

Court Operations
ADMINISTRATIVE OFFICE OF THE COURTS

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Supporting Evidence Based Decision Making

March 14, 2019

MARYLAND JUDICIARY

Why Measure Court Performance?

- **Accountability to funders**
 - Evidence of success and effective governance
 - Allows courts to inform the policy agenda
- **Management information**
 - Manage court resources efficiently
 - Helps leadership set goals

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Accountability to Funders

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Reports to General Assembly and Others

- Caseflow Assessment
- Fines, Forfeitures, and Appearance Fees Collected and Remitted or Retained
- Impact of Pre-Trial Release Rules (MD Rule 4-216.1)
- Substance Abuse Assessments Ordered (HG § 8-505)
- Wiretap Report
 - Requests for electronic surveillance; intercepts; number incriminating; costs
- Certified Need for Judgeships

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District Court, Percent of Cases Terminated Within-Standard

Case Type	Time Standard	Percent Within-Standard		
		Judiciary Goal	Weighted	
			FY2016	FY 2017
Criminal	180 days	98%	90%	90%
Traffic 21-902	180 days	98%	79%	78%
Traffic Must Appear	180 days	98%	76%	78%
Traffic Payable	120 days	98%	93%	93%
Civil Large	250 days	98%	96%	93%
Civil Small	120 days	98%	95%	91%
Total				

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MARYLAND JUDICIARY

Circuit Court, Percent of Cases Terminated Within-Standard

Case Type	Time Standard	Statewide Percent Within-Standard (Weighted)		
		Judiciary Goal	Fiscal Year	
			2016	2017
Criminal	180 days	98%	87%	87%
Civil General	548 days	98%	95%	94%
Foreclosure	730 days	98%	95%	92%
Family Law	365 days	98%	91%	92%
Limited Divorce	730 days	98%	94%	94%
Juvenile	90 days	98%	95%	95%
CINA Shelter	30 days	100%	76%	73%
CINA Non-Shelter	60 days	100%	85%	94%
TPR	180 days	100%	68%	69%

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MARYLAND JUDICIARY									
Criminal & Civil Cases Disposed within Time Standard Goals, Court of Special Appeals, Fiscal Year 2017									
<p align="center">Judiciary Goals</p> <p>Criminal & Civil Cases</p> <p>Argument/Submission on Brief to Disposition</p> <p>80% within 9 Months (270 Days)</p>									
Case Type	FY 2017 Dispositions	All Cases		Reported Opinions			Unreported Opinions		
		# WST	% WST	N	# WST	% WST	N	# WST	% WST
Criminal ¹	642	566	88%	40	37	93%	602	529	88%
Civil ²	688	597	87%	63	52	83%	625	545	87%
Combined Criminal & Civil Cases	1,330	1,163	87%	103	89	86%	1,227	1,074	88%

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MARYLAND JUDICIARY					
Court of Appeals Cases within Time Standard Goals, September Term, 2016					
Case Type	Time Standard	Judiciary Goal	September Term, 2016 Cases ^{1,2}	Cases Disposed Within-Standard	% Within-Standard
Regular Docket	Argument to Disposition	Cases <u>argued</u> must be decided before the end of the term (100%)	93	93	100%
Certified Questions of Law			-	-	N/A
Attorney Grievances			6	6	100%
Extraordinary Writs	Filing to Disposition	Cases <u>filed</u> must be decided before the end of the term (100%)	48	48	100%
Bar Admissions Character Matters			4	4	100%

¹The number of September Term, 2016 cases represents either the number of cases, (1) argued, or (2) filed, depending on the appeal type.

² There was an Extraordinary Writs appeal in the September Term, 2016 that was not perfected, and therefore not included in this analysis

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Management Information

- Workload Measures: Statistical Abstract
- Judgeship and Staffing Needs
- Inventory Reports
- Reserved Case Report
- CourTools
- Program Evaluation

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Data Quality

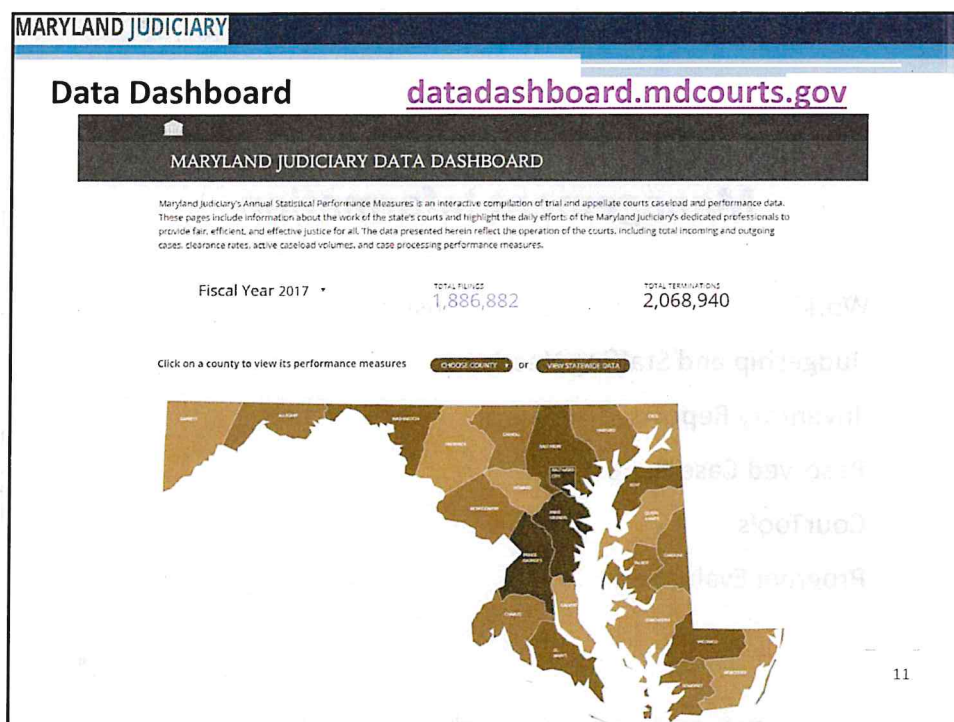
Are events being entered correctly and uniformly?

Variations in:

- Data Entry
- Court culture and norms
- Variations in Local Practice



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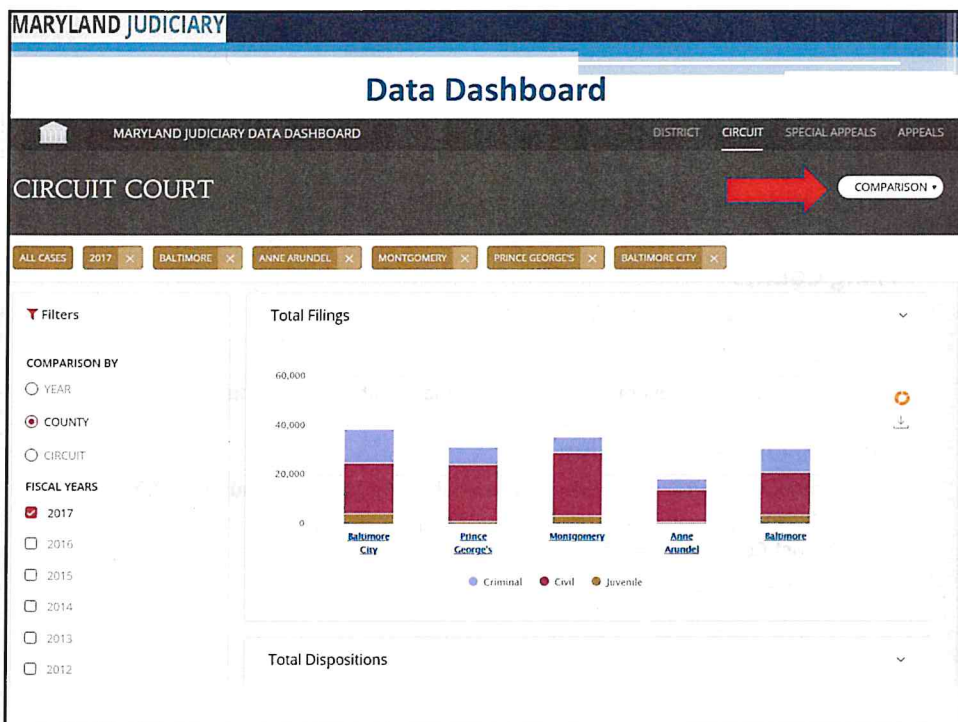
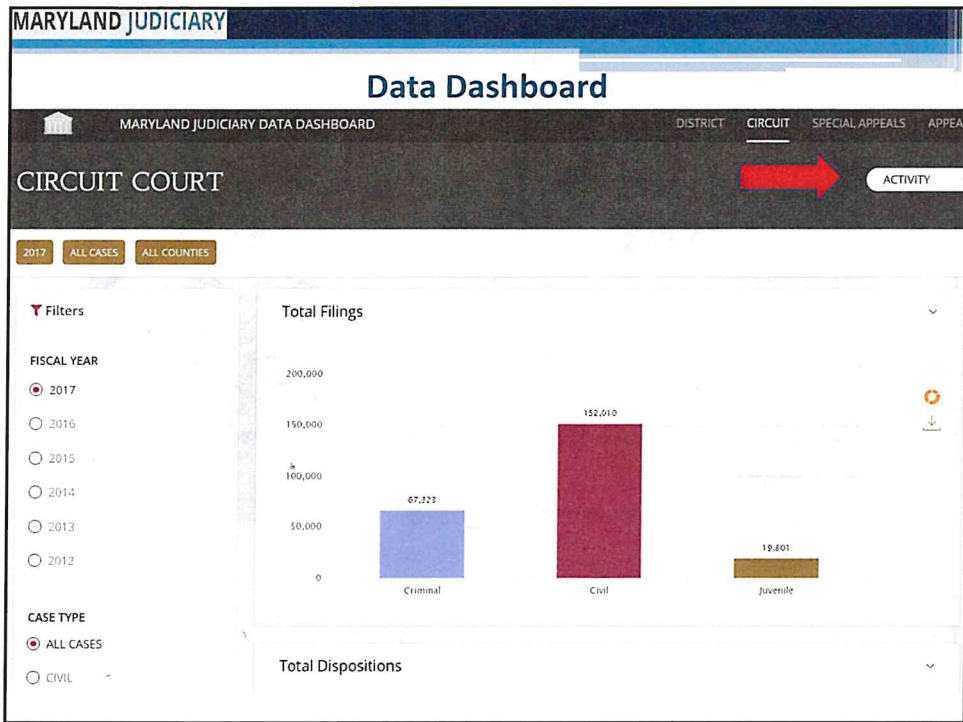


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Data Dashboard

- Filings, Terminations and other basic court data
- By County, by Year, and By Circuit/District
- Comparison feature (compare several years or several counties)
- Create exportable charts and graphs directly from the website
- Contains data from FY11 to FY17 (FY18 update coming soon)

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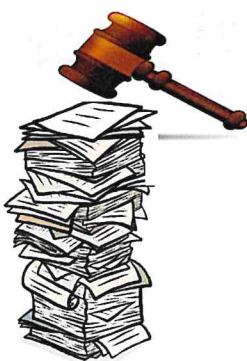


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Judicial and Clerk Staffing Needs Assessments

Cases Filed → Judge and Clerk Work

- Ensures proper amount of resources in each local court.
- Helps identify future likely resource shortages.
- Justifies need for current budgeted positions.



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Calculating Judicial and Clerk Need

Three elements needed: (Need = Filings x Weights ÷ Year Value)

Filing Counts
3-year Average Annual Filings

Case weights
Time study (high overall participation), and quality adjustments

Judicial Officer year value
Example: Circuit Court Judge: days available *6 hours*60 minutes = 73,980 minutes
District Court Judge = 67,815
Clerks = 71,932

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Example: Sample County District Court

	Filings	*	Case Weights (minutes)	=	Workload (minutes)
	754	*	17.0	=	12,818
Other Criminal	5,163	*	13.0	=	67,119
Serious Traffic	3,096	*	9.0	=	27,864
Routine Traffic	12,962	*	.8	=	10,370
Civil Infractions/ Regulations	704	*	2.0	=	1,408
Drug Court		*	415.0	=	
Mental Health Court		*	205.0	=	
Violations of Probation	874	*	8.0	=	6,992
Domestic Violence Protective Orders	742	*	35.0	=	25,970
Peace Orders	710	*	14.0	=	9,940
Rent Escrow and Failure to Pay	7,980	*	.4	=	3,192
Other Landlord Tenant	136	*	30.0	=	4,080
Small Claims	3,127	*	5.0	=	15,635
Large Claims/ Other Civil	1,230	*	18.0	=	22,140
Total	37,478	*			207,528
				÷	67,815 Judge Year Value
					3.1

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Calculation of Case Weights

Developing Annualized Minutes	
(1) Circuit civil actual minutes of case-related work time recorded during the data collection period	1,561,949
(2) Divide by	÷
# of work days in the data collection period	19
(3) Multiply by	X
Total # of clerical staff work days per year	196
Equals	=
Statewide annualized case-related work minutes for general Circuit civil cases	16,112,737

Developing Initial Case Weight	
Statewide annualized case-related work minutes for general Circuit civil cases	16,112,737
(4) Divide by	÷
3-year average # filings	35,713
Equals	=
Initial Case Weight (average minutes spent per general Circuit civil case)	451

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Example: Sample Calculations of Clerk Workload

Case Types	Case Weights	Court A Avg. Filings	Court B Avg. Filings	Court C Avg. Filings
Civil	451	10,014	3,959	316
Foreclosure	155	2,734	2,411	311
Divorce, Family Relations/Modifications	343	4,534	5,686	704
IV-D Child Support/Paternity	644	1,201	767	11
Guardianship	581	607	434	27
Termination of Parental Rights	345	245	144	8
Domestic Violence	127	312	476	98
Criminal	332	15,851	9,691	1,087
Juvenile	591	2,946	1,943	175
Recorded Lien/Judgment	11	14,743	15,332	1,386
Land Record Instrument	19	65,905	95,225	15,042
Applications, Licenses & Ceremonies	19	17,331	28,643	2,999
Problem Solving Courts	640	477	35	40
		134,300	165,747	22,205
Workload (weights x filings)		16,797,752	8,978,026	1,319,022
Availability for case-specific work		71,932	71,932	71,932
Clerks currently allocated		244.00	120.00	22.00
Demand		233.52	124.81	18.34
Deficit/overage		11.52	(4.81)	3.66


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E-Filing Inventory Report

E-Filed

➔

Approved



- Goal to improve efficiency of envelope approvals.
- Tracks envelopes filed by parties but not approved.
- Shows number and age of envelopes not yet approved
- By County and By Court Type

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MARYLAND JUDICIARY					
OFS Inventory Report – Part 1 – By Court Type					
MDEC OFS Inventory Report			Report Run Date: 11/05/2018		
			Date of Earliest Envelope Submitted: 10/11/2018		
			Date of Latest Envelope Submitted: 11/05/2018		
Grand Totals	Grand Total	District	Circuit	COSA	COA
Number of Envelopes Pending (including 0 day old envelopes)	3,138	1,102	2,014	20	2
Number of Envelopes Pending (excluding 0 day old envelopes)	1,773	238	1,519	16	0
Oldest Envelope (in work days)	17	2	17	10	0
Average Pending Envelope Age (including 0 day old envelopes)	1.60	0.22	2.35	2.05	0.00
Average Pend Envelope Age (excluding 0 day old envelopes)	2.83	1.00	3.12	2.56	N/A

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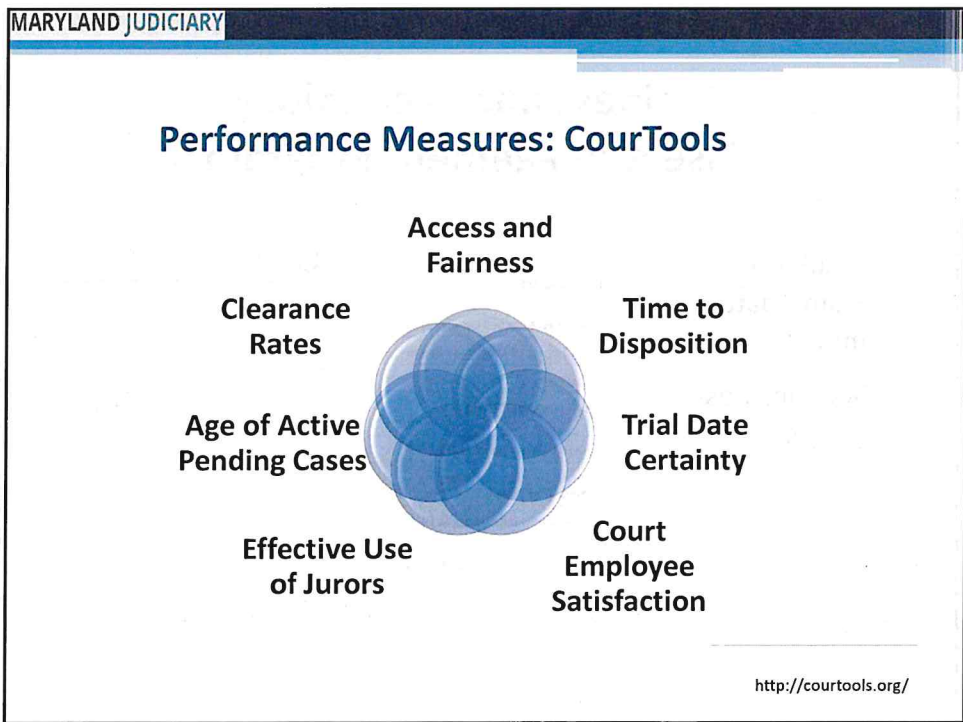
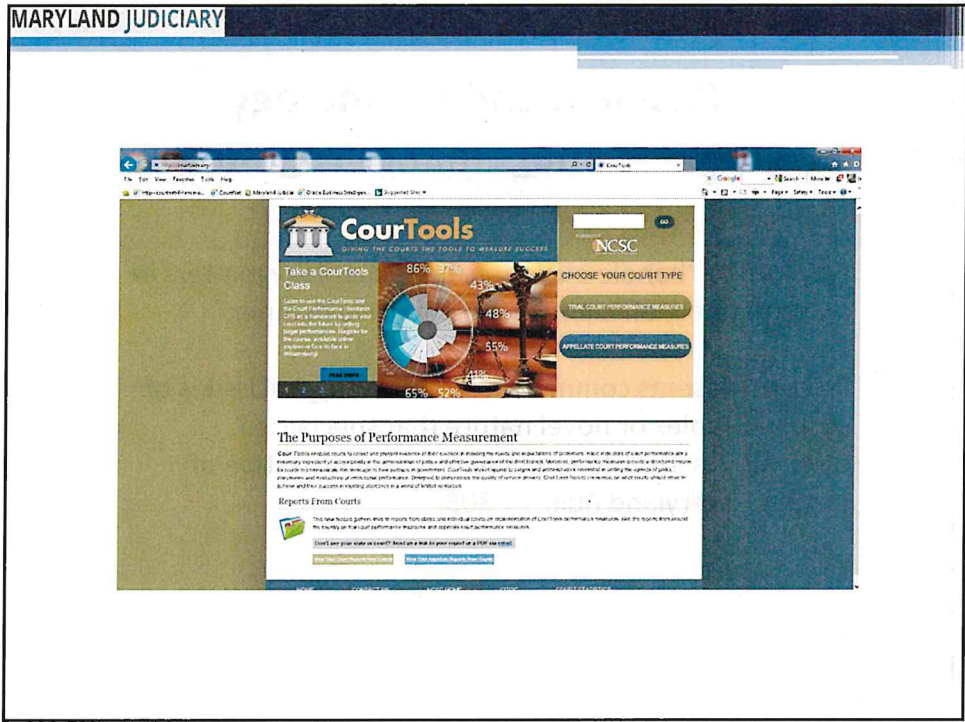
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OFS Inventory Report – Part 2 – By County					
Jurisdiction	Oldest Envelope [in workdays]	Number of Envelopes Pending [including 0 day old envelopes]	Number of Envelopes Pending [at least 1 full workday old]	Average Age of All Envelopes [in Workdays]	Average Age of Envelopes 1 day or Older [in workdays]
Circuit	28	761	341	0.59	1.33
County A	0	6	0	0.00	-
County A	1	179	84	0.47	1.00
County A	-	0	0	-	-
County B	0	0	0	-	-
County C	1	11	2	0.18	1.00
County C	-	0	0	-	-
County D	4	83	50	0.65	1.08
County D	-	0	0	-	-
County Dz	6	127	76	0.82	1.37
County Dž	0	10	0	0.00	-
County E	4	95	61	0.86	1.34
County É	1	4	2	0.50	1.00
County F	4	35	7	0.29	1.43
County G	1	72	3	0.04	1.00
County H	2	7	3	0.57	1.33
County Ch	2	27	15	0.59	1.07
County I	28	11	2	5.00	27.50
County í	1	4	4	1.00	1.00
County J	1	23	16	0.70	1.00
County K	1	28	7	0.25	1.00
County L	1	25	9	0.36	1.00
County Ĺ	0	14	0	0.00	-

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OFS Inventory Report – Part 3 – Age Grouping									
Jurisdiction	Percentage of Envelopes [By Age Grouping]				Number of Envelopes [By Age Grouping]				Total Number of Envelopes
	0 to 1 Workdays	2 to 3 Workdays	4 to 5 Workdays	6 or More Workdays	0 to 1 Workdays	2 to 3 Workdays	4 to 5 Workdays	6 or More Workdays	
Circuit	94%	4%	1%	0%	719	32	7	3	761
County A	100%	0%	0%	0%	6	0	0	0	6
County Á	100%	0%	0%	0%	179	0	0	0	179
County Ä	-	-	-	-	-	-	-	-	0
County B	-	-	-	-	-	-	-	-	0
County C	100%	0%	0%	0%	11	0	0	0	11
County Ć	-	-	-	-	-	-	-	-	0
County D	98%	1%	1%	0%	81	1	1	0	83
County Ď	-	-	-	-	-	-	-	-	0
County Dz	81%	18%	0%	1%	103	23	0	1	127
County Dž	100%	0%	0%	0%	10	0	0	0	10
County E	88%	6%	5%	0%	84	6	5	0	95
County Ě	100%	0%	0%	0%	4	0	0	0	4
County F	97%	0%	3%	0%	34	0	1	0	35
County G	100%	0%	0%	0%	72	0	0	0	72
County H	86%	14%	0%	0%	6	1	0	0	7
County Ch	96%	4%	0%	0%	26	1	0	0	27
County I	82%	0%	0%	18%	9	0	0	2	11
County Í	100%	0%	0%	0%	4	0	0	0	4
County J	100%	0%	0%	0%	23	0	0	0	23
County K	100%	0%	0%	0%	28	0	0	0	28
County L	100%	0%	0%	0%	25	0	0	0	25
County Ľ	100%	0%	0%	0%	14	0	0	0	14

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<h3>Reserved Case Report</h3> <ul style="list-style-type: none"> • Judges submit monthly report of cases in reserved status • Court Operations compiles and analyzes reports • Reports number of cases in reserved status, age of cases, who submitted reports, and other information • Send a summary to Chief Judge of Court of Appeals, copying the Administrative Judges 									
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Business and Technology Case Management Program

- Program to “handle business and technology matters in a coordinated, efficient, and responsive manner.”
- If case “presents commercial or technological issues of such a complex or novel nature that specialized treatment is likely to improve the administration of justice.” Maryland Rule [16-308](#).

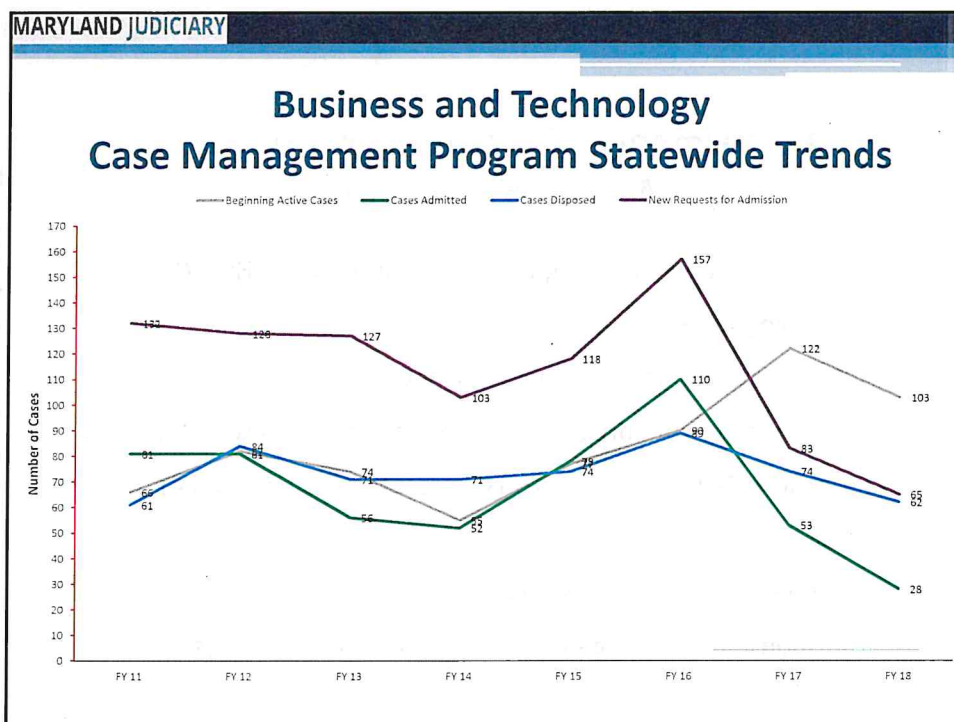
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Business and Technology Case Management Program

- Circuit Courts submit data annually.
- Opinions posted [online](#).

	STANDARD – 18 MONTHS		EXPEDITED – 7 MONTHS		TOTAL
	Minimum	Maximum	Minimum	Maximum	
Beginning Active Cases					
New Cases Admitted During the Period					
Cases Reopened During the Period					
Cases Disposed During the Period					
No. of Days to Disposition	Minimum	Maximum	Minimum	Maximum	
Cases Pending – End of Period					
Requests for Admission Pending – Beginning of Period					
New Requests for Admission During the Period					
Cases Pending Admission Decision – End of Period					

Observations and comments about the Business and Technology caseload, and trends in your court:



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Program Evaluation

Modes of Inquiry

- Processes, Outcomes, Cost-Benefit Analysis, Performance Measure Development

Programs

- Alternative Dispute Resolution
- Problem Solving Courts (DUI, Drug, Mental Health)
- Pilot Programs
- Self Help Centers

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Performance Measures Developed for Maryland Drug Courts

- Client Population: 100% High Criminogenic Risk and High Need
- Processing Time:
 - From arrest to first treatment episode
 - From referral into drug court to first treatment episode (50 days)
- Procedural Fairness: participants' perceptions (Score over 4)
- Graduated Sanctions:
 - Ratio of incentives to sanctions
 - Response time to negative behaviors is less than 7 days

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Performance Measures Developed for Maryland Mental Health Courts

- **Efficiency:** To identify eligible participants early in the adjudication process; promptly connect them with identified services
- **Social Functioning:** Participants are expected to improve social functioning, establish a productive life in the community, and establish a network of support
- **Aftercare:** Prepare participants for successful transition into the community
- **Procedural Fairness:** Use appropriate sanctions with minimal jail time
- **Participant Accountability:** Provide ongoing judicial interaction and oversight with participants
- **Treatment:** Ensure that participants comply with medically prescribed treatment plans

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