



**Workgroup on Performance Management  
Orientation Conference Call  
February 12, 2015  
12:00 p.m. – 1:30 p.m. EST**

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**Conference Call 1-888-670-3525; Code 4952473921#**

**AGENDA**

**12:00 p.m. Meeting Convenes**

- I. Welcome and Introductions, Judge Victor Hulslander, Chair
- II. Membership List (Review for Corrections)
- III. Review Purpose and Goals of Workgroup
  - a. Charge One of AOSC14-40
  - b. Action Plan
  - c. Workgroup Timeline
- IV. Review Collection of Literature on Trial Court Performance Measurement
  - a. Historical Reference Webpage on Performance Measure Developments  
<http://www.flcourts.org/resources-and-services/court-services/tcpa-pm-services.stml>
  - b. National Center for State Court's High Performance Court Framework - A Road Map for Improving Court Management
  - c. TIMS Performance Measures At-A-Glance
  - d. Integrated Trial Court Adjudicatory System
- V. Discuss Next Steps and Meeting (March 27)
  - a. Prepare Preliminary List of Performance Management Issues
  - b. Develop Circuit Questionnaire

**1:30 p.m. Meeting Adjourned**

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# Supreme Court of Florida

No. AOSC14-40

IN RE:       COMMISSION ON TRIAL COURT  
              PERFORMANCE AND ACCOUNTABILITY

## ADMINISTRATIVE ORDER

The Commission on Trial Court Performance and Accountability was established in 2002 for the purpose of proposing policies and procedures on matters related to the efficient and effective functioning of Florida's trial courts through the development of comprehensive performance measurement, resource management, and accountability programs.

Court committees are a vital component in the governance of the judicial branch. Committees established by the Supreme Court assist in the development of policies and operating procedures that enhance the administration of justice. The Commission must, however, be cognizant of the limitations on the resources available to support its efforts as it develops a work plan that will accomplish the important tasks assigned in this administrative order. Accordingly, the Chair should use discretion in the establishment of subcommittees that require operating funds and staff support. With regard to meetings, the Commission on Trial Court

Performance and Accountability should strive to utilize the most economical means appropriate to the type of work being accomplished.

During the next two years, the Commission shall perform the following tasks:

1. Develop recommendations on a performance management framework for the trial courts with an emphasis on articulating long-term objectives for better quantifying performance to identify potential problems and take corrective action in the effective use of court resources. Propose a plan for the development of benchmarks and goals for performance measures identified in the Trial Court Integrated Management Solution report. Collaborate with the Judicial Management Council's Performance Workgroup on the prioritization of performance data needs to enhance the court system's ability to better evaluate branch outputs and outcomes.
2. Collaborate on a joint study with the Commission on District Court of Appeal Performance and Accountability on the issue of delay in the receipt of documents which comprise the record in dependency and termination of parental rights appeals.
3. Through the Court Statistics and Workload Committee, continue to provide guidance and direction on data management issues as

necessary to maintain integrity of data collection and reporting through appropriate Uniform Case Reporting systems, the Summary Reporting System, the Uniform Data Reporting System, and other data collection efforts relevant to court management. This includes associated analytical products such as the Weighted Caseload Model, case age and other case inventory statistics, and work related to the Judicial Data Management Services component of the Integrated Trial Court Adjudication Systems project.

4. Through the Court Statistics and Workload Committee, manage and oversee all efforts to update the weights in the Judicial Workload Model.
5. Continue to provide support and assistance to the trial courts with regard to implementation of standards of operation and best practices approved by the Supreme Court.
6. Continue to propose judicial branch responses to any statutory requirements and requests by the Florida Legislature and the Office of the Governor related to trial court performance and accountability.

The Commission on Trial Court Performance and Accountability is authorized to propose statutory changes related to the operational efficiency and effectiveness of the trial courts.

The Commission on Trial Court Performance and Accountability is authorized to propose amendments to rules of court procedure on issues involving the operational efficiency and effectiveness of the trial courts, for consideration by the Court. In developing proposed amendments to rules of court procedure, the Commission is directed to establish appropriate liaison relationships with the relevant Bar rules committees. Should the Commission recommend amendments to rules of court procedure or forms, it shall file such recommendations in petition form with the Clerk of the Florida Supreme Court.

Should the Commission on Trial Court Performance and Accountability make recommendations that require additional funding or resources to implement, the Commission is directed to establish the necessary liaison relationship with the District Court of Appeal Budget Commission or the Trial Court Budget Commission, as appropriate. At a minimum, the Commission shall provide the chair of the respective budget commission with copies of Commission reports and recommendations that reference the need for additional court funding or resources, prior to the finalization of those reports.

Should the Commission on Trial Court Performance and Accountability make recommendations that impact court technology, the Commission is directed to establish the necessary liaison relationship with the Florida Courts Technology Commission. At a minimum, the Commission shall provide the Chair of the

Florida Courts Technology Commission with copies of Commission reports and recommendations that reference court technology, prior to the finalization of those reports.

Should the Commission on Trial Court Performance and Accountability make recommendations about the education and training needs of judges and court staff, the Commission is directed to establish the necessary liaison relationships with the Florida Court Education Council. At a minimum, the Commission shall provide the Chair of the Florida Court Education Council with copies of Commission reports and recommendations that reference court education, prior to the finalization of those reports.

The Commission on Trial Court Performance and Accountability should submit its reports to the Chief Justice through the State Courts Administrator.

The following individuals are appointed to serve on the Commission for terms that expire on June 30, 2016.

The Honorable Paul Alessandroni  
County Court Judge, Charlotte County

The Honorable Herbert Baumann  
Circuit Court Judge, Thirteenth Judicial Circuit

Ms. Barbara Dawicke  
Trial Court Administrator, Fifteenth Judicial Circuit

Ms. Holly Elomina  
Trial Court Administrator, Sixteenth Judicial Circuit

The Honorable Ronald W. Flury  
County Court Judge, Leon County

The Honorable Victor Hulslander  
Circuit Court Judge, Eighth Judicial Circuit

Ms. Gay Inskeep  
Trial Court Administrator, Sixth Judicial Circuit

The Honorable Leandra G. Johnson  
Circuit Court Judge, Third Judicial Circuit

The Honorable Shelley Kravitz  
County Court Judge, Dade County

The Honorable Ellen Sly Masters  
Circuit Court Judge, Tenth Judicial Circuit

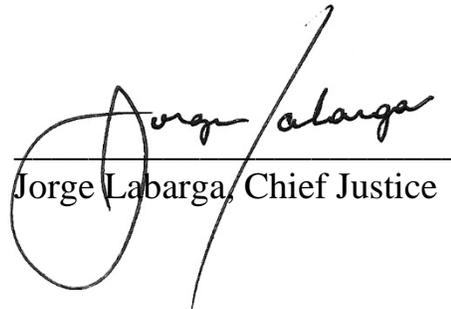
The Honorable Diana L. Moreland  
Circuit Court Judge, Twelfth Judicial Circuit

The Honorable William Roby  
Circuit Court Judge, Nineteenth Judicial Circuit

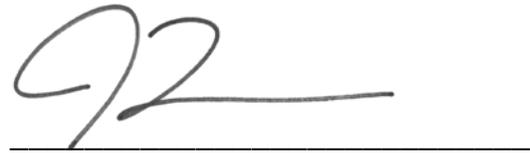
The Honorable Terry D. Terrell  
Chief Judge, First Judicial Circuit

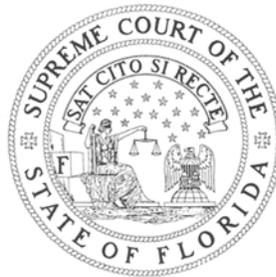
The Honorable Diana L. Moreland shall serve as chair through June 30,  
2016. Staff support will be provided by the Office of the State Courts  
Administrator.

DONE AND ORDERED at Tallahassee, Florida, on July 2, 2014.

  
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Jorge Labarga, Chief Justice

ATTEST:

  
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John A. Tomasino, Clerk of Court



## **ACTION PLAN**

### **Background**

In December 2012, the TCP&A submitted recommendations, to the Supreme Court, on the Trial Court Integrated Management Solution (TIMS) project, providing recommendations on performance measures and a conceptual court data model that may be used to collect standardized, uniform data on court case management activity of the trial courts. Further, within the TIMS report, reference is made to the National Center for State Courts' (NCSC) High Performance Court Framework (HPCF). This framework offers a national model state courts can use to achieve high performance. The HPCF seeks to advance the understanding of court administrative performance by explicitly linking values, court culture, and measurement. In doing so, it advances concepts that are aimed at creating a new generation of courts that is consistently using measurement data to improve performance.

In March 2013, the Supreme Court reviewed the Trial Court Integrated Management Solution (TIMS) report, accepting the recommendations of the report and directing the TCP&A, as provided under [AOSC14-40](#), to move forward in further vetting the performance measures enumerated in the report and establishing a performance management framework for using the performance data collected under a standardized, uniform court data model.

In May 2013, the TCP&A began meeting to discuss the Supreme Court's charge as provided under [AOSC14-40](#). On May 24, 2013, a meeting was held, in Tallahassee, FL, to discuss the feasibility and implications of implementing the HPCF as developed by NCSC. The commission noted many of the principles espoused in the report were already being done by the State Courts System. They also noted the focus of due process and justice to be an overarching concern in developing a performance framework. At a December 9, 2013, TCP&A meeting, the commission met with Brian Ostrom, NCSC consultant and principle author of the High Performance Court Framework. Mr. Ostrom engaged the commission in discussions on specific areas of the HPCF, including information that can be shared with the chief judges of the circuit courts on court culture, benchmarks and goals for performance measures, establishment of administrative principles, and other system-wide policy matters that may be considered as part of an overall performance management framework. Following these discussions, the commission determined that a workgroup should be convened to consider these issues in-depth and develop recommendations on a performance management framework.

### **Goal:**

**Provide a final report to the Supreme Court, in response to AOSC14-40, outlining recommendations on a performance management framework for the trial courts with an emphasis on articulating long-term objectives for better quantifying performance to identify potential problems and take corrective action in the effective use of court resources. Within this report, propose a plan for the development of benchmarks and goals for performance measures identified in the Trial Court Integrated Management Solution report. Collaborate with the Judicial Management Council's Performance Workgroup on the prioritization of performance data needs to enhance the court system's ability to better evaluate branch outputs and outcomes.**

**Phase One: Determine Workgroup Membership** *November 2014*

The Workgroup should consist of TCP&A members and others in the trials courts with a familiarity with performance measurement and management.

**Phase Two: Review Documentation and Develop Strategy for Determining Recommendations** *February – March 2015*

Several existing literature documents, such as those at the national level, from COSCA and NCSC on HPCF and CourTools, and those at the state level, from TCP&A on LRPP and TIMS, will be presented to the Workgroup for consideration. Upon review, members will determine additional research and information gathering needs. Also, the Workgroup will begin to identify what organizational issues and plans/projects for which a performance management framework would be useful (also which people may be affected and how). The information will be used to refine the scope and assess the risks and benefits of implementing a performance management framework.

**Phase Three: Conduct Research and Analyze Results** *April – July 2015*

The next step in the process is to conduct additional research and begin analyzing results for determining preliminary recommendations. During this phase, the Workgroup will collaborate with JMC's Performance Workgroup on long-term goals, including the prioritization of performance measurement data needs and suggested ideas for promoting positive effects on trial court performance. A variety of meetings will occur, including conference calls and in-person workshops to achieve this task.

**Phase Four: Prepare Draft Report** *August - December 2015*

The Workgroup will finalize its recommendations based on the research and collaboration conducted in Phase Three.

**Phase Five: Perform Outreach & Finalize Report** *January - March 2016*

The Workgroup will approve and distribute a draft report with its final draft recommendations to the trial courts and relevant committees in order to solicit feedback. Upon completing the outreach, the Workgroup will review all relevant trial court and committee feedback and finalize recommendations for review and approval by TCP&A by April 2016.

**Phase Six: Submit Final Report to the TCP&A and Supreme Court** *April - May 2016*

The TCP&A will review the Workgroup's recommendations and submit a final report to the Supreme Court.

**Proposed Workgroup Timeline – Draft as of January 16, 2015**

<b>February 12, 2015 Conference Call 12:00 pm to 1:30 pm</b>	Orientation meeting to review purpose and goals of workgroup and existing literature on performance management.
<b>March 27, 2015 Conference Call 12:00 pm to 1:30 pm</b>	Determine research and information needs (e.g., to obtain status of performance management). Begin identifying organizational performance management needs (e.g., fill the gap needs).
<b>April 17, 2015 In-person Meeting TBD</b>	In-Person meeting: Review additional research and begin analyzing results. Refine the scope, as necessary.
<b>May 2015</b>	Staff will prepare written preliminary recommendation options and other results from in-person meeting.
<b>June 19, 2015 Conference Call 12:00 pm to 1:30 pm</b>	Review and discuss issues and preliminary recommendations taking into consideration implementation planning and assessment to the risks and benefits of implementation.
<b>July 24, 2015 In-person Meeting TBD</b>	In-Person meeting: Finalize preliminary recommendations. Prepare outreach to JMC Performance Workgroup
<b>August and September 2015</b>	Staff will begin drafting report. Preliminary recs will be sent to JMC for outreach.
<b>October 23, 2015 Conference Call 12:00 pm to 1:00 pm</b>	Review feedback from JMC Performance Workgroup. Continue drafting report.
<b>November 20, 2015 Conference Call 12:00 pm to 1:30 pm</b>	Review draft report. Determine outreach participants.
<b>January 2016</b>	Report sent for system-wide outreach.
<b>February 19, 2016 Conference Call 12:00 pm to 1:30 pm</b>	Review outreach responses and determine changes necessary to report.
<b>March 18, 2016 Conference Call 12:00 pm to 1:00 pm</b>	Approve final report for submission to TCP&A

# HIGH PERFORMANCE COURT Framework

## A Road Map for Improving Court Management

The High Performance Court Framework clarifies what court leaders and managers can do to produce high quality administration of justice. It consists of six key elements:

- 1. Administrative Principles** define high performance. They indicate the kind of administrative processes judges and managers consider important and care about.
- 2. Managerial Culture** is the way judges and managers believe work gets done. Building a supportive culture is key to achieving high performance.
- 3. Perspectives** of a high performing court include: (a) Customer, (b) Internal Operating, (c) Innovation, and (d) Social Value.
- 4. Performance Measurement** builds on *CourTools* to provide a balanced assessment in areas covered by the Customer and Internal Operating Perspectives.
- 5. Performance Management** concerns the Innovation Perspective and uses performance results to refine court practices on the basis of evidence-based innovations. It also fulfills the Social Value Perspective by communicating job performance to the public and policy makers.
- 6. The Quality Cycle** is a dynamic, iterative process that links the five preceding concepts into a chain of action supporting ever-improving performance.

### Administrative Principles

The High Performance Court Framework rests on four principles that define effective court administration and are widely shared by judges and court managers. Administrative principles include the following: (1) giving every case individual attention; (2) treating cases proportionately; (3) demonstrating court procedures are fair and understandable; and (4) exercising judicial control over the legal process.

#### The Framework Emphasizes Four Administrative Principles

- Giving every case individual attention
- Treating cases proportionately
- Demonstrating procedural justice
- Exercising judicial control over the legal process

A high performing court embraces each principle and seeks to make it real in its own local court context. Despite broad agreement on the importance and relevance of these principles, they do not necessarily lead to universal practices due to substantial differences in court cultures.

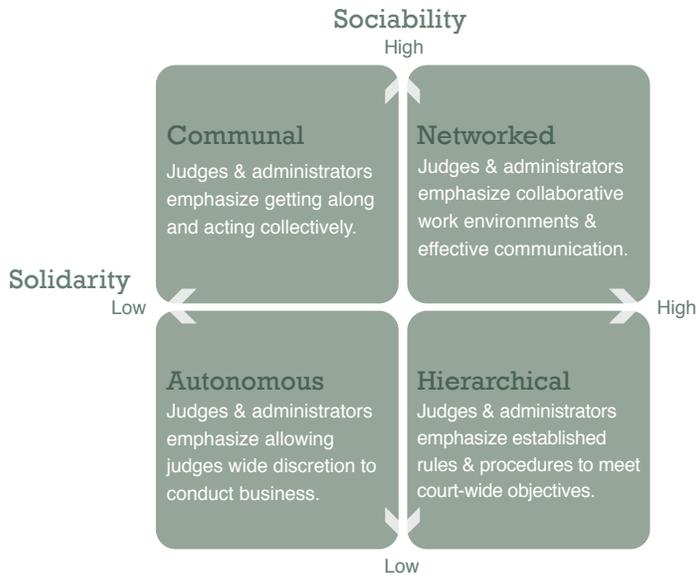
### Managerial Culture

Court culture is the way judges and managers believe work currently gets done and the way they would like to see it get done in the future. Court culture acts as a filter between principles and practices. Different cultures apply the same administrative principles differently.

Managerial culture falls along two distinct “dimensions.” The first dimension, called solidarity, is the spectrum of beliefs about the importance of judges and managers working together toward common ends. Solidarity refers to the degree to which a court has clearly understood and shared goals, mutual interests, and common ways of doing things. The second dimension, called sociability, concerns beliefs as to whether it is important for judges and managers to work cooperatively with one another. Sociability refers to the degree to which

court personnel acknowledge, communicate, and interact with one another in a cordial fashion.

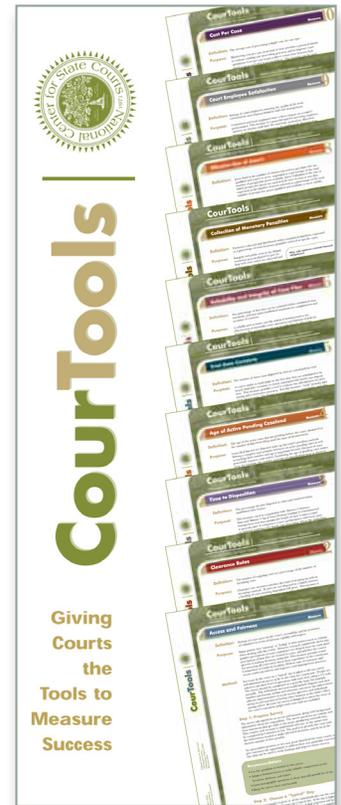
Classifying courts along both dimensions produces four distinguishable types of cultures: (1) communal, (2) networked, (3) autonomous, and (4) hierarchical. Each of the four cultures is a particular combination of solidarity and sociability, as shown below.



An essential lesson from field research is that a high degree of solidarity is necessary to support performance initiatives. Hence, a challenge for court leaders is to encourage and facilitate collective decision-making among individual judges on what is best for the court as a whole. As a result, by focusing on solidarity and building consensus, a court can reduce the level of fragmentation and isolation, enabling it to more effectively apply the administrative principles.

## Performance Perspectives, Measurement, and Management

The High Performance Court Framework uses the concept of perspectives to help guide performance assessment. Perspectives highlight how the interests of different individuals and groups involved in the legal process are affected by administrative practices. The Framework's four perspectives provide an integrated approach to performance measurement and management, as shown in the diagram: High Performance Court Framework at a Glance.



**Performance Measurement.** Combining the Customer and Internal Operating Perspectives yields four measurable performance areas (effectiveness, procedural satisfaction, efficiency, and productivity). Illustrative measures of the performance areas are drawn from *CourTools*, previously developed by the NCSC.

**Performance Management.** In a complementary way, the Innovation and Social Value Perspectives emphasize a court's dynamic use and management of evidence-based information, not just anecdotes, informal feedback, or intuition. The Innovation Perspective outlines four forms of social capital critical to developing positive results on an ongoing basis (as summarized in the graphic). It offers an approach courts can use to augment problem-

# The High Performance Court Framework at a Glance

The following diagram shows how four perspectives produce a workable strategy to guide performance assessment. The perspectives show how the interests of those involved in the legal process are affected by how a court conducts business.

## Customer Perspective

How should we treat all participants in the legal process?

## Internal Operating Perspective

What does a well functioning court do to excel at managing its work?



These two perspectives form a balanced scorecard of performance

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## Innovation Perspective

How can court personnel learn to respond and adapt to new circumstances and challenges?



This perspective brings into service four organizational capitals

## Social Value Perspective

What is a court's responsibility to the public and funding bodies?



This perspective encompasses legitimacy and institutional relations

# The High Performance Court Framework at a Glance

Following from left to right, the diagram illustrates how the perspectives frame an integrated approach to performance measurement and management.

## HPC Measurement: A Balanced Scorecard

### Effectiveness

Gauges the match between stated goals and their achievement.

#### CourTools and Other Measures:

Measure 5: Trial Date Certainty  
Measure 7: Enforcement of Penalties  
Measure 8: Juror Usage

### Procedural Satisfaction

Gauges if customers perceive the court is providing fair and accessible service.

#### CourTools and Other Measures:

Measure 1: Access  
Measure 1: Fairness  
Transaction time

### Efficiency

Gauges the variability and stability in key processes.

#### CourTools and Other Measures:

Measure 2: Clearance Rate  
Measure 4: Age of Pending Caseload  
Measure 6: Case File Integrity

### Productivity

Gauges whether processes make the best use of judge and staff time.

#### CourTools and Other Measures:

Measure 10: Cost Per Case  
Measure 3: Time to Disposition  
Workload Assessment

## HPC Management: The Four Capitals

### Organizational Capital

Organizing judges and staff to achieve the best use of time in pursuing common goals and communicating those goals clearly to justice system partners.

### Technological Capital

Using technology to achieve greater efficiency and quality, while managing it competently. Implementing up-to-date technology in an integrated way is key to effectively managing court business processes.

### Human Capital

Promoting the sharing of information and ideas on performance strategies, targets, and results. Input and feedback are solicited by court leaders from all personnel.

### Information Capital

Pursuing a credible evidence-based system to evaluate court performance. Ongoing attention to measurement and analysis help to ensure data are valid and meaningful.

## HPC Management: Strengthening the Role of Courts in Society

### Public Trust and Confidence

Public support is recognized as critical for legitimacy and compliance with decisions. As a result, a court will seek to demonstrate and communicate a record of successful job performance.

### Support of Legitimizing Authorities

Adequate funding from other branches of government is sought on the basis of measurable court performance, especially the efficient use of public resources.

solving skills so as to better diagnose and forecast challenges.

The Social Value Perspective stresses the use of information in communicating the work of the court to its partners in the justice system as well as members of the public and policy makers.

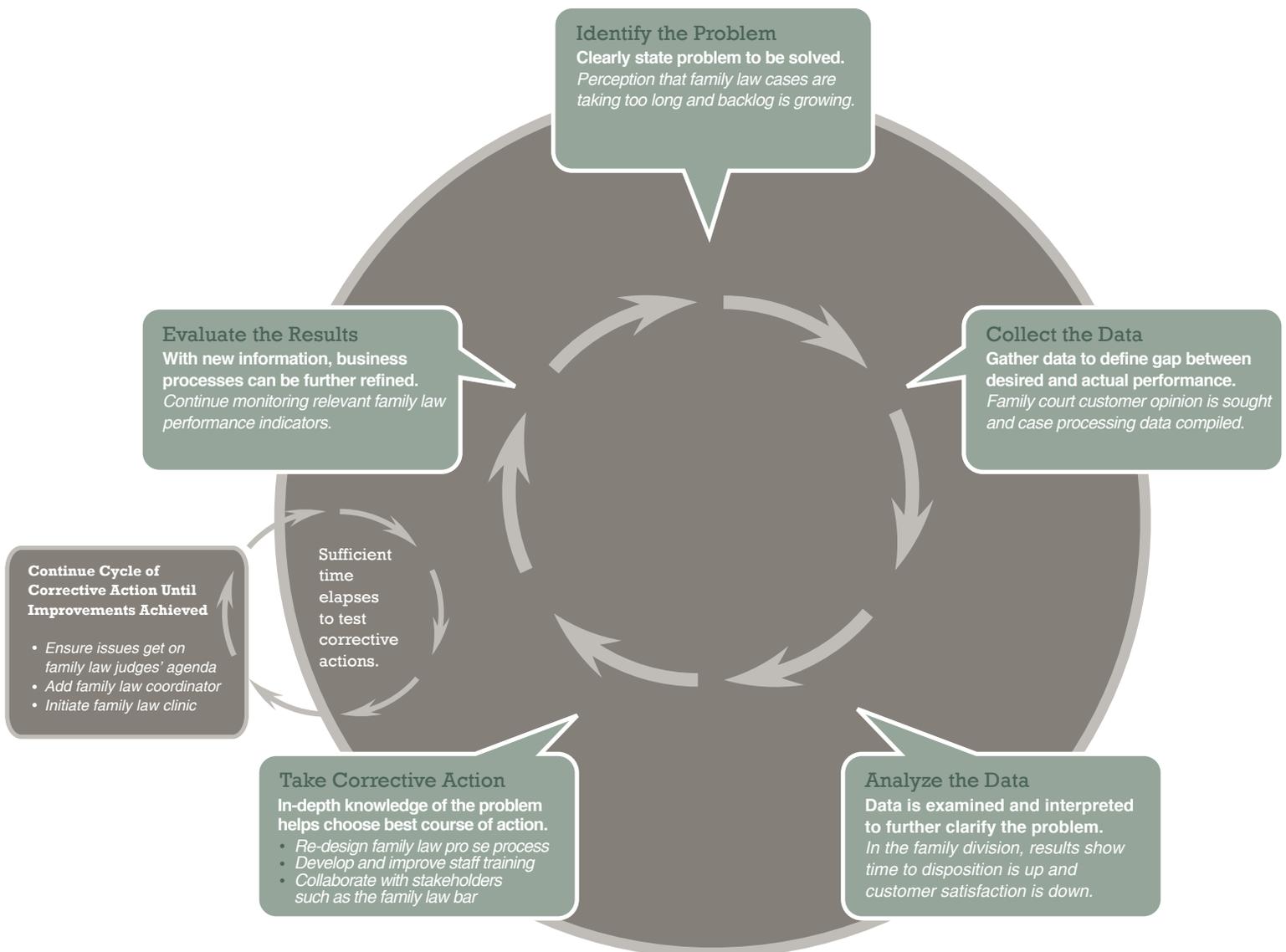
### Quality Cycle

The Framework is a flexible set of steps a court can take to integrate and implement performance improvement into its ongoing operations, creating what can be called a “quality cycle.” The court

administration quality cycle includes five steps: determining the scope and content of a problem, information gathering, analysis, taking action, and evaluating the results.

In many courts, the road to high performance begins with the will to see how the four administrative principles are working out in practice and using data to gauge what “working out” means. In other words, when a court’s culture supports a commitment to high quality service, there is ongoing attention to identifying and resolving administrative problems. A clear statement of a specific problem is the first

## Quality Cycle: Family Law Case Example



step in organizing a court's resources to effectively address it.

Collecting relevant data is the next key step of the quality cycle. A court can begin by consulting the Framework's proposed set of performance areas and accompanying measures (described in the first two perspectives) to gauge whether reality is consistent with expectations.

The third step in the cycle is examining and interpreting the results from the data collection and drawing out implications on what the real causes of the problem(s) are and what remedies might be appropriate. This step is clearly iterative. Once the basic character of a problem is identified, additional information can be gathered to further narrow and refine the problem and outline relevant responses.

The fourth step in the cycle is a fusion of performance measurement and management. Clearly specifying the problem allows court managers to marshal their resources (as

represented by the four capitals) and choose the new way of doing business that best fits the contours of the problem. As new information emerges, potential business process refinements and staff capability improvements will naturally evolve.

The fifth step involves checking to see whether the responses have had the intended outcomes and reporting those results. By gathering input from appropriate judges, court staff, and court customers and monitoring the relevant performance indicators, the court can determine if the problem is really fixed. The goal is not to temporarily change performance numbers, but to achieve real and continuing improvements in the process and in customer satisfaction.

Results also need to be shared with stakeholders in the legal process, members of the public, and policy makers in a clear and comprehensible manner. This narrative should indicate the net gains of past and current improvements and the status of mechanisms designed to avert problems in the future.

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### **Authored by:**

Brian Ostrom, Ph.D., Project Director

Roger Hanson, Ph.D.

### **Resources:**

High-Performance Courts

[www.ncsc.org/hpc](http://www.ncsc.org/hpc)

CourTools

[www.courttools.org](http://www.courttools.org)

Court Culture Assessment

[www.ncsc.org/courtculture.ashx](http://www.ncsc.org/courtculture.ashx)

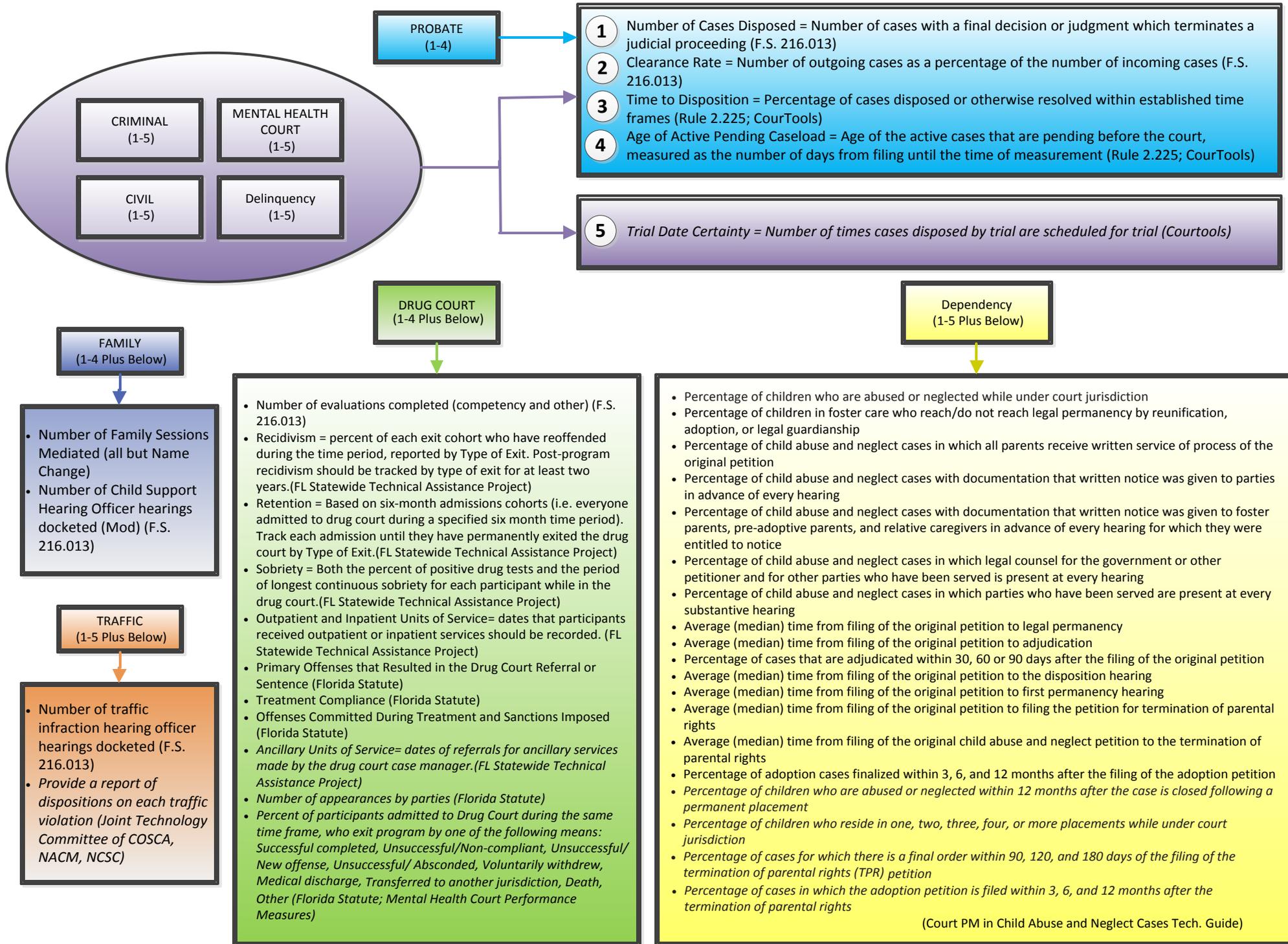


[www.ncsc.org](http://www.ncsc.org)

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- 1 Number of Cases Disposed = Number of cases with a final decision or judgment which terminates a judicial proceeding (F.S. 216.013)
- 2 Clearance Rate = Number of outgoing cases as a percentage of the number of incoming cases (F.S. 216.013)
- 3 Time to Disposition = Percentage of cases disposed or otherwise resolved within established time frames (Rule 2.225; CourTools)
- 4 Age of Active Pending Caseload = Age of the active cases that are pending before the court, measured as the number of days from filing until the time of measurement (Rule 2.225; CourTools)

5 Trial Date Certainty = Number of times cases disposed by trial are scheduled for trial (Courtools)

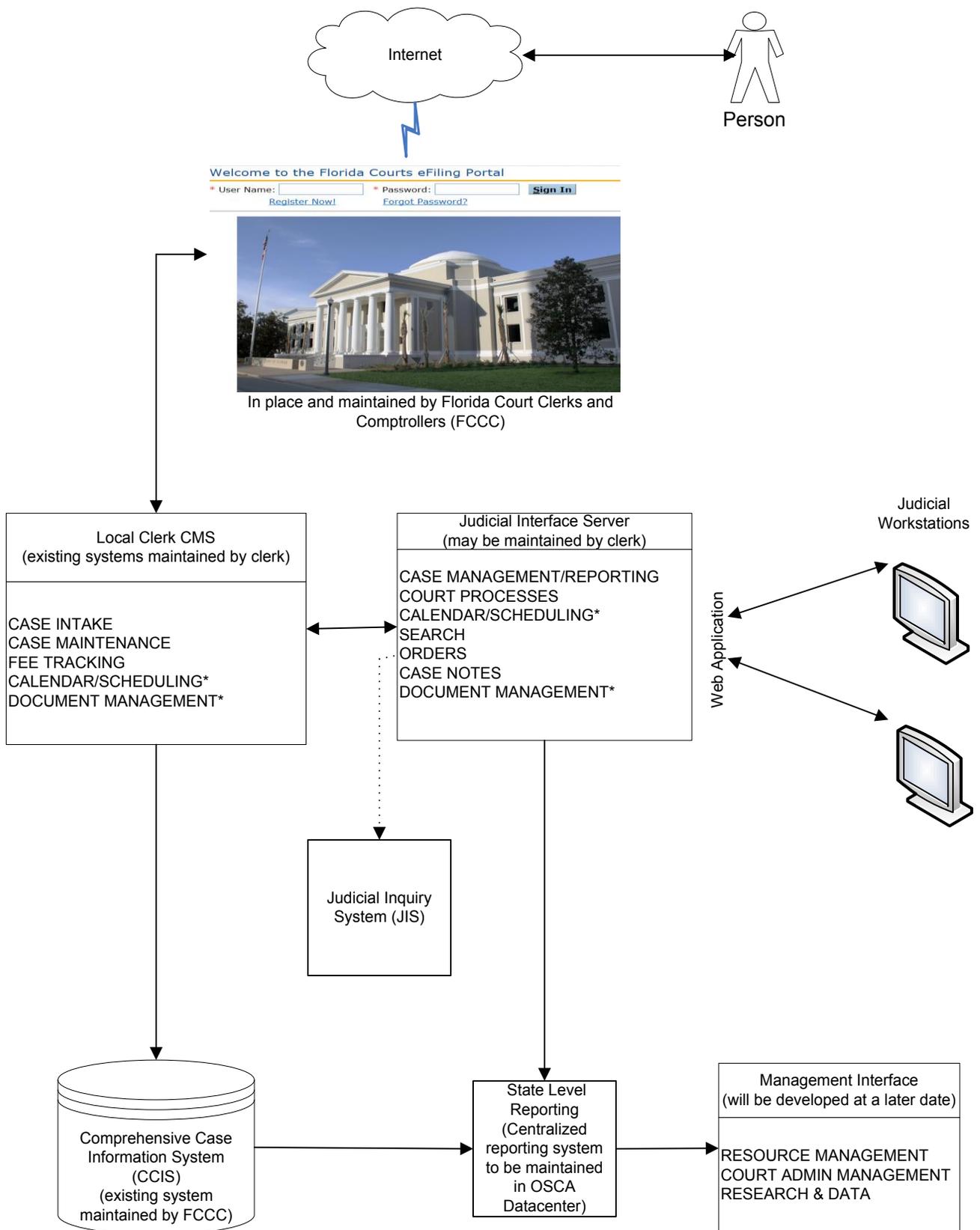
- Number of Family Sessions Mediated (all but Name Change)
- Number of Child Support Hearing Officer hearings docketed (Mod) (F.S. 216.013)

- Number of evaluations completed (competency and other) (F.S. 216.013)
- Recidivism = percent of each exit cohort who have reoffended during the time period, reported by Type of Exit. Post-program recidivism should be tracked by type of exit for at least two years.(FL Statewide Technical Assistance Project)
- Retention = Based on six-month admissions cohorts (i.e. everyone admitted to drug court during a specified six month time period). Track each admission until they have permanently exited the drug court by Type of Exit.(FL Statewide Technical Assistance Project)
- Sobriety = Both the percent of positive drug tests and the period of longest continuous sobriety for each participant while in the drug court.(FL Statewide Technical Assistance Project)
- Outpatient and Inpatient Units of Service= dates that participants received outpatient or inpatient services should be recorded. (FL Statewide Technical Assistance Project)
- Primary Offenses that Resulted in the Drug Court Referral or Sentence (Florida Statute)
- Treatment Compliance (Florida Statute)
- Offenses Committed During Treatment and Sanctions Imposed (Florida Statute)
- Ancillary Units of Service= dates of referrals for ancillary services made by the drug court case manager.(FL Statewide Technical Assistance Project)
- Number of appearances by parties (Florida Statute)
- Percent of participants admitted to Drug Court during the same time frame, who exit program by one of the following means: Successful completed, Unsuccessful/Non-compliant, Unsuccessful/ New offense, Unsuccessful/ Absconded, Voluntarily withdrew, Medical discharge, Transferred to another jurisdiction, Death, Other (Florida Statute; Mental Health Court Performance Measures)

- Percentage of children who are abused or neglected while under court jurisdiction
- Percentage of children in foster care who reach/do not reach legal permanency by reunification, adoption, or legal guardianship
- Percentage of child abuse and neglect cases in which all parents receive written service of process of the original petition
- Percentage of child abuse and neglect cases with documentation that written notice was given to parties in advance of every hearing
- Percentage of child abuse and neglect cases with documentation that written notice was given to foster parents, pre-adoptive parents, and relative caregivers in advance of every hearing for which they were entitled to notice
- Percentage of child abuse and neglect cases in which legal counsel for the government or other petitioner and for other parties who have been served is present at every hearing
- Percentage of child abuse and neglect cases in which parties who have been served are present at every substantive hearing
- Average (median) time from filing of the original petition to legal permanency
- Average (median) time from filing of the original petition to adjudication
- Percentage of cases that are adjudicated within 30, 60 or 90 days after the filing of the original petition
- Average (median) time from filing of the original petition to the disposition hearing
- Average (median) time from filing of the original petition to first permanency hearing
- Average (median) time from filing of the original petition to filing the petition for termination of parental rights
- Average (median) time from filing of the original child abuse and neglect petition to the termination of parental rights
- Percentage of adoption cases finalized within 3, 6, and 12 months after the filing of the adoption petition
- Percentage of children who are abused or neglected within 12 months after the case is closed following a permanent placement
- Percentage of children who reside in one, two, three, four, or more placements while under court jurisdiction
- Percentage of cases for which there is a final order within 90, 120, and 180 days of the filing of the termination of parental rights (TPR) petition
- Percentage of cases in which the adoption petition is filed within 3, 6, and 12 months after the termination of parental rights

(Court PM in Child Abuse and Neglect Cases Tech. Guide)

# Integrated Trial Court Adjudicatory System



\*Functions will be contained in the Local Clerk CMS or the Judicial Interface