



**Workgroup on Performance Management
Marriot Courtyard (Lake Buena Vista) Village Hall A
Orlando, FL
April 17, 2015
9:00 a.m. – 3:30 p.m. EST**

AGENDA

9:00 a.m. Meeting Convenes

- I. Welcome and Opening Remarks, Judge Victor Hulslander, Chair (9:00 – 9:15)
- II. March 27th Meeting Summary (9:15 – 9:30)
- III. Referral Letter from the Supreme Court on the Judicial Management Council Performance Workgroup Report and Recommendations (9:30 – 10:00)
- IV. Presentation on Judicial Data Management Services (10:15 – 10:45)
- V. Review Responses from the Circuit Survey (10:45 – 11:30)

11:30 a.m. – 12:30 p.m. Lunch

- VI. “Free Thinking Zone” Envisioning an Optimal System (12:30 – 2:00)
- VII. Next Steps - Performance Management Issues to Address (2:15 – 3:30)

3:30 p.m. Meeting Adjourned

FLORIDA SUPREME COURT
COMMISSION ON TRIAL COURT PERFORMANCE & ACCOUNTABILITY
PERFORMANCE MANAGEMENT WORKGROUP

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Section II.

Commission on Trial Court Performance and Accountability
Performance Management Workgroup
Orlando, FL
April 17, 2015

Agenda Item II.: Meeting Summary – March 27, 2015

The members reviewed the updated meeting timeline, list of acronyms and committee structure. They discussed how court committees are appointed in accordance with the Court's desire to evaluate and improve the court system in a particular area. They discussed the relationship with the Judicial Management Council's (JMC) Performance Workgroup and the Florida Courts Technology Commission (FCTC), noting that a formal outreach process has been established with the JMC Performance Workgroup. A liaison relationship with the FCTC was recommended to ensure committee collaboration on technological issues concerning the workgroup's study efforts.

Review of Academic/Professional Articles

Judicial Accountability in the US State Courts: Measuring Court Performance, By Richard Y. Schauffler, 2007

This article discusses the current efforts of performance measurement in the state courts, from both a global and historical context. The article provides background on the evolution of the state courts in the US. In the US, given the fragmented nature of state politics, performance measurement for courts has not been part of a concerted joint effort across the states, but rather a project undertaken or not according to the priorities of state and local level leadership. Well-resourced states seem to be leading the effort for performance management, likely due to the advancements in information technology systems to collect and maintain court data.

- Members noted states such as Massachusetts have initiated a comprehensive effort to utilize the measures related to caseflow management to revitalize the state's court system: clearance rate, time to disposition, age of pending cases, and trial date certainty. Massachusetts has taken the additional step of setting statewide goals for its measures and publishing results.
- The states of New Jersey and Minnesota, have developed and maintained a high level of data quality. This quality is based on the fact that managers use the data to manage the courts, and court staff and judicial officers have a keen understanding of that.
- The members discussed how it is one thing to collect the data, but another to use the data in decision making. This remains a fundamental challenge to effective management of the courts.
- Lastly, the members discussed the need for professional management training and education of court administrators and judges. It was noted that this remains a significant

issue for the US state courts. Many court staff do not have both the formal education and practical experience necessary in managing/leading complex public institutions like the courts.

Evaluating Court Performance: Findings From Two Italian Courts, By Luigi Lepore, Concetta Metallo, and Rocco Agrifoglio, 2012

This article provides research results from two Italian courts on the development and testing of a performance management system for courts based on a balanced scorecard framework as proposed by colleagues of the National Center for State Courts. The study represents an initial attempt to describe the results of implementing this performance measurement framework.

- Members discussed the addition of a technology dimension to the balanced scorecard and how this allowed internal participants to measure the use of technology and how well it is performing to meet the needs of judges and court managers.
- The members discussed the need for new technology and case management principles to be discussed at the Florida Judicial College. It was noted that in phase two of the college, only thirty minutes is dedicated to the area of case management.
- Further comments were made in relation to court culture issues. They discussed two general complaints against judges, which are: 1) not getting the work done in a timely manner and 2) not effectively communicating. Both of the complaints could fall in the area of case management or management of a judge's individual office. Judges often delegate case management functions to their staff. The need for homogeneity across the state was discussed.

Performance Management Systems: The Importance of Defining Their Purpose, By Charlie Bennett, Ph.D. and Herb Hill, circa 2002

- The members discussed two main points as a consequence to a performance management system: service improvement and policy making. Service improvement is the focus of the workgroup, but not exclusively. When a system is put in place, it can be seen as policy for political reasons. Therefore, the workgroup's recommendations should address the dichotomy of service improvement and policy making.
- A question to consider is whether to implement first and fix data later or pursue a full active data infrastructure before implementing a performance management framework. It was suggested to fix the data on the back end. For this approach, having a process and commitment to fix data errors will be necessary. Uniformity across the state is vital to the collection and input of data. The group agreed to consider a recommendation to ensure data quality.

Matrix on the Use of Performance Measures by other State Courts

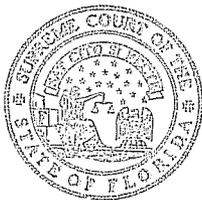
The matrix was created by the OSCA based on other states' use of performance measures. It was noted that Massachusetts has always been careful not to identify individual judges in the performance measurement process. Members discussed whether individual judge performance

should be measured along with divisional and circuit level performance. The members noted that the entire system should be analyzed. In order to do this, the group must identify the parties responsible for the system. Regarding any use of measures, if information is provided that is useful in making decisions, then there should be no objections to performance measures.

Plans for In-Person Meeting Scheduled for April 17

The next meeting will include a free thinking zone. Given the rate that technology is changing, members will be asked to envision what the judicial branch is going to look like in 10 years, then work backwards to determine what type of system is needed. A presentation will be provided on Judicial Data Management Services, a data collection/management system that will be fed by different data sources such as CCIS and CAPS.

Section III.



Supreme Court of Florida

500 South Duval Street
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BARBARA J. PARIENTE
R. FRED LEWIS
PEGGY A. QUINCE
CHARLES T. CANADY
RICKY POLSTON
JAMES E.C. PERRY
JUSTICES

JOHN A. TOMASINO
CLERK OF COURT

SILVESTER DAWSON
MARSHAL

April 1, 2015

The Honorable Diana Moreland
Chair, Commission on Trial Court
Performance and Accountability
Manatee County Judicial Center
1051 Manatee Avenue West
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Dear Judge Moreland:

As you may be aware, the Judicial Management Council (JMC) approved the recommendations of its Performance Workgroup on February 27, 2015. The Supreme Court subsequently reviewed and approved the recommendations as originally submitted. A copy of those recommendations is enclosed for your review.

The JMC Performance Workgroup recommendations specifically involve the actions of the Commission on Trial Court Performance and Accountability (TCP&A) for completion. This referral letter supplements existing Charge One of TCP&A's administrative order, In re: Commission on Trial Court Performance and Accountability, Fla. Admin. Order No. AOSC14-40 (July 2, 2014), which requires the TCP&A to: 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; and 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.

The Honorable Diana Moreland
April 1, 2015
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Accordingly, the Court asks the Commission on Trial Court Performance and Accountability to specifically address JMC Performance Workgroup Recommendation 1 as follows.

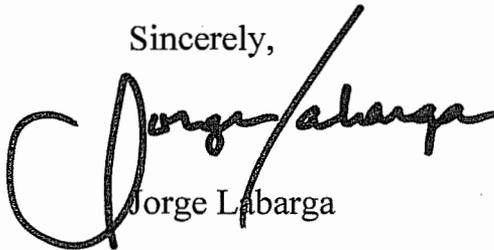
Recommendation 1 - The JMC Performance Workgroup recommends that the supreme court charge the Commission on Trial Court Performance and Accountability to propose clerk collection and reporting requirements that address: the collection of specific data elements, transmission of that data in a prescribed format, and directs those transmissions to occur in a timely manner to enhance performance reporting.

The assessment and recommendations should build upon and be consistent with other work in this area, in particular the 2010 Trial Court Integrated Management Solutions Project. It should also include a draft of the proposed vehicle to require the reporting requirements (new court rule of procedure, amended court rule of procedure, administrative order, or similar authoritative mechanism). The Court requests that TCP&A complete an initial recommendation related to this item and submit it for the Court's review by June 30, 2015. TCP&A should submit its final assessment and recommendation by October 1, 2015.

The JMC Performance Workgroup Recommendation 4 suggests continuing the foreclosure reporting requirements delineated in both In re: Final Report and Recommendations of the Foreclosure Initiative Workgroup, Fla. Admin. Order No. AOSC13-28 (June 21, 2013), and In re: Case Status Reporting Requirements for Real Property Mortgage Foreclosure Cases, Fla. Admin. Order No. AOSC13-51 (Oct. 16, 2013). In developing recommendations, TCP&A should consider continuation of these requirements in its overall assessment.

Please continue to coordinate with the JMC Performance Workgroup as these recommendations are undertaken. I look forward to your assessment.

Sincerely,



Jorge Labarga

JL/ajj
Enclosure

Judicial Management Council Performance Workgroup Recommendations

February 16, 2015

Workgroup Members

Judge Robert Morris, Chair
Judge S. Scott Stephens
Judge Margaret Steinbeck
Frances Berry, Ph.D.

Background

As with any large organization, the courts require timely access to reliable information in order to function well. The management of Florida's over four million cases filed annually and the administration of resources to manage those cases is an extremely complex process. To meet that challenge, the branch must continue improvements in the administration of justice, including effective case management policies and the efficient management of resources. In 2009, the Task Force on Judicial Branch Planning recognized the need to focus on improving the administration of justice. As a result, several strategies were incorporated in the Long-Range Strategic Plan for the Florida Judicial Branch 2009-2015 to address that long-range issue:

- Develop the capacity of the State Courts System to timely monitor key caseload and workload information at the circuit, appellate, and statewide levels.
- Institute policies to build a comprehensive uniform statewide case management information system that integrates the case maintenance systems of the clerks of the circuit courts.
- Expand and integrate information technology systems statewide that support best practices within the courts, including resource management and performance measurement systems.

Since 2009, the need for timely reliable data, access to decision-ready information, and the ability to track progress against goals continues to grow. During the first meeting of the reconstituted Judicial Management Council (JMC) in January 2013, members of the council and staff acknowledged the need for valid and reliable data as a critical area of concern for the judiciary in the coming years. In March 2013, Chief Justice Polston formed the Performance Workgroup of the JMC to address the second charge in Rule 2.225 of the Rules of Judicial Administration, which includes identifying and evaluating information to assist in improving the performance and effectiveness of the judicial branch (for example, information including, but not limited to, internal operations for cash flow and budget performance, and statistical information by court and type of cases for (i) number of cases filed, (ii) aged inventory of cases, (iii) time to disposition, and (iv) clearance rates). This report offers recommendations to address elements of that charge.

Current State

Pursuant to Section 25.075, Florida Statutes, the supreme court developed a uniform case reporting system known as the Summary Reporting System or SRS. The SRS provides the Office of the State Courts Administrator with data which assists the supreme court in its management and oversight role. While the SRS is used as a workload measure for judges, it is not intended to measure the efficiency of the judiciary. The primary purpose of SRS is the certification of need for additional judgeships to the Florida Legislature. In addition to certification, SRS data is used to formulate budgets, allocate resources, prepare legislative fiscal notes, assess the impact of proposed legislation or court rules, and act as an information resource for courts, criminal justice agencies, the news media and general public. SRS being the primary aggregate information system for the courts, the branch has traditionally relied on its summary data to peripherally gauge performance. Limited performance

assessments have occurred through clearance rate review and number of cases disposed as part of required Long Range Program Plan reporting.

Currently the court system relies primarily on filing data and to some limited extent disposition data reported through SRS to inform its decision-making process. There are certain strengths and weaknesses within this data set. Filings are audited to ensure a valid and reliable data set. Filings are also audited as the judicial case weights used in the certification process are tied to the filings. The SRS has been in existence and use since the 1970s, and the recording of filings and dispositions has become a routine course of business with associated processes. However, there are also limitations within SRS. The current system architecture constrains the way in which data may be obtained and limits the type of information that can be produced from the data, thereby minimizing opportunities available to the courts to use the data for analysis and improvement. The current SRS does not have the capability to render time to disposition, age of pending cases, and other efficiency and effectiveness indicators.

Over the last several years, case management systems have been developed and modified locally throughout the state to address case processing and to a lesser extent resource management needs (referred to as the Court Application Processing System, or CAPS). This development has occurred without a statewide strategic technology roadmap for the trial courts or an adequate funding structure in place for technology. Counties, not the State of Florida, have historically held the primary responsibility for providing technology for the trial courts. Frequently, case maintenance systems are purchased and implemented with little consideration for compatibility issues which exacerbates the problem. Thus, unilateral decisions and no strategic technology roadmap coupled with years of fragmented and disjointed system developments have resulted in incompatible systems and inconsistent data collection at many levels of court administration. This incongruent information system architecture and disparate data sets make it difficult to make management decisions at the statewide level for the enhancement of the branch. Additionally, system constraints and data limitations hamper the ability to identify improvements needed at the local level. The branch is limited to decisions based on summary data and does not have ready access to detail data to help determine efficiency and effectiveness.

Supreme Court Committees and OSCA have recently embarked on several data initiatives to help enhance the current state of data analysis. The Trial Court Integrated Management Solution project sought to identify key case and workload data and establish uniform definitions for improving automation of Florida's trial courts. Building from the success and foundational work of that December 2012 initiative, OSCA moved to define a court case management system optimized to assist judges and case managers in the electronic processing and maintenance of cases, through the Integrated Trial Court Adjudicatory System. A subset of the Integrated Trial Court Adjudicatory System, and critical component, is the envisioned Judicial Data Management Services. This portion of the system is currently only a funding request and is being considered with the specific purpose of integrating case data contained within the local CAPS into a cohesive state-wide system of court activity. Judicial Data Management Services are intended to serve as both a static repository for historical court activity data and a dynamic warehouse for active court management and operations analysis. Judicial Data Management Services provide a data management strategy specifically designed to support 1) an enhanced adjudication process; 2) a more efficient use of court resources; and, 3) a more effective justification of court activity through the use, collection, and management of essential data.

Workgroup Efforts and Findings

As the Performance Workgroup began to investigate challenges surrounding performance measurement within the judicial branch, it reviewed current performance trends. The Workgroup encountered great difficulty in gathering information beyond filings and dispositions due to the challenges articulated above. While the Workgroup investigated trends, the recommendations listed later in the report revolve around the need to ensure valid data and move from summary to detail reporting.

Filing Trends - The Workgroup formally began its efforts in May 2013 and initiated a thorough review of filing and disposition trends. The review consisted of examining twelve years of filing data organized by case type. Significant findings include: that from fiscal year 2008-09 to fiscal year 2012-13, overall trial court filings decreased from nearly 4.6 million to 3.9 million, a 14.7 percent decrease. In circuit criminal, circuit civil (excluding contracts), circuit family, and circuit probate, filings had a tendency to display a recent “peak” in fiscal year 2007-08 and display a slight decline in subsequent years. County criminal showed a similar pattern. The number of average pending cases per month at the District Courts of Appeal has continued to slightly increase year over year from fiscal year 2007-08 while the number of filings has remained fairly consistent in each case category. Mandatory reviews by the supreme court have declined from 2008 to 2012, while discretionary reviews during the same period increased. Filings are an important measure of court workload. Continual monitoring of filings is essential and serves as an important indicator for resource needs. (See Appendix A for detail.)

Causation Factors for Filing Trends - After reviewing detailed filing trends by case type and level of court, the Workgroup began a review of factors contributing to trial court filing declines. A research report was prepared which included a literature review, examination of associated state and national statistics, and an assessment/impact statement. Among the more significant possible contributors to filing declines noted were an aging population, enhanced policing practices and security measures, and evidence-based juvenile and drug diversion programs. Florida’s drop in case filings mirrored trends seen nationally. The research report attempted to provide a clearer state and national perspective as it relates to factors influencing filings. These factors were largely corollary as many of these trends are impacted by a confluence of factors. Additionally, the Workgroup theorizes that an economically fragile middle class, coupled with increased costs of litigation, including recent sharp filing fee increases, has had a significant and adverse effect on court filings. This filing decline may be an indicator of a larger access to justice dilemma faced by a very large and growing number of Floridians. (See Appendix B for detail.)

Time to Disposition - To create a more complete picture surrounding filing and disposition trends and further address an element of the charge, the Workgroup turned its attention to available time to disposition data. Because it does not have the information itself, the OSCA requested time to disposition information for cases disposed in the last five fiscal years from the Florida Court Clerks and Comptrollers. The effort was significant as it represented the first time this type and amount of data was formally requested, supplied, and reviewed on this scale. OSCA staff had to review the information supplied by the clerks to ensure the appropriate categorization of data. Following this intensive review, there were still large segments of data that had to be excluded due to lack of a definitive category for reporting purposes. Even with a large swath of data excluded, for 28 of the 33 SRS case types there is a 99 percent level of confidence, with a +/- 3 percent margin of error. However, it should be noted that

these findings are preliminary and time to disposition information is not audited for accuracy. Following the assimilation and validation of pertinent data, the Workgroup reviewed the time to disposition data by case type. Significant findings include:

- Circuit criminal time to disposition is largely stable to slightly increasing,
- Circuit family time to disposition is largely stable or slightly decreasing,
- Circuit civil time to disposition is largely decreasing,
- Circuit probate time to disposition is largely decreasing,
- County criminal time to disposition is largely variable, and
- County civil time to disposition is largely decreasing.

(See Appendix C1 and Appendix C2 for detail.)

Branch-wide feedback across many work groups is that Florida’s courts are working harder than ever; filings are decreasing while time to disposition is also decreasing. Qualitative information received from experienced and knowledgeable court specialists is that cases are penetrating farther into the judicial system and requiring more judicial involvement or “touches” to conclude a case. It is suspected that growing sophistication with creative, but labor-intensive case management practices has resulted in the faster movement of cases but with greater strain on limited judicial resources. Additionally, with the rapidly growing availability of legal resources on the internet, the Workgroup speculates that pro se litigants have and will continue to appear in court with substantially increasing frequency. These litigants often require considerably more judicial time to process their cases adding to the judicial workload. However, none of these assertions can be substantiated with the current performance data available.

Aggregated data no longer satisfies the current business needs of the courts and does little to inform court leaders about efficiency and effectiveness or to facilitate analysis of cause and effect. The Workgroup has come to consensus that there is a need to address fundamental performance measurement issues within the Florida judicial branch around the following principles:

1. Valid and reliable data – Valid and reliable data is needed to better understand, anticipate, and shape preferable outcomes for the courts.
2. Performance Levels – Performance levels permit evaluation relative to past performance, projections, goals, and appropriate comparisons. The term “levels” refers to numerical information that places or positions an organization’s results and performance on a meaningful measurement scale. Defined levels of performance are needed to provide a meaningful scale in which to understand and measure progress in meeting established goals.
3. Trends – The term “trends” refers to numerical information that shows the direction and rate of change for an organization’s results or the consistency of its performance over time. The capability to anticipate, read, and react to trends will further enhance branch responsiveness.
4. Comparisons - The ability to compare data across jurisdictions will enable the identification of evidence-based practices and encourage the sharing of those across the state.

5. Integration – Integration promotes consistency of plans, processes, information, resource decisions, results, and analysis to support branch-wide goals. It requires the use of complementary measures and information for planning, tracking, analysis, and improvement. Integrating performance data into decision making harmonizes plans, processes, information, resource allocation, and results.

The courts must continue to enhance responsiveness, accountability, and efficiency through the responsible use of data.

Data Use Success Example - Foreclosure Focus

The Foreclosure Backlog Reduction Plan has been successful, in part, due to the focus and availability of detail level performance information. In 2013, the Foreclosure Initiative Workgroup determined that foreclosure cases should be brought into compliance with state time standards, clearance rates needed to be improved, and the due process rights of the litigants must be protected while maintaining the integrity of the process. To complement recommended budgetary and process improvement solutions, the Foreclosure Initiative Workgroup recommended the use of three nationally recognized performance indicators. The Foreclosure Workgroup recommended a supreme court administrative order to direct clerks of court to identify foreclosure cases by SRS categories and collect the data necessary to report: time from filing until disposition; age of pending cases; and clearance rates. Further, the status of pending foreclosure cases was requested to be identified as either active or inactive.

The FY 2013-14 Foreclosure Initiative report recognized that judges, judicial officers, case managers and other support staff need appropriate tools to help them manage the dynamic and complex caseload. One essential tool was meaningful and accurate real time information that tracked the movement of foreclosure cases through the foreclosure process. The Initiative presented a set of meaningful performance indicators that provides all levels of court with critical information concerning the movement of foreclosure cases through the courts. At the local level, these statistics provide judges and case managers with dashboard style indicators to highlight caseloads that may benefit from additional judicial attention and to efficiently drill down into these indicators to review case specific information. At the circuit level, these indicators, and the underlying data, provide administrative judges and trial court managers with tools to assist with the allocation of resources to meet the Initiative goals. At the state level, these indicators enable state level managers and the supreme court to monitor the Initiative and to develop comparative measures for process improvement across the state.

This detailed performance information, based on valid and reliable data, facilitated the review of performance levels, trends, and comparisons. This available data was also integrated into decision making and helped the branch identify evidence-based practices and accurately track progress. This initiative served as a “proof of concept” that detailed reporting data can better equip the courts to manage cases and identify opportunities for improvement. It also demonstrated the effectiveness of the court data management principles identified in the Trial Court Integrated Management Solution project and laid the foundation for daily transmission of data from clerks of court to the OSCA. Ultimately, this reliance on performance data helps judges timely address their caseloads, better protect rights and liberties, and enhance the overall quality of justice.

Recommendations

Through the work efforts described above, the JMC Performance Workgroup identified the following principles at issue and developed recommendations centered on each of the following: 1) valid data, 2) performance levels, 3) trends, 4) comparisons, and 5) integration. The recommendations can be generally characterized as advocating moving from a summary data reporting system to a detailed data reporting system with the concomitant capability to report at a more discreet level.

Valid Data

1. **The JMC Performance Workgroup recommends that the supreme court charge the Commission on Trial Court Performance and Accountability to propose clerk collection and reporting requirements that address: the collection of specific data elements, transmission of that data in a prescribed format, and directs those transmissions to occur in a timely manner to enhance performance reporting.** It is suggested that the clerk collection and reporting requirements include, but not be limited to the following:
 - Data elements – Elements sufficient to support OSCA’s maintenance of case event, inventory, and age statistics, initially including: date of report, uniform case number, date case initiated/reopened, closure and reclosure dates, associated SRS case category, divisional assignment, judge assigned, judicial officer referred, case status, reason for status change, SRS disposition type, and all judicial activity of record. Once a case data record is initially transmitted, it will only be necessary to report changes in the case status variables.
 - Timeliness – As in the transmittal of foreclosure data, it is recommended that the data reported reflect each change in any required data element and be transmitted to the state level no less than daily.
 - Format – Transmission should occur in accordance with supreme court data exchange standards.

The Workgroup suggests that the Commission on Trial Court Performance and Accountability draft and forward the proposed recommendation to the Florida Supreme Court for consideration as soon as practicable. The Workgroup acknowledges that the administration of justice is a dynamic activity and that the indicators tracking that activity are likewise dynamic. Further, the Workgroup recognizes that activity indicators are not limited to case data. Organizational data such as budget or resource allocation also provide vital information for court management. To ensure that these indicators remain relevant and responsive in the long term, it is suggested that the recommendation include language to provide the court system with the flexibility to evolve indicators over time to include the full range of court activity.

2. **The JMC Performance Workgroup recommends the refocus of OSCA audit efforts to address disposition data.** Currently, OSCA conducts compliance audits of SRS filing data. Audits determine compliance with reporting requirements and verify the accuracy and reliability of SRS data submitted to OSCA. During an audit, OSCA staff documents the information in the case files and compares their findings to audit documentation and the SRS report maintained by the county. Audits focus on filing information around

unit of count, type/category, time frame, and general reporting. This ensures that the filing data is in compliance with all reporting requirements and provides for uniform reporting statewide. While audits address filing elements, disposition data does not currently fall into the scope of auditing. Based on the data requested and received from the clerks and the importance of the information, the Workgroup determined considering a shift in audit focus may be appropriate. Auditing disposition data will increase confidence in a time to disposition measure. Time to disposition, used in conjunction with clearance rates, is a fundamental management tool that assesses the length of time it takes a court to process cases.

Performance Levels

3. **The JMC Performance Workgroup supports the efforts underway to conduct a revised trial court judicial time study and capture an accurate workload model.** The last full trial court judicial time study was completed in 1999 and a subsequent judicial resource survey to update case weights was completed in 2006-07. The judicial environment has changed a great deal in the last 15 years. The National Center for State Courts recommends completing a judicial workload study every five years to adjust to the changing legal environment and associated demands. A comprehensive review and update of Florida's judicial weighted caseload system will reflect recent developments in statutory and case law that impact judicial workload as well as increasing utilization of case management best practices which move cases more efficiently and effectively while protecting due process rights.

Trends

4. **The JMC Performance Workgroup recommends sustaining foreclosure reporting requirements with future expansion to other case types.** The data collection plan necessary to track and monitor the case activity within the FY2013-14 Foreclosure Initiative was adopted by the supreme court in April 2013. The benefits of sustaining this data collection effort were previously described and place the branch on a continual path of performance monitoring and help to further institutionalize the routine collection of detail data. The expansion will further support this Workgroup's efforts as outlined in Fla. R. Jud. Admin. 2.225(a)(2). This is a more immediate recommendation and would be subsumed by Recommendation 1 once fully implemented by the clerks and the court.

Comparisons

5. **The JMC Performance Workgroup recommends exploring tools for the visual display of data.** Visualizing data through creative graphics versus static spreadsheets helps identify, interpret, and understand data in ways that are not apparent from looking at statistics alone, possibly uncovering new patterns and observations. This visual display will help connect data to effective action by more easily drawing reliable conclusions about current conditions and future events, creating a more meaningful conversation about court trends. It will enable the branch to make predictions and then proactively act on that insight to drive better outcomes and meet strategic goals.

Integration

6. **The JMC Performance Workgroup supports the Judicial Data Management Services legislative budget request.** The essential data the court system needs to improve its processes, manage operations, allocate its resources, and respond to external pressures cannot be provided by the current fragmented case management and summary reporting systems. Court system challenges, both local and at the state level, require an integrated approach to data management which is not reflected in the case management and data delivery systems in use today. The Judicial Data Management Services project can provide the tools and environment to achieve that integration. The management and operational deliverables associated with this request include: improved data integration and standardization services; enhanced reporting services; improved processing services; and creation of a data warehouse and analytical services.

Impact

Without a comprehensive court data management structure, Florida's court system will continue to move forward with limited useful data to help inform its decision making processes. Disparate tools, manual paper-based processes, spreadsheet budgeting, and legacy systems provide limited visibility into performance. More robust detail information would allow the courts to better monitor case events. Organizational best practices indicate that budgeting, process improvement, and organizational development decisions should be predicated on sound information. Given the comprehensive institutional change within the branch itself, and other workload considerations over the past decade, new case filing data is but one model to reflect the branch's efforts to serve the people of Florida. It is important for the court system to justify its initiatives and properly align its efforts to serve all Floridians. This is best accomplished through valid and reliable data.

The common theme behind this report and its recommendations is moving from a summary reporting system to a detailed reporting system with valid and reliable data. Courts are often characterized as data rich but information poor. While summary data reporting has served the court well over the last 40 years, the need for a more detailed assessment of the branch's performance necessitates the shift to detailed reporting. Detailed performance reporting will contribute significantly to the quality of justice in Florida; specifically, improving adjudicatory outcomes through case management, increasing operational efficiency through efficient use of resources, and supporting organizational priorities through legislative resource and budgetary requests.

Section IV.

Data Elements Currently Collected and Needed

	Data Element:	Collected for Criminal ¹ case types?	Collected for Mortgage Foreclosure case types?	Collected for other ² case types?:
1	Report Date	Y	Y	Need
2	Uniform Case Number (UCN)	Y	Y	Need
3	Date Case Initiated/ Reopened	Y	Y	Need
4	SRS Case Type	Computed	Y	Need
5	Divisional Assignment	Need	Y	Need
6	Judge Assigned	Y	Y	Need
7	Judicial Officer Referred	Need	Y	Need
8	Case Status	Y	Y	Need
9	Closure Date	Y	Y	Need
10	SRS Disposition Category	Computed	Y	Need
11	Reason for Status Change	Need	Y	Need
12	Description of Status Change	Need	Y	Need
13	Complex Civil Litigation	Need	Need	Need
14	SRS Case Type at Disposition	Computed	Need	Need
15	Reopen SRS Case Type	Computed	Need	Need
16	Reclosure SRS Case Type	Need	Need	Need
17	Reclosure SRS Disposition Category	Need	Need	Need

¹ **Criminal (felony and misdemeanor):** capital murder, non-capital murder, sexual offense, robbery, other crimes against persons, burglary, theft, forgery, fraud, worthless checks (felony), drugs, other felonies, misdemeanors, worthless checks, county ordinance, municipal ordinance.

² **All other case types:** simplified dissolution, dissolution, domestic violence, repeat violence (includes dating violence and sexual violence), child support, UIFSA, adoption arising out of Chapter 63, name change, paternity/disestablishment of paternity, other family court, juvenile delinquency, juvenile dependency, termination of parental right, professional malpractice, products liability, auto negligence, condominium, contract and indebtedness, eminent domain, other negligence, real property/mortgage foreclosure, other circuit civil, probate, guardianship, trusts, Baker Act, Substance Abuse Act, other social, small claims (up to \$5,000), civil (\$5,001 to \$15,000), replevins, evictions, other civil (non monetary).

Current and Proposed Data Elements

	Data Element	Description	Implementation	Reporting Requirement(s) Satisfied:
1	Report Date	Effective date of the information contained in the case record.	Presently in Foreclosure Initiative Data Collection Plan.	Case aging statistics as required by: <ul style="list-style-type: none"> • Fla. R. Jud. Admin. 2.225(a)(2) Pending caseload report as required by: <ul style="list-style-type: none"> • Fla. R. Jud. Admin. 2.250(b)
2	Uniform Case Number (UCN)	Standard UCN as required by Fla. R. Jud. Admin. 2.245(b).	Presently in Foreclosure Initiative Data Collection Plan.	Case aging statistics as required by: <ul style="list-style-type: none"> • Fla. R. Jud. Admin. 2.225(a)(2) Pending caseload report as required by: <ul style="list-style-type: none"> • Fla. R. Jud. Admin. 2.250(b)
3	Date Case Initiated/Reopened	The document stamp state (physical or electronic) that the case is brought before the court either through a filing event or reopen event.	Presently in Foreclosure Initiative Data Collection Plan.	Case aging statistics as required by: <ul style="list-style-type: none"> • Fla. R. Jud. Admin. 2.225(a)(2) Pending caseload report as required by: <ul style="list-style-type: none"> • Fla. R. Jud. Admin. 2.250(b)
4	SRS Case Type	Six-digit Case Type as defined by the Summary Reporting System (SRS) Manual (Jan 2002).	Presently in Foreclosure Initiative Data Collection Plan.	Case aging statistics as required by: <ul style="list-style-type: none"> • Fla. R. Jud. Admin. 2.225(a)(2) Pending caseload report as required by: <ul style="list-style-type: none"> • Fla. R. Jud. Admin. 2.250(b)
5	Divisional Assignment	Division within the local jurisdiction to which the case is assigned.	Presently in Foreclosure Initiative Data Collection Plan.	Case aging statistics as required by: <ul style="list-style-type: none"> • Fla. R. Jud. Admin. 2.225(a)(2) Pending caseload report as required by: <ul style="list-style-type: none"> • Fla. R. Jud. Admin. 2.250(b)
6	Judge Assigned	Name of judge or team assigned primary responsibility for the case as of the Report Date.	Presently in Foreclosure Initiative Data Collection Plan.	Case aging statistics as required by: <ul style="list-style-type: none"> • Fla. R. Jud. Admin. 2.225(a)(2) Pending caseload report as required by: <ul style="list-style-type: none"> • Fla. R. Jud. Admin. 2.250(b)
7	Judicial Officer Referred (if applicable)	Name of the judicial officer (magistrate or designee) assigned primary responsibility for the case under the oversight of the Judge Assigned as of the Report Date.	Presently in Foreclosure Initiative Data Collection Plan.	Case aging statistics as required by: <ul style="list-style-type: none"> • Fla. R. Jud. Admin. 2.225(a)(2) Pending caseload report as required by: <ul style="list-style-type: none"> • Fla. R. Jud. Admin. 2.250(b)
8	Case Status	Status of the case as of the Report Date. Valid values are "ACTIVE", "INACTIVE", "CLOSED", "REOPEN ACTIVE", "REOPEN INACTIVE", and "RECLOSED".	Presently in Foreclosure Initiative Data Collection Plan.	Case aging statistics as required by: <ul style="list-style-type: none"> • Fla. R. Jud. Admin. 2.225(a)(2) Pending caseload report as required by: <ul style="list-style-type: none"> • Fla. R. Jud. Admin. 2.250(b)

9	Closure Date	Date the case was closed for court action because of a disposition event or reclosed for court action because of a reclosure event.	Presently in Foreclosure Initiative Data Collection Plan.	Case aging statistics as required by: <ul style="list-style-type: none"> • Fla. R. Jud. Admin. 2.225(a)(2) Pending caseload report as required by: <ul style="list-style-type: none"> • Fla. R. Jud. Admin. 2.250(b)
10	SRS Disposition Category	Six-digit Disposition Category as defined by the Summary Reporting System (SRS) Manual (Jan 2002).	Presently in Foreclosure Initiative Data Collection Plan.	Case aging statistics as required by: <ul style="list-style-type: none"> • Fla. R. Jud. Admin. 2.225(a)(2) Pending caseload report as required by: <ul style="list-style-type: none"> • Fla. R. Jud. Admin. 2.250(b)
11	Reason for Status Change	Numerical code to categorize the reason a case changed from Active to Inactive status or from Inactive back to Active status as of the Report Date.	Added to Foreclosure Initiative Data Collection Plan with implementation date of 1/31/2015.	Inactive Status Analysis as required by: <ul style="list-style-type: none"> • AOSC13-28 Final Report and Recommendations of the Foreclosure Initiative Workgroup • AOSC13-51 Case Status Reporting Requirements • FY2013-14 Foreclosure Initiative Data Collection Plan
12	Description of Status Change	A free text description of the Reason for Status Change when a code signifying "other" is used.	Added to Foreclosure Initiative Data Collection Plan with implementation date of 1/31/2015.	Inactive Status Analysis as required by: <ul style="list-style-type: none"> • AOSC13-28 Final Report and Recommendations of the Foreclosure Initiative Workgroup • AOSC13-51 Case Status Reporting Requirements • FY2013-14 Foreclosure Initiative Data Collection Plan
13	Complex Civil Litigation	A flag to denote whether the case has been designated as Complex Civil Litigation per Fla. R. Civ. P. 1.201.		Complex Civil Litigation reporting as required by: <ul style="list-style-type: none"> • Fla. R. Civ. P. 1.201
14	SRS Case Type at Disposition	Six-digit Case Type as defined by the Summary Reporting System (SRS) Manual (Jan 2002).		Computing SRS as required by: <ul style="list-style-type: none"> • Section 25.075, F.S. • Fla. R. Jud. Admin. 2.245
15	Reopen SRS Case Type	Six-digit Case Type as defined by the Summary Reporting System (SRS) Manual (Jan 2002).		Computing SRS as required by: <ul style="list-style-type: none"> • Section 25.075, F.S. • Fla. R. Jud. Admin. 2.245
16	Reclosure SRS Case Type	Six-digit Case Type as defined by the Summary Reporting System (SRS) Manual (Jan 2002).		Computing SRS as required by: <ul style="list-style-type: none"> • Section 25.075, F.S. • Fla. R. Jud. Admin. 2.245
17	Reclosure SRS Disposition Category	Six-digit Disposition Category as defined by the Summary Reporting System (SRS) Manual (Jan 2002).		Computing SRS as required by: <ul style="list-style-type: none"> • Section 25.075, F.S. • Fla. R. Jud. Admin. 2.245

RULE 1.201. COMPLEX LITIGATION

(a) **Complex Litigation Defined.** At any time after all defendants have been served, and an appearance has been entered in response to the complaint by each party or a default entered, any party, or the court on its own motion, may move to declare an action complex. However, any party may move to designate an action complex before all defendants have been served subject to a showing to the court why service has not been made on all defendants. The court shall convene a hearing to determine whether the action requires the use of complex litigation procedures and enter an order within 10 days of the conclusion of the hearing.

(1) A “complex action” is one that is likely to involve complicated legal or case management issues and that may require extensive judicial management to expedite the action, keep costs reasonable, or promote judicial efficiency.

(2) In deciding whether an action is complex, the court must consider whether the action is likely to involve:

(A) numerous pretrial motions raising difficult or novel legal issues or legal issues that are inextricably intertwined that will be time-consuming to resolve;

(B) management of a large number of separately represented parties;

(C) coordination with related actions pending in one or more courts in other counties, states, or countries, or in a federal court;

(D) pretrial management of a large number of witnesses or a substantial amount of documentary evidence;

(E) substantial time required to complete the trial;

(F) management at trial of a large number of experts, witnesses, attorneys, or exhibits;

(G) substantial post-judgment judicial supervision; and

(H) any other analytical factors identified by the court or a party that tend to complicate comparable actions and which are likely to arise in the context of the instant action.

(3) If all of the parties, pro se or through counsel, sign and file with the clerk of the court a written stipulation to the fact that an action is complex and identifying the factors in (2)(A) through (2)(H) above that apply, the court shall enter an order designating the action as complex without a hearing.

(b) **Initial Case Management Report and Conference.** The court shall hold an initial case management conference within 60 days from the date of the order declaring the action complex.

(1) At least 20 days prior to the date of the initial case management conference, attorneys for the parties as well as any parties appearing pro se shall confer and prepare a joint statement, which shall be filed with the clerk of the court no later than 14 days before the conference, outlining a discovery plan and stating:

(A) a brief factual statement of the action, which includes the claims and defenses;

(B) a brief statement on the theory of damages by any party seeking affirmative relief;

(C) the likelihood of settlement;

(D) the likelihood of appearance in the action of additional parties and identification of any nonparties to whom any of the parties will seek to allocate fault;

(E) the proposed limits on the time: (i) to join other parties and to amend the pleadings, (ii) to file and hear motions, (iii) to identify any nonparties whose identity is known, or otherwise describe as specifically as practicable any nonparties whose identity is not known, (iv) to disclose expert witnesses, and (v) to complete discovery;

(F) the names of the attorneys responsible for handling the action;

(G) the necessity for a protective order to facilitate discovery;

(H) proposals for the formulation and simplification of issues, including the elimination of frivolous claims or defenses, and the number and timing of motions for summary judgment or partial summary judgment;

(I) the possibility of obtaining admissions of fact and voluntary exchange of documents and electronically stored information, stipulations regarding authenticity of documents, electronically stored information, and the need for advance rulings from the court on admissibility of evidence;

(J) the possibility of obtaining agreements among the parties regarding the extent to which such electronically stored information should be preserved, the form in which such information should be produced, and whether discovery of such information should be conducted in phases or limited to particular individuals, time periods, or sources;

(K) suggestions on the advisability and timing of referring matters to a magistrate, master, other neutral, or mediation;

(L) a preliminary estimate of the time required for trial;

(M) requested date or dates for conferences before trial, a final pretrial conference, and trial;

(N) a description of pertinent documents and a list of fact witnesses the parties believe to be relevant;

(O) number of experts and fields of expertise; and

(P) any other information that might be helpful to the court in setting further conferences and the trial date.

(2) Lead trial counsel and a client representative shall attend the initial case management conference.

(3) Notwithstanding rule 1.440, at the initial case management conference, the court will set the trial date or dates no sooner than 6 months and no later than 24 months from the date of the conference unless good cause is shown for an earlier or later setting. The trial date or dates shall be on a docket having sufficient time within which to try the action and, when feasible, for a date or dates certain. The trial date shall be set after consultation with counsel and in the presence of all clients or authorized client representatives. The court shall, no later than 2 months prior to the date scheduled for jury selection, arrange for a sufficient number of available jurors. Continuance of the trial of a complex action should rarely be granted and then only upon good cause shown.

(c) **The Case Management Order.** The case management order shall address each matter set forth under rule 1.200(a) and set the action for a pretrial conference and trial. The case management order also shall specify the following:

(1) Dates by which all parties shall name their expert witnesses and provide the expert information required by rule 1.280(b)(5). If a party has named an expert witness in a field in which any other parties have not identified experts, the other parties may name experts in that field within 30 days thereafter. No additional experts may be named unless good cause is shown.

(2) Not more than 10 days after the date set for naming experts, the parties shall meet and schedule dates for deposition of experts and all other witnesses not yet deposed. At the time of the meeting each party is responsible for having secured three confirmed dates for its expert witnesses. In the event the parties cannot agree on a discovery deposition schedule, the court, upon motion, shall set the schedule. Any party may file the completed discovery deposition schedule agreed upon or entered by the court. Once filed, the deposition dates in the schedule shall not be altered without consent of all parties or upon order of the court. Failure to comply with the discovery schedule may result in sanctions in accordance with rule 1.380.

(3) Dates by which all parties are to complete all other discovery.

(4) The court shall schedule periodic case management conferences and hearings on lengthy motions at reasonable intervals based on the particular needs of the action. The attorneys for the parties as well as any parties appearing pro se shall confer no later than 15 days prior to each case management conference or hearing. They shall notify the court at least 10 days prior to any case management conference or hearing if the parties stipulate that a case management conference or hearing time is unnecessary. Failure to timely notify the court that a case management conference or hearing time is unnecessary may result in sanctions.

(5) The case management order may include a briefing schedule setting forth a time period within which to file briefs or memoranda, responses, and reply briefs or memoranda, prior to the court considering such matters.

(6) A deadline for conducting alternative dispute resolution.

(d) **Final Case Management Conference.** The court shall schedule a final case management conference not less than 90 days prior to the date the case is set for trial. At least 10 days prior to the final case management conference the parties shall confer to prepare a case status report, which shall be filed with the clerk of the court either prior to or at the time of the final case management conference. The status report shall contain in separately numbered paragraphs:

(1) A list of all pending motions requiring action by the court and the date those motions are set for hearing.

(2) Any change regarding the estimated trial time.

(3) The names of the attorneys who will try the case.

(4) A list of the names and addresses of all non-expert witnesses (including impeachment and rebuttal witnesses) intended to be called at trial. However, impeachment or rebuttal witnesses not identified in the case status report may be allowed to testify if the need for their testimony could not have been reasonably foreseen at the time the case status report was prepared.

(5) A list of all exhibits intended to be offered at trial.

(6) Certification that copies of witness and exhibit lists will be filed with the clerk of the court at least 48 hours prior to the date and time of the final case management conference.

(7) A deadline for the filing of amended lists of witnesses and exhibits, which amendments shall be allowed only upon motion and for good cause shown.

(8) Any other matters which could impact the timely and effective trial of the action.

RULE 2.225(a)(2). JUDICIAL MANAGEMENT COUNCIL

(a) **Creation and Responsibilities.** There is hereby created the Judicial Management Council of Florida, which shall meet at least quarterly, and be charged with the following responsibilities:

(2) identifying and evaluating information that would assist in improving the performance and effectiveness of the judicial branch (for example, information including, but not limited to, internal operations for cash flow and budget performance, and statistical information by court and type of cases for (i) number of cases filed, (ii) aged inventory of cases — the number and age of cases pending, (iii) time to disposition — the percentage of cases disposed or otherwise resolved within established time frames, and (iv) clearance rates — the number of outgoing cases as a percentage of the number of incoming cases);

RULE 2.245. CASE REPORTING SYSTEM FOR TRIAL COURTS

(a) **Reporting.** The clerk of the circuit court shall report the activity of all cases before all courts within the clerk's jurisdiction to the supreme court in the manner and on the forms established by the office of the state courts administrator and approved by order of the court. In those jurisdictions where separate offices of the clerk of the circuit court and clerk of the county court have been established by law, the clerk of the circuit court shall report the activity of all cases before the circuit court, and the clerk of the county court shall report the activity of all cases before the county court.

(b) **Uniform Case Numbering System.**

(1) The clerk of the circuit court and the clerk of the county court, where that separate office exists, shall use the Uniform Case Numbering System. The uniform case number shall appear upon the case file, the docket and minute books (or their electronic equivalent), and the complaint.

(2) The office of the state courts administrator shall distribute to the respective clerks of the circuit and county courts appropriate instructions regarding the nature and use of the Uniform Case Numbering System.

RULE 2.250(b). TIME STANDARDS FOR TRIAL AND APPELLATE COURTS AND REPORTING

(b) **Reporting of Cases.** The time standards require that the following monitoring procedures be implemented:

All pending cases in circuit and district courts of appeal exceeding the time standards shall be listed separately on a report submitted quarterly to the chief justice. The report shall include for each case listed the case number, type of case, case status (active or inactive for civil cases and contested or uncontested for domestic relations and probate cases), the date of arrest in criminal cases, and the original filing date in civil cases. The Office of the State Courts Administrator will provide the necessary forms for submission of this data. The report will be due on the 15th day of the month following the last day of the quarter.

F.S. 25.075 Uniform case reporting system.—

(1) The Supreme Court shall develop a uniform case reporting system, including a uniform means of reporting categories of cases, time required in the disposition of cases, and manner of disposition of cases.

(2) If any clerk willfully fails to report to the Supreme Court as directed by the court, the clerk shall be guilty of misfeasance in office.

Supreme Court of Florida

No. AOSC13-28

IN RE: FINAL REPORT AND RECOMMENDATIONS OF THE
FORECLOSURE INITIATIVE WORKGROUP

ADMINISTRATIVE ORDER

A significant number of foreclosure cases are pending in Florida's state court system and approximately 680,000 additional foreclosure cases are expected to be filed by 2016. Our trial courts have dedicated considerable resources toward the just and timely disposition of this increased caseload, thereby resolving more than one million foreclosure cases during the last five years. Nevertheless, the level of foreclosure filings remains elevated and a significant number of foreclosure cases remain pending in the court system.

The Florida Legislature has responded to the increased court workload associated with the mortgage foreclosure crisis by providing funding to support additional judicial and case management resources. The Court is grateful for this supplemental funding.

In accordance with Rule of Judicial Administration 2.230(b)(4), the Trial Court Budget Commission is charged with the responsibility to make recommendations to the Supreme Court on trial court budget implementation and criteria as well as associated accountability mechanisms based on actual legislative appropriations. On January 7, 2013, the Chair of the Trial Court Budget Commission established a Foreclosure Initiative Workgroup and charged it with performing the following tasks:

1. Identify barriers that currently exist in foreclosure case resolution;
2. Propose strategies to improve the foreclosure process; and
3. Develop a proposed supplemental budget request for workforce and technology resources.

On April 10, 2013, the Trial Court Budget Commission submitted the Final Report and Recommendations of the Foreclosure Initiative Workgroup to this Court. The Court commends the Workgroup for the important work it has performed within this short time frame.

The Workgroup interviewed judges and court staff statewide to identify problems occurring with regard to foreclosure cases. The Workgroup's report identified two fundamental causes of delay in the resolution of mortgage foreclosure cases: first, plaintiffs [banks, lenders, and lien holders] do not appear to be inclined to seek disposition of pending foreclosure cases; and second,

paperwork and procedural problems continue to exist in foreclosure cases.

Moreover, as is the current situation with regard to trial court data generally, a key concern of those interviewed was the need for data from the Clerks of the Circuit Court in order for the courts to better assess the status of foreclosure cases in the circuits.

The Workgroup proposed three solutions to address the identified problems: (1) more active judicial or quasi-judicial case management and adjudication, including expanded use of general magistrates; (2) additional case management personnel to allow for focused attention on older foreclosure cases; and (3) deployment of technology resources to better allow judges to manage cases.

Case Management Plans

In mortgage foreclosure proceedings, as with all types of cases, the courts are obligated to ensure that the rights of parties are protected and the integrity of the process is maintained. Moreover, judges, as well as lawyers, have a professional obligation to conclude litigation as soon as it is reasonably and justly possible.

In accordance with Article V, section 2, of the Florida Constitution, the chief judges of the circuit courts “shall be responsible for the administrative supervision of the circuit courts and county courts in his [or her] circuit.” Additionally, pursuant to rule 2.215(b)(2), Florida Rules of Judicial Administration, the chief

judge in each of Florida's 20 judicial circuits is responsible for the implementation of policies and priorities for the operation of all courts and officers within the circuit consistent with branch-wide policies. Further, rule 2.215(b)(3), Florida Rules of Judicial Administration, provides that the chief judges shall develop an administrative plan for the efficient and proper administration of all courts within the circuit, and rule 2.545, Florida Rules of Judicial Administration, provides for case management at the trial court level.

As recommended by the Trial Court Budget Commission, each chief judge is hereby directed to establish a case management plan that is consistent with rules 2.215 and 2.545, Florida Rules of Judicial Administration, and that optimizes the respective circuit's utilization of existing and additional resources in the resolution of foreclosure cases.

In developing the case management plan for his or her circuit, each chief judge shall review and make such use of the strategies identified in Final Report and Recommendations of the Foreclosure Initiative Workgroup as may be consistent with the local resources and circumstances. The case management strategies adopted should ensure the full participation of parties, avoid unreasonable delays, and identify for disposition those cases that have been pending for the longest period of time, while being ever mindful of the rights of parties and the integrity of the process. In order to advance mortgage foreclosure

cases to resolution as soon as is reasonably and justly possible, the case management plans at a minimum should address case management procedures that identify older cases and direct them to timely resolution, expedite the resolution of uncontested cases, and implement docket control policies as necessary.

Data Collection and Reporting

In order for the court system to determine whether public resources are being used efficiently, accurate and timely court data must be collected and meaningful statistics must be calculated and reported by judge, by county, and on a statewide basis.

In accordance with section 25.075, Florida Statutes, the court system has developed a uniform case reporting system. The Summary Reporting System, or SRS as it is commonly known, provides the Office of the State Courts Administrator with data that assists the Supreme Court in its management and oversight role of the judicial branch. Rule of Judicial Administration 2.245 requires the Clerks of the Circuit Court to report the activity of all cases before all courts within the clerk's jurisdiction to this Court in the manner established by the Office of the State Courts Administrator and approved by order of this Court.

The Clerks of the Circuit Court are hereby directed to implement on an expedited and priority basis the data reporting requirements as detailed in a data

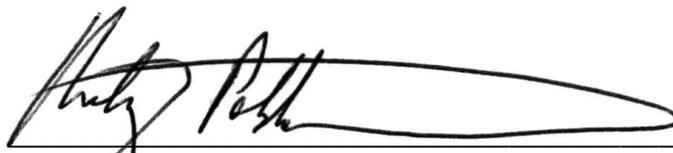
collection plan prepared by the Office of the State Courts Administrator.¹ This plan shall include reporting requirements that will provide the requisite information to compute the following performance indicators as recommended by the Foreclosure Initiative Workgroup and hereby approved by the Supreme Court for use in this initiative:

1. Time to Disposition - This statistic measures the length of time between filing and disposition and is presented as a percentage of cases that have been resolved within established time frames.
2. Age of Pending Cases - This statistic measures the age of the active cases that are pending before the court.
3. Clearance Rate - This statistic measures the ratio of dispositions to new case filings and assesses whether the court is keeping pace with its incoming caseload.

Implementation of the foreclosure initiative and collection of associated data will be an on-going and collaborative project of the clerks and the courts. The Florida Supreme Court recognizes and appreciates the valuable contributions the Clerks of the Circuit Court have provided throughout the mortgage foreclosure crisis and will continue to provide in support of this initiative.

1. See *FY 2013-14 Foreclosure Initiative Data Collection Plan* (June 2013), Office of the State Courts Administrator (on file with the Florida Office of the State Courts Administrator and available on the Florida Courts website at http://www.flcourts.org/gen_public/funding/MortgageForeclosureCases.shtml).

DONE AND ORDERED at Tallahassee, Florida, on June 21, 2013.



Ricky Polston, Chief Justice

ATTEST:



Thomas D. Hall, Clerk of Court



Supreme Court of Florida

No. AOSC13-51

IN RE: CASE STATUS REPORTING REQUIREMENTS FOR REAL
PROPERTY MORTGAGE FORECLOSURE CASES

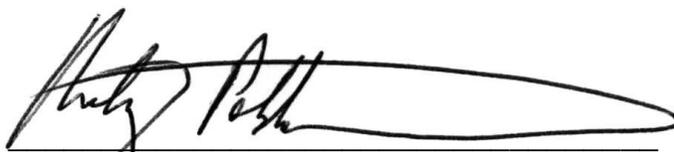
ADMINISTRATIVE ORDER

Consistent with In Re: Final Report and Recommendations of the Foreclosure Initiative Workgroup, No. AOSC13-28 (Fla. June 21, 2013), this Court finds it beneficial to require the chief judge of every circuit court to issue an administrative order establishing a mechanism that enables judges and magistrates to provide explicit direction to each clerk of court's office with regard to designating a change in the status of a mortgage foreclosure case. Likewise, it is also necessary for the clerk of court's office to notify the judge or magistrate when events occur that change the status of a foreclosure case. This Court recognizes that, in many instances, the events initiating a change in the status of a case may become known to either the judge and magistrate or the clerk's office, but not always both. Accordingly, the purpose of the local administrative orders is to implement an effective communications mechanism by which the courts and clerks are notified of case status changes in a timely manner.

The status of a foreclosure case and related definitions have been adopted by this Court and are published in the Foreclosure Initiative Data Collection Plan promulgated by the Office of the State Courts Administrator. Explicit direction for designating the status of cases as active or inactive shall be implemented through an administrative order issued by the circuit chief judge. It is incumbent on each clerk of court to enter the status change of any case so that judges, magistrates, case managers, and judicial assistants are apprised of the proper status of each case within their purview.

For case age reporting purposes, a case on inactive status should not be considered pending until it becomes active by order of the presiding judge or action by the clerk of court.

DONE AND ORDERED at Tallahassee, Florida, on October 16, 2013.



Ricky Polston, Chief Justice

ATTEST:



Thomas D. Hall, Clerk of Court



Section V.

**Commission on Trial Court Performance and Accountability
Workgroup on Performance Management**

Individual Questions to Circuit and County Judges, Case Managers and Other Court Employees							
Circuit	Sent By	1a. Do you currently use performance measures for case management purposes or resource management purposes? 1b. Please List the measures that you use?	2a. Please describe how often these measures are reviewed? 2b. Are the results discussed? 2c. If so, with whom and how? 2d. Please describe any outcomes of these performance measure reviews.	3. In your opinion, have performance measures been helpful in revealing problem areas, concerns, or improvements to case management or resource management practices?	4a. What concerns do you have in relying on these performance measures for improvements efforts to case management and resource management? 4b. For instance, do you have concerns with data quality or in the potential misuse of the performance measures by other justice system users? 4c. What steps have you taken or might recommend to alleviate some of these issues?	5. Are there performance measures that you would like to institute but can't due to data access/quality issues?	6. Please identify any principles you might like the TCP&A Performance Management Workgroup to consider in describing effective administration of justice and how performance measures should be relied upon in the organization.
8	Judge Mark Moseley	Yes. Our ICMS3 provides updated reports giving information categorizing the age of cases; the number of cases filed per month verses the number of cases disposed in all divisions. This enables judges to make sure they are keeping pace, to identify areas that need attention, to compare performance to judges who have similar dockets.	Each judge has access on his computer and can access them on a daily basis. The Administrative Judge can compare performance and address noticeable issues (e.g. a particular docket such as VOP's in a division not be resolved efficiently). Problems are addressed on an as needed basis. Generally, issues are addressed through a mentoring process where advice / tips are shared on how to case manage effectively.	Yes. Although I am not sure that what we do can be called "performance measures" – our circuit has placed a significant emphasis on the fair distribution of labor per docket and upon case management.	I am not sure that data can effectively identify and break down issues that may make cases more labor intensive through no fault of the judge. In criminal court a case may involve more time because there are suppression issues, or co-defendants, or simply a defendant who wishes to exercise his right to trial even though there is a reasonable plea offer).	N/A	First, I am concerned that we emphasize efficiency to the detriment of due process. Second, if judge's are going to be held accountable for the efficient resolution of cases then the rules of court should clearly give the court the authority to control the process and hold attorney's to discovery and trial deadlines in order to accomplish this. Finally, I am not sure how to measure a judge's knowledge and experience that result in greater efficiency.
10	Judge Masters	I use the SRS reports, comparing what matters were opened/reopened vs. closed/reclosed, the clearance rates, and the pending case reports. I have periodically asked the Clerk to provide a list of the case numbers that are identified as simply a number on the report. When I am transferred to a new division, I want the ability to specifically identify every case assigned to me. Sometimes, that is impossible in a division where the cases close too quickly. In that event, the focus may be learning why some cases do not close quickly.	The measures are reviewed periodically when time permits. The demands of the individual cases prohibit review every month. The review/results are sometimes discussed with my judicial assistant.	It is helpful to be able to identify the specific type of case, and then the specific case that is being counted in the report, especially when searching for a particular case management issue.	Some of the SRS reports may mislead a user, especially if attempting to generalize about cases. The cases and case types need to be identified with specificity. Dependency cases need to be identified for each child not simply for each mother. Guardianships for developmentally disabled wards need to have an identifier that is different from those wards who are minor children who are not developmentally disabled (e.g., guardianships because of inherited money or settlement proceeds). Guardianships as a result of total or partial incapacity need to be identified separately from the developmentally disabled and minor children guardianships. Stalking violence petitions need to be identified separately from the other violence petitions. The circuit's SRS Oversight Committee is aware of the concerns but is powerless to make changes	See answer 4.	Some judges want to understand and use performance measures because they believe the analysis will help them understand their job and do a better job. But, some very good judges find the measures may be important for OSCA but are and should be insignificant to them such that an individual analysis will hinder their ability to do their job. The time required to use performance measures will vary for each division assignment. The use of performance measures by the judges for analyzing the cases that are assigned to them should always be a voluntary task.
10	Dawn Wyant				Just an FYI for you #4 stalking petitions are not being counted at all for SRS purposes. We are trying to identify how many of them we currently have, and if they have made the counts for Repeat petitions decrease (if repeat petitions are decreasing because more stalking petitions are being filed, and stalking cases are not being counted, then it appears that our case load is down when in all actuality the case loads are increasing). Also dependency cases per SRS are closed on the first order of disposition in the case and everything after the first order of disposition is counted as REOPEN. All other divisions of the court close cases on the last order of disposition, except dependency.		

**Commission on Trial Court Performance and Accountability
Workgroup on Performance Management**

Individual Questions to Circuit and County Judges, Case Managers and Other Court Employees							
Circuit	Sent By	1a. Do you currently use performance measures for case management purposes or resource management purposes? 1b. Please List the measures that you use?	2a. Please describe how often these measures are reviewed? 2b. Are the results discussed? 2c. If so, with whom and how? 2d. Please describe any outcomes of these performance measure reviews.	3. In your opinion, have performance measures been helpful in revealing problem areas, concerns, or improvements to case management or resource management practices?	4a. What concerns do you have in relying on these performance measures for improvements efforts to case management and resource management? 4b. For instance, do you have concerns with data quality or in the potential misuse of the performance measures by other justice system users? 4c. What steps have you taken or might recommend to alleviate some of these issues?	5. Are there performance measures that you would like to institute but can't due to data access/quality issues?	6. Please identify any principles you might like the TCP&A Performance Management Workgroup to consider in describing effective administration of justice and how performance measures should be relied upon in the organization.
10	Highland County Judges Response	Yes, use of case management hearings	By the case managers JA's and Judges. Better maintaining of dockets.	Yes they have been keeps case moving in a timely manner.	A concern is always how the clerks open and close cases. This requires court case managers to expend time trying to determine the true status of the case. Steps to resolve insist all final judgments be accompanying by final dispositions forms and review of clerks procedures as to opening or closes cases.	N/A	Additional time from case managers.
12	Judge Scott Brownell	I measure the age of a case, the frequency of appearance on a docket, and whether any case is ever set for the same event more than once (i.e. # of continuances, etc)	In each individual case I review the matter with the party or parties who are helping or hindering the performance (as I define it) as needed. I do have general conversations about keeping the cases moving efficiently in general terms only with the Clerk or the State's Attorney and DJJ (in delinquency cases) or Children's Legal Services (in dependency cases). The frequency of these conversations , even though done on an as needed basis, average about three times per year per group.	Case management practice (which includes granting continuances only rarely, and making a concerted effort to "never pay for the same ground twice" minimizes and often prevents problems from arising. Events outside my own performance practices are what cause the areas of concern or in case management, i.e. transferring to the electronic system – loss of paper files, change in personnel over which the court has no control (Clerk, DJJ,SAO, CLS, etc.)	Concern: no performance measure if reduced to writing is workable by someone who did not create it. It suits my temperament, and my personality and my values. Putting it in written form in anything other than general concepts would be more confusing than helpful. I would only share this method of managing a docket with a judge who identified and accepted the problems it is designed to address – which would include problems like cases staying open too long, an excessive number of hearings to accomplish the completion of the case, using the time savings to spend more time on troublesome cases or parties, so the quality of work improves on the occasional difficult case, without costing efficient closure of the common or typical case.	Yes – I need a better program, so I can see more management information on one page or screen, and more quickly know why this hearing is happening, how this "emergency" got on the docket, what the issues are without having to open several documents.	I am not at all clear in understanding what a "performance measure" means as it relates to a judge. If it means the efficient treatment of cases so no time is wasted in court because of a lack of preparation, lack of organization of files, cases, trials, plans for disposition or sentencing, that would be one principle. Another would be to spend the saved time making sure that every pro se person, and the non-lawyer people (DJJ, DCF, LEOs, etc) all leave the courtroom feeling they have been heard and understood. One without the other has little benefit. If all cases are concluded efficiently but people feel they were rushed through the system, we suffer damage to our credibility and sense of fairness in the court system. If too much time is spent on each case when only a few need it, the cost in time to all is enormous.
15	Anonymous	Yes, I do employ performance measures. Specifically, I try to meet the time standards in the Rules of Judicial Administration (18 months for a civil jury trial and 12 months for a non-jury trial). In my division, all jury trials are tried within 18 months of the notice and all non-jury trials are tried within 12 months of the notice. Also if I have older cases (more than 3 years), I periodically set case status hearings to move cases along.	I review my cases once a week (on Fridays). I make sure all the lack of prosecution orders are done, and check on the status of the trials. I discuss the results with my JA on a weekly basis.	Yes, this has helped us maintain the lowest case number in the Circuit Civil Division.	No concerns. ICMS is very helpful in case management and resource management.	No, ICMS provides all the assistance I need for case management.	Data should be shared and best practices should be shared with other judges around the state. Currently, there is no way to share this information (other than on an ad hoc basis with individual judges).
15	Judge Scher	It is my belief that the case managers along with court administration have these types of measures in place.	Unaware.	No.	A family docket or a juvenile docket cannot be measured in the same fashion as a criminal docket. One family law hearing can take two hours. Accordingly, measuring by the amount of cases per day or month is inaccurate as the judge in the family / unified family court / juvenile division will have been in court all day with few actual cases closed.		The types of cases being handled must be considered. The geographic area must be considered.

Commission on Trial Court Performance and Accountability Workgroup on Performance Management

2nd Circuit Response

General Questions to Chief Judges and Court Administrators:

1. Does your circuit currently use performance measures for case management purposes or resource management purposes? Please list the measures that your circuit uses.

Yes. We use numerous internally generated reports and data to manage operations. Some of the more traditional or statewide reports include:

Number	Title	Distribution (electronic, unless noted otherwise)	Frequency	Source	Description/Purpose
1	Weekly Circuit Criminal Case Inventory Report	Felony judges and attorneys	Weekly	JIS	Summary of the number of cases pending at the beginning of the reporting period, filed, disposed and pending at the end of the reporting period by judge. Used to monitor changes in workload. Note: more detail is available than the county criminal report and general performance.
2	Weekly County Criminal Case Inventory Report	County judges	Weekly	JIS	Summary of the number of cases pending at the beginning of the reporting period, filed, disposed and pending at the end of the reporting period by judge. Used to monitor changes in workload. Note: less detail is available than the county criminal report and general performance.
3	Pending/Case Aging Report	Felony judges; each gets listing of only their division. Hand-Delivered	Monthly	JIS	Listing of pending cases with age of case and numerous other case management data elements. Summary statistics is provided for by judge on percent of cases under/over time standard and average age of case. Use to monitor volume of cases and age of cases.
4	Pending Capital Cases - Leon County	Chief judge, felony judges, court reporters, public defender, court operations officers	Monthly	JIS	Listing of pending first degree murder cases. Chief judge uses to ensure judge is "death qualified", as workload measure and to ensure multiple capitals are not set on same date.
5	Pending Capital Cases - Second Circuit	Chief judge, public defender, Nancy Daniels, court operations officer	Monthly	Clerks	Listing of pending first degree murder cases. Chief judge uses to ensure judge is "death qualified", as workload measure. There is no report to generate this; clerks must rely on their memory.
6	Average Daily Jail Population	Chief Judge	Monthly	Jail Staff; DOC if jail staff does not provide	Used by chief judge to monitor jail capacity and to comply with Rule of Judicial Administration 2.215 (b)(3) "mandatory periodic review of the status of the inmates of the county jail". Note: Some jails do not provide data and DOC data is not timely.

7	Felony Counters	None	Monthly	JIS	Used to ensure felony cases are assigned equitably and in accordance with assignment rules. Judges are alerted only if there is an issue.
8	Monthly Caseload Inventory Reports - Criminal Divisions Note: these are actually multiple reports.	Previously all Leon Co criminal division circuit and county judges.	Monthly	Data manually transferred from JIS reports to spreadsheets.	See information for reports 1 and 2. Data is maintained, however, it is not distributed because the judges prefer receiving only the weekly report.
9	Monthly Caseload Inventory Reports (Separate reports for Family, Circuit Civil, County Civil, Probate, Delinquency and Dependency)	Previously all Leon Co judges and interested parties. Due to the implementation of Benchmark these reports were not available from June 2013 - June 2014.	Monthly	Judicial Web	Much formatting is needed to make printable and easier to read. Also, many cases are attributed to judges formerly assigned. Historically, it was difficult to get the assigned judge information updated so the information was deleted from the spreadsheets
10	Jury Trial Log for Leon County	None. Specific data requests/reports produced as requested.	Data is updated monthly, if information is received timely from jury clerks	Jury clerks and JIS	Requires a great deal of manual look up and input. Used on an as needed basis to produce reports or provide information on a number of issues including number of trials, length of trials (courtroom usage), trial prediction, select jury management indices, etc.
11	SRS Filings by County	None	Monthly	OCSA/SRS	Data is reviewed for accuracy. Data is used to see if workload is increasing/decreasing or if there is a shift in the distribution of the data county or division-wise.
12	SRS Dispositions by County	None	Monthly	OSCA/SRS	Data is reviewed for accuracy. Data is used to see if workload is increasing/decreasing or if there is a shift in the distribution of the data county or division-wise.
13	Mortgage Foreclosure Filings and Dispositions by County	Mortgage Foreclosure Team	Monthly by mortgage foreclosure staff.	Clerks and the OSCA.	Mortgage Foreclosure staff generate reports based on their internal reports and information from the OSCA's mortgage foreclosure dashboard.
14	Leon Felony Capital Case Assignment Counters	Suzanne Tompkins and Susan Wilson	Immediately after grand jury convenes	Manually generated	Log kept to ensure proper assignment of capital cases; case assignment program works, if clerks execute it properly. Frequently, cases are manually assigned and counters manually updated.
15	Jury Management Report	None	As needed.	Clerks	Used on an as needed basis to produce reports or provide information on jury management indices. OSCA has data on their website, however, it is updated infrequently.
16	Post Conviction Reports on Death Row Inmates	Supreme Court (reviewed before submission by clerks and judges)	Quarterly	DOC, JIS and CCIS with review by clerks and judges	Mandatory report on the status of pending 3.851 motions at the circuit level.
17	UDR - Court Reporting Hours	Submitted monthly to the OSCA	Monthly	Chief Official Court Reporter	Primary use is for budget and resource purposed. Also data is monitor to see if there are increases or decreases in activity.

18	UDR - Court Reporting Transcript Pages	Submitted monthly to the OSCA	Monthly	Chief Official Court Reporter	Primary use is for budget and resource purposed. Also data is monitor to see if there are increases or decreases in activity.
19	UDR - Court Reporting Media	Submitted monthly to the OSCA	Monthly	Chief Official Court Reporter	Primary use is for budget and resource purposed. Also data is monitor to see if there are increases or decreases in activity.
20	UDR - Mediation	Submitted monthly to the OSCA	Monthly	ADR Director	Primary use is for budget and resource purposed. Also data is monitor to see if there are increases or decreases in activity.
21	UDR - Experts	Submitted monthly to the OSCA	Monthly	Accountant IV and Dir of Research & Data	Primary use is for budget and resource purposed. Also data is monitor to see if there are increases or decreases in activity.
22	UDR - Interpreting	Submitted monthly to the OSCA	Monthly	Court Analyst and Dir of Research & Data	Primary use is for budget and resource purposed. Also data is monitor to see if there are increases or decreases in activity.
23	UDR - Child Support	Submitted monthly to the OSCA	Monthly	Hearing Officers	Primary use is for budget and resource purposed. Also data is monitor to see if there are increases or decreases in activity.
24	Animal Therapy in Criminal Courts and Child Specific Dependency Cases	As requested	As needed for courts and TMH	Dir of Research and Data	Log is maintained on assigned TMH Animal Therapy teams and there use for specific cases (not mass dependency dockets).

We also produce local state and county budget reports, juvenile delinquency reports, Leon County Teen Court intake/sanction/education reports, court reporting reports, trial court law clerk workload reports, courtroom assignment and usage charts, judicial leave data, court mental health reports, veterans in the criminal justice system (jailed or not), and detention review reports produced from various databases and sources. Each of these are important to satisfy local requirements and are a significant part of our management data.

Our new CAPS system, aiSmartBench, does produce limited pre-programmed reports for five of our six counties (the sixth county is not "live" yet). The system also features limited ad hoc reporting/sorting, which once the system matures will undoubtedly prove useful in managing caseload.

2. Please describe how often these measures are calculated. Are the performance measures reviewed internally? If so, who does the review? Are the results discussed? If so, with whom and how?

Please see above. Most are used internally to make decisions about individual programs.

3. Are benchmarks or goals established for any of these measures? Please describe how these benchmarks or goals are set. Are these benchmarks or goals reviewed internally? If so, who does the review? Are the goals and benchmarks discussed? If so, with whom and how?

Benchmarks and goals vary by judge and court staff. Our Chief Judge reads all reports and generally will ask the Trial Court Administrator questions about each. Most indices rely upon personal judgment based upon the prior experience and subject matter expertise of the Chief Judge, Administrative Judges, and court staff. An example is the filings-disposition ratio. We generally like to dispose of the same number or more cases than new cases that are filed. That is not possible about half of the time, so we look to the volume either in surplus or deficit. Small discrepancies are not an issue. A large discrepancy in one or two

months may likewise not be an issue, but will warrant further investigation, for example, was the judge on vacation, did they have a long duration trial precluding other work, etc. A significant amount of research and personal judgment is used in these matters, but these data are useful because they help us to ask the right questions.

4. Please describe any outcomes of these performance measure reviews. For instance, have performance measures been helpful in revealing problem areas, concerns, or improvements to case management or resource management practices.

Yes, absolutely. Please see above.

5. Are the measures posted on-line or communicated externally in any way? With whom and how?

Generally no, unless required by Supreme Court rule or other directive.

6. What concerns does your circuit have in relying on these performance measures for improvement efforts to case management and resource management? For instance, are there concerns with data quality or with possible misuse of the performance measures by other justice system users. What steps have your circuit taken to alleviate some of these issues?

Data quality is a huge issue. It takes a great amount of resources to find and fix issues with the data. As the amount of accessible data grows, we are reaching a point of "information paralysis". We have too much data to actively use it to manage our workload or resources in a growing number of instances. The basic problem is lack of resources. Our county-funded State Court staff has declined over the years because of a 58% drop in local revenues directed to the courts. Our state-funded State Court staff has likewise never recovered from the Reduction on Force executed a few years ago. Many of our budgets have declined while costs are up. However, our workload and reporting requirements have continually increased with no easily appreciated return on that investment. A unified reporting system if ever implemented must come with the necessary resources, i.e. money, staff, and technology, to execute it properly with adequate quality or you will merely increase the burden on overworked staff resulting in poor quality data with additional effort to be expended explaining or fixing the erroneous results.

7. Are there performance measures that your circuit would like to institute but can't due to data access/quality issues?

Absolutely. I would like to establish an executive dashboard linking all of the above data points into useful management display. However, lack of resources, primarily organizational, financial, and staff time, preclude this effort from progressing.

8. Please identify any principles your circuit might like the TCP&A Performance Management Workgroup to consider in describing effective administration of justice and how performance measures should be relied upon.

I think you need to be very careful with designing simple performance measures or reports for use statewide. First, organization, practices, and culture differs from circuit to circuit and even between counties in the same circuit. A one-size fits all report will cause difficulties in many jurisdictions. Second, in the Army we say "you get what you inspect." In other words, organizations focus on what is reported and will eventually meet the stated requirements or performance measures. The other items that are not

being reported on will be ignored, and therefore performance will decline in those areas. So the performance measures chosen must be the right ones that are truly important, not just easy to codify. An additional issue is that the system will adjust to show success in areas being reported on, whether success is achieved in reality or not. Shortcuts, changing definitions, and various tricks will result in reported success whether the actual intent behind the performance measures is being met or not. Explaining the performance measures and data creates another problem, as results may be easily misinterpreted. For example, dismissing large numbers of cases without action may look bad to the public. However, if the effort was to throw out old inactive cases that sat on the books for years then most observers would say that this was a positive outcome. Then the political angle enters, as parties during an election can use or misuse data as they see fit, including the example just mentioned. Once performance measures are chosen, there may be a cost to providing these supporting data. If the measures are subsequently changed, then additional costs are incurred to reprogram case management systems. As many private vendors provide these services in many court jurisdictions, the costs can quickly become prohibitive. Finally, poorly chosen performance measures will result in a loss of confidence by the public if they are not reflective of what we are supposed to be doing (i.e., an intangible such as “justice”) or limited resources that keep us from achieving our goals. Don’t hold the trial courts accountable without providing sufficient resources (to include time) to accomplish performance measures or goals.

Prepared by Trial Court Administrator Grant Slayden, 9 April 2015.

Commission on Trial Court Performance and Accountability Workgroup on Performance Management

3rd Circuit Response

General Questions to Chief Judges and Court Administrators:

1. Does your circuit currently use performance measures for case management purposes or resource management purposes? Please list the measures that your circuit uses.

No. We do not use any performance measures.

2. Please describe how often these measures are calculated. Are the performance measures reviewed internally? If so, who does the review? Are the results discussed? If so, with whom and how? N/A
3. Are benchmarks or goals established for any of these measures? Please describe how these benchmarks or goals are set. Are these benchmarks or goals reviewed internally? If so, who does the review? Are the goals and benchmarks discussed? If so, with whom and how? N/A
4. Please describe any outcomes of these performance measure reviews. For instance, have performance measures been helpful in revealing problem areas, concerns, or improvements to case management or resource management practices. N/A
5. Are the measures posted on-line or communicated externally in any way? With whom and how? N/A
6. What concerns does your circuit have in relying on these performance measures for improvement efforts to case management and resource management? For instance, are there concerns with data quality or with possible misuse of the performance measures by other justice system users. What steps have your circuit taken to alleviate some of these issues?

We are concerned about a lack of available data, as well as the reliability of the data that is available. Also, there is a concern that if we get too focused on performance measures, which are often based on timeframes, we lose focus on due process and ensuring that we make just, fair decisions.

7. Are there performance measures that your circuit would like to institute but can't due to data access/quality issues? Yes
8. Please identify any principles your circuit might like the TCP&A Performance Management Workgroup to consider in describing effective administration of justice and how performance measures should be relied upon. Effective administration of justice is about many more qualitative aspects of the courts than time standards. It is important to keep all of those aspects in mind when looking at performance measures.

Commission on Trial Court Performance and Accountability Workgroup on Performance Management

4th Circuit Response

General Questions to Chief Judges and Court Administrators:

1. Does your circuit currently use performance measures for case management purposes or resource management purposes? Please list the measures that your circuit uses.

The pending caseload report and the clearance rates report generated by the Clerk's data that OSCA requires is a resource to review case management in court divisions. This is not a performance based measurement but is used for case flow management. The Family Court Case Management system used by case managers and magistrates has a built in tickler system to notify when specific timeframes need to be met for case flow management. Case managers and magistrates will be alerted to colored flags identifying cases that need to be reviewed or followed-up on. This system is for case management not as a performance measure.

2. Please describe how often these measures are calculated. Are the performance measures reviewed internally? If so, who does the review? Are the results discussed? If so, with whom and how? N/A
3. Are benchmarks or goals established for any of these measures? Please describe how these benchmarks or goals are set. Are these benchmarks or goals reviewed internally? If so, who does the review? Are the goals and benchmarks discussed? If so, with whom and how? N/A
4. Please describe any outcomes of these performance measure reviews. For instance, have performance measures been helpful in revealing problem areas, concerns, or improvements to case management or resource management practices. N/A
5. Are the measures posted on-line or communicated externally in any way? With whom and how? N/A
6. What concerns does your circuit have in relying on these performance measures for improvement efforts to case management and resource management? For instance, are there concerns with data quality or with possible misuse of the performance measures by other justice system users. What steps have your circuit taken to alleviate some of these issues? Using performance measures as with any statistical analysis can be misconstrued and used in a manner that was not intended. There are too many variables and players outside the control of the Court that can impact case management and the timely disposition of a case.
7. Are there performance measures that your circuit would like to institute but can't due to data access/quality issues? N/A
8. Please identify any principles your circuit might like the TCP&A Performance Management Workgroup to consider in describing effective administration of justice and how performance measures should be relied upon.

**Commission on Trial Court Performance and Accountability
Workgroup on Performance Management**

6th Circuit Response

Attachment A: Performance and Accountability Report.

Attachment B: Case Management Developments 2013

General Questions to Chief Judges and Court Administrators:

1. Does your circuit currently use performance measures for case management purposes or resource management purposes? Please list the measures that your circuit uses.

Enclosed please find a copy of our 2013 Performance and Accountability Report for 2013. We are still working on the 2014 report. This report shows the goals and objectives for each major area of case management. We have been reporting on these goals and objectives since 2001.

2. Please describe how often these measures are calculated. Are the performance measures reviewed internally? If so, who does the review? Are the results discussed? If so, with whom and how?

The data for these reports are collected in an ongoing basis and can be provided upon request. However, for this report, we collect all the data annually by calendar year. These data are posted to our internet site for easy use and reference by staff for multiple reasons – responding to data requests, writing grants, assessing new procedure proposals, etc.

3. Are benchmarks or goals established for any of these measures? Please describe how these benchmarks or goals are set. Are these benchmarks or goals reviewed internally? If so, who does the review? Are the goals and benchmarks discussed? If so, with whom and how?

Goals and objectives have been set for each area of court administration. All levels of staff were involved in setting the original goals and objectives. We had a performance and accountability orientation with each group and then set a series of meetings to set the goals and objectives. See enclosed orientation powerpoint. The measures are reviewed annually through line of supervision and updated as necessary. These benchmarks are discussed whenever we are addressing organizational structure, work load distribution or organizational planning.

4. Please describe any outcomes of these performance measure reviews. For instance, have performance measures been helpful in revealing problem areas, concerns, or improvements to case management or resource management practices.

These measures are reviewed for many reasons, as indicated above. They have been helpful in planning new procedures or implementing new pilots. Supervisors can review the data and

look into any data that varies from year to year or that looks off to determine causes and react to those causes, as needed.

5. Are the measures posted on-line or communicated externally in any way? With whom and how?

We used to print our annual reports and send them out widely. However, in recent years we have found it to be more economical to post them to our internet site for reference to anyone who wishes to review them. These can be found at <http://www.jud6.org/GeneralPublic/AnnualPerformanceReports.html>.

6. What concerns does your circuit have in relying on these performance measures for improvement efforts to case management and resource management? For instance, are there concerns with data quality or with possible misuse of the performance measures by other justice system users. What steps have your circuit taken to alleviate some of these issues?

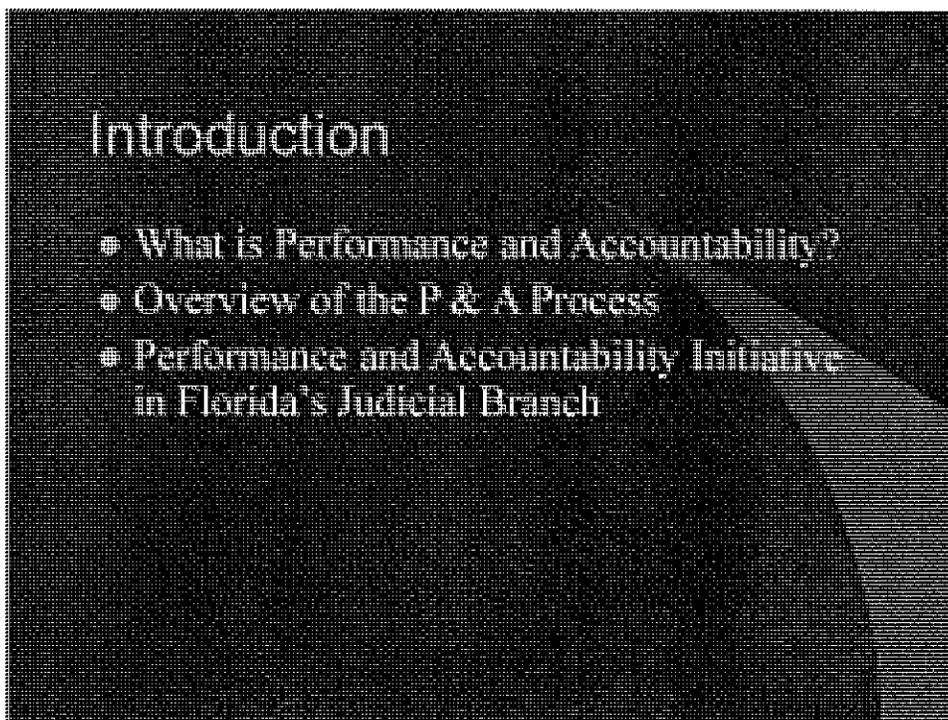
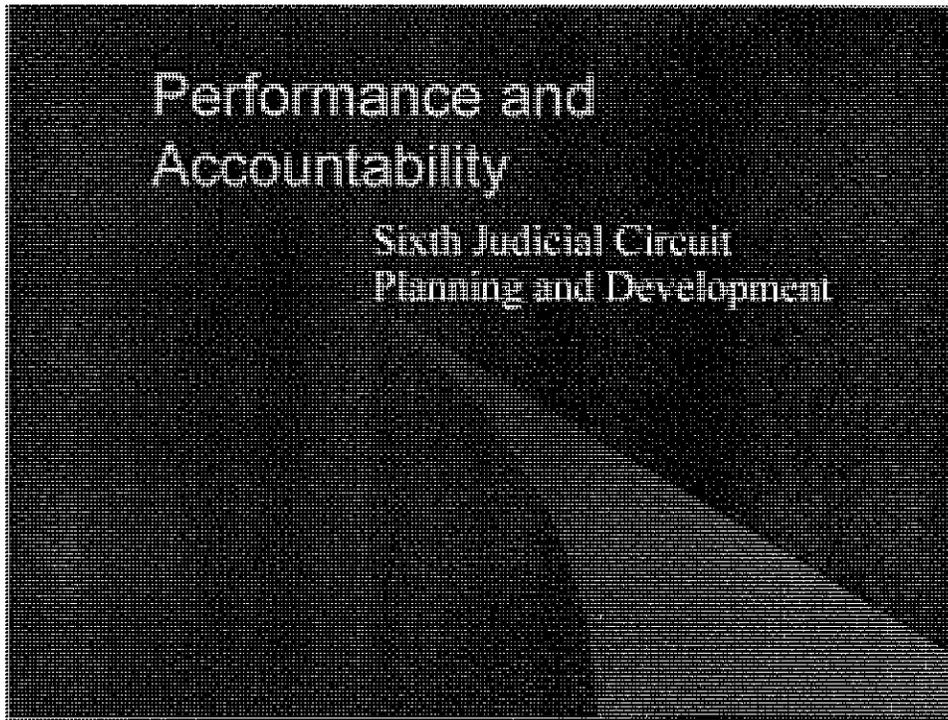
These measures are not meant to describe everything that Court Administration does but we do see them as what we consider to be the most important of our achievements toward meeting our purposes as an organization. Data can always be misused. However, we stand by these measures and can respond to questions regarding what they represent and how they were gathered. We support a view of open accountability.

7. Are there performance measures that your circuit would like to institute but can't due to data access/quality issues?

I suppose there always will be data that we'd like to have but don't have access to, but we have been making great strides in improving accessibility of data through updated technology. We work through more robust data collection plans usually for new projects and for reporting on grant-funded projects.

8. Please identify any principles your circuit might like the TCP&A Performance Management Workgroup to consider in describing effective administration of justice and how performance measures should be relied upon.

We developed these measures in advance of the transition to Article V, Revision 7 funding. We felt that not enough people knew about what Court Administration does, and we felt it was an obligation to help educate stakeholders including the public about what we do. We also embrace the idea that we should be accountable and open in what we do since we are performing a public function. If our data reveals a problem, so be it. We will work to fix the issue, whether it be to tweak a procedure or realign our resources differently.



Measuring Performance Strengthens an Organization by:

- Helping better define overall direction
- Aiding in the budget development process
- Providing accountability to citizens by identifying results and evaluating past resource decisions
- Making programs more understandable

Program Element Definition Process

- Articulate Program Mission
- Develop Program Goals
- Identify Objectives
- Identify performance elements and select performance measures
- Develop a link to the budget(s)
- Define data recording and reporting requirements
- Develop management framework for continuous improvement

Overview

- Where are we at with this project?
- Why start with you?
- How much time will this take?
- Who's interested?



1. Articulate a Program Mission

- Mission Statement – describes the program's purpose, tells why it exists
- Begin with "To" and a verb (Why-essential purposes)
- "For" – Identify customers (For Whom)
- "By" – Identify services provided (What)

Examples

Florida Department of Law Enforcement's
Criminal Justice Investigations and
Forensic Science Program –

To manage, coordinate, and provide
investigative, forensic, prevention, and
protection services. Through a partnership
with local, state, and federal criminal
justice agencies, improve the state's
capacity to prevent crime and detect,
capture, and prosecute criminal suspects.

Examples Continued

Florida Department of Children and Families
– Working in partnership with local
communities to help people be self-sufficient
and live in stable families and communities.

Trial Courts for Florida State Courts System

"The purpose of Florida's trial courts is to protect and declare the rights and responsibilities of the people; to uphold and interpret the law; and to provide a forum for the just and peaceful resolution of legal and factual disputes."

2. DEVELOP GOALS

- How the program will accomplish its mission. The desired end result usually after three or more years.
- Identifies an outcome, not output
- Provide direction but don't set specific milestones or strategies

Goals

Bad

To process 600 cases by the end of the FY.

To serve customers.

Good

To be responsive to court users with special needs.

To support our judiciary and staff by providing professional development and training.

3. Identify Objectives

- Attached to a goal
- Intermediate ends to achieve a goal
- Achievable, Specific, Measurable, Time Bound, Result (not Process) Oriented
- Review goals; Decide what results wanted; Set time frame for achieving; Build in accountability

4. Identify performance measures.

Performance measurement system is an ongoing system of data collection.

- Descriptive
- Efficiency
- Quality
- Effectiveness

Performance Measures

- How do you tell outcome has been achieved?
- What do you expect to see when outcome occurs?
- Can we observe and measure this?
- Select key measures.

5. Develop a link to the budget

- Work with fiscal office.
- Start tracking expenditures in more detail; analyze for efficiency.
- Clearly specify revenue offsets.

6. Develop data management reporting system

- What are your data management needs?
- Do you have baseline data?
- Do you need to collect or access new data?
- Do you have the data management system resources you need?
- Do you have proper reporting functionality?
- To whom do you report performance data?

7. Develop management framework for continuous improvement

- Structured evaluation necessary to determine solutions to problems, fixes
- Monitor service patterns to ensure performance measures aren't causing perverse incentives
- Are the results of the program the right ones?

Recap

- We have introduced performance and accountability for the courts
- We have gone through the steps for the P&A process and clarified terminology
- We will need to hold periodic meetings to actually perform these steps
- Feedback?

ATTACHMENT B**ADMINISTRATIVE OFFICE OF THE COURTS
SIXTH JUDICIAL CIRCUIT
PERFORMANCE AND ACCOUNTABILITY REPORT****CASE MANAGEMENT
2013****Developments**

Domestic Violence - Under the Pinellas Office of Violence Against Women grant project, the Family Judges and domestic violence staff added new enforcement procedures for firearm surrender in civil cases where final protection orders are granted. Changes were also made to augment data supplied to the Pinellas County Sheriff to support service of domestic violence injunctions.

Family Case Management - Case Management began as a project in two of the eight family divisions, one in Clearwater and one in St Petersburg. The initial case management conference dockets started in July of 2013. A case manager was added to the project in November of 2013.

Foreclosures - The 2013 Legislature appropriated additional Foreclosure Settlement funds to all 20 Circuit Trial Courts in the State of Florida to continue the Foreclosure Backlog Reduction Plan. The Sixth Judicial Circuit used its 2013-2014 funding allocations to retain the services of Senior Judges and case management team members to support the judges and obtained contractual services from two General Magistrates who preside over Residential Motions for Summary Judgment, Uncontested Non-Jury Trials and Case Management Conferences in both Pasco and Pinellas counties.

In addition to continued and additional resource funding, the Sixth Judicial Circuit received technology funds for programming enhancements to current software applications, necessary to support the Foreclosure Backlog Reduction Plan.

In 2013, a new foreclosure civil section, Section 33, was created in Pinellas County. All foreclosure cases filed prior to January 1, 2013 were reassigned to Section 22. One circuit court judge was assigned to this new section for purposes of working full time on clearing the backlog of foreclosure cases.

Overview

The Supreme Court Committee on Trial Court Performance and Accountability Case defined case management as “the systematic administration and allocation of resources, including judicial attention and leadership, time, court staff, court technology, and the resources of parties and communities, directed to enhancement of the quality, timeliness, and efficiency of the judicial system. Case management develops and maintains reasonable and achievable policies and practices, identifies, collects and organizes critical case information, responds appropriately to characteristics of cases and parties, organizes movement of cases, ensures that necessary activities and events occur, marshals and prioritizes court and community resources, promotes

reasonable and consistent expectations, provides critical information to judicial leaders and court managers, and promotes accountability and ongoing improvement.”¹

Components:

Family – Case managers assist judges by facilitating the flow of cases through the Family Law system, particularly dissolution of marriage cases, family law cases involving pro se litigants, and domestic violence. Work involves reviewing and monitoring cases, providing procedural and informational assistance to litigants, making referrals to legal assistance programs for persons seeking legal advice, noticing parties of missing items prior to hearings, checking service, setting case management conferences and other hearings, attending hearings as required, and preparing draft orders.

Unified Family Court – A team of case managers assist the Court to help ensure a single judge hears all family law matters involving one family when at least one of the cases is a dependency or delinquency case. Related family matters include child support, domestic relations, domestic violence, delinquency and dependency. Key elements of the Sixth Circuit’s procedures include an integrated information system for providing necessary case tracking and calendaring, the case management team which serves as a central intake unit, coordinated family mediation, community social service and self-help referrals, facilitated inter-agency communication to avoid duplication of services, and swift identification and handling of cases where persons may be at risk of family violence. Staff also assist judges by facilitating the flow of cases through the Juvenile system, particularly regarding juvenile release requests, adoptions stemming from termination of parental rights, and dependency actions. Work involves reviewing and monitoring cases, contacting parties regarding missing items prior to hearings, checking service, setting hearings, preparing draft orders, coordinating with other agencies, and reviewing pending caseloads for dispositional problems. An Alternative Sanctions Coordinator assists in case flow management of delinquency and related cases, serves as liaison between judiciary and delinquency-related agencies, and recommends alternative sanctions to incarceration as requested by the judiciary.

Criminal Administration – Case management duties assigned to the Criminal Administration Staff processes divisional reassignments, informs each judge of mandates from the Second District Court of Appeal, codes the mainframe to reflect available calendar dates, and maintains a list of capital case assignments among the felony divisions. Additionally, they process all appointments and reporting of doctors in cases where the mental capacity of the defendant is in question. Other criminal related projects assigned to Criminal Administration are reported under Court Administration.

Mission Statement

Case Managers in the Sixth Judicial Circuit will screen and manage cases to promote timely disposition and maximize the efficient use of court resources to help deliver a high quality litigation process. Case Managers will ensure equal access to the courts by providing procedural and other information to the litigants and the public.

¹ Definition from Performance and Accountability Case Management Workshop, Trial Court Administrators Update, Performance and Accountability and Revision 7 Funding Methodology, December 2, 2001.

Case Management Goals

- 1) Assist the Sixth Judicial Circuit to make more effective and efficient use of judge and general master time.
- 2) Help ensure equitable treatment of all litigants.
- 3) Foster the timely disposition of cases.
- 4) Provide procedural and other information to litigants, the public, and attorneys.
- 5) Enable higher degrees of predictability and certainty in scheduling.
- 6) Make effective use of limited resources, minimizing costs to litigants, the court and the public.
- 7) Direct litigants/parties to appropriate court and community services and monitor progress as appropriate.
- 8) Improve the delivery of court and court-related services through good interagency communications.
- 9) Provide assistance to all family law judges with periodic review of quarterly time standards reports.

Case Management Achievements

I. Family

1. Number of domestic relations cases reviewed for hearing readiness
 Pasco (1634) cases were reviewed and of this number (1344) were scheduled for case management conference and (290) were scheduled for final hearing.
 Pinellas – Family call center staff reviewed 2,193 cases for readiness and set 1,981 on the General Magistrate calendars.
2. Number of telephone calls fielded regarding procedural information
 Pasco – (453)
 Pinellas – The family law call center fielded 22,666 inquiries by phone or correspondence.
3. Number of case management conferences calendared, heard and number proceeding to final hearing at conference

 Pasco – (1344) case management conferences were calendared, (2779) draft orders were prepared, (203) cases were referred to the Clerk of Circuit Court for lack or prosecution, (127) cases were referred to the Clerk of Circuit Court for removal of pending status and (68) cases were sent to family law judges for further procedural directive.
 Pinellas – 251 case management conferences were calendared, 89 were closed, 66 were referred to mediation, 12 were referred to a general magistrate, and 84 were reset for further court action.

4. Domestic Violence Return Hearing Statistics (Pinellas Only):

Total Domestic & Repeat Violence Injunctions:**(a) Domestic Violence Injunctions Total - 3275**

1. Served - 2544
2. Not Served - 731

(b) Repeat Violence Injunction Total - 750

1. Served - 555
2. Not Served - 195

Total Dating, Sexual & Stalking Injunctions:**(a) Dating Violence Injunctions Total - 331**

1. Served - 259
2. Not Served - 72

(b) Sexual Violence Injunctions Total - 82

1. Served - 67
2. Not Served - 15

(c) Stalking Violence Injunctions - 807

1. Served - 565
2. Not served - 242

Pasco – While there are no case managers specifically assigned to civil domestic violence in Pasco County, staff assisted in setting (25) Order to Show Cause Hearings for Non-compliance with the Court’s Order and staff attended (22) hearings on cases identified for possible assignment to the Unified Family Court in west Pasco.

II. Unified Family Court (Pinellas and West Pasco only)

1. Number of shelter hearings attended at which service referrals provided
 - Pasco – 60 hearings
 - Pinellas – 212 hearings
2. Number of families linked to community social services
 - Pasco – 118 referrals
 - Pinellas – 805 referrals
3. Number of cases researched for possible crossover
 - Pasco – 8,767 cases
 - Pinellas – Over 8,000 cases
4. Number of master cases created
 - Pasco – 40 families with 85 cases reassigned
 - Pinellas – 72 families involving 333 cases
5. Number of juvenile alternative sanctions recommendations made
 - Pasco – N/A
 - Pinellas – 125 recommendations made and 538 judicial referrals

6. Number of juvenile release requests reviewed

Pasco – N/A

Pinellas – 178

III. Criminal Calendaring

1. Number of felony division reassignments made

Pasco – 850 (includes drug court reassignments)

Pinellas – 1,624

2. Number of misdemeanor division reassignments made

Pasco – 97 (includes criminal traffic)

Pinellas – 423

3. Number of sanity/competency doctors appointed

Pasco – 59

Pinellas - 44

4. Number of doctor reports sealed and filed

Pasco – N/A

Pinellas – 800

IV. Civil Foreclosure

NOTE: This information is specific to the backlog initiative project only and does not include matters scheduled and presided over by the assigned foreclosure section judges.

Number of foreclosure calendars scheduled:

Pasco: 146

Pinellas: 166

Number of hearings scheduled:

Pasco: 7,342

Pinellas: 9,197

Number of dispositions:

Pasco: 3,830

Pinellas: 5,106

**Commission on Trial Court Performance and Accountability
Workgroup on Performance Management**

8th Circuit Response

General Questions to Chief Judges and Court Administrators:

1. Does your circuit currently use performance measures for case management purposes or resource management purposes? Please list the measures that your circuit uses.

Yes, we use ICMS for performance and case management purposes. We are able to generate a list of all pending cases, by Judge and by Division, which sets out the age of the case, the date of the next event, and any case management notes. ICMS also provides detailed reports and charts, by Judge and Division, setting out the number of open and reopened cases, the number of cases with and without events scheduled, and a graph reflecting new filings and dispositions on a monthly basis.

2. Please describe how often these measures are calculated. Are the performance measures reviewed internally? If so, who does the review? Are the results discussed? If so, with whom and how?

There is no set time period for reviewing the performance measures. They are available for review at any time internally by the Judges and Court Administration. The results are primarily used and discussed in three ways; (1) by the individual judge to assist in case management of his/her cases (2) If the results reflect a trending problem within a particular division, court administration will discuss the results with the judge and offer solutions or resources as may be needed, and (3) by the Chief Judge to adjust assignments to assure a fair distribution of cases among the judges.

3. Are benchmarks or goals established for any of these measures? Please describe how these benchmarks or goals are set. Are these benchmarks or goals reviewed internally? If so, who does the review? Are the goals and benchmarks discussed? If so, with whom and how?

There are no benchmarks, other than the time standards established by the Supreme Court.

4. Please describe any outcomes of these performance measure reviews. For instance, have performance measures been helpful in revealing problem areas,

concerns, or improvements to case management or resource management practices.

As described in #2 above, the performance measures are valuable in alerting Judges and Court Administration to problems (as well as trends suggesting potential problems), which necessitate an adjustment of resources.

5. Are the measures posted on-line or communicated externally in any way? With whom and how?

No.

6. What concerns does your circuit have in relying on these performance measures for improvement efforts to case management and resource management? For instance, are there concerns with data quality or with possible misuse of the performance measures by other justice system users. What steps have your circuit taken to alleviate some of these issues?

Data quality is always a concern. The validity of our performance measures are only as good as the data we receive from the clerk. This can be particularly challenging in a 6 county circuit, where the clerks of different counties employ different information systems. In the past, ICMS was available to multiple agencies in the justice system (State Attorney, Public Defender, DCF, DJJ, etc). Within the past year, we have limited ICMS access to exclusively the Court.

7. Are there performance measures that your circuit would like to institute but can't due to data access/quality issues?

No. Generally speaking, we believe our data is accurate.

8. Please identify any principles your circuit might like the TCP&A Performance Management Workgroup to consider in describing effective administration of justice and how performance measures should be relied upon.

Although we are reliant on the clerk to furnish the raw data, we never want to be reliant on the clerk for reports used to manage cases and measure performance. The Courts are in the best position to determine the manner and form in which the data is reported to assist in the effective administration of the justice system.

Commission on Trial Court Performance and Accountability Workgroup on Performance Management

11th Circuit Response

Questions	Responses
General Questions to Chief Judges and Court Administrators	
1.	<p>Does your circuit currently use performance measures for case management purposes or resource management purposes? Please list the measures that your circuit uses.</p> <p>Yes, the Circuit uses performance measures for case management and resource management.</p> <p>The Rules of Judicial Administration assist in the guidance of case management practices among many areas of court administration. Performance measures are sometimes determined by the standards set by the Rules or by statutory requirements (federal or state); for example, determining time to disposition of cases, limiting case continuances to reduce backlogs, use of differentiated case management to assess case type and place cases on specific calendars to move cases forward in the system or compliance with statutory timeframes. Further, Administrative Orders or Administrative Memoranda clearly outline the process used by the court or by specialty courts.</p> <p>Performance measures below include, but are not limited to:</p> <ul style="list-style-type: none"> • Monthly reports that provide differing information such as but not limited to: filings, reports, disposition, reopen, closing, adjournments, resets and pending case loads • List of generated case count and type reports to review per division • Clearance rates • Reports per division • Time from filing to disposition • Age of active pending caseload • Trial date certainty • Court employee satisfaction surveys • Compliance rates (mandatory statutory timeframes) • Employee efficiency and productivity • Completion rates for programs • Certificate of compliance (Judges reporting of cases 60 days or over to Chief Judge) • Statistical data to manage caseloads • Statistical data to determine program effectiveness (recidivism, academic performance, demographic and social information) • Services provided by interpreters, mediators, and expert witnesses <p>Performance measures are also used to determine program goals and resource management:</p> <ul style="list-style-type: none"> • Assist certain number of customers per day

Questions	Responses
	<ul style="list-style-type: none"> • Caseload management such as the monitoring of compliance of orders • New case standards - for example, new cases received in the division are reviewed and addressed within specific timeframe • Use of video conferencing and remote interpreting for bond hearings to allow better use of limited resources • E-courtesy submissions promote judicial efficiencies • Tracking and analysis of caseload trends • Timeframe of case within system (specialty courts) • Recidivism rates • Violations and/or program sanctions (specialty courts) • Number of days incarcerated • Court cost assessment and fee collection • Monitoring of program admission criteria; outcomes of referrals; linkages to community resources; length of stay in programs of varying restrictions • Calendaring • Training and education • Use of Senior Judges, General Magistrates, and Hearing Officers
<p>2. Please describe how often these measures are calculated. Are the performance measures reviewed internally? If so, who does the review? Are the results discussed? If so, with whom and how?</p>	<p>The majority of reports are produced on a regular basis. They are produced in this manner in order to offer timely and relevant case status. Some reports are programed to measure compliance standards set by the ABA, federal or state legislation [ABA standards 30/60/90/180+ days (age of cases); Florida Chapters and timeframes such as the 30/60/120 days report in Family division or Chapter 39 compliance to permanency timeframes for children]</p> <p>Results are often discussed with:</p> <ul style="list-style-type: none"> • funding source • Attorneys • Judges • Case Management Units • Coordinators • Court Staff • Court administration • Specialty Court Staff <p>Results are discussed at:</p> <ul style="list-style-type: none"> • Administrative Judges Meetings • Judges meetings • Staff meetings • Interagency teamwork meetings • Grant partnership opportunities

Questions	Responses
<p>3. Are benchmarks or goals established for any of these measures? Please describe how these benchmarks or goals are set. Are these benchmarks or goals reviewed internally? If so, who does the review? Are the goals and benchmarks discussed? If so, with whom and how?</p>	<p>Yes, as mentioned above in answer 2, the circuit utilizes recognized standards in the court community such as ABA standard, Florida Statutes and various court bench books.</p>
<p>4. Please describe any outcomes of these performance measure reviews. For instance, have performance measures been helpful in revealing problem areas, concerns, or improvements to case management or resource management practices.</p>	<p>Yes, the review of performance outcomes have been used to improve case management techniques, compliance with statutory requirements, as well as provide equal distribution of caseloads and reassign staff and judicial resources throughout the circuit's divisions.</p> <p>Active, filed, closed and pending workload reports acquired by court IT provide assistance with:</p> <ul style="list-style-type: none"> • Evaluating aged cases within the system • Organization of case management • Assessing additional resources needed • Work cases with limited resources in an efficient manner • Improve customer satisfaction • Increase productivity • Measure success of compliance standards • Improve processes used and procedures applied • Evaluating trial date certainty (within civil and traffic for example) • Evaluation of program/unit proficiency • Having better information and data • Evaluating work load distribution both for the bench and case management • Identify strengths and weakness • Gain knowledgeable about the division • Understanding the case flow of differing case types through the system • Understanding the needs of a diverse community involved in the court system • Evaluating the benefits of utilizing General Magistrates and Hearing Officers • Facilitating the management of FWOPs and LOP • Determining courtroom needs

Questions	Responses
	<ul style="list-style-type: none"> • Identifying cases that may end up in bankruptcy before the Federal Court (foreclosure) • Managing the number of Rules to Show Cause (Fla. R. Crim. P. 3.850) • Reports that assist in establishing permanency plans or extended jurisdiction
5. Are the measures posted on-line or communicated externally in any way? With whom and how?	<p>No, they are not posted on line.</p> <p>In some cases, reports are discussed with court partners.</p>
6. What concerns does your circuit have in relying on these performance measures for improvement efforts to case management and resource management? For instance, are there concerns with data quality or with possible misuse of the performance measures by other justice system users? What steps have your circuit taken to alleviate some of these issues?	<p>Below are examples of concerns expressed by judges and court managers of the circuit:</p> <ul style="list-style-type: none"> • Data quality • Data integrity • Input errors • Reliability • What is measured and how it is measured • Timeliness of data entry • Limitations in access to information • Limitation to access to other systems • Lack of system integration and communication • Standardization of performance measures applied throughout the various court divisions of the circuit • Lack of ability to collect data automatically • Poor data collection can lead to inaccurate reporting • Lack of technology to assist with data collection • Reliance on external data to supplement court data • Data from differing sources is often confusing and is captured in different manner • Not analyzing or questioning data • Data can be misinterpreted • Definitions of data elements must be consistent statewide in order to measure and have reliable comparative data <p>In order to alleviate issues, the circuit meets regularly with some partners (e.g. the Clerk's Office, the County) to address these challenges with varying degrees of success at resolving them.</p>

Questions		Responses
7.	Are there performance measures that your circuit would like to institute but can't due to data access/quality issues?	Yes.
8.	Please identify any principles your circuit might like the TCP&A Performance Management Workgroup to consider in describing effective administration of justice and how performance measures should be relied upon.	NCSC publication, "Principles for Judicial Administration"

**Commission on Trial Court Performance and Accountability
Workgroup on Performance Management**

12th Circuit Response

Attachment A: Dashboards for the Court

Attachment B: Case Management on Multiple Cases for the Courts

Attachment C: Case Management – Critical Court

General Questions to Chief Judges and Court Administrators:

1. Does your circuit currently use performance measures for case management purposes or resource management purposes? Please list the measures that your circuit uses.

Until recently, we only had the performance data that were provided by our clerks, which consisted of just filings and dispositions by division (felony, civil, etc.). We have had many conversations with them about expanding the performance measures, but nothing more has been provided. Attached is a proposal we sent last August to the Manatee County Clerk to provide various “dashboards” to judges and staff.

In the meantime, the newest version of aiSmartBench was installed in Manatee County. This has various reports of performance measures that can be utilized. Because it is so new, we have not had much of a chance to utilize it yet.

In addition, we have proposed to Mentis, to FCTC, and the clerks that we need the ability to create and run templates against a set of criteria to generate orders on multiple cases at the same time. This will truly enhance case management for the Court. Attached is the list of case management reports by division that we have proposed. The proposals came from our judges as well as judges in other circuits.

2. Please describe how often these measures are calculated. Are the performance measures reviewed internally? If so, who does the review? Are the results discussed? If so, with whom and how?

The filing/disposition reports used to come to us monthly from the clerks. In Sarasota County, that report is able to be produced on demand.

3. Are benchmarks or goals established for any of these measures? Please describe how these benchmarks or goals are set. Are these benchmarks or goals reviewed internally?

If so, who does the review? Are the goals and benchmarks discussed? If so, with whom and how?

No benchmarks have been established although judges are aware of time standards that have been established.

4. Please describe any outcomes of these performance measure reviews. For instance, have performance measures been helpful in revealing problem areas, concerns, or improvements to case management or resource management practices.

The Chief Judge, administrative judges and the court administrator monitor filings and dispositions to determine where resources are needed.

5. Are the measures posted on-line or communicated externally in any way? With whom and how? No
6. What concerns does your circuit have in relying on these performance measures for improvement efforts to case management and resource management? For instance, are there concerns with data quality or with possible misuse of the performance measures by other justice system users. What steps have your circuit taken to alleviate some of these issues?

One of the problems that we have faced, particularly as we have been discussing time measures with our clerks, is data quality issues. For example, during one demonstration of the ability to show cases that were more than 180 days old in one of the felony divisions in Sarasota County, the results showed open cases that went back to 1981. Obviously nothing had occurred to close those cases. Now we only have filings/disposition data in Sarasota County.

7. Are there performance measures that your circuit would like to institute but can't due to data access/quality issues? See above.
8. Please identify any principles your circuit might like the TCP&A Performance Management Workgroup to consider in describing effective administration of justice and how performance measures should be relied upon.

Good performance data coupled with the ability to manage cases without having to ask the clerks to run reports would lead to better administration of justice

Attachment A

Dashboards for the Court

Type 1 – Individual Judge (To be division specific based on login and allow us to change when judges rotate into new divisions).

- Pie Charts (click on pie slices to see list of cases with default to oldest cases listed first).
 - Age of Pending Cases (0-30, 31-90, 91-180, 181-365, >365)
 - Type of Case (violent felony, burglary, etc. depending on division)
 - Status of Cases (open, closed, reopened)
 - Age of Dispositions (same as pending case breakdown)
 - Attorney Type (private, public defender, pro se, pro se + private)
- Chart based on division with monthly filings and dispositions for each judge in the division. Would be nice to pick the year as well.

		Jan	Feb	Mar	Apr	May	June	July	Aug, etc
Judge A	Filings								
	Dispositions								
Judge B	Filings								
	Dispositions								
Judge C	Filings								
	Dispositions								

Type 2 – Magistrate Page (Based upon Division and Order of Referral Filed)

- Pie Charts (click on pie slices to see list of cases with default to oldest cases listed first).
 - Age of Pending Cases (0-30, 31-90, 91-180, 181-365, >365)
 - Type of Case (violent felony, burglary, etc. depending on division)
 - Status of Cases (open, closed, reopened)
 - Age of Dispositions (same as pending case breakdown)
 - Attorney Type (private, public defender, pro se, pro se + private)
- Chart based on division with monthly filings and dispositions for each magistrate in the division. Would be nice to pick the year as well. Same as above.

Type 3 – Staff Attorney Page (Based on 3.850 motion filed in felony case)

- Pie Charts (click on pie slices to see list of cases with default to oldest cases listed first).
 - Status of Cases (open, closed, reopened)

Type 4 – Case Manager Page

- 4A – Family Case Manager (Charts would include all judges separately in Family Division)
 - Pie Charts (click on pie slices to see list of cases with default to oldest cases listed first).
 - Age of Pending Cases (0-30, 31-90, 91-180, 181-365, >365)
 - Type of Case (violent felony, burglary, etc. depending on division)
 - Status of Cases (open, closed, reopened)
 - Attorney Type (private, public defender, pro se, pro se + private)
- 4B – Probate Case Managers
 - Same as Probate Judge
- 4C – Foreclosure Case Managers (based upon filing of a residential mortgage foreclosure)
 - Pie Charts (click on pie slices to see list of cases with default to oldest cases listed first).
 - Age of Pending Cases (0-30, 31-90, 91-180, 181-365, >365)

Type 5 – Administration

- Leave the most flexibility (i.e., what you showed us when you demonstrated the capabilities)

Attachment B

Case Management on Multiple Cases for the Courts:

Civil:

LOPs. If nothing has been filed on a case for 10 months, the report should identify those cases, create an order for case management/dismissal, puts all those orders in a signing queue (or automatically attaches your signature), and automatically files them through the statewide e-portal so they can be electronically served on the parties.

1. Lack of Service of Process (summons were issued, but no return of service within 120 days. We can set these like we set LOP's)
2. Notice that Case is at Issue and Ready for Trial is filed (so we can set a CMC in Civil cases or a trial in Foreclosures)
3. Suggestion of Bankruptcy filed (so we can Admin. Close Civil Cases or prepare the new Foreclosure Order)
4. Some kind of report similar to what the Clerk has provided to us in the past showing the list of active cases for each Division. It's complicated, but sometimes there are cases that were disposed of by an order, but the Clerk doesn't show them as being closed.

Probate & Guardianship:

1. Rules to Show Cause, issued in Guardianships for failure to file the yearly Annual Accounting and yearly Guardianship Plan as required by Florida Statutes 744.3678 and 744.3675.
2. Rules to Show Cause, in Guardianships, for failure to file the initial Guardianship report which includes the Guardianship inventory as required by Florida Statute 744.362

Almost all of the Guardianships and Estate files opened in our Circuit contain a restriction issued by the Court. This restriction is issued on a check list marked by the Court in either the Letters of Guardianships or the Letters of Administration.

This restriction states "All liquid assets shall be placed into a Court approved Restricted Depository Account within 30 days of issuance of Letters, pursuant to Florida Statute.69.031"

The process is as follows: The attorneys file a Petition Designating Restricted Depository; the Court signs and files an Order Designating Restricted Depository; the attorney places the funds into the Restricted Depository account and obtains an Acceptance and Receipt of Assets from the Banking Institution. This Acceptance and Receipt of assets is a contract between the Bank and the Court. This contract insures that if anyone removes funds inappropriately without Court Order, the Bank is legally responsible. Thus, I would like to see if the system can capture the lack of Acceptance and Receipt of Assets wherever the Court has ordered a Restricted Depository opened pursuant to Florida Statute 69.031.

We would still benefit from a report that provides a list of those cases that do not contain an acceptance and receipt of assets even if the report does not correlate the order and the lack of Restricted Depository.

Florida Probate Rule 5.340 requires an inventory filed in every Formal Administration within 60 days after issuance of Letters of Administration. A report generated showing Formal Administrations lacking an inventory after 90 days would be very useful. (I would give them the extra 30 day grace period past the required 60 before we enforce).

We have Guardianships left opened after the ward dies. This is a problem. I would like the system to generate a report on these. (There is a death certificate docket).

Also a problem, are Guardianships left opened after a minor turns 18. The law requires we terminate the Guardianship and provide the ward with their assets upon turning 18 years of age.

I would like the system to report open Guardianships of minors where the ward has turned 18.(There is a birth date docket).

1. Inventory report shows inventories not filed due within 60 days of letters.
2. Open cases report – shows inactivity on estate cases for 8-11 months.
3. Open cases report- shows inactivity on guardianship cases for 8-11 months.
4. Open cases with minors after reaching majority needing further action.
5. Pending case summary- shows open estate case load for each division or Judge.
6. Pending case summary- shows open guardianship case load for each division/judge.
7. Open guardianship case report showing death certificates filed possible death of the ward.
8. Receipt of assets report- showing lack of receipt from restricted depository account.

We just thought of something else. Unfortunately, more than once a year, an attorney gets himself or herself disbarred or suspended. We then ask our Cites Department to run a program searching all of the open cases in which the disbarred attorney is of record.

In the Probate Division the search includes attorney representing the Personal Representative in an Estate; attorney representing the Guardian in a Guardianship; attorneys representing the various parties in a Trust action; attorneys representing various types of interested parties such as beneficiaries in an Estate, or under a Trust, or attorneys representing various family members in a Guardianship, or Petition for Incapacity; attorney representing petitioner in a Petition for Incapacity; attorney appointed by the Court to represent respondent in a Petition for Incapacity; attorney appointed as Curator in an Estate; attorney appointed as ad litem by the Court in an Estate, Guardianship or Petition for Incapacity.

Family:

For dissolution cases, when an answer has been filed for more than 90 days, generate a case management order (which includes a stipulation form to avoid appearance) on all identified cases and place each in the judge's signing queue and, after signing, automatically sent to e-portal for e-delivery to the parties and the clerk CMS to be placed on the case progress docket.

Attachment C

Case Management-Critical Court Reports

[May be requested monthly, weekly, quarterly, or year to date.]

A. Criminal Divisions

1. Circuit Court Criminal:

- a. Number of cases assigned to each judge; Named Judges. Open and Reopened.
- b. Types of cases pending in each division, Felony Misdemeanor, break down to criminal offense categories. including prison release reoffender; habitual violent criminal, or other special status; Party
- c. Number of cases filed and disposed in each division;
- d. Number of cases assigned to each prosecutor and defense attorney (private and public defender) in the division;
- e. Types of cases assigned to each prosecutor and defense attorney receiving cases in the division;
- f. Cases (by type and attorney) set for arraignment, case management, docket sounding, and on trial dockets, with jail status indicated;
- g. Cases dismissed by state within X business days (e.g. 2 business days) of trial;
- h. Cases continued off each trial docket, identified by type and attorneys (state and defense), cumulative total of continuances, and final number of continuances prior to disposition;
- i. Number of pleas taken, by type of case and by attorney, and number of days plea entered before scheduled trial date.
- k. By judge and attorney: Number of jury/non-jury trials with disposition: acquittal, conviction, hung jury; cases dismissed by prosecution after jury selected; cases dismissed by judge after jury selected;
- l. Number of speedy trial demands by attorney and type of case; identification of speedy trial cases tried or disposed of before jury selection; number and identity of cases dismissed for speedy trial violation;
- m. Number of cases on appeal, by judge, by type of case; results of appeal: dismissed, affirmed or reversed; number of days from filing to disposition;
- n. Number of times defendant has changed counsel;
- o. Number of court ordered mental health evaluations, including name of requesting attorney; number of defendants found incompetent to stand trial or be sentenced; number in state hospital pending restoration of competence with projected return date, if any;
- p. By type, total days case open from filing to disposition;
- q. Number and type of motions filed by attorneys;
- r. Number of juries empanelled;
- s. Number and type of *pro se* motions filed by defendants represented by counsel;
- t. Number of post-conviction motions filed and pending per judge;
- u. Number of post-conviction motions assigned to court counsel;
- v. Number of days to dispose of post-conviction motions from filing to disposition;
- w. Number of defendants placed in Pre-Trial Intervention or court diversion programs, number under pre-trial or post-trial supervision, by type of crime and type of supervision (pre-trial, bond, ROR, community control, probation);
- x. Number of violation of probation cases pending and disposed; how many days VOPs were pending from arrest to disposition; cases identifiable by attorney and judge;
- y. Number of participants in court-specialty programs: Drug Court; DUI court, Mental Health Court; number of days participating; number of successes and failures;
- z. Number of orders to arrest for failure to appear, by case type, defendant and attorney name.
- aa. Number of restitution hearings pending and resolved by hearing, dismissal, or court order;

bb. Identification of cases taken under advisement and number of days without a ruling;

2. County Court Criminal

a. Same as circuit?

b. Number of cases disposed of by traffic hearing officer

c. Number of cases in Collections Court, with amount collected identified by payor, number of Writs of Bodily Attachment, and percentage of compliance with court orders;

B. Juvenile Division

a. Number of cases assigned to judge and number of cases direct filed against youth by the SAO;

b. Types of cases pending;

c. Number of cases filed and disposed;

d. Number of cases assigned to each prosecutor and defense attorney (private and public defender) in the division;

e. Types of cases assigned to each prosecutor and defense attorney receiving cases in the division;

f. Cases (by type and attorney or pro se party) set for arraignment, case management, docket sounding, and on trial dockets, with detention status and number of days in detention indicated;

g. Cases dismissed by state within X business days (e.g. 2 business days) of trial;

h. Cases continued off each trial docket, identified by type and attorneys (state and defense), cumulative total of continuances, and final number of continuances prior to disposition;

i. Number of pleas taken, by type of case and by attorney, and number of days plea entered before scheduled trial date.

j. By judge and attorney: Number of trials with disposition: acquittal, conviction, dismissed by state or court after trial starts;

k. Number of speedy trial demands by attorney and type of case; identification of speedy trial cases tried or disposed of with and without trial; number and identity of cases dismissed for speedy trial violation;

l. Number of cases on appeal, by judge, by type of case; results of appeal: dismissed, affirmed or reversed; number of days from filing to disposition;

m. Number of times defendant has changed counsel;

n. Number of court ordered mental health evaluations, including name of requesting attorney; number of defendants found incompetent to stand trial or be sentenced; number in state hospital pending restoration of competence with projected return date, if any;

o. By type, total days case open from filing to disposition;

p. Number and type of motions filed by attorneys;

q. Number of pick-up orders entered, identifiable by defendant;

r. Number and type of contempt of court orders issued by judge;;

s. Number of youths placed in Pre-Trial Intervention or court diversion programs, number under pre-trial detention or post-trial supervision, by type of crime and type of supervision (DOJ, parents, ROR, community control, house arrest, probation);

t. Number of violation of probation cases pending and disposed; how many days VOPs were pending from filing of VOP affidavit to disposition; cases identifiable by attorney and judge;

u. Type of disposition: how many children placed in DJJ supervised programs and level of programs; length of commitment;

v. Number of restitution hearings pending and resolved by hearing, dismissal, or court order;

w. Identification of cases taken under advisement and number of days without a ruling;

C. Dependency Division

a. Number of shelter hearings conducted;

b. Number of petitions for dependency and termination of parental rights filed;

c. Disposition of dependency and termination of parental rights cases: returns to parents; relative placements; non-relative placements, foster care; ICPC transfers, adoptions; number of guardianship petitions;

- d. Number of cases settled by stipulation, trial or dismissal; and number of days from filing of petition to disposition;
- e. Number of cases appealed, with disposition;
- f. Number of judicial reviews conducted and age of case at time of JR;
- g. Number of children under DCF supervision and court oversight;
- h. By case, identification of attorneys representing parents, DCF, Guardians ad Litem; and cumulative case loads per attorney;
- i. Number of re-opened cases;

D. Civil Division

- a. Number of cases referred to mediation; number of impasses and settlements, in whole or in part;
- b. Number of non-jury and jury trials scheduled for trial, with number of trial days requested; number of cases set for each docket sounding, pretrial conference or trial date, by type of case and attorney;
- c. Identification of cases eligible for dismissal for lack of prosecution;
- d. Identification of cases eligible for dismissal for lack of service of process;
- e. Identification and number of post-hearing or post-trial motions for rehearing or clarification;
- f. Number of cases assigned to each judge;
- g. Types of cases pending in each division;
- h. Number of cases filed and disposed in each division;
- i. Cases dismissed within X business days (e.g. 7 business days) of trial by attorney and type of case;
- j. Cases continued off each trial docket, identified by type and attorneys (plaintiff and defense), cumulative total of continuances, and final number of continuances prior to disposition;
- k. By judge and attorney: Number of jury/non-jury trials with disposition: verdict for defendant, verdict for plaintiff (with amount of money damages, if any); cases settled after jury selected;
- l. Number of cases finally disposed by order granting summary judgment or dismissal with prejudice;
- m. Number of times party has changed counsel;
- n. By type, total days case open from filing to disposition;
- o. Number and type of motions filed by attorneys;
- p. Number of juries empanelled;
- q. Number and type of *pro se* motions filed;
- r. Number of post-trial motions, e.g., for new trial, for reconsideration - clarification filed and pending per judge;
- s. Number of motions assigned to court counsel;
- t. Number of days to dispose of post-trial motions from filing to disposition;
- u. Number and types of cases resolved by recommendation of magistrate;
- v. Number of cases and identification of attorneys objecting to magistrate;
- w. Number of objections to magistrate-recommended orders and final disposition by circuit court.
- x. Number of cases on appeal, by judge, by type of case; results of appeal: dismissed, affirmed or reversed; number of days from filing of notice of appeal to disposition;
- y. Identification of cases taken under advisement and number of days without a ruling by judges and magistrate;

E. Family Division

- a. Number of cases referred to mediation; number of impasses and settlements, in whole or in part;
- b. Number of cases scheduled for trial, with number of trial days requested; number of cases set for each docket sounding, pretrial conference or trial date, by type of case and attorney;
- c. Identification of cases eligible for dismissal for lack of prosecution;
- d. Identification of cases eligible for dismissal for lack of service of process;

- e. Number of petitions for post-dissolution relief, and identification and number of post-hearing or post-trial motions for rehearing or clarification;
- f. Number of cases assigned to each judge;
- g. Types of cases pending in each division (dissolution, paternity, child support);
- h. Number of cases filed and disposed in each division;
- i. Cases dismissed within X business days (e.g. 7 business days) of trial by attorney and type of case;
- j. Cases continued off each trial docket, identified by type and attorneys, cumulative total of continuances, and final number of continuances prior to disposition;
- k. By judge and attorney: Number of non-jury trials;
- l. Number of petitions issued for temporary orders of protection, and number of final judgments granted or denied;
- m. Number of times party has changed counsel;
- n. By type, total days case open from filing to disposition;
- o. Number and type of motions filed by attorneys;
- p. Number of emergency or motions for temporary relief hearings requested, denied, or granted;
- q. Number and type of *pro se* motions filed; number of *pro se* final judgments entered;
- r. Number of post-trial motions, e.g., for new trial, for reconsideration - clarification filed and pending per judge;
- s. Number of motions assigned to court counsel;
- t. Number of days to dispose of post-trial motions from filing to disposition;
- u. Number and types of cases resolved by recommendation of magistrate;
- v. Number of cases and identification of attorneys objecting to magistrate;
- w. Number of objections to magistrate-recommended orders and final disposition by circuit court.
- x. Number of cases on appeal, by judge, by type of case; results of appeal: dismissed, affirmed or reversed; number of days from filing of notice of appeal to disposition;
- y. Identification of cases taken under advisement and number of days without a ruling by judges and magistrate;

F. Probate/Guardianship Division

- a. Number and type of probate/guardianship/trust cases opened, and cumulative number of cases assigned each guardian;
- b. Number of emergency guardianship cases opened;
- c. Number of days from filing of probate/guardianship petitions to close;
- d. Identification of attorneys who have failed to timely comply with time lines in probate/guardianship rules re filing of inventories, accountings, final reports, and discharge petitions;
- e. Number of orders to show cause issued to tardy attorneys, identifying them by name and case; with cumulative totals;
- f. Number and type of adversary probate/guardianship cases, and number referred to Civil Division for trial;
- g. Number and types of adversarial motions filed, e.g. to remove PR or trustee, contesting attorney or guardian fees, to approve guardian or PR expenditures;
- h. Number of Baker Act/Marchman Act petitions filed and commitment orders signed;
- i. Number of Drug Court/Mental Health clients enrolled in program, and their successful completion or failure rate;
- j. Identification of cases taken under advisement and number of days without a ruling by judge;
- k. Number of motions to extend filed by attorney and case.
- l. Identification of annual guardianship audit dates, and clerk's compliance with date deadlines;
- m. Quarterly reports to supreme court reflecting number of probate cases not closed within one year (prepared by clerks).

For all divisions: Cases under advisement by judge;

**Commission on Trial Court Performance and Accountability
Workgroup on Performance Management**

13th Circuit Responses

Attachment A: Circuit Civil Division 2014

Attachment B: Family Law Division 2014

Attachment C: Performance Measures Automation Development Reports and Questions to Contacts

General Questions to Chief Judges and Court Administrators:

1. Does your circuit currently use performance measures for case management purposes or resource management purposes? Please list the measures that your circuit uses.

The 13th Circuit requires performance measures to be maintained for all court programs and AOC departments. These include basic quantitative measures and qualitative measures through user surveys. In addition, case filing, disposition, and pending case information is collected in a monthly report from the Clerk's Office for each individual lettered division in major court divisions. These are used for budget purposes, operational decisions, and other management decisions.

The AOC Employee Satisfaction Survey and Court Administration Services Satisfaction Survey are distributed as a qualitative performance measure.

Please see attached examples of summary reports of Clerk's Office monthly statistics. Additionally, see attached performance measures interactive questions to various AOC departments and programs, which was prepared to develop an automated system for the collection of performance measures and report generation.

2. Please describe how often these measures are calculated. Are the performance measures reviewed internally? If so, who does the review? Are the results discussed? If so, with whom and how?

The Clerk's Office information is collected monthly, and a summary report is prepared by the AOC Strategic Planning Unit. The AOC department and court program basic quantitative and qualitative performance measures are collected every six months by the Strategic Planning Unit and maintained on

a summary list. The departments and court programs generally calculate their performance measures and demographic information monthly and maintain more detailed information within the program or department. Certain departments and programs have their own data bases. The summary list is made available for administrative and management decisions and special projects to the court administrator and deputy court administrator and made available through the Intranet JOIN.

3. Are benchmarks or goals established for any of these measures? Please describe how these benchmarks or goals are set. Are these benchmarks or goals reviewed internally? If so, who does the review? Are the goals and benchmarks discussed? If so, with whom and how?

Each department and program has established goals which flow from the AOC Vision, and the performance measures support these goals. The goals were developed for the long range view and more specific objectives are completed and changed as operationally needed within the departments and court programs. Benchmarks were considered when the performance measures were implemented about 15 years ago and from time to time since then. However, it has been difficult to identify uniform benchmarks for these specialized services. For example, Mediation and drug courts used to maintain benchmarks but these have become more of a broad range of performance over time. While administrative services in private industry may have certain benchmarks, such as turnover rates in personnel and time to service response in technology, it is not workable to apply directly to specialized governmental services.

4. Please describe any outcomes of these performance measure reviews. For instance, have performance measures been helpful in revealing problem areas, concerns, or improvements to case management or resource management practices.

Currently, the AOC is developing a business plan. Each of the directors is considering the performance measures and goals as part of their input into the overall plan. Additionally, these are used operationally to make decisions at the department and officewide level regarding use of resources. The Clerk's Office monthly statistics have been used to troubleshoot technology issues in the Clerk's Office and AOC when there is a noticeable difference in the measures when no policy changes have been made

The performance measures are also used for budget purposes, operational decisions, and other management decisions. For example, when preparing the judges certification, changes in filings and pending cases are considered. Judges and administrative staff may use performance measures to augment presentations in the community.

5. Are the measures posted on-line or communicated externally in any way? With whom and how?

Most of the court programs and departments have provided performance measures and goals on their website page for public access and internally on the Intranet JOIN.

6. What concerns does your circuit have in relying on these performance measures for improvement efforts to case management and resource management? For instance, are there concerns with data quality or with possible misuse of the performance measures by other justice system users. What steps have your circuit taken to alleviate some of these issues?

There have been times when technology changes have resulted in differences in the performance measures reported. These have been communicated to the Clerk's Office for the monthly reports and individual AOC departments and court programs will note when there has been a policy change, such as a budget decision to reduce outreach or preventive presentations in the community when budgets needed to be reduced in prior years. They also troubleshoot any problems in databases if information is inconsistent with prior months.

Working with FDCIS has yielded more meaningful data reports/measures, including compliance reports for this division; however, we have encountered specific instances where the integrity of the data is questionable. Conceptually this model would be beneficial in other areas of the courts as it draws from other justice partners; therefore, we continue to invest time in working with OSCA to resolve these issues.

7. Are there performance measures that your circuit would like to institute but can't due to data access/quality issues?

The AOC has requested that the Clerk's Office provide information on the number of median days to first disposition for each major division and the

number hearings per disposition. They are currently making efforts to institute programming requests to provide this information. It is unknown if it will be possible to do this across the board for all divisions. General Civil is expected to be able to provide median days to first disposition but not hearings because of the way the dockets are created.

We have been also been working with the Clerk to identify age of pending caseloads in the dependency division, as well as the timeliness of case events, i.e., compliance with statutes from date of filing. In the dependency arena, efforts are being made to determine the number of active cases as well as the # of children active in the dependency divisions. The judiciary and staff are working closely with the Clerk of the Circuit Court and OSCA's Florida Dependency Court Information System (FDCIS) to sort out this information that will assist in managing the caseload in these divisions.

8. Please identify any principles your circuit might like the TCP&A Performance Management Workgroup to consider in describing effective administration of justice and how performance measures should be relied upon.

The Workgroup will likely be challenged by the differences in technology in the circuits and the use of different operational performance measures among the circuits. If they wish to progress toward uniform measures, they will likely need to choose a few meaningful measures that most circuits currently calculate and footnote differences so the public does not do a direct comparison and arrive at erroneous conclusions. The Clerk's Office filings and dispositions for clearance rates among the circuits and statewide could be distributed, as well as trial rates. A long term project could involve the use of private performance measures in certain industries (such as personnel turnover, technology service response in hours, time to payment of invoices in days) and the way that governmental services should be considered in comparison.

Attachment A

Circuit Civil

2014

Division	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Yr Tot	Division
Div A														Div A
New Filings	62	55	73	57	81	66	68	61	63	67	52	64	769	New Filings
Tot Closed	62	75	123	88	93	88	75	85	144	71	51	58	1013	Tot Closed
Clearance	1	1.364	1.685	1.544	1.148	1.333	1.103	1.393	2.286	1.06	0.981	0.906	1.3173	Clearance
Reopens	17	18	19	16	21	23	11	15	12	13	12	12	189	Reopens
Pending End	1557	1544	1503	1485	1476	1443	1438	1417	1341	1342	1349	1361	1438	Pending End
Div B														Div B
New Filings	66	59	78	82	76	84	56	62	65	68	58	70	824	New Filings
Tot Closed	55	63	71	57	59	105	84	69	223	67	54	75	982	Tot Closed
Clearance	0.833	1.068	0.91	0.695	0.776	1.25	1.5	1.113	3.431	0.985	0.931	1.071	1.1917	Clearance
Reopens	16	12	16	16	20	20	16	10	11	20	8	9	174	Reopens
Pending End	1634	1634	1649	1673	1509	1474	1454	1448	1295	1300	1313	1318	1475.1	Pending End
Div C														Div C
New Filings	75	67	76	66	65	77	63	65	65	67	51	62	799	New Filings
Tot Closed	102	55	67	81	70	112	65	87	103	48	59	42	891	Tot Closed
Clearance	1.36	0.821	0.882	1.227	1.077	1.455	1.032	1.338	1.585	0.716	1.157	0.677	1.1151	Clearance
Reopens	13	17	13	17	12	23	16	10	15	13	4	5	158	Reopens
Pending End	1420	1434	1443	1447	1451	1413	1412	1389	1351	1383	1379	1399	1410.1	Pending End
Div D														Div D
New Filings	52	62	65	64	58	70	59	55	51	58	51	61	706	New Filings
Tot Closed	128	62	71	75	70	75	80	107	68	74	66	93	969	Tot Closed
Clearance	2.462	1	1.092	1.172	1.207	1.071	1.356	1.945	1.333	1.276	1.294	1.525	1.3725	Clearance
Reopens	18	11	14	16	14	26	18	12	13	12	6	13	173	Reopens
Pending End	1349	1347	1254	1213	1201	1207	1200	1152	1132	1122	1114	1084	1197.9	Pending End
Div E														Div E
New Filings		0	0	0		0	0	0	0	0	0	0		New Filings
Tot Closed		0	0	0		0	0	0	0	0	0	0		Tot Closed
Clearance														Clearance
Reopens		2	0	0		1	0	0	0	0	0	0		Reopens
Pending End		1	1	0		1	1	1	1	1	1	1		Pending End
Div F														Div F
New Filings	69	68	75	56	71	71	62	80	66	64	56	61	799	New Filings
Tot Closed	114	62	73	71	116	68	51	91	59	70	56	56	887	Tot Closed
Clearance	1.652	0.912	0.973	1.268	1.634	0.958	0.823	1.138	0.894	1.094	1	0.918	1.1101	Clearance
Reopens	21	11	14	11	21	22	8	13	10	14	7	14	166	Reopens
Pending End	1469	1476	1420	1382	1349	1356	1363	1361	1363	1342	1337	1349	1380.6	Pending End
Div G														Div G
New Filings	64	67	64	66	67	80	62	65	67	71	60	59	792	New Filings
Tot Closed	67	56	70	95	146	58	67	94	95	148	51	55	1002	Tot Closed
Clearance	1.047	0.836	1.094	1.439	2.179	0.725	1.081	1.446	1.418	2.085	0.85	0.932	1.2652	Clearance
Reopens	16	16	11	22	17	25	18	11	7	8	7	12	170	Reopens
Pending End	1836	1808	1804	1771	1683	1687	1662	1633	1608	1535	1524	1537	1674	Pending End
Div H														Div H
New Filings	77	63	81	75	64	70	59	51	55	82	61	63	801	New Filings

Tot Closed	69	78	79	125	80	73	73	142	81	73	60	89	1022	Tot Closed
Clearance	0.896	1.238	0.975	1.667	1.25	1.043	1.237	2.784	1.473	0.89	0.984	1.413	1.2759	Clearance
Reopens	13	16	30	13	17	28	16	18	14	9	8	13	195	Reopens
Pending End	1459	1427	1416	1363	1339	1350	1342	1265	1239	1249	1249	1226	1327	Pending End

Div I														Div I
New Filings	74	66	73	128	76	83	69	51	69	71	93	62	915	New Filings
Tot Closed	100	50	78	61	64	85	58	80	104	81	50	102	913	Tot Closed
Clearance	1.351	0.758	1.068	0.477	0.842	1.024	0.841	1.569	1.507	1.141	0.538	1.645	0.9978	Clearance
Reopens	16	19	18	14	12	24	20	9	11	11	6	10	170	Reopens
Pending End	1547	1571	1549	1497	1488	1484	1502	1393	1373	1367	1372	1331	1456.2	Pending End

Div J														Div J
New Filings	60	72	63	58	64	67	68	63	59	66	61	70	771	New Filings
Tot Closed	89	76	75	95	60	56	83	105	63	78	84	60	924	Tot Closed
Clearance	1.483	1.056	1.19	1.638	0.938	0.836	1.221	1.667	1.068	1.182	1.377	0.857	1.1984	Clearance
Reopens	16	10	16	22	24	24	16	21	17	6	12	14	198	Reopens
Pending End	1391	1392	1387	1371	1383	1404	1393	1357	1362	1349	1337	1359	1373.8	Pending End

Div K														Div K
New Filings	56	57	73	57	66	74	69	62	61	64	45	75	759	New Filings
Tot Closed	80	74	89	99	83	78	99	111	71	72	80	65	1001	Tot Closed
Clearance	1.429	1.298	1.219	1.737	1.258	1.054	1.435	1.79	1.164	1.125	1.778	0.867	1.3188	Clearance
Reopens	21	20	25	23	27	25	9	12	9	10	12	11	204	Reopens
Pending End	1363	1328	1337	1288	1291	1291	1263	1206	1193	1192	1171	1187	1259.2	Pending End

Div L														Div L
New Filings	1	1	0	3	1	0	2	2	2	0	2	0	14	New Filings
Tot Closed	7	5	4	3	5	8	9	12	35	9	1	8	106	Tot Closed
Clearance													7.5714	Clearance
Reopens	2	2	1	0	2	1	2	2	1	3	1	2	19	Reopens
Pending End	254	258	261	265	266	243	242	237	212	209	215	211	239.42	Pending End

Div M														Div M
New Filings	0	0	0	0	0	0	0	0	0	0	0	0	0	New Filings
Tot Closed	536	459	589	574	573	544	540	496	483	480	449	392	6115	Tot Closed
Clearance														Clearance
Reopens	247	226	260	277	298	303	309	264	269	331	239	252	3275	Reopens
Pending End	6098	5828	5080	4755	4407	4129	3883	3668	3449	3274	3046	2906	4210.3	Pending End

Div N														Div N
New Filings	463	383	401	376	394	348	398	347	387	422	291	356	4566	New Filings
Tot Closed	907	866	1167	984	1002	878	999	1041	1008	1079	898	996	11825	Tot Closed
Clearance	1.959	2.261	2.91	2.617	2.543	2.523	2.51	3	2.605	2.557	3.086	2.798	2.5898	Clearance
Reopens	506	411	419	439	407	429	449	429	439	489	394	427	5238	Reopens
Pending End	12719	12579	12024	11500	11054	10793	10488	10174	9953	9743	9505	9279	10818	Pending End

Div R														Div R
New Filings	0	0	0	0	0	2	0	0	0	0	0	0	2	New Filings
Tot Closed	2	3	3	9	2	4	19	13	5	5	4	5	74	Tot Closed
Clearance													37	Clearance
Reopens	1	1	1	1	0	2	1	3	1	1	3	2	17	Reopens
Pending End	126	128	130	131	137	142	131	123	124	127	132	137	130.67	Pending End

Div T														Div T
New Filings	0	0	0	1	0	1	3	1	0	1	0	0	7	New Filings
Tot Closed	5	7	5	0	0	0	0	2	0	0	0	0	19	Tot Closed
Clearance													2.7143	Clearance

Reopens	1	2	1	1	0	0	0	0	0	0	0	0	5	Reopens
Pending End	123	127	128	56	56	56	59	58	58	59	59	59	74.833	Pending End
Div Y														Div Y
New Filings	1	4	0	0	0	2	1	0	0	0	0	0	8	New Filings
Tot Closed	0	0	0	0	0	0	0	0	0	1	0	0	1	Tot Closed
Clearance													0.125	Clearance
Reopens	0	0	0	0	0	0	0	0	0	0	0	0	0	Reopens
Pending End	430	434	434	434	431	432	429	429	429	428	428	427	430.42	Pending End
Circuit Civil														Circuit Civil
New Filings	0	0	0	0				5	0					New Filings
Tot Closed	0	0	0	0				0	0					Tot Closed
Clearance														Clearance
Reopens	0	0	0	0				0	0					Reopens
Pending End	1	1	1	1				0	0					Pending End
Tampa														Tampa
New Filings	2	0	0	0	0	0	0	0	1	0	0	1	4	New Filings
Tot Closed	0	0	0	0	0	0	0	0	0	0	0	0	0	Tot Closed
Clearance														Clearance
Reopens	0	0	0	0	0	0	0	0	0	0	0	0	0	Reopens
Pending End	4	2	2	2	2	0	0	0	1	1	1	1	1.3333	Pending End
Total														Total
New Filings	1122	1024	1122	1089	1083	1095	1039	970	1011	1101	881	1004	12541	New Filings
Tot Closed	2323	1991	2564	2417	2423	2232	2302	2535	2542	2356	1963	2096	27744	Tot Closed
Clearance	2.07	1.944	2.285	2.219	2.237	2.038	2.216	2.613	2.514	2.14	2.228	2.088	2.2123	Clearance
Reopens	924	794	858	887	892	976	909	829	829	940	719	796	10353	Reopens
Pending End	34780	34319	32823	31634	30523	29905	29262	28311	27484	27023	26532	26172	29897	Pending End

Report Content Changed in Nov 2011 to indicate Reopened (as well as new filed) and Combine Pending

Attachment B

2014	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Yr Tot	2014
Family Law														Family Law
Division A														Division A
Added	40	35	42	39	39	43	48	45	45	57	28	32	493	Added
Disposed	55	51	43	57	43	52	45	51	40	58	45	127	667	Disposed
Clearance Rate	1.375	1.457	1.02	1.462	1.103	1.209	0.938	1.133	0.889	1.018	1.607	3.969	1.3529	Clearance Rate
Pending Open	332	330	338	338	344	350	355	357	365	386	379	360	352.83	Pending Open
Pending Reopen	268	255	241	245	247	256	257	265	267	269	261	221	254.33	Pending Reopen
Division AP														Division AP
Added	39	38	52	56	47	40	46	62	42	54	28	43	547	Added
Disposed	36	38	30	111	60	52	45	47	50	71	42	67	649	Disposed
Clearance Rate	0.923	1	0.58	1.982	1.277	1.3	0.978	0.758	1.19	1.315	1.5	1.558	1.1865	Clearance Rate
Pending Open	212	214	249	224	202	210	221	193	224	225	225	215	217.83	Pending Open
Pending Reopen	94	118	132	98	100	98	99	113	111	85	90	74	101	Pending Reopen
Division B														Division B
Added	38	36	36	38	41	30	41	48	48	37	27	34	454	Added
Disposed	61	79	112	105	60	70	72	57	71	87	76	61	911	Disposed
Clearance Rate	1.605	2.194	3.11	2.763	1.463	2.333	1.756	1.188	1.479	2.351	2.815	1.794	2.0066	Clearance Rate
Pending Open	329	319	296	262	260	255	246	261	265	237	236	232	266.5	Pending Open
Pending Reopen	299	293	256	244	236	242	246	258	255	250	238	249	255.5	Pending Reopen
Division BP														Division BP
Added	34	36	58	49	47	43	49	43	52	42	37	38	528	Added
Disposed	59	47	47	74	45	57	50	48	62	56	56	52	653	Disposed
Clearance Rate	1.735	1.306	0.81	1.51	0.957	1.326	1.02	1.116	1.192	1.333	1.514	1.368	1.2367	Clearance Rate
Pending Open	160	157	175	152	157	159	166	169	166	168	164	161	162.83	Pending Open
Pending Reopen	70	72	79	68	70	60	60	70	73	63	55	58	66.5	Pending Reopen
Division C														Division C
Added	35	35	46	45	40	39	48	6	7	5	54	64	424	Added
Disposed	55	59	65	56	66	59	58	54	56	65	32	55	680	Disposed
Clearance Rate	1.571	1.686	1.41	1.244	1.65	1.513	1.208	9	8	13	0.593	0.859	1.6038	Clearance Rate
Pending Open	199	202	213	222	209	223	224	196	175	156	186	223	202.33	Pending Open
Pending Reopen	169	178	170	174	166	173	178	186	186	182	183	183	177.33	Pending Reopen
Division CP														Division CP
Added	44	41	59	54	43	47	43	5	5	7	7	10	365	Added
Disposed	51	43	61	63	52	41	63	47	53	39	15	25	553	Disposed
Clearance Rate	1.159	1.049	1.03	1.167	1.209	0.872	1.465	9.4	10.6	5.571	2.143	2.5	1.5151	Clearance Rate
Pending Open	164	166	175	172	173	180	157	124	86	63	66	46	131	Pending Open
Pending Reopen	52	59	66	65	63	66	65	65	68	66	64	68	63.917	Pending Reopen
Division D														Division D
Added	45	38	43	38	33	34	37	41	39	46	22	36	452	Added
Disposed	70	50	56	59	63	61	63	72	45	65	54	46	704	Disposed
Clearance Rate	1.556	1.316	1.3	1.553	1.909	1.794	1.703	1.756	1.154	1.413	2.455	1.278	1.5575	Clearance Rate
Pending Open	285	286	300	303	285	281	282	272	282	286	279	271	284.33	Pending Open
Pending Reopen	261	276	248	248	242	255	264	245	245	232	228	226	247.5	Pending Reopen
Division DP														Division DP
Added	41	48	42	49	48	38	37	49	43	42	32	36	505	Added
Disposed	36	43	41	40	51	64	50	42	44	52	50	56	569	Disposed
Clearance Rate	0.878	0.896	0.98	0.816	1.063	1.684	1.351	0.857	1.023	1.238	1.563	1.556	1.1267	Clearance Rate
Pending Open	164	168	177	188	187	177	176	182	188	189	178	176	179.17	Pending Open
Pending Reopen	44	48	70	69	70	53	53	75	82	84	84	89	68.417	Pending Reopen
Division E														Division E
Added	35	28	44	37	36	33	49	38	45	37	24	28	434	Added
Disposed	65	51	59	53	55	62	60	47	58	52	52	68	682	Disposed
Clearance Rate	1.857	1.821	1.34	1.432	1.528	1.879	1.224	1.237	1.289	1.405	2.167	2.429	1.5714	Clearance Rate
Pending Open	260	259	272	275	278	278	300	304	319	326	315	295	290.08	Pending Open

Pending Reopen	325	313	306	311	298	291	287	279	275	290	286	285	295.5	Pending Reopen
Division EP														
Added	35	52	43	48	41	43	44	40	62	40	38	28	514	Added
Disposed	42	43	49	30	45	52	63	42	63	36	57	38	560	Disposed
Clearance Rate	1.2	0.827	1.14	0.625	1.098	1.209	1.432	1.05	1.016	0.9	1.5	1.357	1.0895	Clearance Rate
Pending Open	170	172	175	181	188	182	180	193	190	195	191	194	184.25	Pending Open
Pending Reopen	52	81	85	98	103	111	102	110	106	105	98	101	96	Pending Reopen
Division F														
Added	43	33	34	51	38	36	43	52	45	44	33	32	484	Added
Disposed	60	48	76	83	60	54	53	59	46	73	51	64	727	Disposed
Clearance Rate	1.395	1.455	2.24	1.627	1.579	1.5	1.233	1.135	1.022	1.659	1.545	2	1.5021	Clearance Rate
Pending Open	366	372	362	366	357	374	381	390	405	408	405	394	381.67	Pending Open
Pending Reopen	299	300	288	271	260	257	263	265	270	269	256	266	272	Pending Reopen
Division FP														
Added	35	51	55	43	47	55	42	57	36	53	38	37	549	Added
Disposed	60	60	56	43	33	70	35	53	65	47	54	42	618	Disposed
Clearance Rate	1.714	1.176	1.02	1	0.702	1.273	0.833	0.93	1.806	0.887	1.421	1.135	1.1257	Clearance Rate
Pending Open	205	201	228	224	219	232	233	240	229	234	208	227	223.33	Pending Open
Pending Reopen	41	43	53	47	47	53	54	69	70	64	66	72	56.583	Pending Reopen
Division G														
Added	196	174	226	220	212	191	226	217	197	212	168	173	2412	Added
Disposed	231	212	227	249	250	240	275	226	225	247	188	208	2778	Disposed
Clearance Rate	1.179	1.218	1	1.132	1.179	1.257	1.217	1.041	1.142	1.165	1.119	1.202	1.1517	Clearance Rate
Pending Open	68	71	90	99	87	59	60	76	76	62	54	73	72.917	Pending Open
Pending Reopen	20	28	33	38	39	28	32	24	22	36	25	18	28.583	Pending Reopen
Division H														
Added	181	164	226	229	203	185	220	225	204	212	153	182	2384	Added
Disposed	209	185	220	274	240	190	241	242	208	238	208	198	2653	Disposed
Clearance Rate	1.155	1.128	0.97	1.197	1.182	1.027	1.095	1.076	1.02	1.123	1.359	1.088	1.1128	Clearance Rate
Pending Open	65	78	94	97	59	69	72	70	87	96	66	75	77.333	Pending Open
Pending Reopen	23	24	22	23	20	27	27	26	39	40	36	44	29.25	Pending Reopen
Division I														
Added	46	31	41	50	40	32	36	50	49	50	31	32	488	Added
Disposed	40	50	69	41	53	59	41	46	56	42	39	65	601	Disposed
Clearance Rate	0.87	1.613	1.68	0.82	1.325	1.844	1.139	0.92	1.143	0.84	1.258	2.031	1.2316	Clearance Rate
Pending Open	312	314	308	320	323	303	324	321	331	362	369	349	328	Pending Open
Pending Reopen	197	205	197	207	196	202	215	221	220	222	208	200	207.5	Pending Reopen
Division IP														
Added	41	44	41	59	49	42	45	42	48	53	33	39	536	Added
Disposed	42	37	35	29	44	38	43	33	58	24	29	65	477	Disposed
Clearance Rate	1.024	0.841	0.85	0.492	0.898	0.905	0.956	0.786	1.208	0.453	0.879	1.667	0.8899	Clearance Rate
Pending Open	216	230	243	258	249	277	282	298	296	325	316	314	275.33	Pending Open
Pending Reopen	40	43	51	58	52	51	46	47	41	40	44	51	47	Pending Reopen
Division N														
Added					0	0	0							Added
Disposed					0	0	1							Disposed
Clearance Rate														Clearance Rate
Pending Open					0	0	0							Pending Open
Pending Reopen					1	1	0							Pending Reopen
Division R														
Added	45	38	32	56	36	48	53	53	39	37	26	36	499	Added
Disposed	46	45	59	61	62	42	57	73	60	72	43	49	669	Disposed
Clearance Rate	1.022	1.184	1.84	1.089	1.722	0.875	1.075	1.377	1.538	1.946	1.654	1.361	1.3407	Clearance Rate
Pending Open	341	324	329	329	337	351	366	362	362	335	338	343	343.08	Pending Open
Pending Reopen	297	307	318	304	205	214	214	192	200	191	190	203	236.25	Pending Reopen

Division RP													Division RP	
Added	42	40	55	58	49	42	42	43	50	42	32	30	525	Added
Disposed	38	38	41	40	47	62	50	67	54	49	38	35	559	Disposed
Clearance Rate	0.905	0.95	0.75	0.69	0.959	1.476	1.19	1.558	1.08	1.167	1.188	1.167	1.0648	Clearance Rate
Pending Open	102	103	157	169	186	161	153	109	139	114	109	110	134.33	Pending Open
Pending Reopen	51	64	58	53	50	42	37	39	26	28	29	30	42.25	Pending Reopen
Division S													Division S	
Added	68	63	60	68	77	100	63	78	71	63	62	63	836	Added
Disposed	83	81	88	84	95	106	90	88	87	83	69	89	1043	Disposed
Clearance Rate	1.221	1.286	1.47	1.235	1.234	1.06	1.429	1.128	1.225	1.317	1.113	1.413	1.2476	Clearance Rate
Pending Open	19	19	21	26	31	32	38	21	25	18	19	29	24.833	Pending Open
Pending Reopen	10	12	8	14	9	19	15	13	14	13	14	12	12.75	Pending Reopen
Division T													Division T	
Added	43	45	32	46	57	52	56	55	52	37	29	45	549	Added
Disposed	59	63	70	63	121	87	78	97	75	93	73	73	952	Disposed
Clearance Rate	1.372	1.4	2.19	1.37	2.123	1.673	1.393	1.764	1.442	2.514	2.517	1.622	1.7341	Clearance Rate
Pending Open	371	373	365	355	317	326	330	310	323	304	289	283	328.83	Pending Open
Pending Reopen	143	152	130	134	159	174	172	159	149	141	140	138	149.25	Pending Reopen
Division TP													Division TP	
Added	40	40	51	50	45	33	45	45	38	42	34	38	501	Added
Disposed	47	66	63	43	71	64	68	42	49	46	47	69	675	Disposed
Clearance Rate	1.175	1.65	1.24	0.86	1.578	1.939	1.511	0.933	1.289	1.095	1.382	1.816	1.3473	Clearance Rate
Pending Open	215	193	181	187	163	131	111	126	123	130	115	104	148.25	Pending Open
Pending Reopen	37	33	32	30	33	35	37	35	35	33	26	27	32.75	Pending Reopen
Division V													Division V	
Added	0	72	72	62	66	36	68	75	71	74	52	67	715	Added
Disposed	8	63	71	67	74	52	75	73	79	82	54	91	789	Disposed
Clearance Rate		0.875	0.99	1.081	1.121	1.444	1.103	0.973	1.113	1.108	1.038	1.358	1.1035	Clearance Rate
Pending Open	27	31	28	40	29	24	29	35	31	24	33	38	30.75	Pending Open
Pending Reopen	2	4	2	5	2	5	4	5	7	17	14	9	6.3333	Pending Reopen
Division Y													Division Y	
Added	0	0	0	0	0	0	0	0	0	0	0	0	0	Added
Disposed	8	2	4	7	32	21	13	15	13	12	11	5	143	Disposed
Clearance Rate														Clearance Rate
Pending Open	0	0	0	0	0	0	0	0	0	0	0	0		Pending Open
Pending Reopen	52	56	69	82	61	52	53	39	35	35	30	33	49.75	Pending Reopen
Division YA													Division YA	
Added	32	30	35	18	16	23	23	9	18	14	11	14	243	Added
Disposed	47	47	66	98	60	86	87	64	91	98	92	123	959	Disposed
Clearance Rate	1.469	1.567	1.89	5.444	3.75	3.739	3.783	7.111	5.056	7	8.364	8.786	3.9465	Clearance Rate
Pending Open	241	263	281	263	255	257	242	244	214	185	171	163	231.58	Pending Open
Pending Reopen	277	318	325	339	336	333	324	343	341	322	293	229	315	Pending Reopen
Division YB													Division YB	
Added	26	31	30	22	14	26	21	9	12	14	8	12	225	Added
Disposed	69	126	113	114	99	80	113	83	79	106	70	52	1104	Disposed
Clearance Rate	2.654	4.065	3.77	5.182	7.071	3.077	5.381	9.222	6.583	7.571	8.75	4.333	4.9067	Clearance Rate
Pending Open	277	293	264	235	201	199	190	183	166	149	137	127	201.75	Pending Open
Pending Reopen	262	212	216	223	204	201	194	180	181	160	137	150	193.33	Pending Reopen
Division YC													Division YC	
Added	32	27	35	22	9	22	15	1	6	3	1	2	175	Added
Disposed	56	57	90	61	75	103	107	46	85	114	63	46	903	Disposed
Clearance Rate	1.75	2.111	2.57	2.773	8.333	4.682	7.133	46	14.17	38	63	23	5.16	Clearance Rate
Pending Open	137	156	166	175	168	166	151	144	126	86	78	60	134.42	Pending Open
Pending Reopen	158	176	180	206	194	173	160	181	177	173	146	139	171.92	Pending Reopen

Division YD														Division YD
Added	31	28	40	16	18	23	17	15	12	25	9	14	248	Added
Disposed	51	51	59	73	70	78	90	104	90	88	82	53	889	Disposed
Clearance Rate	1.645	1.821	1.48	4.563	3.889	3.391	5.294	6.933	7.5	3.52	9.111	3.786	3.5847	Clearance Rate
Pending Open	209	226	249	243	247	249	243	225	199	199	193	175	221.42	Pending Open
Pending Reopen	227	240	259	280	261	270	280	257	253	242	214	223	250.5	Pending Reopen
Division YE														Division YE
Added	33	31	33	20	21	18	15	14	14	14	13	13	239	Added
Disposed	55	51	76	77	82	84	135	57	97	84	61	75	934	Disposed
Clearance Rate	1.667	1.645	2.3	3.85	3.905	4.667	9	4.071	6.929	6	4.692	5.769	3.9079	Clearance Rate
Pending Open	210	228	246	239	237	236	218	217	199	187	189	163	214.08	Pending Open
Pending Reopen	275	282	306	320	288	291	274	280	269	268	261	259	281.08	Pending Reopen
Division YF														Division YF
Added	27	28	35	17	18	22	18	12	12	22	8	14	233	Added
Disposed	35	39	71	114	99	81	89	57	69	89	60	95	898	Disposed
Clearance Rate	1.296	1.393	2.03	6.706	5.5	3.682	4.944	4.75	5.75	4.045	7.5	6.786	3.8541	Clearance Rate
Pending Open	218	241	254	223	216	225	213	220	211	196	191	157	213.75	Pending Open
Pending Reopen	255	265	264	279	245	239	213	239	241	238	224	222	243.67	Pending Reopen
Division YH														Division YH
Added														Added
Disposed														Disposed
Clearance Rate														Clearance Rate
Pending Open														Pending Open
Pending Reopen														Pending Reopen
Division YI														Division YI
Added	38	29	36	27	17	25	21	24	10	21	9	15	272	Added
Disposed	31	34	48	50	55	49	60	52	99	53	49	47	627	Disposed
Clearance Rate	0.816	1.172	1.33	1.852	3.235	1.96	2.857	2.167	9.9	2.524	5.444	3.133	2.3051	Clearance Rate
Pending Open	275	301	327	319	313	316	307	307	270	262	245	228	289.17	Pending Open
Pending Reopen	125	127	133	152	129	141	152	148	131	122	120	119	133.25	Pending Reopen
Division YR														Division YR
Added	38	35	24	13	14	17	16	11	9	14	7	6	204	Added
Disposed	23	18	19	35	37	29	62	36	89	34	41	21	444	Disposed
Clearance Rate	0.605	0.514	0.79	2.692	2.643	1.706	3.875	3.273	9.889	2.429	5.857	3.5	2.1765	Clearance Rate
Pending Open	273	296	304	292	287	287	266	252	205	198	182	171	251.08	Pending Open
Pending Reopen	127	142	132	139	146	142	133	99	77	66	60	68	110.92	Pending Reopen
Division YT														Division YT
Added	26	35	20	15	9	13	17	16	9	7	8	7	182	Added
Disposed	11	7	21	22	44	32	25	34	31	41	27	31	326	Disposed
Clearance Rate	0.423	0.2	1.05	1.467	4.889	2.462	1.471	2.125	3.444	5.857	3.375	4.429	1.7912	Clearance Rate
Pending Open	160	185	181	172	148	136	135	132	126	108	95	88	138.83	Pending Open
Pending Reopen	10	10	13	12	8	14	25	34	31	31	27	23	19.833	Pending Reopen
Family Law														Family Law
Added														Added
Disposed														Disposed
Clearance Rate														Clearance Rate
Pending Open														Pending Open
Pending Reopen														Pending Reopen
Non Judicial														Non Judicial
Added	0	0	1	14	0	7	0	0	0	0	0	0	22	Added
Disposed	121	120	193	214	222	177	163	149	170	248	176	258	2211	Disposed
Clearance Rate														Clearance Rate
Pending Open	1	1	17	17	34	24	22	18	18	18	15	14	16.583	Pending Open
Pending Reopen	266	275	281	289	290	293	288	290	293	292	296	303	288	Pending Reopen

Added	1515	1456	1681	1629	1470	1444	1545	1480	1390	1420	1062	1220	17312	Added
Disposed	2027	2005	2398	2592	2566	2454	2620	2303	2517	2634	2105	2451	28672	Disposed
Clearance Rate	1.338	1.377	1.43	1.591	1.746	1.699	1.696	1.556	1.811	1.855	1.982	2.009	1.6562	Clearance Rate
Pending Open	6584	6773	7077	6968	6752	6732	6676	6554	6424	6234	6038	5859	6555.9	Pending Open
Pending Reopen	4828	5011	5023	5125	4830	4862	4823	4852	4791	4670	4443	4393	4804.3	Pending Reopen

Note: Lettered division with P indicates pro se cases;
 Lettered division with Y indicates child support enforcement hearing officer cases

Attachment C

Performance Measures Automation Development Reports and Questions to Contacts

Reports: Prepared for Administrative, Court Programs and Court Operations.

Administrative:

Administrative Services

Budget Management (also include Expert Evaluations Costs)

Court Communications and Technology Services

Court Facilities

Legal Department

Personnel

Public Information

Strategic Planning

Court Operations:

Court Interpreting

Court Reporting

Senior Judges

General Magistrates and Hearing Officers

Expert Evaluations

Court Programs:

Case Management Unit

Children's Justice Center

Dependency

Domestic Violence

Elder Justice Center

Juvenile Diversion Programs

Office of Social Investigation

Drug Courts

Interactive Questions to Contacts

All Areas:

Time Period –

January – June

January – December

April – September

July – June

July – December

October – March

October – September

Other:

Contact Information –

Name

Phone Number

Email Address

ADMINISTRATIVE:

Administrative Services:

Quantitative Section

What is the total number of Annex inquiries:

What is the total number of Edgcomb Inquiries:

What is the total number of Courthouse Complex Inquiries:

What is the total number of students touring Complex:

Court Budget Management and Fiscal Support:

(To be reviewed and revised)

Quantitative Section

Expert Witness Evaluation Invoices:

What is the number of psychological evaluations?

What is the total amount of psychological evaluation expenses?

Court Communications & Technology Services:

Quantitative Section

What is the number of closed technology tickets for Blackwater?

What is the number of closed technology tickets for CTC?

What is the number of closed technology tickets for Desktop?

What is the number of closed technology tickets for Help Desk?

What is the number of closed technology tickets for JAWS?

What is the number of closed technology tickets for Presidio?

What is the number of closed technology tickets for CBC?

What is the total number of closed technology tickets?

What is the number of high priority technology tickets?

What is the number of urgent priority tickets?

What is the number of Help Desk calls?

What is the total number of Document Center impressions?

What is the total number of CBC print jobs?

What is the number of equipment moves?

At this point in time, how many digital courtrooms exist?

At this point in time, how many computers and laptops are in use?

At this point in time, what is the number of internal users in the system supported by JAWS?

At this point in time, what is the number of external users in the system supported by JAWS?

At this point in time, what is the number of total users in the system supported by JAWS?

What is the number of project hours completed by developers?

What is the number of project hours completed for special projects?

What is the number of project hours completed for AV Help Desk projects?

Court Facilities:

Quantitative Section

What is the total number of completed work orders?

What is the total number of construction projects?

What is the total number of security projects?

What is the total number of video requests?

Legal Department:

Quantitative Section

What is the total number of Administrative Orders drafted?

What is the total number of research projects completed?

What is the total number of Judicial/AOC consultations?

What is the total number of case-related orders drafted?

Court Personnel:

Quantitative Section

What is the number of benefit actions for State employees?

What is the number of benefit actions for County employees?

What is the number of inquiries regarding attendance and leave?

What is the number of inquiries regarding benefits?

What is the number of inquiries regarding payroll?

What is the number of record checks processed?

What is the number of special human resource projects currently being conducted at this time?

What is the number of current employees of the AOC/Chief Judge?

Qualitative Section

What is the turnover rate at this time?

Public Information:

Quantitative Section

What is the number of high profile trials during this time period?

What is the number of cases of legal interest during this time period?

What is the number of times that it was necessary to coordinate with judges regarding cases with local or national media interest?

What is the total number of media requests?

What is the number of local media requests?

What is the percentage of local media requests?

What is the number of media requests for which there was a response within two hours?

What is the number of film crews (filming commercials, films) involving the courts?

What is the number of tweets, retweets by the AOC?

What is the number of news, legal organizations on social media that the AOC follows as of the end of this time period?

Qualitative Section

What is the percentage of media requests for which there was a response within two hours?

What is the number of followers of the AOC/13th Circuit's social media as of the end of this time period?

Strategic Planning Unit:

Quantitative Section

What is the number of requests for public information via website?

What is the number of requests for Americans with Disabilities Act information or accommodations?

What is the number of 13th Circuit website pages viewed?

What is the number of 13th Circuit website content updates?

What is the number of unique visitors to the 13th Circuit website?

What is the number of content review notifications?

What is the number of content review notifications using the web content management system?

What is the percentage of content review notifications using the web content management system?

What is the number of Power Point presentations prepared?

What is the number of video productions?

What is the number of video minutes produced?

COURT OPERATIONS:

Quantitative Section

Court Operations/Court Interpreting:

What is the number of court interpreter events for the Spanish language?

What is the number of court interpreter events for the Haitian-Creole language?

What is the number of court interpreter events for other category languages?

What is the number of court interpreter events for Sign language?

What is the total number of court interpreter events?

Court Operations/Court Reporting:

What is the number of original transcript pages provided with court resources requested by judges or court staff?

What is the number of original transcript pages provided with court resources requested by private party or government entity?

What is the number of original transcript pages provided with court resources requested by State Attorney?

What is the number of original transcript pages provided with court resources requested by Public Defender?

What is the number of original transcript pages provided with court resources requested by court-appointed counsel?

What is the number of original transcript pages provided with court resources requested by indigent for cost?

What is the number of original transcript pages provided with court resources requested by regional counsel?

What is the total number of original transcript pages provided with court resources?

What is the number of recording hours for steno court reporters?

What is the number of recording hours for digital court reporters?

What is the total number of recording hours for all court reporters?

What is the number of media (CD's, DVD's, cassette tapes, video tapes) provided to private party or government entity?

What is the number of media (CD's, DVD's, cassette tapes, video tapes) provided to the State Attorney?

What is the number of media (CD's, DVD's, cassette tapes, video tapes) provided to the Public Defender?

What is the number of media (CD's, DVD's, cassette tapes, video tapes) provided to JAC – Court-Appointed Counsel?

What is the number of media (CD's, DVD's, cassette tapes, video tapes) provided to JAC –Indigent for Cost?

What is the number of media (CD's, DVD's, cassette tapes, video tapes) provided to JAC – Regional Counsel?

What is the total number of media (CD's, DVD's, cassette tapes, video tapes) provided?

Court Operations/Expert Evaluations:

What is the number of expert evaluations ordered for Circuit Criminal?

What is the number of expert evaluations ordered for County Criminal?

What is the number of expert evaluations ordered for Family Court – Dependency?

What is the number of expert evaluations ordered for Family Court – Delinquency?

What is the number of expert evaluations ordered for Family Court – All Other?

What is the number of expert evaluations ordered for Guardianship?

What is the total number of expert evaluations ordered?

Court Operations/General Magistrates & Hearing Officers:

Quantitative Section

Dependency:

What is the total number of cases?

What is the total number of hearing held?

What is the total number of recording hours?

Family Law:

What is the total number of hearings scheduled?

What is the total number of hearings held?

What is the total number of hearings canceled?

What is the total number of pro se cases?

What is the total number of reports/recommendations?

What is the total number of recording hours?

Probate, Guardianship and Mental Health:

What is the total number of hearings held?

What is the total number of non-hearings?

What is the total number of hearings and non-hearings?

What is the total number of recording hours?

Child Support Hearing Officers:

What is the total number of cases referred?

What is the total number of hearings held?

What is the total number of recommended orders signed?

What is the total number of recording hours?

Court Operations/Senior Judges:

What is the number of senior judge days served in Civil?

What is the number of senior judge days served in Criminal?

What is the number of senior judge days served in Cross Division?

What is the number of senior judge days served in Domestic Relations?

What is the number of senior judge days served in Domestic Violence?

What is the number of senior judge days served in Drug Court?

What is the number of senior judge days served in Juvenile Delinquency?

What is the number of senior judge days served in Juvenile Dependency?

What is the number of senior judge days served in Probate?

What is the number of senior judge days served in Traffic?

What is the total number of senior judge days served?

COURT PROGRAMS:

Case Management Unit:

Quantitative Section

- What is the number of filed attorney cases?
- What is the number of pro se cases?
- What is the total number of filed attorney cases and pro se cases?
- What is the number of attorney cases disposed?
- What is the number of pro se cases disposed?
- What is the total number of attorney cases and pro se cases disposed?

Qualitative Section

- What is the percentage of pro se cases disposed 0-90 days?

Dependency:

Quantitative Section

- What is the number of shelter hearings?
- What is the number of dependency petitions?
- What is the number of non-shelter petitions?
- What is the number of open cases?
- What is the total number of cases tracked since 2002?

Children's Justice Center:

Quantitative Section

- What is the number of forensic interviews completed?
- What is the number of depositions completed?
- What is the number of visitations completed?
- What is the number of outreach events (programs, presentations, tours) conducted?
- What is the number of participants who attended planned outreach events?
- What is the number of children/families who were provided resource materials such as "Protect My Body?"
- What is the number of crisis intervention community referrals?
- What is the total number of law enforcement officers and other investigators trained?

Qualitative Section

- What is the number of disclosures as the result of forensic interviews?
- What is the number of Tapes/DVD's released?
- What is the number of Tapes/DVD's viewed at the CAC?
- What is the number of closed circuit testimony services conducted?
- What is the number of letters, reports, memos to court?
- What is the cost per unit of service for forensic interviews?
- What is the cost per unit of service for visitations?
- What is the cost per unit of service for depositions?

What is the cost per unit of service for outreach?

Qualitative Section

Satisfaction Surveys

Forensic Interviews:

What is the total number of caregiver of participant respondents to the satisfaction survey?

What is the total number of investigator respondents to the satisfaction survey?

What is the number of caregiver of participant respondents who agree or strongly agree that the interview process reduces trauma to the child?

What is the number of investigator respondents who agree or strongly agree that the interview process reduces trauma to the child?

What is the percentage of caregiver of participant respondents who agree or strongly agree that the interview process reduces trauma to the child?

What is the percentage of investigator respondents who agree or strongly agree that the interview process reduces trauma to the child?

Visitations:

What is the total number of visiting parent respondents to the satisfaction survey?

What is the number of visiting parent respondents who agree or strongly agree that visitation staff are courteous?

What is the number of visiting parent respondents who agree or strongly agree that visitation staff are helpful?

What is the number of visiting parent respondents who agree or strongly agree that visitation staff treat them with respect?

What is the number of visiting parent respondents who agree or strongly agree that visitation staff provide fair and impartial service?

What is the number of visiting parent respondents who agree or strongly agree that the visitation program provides a safe environment?

What is the percentage of visiting parent respondents who agree or strongly agree that visitation staff are courteous?

What is the percentage of visiting parent respondents who agree or strongly agree that visitation staff are helpful?

What is the percentage of visiting parent respondents who agree or strongly agree that visitation staff treat them with respect?

What is the percentage of visiting parent respondents who agree or strongly agree that visitation staff provide fair and impartial service?

What is the percentage of visiting parent respondents who agree or strongly agree that the visitation program provides a safe environment?

Law Enforcement/Investigator Training:

What is the total number of law enforcement and investigator respondents to the satisfaction survey?

What is the total number of law enforcement and investigator respondents who agree or strongly agree that what they learned will help them to do a better job?

What is the percentage of law enforcement and investigator respondents who agree or strongly agree that what they learned will help them to do a better job?

Domestic Violence (Probation/Diversion):

Quantitative Section

What is the Harrell Center yearly billing?

Elder Justice Center:

Quantitative Section

What is the number of initial plans completed?

What is the number of initial inventories completed?

What is the number of guardianship cases reviewed?

What is the number of annual plans completed?

What is the number of annual accountings completed?

What is the number of wards served?

What is the number of individuals attending educational presentations?

Juvenile Diversion Programs:

Quantitative Section

What is the number of youth referred to Juvenile Diversion Programs?

What is the number of youth interviews/assessments completed?

What is the number of youth hearings held?

What is the number of youth entering Juvenile Diversion Programs diversion?

What is the number of youth attending STEAL Class?

What is the number of volunteers who participated in the Juvenile Diversion Program?

What is the number of total volunteer hours completed for the Juvenile Diversion Program?

Qualitative Section

What is the number of youth who successfully completed diversion?

What is the percentage of youth who successfully completed diversion?

What is the amount of restitution collected/paid by youth?

What is the number of community service hours completed by youth?

What is the number of Gain-Q Assessments conducted?

Satisfaction Survey

STEAL Class:

What is the total number of juvenile respondents to the satisfaction survey?

What is the total number of parent/guardian respondents to the satisfaction survey?

What is the number of juvenile respondents who agree or strongly agree that he/she learned new information?

What is the number of juvenile respondents who agree or strongly agree that he/she will not commit shoplifting in the future?

What is the number of juvenile respondents who agree or strongly agree that the class was understandable?

What is the number of juvenile respondents who agree or strongly agree that the class had the right amount of interaction?

What is the number of juvenile respondents who agree or strongly agree that questions were answered in the class?

What is the number of juvenile respondents who agree or strongly agree that the class was held at a convenient time?

What is the number of juvenile respondents who agree or strongly agree that the class was meaningful?

What is the number of parent/guardian respondents who agree or strongly agree that new information was learned from the class?

What is the number of parent/guardian respondents who agree or strongly agree that the youth participating in the class will not commit shoplifting in the future?

What is the number of parent/guardian respondents who agree or strongly agree that the class was understandable?

What is the number of parent/guardian respondents who agree or strongly agree that the class had the right amount of interaction?

What is the number of parent/guardian respondents who agree or strongly agree that the youth participating in the class received answers to questions?

What is the number of parent/guardian respondents who agree or strongly agree that the class was held at a convenient time?

What is the number of parent/guardian respondents who agree or strongly agree that the class was meaningful?

Mediation & Diversion:

Quantitative Section:

Select Program:

Family

County

Community

Circuit Civil

Dependency

Juvenile Restitution

All Programs

What is the total number of referrals?

What is the total number of hearings held?

What is the total number of cases settled?

Qualitative Section:

Select Program:

Family

County

Community

Circuit Civil

Dependency

Juvenile Restitution

All Programs

What is the percentage of hearings resolved?

Satisfaction Survey:

Date of Distribution of Surveys:

(Month) (Day) (Year)

What is the total number of surveys distributed?

What is the total number of survey responses?

What is the percentage which responded:

Agree or Strongly Agree

Satisfied or Very Satisfied

Good, Very Good

Yes to positively worded survey questions

For Mediator?

For Mediation Process?

For Mediation Agreement?

For Mediate in the Future?

Office of Social Investigations:

Quantitative Section:

What is the number of new cases?

What is the number of closed cases?

Drug Courts:

Quantitative Section:

Pretrial Intervention:

What is the number of individuals admitted to Pretrial Intervention Drug Court?

What is the number of individuals who graduated from Pretrial Intervention Drug Court?

What is the number of individuals who were unsuccessfully terminated from Pretrial Intervention Drug Court?

What is the number of participants in Pretrial Intervention Drug Court at the end of this time period?

Post Adjudication/Drug Division:

What is the number of individuals admitted to Post Adjudication/Drug Division?

What is the number of individuals who graduated from Post Adjudication/Drug Division?

What is the number of individuals who were unsuccessfully terminated from Post Adjudication/Drug Division?

What is the number of participants in Post Adjudication/Drug Division at the end of this time period?

Juvenile Drug Court:

What is the number of individuals admitted to Juvenile Drug Court?

What is the number of individuals who graduated from Juvenile Drug Court?

What is the number of individuals who were unsuccessfully terminated from Juvenile Drug Court?

What is the number of participants in Juvenile Drug Court at the end of this time period?

Family Dependency Treatment Court:

What is the number of individuals admitted to Family Dependency Treatment Court?

What is the number of individuals who graduated from Family Dependency Treatment Court?

What is the number of individuals who were unsuccessfully terminated from Family Dependency Treatment Court?

What is the number of participants in Family Dependency Treatment Court at the end of this time period?

Qualitative Section:

Pretrial Intervention:

What is the percentage of individuals who graduated from Pretrial Intervention Drug Court?

What is the number of drug-free babies born?

Post Adjudication/Drug Division:

What is the percentage of individuals who graduated from Post Adjudication/Drug Division?

What is the number of drug-free babies born?

Juvenile Drug Court:

What is the percentage of individuals who graduated from Juvenile Drug Court?

What is the number of drug-free babies born?

Family Dependency Drug Treatment Court:

What is the percentage of individuals who graduated from Family Dependency Drug Treatment Court?

What is the number of drug-free babies born?

What is the number of parents reunified?

What is the number of children reunified?

**Commission on Trial Court Performance and Accountability
Workgroup on Performance Management**

14th Circuit Response

General Questions to Chief Judges and Court Administrators:

1. Does your circuit currently use performance measures for case management purposes or resource management purposes? Please list the measures that your circuit uses?

For the past few years, the only performance data we have been able to utilize is related to foreclosure cases- the dashboard provided by OSCA, which is populated with data provided by the clerk of courts – as well as individual reporting from the clerk in our largest county- is utilized for performance measures. However, within the last year we have added a judicial viewer to our circuit’s tool kit. While all of its reporting functions are not yet active, we have been able to generate some reports that will benefit us in the area of performance. One of the most notable and beneficial features of the viewer is the “Case Age” tab. Seeing this number, in black and white, can be a real cause for action. As recent as this month, we have started a case management plan for family law cases in one of our six counties and hope to follow suit with other counties in the months ahead. The judicial viewer reporting function, while limited at this time, has been helpful in our goal of processing cases in a timely fashion. We are able to identify cases that need immediate attention and also those cases that can be set on a structured case management schedule.

2. Please describe how often these measures are calculated. Are the performance measures reviewed internally? If so, who does the review? Are the results discussed? If so, with whom and how?

Performance data for foreclosure cases is reviewed on a monthly basis by the foreclosure judges, the chief judge, trial court administrator, foreclosure unit manager and staff. The results are discussed by all mentioned above and action plans are generated by the foreclosure unit manager to address any issues seen in the reports.

3. Are benchmarks or goals established for any of these measures? Please describe how these benchmarks or goals are set. Are these benchmarks or goals reviewed internally? If so, who does the review? Are the goals and benchmarks discussed? If so, with whom and how?

In foreclosure matters, our current goal is to ensure that all cases over 24 months old have been scheduled and processed by the foreclosure unit before the foreclosure unit closes on June 30, 2015. We have discussed these goals with all individuals mentioned in question 2. In family law matters, we are currently reviewing what our performance measures should be. Ideally we would like for uncontested cases to be disposed of within 90-120 days or less. Contested cases within 260 days or less. We also use Lack of Prosecution dockets to control the number of cases that are inactive on the docket. If a party files something showing good cause to keep the case open, we still hold a hearing, a case management hearing, so we don't lose sight of the case again.

4. Please describe any outcomes of these performance measure reviews. For instance, have performance measures been helpful in revealing problem areas, concerns, or improvements to case management or resource management practices.

By using this data, we have been able to reduce our foreclosure caseload by one-half. By using this data we have been able to set up a family law case management docket in one of our six counties and are adding another county next month.

5. Are the measures posted on-line or communicated externally in any way? With whom and how?

Nothing posted on-line.

6. What concerns does your circuit have in relying on these performance measures for improvement efforts to case management and resource management? For instance, are there concerns with data quality or with possible misuse of the performance measures by other justice system users? What steps have your circuit taken to alleviate some of these issues?

We have seen with the foreclosure data early on (it seems to be getting better), and lately with the family law data, conflicting numbers with the reports we pull from the clerk's Comprehensive Case Information System (CCIS) and from our judicial viewer (ICMS). We have a good working relationship with our clerks and are able to contact them directly when we see a problem.

7. Are there performance measures that your circuit would like to institute but can't due to data access/quality issues?

Yes, better technology – although it may be coming- is what is needed. A consistent measurement tool throughout the state, much like we have done with the foreclosure cases, would be beneficial. We need more case managers to be able to manage the data and the systems we put into place.

8. Please identify any principles your circuit might like the TCP&A Performance Management Workgroup to consider in describing effective administration of justice and how performance measures should be relied upon.

We need access to accurate data and the staff to efficiently manage this data so our judges can efficiently administer Justice.

**Commission on Trial Court Performance and Accountability
Workgroup on Performance Management**

15th Circuit Response

Attachment A: County Civil Monthly In/Out Report – February 2015

General Questions to Chief Judges and Court Administrators:

1. Does your circuit currently use performance measures for case management purposes or resource management purposes? Please list the measures that your circuit uses.

Yes, the Circuit uses performance measures for case management purposes. Judges and case managers use a report, developed by the Chief Judge, that is referred to as the "In/Out" report. It is a monthly report that shows the number of files received in a division and the number of cases closed in that same division during the same month. The report also shows a "snap shot" of pending and reopened cases. The In/Out column of the report shows the sum of the filings and re-opens, subtracted by the sum of the dispositions and re-disposed. A positive number indicates a caseload increase and a negative number indicates a caseload decrease. $\text{Filings} + \text{Re-opens} - \text{Dispositions} + \text{Re-Disposed} = \text{In/Out}$.

Also, the Circuit's Judicial viewer, ICMS, allows Judges and court staff to view the pending case load, sort by age, and drill down to see the details of each case, and manage the cases through the use of notes and flags. Ad hoc reports can be generated using flagged cases. For example, in the civil divisions a flag was created to identify cases pending in error. A report is run by pulling all of the flagged cases, a list is created and sent to the clerk's office (on a regular basis) so that the clerk can properly close the cases that should be closed.

The Court Analyst also provides the Felony Judges with a monthly defendant report, "Felony Defendant and Case Totals", which shows the number of active defendants, the number of pending cases, and the number of first degree murder cases in each division. The report is used by the Felony divisions to case manage.

In addition to the above, Court Technology created a specialized process for handling cases that have not had any record of activity in ten months or more. This process is called the "Motion, Notice and Judgment of Dismissal" (MND) process. The process is used in the domestic relations, county civil, and circuit civil divisions of the Court. A list of cases is generated by a Court Technology created program. The generated list is provided to the clerk of court. The clerk staff screens the list of cases and if any case is

pending in error the clerk closes the file. After the clerk's review, a new report is generated and it includes show cause orders for each case on the list. The Judge's signature is electronically affixed to the order and the orders are sent to the parties. If the parties fail to appear for the hearing the case is dismissed.

2. Please describe how often these measures are calculated. Are the performance measures reviewed internally? If so, who does the review? Are the results discussed? If so, with whom and how? The reports are released monthly. The performance measures are reviewed internally. The review is conducted by the Judges and court staff. The results are discussed among the Judges of the division, the Chief Judge, TCA, and the Director of Case Management. These reports assist with identifying divisions that may not have an equitable distribution of cases and divisions that may need more judicial resources or fewer judicial resources. In addition, these reports are used to compare to the data reported by the clerk to the SRS. The comparison is helpful for confirming the accuracy of the data and in identifying errors within the SRS data.
3. Are benchmarks or goals established for any of these measures? Please describe how these benchmarks or goals are set. Are these benchmarks or goals reviewed internally? If so, who does the review? Are the goals and benchmarks discussed? If so, with whom and how?

The goal, using the "In/Out" report is to have more files closed during a month than assigned. The "In/Out" column of the report helps the Court determine if the divisions are keeping up with the filings and dispositions. If cases are not properly disposed of then disposition will grow. The goal of the "Felony Defendant and Case Totals" report is to keep the Judges apprised of their case loads including the murder count. As mentioned previously, the reports are reviewed and studied by Judges and court staff.

The age of the active cases pending within each division is provided to the Judges in the Circuit's judicial viewer, ICMS. This data shows the number of days from filing for each case pending before the Court. This list of cases can be exported into excel which allows for custom sorting.

4. Please describe any outcomes of these performance measure reviews. For instance, have performance measures been helpful in revealing problem areas, concerns, or improvements to case management or resource management practices. The reports incentivize case management. As a result of the "In/Out" report, problem areas have been identified. One example of this is during a specific month, the Judges who reviewed their divisions reported that they had a higher number of case closures than shown on the "In/Out" report. Upon researching the discrepancy, court staff discovered that the clerk's office had not properly closed files that should have been closed (as no further judicial action was required). Therefore, court staff created an internal policy whereby language has been added to the order title of cases that should

be closed which directs the clerk to close the file for statistical reporting purposes. In addition, each Judge has a stamp that can be used on orders/court documents which directs the clerk to close the file for statistical reporting purposes. This stamp is in red ink so that it stands out when stamped on an order.

5. Are the measures posted on-line or communicated externally in any way? With whom and how? **No, the measures are not posted on-line nor available to external persons.**
6. What concerns does your circuit have in relying on these performance measures for improvement efforts to case management and resource management? For instance, are there concerns with data quality or with possible misuse of the performance measures by other justice system users. What steps have your circuit taken to alleviate some of these issues? **The reports are built from data pulled from the clerk's system. Accuracy of the reports depends on clerk staff docketing accuracy and timely docketing. At times this problematic but court staff have a good working relationship with clerk staff and issues are promptly resolved.**
7. Are there performance measures that your circuit would like to institute but can't due to data access/quality issues? **Mentioned above. The performance measures rely on the clerk data. The data must be accurate and entered timely by clerk staff or the reports are meaningless. Court staff work with the clerk staff by providing lists of discovered errors and by encouraging timely docketing.**
8. Please identify any principles your circuit might like the TCP&A Performance Management Workgroup to consider in describing effective administration of justice and how performance measures should be relied upon. **The SRS reports are rarely used in this Circuit because our clerk often amends their reports; the amended data is rarely captured in the SRS reports; and because the data is stale by the time it is received. However, it is helpful to use the SRS reports to view the data by case types. Additionally, the SRS reports are used to compare the SRS data with the monthly "In/Out" reports. When discrepancies are identified, court staff work closely with the clerk's Office to ensure that the clerk staff file an amended report to correct the data. For research purposes, it would be helpful to receive the SRS reports in an excel format instead of PDF format.**

Attachment A



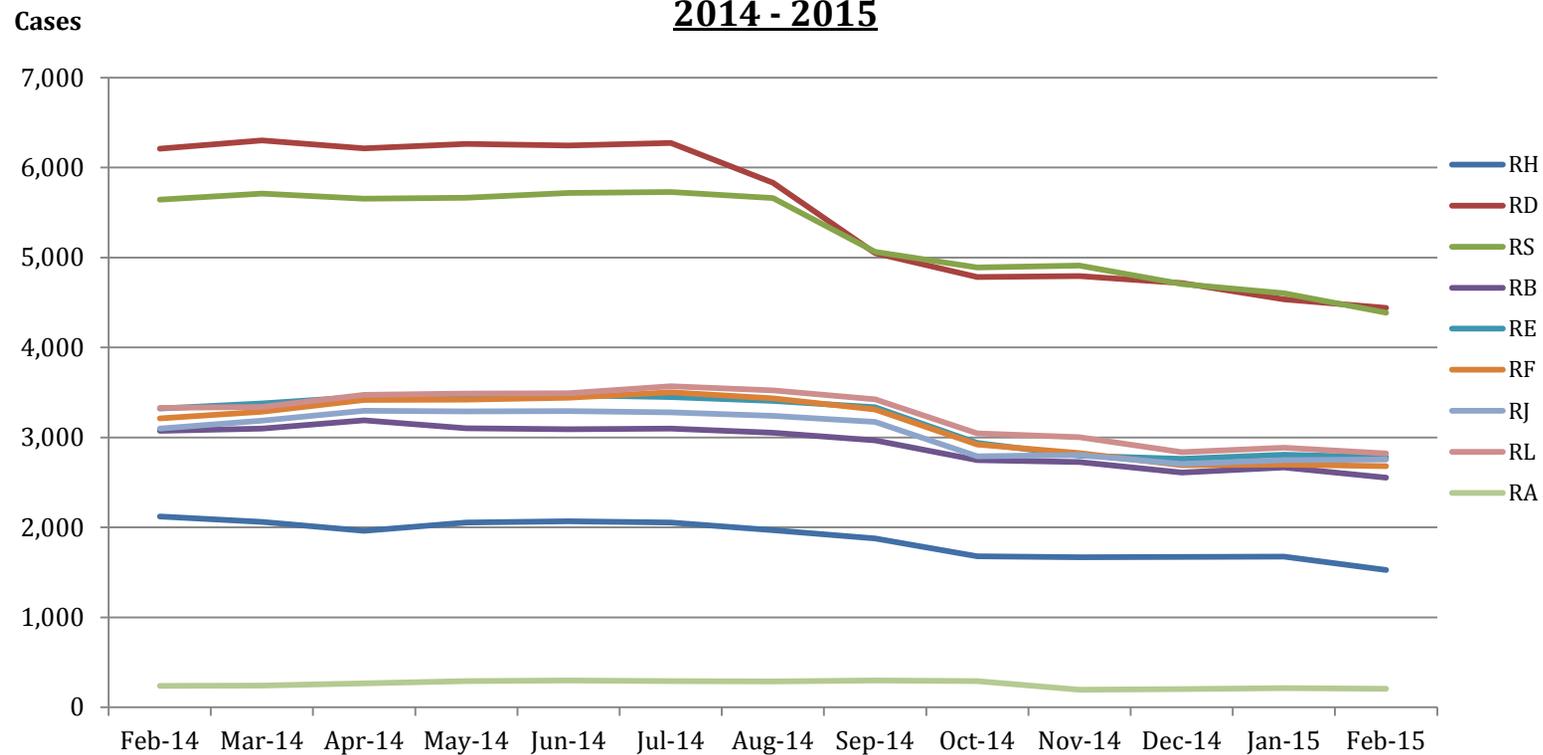
**County Civil In & Out Report
February 1, 2015 - February 28, 2015**

Location	Division	Pending Status	ReOpen Status	PIP Filings	Non-PIP Filings	Total Filings	Dispositions	Re-Opens	Re-Dispositions	In/Out
North	RH	1528	387	37	166	203	171	38	31	39
South	RD	4439	281	111	92	203	238	70	35	0
South	RS	4386	147	112	100	212	230	30	18	-6
Main	RB	2555	146	14	284	298	354	113	86	-29
Main	RE	2779	260	12	277	289	255	63	42	55
Main	RF	2682	244	11	274	285	296	90	65	14
Main	RJ	2757	339	10	271	281	218	93	56	100
Main	RL	2821	355	10	283	293	261	91	47	76
Belle Glade	RA	205	12	0	26	26	30	2	1	-3
Total		24,152	2,171	317	1,773	2,090	2,053	590	381	246

Pending status : Cases that are in an active status (status as of the report date).
 ReOpen status : Cases that were closed & then Re-Opened (status as of the report date).
 Filings : New cases assigned to a division, does not include transferred cases.
 Dispositions : Cases in which all issues are resolved.
 Re-opens : Distinct count of Reopen cases in a specified date range.
 Re-dispositions : Distinct count of Redisposed cases in a specified date range.
 In/Out : The sum of the Filings and Re-Opens subtracted by the sum of the Dispositions and Re-Disposed. A positive number indicates a caseload increase and a negative number indicates a caseload decrease. (Filings + Re-Opens) - (Dispositions + Re-Disposed) = In/Out.



**COUNTY CIVIL
ACTIVE/PENDING CASES
2014 - 2015**



Commission on Trial Court Performance and Accountability Workgroup on Performance Management

16th Circuit Response

General Questions to Chief Judges and Court Administrators:

1. Does your circuit currently use performance measures for case management purposes or resource management purposes? Please list the measures that your circuit uses.

Currently, the data available for measuring case performance are the monthly caseload reports we receive from the clerk's office. These reports detail the age of each pending and reopened case in the circuit.

Each case manager keeps a daily log of case details and the duties performed to move the cases forward timely.

2. Please describe how often these measures are calculated. Are the performance measures reviewed internally? If so, who does the review? Are the results discussed? If so, with whom and how?

The results are calculated by a review of the number of cases closed with older cases being a priority.

The Director of Case Management reviews all division reports and discusses areas that need more attention with the respective case manager.

3. Are benchmarks or goals established for any of these measures? Please describe how these benchmarks or goals are set. Are these benchmarks or goals reviewed internally? If so, who does the review? Are the goals and benchmarks discussed? If so, with whom and how?

No benchmarks are set as each case is unique requiring individual review and attention. All judges and case management staff receive monthly division caseload reports as discussed in question #1. The goal of reviewing the older cases first and moving them toward completion is paramount.

4. Please describe any outcomes of these performance measure reviews. For instance, have performance measures been helpful in revealing problem areas, concerns, or improvements to case management or resource management practices.

We have closed over 200 Family cases in our Key West Division upon a review of the updated report of cases in reopen status provided by the clerk's office.

We also became aware that we were not receiving information on eviction cases on the county civil reports, therefore, hundreds of cases that should have been closed were still showing as pending. We requested a separate report for evictions and have now closed 100% of the cases that were improperly marked as open and continue to monitor this new report monthly.

Having the report detailing the specific type of case was more helpful than the general case load report with every type of case listed for the respective judge.

5. Are the measures posted on-line or communicated externally in any way? With whom and how? **No.**
6. What concerns does your circuit have in relying on these performance measures for improvement efforts to case management and resource management? For instance, are there concerns with data quality or with possible misuse of the performance measures by other justice system users. What steps have your circuit taken to alleviate some of these issues?

Our main concern is that we are receiving case management data from a single source that continues to have quality issues. As an example, the data on the foreclosure dashboard for our county is inaccurate and has been inaccurate since the inception of the project.

The steps to resolve the issues have been to request different types of reports that narrow the specific cases as opposed to caseload reports by judge. Our unique circuit requires all judges to be assigned all types of cases, as opposed to a judge only being assigned a felony criminal division or general civil division.

7. Are there performance measures that your circuit would like to institute but can't due to data access/quality issues?

Yes, it would be ideal to have our own case management software. The data could be tracked and would show the exact performance versus the data coming only from the clerk.

8. Please identify any principles your circuit might like the TCP&A Performance Management Workgroup to consider in describing effective administration of justice and how performance measures should be relied upon.

Requesting case management software funds to enable better internal data performance.

Commission on Trial Court Performance and Accountability Workgroup on Performance Management

17th Circuit Response

General Questions to Chief Judges and Court Administrators:

1. Does your circuit currently use performance measures for case management purposes or resource management purposes? Please list the measures that your circuit uses. At present we only have the data sent from the clerk's office regarding pending cases; filed cases and disposed cases.

We are currently developing our judicial viewer and we hope to be able implement performance measures such as Courtools Performance Measures: clearance rates; time to disposition; age of active pending caseload; cost per case.

2. Please describe how often these measures are calculated. Are the performance measures reviewed internally? If so, who does the review? Are the results discussed? If so, with whom and how?

The measures are calculated monthly and data is reviewed by Chief Judge and Administrative Judges.

3. Are benchmarks or goals established for any of these measures? Please describe how these benchmarks or goals are set. Are these benchmarks or goals reviewed internally? If so, who does the review? Are the goals and benchmarks discussed? If so, with whom and how?

We have not established benchmarks. However, in our Foreclosure Division benchmarks are created such as dividing our Foreclosure unit (Division 11) is subdivided in A & B. A includes cases 2011 and older B includes cases 2012 and newer. The cases for Division 11B tend to show a more positive Clearance Rate.

4. Please describe any outcomes of these performance measure reviews. For Instance, have performance measures been helpful in revealing problem areas, concerns, or improvements to case management or resource management practices.

The data received from the clerks is reviewed by the Chief Judge, Administrative Judges and Trial Court Administrator to help distribute caseload and determine where resources are needed.

5. Are the measures posted on-line or communicated externally in any way? With whom and how?

The data received from the clerk's office is compiled into reports which are online on our internal website.

6. What concerns does your circuit have in relying on these performance measures for improvement efforts to case management and resource management? For instance, are there concerns with data quality or with possible misuse of the performance measures by other justice system users. What steps have your circuit taken to alleviate some of these issues?

The clerk's office is 15 days behind in reporting so data is not accurate. In the Foreclosure Division there is a significant difference in our numbers and those reported by the clerk's office to OSCA. We are working with the clerk's office to correct this.

7. Are there performance measures that your circuit would like to institute but can't due to data access/quality issues?

Yes, See Question 1 - Courtools Performance Measures. We have insufficient staff to implement.

We would like an automated system to notify us when a Guardian has not complied with education requirements. The clerk issues a report but should be done well in advance to be given to General Magistrate to issue order to show cause and set for hearing. Would also like a report on open and pending cases but the clerks only provide numbers. We are working with the clerk to have such systems.

8. Please identify any principles your circuit might like the TCP&A Performance Management Workgroup to consider in describing effective administration of justice and how performance measures should be relied upon.

Accuracy in data; ability to manage cases without relying on clerks reporting would increase judicial efficiency and therefore lead to effective administration of justice. (Please also see Optional Survey completed by case managers)

Commission on Trial Court Performance and Accountability Workgroup on Performance Management

18th Circuit Response

General Questions to Chief Judges and Court Administrators:

1. Does your circuit currently use performance measures for case management purposes or resource management purposes? **The 18th Circuit does not use performance measures. We collect the UDR data. We collect case data, especially in foreclosure, but we don't use performance measures.** Please list the measures that your circuit uses. **Not applicable.**
2. Please describe how often these measures are calculated. **Not applicable.** Are the performance measures reviewed internally? **Not applicable.** If so, who does the review? **Not applicable.**
3. Are the results discussed? **Not applicable.** If so, with whom and how? **Not applicable.**
4. Are benchmarks or goals established for any of these measures? **Not applicable.** Please describe how these benchmarks or goals are set. **Not applicable.** Are these benchmarks or goals reviewed internally? **Not applicable.** If so, who does the review? **Not applicable.** Are the goals and benchmarks discussed? **Not applicable.** If so, with whom and how? **Not applicable.**
5. Please describe any outcomes of these performance measure reviews. **Not applicable.** For instance, have performance measures been helpful in revealing problem areas, concerns, or improvements to case management or resource management practices. **Not applicable.**
6. Are the measures posted on-line or communicated externally in any way? **Not applicable.** With whom and how? **Not applicable.**
7. What concerns does your circuit have in relying on these performance measures for improvement efforts to case management and resource management? **Not applicable.** For instance, are there concerns with data quality or with possible misuse of the performance measures by other justice system users. **Not applicable.** What steps have your circuit taken to alleviate some of these issues? **Not applicable.**
8. Are there performance measures that your circuit would like to institute but can't due to data access/quality issues? **No. If we were required to use performance measures, data access/quality and staffing would be issues.**
9. Please identify any principles your circuit might like the TCP&A Performance Management Workgroup to consider in describing effective administration of justice and how performance measures should be relied upon. **Limit the measures to three maximum. Keep it simple. Select measures for which good data is already available. Make reporting easy. Minimize the time required to collect, calculate, and report the measures.**

Commission on Trial Court Performance and Accountability Workgroup on Performance Management

19th Circuit Response

General Questions to Chief Judges and Court Administrators:

1. Does your circuit currently use performance measures for case management purposes or resource management purposes? Please list the measures that your circuit uses.

No, we have very limited reporting ability, limited to what CCIS can provide, or limited reports that the Clerks may provide. We anticipate being able to use performance measures with reporting capabilities through aiSmartBench.

2. Please describe how often these measures are calculated. Are the performance measures reviewed internally? If so, who does the review? Are the results discussed? If so, with whom and how?
3. Are benchmarks or goals established for any of these measures? Please describe how these benchmarks or goals are set. Are these benchmarks or goals reviewed internally? If so, who does the review? Are the goals and benchmarks discussed? If so, with whom and how?
4. Please describe any outcomes of these performance measure reviews. For instance, have performance measures been helpful in revealing problem areas, concerns, or improvements to case management or resource management practices.
5. Are the measures posted on-line or communicated externally in any way? With whom and how?
6. What concerns does your circuit have in relying on these performance measures for improvement efforts to case management and resource management? For instance, are there concerns with data quality or with possible misuse of the performance measures by other justice system users. What steps have your circuit taken to alleviate some of these issues?
7. Are there performance measures that your circuit would like to institute but can't due to data access/quality issues?

Yes, it would be helpful to know the following:

**Commission on Trial Court Performance and Accountability
Workgroup on Performance Management**

20th Circuit Response

Attachment A: Age Pending Summary without Judges Names

Attachment B: Felony Advisory Stats. January 2012 – January 2013

General Questions to Chief Judges and Court Administrators:

1. Does your circuit currently use performance measures for case management purposes or resource management purposes? Please list the measures that your circuit uses

In support of our circuit's judicial and administrative decision making, we use the following metrics as guideposts:

- 1) Access and Fairness Survey: measuring court users' on fairness, equality, and respect
- 2) Clearance Rates: court filings and dispositions
- 2) Time To Disposition: performance against established guidelines for timely processing
- 3) Age of Active Pending Caseload (backlog): age of active cases
- 4) Trial Date Certainty: number of times that cases disposed by trial are scheduled for trial
- 5) Budgeting Benchmarks: measuring the average cost of processing a single case/type
- 6) Differentiated Case Management: time goals for managed tracks

2. Please describe how often these measures are calculated. Are the performance measures reviewed internally? If so, who does the review? Are the results discussed? If so, with whom and how?

In support of decision making within our circuit, these measurements our calculated on a diverse timetable:

- 1) Access and Fairness Survey: conducted on a semi-decadal schedule
- 2) Clearance Rates: monitored and reported on a weekly basis
- 2) Time To Disposition: monitored and reported on a monthly basis
- 3) Age of Active Pending Caseload (backlog): monitored and reported on a weekly basis
- 4) Trial Date Certainty: monitored and reported on an annual basis
- 5) Budgeting Benchmarks: monitored and reported on a semi-annual basis
- 6) Differentiated Case Management: reviewed on a semi-decadal schedule

3. Are benchmarks or goals established for any of these measures? Please describe how these benchmarks or goals are set. Are these benchmarks or goals reviewed internally? If so, who does the review? Are the goals and benchmarks discussed? If so, with whom and how?

In support of enhancing our circuit's performance, benchmarks are reviewed and re-established on a semi-annual basis (in keeping with state and county budgetary efforts). In support of case management performance, The 20th Circuit's Administrative Judges chair divisional meetings with department managers, case managers and other personnel

members. As appropriate, external shareholders, including State Attorney, Public Defender, Regional Counsel, Clerks of Courts, law enforcement and other service agencies, attend and participate in these reviews.

4. Please describe any outcomes of these performance measure reviews. For instance, have performance measures been helpful in revealing problem areas, concerns, or improvements to case management or resource management practices.

In support of efficient resource calibration, our circuit has used case weights to calculate workloads among the circuit's divisions and counties. In support of effective case management, case tracks are managed according to established time-to-disposition standards.

5. Are the measures posted on-line or communicated externally in any way? With whom and how?

In support of providing public information, our circuit publishes newsletters and performance reports on a quarterly basis.

6. What concerns does your circuit have in relying on these performance measures for improvement efforts to case management and resource management? For instance, are there concerns with data quality or with possible misuse of the performance measures by other justice system users. What steps have your circuit taken to alleviate some of these issues?

Given our ten year history of monitoring and publishing performance measures, improvements in data quality and clarity in communications have been steadily accomplished. At this point, the tools that we've developed have proven effective.

7. Are there performance measures that your circuit would like to institute but can't due to data access/quality issues?

Our circuit desires to build upon the good work that has been accomplished by adding a routinely conducted Court Employee Satisfaction survey. Here, the goal of this effort would be capture the assessment of all court employees regarding the quality of work environment and relations between staff and management.

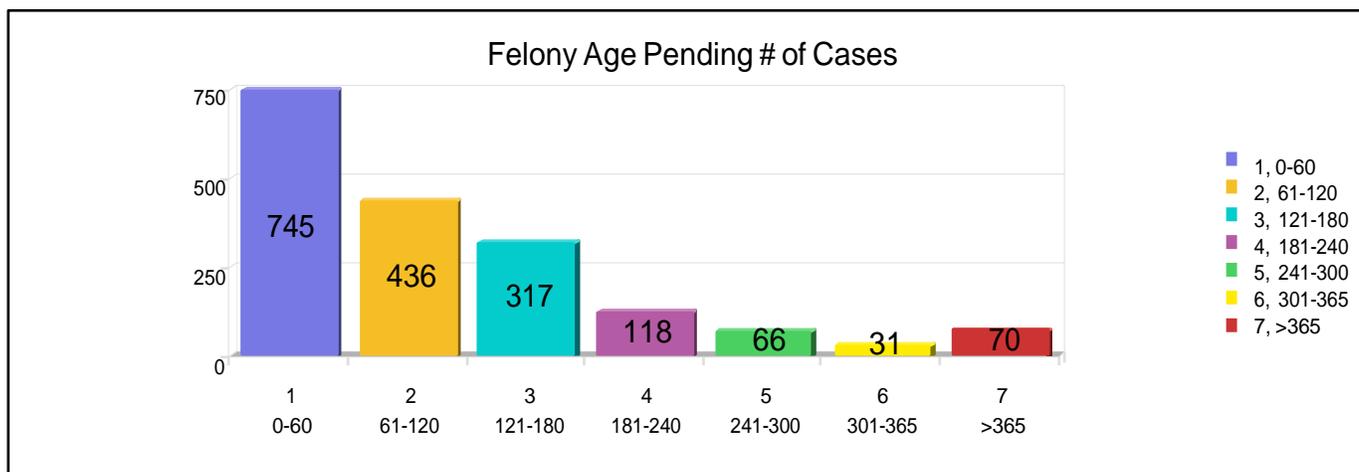
8. Please identify any principles your circuit might like the TCP&A Performance Management Workgroup to consider in describing effective administration of justice and how performance measures should be relied upon.

The 20th Circuit would seek a greater number of unified justice system measures that would explicitly report current performance and implicitly reveal how court users would want the courts to perform.

Attachment A

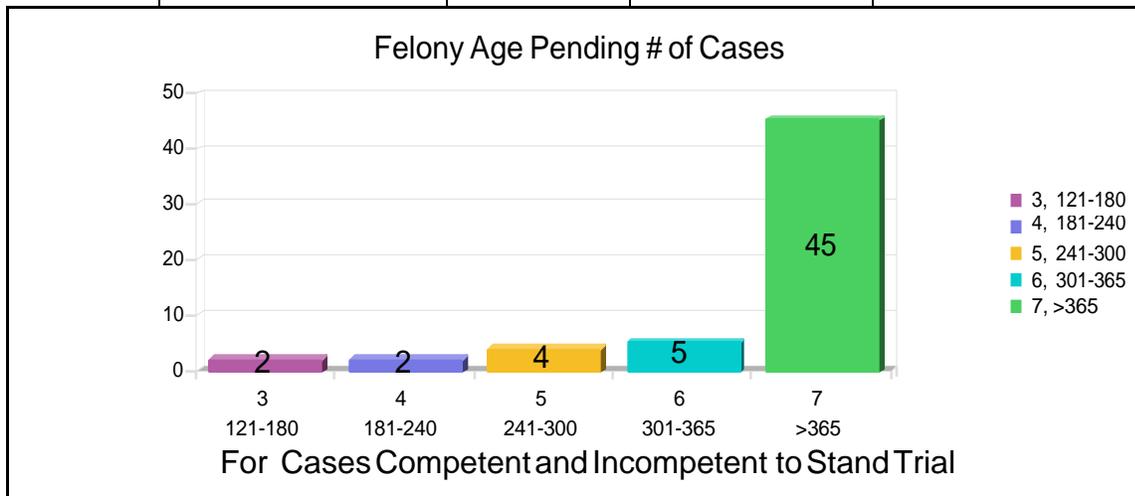
Age of Pending Felony Cases by Clerks' File Date to Current Date as of 04/12/2013

		Case Count	Case Percentage
1	0-60	745	42%
2	61-120	436	24%
3	121-180	317	18%
4	181-240	118	7%
5	241-300	66	4%
6	301-365	31	2%
7	>365	70	4%
Total		1,783	100%



Age of Pending Felony Cases Competent or Incompetent to Stand Trial as of 04/12/2013

		Case Count	Case Percentage
3	121-180	2	3%
4	181-240	2	3%
5	241-300	4	7%
6	301-365	5	9%
7	>365	45	78%
Total		58	100%

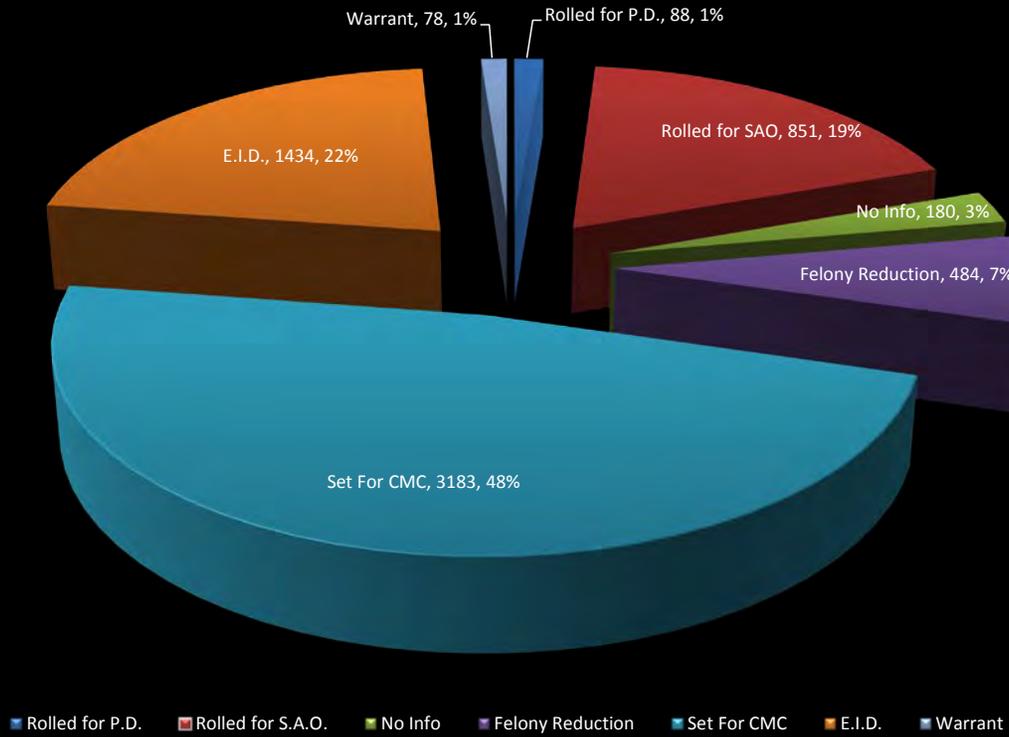


3	4	5	6	7
121-180	181-240	241-300	301-365	>365
Cases	Cases	Cases	Cases	Cases

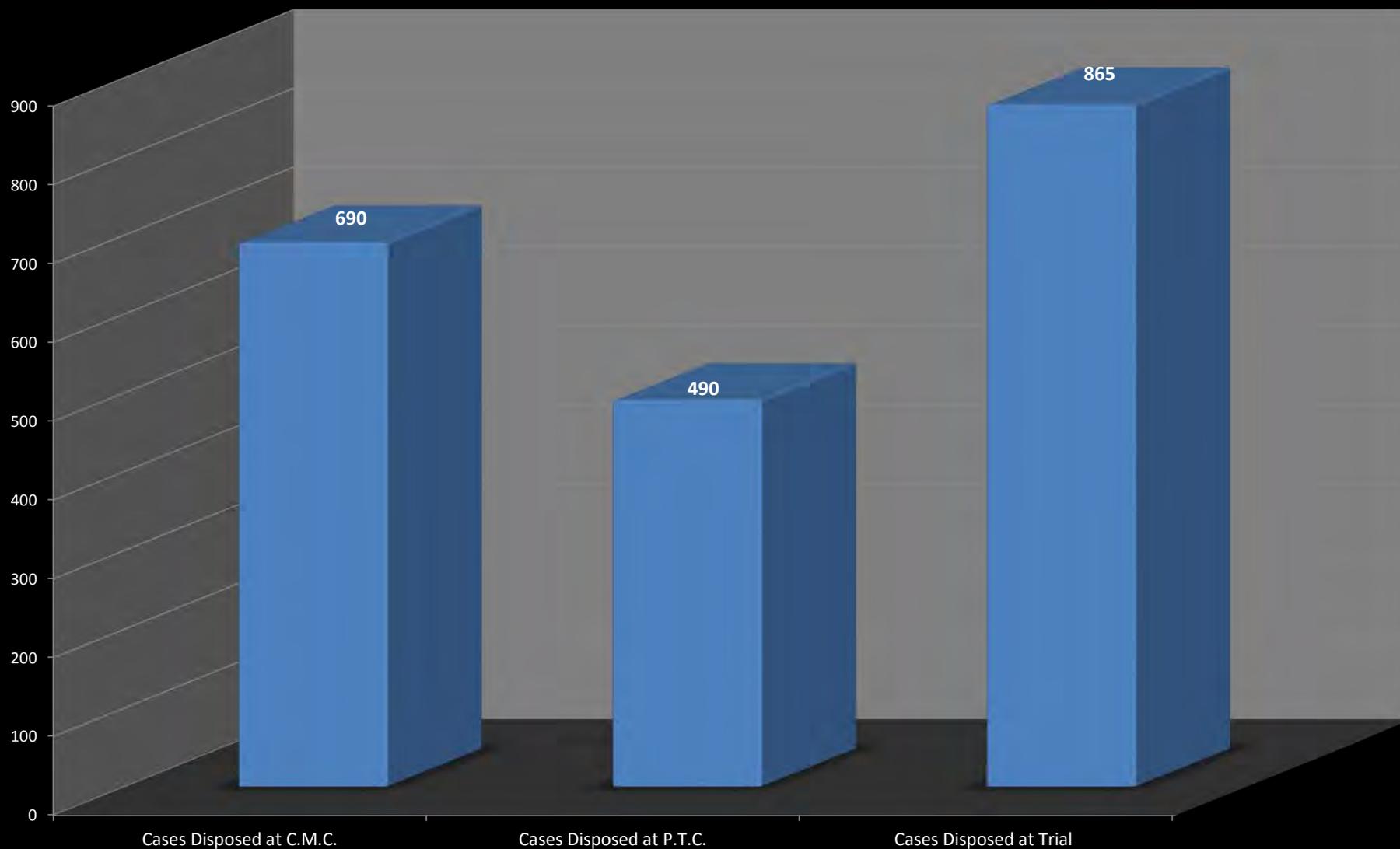
This first set of data is a count of cases for Adult Felony that do not have dispositions or active warrants. This second set of data is a count of cases for Adult Felony that do not have active warrants but that have been found either competent or incompetent to stand trial. The Data is from the Hyperion Reporting System.

Attachment B

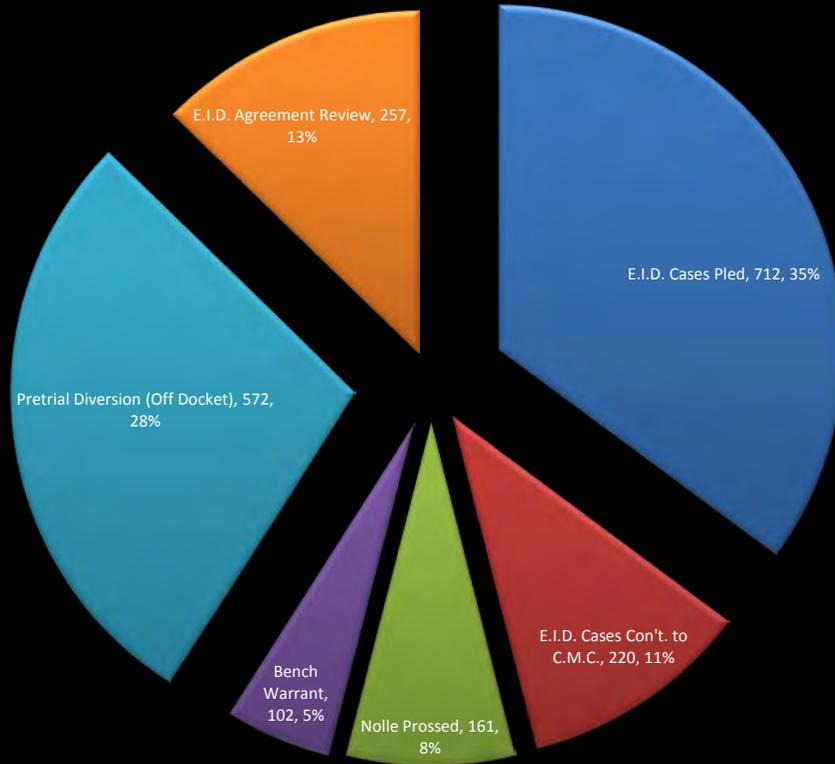
Felony Arraignment Court Outcomes
January 2012 - January 2013



Comparison of Felony Case Dispositions at DCM Court Events
January 2012 - January 2013



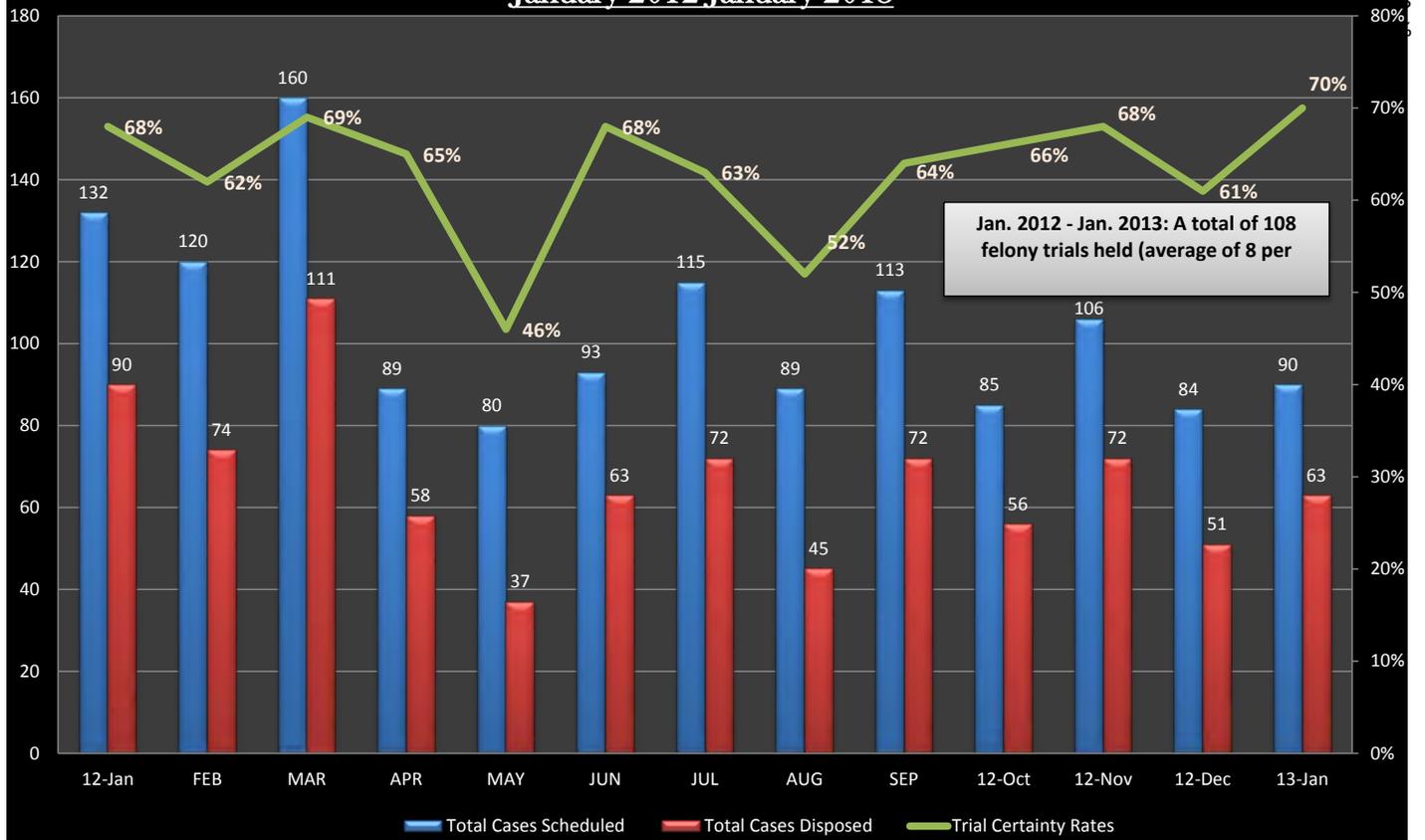
Early Intervention Docket: January 2012 - January 2013



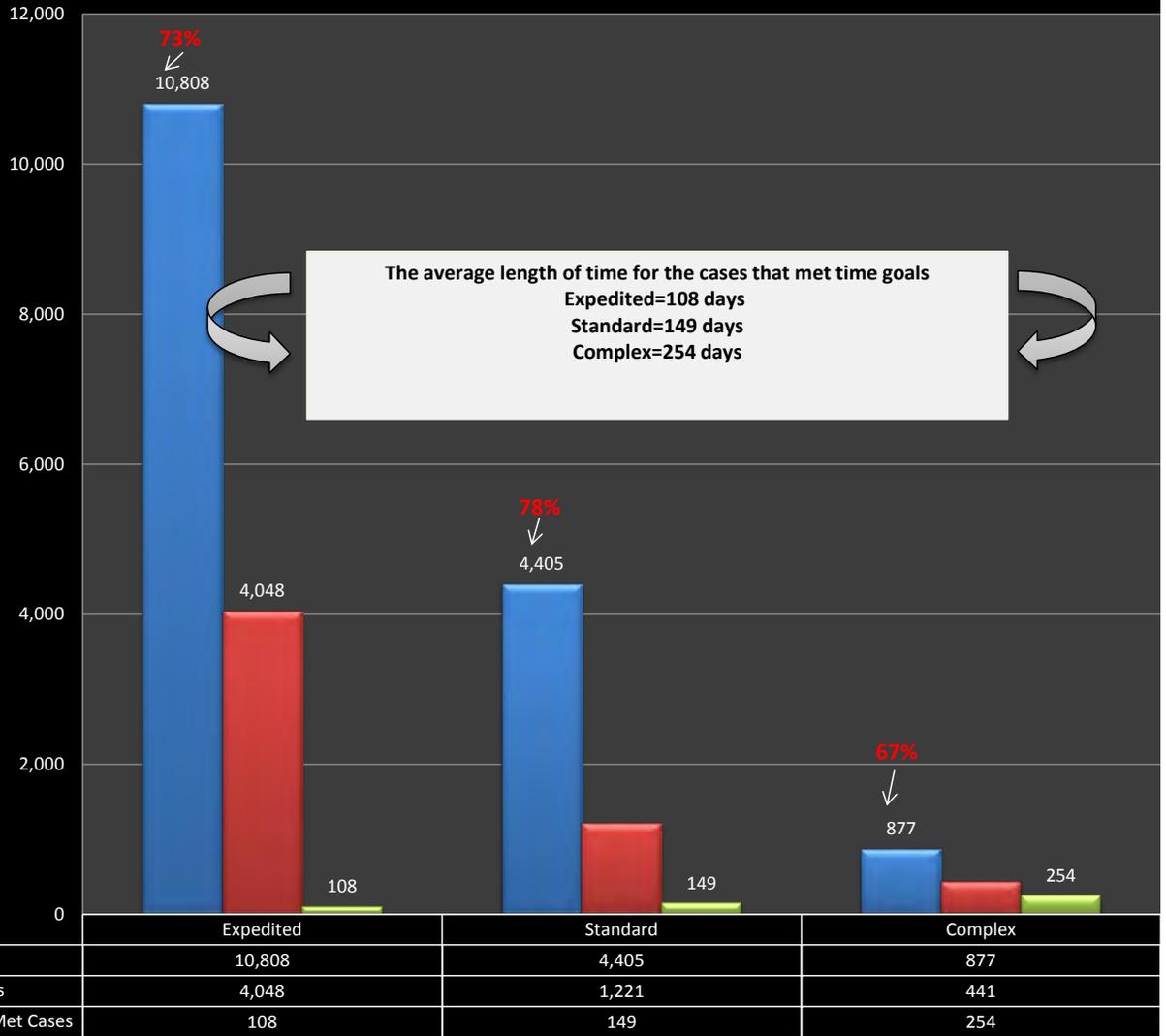
■ E.I.D. Cases Pled ■ E.I.D. Cases Con't. to C.M.C. ■ Nolle Prossed ■ Bench Warrant ■ Pretrial Diversion (Off Docket) ■ E.I.D. Agreement Review

#

Trial Call Cases vs. Trial Certainty January 2012-January 2013



Felony Processing Time to Disposition January 2008-January 2013



Felony ARR Court Outcome Data

	12-Jan	12-Feb	12-Mar	12-Apr	12-May	12-Jun	12-Jul	12-Aug	12-Sep	12-Oct	12-Nov	12-Dec	13-Jan	Total
Rolled for P.D.	10	7	11	5	9	5	5	7	9	1	13	6	0	88
Rolled for S.A.O.	72	81	79	122	109	96	111	63	118	166	74	37	86	1214
No Info	9	6	9	20	10	14	22	11	14	30	4	12	19	180
Felony Reduction	33	56	41	64	29	33	54	20	33	43	34	15	29	484
Set For CMC	267	226	207	273	236	225	240	167	268	260	281	145	388	3183
E.I.D.	102	114	104	133	120	134	130	80	108	97	96	89	127	1434
Warrant	6	5	8	13	5	7	9	2	4	3	4	5	7	78

Section VI.

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

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.