

TWENTIETH JUDICIAL CIRCUIT OF FLORIDA



PERFORMANCE REPORT 2010

CIRCUIT COURT
COUNTY COURT
ADMINISTRATIVE OFFICE OF THE COURTS

SERVING FIVE COUNTIES IN SOUTHWEST FLORIDA: CHARLOTTE COUNTY,
COLLIER COUNTY, GLADES COUNTY, HENDRY COUNTY AND LEE COUNTY



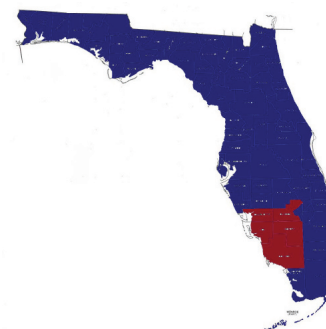
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TWENTIETH CIRCUIT OVERVIEW

The Twentieth Judicial Circuit of Florida includes five counties in southwest Florida:

- LEE COUNTY
- CHARLOTTE COUNTY
- COLLIER COUNTY
- HENDRY COUNTY
- GLADES COUNTY



CIRCUIT COURT

Each county is served by the Circuit Court and the County Court. The Circuit Court serves a population of 1.2 million residents and handles 287,000 cases annually. The Circuit Court is the court of general jurisdiction and has responsibility for all felony criminal cases, civil cases with a value in excess of \$25,000, family cases, juvenile cases and probate cases. In addition, the Circuit Court hears appeals from administrative agencies and from the County Court. Circuit Judges are elected and serve six year terms and are assigned throughout the Circuit as needed to handle the caseloads in the respective counties.

COUNTY COURT

The County Court is a limited jurisdiction court and has responsibility in each county for misdemeanor criminal cases, civil cases with a value under \$25,000, small claims cases and traffic cases. County Judges are elected to six year teams and serve within the county of their election. County Judges can be authorized under certain circumstances to handle Circuit Court cases.

ADMINISTRATIVE OFFICE OF THE COURTS

The Administrative Office of the Courts provides administrative and operational support to the Circuit and County Courts.

Areas of administrative support include:

- Financial and budget management
- Personnel services
- Technology support
- Facilities planning
- Statistical data and analysis
- Policy review and analysis
- Strategic planning

Areas of operational support include:

- County Court Probation
- Pretrial Services
- Civil and Family Case Management
- Citizen Dispute Settlement Program
- Pro Se Litigant Program
- Drug Court
- Volunteer coordination
- Law Library
- Court-user feedback



CORE MISSION AND PERFORMANCE GOALS

EXPEDITION AND TIMELINESS

THE TWENTIETH CIRCUIT WILL SEEK TO REDUCE UNNECESSARY DELAYS AND WILL SEEK TO RESOLVE ALL CASES IN A TIMELY WAY CONSISTENT WITH STATE PERFORMANCE STANDARDS.

ACCESS TO JUSTICE

THE TWENTIETH CIRCUIT WILL SEEK TO IMPROVE ACCESS TO AND THE AFFORDABILITY OF JUSTICE IN ALL CASE TYPES.

INDEPENDENCE AND ACCOUNTABILITY

THE TWENTIETH CIRCUIT WILL SEEK TO PROVIDE EFFECTIVE AND TRANSPARENT MANAGEMENT OF ITS PUBLIC RESOURCES AND WILL SEEK TO MAINTAIN THE HIGHEST STANDARDS OF FINANCIAL ACCOUNTABILITY.

EQUALITY AND FAIRNESS

THE TWENTIETH CIRCUIT WILL SEEK TO ENSURE INTEGRITY AND FAIRNESS IN INDIVIDUAL CASES AND WILL PROMOTE AND IMPLEMENT ALTERNATIVE DISPUTE RESOLUTION, DIVERSION AND TREATMENT ALTERNATIVES.

Message from the Chief Judge



THE HONORABLE G. KEITH CARY

**Court Performance
Report 2009-10:
Improving performance
and the quality of
justice in the Twentieth
Judicial Circuit**

Fellow Citizens of the Twentieth Judicial Circuit:

Welcome to our first annual Court Performance Report for the Twentieth Judicial Circuit! I am pleased to present this overview of the performance and programs of the Twentieth Circuit. It is my hope that this Court Performance Report is informative and provides a better understanding of what we do and how we continue to meet the challenges we face as a court system.

In reading this review, I believe that you will find that the improvements in court performance and innovation in the Twentieth Circuit have been impressive by any standard. Despite the increased demands faced by the courts during these difficult economic times, the judiciary continues to meet the needs of our constituency and provide a fair and efficient court system.

This Performance Report focuses on how our circuit's plans and initiatives move us towards our strategic goals. It is worth noting that the Circuit Budget and Policy Committee (CBC) created in 2007 and comprised of the Administrative Circuit and County Judge leaders across the circuit, has been instrumental in driving positive policy planning and direction for the circuit.

In particular, I am extremely proud of the leadership provided by our judges and court staff in implementing remarkable innovations in caseload management and delay reduction. As you will see in this

performance report, disputes and cases are being resolved fairly and in a timelier manner than ever before. Steady improvement in timeliness of case processing has been made on virtually every docket and in every county in the circuit over the past five years. Criminal, Civil and Family differentiated case management initiatives have significantly reduced backlog, delay and costs to the public.

Advancements in court technology and case management applications were also recognized with national achievement awards from both the National Association for Court Management (Integration of Clerk, Sheriff and Court IT systems in the AWACS project) and the National Association of Counties (E-First Appearance project) in 2009. The Justice Management Institute (JMI) also provided a very favorable evaluation of the Circuit's Criminal DCM program and assisted in development of Civil DCM initiatives in cooperation with the local Bar and civil-court Judges during the year.

The work we are doing in the Twentieth Circuit is making a difference. We are succeeding in building a judicial system that is more accessible, responsive and accountable.

It is my honor to serve as the Chief Judge of the Twentieth Circuit. I know that I speak for all of our judges and court staff when I assure you that your judiciary will continue to strive to provide the highest quality of justice and innovation that the citizens of Charlotte, Collier, Glades, Hendry and Lee Counties deserve and have come to expect of the Twentieth Circuit Judiciary.



Our strategic goals remain focused on improving our circuit's ability to meet our fundamental mission, most clearly outlined in the Florida Supreme Court's Long Range Plan for the Florida Judicial Branch for 2009-2015:

To provide justice that is accessible, fair, timely, understandable and affordable to everyone

To be fair and respect the dignity of every person regardless of race, class, gender, or other characteristic and apply the law appropriately to circumstances of individual cases

To be effective, uphold the law and apply the rules and procedures consistently and in a timely manner and provide enforceable decisions

To be responsive to the needs of all citizens and provide a variety of dispute resolution methods

To be accountable, use public resources efficiently and in a way that the public can understand

THE JUDICIARY SERVING HENDRY COUNTY

CIRCUIT AND
COUNTY
ADMINISTRATIVE
JUDGE FOR
HENDRY COUNTY

JAMES D. SLOAN,
COUNTY JUDGE
ACTING CIRCUIT
JUDGE



CIRCUIT JUDGE FOR
HENDRY COUNTY

CHRISTINE GREIDER,
CIRCUIT JUDGE



CIRCUIT
ADMINISTRATIVE
JUDGE FOR
CHARLOTTE
COUNTY,
KEITH R. KYLE



COUNTY
ADMINISTRATIVE
JUDGE FOR
CHARLOTTE
COUNTY,
PAUL ALESSANDRONI



CIRCUIT JUDGES FOR
CIRCUIT CRIMINAL
AND PROBATE IN
CHARLOTTE COUNTY



JOHN DOMMERICH,
CIRCUIT JUDGE

CIRCUIT JUDGE FOR
DOMESTIC
RELATIONS IN
CHARLOTTE COUNTY



KEITH R. KYLE,
CIRCUIT JUDGE

CIRCUIT JUDGE FOR
CIRCUIT CIVIL
IN CHARLOTTE
COUNTY



GEORGE RICHARDS,
CIRCUIT JUDGE

CIRCUIT JUDGE FOR
DEPENDENCY
IN CHARLOTTE
COUNTY



LEE A. SCHREIBER,
CIRCUIT JUDGE

COUNTY JUDGES FOR
COUNTY CRIMINAL
AND CIVIL IN
CHARLOTTE COUNTY



PAUL ALESSANDRONI,
COUNTY JUDGE



ALANE C. LOBODA,
CIRCUIT JUDGE



PETER B. BELL,
COUNTY JUDGE

THE JUDICIARY SERVING CHARLOTTE COUNTY



JOHN L. BURNS,
COUNTY JUDGE

THE JUDICIARY SERVING LEE COUNTY

CIRCUIT
ADMINISTRATIVE
JUDGE FOR
LEE COUNTY,
JOHN S. CARLIN



COUNTY
ADMINISTRATIVE
JUDGE FOR
LEE COUNTY,
JOHN E. DURYEA, JR.



CIRCUIT JUDGES FOR
CIRCUIT CRIMINAL
IN LEE COUNTY



RAMIRO MANALICH,
CIRCUIT JUDGE

CIRCUIT JUDGES FOR
DOMESTIC
RELATIONS
IN LEE COUNTY



ELISABETH ADAMS,
CIRCUIT JUDGE

CIRCUIT JUDGES FOR
CIRCUIT CIVIL
AND PROBATE
IN LEE COUNTY



JOSEPH FULLER, JR.,
CIRCUIT JUDGE

CIRCUIT JUDGES FOR
JUVENILE
IN LEE COUNTY



BRUCE KYLE,
CIRCUIT JUDGE

COUNTY JUDGES FOR
COUNTY CRIMINAL
AND CIVIL IN
LEE COUNTY



JAMES R. ADAMS,
COUNTY JUDGE

COUNTY JUDGES
FOR COUNTY
CRIMINAL
AND CIVIL IN
LEE COUNTY



LEIGH F. HAYES,
COUNTY JUDGE



THOMAS S. REESE,
CIRCUIT JUDGE



JOHN S. CARLIN,
CIRCUIT JUDGE



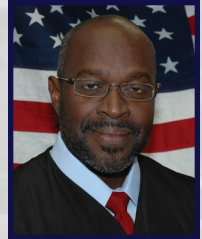
LYNN GERALD, JR.,
CIRCUIT JUDGE



JAMES R. SEALS,
CIRCUIT JUDGE



JOHN E. DURYEA, JR.,
COUNTY JUDGE



ARCHIE HAYWARD,
COUNTY JUDGE



MARGARET STEINBECK,
CIRCUIT JUDGE



R. THOMAS CORBIN,
CIRCUIT JUDGE



MICHAEL MCHUGH,
CIRCUIT JUDGE



JOSEPHINE GAGLIARDI,
COUNTY JUDGE



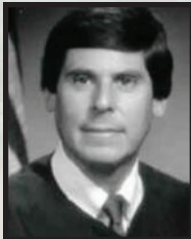
TARA P. PALUCK,
COUNTY JUDGE



MARK A. STEINBECK,
CIRCUIT JUDGE



J. FRANK PORTER,
CIRCUIT JUDGE



JAY B. ROSMAN,
CIRCUIT JUDGE



MARIA E. GONZALEZ,
COUNTY JUDGE



RADFORD R.
STURIS, COUNTY
JUDGE



EDWARD J. VOLZ, JR.,
CIRCUIT JUDGE



JOSEPH A. SIMPSON,
CIRCUIT JUDGE



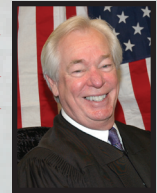
SHERRA WINESETT,
CIRCUIT JUDGE

THE JUDICIARY SERVING COLLIER COUNTY

CIRCUIT
ADMINISTRATIVE
JUDGE FOR
COLLIER COUNTY,
CYNTHIA E. PIVACEK



COUNTY
ADMINISTRATIVE
JUDGE FOR
COLLIER COUNTY,
EUGENE C. TURNER



CIRCUIT JUDGES FOR
CIRCUIT CRIMINAL
IN COLLIER COUNTY



FRANKLIN G. BAKER,
CIRCUIT JUDGE

CIRCUIT JUDGES FOR
UNIFIED FAMILY
AND PROBATE
IN COLLIER COUNTY



LAUREN L. BRODIE,
CIRCUIT JUDGE

CIRCUIT JUDGES FOR
CIRCUIT CIVIL
IN COLLIER COUNTY



HUGH D. HAYES,
CIRCUIT JUDGE

COUNTY JUDGES FOR
COUNTY CRIMINAL
AND CIVIL IN
COLLIER COUNTY



MIKE CARR,
COUNTY JUDGE

COUNTY JUDGES FOR
COUNTY CRIMINAL
AND CIVIL IN
COLLIER COUNTY



VINCENT MURPHY,
COUNTY JUDGE



FREDERICK HARDT,
CIRCUIT JUDGE



ELIZABETH V. KRIER,
CIRCUIT JUDGE



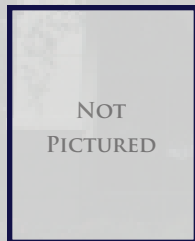
CYNTHIA A. PIVACEK,
CIRCUIT JUDGE



ROBERT L. CROWN,
COUNTY JUDGE



MICHAEL J. PROVOST,
COUNTY JUDGE



JAMES R. SHENKO,
CIRCUIT JUDGE



JANEICE T. MARTIN,
COUNTY JUDGE



EUGENE C. TURNER,
COUNTY JUDGE

CIRCUIT AND
COUNTY
ADMINISTRATIVE
JUDGE FOR
GLADES COUNTY



JACK LUNDY,
COUNTY JUDGE
ACTING
CIRCUIT JUDGE

CIRCUIT JUDGE FOR
GLADES COUNTY

CHRISTINE GREIDER,
CIRCUIT JUDGE



THE JUDICIARY SERVING GLADES COUNTY

ADMINISTRATION SERVING THE TWENTIETH'S JUDICIARY

COURT ADMINISTRATION FOR CIRCUIT AND COUNTY COURT



R. RICHARD CALLANAN,
TRIAL COURT
ADMINISTRATOR



LISA M. KIESEL,
CHIEF DEPUTY TRIAL
COURT ADMINISTRATOR



SUZANNE J. EDERR,
GENERAL COUNSEL

EXECUTIVE SUPPORT



S. SUHAR,
HUMAN RESOURC-
ES MANAGER



C. MCLEAN,
INFORMATION SER-
VICES DIRECTOR



L. MELVIN,
FINANCE AND
ACCT. MANAGER



C. FISHBECK,
OPERATIONS
CONSULTANT

CHARLOTTE COUNTY



J. EMBURY,
ADMINISTRATIVE
SERVICES MANAGER



L. WOLFF,
PROGRAM
COORDINATOR



S. MUNROE,
PRETRIAL
SUPERVISOR



J. HECK,
DEPUTY PROBATION
DIRECTOR

DUE PROCESS SERVICES



B. WADDELL,
ADR DIRECTOR



B. GIESSMAN,
ECR MANAGER



R. LADE,
SUPERVISING
INTERPRETER

COLLIER COUNTY



M. MIDDLEBROOK,
ADMINISTRATIVE
SERVICES MANAGER



C. RICE,
CRIMINAL
DIVISION DIRECTOR



D. MRAVIC,
CASE MANAGER



J. RAMOS,
DEPUTY CRIMINAL
DIRECTOR

GLADES AND HENDRY COUNTIES



S. MANN,
OPERATIONS
MANAGER

LEE COUNTY



S. WILSKER,
CRIMINAL
DIVISION DIRECTOR



K. KELLUM,
OPERATIONS
DIVISION MANAGER



N. ALOIA,
CIVIL/FAMILY
DIVISION DIRECTOR



J. NICHOLS,
DEPUTY CRIMINAL
DIRECTOR



L. MALDONADO,
DEPUTY CRIMINAL
DIRECTOR

EXPEDITION & TIMELINESS

JUSTICE MUST NOT SUFFER DELAYS: *Courts are entrusted with many duties and responsibilities that affect individuals and organizations involved with the judicial system, including litigants, jurors, attorneys, witnesses, criminal justice agencies, social service agencies, and members of the public. The repercussions from untimely court actions in any of these involvements can have serious consequences for the persons directly concerned, the court, allied agencies, and the community at large. The Twentieth's courts are committed to meet its responsibilities to everyone affected by its actions and activities in a timely and expeditious manner—one that does not cause delay.*

ADVANCEMENTS IN CASEFLOW MANAGEMENT

CRIMINAL COURT CASE MANAGEMENT

The Twentieth's Felony Differentiated Case Management (DCM) system monitors and tracks all cases at each stage as they move through the judicial system and is a crucial effort to improve early court intervention and enhance predictability and efficiency in case processing from arraignment to trial. DCM allows the judges to effectively manage cases according to their nature and complexity and ensure early disposition of appropriate cases and adequate time for trial preparation in more complex cases.

In 2008-09, Criminal DCM case management programs and delay reduction efforts were implemented in Lee and Collier Counties. New early case management conferences, pretrial time standards based on case complexity and meaningful pretrial court events have significantly reduced the number of appearances, which has reduced the time it takes to resolve cases. Criminal case delay and backlog are down significantly (55% reduction in cases over one-year-old between 2008 - 2010).

Now, over 75% of criminal cases are disposed within time goals, pre-trial jail cases awaiting

What is Caseflow?

Caseflow management is the court supervision of the case progress of all cases filed in that court. It includes management of the time and events necessary to move a case from the point of initiation (filing, date of contest, or arrest) through disposition, regardless of the type of disposition. Caseflow management is an administrative process; therefore, it does not directly impact the adjudication of substantive legal or procedural issues.



In the face of rising demand and reduced resources, the Twentieth Circuit has developed a number of caseflow management initiatives with its justice partners, specifically focused at improving the court system's ability to address the growing volume and complexity of disputes and to ensure that disputes are handled in a fair and expeditious manner.

hearing have been drastically reduced and trial date certainty (i.e. the average number of times a case has to appear before trial) has been reduced from 12.9 events in 2006 to fewer than 5.0 events in 2009. Criminal calendar clearance rates and productivity are up from 73% to 97% over the past three court years.

PRETRIAL SERVICES

Court Administration's Pretrial Release (PTR) Departments, operated in Lee, Charlotte and Hendry Counties, play a critical role in case flow management pre-disposition. The department provides active supervision of defendants released from the jail pending resolution of their cases and ensures that the defendants comply with the release conditions set forth by the court, including appearances at court events.

The specialized units within the department include: Felony Case Management, Pretrial Supervision, Diversion, Mental Health Court staff and Drug Court staff. The officers within these units are responsible for monitoring the cases and notifying the court of any issues that may impact the processing of the cases.

ADVANCEMENTS IN CASEFLOW MANAGEMENT

Felony Case Management

Felony case managers track cases, monitor continuances and provide important case information to the judges in order to ensure timely dispositions of cases. Proper tracking of all case activity allows for the early identification of issues that may delay the court process and provide resolution to those issues as quickly as possible. Felony Case Management first began in Lee and Collier Counties and most recently has been added to Charlotte and Hendry Counties.

Pretrial Supervision

Defendants released from jail and placed on Pretrial Release Supervision (PTR) are required to report regularly to their supervising officers and to comply with all conditions of release as ordered by the court. The main purpose of PTR is to make certain the defendants appear at subsequent court events until their cases have been disposed. Officers in this unit have weekly contact with their clients as well as work with providers in the community who may be involved in their cases. This program benefits the court by ensuring the defendants appearances at court, and it also benefits the defendants by allowing them to remain living in the community pending resolution of their cases. The jail and ultimately the taxpayers benefit from the reduction in the number of inmates held in the jail and thus a decrease in the costs of incarceration. On average there are 400 defendants a month on supervised release in Lee County alone.

Diversion

Diversion is a program offered to arrested individuals with no prior criminal history. It is an opportunity for them to complete specific conditions of the court and if the conditions are met, the charges are dismissed. This program serves to move

less serious criminal cases off court dockets so that more time can be dedicated to the other cases. In this way, cases move more quickly simply because there are fewer of them.

Mental Health and Drug Courts

These courts were born out of the collaborative efforts of the community, law enforcement, local government and the courts via Public Safety Coordinating Councils. Recognizing that individuals with mental illness and substance abuse issues weigh down the criminal justice system, these specialty courts were designed to divert these types of cases out of the mainstream court process into court programs dedicated to

addressing specific issues in order to prevent re-offending and incarceration in the future. Through coordination of mental health services, community resources and court supervision these defendants are stabilized and remain within the community as long as all requirements of the court are followed.

COUNTY PROBATION

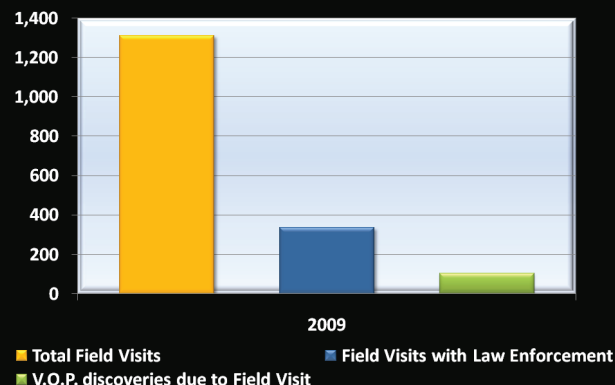
Advances in caseflow management are not only demonstrated in those cases pending disposition, but in post disposition/supervision cases as well. The probation departments operated by the Administrative Office of the Courts (AOC) apply case management techniques in their supervision cases. Historically, probation departments tended to be much more law enforcement oriented in order to obtain compliance from the probationers. More recently the emphasis has been on managing cases through field supervision, positive reinforcement, frequent contact with involved mental health and education providers, regular administrative reviews and accessing community resources.

Noting that the policies of the AOC's probation departments regarding violation of probation (VOP) arrests directly impact the courts and the jail, new programs have been implemented in order to maintain compliance and thereby reduce the number of VOP arrests and additional incarcerations. These programs are cost effective measures that limit renewed court involvement and jail overcrowding.

Probation Performance

During fiscal year 2008-09, Collier's County Court probation officers conducted a total of 1,313 field visits, and 337 of these visits were conducted with the Collier County Sheriff Office Special Enforcement Team (SET). This proactive approach produced a total of 103 arrests for violation of probation.

Collier County Probation Dept. Field Visits & Violations of Probation



ADVANCEMENTS IN CASEFLOW MANAGEMENT

Field Supervision

Field Supervision is an effective tool in the supervision of certain offenders. Probation officers have frequent and regular contact with clients in the field to enhance compliance and foster a better relationship between the officers and clients. Collier County has long embraced field visits with Lee, Hendry and Charlotte Counties following suit. In 2008-09 Collier County officers performed over 1,300 field visits.

Drug Offender Supervision

An intensive supervision program within probation - Drug Offender Probation Unit - provides enhanced supervision for those defendants on probation for a drug offense. This unit was established to keep the defendants, who are prone to relapse and have demonstrated a history of noncompliance, under heightened supervision to avoid violations.

Court ordered drug tests are required on a number of defendants placed on supervision. Having the ability to administer drug tests on a field visit, in the office or elsewhere provides for accountability on behalf of the client and ensures a swift response to violations. Charlotte, Collier and Lee Counties administer drug tests. Hendry County will start in October 2010. Annually, over 4,000 drug tests are administered and ordered in the circuit.

Administrative Review Hearings

In Lee County, the probation department implemented Administrative Review Hearings (ARH) in order to reinforce the probation conditions ordered by the court

Probation Performance

Experience has taught that not all probationers need the same type or amount of supervision to successfully complete their probation. Applying the concepts of differentiated case management, clients entering the Lee County's probation program will be assessed and assigned to different tracks according to the type and amount of supervision required. Probation officers have specialized caseloads of offenders who share similar characteristics in terms of offense and or personal attributes. Depending on the type of cases, some probation officers have a reduced caseload, which will permit a greater level of supervision and more frequent contact with the client.

These initiatives have yielded positive results. For the past three years, the Lee County Probation Department had averaged 713 new defendants a month (currently, 2,616 active probationers). While in 2009, field personal contacts have increased +115%, office personal contacts have increased +95%, and office personal instruction contacts averaged 422 a month.

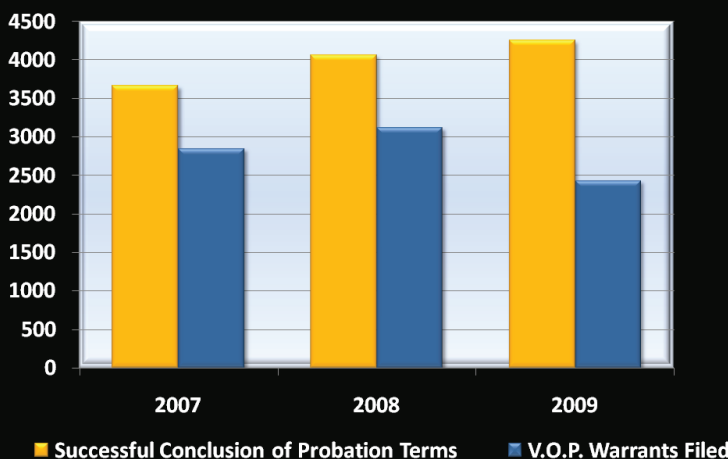
and to identify issues that may prevent probationers from successfully completing their probationary periods. ARH's are held by supervisors within the department who work with the assigned probation officer to determine how best to manage a case and support the probationers towards success. The ARH program sees approximately 420 defendants each month and has a successful completion rate of 72%.

Sheriff's Day Work Program

The Lee County Sheriff's Day Work Program allows for defendants found guilty of a crime to serve their jail sentence in increments that will allow them to maintain their jobs and homes, and, provide labor to county agencies. This additional labor force for county projects saves the county an estimated \$62 per day, per person (the cost of incarceration).

Since its inception two years ago there has been an estimated 1.8 million dollar cost avoidance for the citizens of Lee County. There are 1,104 defendants that have been sentenced to the program and 895 (or 81%) have completed their court-ordered sentence.

Lee County Probation Dept.
Successful Conclusions & Violations of Probation



ADVANCEMENTS IN CASEFLOW MANAGEMENT

CIVIL AND FORECLOSURE BACKLOG REDUCTION PROGRAM

The Twentieth Circuit has been particularly hard hit by the economic downturn. The foreclosure crisis has overwhelmed the circuit civil system, and while the rate of growth in residential foreclosures is leveling off, there were 47,786 civil and foreclosure filings in the circuit during 2008-09. Despite expedited foreclosure default dockets (which disposed of 21,602 foreclosure cases in Lee County alone) and efforts to expand mediation, there remains a significant backlog of 31,000 civil and foreclosure cases pending disposition in the circuit. Senior Judges and Magistrates have been used to assist in foreclosure cases which resulted in clearance rates improvement from under 40% to 78% in 2009. Additionally, new civil case management tools were employed (including, a new magistrate, new civil staff resources, a new civil case backlog reduction program, and differentiated case management procedures) beginning in 2010, coupled with aggressive backlog reduction goals, which have achieved enormous successes.

RESIDENTIAL FORECLOSURE MANAGED MEDIATION

Foreclosure case filings in Florida trial courts stood at nearly 369,000 in December 2008. Florida has the third highest

How Caseflow Management Works

The importance to courts of effective caseflow management cannot be overstated. The primary task of courts is to resolve the matters that come before them, and to do so justly, promptly, and economically. Effective caseflow management--i.e., management that uses available resources in the best fashion to facilitate early case resolution, is the central focus of court administration. How these issues are resolved in a particular court will depend on the circumstances (in particular, the views of the court's leaders regarding the importance of caseflow management and the potential utility of a case manager), but each solution requires coordination of case processing, which requires support from IT resources and appropriate staffing to meet the challenge of growing complexity in cases and unprecedented caseloads.

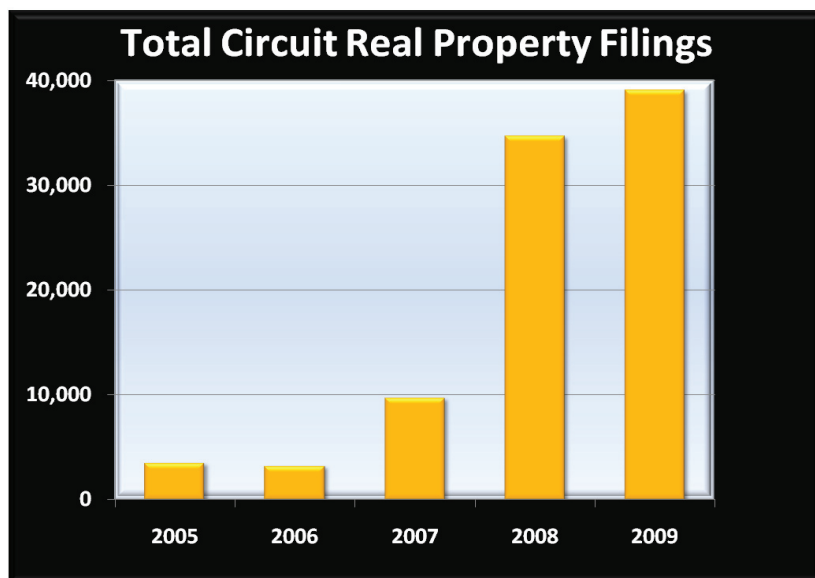
mortgage delinquency rate, the worst foreclosure inventory, and the most foreclosure starts in the nation. At the beginning of 2010, it is estimated there was an inventory of approximately 456,000 pending foreclosure cases statewide. In response to the 34,874 residential foreclosure cases pending locally, the Chief Judge issued a local administrative order implementing a managed mediation program, as recommended by the Florida Supreme Court through an administrative order. Under this program, all foreclosure cases that involve residential homestead property will be referred to mediation, unless the plaintiff and borrower agree otherwise or unless effective pre-suit mediation that substantially complies with the managed mediation program requirements has been conducted. Referral of the borrower to foreclosure counseling prior to mediation, early electronic exchange of borrower and lender information prior to mediation, and the ability of a plaintiff's representative to appear at mediation by telephone are major elements of the administrative order.

UNIFIED FAMILY COURT

Family Court Case
Management and
Unified Family Court Teams

Family Differentiated Case management programs have improved the courts ability to intervene early in a family dispute, provide pro se assistance and focus on mediation and alternative dispute resolution methods based on the unique aspects and complexity of the case. Magistrate and Case Manager staff teams in Domestic Violence and Family Services, support the Family judges in the court process and the result is higher quality and more timely resolution of family disputes.

Unified Family Court (a.k.a. cross-over) cases, those that involve the same family on multiple family judges' dockets, are identified early in the process and disputes are handled by a single judge or closely coordinated by the Family case management team.



TECHNOLOGY SUPPORTS CASE EXPEDITION

JUSTICE AT LIGHT SPEED: *Court Technology has undergone significant advancements over the last couple of years in an effort to improve efficiency and functionality within court programs. Developing applications in-house, as well as, working with partners in the criminal justice system, State Attorney (SAO), Public Defender (PD), Clerk of Court and law enforcement, to develop integrated systems has resulted in improved functionality, exchange of information and access to the courts in general. Many of the applications in use were created by the CJIS (Criminal Justice Information System) Consortium. The consortium consists of the State Attorney, the Public Defender and the Administrative Office of the Courts. The group manages program changes and enhancements to the CJIS system circuit-wide.*

E-FIRST AND DIGITAL SIGNATURE SYSTEM

The eFirst and Digital Signature System was developed to expedite the time needed for First Appearance Hearings and the subsequent release of appropriate individuals from the jail. With eFirst Appearance an electronic order is generated, signed digitally and forwarded to the jail electronically. This system has greatly reduced the costs and time needed to process defendants at First Appearance. Processing time was reduced from 8 hours to 1-2 hours. The eFirst system was developed through a committee consisting of representatives from the Courts, CJIS Consortium, Lee County Sheriff's Office and the Clerk of Court.

JUDICIAL AUTOMATED CALENDARING SYSTEM (JACS)

The Judicial Automated Calendaring System (JACS) was designed to integrate judicial calendars with the family case management system (Pro Se Assistance, Case Management) and the Magistrate Program. Through this system, that was developed in-house by Court

Administration staff, large case-loads can be effectively managed by a shared scheduling network that identifies hearings, types of motions, judicial officer, and case manager information. Prior to JACS, separate calendars for each component needed to be coordinated manually.

CJIS NOTIFY/ E-SUBPOENA

CJIS Notify/eSubpoena is another collaborative effort spearheaded by the CJIS Consortium with the assistance and cooperation of the various law enforcement agencies and Clerks of Court within the Twentieth Judicial Circuit. CJIS Notify/eSubpoena is a web based application that ensures timely and reliable

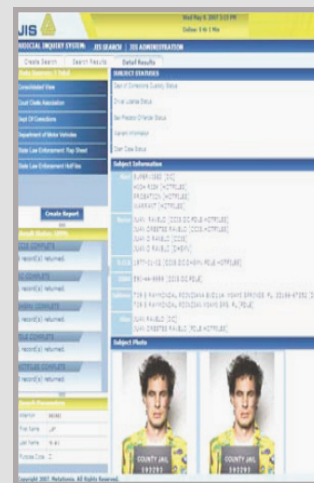
electronic delivery of State Attorney's Office (SAO) and Public Defender (PD) subpoenas and continuance letters to law enforcement agencies. Use of this application has resulted in a significant reduction of printing costs and improved communication between the agencies. In fiscal year 2008-09, three thousand law enforcement subpoenas were issued per month by the State Attorney and Public Defender in the Twentieth Circuit, two-thirds of which were sent through CJIS Notify/eSubpoena.



Innovations in the Twentieth

Active Warrant Alert Calendaring System

The Active Warrant Alert Calendaring System (AWACS) was initiated by the Administrative Office of the Courts (AOC) and implemented by the AOC and the Lee and Collier Counties Sheriffs' Offices as a way to identify individuals appearing before the court who have active warrants for their arrests. With hundreds of people appearing in court on any given day this system researches a docket against thirteen or more data bases to identify wanted individuals and facilitate the execution of warrants.



CJIS Consortium and the National Center for State Courts

In addition to the new technologies, the CJIS Consortium has contracted with the National Center for State Courts to facilitate an Integrated Justice Study. The goal was to study business processes for all the CJIS agencies to identify redundancies, antiquated processes and unnecessary expenses. Based on recommendations by the National Center a Master Technology Plan was developed for CJIS. It is a multi-year plan designed to eliminate redundancies, increase efficiency and provide performance measurement tools for all the agencies involved.

COMMITMENT TO EXCELLENCE



ACCREDITATION AWARDED

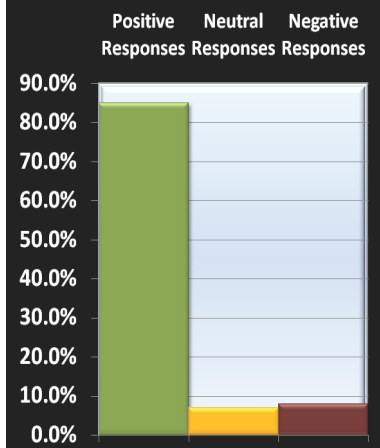
The Lee County Pretrial Services Department was awarded accreditation from the Florida Corrections Accreditation Commission, becoming only the fourth Pretrial Services program in the state to gain accreditation.

SURVEY OF COURT USERS

It is important to the Judiciary and staff of the Twentieth Judicial Circuit to maintain the highest performance standards attainable throughout the circuit. Moreover, the goal has been to be accessible and available to the citizens whom we serve. To these ends, the Court conducted a survey of the courthouse users in all five counties to gain their perspective on how well the court meets these goals. The results of the surveys were impressively favorable and indicated that most users thought the court performed well. Ten questions were asked and nine out of ten received a positive response rate of 80% or higher (agreed or strongly agreed responses). Of significance is that 92% of the respondents agreed to the question "I felt safe in the courthouse." Overall, the survey provided valuable insight and will be conducted annually to help the Twentieth maintain its commitment to excellence.



PUBLIC SURVEY RESULTS REGARDING EASE OF ACCESS



HONORED BY THE SUPREME COURT OF SOUTH KOREA

For a second time the Twentieth Judicial Circuit was selected by the Supreme Court of South Korea to host an educational training on our court system and programs. Moreover, to share the best practices implemented in the Twentieth for criminal case management. Korean Judges, Court Administrators and Clerks spent two days with judges and staff of the Twentieth.

Technology in Action: Locally Enhanced, Nationally Acknowledged

First Appearance

The technology application developed in-house by the CJIS staff in collaboration with other criminal justice agencies, received recognition from the National Association of Counties for this innovative and original application.

AWACS

The Twentieth Judicial Circuit was recognized by the National Association of Court Management for its implementation of the Active Warrant Alert Calendaring System. The Twentieth was the first circuit in the state to use this application.

Technology Applied to Recruitment

The Administrative Office of the Courts has gone to a paperless hiring process. The new system, NeoGov will cover application to hire. This new system will advertise on our intranet and internet, and include a national advertisement on www.governmentjobs.com for each of our external vacancies. National advertising on a consistent basis will reach a larger, diverse group of prospective employees. The system will save money, time, help us meet diversity goals, and be more environmentally friendly. The first electronic applications were taken March 1, 2010.

ACCESS TO JUSTICE

IMPROVING ACCESS TO JUSTICE AND FAIRNESS TO ALL: *The Twentieth Judicial Circuit's courthouses are busy places. During 2009 the Twentieth hosted over 1.8 million entrants through our doorways. Given this responsibility, the Twentieth seeks to improve access to the judicial system and fairness in the courts in order to satisfy the expectations of court users.*



COURT FACILITY PLANNING AND IMPROVEMENTS

The Twentieth Judicial Circuit has experienced a consistent growth in population over the last several years. As such there has been a steady upswing in case filings. With increasing docket size, court facilities have been challenged to accommodate the number of cases requiring hearings or trials as well as the number of citizens accessing the court on a daily basis. Courthouses in each county within the circuit have been undergoing changes to address the demands of growth. Effective space planning will enable the court to make most efficient use of existing space and plan for flexible expansion.

Collier County completed a courthouse expansion project in June 2009. The Annex mirrors the main courthouse and houses the Offices of the State Attorney, Public Defender and Clerk of Court. The sixth floor of the courthouse will be renovated to provide additional courtrooms and judicial chambers. Areas previously occupied by the Clerk of Court will become courtrooms as well.

Charlotte County renovated two of its courtrooms to allow for more public seating during high volume proceedings. This was accomplished by redesigning the back of

the courtrooms and incorporating attorney conference room space.

Glades County Courthouse, a historical building, renovated its courtroom to allow for more public seating, better acoustics and incorporated technology that had not previously existed in the courtroom.

Hendry County Courthouse was expanded creating a third courtroom, judicial chambers and office space. The new courtroom is used by magistrates and hearing officers who provide assistance to the judges in order to facilitate the timely movement of cases through the system.

The new Lee County Court Tower and Justice Center modernization is an 892,000 sq. foot complex designed to improve ease of access to the public and meet growth demands for the future. The Tower features the latest innovations in court technology and consists of 17 courtrooms, 22 judicial chambers, a new Sally port, expanded inmate holding facilities and a secured parking facility.

In order to aid citizens using Lee County's expanded Judicial complex, a volunteer program was established to staff information centers throughout the facility. Volunteers also assist in administering public satisfaction surveys to provide feedback to court leaders.

Remote Scheduling

Technology improving court scheduling

The Twentieth experienced a 73.4% increase in caseloads since 2005. In order to maintain access to the Courts the Twentieth established the Judicial Automated Calendaring System (JACS) <http://www.ca.cjis20.org/web/services/jacs.asp>. The current plan is to expand the JACS to Hendry and Glades counties in the near future.

Dependency Court and the Community Initiative

The mission of the Dependency Court and the Media Committee is to ensure open communication and community access, as allowable under law, to information on the operation of the Dependency court, related programs and needs of the Court and its constituent families and children.

Judge James Seals established the committee, as a means of improving court and meeting the needs of the children and families it serves. The committee designed a model protocol for developing open communication and community education through a partnership between the Dependency Court, the Community and the Media. Judge Seals and the committee have collaborated with a number of public entities in developing improved community sensitivity regarding the critical needs of children in crisis.

Lee



Hendry



Glades



Collier



Charlotte



EDUCATION & OUTREACH

COMMITMENT TO OPENNESS AND COMPETENCE THROUGH STRONG PUBLIC, JUDICIAL AND STAFF EDUCATION

It is very important to the judges and staff of the Twentieth Judicial Circuit that the public have the opportunity to learn about the courts. To that end various programs have been developed to reach out to the public:

Justice Teaching Initiative

The Justice Teaching Initiative is a program designed to educate children throughout Florida about the court system. The goal is to have judges and attorneys adopt every school in the state and assist the school professionals with civic education. In the Twentieth Circuit 98% of the schools have Justice Teaching volunteers who act as resources for the schools and teachers to enhance civic class curriculums.

Judges' Speakers Bureau

The Judges' Speakers Bureau is a program where judges speak at meetings and civic organizations about various aspects of the court based on the request of the group. Topics range from court operations to criminal case management. This has been a popular program that would not exist without the judges' commitment to enhance the public's understanding of the justice system.

Courthouse Tours

Courthouse tours occur regularly all year long at the request of schools, teachers, civic organizations and government agencies. Court staff, knowledgeable about the court facilities, provide these tours to educate children and adults alike on the workings of the

Court Management Training

A priority and strategic goal of the Twentieth Judicial Circuit is the continuing education and training of its judges and staff. The Human Resources Department has provided numerous in-house trainings to staff from supervision principles to computer training. Additionally, it has facilitated distance learning for continuing education of judges, as well as, training of guardianship professionals through



webinars, video-conferencing and access to online resources. To further the development of staff the Twentieth established a Court Management Training Program and through a partnership with the Institute for Court Management (ICM) - the educational arm of the National Center for State Courts - the Circuit provided national level training to supervisors, managers and judges locally. Fifteen managers and supervisors graduated from the ICM's Court Manager Program.

courthouse, courtroom procedures and etiquette, and, the location of court programs. Over 700 people a year participate in the courthouse tours.

EFFECTIVE JAIL MANAGEMENT INITIATIVES - PUBLIC SAFETY COORDINATING COUNCILS

Collaboration ensures that the justice system operates effectively. Courts and criminal justice systems across the circuit face huge challenges in areas of jail management, lack of integrated information technology and very limited community and social services resources for cases handled by the court system.

Many effective court-community collaborative justice planning approaches are having a positive impact. Collier, Charlotte, Hendry and Lee County Public Safety Coordinating Councils (PSCC's) are comprised of county government leaders, judges and court officials, law enforcement, corrections and social service agency representatives. In the Twentieth Circuit, the County PSCC'S have proven to be effective in planning and criminal justice agency collaboration. They have been particularly effective in developing inter-agency mental health court programs, diversion, and jail management planning and reduction.

Innovative programs in mental-health court collaboration in Charlotte County, the Collier Sheriff's Immigration and Customs Enforcement 287(g) program conjoined with Collier's jail management coordination and Lee County Criminal DCM and Pretrial Services programs are all examples of successful initiatives introduced by the programs in collaboration with the Public Safety Coordinating Councils in the circuit.

INDEPENDENCE & ACCOUNTABILITY

HIGHER PERFORMANCE AT LOWER COST TO PUBLIC: *In challenging economic times, it is critical that every branch of government do what it can to provide services as efficiently as possible. The Twentieth Circuit has made a commitment to accountability and is constantly seeking ways in which more can be done with less. Notwithstanding this aspiration, the Twentieth Circuit has taken aggressive action to control costs, while improving service levels, even in the face of declining revenues and funding in recent years. Even so, the dramatic drop in both the state and various county budgets has challenged both our staff and service standards.*

HISTORICAL STATE BUDGET

To ensure equitable funding for courts across the state, Article V, Revision 7 to Florida's Constitution was passed with an effective date of July 1, 2004. This marked the transition for certain core elements of the court system to shift from local county funding to state funding. The purpose of this transfer was to ensure basic court services were consistently available across all counties in the state regardless of the county's wealth. The following elements were transferred to state funding and are included in the budget reports in this document: judges, judicial assistants, magistrates, hearing officers, court administration, mediation, arbitration, staff attorneys, case manage-

ment, court reporting and transcription, language interpreters/translators, and expert witnesses. Implementation of Article V Revision 7 came at a time of financial difficulty for the state. The courts received 80% of the budget needed to fully fund the elements that shifted to the state. This shortfall was met with immediate budget reduction strategies including hiring freezes and operating cut backs.

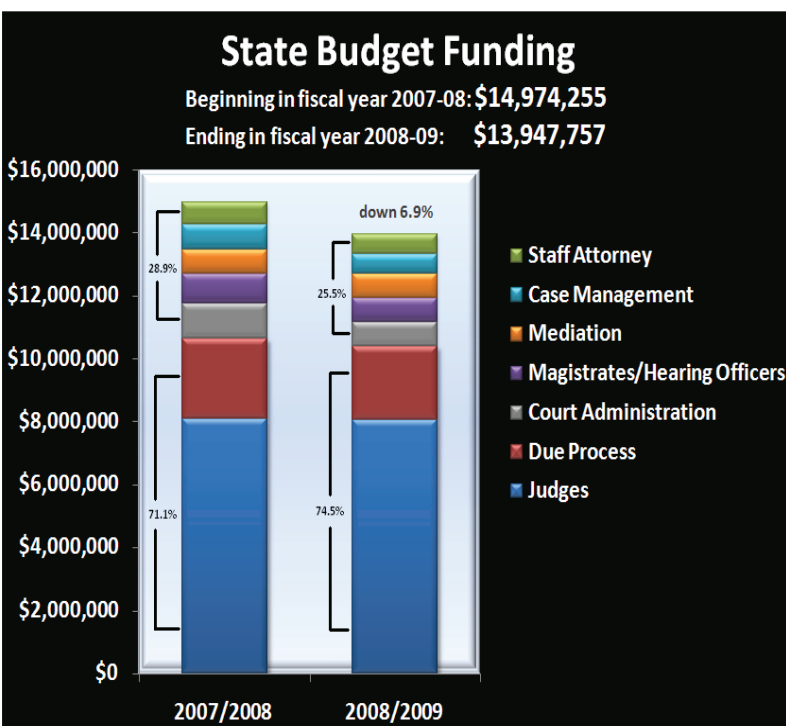
CURRENT STATE BUDGET

The state budget for the Twentieth Circuit peaked in fiscal year 2007/08 at \$14.9 million; however, that was also the year the state suffered general revenue shortfalls and required mid-year budget reductions. Additional cuts were made to the court's budget in fiscal year 2008/09. Over the two year period, the Twentieth Circuit sustained a total reduction of 7% and 12.5 full-time positions (or equiva-

lent positions). The Chief Judge met these challenges by forming an advisory group. The Circuit Budget and Policy Committee (CBC) membership consists of Administrative Judges for each county and the Trial Court Administrator with staff support from Court Administration and managers from each county. The CBC has proved invaluable through development of budget strategies that enable the courts to operate more efficiently with fewer resources. The state budget funding chart (below) depicts a growing percentage of the total circuit allocation for fixed costs associated with judges and due process: from 71.1% to 74.5% while related support costs received fewer of the shrinking resources. The total allocation over the two-year period decreased by 6.9% with the largest hit categories being magistrates (-20%), case management (-23%), and court administration (-30%). Shortfalls in state revenue collections required

STATE FUNDING ELEMENTS

- JUDGES
- JUDICIAL ASSISTANTS
- MAGISTRATES
- HEARING OFFICERS
- COURT ADMINISTRATION
- MEDIATION
- ARBITRATION
- STAFF ATTORNEYS
- CASE MANAGEMENT
- DUE PROCESS:
 - COURT REPORTING
 - TRANSCRIPTION
 - LANGUAGE INTERPRETERS
 - TRANSLATION
 - EXPERT WITNESSES



BUDGETARY TRANSPARENCY

State Budget: Circuit and County Court Allocations

	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
Judges	5,726,515	5,601,466	7,222,636	8,101,038	8,046,139	8,046,049
Due Process	1,188,193	1,420,441	2,066,232	2,546,829	2,443,995	2,159,001
Magistrates/Hearing Officers	739,251	810,621	893,334	952,522	750,165	776,488
Mediation	447,382	644,518	613,305	763,166	75,589	847,089
Case Management	693,748	748,010	875,705	802,306	616,212	616,212
Staff Attorneys	494,139	472,269	542,216	710,871	613,023	613,023
Court Administration	965,716	973,631	1,070,656	1,097,524	777,824	776,292
Total Budget	\$10,254,943	\$10,671,196	\$13,284,085	\$14,947,255	\$14,002,947	\$13,834,154
<i>% of prior year</i>		104%	124%	113%	94%	99%
Circuit Filings	47,422	48,607	55,363	82,210	82,597	84,373
County Filings	96,989	130,830	141,999	156,999	130,533	126,826
Total Filings	144,411	179,437	197,362	239,209	213,130	211,563
<i>% of prior year</i>		124%	110%	121%	89%	99%
Total Cost Per Case	\$71.01	\$59.47	\$67.31	\$62.60	\$65.70	\$65.39

midyear budget reductions in fiscal year 2007/08. Additional cuts were made to the court's beginning budget in fiscal year 2008/09.

COUNTY BUDGET HISTORIES

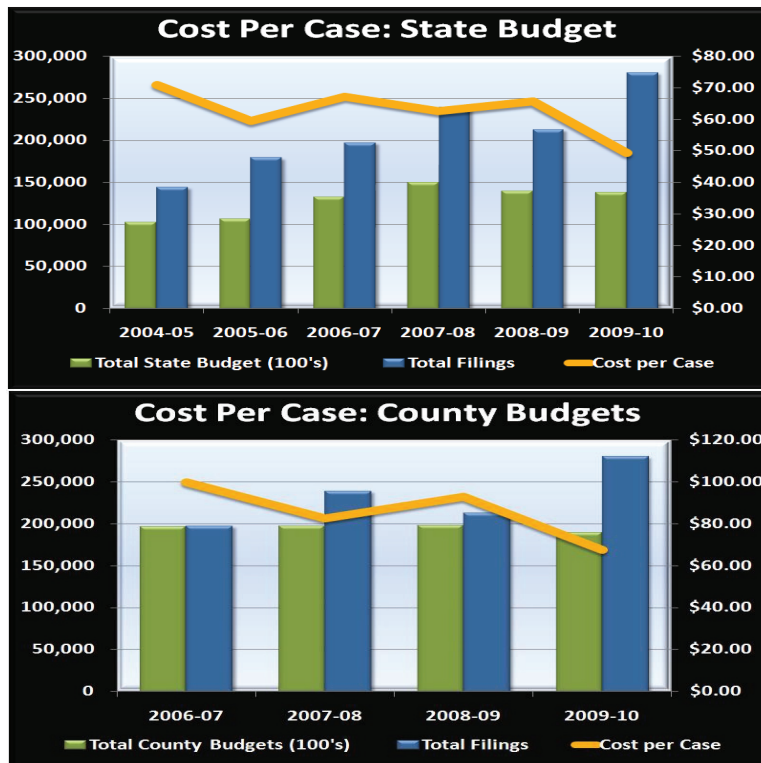
Florida Statute section 29.008 designates the elements of the court system to be funded by the various counties. Included elements are facilities, utilities, technology, multi-agency criminal justice systems, and court-

house security. At the option of the county and recommendation of the chief judge, specialized programs that meet local requirements are also funded by the county. Some of these programs include county probation, pretrial services, diversion programs, pro-se assistance, and law libraries. Funding from the counties is critical to the success of the courts. It allows courts the ability to implement innovative programs that have widespread benefits to many criminal justice agencies as well as court users themselves.

CURRENT COUNTY BUDGETS

The total county budget has remained fairly stable over the past several years, although individual counties have seen significant decreases. Case filings, on the other hand, have steadily increased over the same time period causing a 32% drop in the county's cost per case. In the face of economic challenges and increasing workloads, the Twentieth Circuit has found ways to be more efficient, innovative, and creative with fewer resources.

COST PER CASE PERFORMANCE

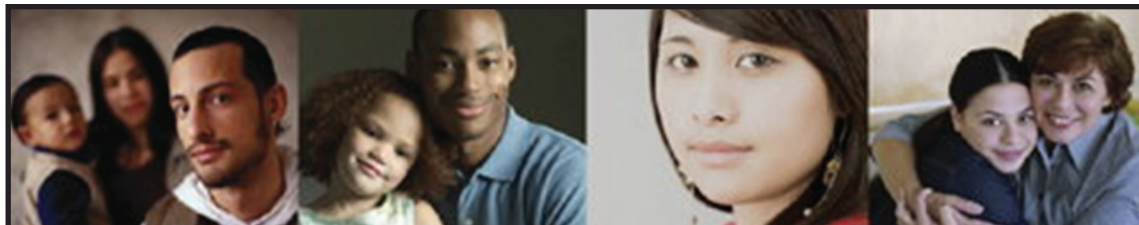


COST PER CASE MEASUREMENTS

Monitoring cost per case, from year to year, provides a practical means to evaluate existing case processing practices and to improve court operations. Cost per case forges a direct connection between how much is spent and what is accomplished. This measure can be used to assess return on investment in new technologies, re-engineering of business practices, staff training, or the adoption of "best practices." It also helps determine where court operations may be slack, including inefficient procedures or underutilized staff.

EQUALITY & FAIRNESS

VIGILANCE IN DELIVERING JUSTICE: *The Twentieth Judicial Circuit is committed to providing equal access to justice, promoting excellence in service, and increasing the public's trust and confidence in both circuit and county courts. Access to a neutral and unbiased court is essential to the administration of justice, and is guaranteed to every person under the constitutions of the United States and the State of Florida. As the visible leaders of the courts, judges and court administrators play a key role in eliminating bias and discriminatory treatment from within the judicial system. Fairness and equality in the Twentieth's courts require vigilance, which is a challenge that the Twentieth takes seriously.*



EMPOWERING CITIZENS THROUGH SELF HELP PROGRAMS

Pro Se Litigant Program

Increasingly, litigants in Family Law cases are representing themselves in court. However, an inability to retain legal counsel should not limit the extent to which these individuals can use the court. Pro Se litigants are unfamiliar with a complex legal system and frequently do not know the procedures or paperwork that must be filed in order for their cases to be heard by a judge or magistrate. Pro Se Litigant Programs address these needs and help these individuals navigate the court system by providing instructions in court filing procedures and classes on document preparation. Great time and effort are expended in helping pro se litigants understand the court system to ensure that all parties benefit from a fair

and equal justice system and to minimize delays associated with self-represented litigants. Lee County's Family Court Services (FCS) department experienced an increased demand for pro se assistance of 173% from 2005 through 2010. Charlotte County's FCS department provided 6,345 pro se workshops (144 of which were in Hendry County).

Citizen Dispute Settlement Program

This is a free court alternative program under the direction of the Court Administrator's office. Its purpose is to help individuals resolve problems with the aid of a mediator. Issues addressed in this program include: landlord/tenant disputes, conflicts between neighbors, consumer/business problems and disputes between individuals that may not be covered under a specific law.

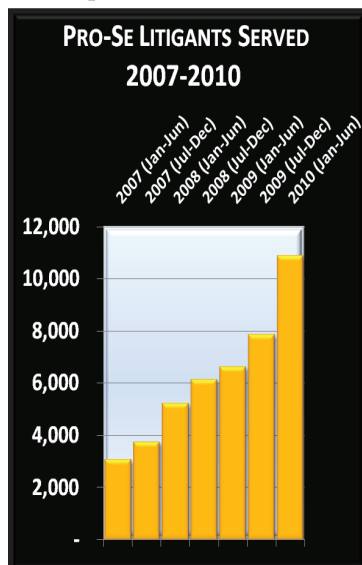
COURT INTERPRETING

Fundamental fairness in court proceedings requires that every participant is able to understand and communicate effectively when due process matters are at stake. Skilled interpretation and translation enable all court participants to accurately gather all the facts and make informed decisions. Florida case law and statutory provisions affirm the importance of accommodating litigants who need an interpreter to communicate effectively. The Twentieth's challenge to succeed with this important task was amplified between the years of 2000 and 2006 (the most recent U.S. Census data), when the Hispanic/Latino population

within the Circuit's most populated county went from 42,042 residents to 91,705. This 118% increase (which is more than 3 times the 36% average increase throughout Florida) resulted in the number of circuit wide Spanish-language interpreter events to rise. In 2008, the Twentieth 20th Circuit added 4.0 positions to the Circuit's Interpreting Services department, which more than doubled its size. Each of these employee positions annually saved the Twentieth \$10,822 (by avoiding the use of higher-cost contractors to meet our constitutional mandates); additionally, positions have provided the Twentieth the benefits of improved quality control and assured judicial loyalty.

DIGITAL COURT REPORTING

In the past, courts preserved their official records strictly through human labor. However, beginning in 2003, the Twentieth Judicial Circuit established Digital Court Reporting (DCR). DCR is responsible for ensuring that all proceedings, as required by law, are recorded and tagged properly. This is accomplished faster, better, smarter, and cheaper through the circuitwide, DCR network. Benefits of DCR include: reduced costs by reducing the need for court reporters, instant playback when needed in court, and the ability to provide recordings of sessions upon request (media requests). In fiscal year 2008/09, DCR recorded 19,037.75 hours of court sessions and fulfilled 2,540 media requests.



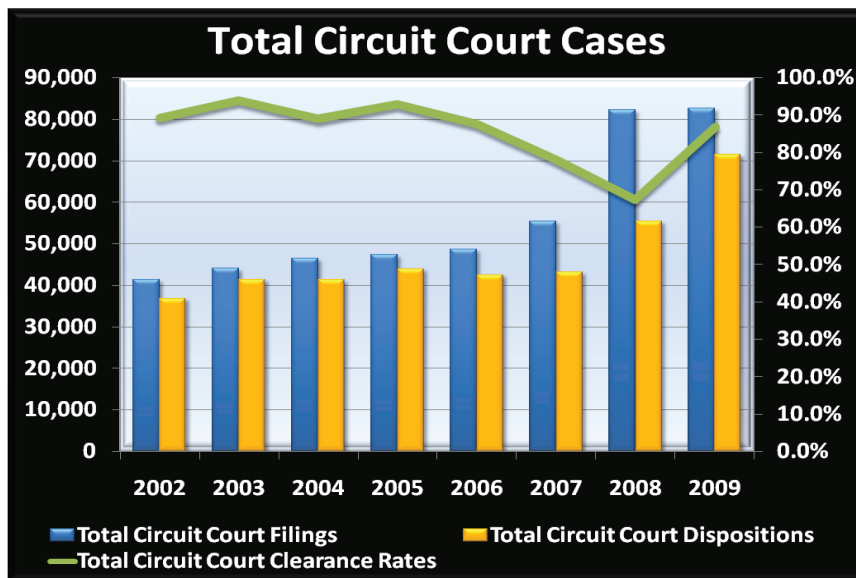
WORKLOAD & PERFORMANCE TRENDS

CALENDAR PERFORMANCE OVERVIEW: *Case filings are commonly recognized as a basic measure of demand for judicial system services. They are not the only measure of the court's workload but they do give a reasonable and comparable indication of the volume of work facing the courts.*

INTRODUCTION

This section provides a summary of the Twentieth's circuit and county court calendar workload trends over the period of 2005 through 2009. Overall case filing trends in the Twentieth's circuit courts have been on a steady upward trend increas-

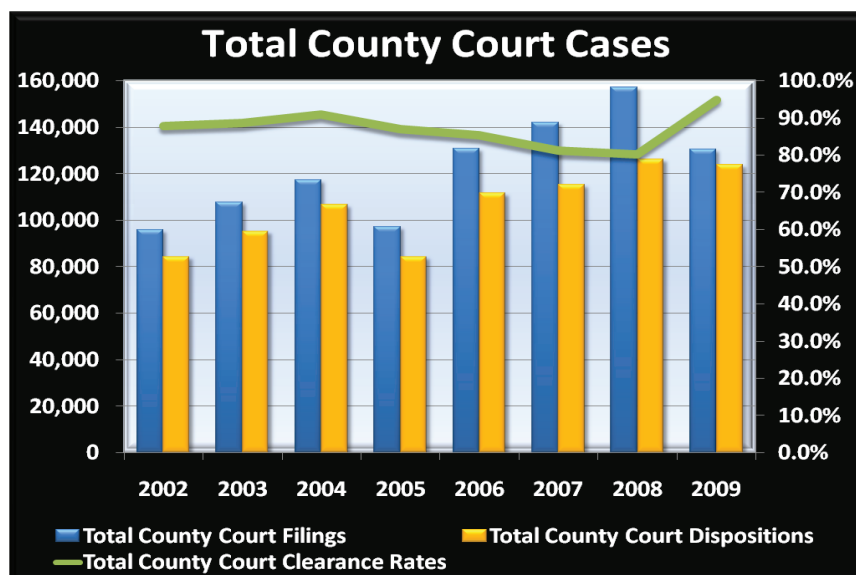
ing 74.2% since 2005 (or 18% per year on average). In fiscal year 2009, the circuit court experienced a single-year increase in dispositions of 29.0%, while there was a 62.6% increase in dispositions since 2005. In 2009, the Twentieth's circuit court's clearance rate improved by 28.4%.



OVERALL CASE FILINGS

The combined circuit and county courts for all five counties in the Twentieth Circuit have been on a steady upward trend, increasing 74.2% since 2005. In 2006 and 2007, the courts lost ground against the

swelling tide of filings, but from 2007 though 2009, the number of dispositions has dramatically increased and more importantly, the clearance rate has turned sharply up as a result of new programs, initiatives and hard work by judges and justice agencies focused on delay reduction.



CASE CLEARANCE RATES

The clearance rate is a performance measure, defined as the number of outgoing cases as a percentage of the number of incoming cases. Given the levels of filings and dispositions in FY2008-09, the Twentieth experienced positive clearance rates in each court, in each county, across the Circuit. The best improvement in clearance rate occurred in the circuit-civil division where the ratio of cases disposed to cases filed revealed a positive performance ratio of 80%. Across the counties, the highest circuit-civil clearance rate was achieved in Lee County with a rate of 119.2%. Only unified family court, as a circuit-wide division, experienced more filings than dispositions over the past fiscal year. Double-digit improvements were experienced in four-fifths of the Twentieth's circuit-criminal courts with only Collier suffering a reversal of 0.7%. Probate court was down in three of the Twentieth's five counties; although, positive rates in Lee and Collier promoted an overall 15.5% division-wide improvement. County-criminal court improved in each county within the Twentieth, which built upon a five-year trend of 3.4% improvement. County-civil court as a whole improved by 20.3% across the Twentieth.

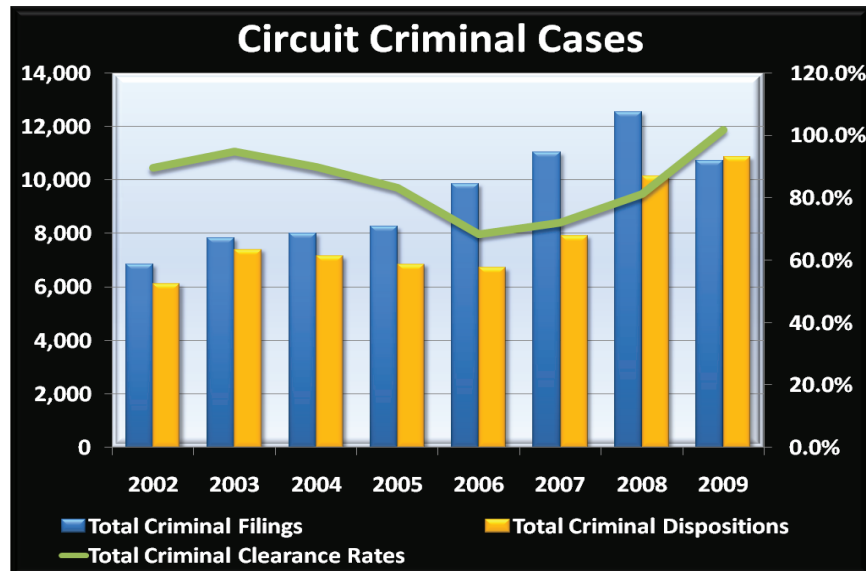
Overall, the Twentieth maintained two divisions that exceeded a 100% clearance rate during the last fiscal year, while three divisions were healthily in excess of a 90% clearance rate.

WORKLOAD & PERFORMANCE TRENDS

COUNTY COURT FILINGS

The Twentieth's county court filings have increased by 34.6% since 2005. The clearance rate for both circuit and county court improved by 18% over the last year. Since 2006, circuit-civil

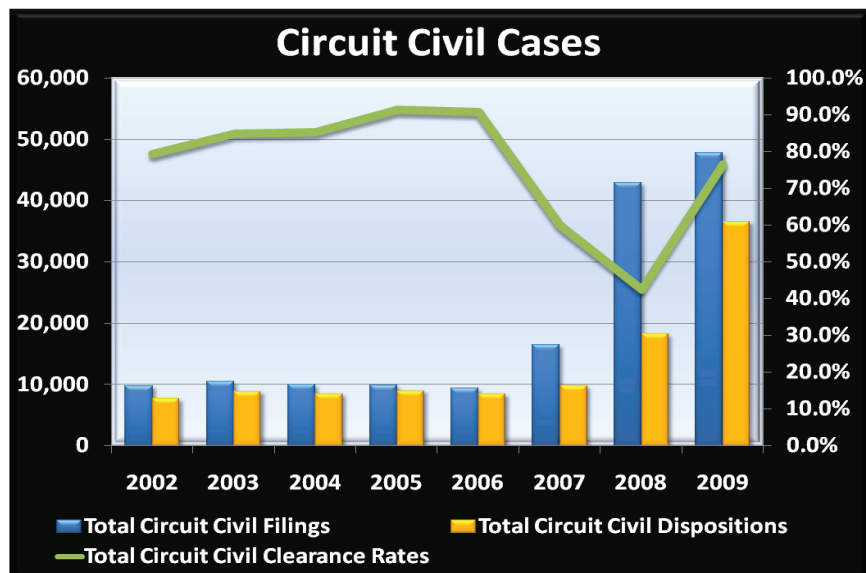
court filings have increased by 410% throughout the Twentieth Judicial Circuit. Over the last year, productivity improved across all dockets and counties. Lee County improved its circuit-court clearance rate by 46.2%, while Glades County improved by 22.2%.



CIRCUIT-CRIMINAL COURT

Since 2005, circuit-criminal court filings have increased by 29.6% throughout the Twentieth Judicial Circuit. This challenge was met by an improvement

in the court's clearance rate of 48.7% since 2006. Specifically, in 2009, court initiatives (such as, differentiated case management) contributed to a clearance rate in excess of 100% for the first time since before 2002.



CIRCUIT-CIVIL COURT

Over the last year, circuit-civil court dispositions increased by 100.6% throughout the Twentieth Judicial

Circuit. During this same period, the court's circuit-civil clearance rate improved by 80.0%. These achievements are in response to the 410.2% increase in circuitwide filings since 2006.

CASE DISPOSITIONS

The Twentieth's performance of disposing cases, during fiscal year 2008-09, improved by 29.0% in circuit court. This positive increase was lead by improvements in circuit-civil court dispositions which doubled in fiscal year 2008-09. Performance improvements were also experienced in circuit-criminal court and probate court. Since 2005, dispositions increased an average of 12.8% per year in circuit-criminal court, while civil-circuit court improved 48.9% per year over that same period. These performance gains led to an overall average increase in dispositions across the entire circuit court of 13.9%. The Twentieth's county court declined in the number of dispositions by 1.9% from 2008 to 2009, which is a reversal from the 10.8% improvement between 2005 and 2009. The only county to experience improved county-court dispositions was Lee County with a 10.7% overall improvement.

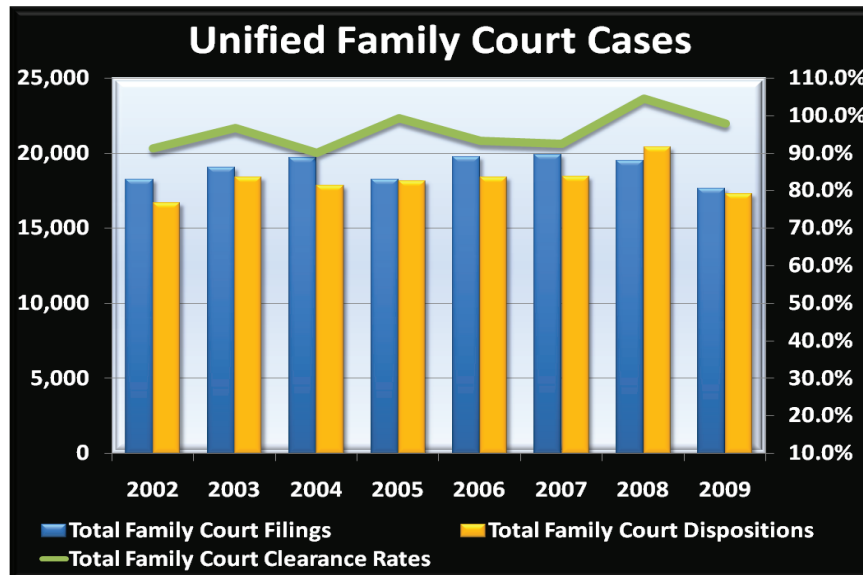
Geographically, the Twentieth's circuit court improvements in disposition rates were demonstrated in all five of the Twentieth's counties. Lee County's performance topped the Twentieth's successes with a 43.4% overall increase (over last year), which was driven by a 129.2% improvement in Lee's circuit-civil division. Similar civil court successes were mimicked in Collier, Charlotte, Glades and Hendry (in descending order of success). Circuit-criminal court improved in Glades, Charlotte, Lee and Hendry counties for an overall division average of 7.2%.

WORKLOAD & PERFORMANCE TRENDS

UNIFIED FAMILY COURT

Since 2005, the Circuit's unified family court has maintained an average clearance rate of 97.5%. Over

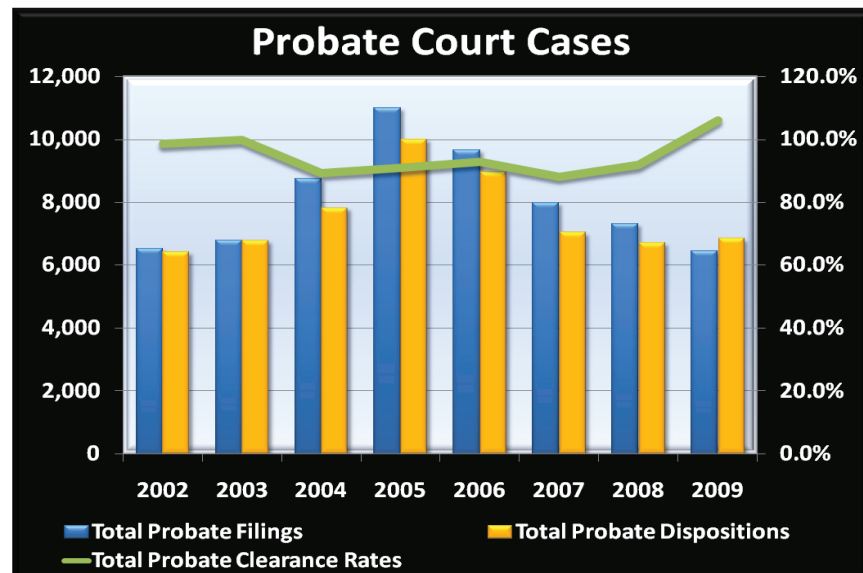
this same period, juvenile court experienced the highest increases in unified family court filings (a 24% increase in circuitwide dependency filings, and a 4% increase in circuitwide delinquency filings).



CIRCUIT PROBATE COURT

Circuit probate court filings have declined by 41.4%, while the clearance rate rose to 106.1% during 2009. Significant declines were experienced in probate cases (9% annual average decline since 2005), while guardianship and other divisional cases held steady with a 0% change over that same period.

nificant declines were experienced in probate cases (9% annual average decline since 2005), while guardianship and other divisional cases held steady with a 0% change over that same period.



COUNTY-CRIMINAL COURT WORKLOAD AND PERFORMANCE

Since 2005, the Circuit's county-criminal court filings have increased by an average of 5.3% each year. The highest increase occurred with ordi-

nance violations (an 11% average-annual growth rate), while DUI violations grew at the slowest average annual rate in the category (at 2%). The clearance rate improved by 15.9% over the last year, averaging 3.4% annual improvement over the last five years.

CASE FILINGS

The Twentieth Judicial Circuit's overall circuit-court filings increased by 0.5% for the fiscal year ending June 30, 2009. This small increase in circuit-court was solely driven by the only division to experience growth during FY2008-09, circuit civil court (an 11.4% increase).

Geographically, Collier County possessed the Twentieth's only positive circuit-court growth (10.2%). Collier's circuit-court growth was exclusively driven by the Twentieth's only overall growing division, circuit-civil court. Charlotte, Hendry, and Lee counties also possessed increasing circuit-civil court filings, while Glades County possessed the only other circuit-court division with a growth year in filings (35.7% in circuit criminal).

The steepest overall decline occurred in circuit-criminal court where every declining county experienced double-digit declines. To a lesser degree, the divisions of probate court and unified family court were both down in each county. The Twentieth's county-court filings experienced double-digit declines in each of the Twentieth's five counties with Glades and Collier dropping most steeply.

WORKLOAD & PERFORMANCE TRENDS

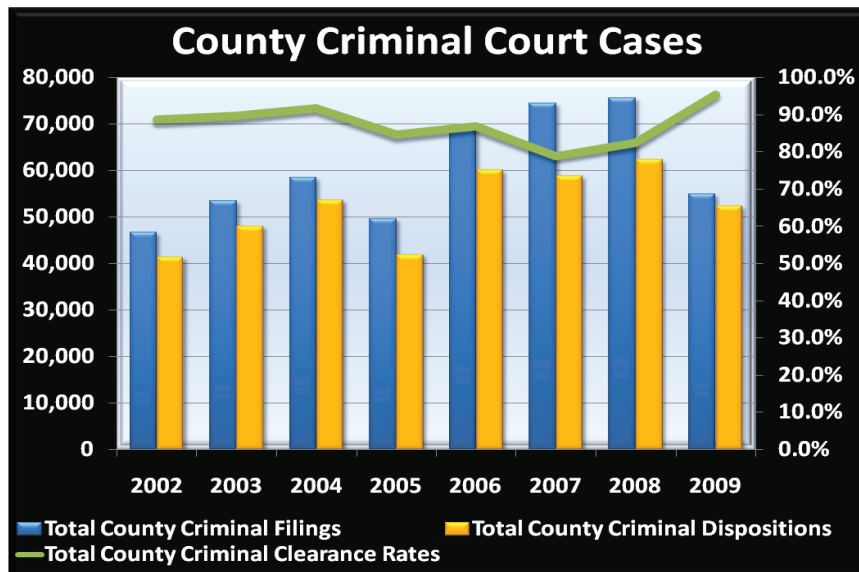
JUDICIAL NEEDS

Over the past year, the Florida Supreme Court upwardly adjusted the certified judicial need for the Twentieth's circuit-court divisions by 0.3 full-time judges. The circuit-criminal and circuit-civil divisions increased judicial need by 0.3 full-time judges each. The unified family court experienced the only divisional decrease of 0.3, while probate court maintained the same level of sustained judicial need. Thus, the Twentieth's circuit-court judicial need has maintained an overall stable and significant level of judicial need compared to last year.

The circuit-criminal division currently maintains the Twentieth's highest judicial need, as it only possesses 77% of the certified divisional need, which is 6.8% below the circuit-court average need 83.8%. The Twentieth's certified county-court judicial need decreased from an overall total of 23.4 full-time judges to 21.3 over the past year. Nevertheless, the remaining need keeps the counties ranked identically to last year with Lee County having the greatest total county-court judicial need (3.0 full-time judges), Collier County in second place (with 0.5 full-time judges of judicial need).

20th's judicial circuit & county allocations as a percentage of OSCA's certified need

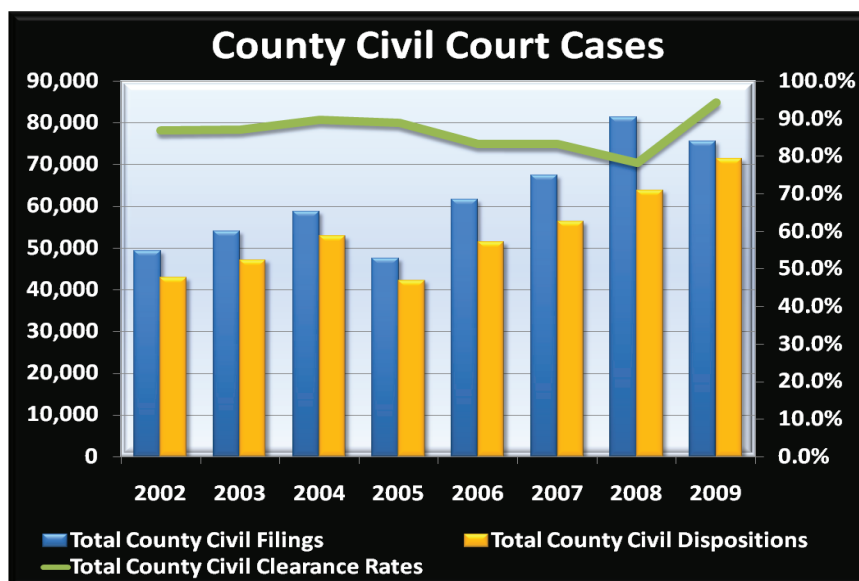
	Lee	Collier	Charlotte	Hendry	Glades	20 th
Judicial Resources FY 09/10	73%	97%	92%	80%	143%	86.3%
Judicial Resources FY 10/11	82%	90%	89%	80%	143%	85.8%



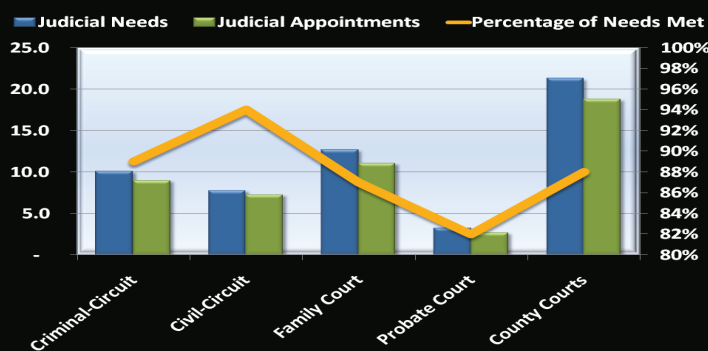
COUNTY-CIVIL COURT

Overall county-civil court filings have increased by 59.5% from 2005 levels, while dispositions have increased by 69.0% since that same period. This

average annual increase in filings of 13.2% was lead by growth in general civil, small claims, and traffic infractions cases (increases of 20%, 10%, and 16%, respectively). Over the past year, the clearance rate improved by 20.3%.



Judicial Needs in 2010-11



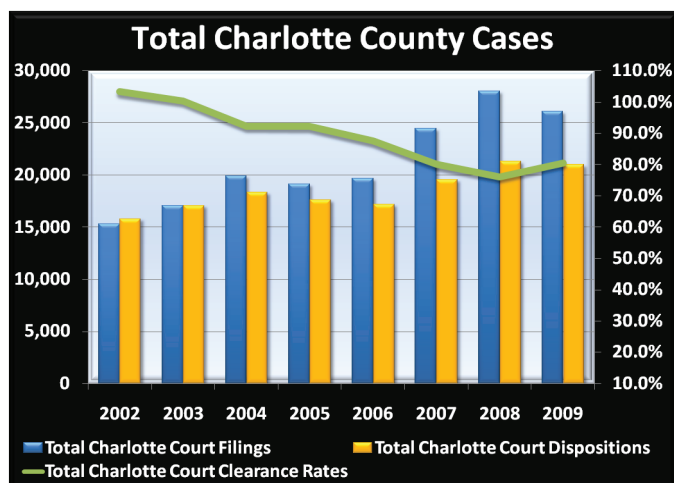
WORKLOAD & PERFORMANCE TRENDS

WORKLOADS WITHIN COUNTIES: *In addition to divisional analysis, the Twentieth also examines trends and performance as experienced in each of its five counties. The geographical challenge faced by the Twentieth is heightened by the fact that its jurisdictional boundaries exceeds those of the other nineteen judicial circuits. The Twentieth, size notwithstanding, improved clearance-rate performance in each county over the course of the last year. In addition, each county improved its pending caseloads by a circuitwide average of 18.5% over this same period.*

CHARLOTTE COUNTY COURTS

Since 2005, Charlotte County's circuit court filings have annually in-

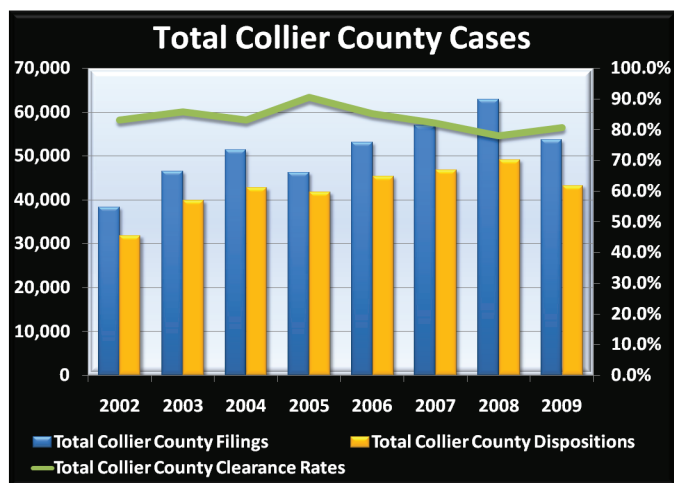
creased by an average of 9.0%, while its clearance rate has improved by 7.1% over the last year. Charlotte's filings in county court have grown an average of 9.2% per year since '05.



COLLIER COUNTY COURTS

Collier County's circuit court filings have increased by 62.7% from 2005

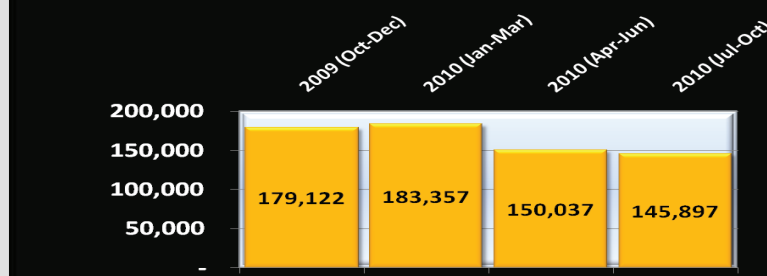
levels, while its clearance rate has improved by 5.1% over the prior year. Collier's filings in county court have grown an average of 1.7% per year since 2005.



PENDING CASELOADS

Cases filed but not yet disposed make up the Twentieth's pending caseload. Having a complete and accurate inventory of active pending cases as well as tracking their number and age is important because this pool of cases potentially requires court action. Examining the age of pending cases makes clear, for example, the number and type of cases drawing near or about to surpass the court's case processing time standards. With this knowledge, the Twentieth focuses attention on what is required to ensure cases are brought to completion within reasonable timeframes. Over the past twelve months, the Twentieth's pending performance has improved by 18.5%. This represents a lightening of the of Twentieth's pending caseloads in excess of 33,000 cases.

AVERAGE CIRCUITWIDE PENDING CASES 2010 - CIRCUIT & COUNTY COURT

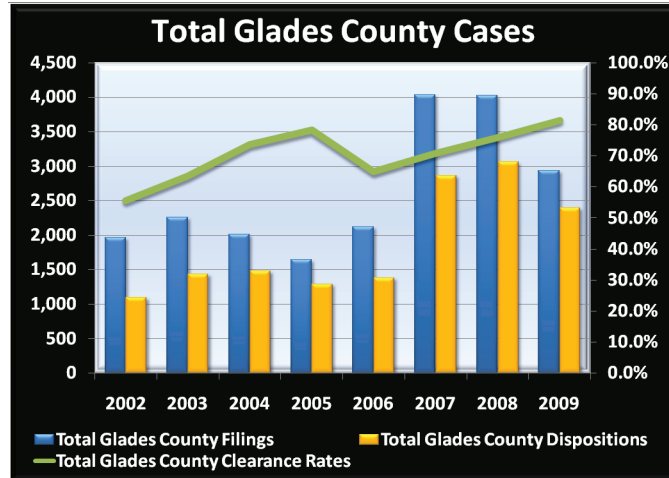


WORKLOAD & PERFORMANCE TRENDS

GLADES COUNTY COURTS

Since 2005, Glades County's circuit court filings have annually increased

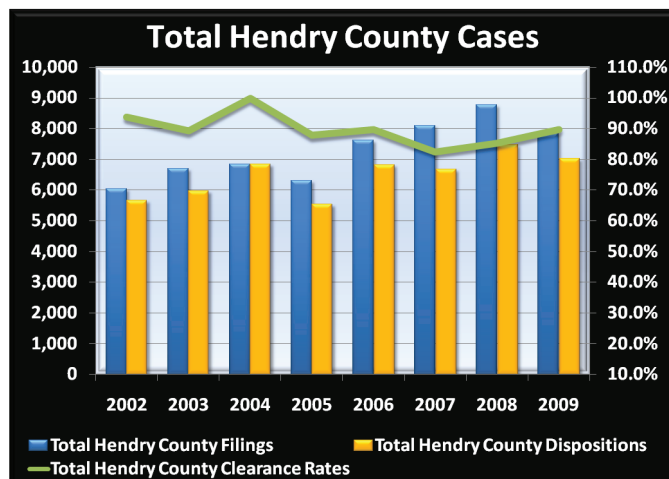
by 7.9%, on average. Its clearance rate has improved by 22.2% over the past year, while Glades' filings in county court have grown an average of 29.8% per year since 2005.



HENDRY COUNTY COURTS

Hendry County's circuit court filings have increased by 22.9% from 2005

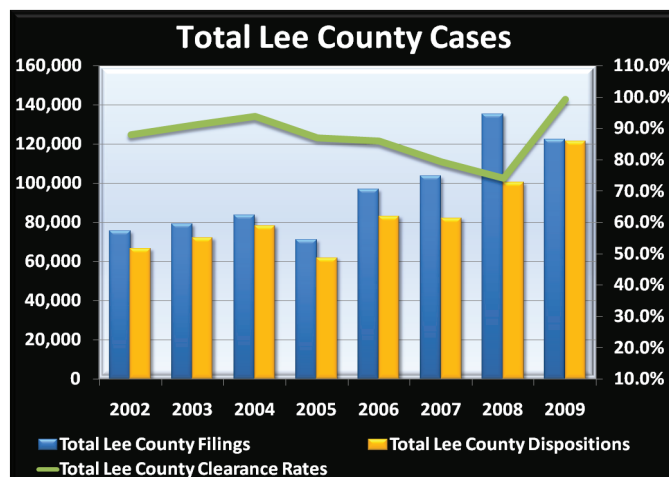
levels, while its clearance rate has improved by 5.3% over the last year. Hendry's filings in county court have grown an average of 6.5% per year since '05.



LEE COUNTY COURTS

Since 2005, Lee County's circuit court filings have annually increased

by 21.0%, on average. Its clearance rate has improved by 33.3% over the last year, while Lee's filings in county court have grown an average of 14.8% per year since '05.



TIME TO DISPOSITION

This measure is used to assess the length of time it takes the Twentieth to process cases. It compares the Twentieth's performance with local, state, or national guidelines for timely case processing. The measure takes into account periods of inactivity beyond the court control and provides a framework for single, meaningful measurement across all case types. The measure is defined as the percentage of cases disposed or otherwise resolved within established time frames. Given the Twentieth's innovations with differentiated case management, tailored measurements have been locally established to determine whether predicted successes are being realized.



Twentieth Judicial Circuit Performance Report 2010

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