TRIAL SIMPLIFIED PM	0.03	4.56	1.23	0.00	0.63	0.23	6.65
VEGREVILLE HEARING LIST	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table 19: Public Savings by Hearing Type: Queen’s Bench

Hearing_Type	Hours_Saved_per_File	Judge_Cost_Savings	Clerk_Cost_Savings	Security_Cost_Savings	Misc_Operating_Cost_Savings	Lost_Income_Tax_Revenue	Total_Direct_Public_Savings
CONFERENCE CALL LIST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CASE CONFERENCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CHAMBERS LIST (A.M.)	7.10	1,033.12	279.04	525.19	142.09	51.15	2,030.59
CASE MANAGEMENT HEARINGS	13.64	1,983.78	535.80	1,008.46	272.85	98.22	3,899.11
COMMERCIAL COURT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EPO REVIEWS	5.38	782.89	211.45	397.99	107.68	38.76	1,538.77
EPO VIVA VOCE HEARINGS	2.18	316.91	85.60	161.10	43.59	15.69	622.89
FAMILY LAW CHAMBERS (AM)	0.01	2.13	0.57	1.08	0.29	0.11	4.18
HABEAS CORPUS HEARING	8.30	1,206.91	325.98	613.54	166.00	59.76	2,372.18
JUSTICE CHAMBERS LIST	4.57	664.62	179.51	337.86	91.41	32.91	1,306.30
JUSTICE SEIZED/SPECIAL LIST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
JUSTICE SPECIAL (DUTY)	3.51	510.11	137.78	259.31	70.16	25.26	1,002.61
JUSTICE SPECIAL ON TRIAL LIST	1.04	151.05	40.80	76.79	20.78	7.48	296.89
MASTER CHAMBERS LIST	2.08	303.07	81.86	154.07	41.68	15.01	595.69
MASTER CONFERENCE CALLS LIST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MASTER SPECIAL CHAMBERS LIST	9.50	1,380.82	372.95	701.95	189.92	68.37	2,714.01
PROVINCIAL COURT CIVIL APPEALS	1.08	156.87	42.37	79.75	21.58	7.77	308.33
PRE TRIALS CONFERENCE	3.85	560.16	151.29	284.76	77.04	27.74	1,100.99
REVIEW/ASSESSMENT APPOINTMENTS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TRIAL LIST	7.61	1,106.38	298.82	562.43	152.17	54.78	2,174.58
TRIAL LIST (A.M.)	12.37	1,799.10	485.92	914.58	247.45	89.08	3,536.12

Table 20: Public Savings by Hearing Type: Surrogate – Probate

Hearing_Type	Hours_Saved_per_File	Judge_Cost_Savings	Clerk_Cost_Savings	Security_Cost_Savings	Misc_Operating_Cost_Savings	Lost_Income_Tax_Revenue	Total_Direct_Public_Savings
JUSTICE CHAMBERS LIST	2.21	321.38	86.80	163.38	44.20	15.91	631.68

Table 21: Public Savings by Hearing Type: Adoptions

Hearing_Type	Hours_Saved_per_File	Judge_Cost_Savings	Clerk_Cost_Savings	Security_Cost_Savings	Misc_Operating_Cost_Savings	Lost_Income_Tax_Revenue	Total_Direct_Public_Savings
ADOPTION HEARING LIST	1.27	185.20	50.02	94.15	25.47	9.17	364.02