

The Trial Court Integrated Management Solution (TIMS) Project
for the Florida State Courts System

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Acknowledgements

Watching the sun rise from my office window on numerous occasions, I questioned just what I had gotten myself into with this project. I swore that the days of late nights and early mornings were long past, and yet here I was – the cursor on my screen, blinking in accusation. What began as a simple outline and listing of ideas slowly became a behemoth.

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KID, YOU'LL MOVE MOUNTAINS!

You're off to Great Places!

Today is your day!

Your mountain is waiting.

So...get on your way!

-Dr. Seuss

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Abstract

The Trial Court Integrated Management Solution (TIMS) project for Florida's trial courts seeks to automate functions related to case processing and performance monitoring through a statewide, integrated case management system.

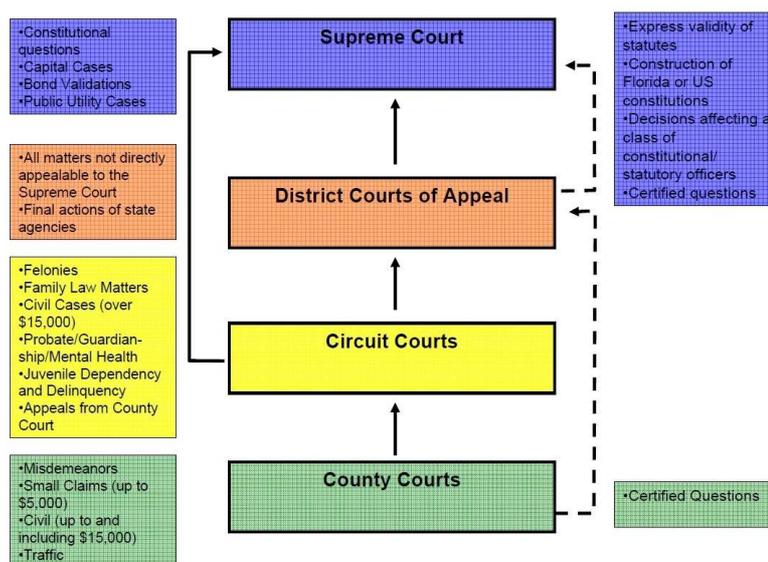
The purpose of this research paper is to review the current state of case management systems and the challenges and issues that must be met to facilitate the success of TIMS. Through a review of committee and workgroup reports, and stakeholder surveys, potential barriers to success were identified, including: lack of a permanent governance structure, lack of a clearly defined project focus and goal, variation in judicial business processes and practices, lack of a dedicated funding source, numerous incompatible data systems, lack of consensus between the court and court clerks concerning case management processes, political concerns, and lack of uniformity among the circuits of data reporting and access to case data.

The findings suggest that it would be beneficial to create a TIMS governance committee, tasked with policy-making authority, with standing technical and operational subcommittees, as well as advisory boards and workgroups. Additionally, the State Legislature should explore the counties' financial responsibility to pay for court technology. Because of the statutory mandate for an integrated, statewide system, the Legislature should budget sufficient funds for the development and deployment of the TIMS. There is also the need for increased outreach concerning the project, to both the courts and the clerks, in order to increase awareness and stakeholder buy-in. Additionally, without standardization and uniformity of statewide judicial business practices and processes, the TIMS project will not be feasible.

Introduction

Florida's state court system consists of twenty judicial circuits, five appellate courts serving the circuits, and the Florida Supreme Court. The judicial circuits were established by the Legislature, and the state constitution provides for the establishment of circuit courts to serve each circuit. The circuit courts are courts of general jurisdiction.¹ The judicial circuits also include county courts, previously known as municipal courts, where the court hears matters pertaining to misdemeanor offenses, criminal traffic, county civil, civil traffic, and other matters of limited jurisdiction.

Florida State Court System – Jurisdiction Chart²



Prior to July 1, 2004, Florida's 20 judicial circuits were funded at the county level by 67 independently elected county commissions. Because of the variations in funding from county to county, some counties were able to provide better funding levels for court services, programs, facilities and operations. In multi-county circuits, stark differences in services, programs and

¹ Circuit courts in Florida preside over felonies, circuit civil matters, domestic relations, probate, juvenile dependency and delinquency.

² From http://flcourts.org/courts/bin/Jurisdiction_chart.pdf

facilities were noticeable simply by crossing county lines. In 1998, Florida's voters approved Revision 7, an amendment to Article V of the Florida Constitution, designed to provide a uniform funding system for the state's trial courts and ensure that all elements of the court system were adequately funded statewide.

While shifting the fiscal burden of the costs associated with the trial courts to state funding, Revision 7 relegated certain enumerated obligations to the counties, as outlined in Chapter 29.008(1), Florida Statutes. These functions include the costs associated with communications services, existing radio systems, existing multi-agency criminal justice information systems, and the cost of construction or lease of facilities, maintenance, utilities and security for the trial courts. The Florida Legislature further amended Chapter 29.008(1)(f)(2), requiring the implementation of an integrated computer system to enable the electronic exchange of case information, sentencing guidelines, and video evidence by January 1, 2006. Although the Legislature mandated the integrated computer system, the Legislature appropriated no funds to develop or implement it.

Additionally, each of the 67 counties has an independently elected Clerk of Court³. The Clerk of Court is charged with several administrative and ministerial functions through the Florida Constitution, including serving as the Clerk for the local Board of County Commissioners, Comptroller and Internal Auditor of county funds, keeper of public records and Clerk to the trial court, both circuit and county. As Clerk of Court, the Clerk is the custodian of court-related documents, collector of court fines, fees, and assessments, and recorder of orders and final judgments. Given their independent nature as constitutional officers elected by the constituents of each county, divergent practices have resulted from county to county concerning

³ The Clerk of the Circuit Court is provided for in the Florida Constitution, under both Article V, Section 16 and Article VIII, Section 6(1)(d).

clerk court-related functions and services, record keeping, variety in case maintenance and case management systems, and inconsistent availability of performance measurements and data related to the courts. These case maintenance systems are selected by the Clerks to facilitate their operations, and the trial courts have had little to no involvement in the selection of these systems. Currently, limited trial courts have direct, unrestricted access to the local data tables and image stores for these systems, resulting in only a few circuits with the capability to view electronic case files, images, and run ad hoc queries for performance measurement purposes to aid in data reporting and judicial administration.

To date, numerous work groups, advisory boards, and committees comprising justice system stakeholders and partners have been tasked with formulating recommendations regarding not only integration of case management systems, but how best to automate certain functions of the trial courts. These efforts have generated wish lists of features, functionality, and automation. There is a consensus among system stakeholders that there is a need for a standardized statewide solution to address the automation of certain trial court functions and the availability of a digital case file. However, due to the lack of a dedicated source of funding, most of the ideas and recommendations contained in these reports are embalmed on shelves of reports with little prospect of action, until now. During the preliminary phases of the Trial Court Integrated Management Solution (TIMS), these previous efforts have served to build a foundation and context for the preliminary phases of the TIMS.

Of these previous efforts, several recommendations were significant:

- **Technical standards:** The 2006 Article V Technology Board recommended the creation of a catalog of common data elements, data exchange standards and protocol

using Global Justice XML (GJXML) and Legal XML, data infrastructure, network standards, and protocol.

- **Governance:** Both the Article V Technology Board and the 2010 Technology Review Workgroup (TRW) cited the lack of a permanent or circuit level governance structure as a barrier to integration. Additionally, the TRW noted that the State did not have a comprehensive, statewide strategic plan for the development and deployment of an integrated computer system.
- **Lack of standardization:** The 2009 Office of Program Policy and Government Accountability (OPPAGA) report on case management practices found that judicial case management practices varied from judicial circuit to judicial circuit, and that a lack of reliable and accessible data impacted administrative practices and policies. Additionally, the TRW noted that uniform standards could not be established until the business processes represented by the terms “case maintenance” and “case management” had been fully defined, and jointly agreed to by both the trial courts and the clerks of court. The Article V Board also cited the lack of a unique identifier for case parties as a potential barrier.
- **Funding:** The TRW identified the lack of dedicated funding as a critical obstacle to the development and deployment of an integrated, statewide computer system.

Additionally, the TRW suggested three options⁴ for implementing the integrated computer system:

- 1) **Modification of the status quo – Statewide data sharing:** Provides the data sharing functions as outlined by Statute, including data sharing networks.

⁴ (Technology Review Workgroup, 2010, pp. 49-50).

- 2) **Multiple Systems Option – Statewide integrated computer system:** Would connect designated systems of record for specified court processes to establish the statewide integrated system to support uniform business processes within court divisions over time.
- 3) **Single Systems Option – Statewide integrated computer system:** Provides for a single, integrated system, developed in parts over time to support uniform statewide court processes. Local systems would be replaced with functionality housed in a single, statewide system over an extended time period.

Presently, several circuits and counties have developed or purchased systems suitable for their local needs in the areas of case management, document management, and judicial calendaring. However, these efforts have been constrained by limited financial resources, and by internal IT expertise, knowledge and project management capabilities. Additionally, during the 2008 Legislative session, the Florida Legislature mandated that the trial courts transition towards an electronic filing model similar to the federal court's Public Access to Court Electronic Records (PACER) system, ultimately automating the case intake process through a centralized web portal. Again, the Legislature did not provide funding for the implementation of needed technology to meet the mandate of electronic filing. Ideally, once the portal is operational and e-filing is mandated, the assumption is that the trial courts will have the ability to not only interact with the digital documents and data elements, but ultimately move away from the current system which relies heavily on the paper file.

The Trial Court Integrated Management Solution (TIMS) project seeks to develop an automated solution to address certain major needs of the trial court system, governed by the Supreme Court, and to advance goals and strategies of the Long-Range Strategic Plan of the

Florida Judicial Branch.⁵ TIMS will address the automation of case processing and performance monitoring by providing judges and court staff with the information needed to process cases, as well as evaluate workloads and judicial performance (Florida Supreme Court, 2011, p. 16). The TIMS will incorporate functions for the Clerk of Court in so far as they have an impact on the court's needs and requirements. The Supreme Court will govern the project, and has delegated four standing court committees as project sponsors – the Commission on Trial Court Performance and Accountability (TCP&A), the Court Statistics and Workload Committee of the TCP&A, the Steering Committee on Families and Children in the Court, and the Florida Court Technology Commission (FCTC) – with specific directives for each phase of the project.

A TIMS subcommittee, under the auspices of the FCTC, brings together representation from the state courts as well as the Clerks of Court and the private Bar. Building on the foundation established by the numerous reports and recommendations resulting from the work of various work groups, committees, and advisory boards from 2006 on, the TIMS project is now in its first and second phases. Four project phases have been outlined⁶, spanning from October 2010 through July 2012 and beyond. Phase One involves developing recommendations regarding the standardized information required by the court for each case type, as well as the workload and performance measurement data needed to guide evaluation, resource management, and judicial administration at both the trial court and state level. Phase Two involves evaluating potential technology solutions and approaches, and determining how data will be stored, exchange and utilized. Phase Three will consider planning for implementation, including training, all applicable technology, requirements and infrastructure, and preparation of a final

⁵ The Long-Range Strategic Plan for the Florida Judicial Branch outlines the goals and strategies desired for the State Court System as adopted by the Florida Supreme Court for the years 2009-2015.

⁶ See Appendix A for *TIMS Project Steps and Timeframes*.

report with recommendations to the Supreme Court. Phase Four will involve deployment of the solution, with action taken to implement and test the capability of TIMS.

Case-specific workgroups have been established for Phase One, bringing together judges, case managers, and subject matter experts to develop functionality and element lists for each case type.⁷ There is no dedicated funding source currently allocated to the TIMS, and staff from the Office of the State Courts Administrator (OSCA) are working on Phase Two alongside support from numerous Supreme Court Committees, justice system partners, and the Florida Bar. As of March 2012, Phases One and Two are running concurrently.

Scope of Paper

This research paper will explore the current state of case management systems in use throughout Florida's trial circuits as well as the Clerks of Court, and assess the prospects and barriers to the development and successful implementation of the TIMS. Included in this analysis will be an overview of the fiscal and governance issues that will influence the success or failure of the TIMS, and draw conclusions and formulate recommendations that the Florida State Court System should consider during the preliminary phases of the TIMS project.

⁷ As of December 2011, the workgroup for Probate has finalized its recommendations for desired data elements and functionality. The Civil workgroup is currently meeting.

Literature Review

Florida's trial courts dispose of more than 4.2 million cases per year, ranging from simple civil traffic citations to complex felonies and civil matters (Florida Supreme Court, 2011, p. 50).

Among the long-range issues identified by the Florida Supreme Court Task Force on Judicial Branch Planning, improving the administration of justice requires:

timely access to reliable information in order to function well. While substantial progress has been made, case management systems are only available in some divisions in some counties, and are not generally available statewide. Further, in Florida, the clerks of circuit court operate only case maintenance systems, which do not offer case management functions (Florida Supreme Court Task Force on Judicial Branch Planning, 2008, p. 9).

The distinction between case management and case maintenance systems, while an artificial construct, has greatly influenced dialogue between the trial courts and the Florida Association of Court Clerks and Comptrollers (FACC). For the purposes of this paper, case management is defined as those functions involved in moving cases through the various stages of the trial court process, leading to greater certainty, predictability, and efficiency in how a case progresses through the system (Florida Court Technology Commission, 2010, p. 3). A case management system is defined as the broad set of functional standards and requirements for the collection of programs, utilities, and protocols that provide for the initiation, processing, tracking, and management of cases through the court system (Florida Supreme Court, 2009, p. 18). Case maintenance functions are not defined in law and are subject to local circuit and county interpretations, but are generally considered those functions provided by the Clerk of Court concerning the case process – case initiation, disposition recording, and maintenance of the case file. In several counties and circuits, the same commercial application system can be referred to as either case management or maintenance, depending on who has ownership of the system (Technology Review Workgroup, 2010, p. 41).

In order for the judiciary to function optimally, it must develop the institutional capacity to coordinate and integrate the functions of the Clerks of Court with those of the trial courts (Florida Supreme Court Task Force on Judicial Branch Planning, 2008, p. 10). A study⁸ conducted by the Florida Office of Program Policy and Government Accountability (OPPAGA) found that while there was little duplication in the functions performed by the Court and the Clerks of Court, limited coordination in critical areas such as court technology and standards of service impaired the overall efficiency of the state courts (OPPAGA, 2010, p. 5). OPPAGA also identified a divergence in opinion between the Courts and the Clerks of Court concerning oversight of clerk court-related functions - the FACC and the OSCA agreed that the court-related functions were ministerial in nature, and that the Chief Judge of each circuit exercised administrative supervision over these functions in their circuit. However, the FACC believes that they are to decide how best to perform these duties based on the needs and resources of their offices (OPPAGA, 2010, pp. 5-6). Specific concerns cited by the court included data inaccuracies and inconsistencies, and the inability for most of the systems to generate the reporting necessary for effective case management and judicial administration (OPPAGA, 2010, p. 8).

In most counties, Courts and Clerks of Court enjoy a positive and collaborative working relationship, however, there are counties in which this relationship is adversarial. Additionally, some judges have noted that reliable data is not always available and varies from county to county, which results in some judges keeping their own statistics because they could not rely on

⁸ The OPPAGA study involved site visits to eight judicial circuits that were selected in order to ensure an accurate representation of different practices and opinions based on geographic characteristics, population density, and case clearance rates. For the remaining twelve circuits, OPPAGA conducted telephone interviews with each chief judge and some trial court administrators.

available data provided by the Clerks and others (OPPAGA, 2010, p. 8). Concerns about the integrity of available data have also been raised, as:

Judges frequently voiced concerns about the accuracy of case data reported to them by their county clerks. While most of the chief judges reported using their clerk's data on the number of case filings, judges voiced general concerns about the accuracy of other data in their clerk's systems...Several circuits reported that while county clerks have assigned dedicated staff to try to improve the accuracy of the clerks' data, the data was still inaccurate and sometimes internally inconsistent (OPPAGA, 2010, p. 8).

One example of a breakdown of data collection and sharing occurred as a result of State Legislation passed in Florida in 2010. That year, the Florida Legislature passed House Bill 5003 Section 9, requiring that the OSCA, with assistance from the Florida Association of Court Clerks (FACC) report the number of assigned new and reopened cases, as well as number of case dispositions, by judge to the Legislature. This same mandate required that each circuit, working with their local Clerks, compile aggregate reporting data for each judge. Although there are state mandated reporting requirements for the Clerks of Court⁹, case counts and dispositions by judge are not required. The Summary Reporting System (SRS)¹⁰ only requires that Clerks submit total filings and dispositions by division on a monthly basis. The result was that each Circuit had to compile the best available data to meet this mandate, even though reliable data was not uniformly maintained nor accessible.

In 2009, the Florida Legislature tasked the TRW to identify options and approaches for implementing the integrated justice system mandated by Chapter 29.008(1)(f)(2), Florida Statutes. This system was originally intended to be operational by January, 2006, however, lack

⁹ Clerks are required to submit monthly aggregate reporting to the OSCA through the Summary Reporting System (SRS). Additionally, the FACC has its own performance measurements which the Clerks are required to submit on a regular basis, intended to assess areas such as collections of fines and fees and juror payments.

¹⁰ SRS data is used by the Florida Supreme Court to certify the need for additional judges and evaluate workloads.

of a dedicated funding source to pay for such a system made meeting that deadline impossible.

The TRW found other complications preventing implementation, including:

- (1) The current law does not adequately define the scope, functionality, and main business objectives of the integrated computer system. Without a clear definition of the business and/or technology problems to be solved and the functionality needed, a system cannot be designed or implemented.
- (2) The state court system does not have a comprehensive plan for developing and implementing the integrated court system...there is no road map for implementing the system in all court divisions over a specific and reasonable time frame.
- (3) No permanent statewide or circuit-level governance structure has been established to plan, implement, and operate the integrated computer system...no entity can be held accountable for implementing (or not implementing) the system (Technology Review Workgroup, 2010, p. 3).

The TRW also reviewed systems in use by the Clerks of Court, trial courts, and State Attorney's Offices throughout the State, as summarized in the following table:

Table 1 Most Frequent Systems Supporting Court-Related Business Processes ¹¹			
Court-Related Business Processes	System and Number of Respondents		
Electronic Filing	CCMS (29)	CourtView (14)	Odyssey (11)
Case Review & Evaluation	CCMS (39)	CourtView (26)	CCIS (25)
Creation or Updating of Case Records	CCMS (36)	STAC (22)	CourtView (20)
Docket Management	CCMS (4)	CourtView (28)	STAC (23)
Case Monitoring & Coordination	CCMS (41)	CourtView (29)	CCIS (24)
Court Scheduling	CCMS (34)	CourtView (24)	CJIS (16)
Jury Management	CCMS (29)	Jury Mgt System (26)	CourtView (7)
Management & Administration	BOMS (27)	Odyssey (8)	CJIS (6)
Courtroom Proceedings	CCMS (41)	CourtView (26)	STAC (19)

¹¹ (TRW, 2010, p. 20).

Entry of Court Decisions in Record	CCMS (35)	CourtView (20)	Odyssey (16)
Fines & Fees	CCMS (34)	CourtView (20)	CLERC (16)

The TRW also identified major system functional gaps and issues and how these impacted business process needs among system stakeholders, as summarized in the following table:

Table 2 Major Functional Gaps Reported by Stakeholder ¹²		
Stakeholder	Major Functional Gaps/Issues	Business Impact
Clerks	Limited or no e-filing capability, document generation, advanced workflow, and automated collections	Creates office inefficiencies and additional workload
	Some integration problems with other systems	Creates additional workload
	Outdated technology and reliance on legacy systems	Requires duplicate data entry with same information maintained in different systems
	Missing functionality	Requires maintenance of paper files
Judges	No case management component	Court managers could more efficiently shift case loads, make judicial assignments, assign courtrooms, and create performance reports
	Unable to pull comprehensive information across all divisions to connect related cases, unable to sort data in order to determine oldest cases that need immediate attention	Impacts ability to ensure that all cases for a particular defendant/respondent have been identified and obtained
	Design of certain systems do not meet needs of court	Workarounds developed and some hearings take longer leading to fewer cases being scheduled on a docket
	Lack of integration to case management systems and duplication of storage silos	Creates office inefficiencies by needing to look in different files
	Limited or no e-filing capability, multi-county data integration, and single user login	Creates inefficient workflows and decreases accuracy of entered data
	County specific, not centralized circuit-wide or statewide	Circuit-wide evaluation and reporting is not automated and requires manual compilation

¹² (TRW, 2010, pp. 22-23).

Whenever feasible, an integrated system should incorporate existing case management systems as appropriate in order to take full advantage of current investments, but should also provide for the controlled phase out of obsolete legacy systems (Florida Supreme Court, 2009, p. 19). Recognizing the inherent complexity of developing a statewide, uniform system, an interoperable suite of modular components will allow the court to take advantage of existing systems while providing flexibility for future development (Florida Supreme Court, 2010, pp. 19-20).

Although case management systems have evolved greatly from green screen, mainframe applications to highly configurable, browser-based ones, many of the courts' business processes, workflows and events have not (Matthias, 2010, p. 68). The end result are systems that are automating out of date manual processes, and requiring workarounds for some processes external to the case management system, or systems, in use. The failure rate of case management software projects is high, not only due to the difficulty in specifying and implementing case management system requirements, but also due in part to end users not having the tools they need to adapt the system to their workflows and processes (Matthias, 2010, p. 71). If a case management system is not adequate to meet the changing needs of a court:

knowledge workers will be forced to cope any way they can – they develop system workarounds and a variety of subsidiary manual and computer-supported mechanisms, including Microsoft Access databases, spreadsheets, checklists, and other aids to help them automate their work or perform it more efficiently (Matthias, 2010, p. 76).

Users will also revert back to the old business and workflow processes if they feel the system cannot meet their needs (Homes, 2008, pp. 4-5).

“Case management systems can be difficult to design and implement because of incomplete, contradictory, changing requirements (which are often difficult to discover from knowledge workers) and complex interdependencies of data and knowledge workers” (Matthias,

2010, p. 64). Additionally, many commercial case management systems have shortcomings because of their failures to address the dynamic nature of handling and managing cases, and the rapid change and customization capabilities needed to make them effective and flexible (Matthias, 2010, p. 65).

Providing for flexibility of configuration will be essential, as circuits have different local needs and processes – judges, court staff, and subject matter experts must be involved in determining what additional data elements and functionality are needed at the circuit level (Matthias, 2010, p. 174). The advent of highly configurable systems requires a new way of thinking about the everyday work and processes of the court – the business policies and the rules that implement them, workflow from user to user, and time goals and the constraints involved must be considered (Matthias, 2011, p. 48). In addition to flexibility to meet local needs, the Court Statistics & Workload Committee also recommended that each component of the integrated system provide the capability for data sharing via multiple mechanisms, such as through single system data sharing, replication, extraction, transformation and loading (ETL) or query-response (Florida Supreme Court, 2010, p. 19).

Functional standards should identify what the case management system should perform, leaving the question of how the system should accomplish these functions to the system developer because such questions are design and development issues (Matthias, 2010, p. 77). The Florida Court Technology Commission (FCTC) defined court functions which must be included in any case management system – case intake, case management/tracking, case scheduling, resource management, court proceedings, document management, budget and financial management, personnel management, research and data management, technology management, and general administration, management, and oversight (Court Statistics and

Workload Committee - Florida Supreme Court, 2010, p. 20). The FCTC prioritized the order in which functions ought to be implemented as follows: (1) Case Management/Tracking, Case Intake, Document Management, and Case Scheduling; (2) Court Proceedings and Budget and Financial Management; (3) Resource Management and Research/Data Management; (4) Personnel Management; (5) Technology Management; and (6) General Administration, Management and Oversight. Much can be lost in translation of functional requirements to the configuration set up – although functional requirements are necessary, use of them in isolation is not sufficient to facilitate success in the automation of case management tasks (Matthias, 2010, p. 78).

Data and Systems Integration in Other States

In 1982, the Delaware State Legislature created the Delaware Justice Information System (DELJIS) Board of Managers, tasked with establishing policy for the development and implementation of a data system to support all agencies and courts in the criminal justice system. Delaware was the first state to implement an integrated criminal justice information system¹³. Prior to integration, Delaware was operating five separate databases. Instead of attempting to integrate all systems at once, the project was broken into phases with feasible milestones – data exchanges would be created between the databases over time (Homes, 2000, pp. 1-2).

The DELJIS staff spent considerable time with system users assessing their needs, and this reliance on subject matter experts and system users, not just IT staff, was one of the reasons for the success of the project (Homes, 2000, p. 3). However, one of the biggest obstacles referred to in Delaware's experience came not from technology, but from the human element – difficulty achieving and maintaining the necessary leadership, cooperation, and commitment from key representatives in the justice community. This was compounded by an inherent distrust

¹³ (Homes, 2000, p. 10).

among the stakeholders regarding the sharing and perceived control of information. System developers assumed that cooperation existed among all parties. The State Administrative Office of the Courts recommended that the courts and all stakeholders negotiate and enter into formal agreements at the policy and operational level to ensure cooperation (Homes, 2008, p. 10). Clearly, success of such a project requires system users and leadership to be supportive of and involved in implementation. System users also expressed concern over data quality issues and lack of sufficient support and training provided to line staff. Without their acceptance, and the proper support system in place, users will revert to the old business and workflow processes if the new system fails to meet their needs (Homes, 2008, pp .4-5).

Colorado took a different approach to integration, using middleware to integrate the legacy information systems of five state entities through the Colorado Integrated Criminal Justice System (CICJIS). The CICJIS' mission was to establish a seamless integrated system that allowed for the standardization of data and communication among law enforcement, district attorneys, state-funded courts and corrections (Homes, 2001, p. 1). Improved productivity was a key objective and was achieved by eliminating redundant data collection and entry and speeding up access times to timely, accurate information. Similar to Delaware, the Colorado project's success required the establishment of manageable project milestones, intended to allow for incremental integration. Colorado also faced similar concerns regarding a perceived loss of control of the data among the system stakeholders – buy-in from all users is critical to system success, and senior leadership from each justice system partner must be involved throughout the process to ensure interest and investment in the solution (Homes, 2001, pp. 10-11).

The National Task Force on Court Automation and Integration reached similar conclusions regarding the human challenges and impediments to system integration and

implementation. These challenges included: resistance to change, fear of reduced service, distrust, disagreements over data ownership, and hesitancy to rely on external staff (National Task Force on Court Automation and Integration, 1999, p. xiv). Additionally, personalities, concerns over turf and data ownership, different priorities of elected and appointed officials, lack of understanding and information about the project among senior leadership, and the perception of high risk involved with the development and implementation of any integration initiative can also become obstacles (Lobaza, 2006, p. 8).

With regards to a centrally hosted, single, statewide integrated application, California's Court Case Management System (CCMS) provides an example of a costly boondoggle that has yet to be fully finalized or implemented. With its inception in 2002, CCMS was envisioned by California's Judicial Council to be used by 90% of court staff and judicial officers throughout the state, transitioning the court from a paper-based process to a digital one with improvements in efficiency, data accuracy, and reduced system costs (Administrative Office of the Courts 2011, p. 1). California's court system budget, much like that of other states, has faced significant cuts to its budget over the last few fiscal cycles, and judges are publicly questioning¹⁴ why funds continue to be shifted to a costly project with no end in sight when the courts themselves face cuts to personnel and bricks and mortar. A 2011 audit by the California State Auditor's Office found the price tag to have skyrocketed from an initial cost of \$250 million dollars to \$1.3 billion, with a final projected cost of close to \$2 billion dollars (California State Auditor, 2011).

Although CCMS does have a governance structure in place – an Executive Committee, consisting of 13 members, including 8 justices and 3 court executives, and three advisory

¹⁴ “As California local courts struggle to keep their doors open, the Judicial Council continues to spend close to a million dollars a week on the mismanaged and publicly maligned CCMS project... What started out as a \$250 million dollar system has morphed into a \$1.9 billion dollar fiasco. Asking the Governor and the Legislature to spare the courts from further budget cuts while continuing to waste precious resources on CCMS is a wrong headed strategy.” – Sacramento Judge Maryanne Gilliard (Dinzeo, 2012).

committees tasked with issues related to administration, operations, and justice system partner relationships – the scope of the project may have initially been painted with too broad a brush. Given California’s demographic complexities and local trial court needs, a one size fits all solution may not have been appropriate. The 2011 state audit cited that the system was “inadequately planned...and did not analyze whether the project would be a cost-beneficial solution to the superior courts’ needs” (California State Auditor, 2011). Additionally, the auditor’s report cited concerns regarding the AOC’s failure to develop accurate cost estimates for the project’s projected costs during development and deployment. CCMS also lacked the support and buy-in from some of the larger superior courts – both Los Angeles and Sacramento counties said that they would not adopt the system until their concerns with deficiencies in the application as designed were addressed (California State Auditor 2011).

The New Jersey Courts’ 2007 Information Technology Strategic Plan provides an excellent roadmap in the area of improvements to case management, noting that “the Judiciary must address the approaching obsolescence of the Integrated Database Management System (IDMS) database technology underpinning the Judiciary’s existing case management systems while also improving future support to the user community” (New Jersey Courts, 2007, p. 11). The strategic plan details the importance of ensuring that conversion of any legacy systems retain at least the same levels of functionality, performance, and operational effectiveness as the current systems, and the importance of allowing for the migration of all applications to a browser-based, web-enabled architecture (New Jersey Courts, 2007, p. 12).

New Jersey’s state courts also have a centralized Information Technology Office (ITO) at the state AOC level, charged with bringing computerization to all areas of the court system and identifying areas where automation could help increase system efficiencies and business

processes. The ITO is responsible for the development and ongoing operation and maintenance of all information systems in use by the New Jersey courts.

Pennsylvania's Unified Judicial System also has a centralized IT department within the AOC – the Judicial Automation Department (JAT). The JAT is responsible for supporting four major systems of record in use by approximately 13,800 court users statewide. Additionally, the JAT also supports the Unified Judicial System Web Portal, which provides docketing, calendaring, and case information for both internal users and the public through a web-based interface. While some of the metropolitan courts still have their own case management systems in use, these feed into the four major systems of record, and further development and implementation of any changes to these systems are handled by the JAT at the state level.

Methods

Two survey instruments were developed – one for the Trial Court Administrators of each judicial circuit, and one for the Clerks of Court. Both surveys inquired as to the case management systems currently in use, future plans for case management systems, existing performance measurement capabilities, existing data exchanges and local data integration, and about the TIMS project and its future. The survey instruments were revised and clarified with input from OSCA staff, the Eighth and Thirteenth Judicial Circuit’s Trial Court Administrators, and others. Both surveys were distributed electronically to all twenty Trial Court Administrators and 67 Clerks of Court on November 15, 2011. Responses were requested by November 23, 2011. The surveys are included in Appendices B and C.

Out of the twenty judicial circuits, ten responded, for a response rate of 50%. Responses are included in Appendix D. Out of the 67 Clerks of Court, thirteen responses were received, for a response rate of 19.4%. Responses are included in Appendix E.

Findings

Trial Court Administrators

Systems and Data Reporting

Three of the Circuits reported using in-house developed case management applications, drawing on the data provided by the Clerks of Court. However, most of the circuits relied on the case management systems and data from the commercial systems operated by the Clerks of Court, including Tyler Technology's Odyssey, ACS Banner, and Justice Solutions' CourtView.

In multi-county Circuits, relying on data from the Clerks can result in inconsistencies in the availability and accuracy of data from county to county, making it difficult to make informed, circuit-wide decisions regarding judicial workloads and performance. It can also require different case management practices from county to county within the same Circuit – the Tenth Judicial Circuit noted that although they had direct access to the Clerk's databases for two of their three counties, they were unable to share or import data directly from the Clerk's systems, requiring staff and time intensive processes in order to provide effective case management. This issue was also reported by the Eleventh Judicial Circuit, a one county circuit, as there are different systems in use for each case type – some very old mainframe applications and some commercial solutions purchased by the Clerk, resulting in different divisions having different levels of access to data, different functionality, and requiring a wide variation in staff processes and workflow.

The Fifteenth Judicial Circuit reported using a modified version of the Eighth Judicial Circuit's Integrated Case Management System (ICMS), noting that a benefit of an internally developed application was the owning of the source code and the ability to use programming/IT staff to modify the system accordingly based on the court's evolving needs.

Data quality was a concern for the Circuits. The Trial Court Administrator for the Eighth Judicial Circuit noted that the Court was not truly in control of its own data, and was at the mercy of the quality of the data as reported by the Clerks of Court.

As far as data reporting, most circuits had at a minimum access to automated pending caseload information, time standards, case filings, and dispositions, extracting the data from the local Clerk systems. Several circuits reported using IT staff to run ad hoc reports upon request. Three Circuits reported not having any data reporting or performance measurement in place, due to lack of access to data, data quality, or inability of the system to provide this information.

Integration

Those Circuits with active data exchanges at the local level with justice system partners reported several benefits, including:

- **Increased efficiencies:** Through local integration between justice system partners like law enforcement and the court, redundant data entry was eliminated, resulting in a decrease in the potential for data errors and reduced staff time for data entry.
- **Data availability:** Real-time availability of digital case files and case information for system partners, particularly for law enforcement (warrants), State Attorney (filing of information, updating charges) and case management by the judiciary and court staff.

At the local level, Circuits said that data integration could lead to benefits in resource management (courtroom use, judicial workloads/assignments, court programs), document management, judicial calendaring, and the ability to view, extract and manipulate data generated throughout the Circuit. Circuits reported that integrating data at the state level would be ideal,

resulting in a single repository of statewide data, with a centralized portal for access to all case information. However, such a vision could only be achieved through the adoption of uniformity in court processes, forms, and data standards. The Fifteenth Judicial Circuit noted that a united front in the area of statewide integration provided the State Court System with the ability to leverage cost with a smaller pool of vendors, resulting in greater customization of the final product, and input as to its future.

TIMS

Regarding the TIMS, the Court Administrators reported the following issues:

- **Focus:** Program scope must be clearly defined for project success. Allowing for mission creep could result in project failure – the project must be broken out into reasonable, achievable milestones. Both the Court and the Clerks need to be able to collaborate and compromise effectively in order for this project to succeed.
- **Flexibility:** Each circuit has diverse needs and solutions already in place. At a minimum, a common standard or baseline must be defined in the areas of case processing and data collection to which all circuits can adhere. However, there should still be the ability for local customization of the system based on local legal culture – a “one size fits all” approach will not work.
- **Data:** Must have clearly defined and unique identifiers in use statewide for all case types, and data definitions must be agreed upon and used consistently. Data conversions must maintain data integrity and accuracy. The number of required data elements for performance measurement must be kept to a manageable number, but should ensure that each circuit has the ability to accurately capture metrics that are

- essential to judicial administration, such as: pending caseload, time standards, and clearance rates.
- **Evolution:** The TIMS should not be dependent on niche technology or standards that can become obsolete. The system must be extensible and provide for future growth and changes in business processes and workflows.
 - **Access and security:** The TIMS interface should be relatively easy to learn and utilize by different user groups (judges, case managers, court staff, etc.). The project runs the risk of not being accepted by the judiciary if the application is too complex or cumbersome. Training should be provided, and a standard operating procedure manual should be developed and revised as needed. User access groups should be clearly defined and easy to modify at the local level – confidential case types, images and information should only be accessible by users with the appropriate permission settings. The system should allow for users with the appropriate permissions to make case notes and flags that are not part of the official case file. TIMS should also allow for the secure transfer of data between users and other justice system partners.
 - **Ownership:** The State Court System should own the source code for the TIMS in order to reduce reliance on vendors for licensing, maintenance, upgrades, and support.

Clerks of Court

Systems and Data Reporting Capabilities

Although the response rate was relatively low, many of the Clerks' responses as to current case management systems were in line with those reported to the TRW in 2010, and are representative of the systems in use statewide. Most of the Clerks reported using recent

commercial systems like Tyler Technology's Odyssey, Justice Solutions' CourtView, and Mentis Technology's aiSmartBench. One county (Pasco) is still running a 1977 legacy application – the Criminal Justice Information System. Three of the Clerks said they were using the Comprehensive Case Information System (CCIS), an application developed by the FACC. Those counties using CCIS, as well as one of the ones using CourtView, indicated that they would be transitioning to the FACC's new system – Clericus – however, there was some confusion as to when it would be available for deployment. The other Clerks considering new case management systems listed Pioneer's Benchmark and Aptitude Solution's ShowCase as upgrade possibilities.

With the exception of one county, all Clerks felt that their reporting capabilities were adequate – their systems were able to provide them with the mandated monthly state reporting data required for SRS, Offender Based Tracking System (OBTS), Traffic Citation Accounting Transmittal System (TCATS), and others, as well as the quarterly performance measurements required for the Clerk of Court Operations Corporation (CCOC).¹⁵ This was similar to the results of the TRW report, where the Clerks surveyed responded that their systems were adequate to meet their business needs, while the court said they were overwhelmingly inadequate (Technology Review Workgroup, 2010, p. 36). Some clerks reported having the ability to provide court-related metrics, such as case count by judge, case type, party type, or disposition, as well as pending caseload reports by time standards.

The Leon County Clerk has developed an interface to their system in collaboration with the court, which provides judges and court staff with access to criminal and civil case

¹⁵ The CCOC's performance measures include data on collection rates, timeliness of juror payments, timeliness of documents entered in the case file, and others related to the efficiencies and operations of the Clerk's Office.

information, as well as supporting various electronic court processes – judicial calendaring, electronic signatures, jury management and data reporting are all available through the website.

Integration

Clerks reported the need to have more robust e-filing capabilities, as well as the need to fully automate case initiation in civil traffic and criminal cases utilizing data exchanges with other agencies. Those Clerks that had data exchanges with other justice system partners noted, similar to the trial courts, that the exchanges led to increased efficiencies by cutting down on redundant data entry among stakeholders, and that the information was more readily accessible. Data exchanges at the front and back end of criminal cases led to increased efficiencies across the system, as allowing for both law enforcement/jails and the State Attorney to update arrest information, bonds, charges, and filings of information reduced the amount of time required for staff from each agency to manually walk through the process and reduce the amount of paper handling.

The Leon County Clerk of Court noted that “our goal is to improve efficiencies and maximize savings throughout civil and criminal court processes and not to focus solely on the benefits to our office.” This kind of collaborative, systems-wide thinking, ensures that system stakeholders consider mutual goals and desired end states, and work towards them, instead of crafting piecemeal and isolated business process improvements and technological solutions. This ideology must be adapted during the development of the TIMS in order to ensure a solution that works for all.

TIMS

Not all of the Clerks were aware of the TIMS project. The Leon County Clerk said that “there seems to be much confusion regarding exactly what the TIMS project is. At times it

seems to be a statewide system, and at other times it seems to be a county or circuit-wide model.” However, among those that were aware of the TIMS, several concerns were cited:

- **Focus:** What is the project goal? There must be a clearly defined beginning and end point, and a project timeline must have interim milestones that can demonstrate progress and utility to all stakeholders. The Volusia County Clerk noted that the group should not be bogged down in a specific means to achieve data results, and that stakeholders must be actively involved in communicating unified project goals and moving forward on activities that support these goals throughout the project life cycle.
- **Standardization:** The State should mandate the creation and use of statewide standardized forms and docket codes. Automating indexing of case files and performing statewide searches would be much easier if each court and county was compiling case information in the same manner.
- **Funding:** A stable source of funding is essential for initial development and deployment of TIMS, as well as funding for ongoing maintenance, upgrades, and system support.
- **Flexibility:** Business processes, practices, forms and workflows can vary a lot from circuit to circuit, county to county, and even judge to judge in the same jurisdiction. The system will need to be able to scale for small, medium, large and mega counties, as well as account for some flexibility in judicial practice. The project should standardize business processes and forms used statewide before crafting an IT solution. The Escambia County Clerk said

that solving for these variations in judicial business practices and forms should be the first goal of the project during development.

- **Judicial need:** TIMS should focus on identifying and clearly defining the tools the judiciary needs to process cases, and those needs should be communicated to the potential developers. The Court was perceived by some Clerks as reluctant to embrace technological solutions and change, instead relying on old processes involving the use of the paper file. If the judiciary were heavily involved on the front end of the process, and clearly defining what their needs were for an automated solution, it should lead to increased buy-in of the final product.
- **Data conversion:** With the number of systems in use, data conversion will be complicated, and runs the risk of losing data integrity and quality while converting data elements from a number of different, disparate systems. The Leon County Clerk of Court noted that although the Clerks worked diligently to clean up and keep court data consistent, the quality of the data was not always accurate enough for the judiciary to use as a primary source of information.
- **Searching:** Policies concerning case searches should be revisited to allow for cross-jurisdictional, statewide searches. The system should also allow for searches by case name, number, party name, and others, and courtroom clerks should be able to perform statewide searches for the judiciary in order to avoid entering conflicting orders in related cases or cases involving the same parties.

- **Compromise:** Both the Clerks and Court have varying perspectives on court-related processes and workflows, and what is important and necessary to support their respective business processes. Justice system partners will need to cooperate and collaborate, establishing a shared vision and desired end state for the project.

Conclusions and Recommendations

Governance

Conclusion 1: A standing governance committee is required at the state level.

“Governance is the means by which an activity is directed to produce the desired outcomes. Good governance is necessary to accomplish the core purposes of courts: delivering timely, effective, fair and impartial justice” (National Center for State Courts, 2011, p. 1). The current TIMS project sponsors and committees span a variety of interests and backgrounds, but a standing Governance Committee should be established to address policy and administrative issues related to the TIMS. The Governance Committee should have explicitly delineated authority for:

- the establishment of policy (including memorandums of understanding and interlocal agreements);
- the formulation of recommendations for changes to state statutes, laws, or rules related to the TIMS;
- the establishment of overall project priorities and budget; and
- the establishment of standing technical and operational subcommittees, and ad hoc advisory boards and work groups as needed.

The Governance Committee should ensure that a variety of perspectives, knowledge, and experience are represented at the table, not only at the governance level but throughout the subcommittees, advisory boards and workgroups. Representation from the OSCA (State Court Administrator and the State Court Technology Officer), the trial courts (Chief Judges, Court Administrators) and the FACC should be included. Additionally, members from the trial courts and the Clerks of Court should be representative of the different circuits and their geographic and

demographic needs. The local needs and culture of a rural circuit in Central Florida will differ greatly from the needs of a mega circuit like Miami-Dade county.

The Governance Committee will be responsible for deciding ownership of the TIMS and the data contained within, conformance and compliance with policy developed by the Committee, and providing oversight to the project during its inception, development, and ultimate implementation. The Governance Committee should delegate technical and operational issues, including options for system development and deployment, to the appropriate subcommittees, workgroups and advisory boards.

One of the preliminary issues the Governance Committee should review is the artificial distinction of case maintenance versus case management that has colored all dialogue concerning the court's data and the clerk's role as records custodian. The TIMS Governance Committee should establish an agreed upon definition of case management, thereby eliminating the distinction. The Governance Committee may also wish to review the memorandum of understanding currently barring most trial courts from having direct access to the local data tables and image store, as well as the Second District Court of Appeal's ruling in *Times Publishing Co. v. Ake*, 645 So. 2d 1003 (Fla. 2d DCA 1994). The Court found that while the clerk functioned in a dual capacity¹⁶, ultimately the judiciary had the inherent power and duty to maintain its records and to determine the manner of access to those records.

For TIMS to be successful, trial courts should not have to access their records through CCIS via Tallahassee. Broken image links, missing data, and other issues could be addressed and resolved locally if the trial courts were given direct access to the local clerk's production server or a replica server that updates in real-time. Furthermore, the trial courts should not have

¹⁶ In the exercise of nonjudicial duties, the Clerk serves as an independently elected constitutional officer. As the court's record keeper, the Clerk serves as a ministerial officer of the court, devoid of discretion.

to rely on the individual Clerks of Court for information on pending caseloads, clearance rates, trial activity and basic performance measurements. This information is critical to effective and efficient judicial administration by each circuit's Chief Judge and Trial Court Administrator, as well as judges and court staff. In order for TIMS to succeed, the trial courts need direct, unrestricted access to the case data contained in the local Clerk's system, or systems, and addressing this issue should be one of the priorities of the Governance Committee.

A standing TIMS Technical Subcommittee, chaired by the State Court Technology Officer, comprising Court Technology Officers from the trial courts, the FACC, the Clerks of Court, and IT staff from the OSCA should be established to address technical issues including but not limited to security, access, data reporting, data exchanges, and TIMS maintenance. The technical subcommittee should also promote the use of the National Information Exchange Model (NIEM)¹⁷ as the standard for data sharing and exchanges statewide. The technical subcommittee should make recommendations for changes to policy as appropriate to the Governance Committee.

Once the TIMS is deployed and the Governance Committee considers issues related to expansion and data integration with other justice system stakeholders, an Exchange Workgroup, reporting to the Technical Subcommittee, should be created. The workgroup should bring together IT representatives from the State Attorney's Office, Office of the Public Defender, Department of Corrections, law enforcement, and the Department of Children and Families.

A standing TIMS Operational Subcommittee, also reporting to the Governance Committee, should be created to deal with the establishment of project goals, objectives and performance measures for the TIMS. The Operational Subcommittee should also address issues

¹⁷ NIEM is a national initiative that allows for the sharing of accurate, complete, timely and appropriately secured information across the public and private sectors through a common data vocabulary and defined data standards. More at <https://www.niem.gov/about/what-is-niem/Pages/what-is-niem.aspx>.

related to the eventual day to day use of the TIMS (once deployed), development of manuals and training instruments, education and training opportunities for stakeholders, and general outreach.

Once the TIMS is ready for deployment, help desk services and troubleshooting for the TIMS should be established through the department of Information and Support Services through the OSCA. Additional support staff positions should be created to serve as a centralized help desk, and staff with programming expertise should be hired to assist the circuits with modifications to the TIMS system at the local level on a contractual basis. IT staff from each circuit should not be expected to provide support beyond basic troubleshooting for the TIMS application or server in addition to their regular responsibilities and duties.

Recommendation 1: Establish a standing collaborative governance and technical support structure at the state level.

Financing

Conclusion 2: Development and deployment of TIMS will require a significant cash allocation at the State level, with appropriate budgeting for ongoing maintenance, expansion and support.

The State of Florida faced significant budget shortfalls during the last few fiscal cycles. The State Court System budget comprises less than 1% of the total state budget, and is mostly funded through the State Court Revenue Trust Fund which relies on filing fees. Given the volatility of filings, particularly mortgage foreclosures, the State Court System had to request loans from the Executive Branch during the FY10-11 and FY11-12 fiscal years because of inadequate cash flow. In November of 2011, the Revenue Stabilization Workgroup, comprising

representatives from the Courts and the Clerks of Court recommended to the Legislature that the State General Fund become the permanent source for Court funding¹⁸.

TIMS is a substantial IT project, requiring a significant and continuous allocation of funding in order to be successful. Once functionality and capability lists are complete, initial project costs could then be projected. Vendors could provide project quotes for the development or modification of existing commercial systems to TIMS' specification needs in order to more accurately estimate the financial scope of this project. Additionally, as stated in **Conclusion 6**, modification of existing commercial and internally developed applications should be considered to contain project costs.

The TIMS project's success depends upon a designated funding source by the Legislature. They will either need to revisit the county's court funding responsibilities outlined in Article V, Revision 7 (presently, technology remains a county responsibility), or allocate appropriate State funding. Because the technology fee is based upon local case filings, there is substantial variation from circuit to circuit as to the amount of funding available. Circuits with smaller caseloads will be adversely impacted if they must provide for ongoing system costs in addition to funding other technological projects and systems. Because of this, ongoing staffing costs, maintenance costs, upgrades, and system support costs must be factored beyond the one-time costs of development and implementation, and should not be left to the individual counties. Funding requests by circuits that require extensive infrastructure and hardware upgrades to support TIMS should be given consideration by the Trial Court Budget Commission.

Recommendation 2: The State Legislature should revisit the county's technology funding responsibilities as outlined in Article V, Revision 7 and consider allocating

¹⁸ Although the Legislature elected not to implement the recommendations of the Revenue Stabilization Workgroup during its 2012 session, it did approve a \$446.2 million budget for fiscal year 2012-2013 for the State Court System with an increased allocation (approximately 75%) from the general fund.

the necessary funds for the development, implementation, and maintenance of the TIMS.

Business Process Redesign

Conclusion 3: Significant variation in judicial business processes, workflows, forms, data, and case management practices exist throughout the State.

“While flexibility, discretion and local control are desirable as they encourage initiative and innovation, standardization fosters efficiency and uniformity of treatment” (National Center for State Courts, 2011, p. 3). During Phase One of the TIMS, reasonable efforts should be made by the case specific workgroups to achieve consensus on required data elements, baseline functionality, and workflow for each case type. Standardization of these areas is essential for future development and modification of the TIMS. Without uniformity, it will be impossible to accurately evaluate and compare caseloads, and calculate judicial need¹⁹ from circuit to circuit. Lack of uniformity would also make it difficult to support different databases and systems if docket codes and events are not captured in uniform codes or fashion.

Once the data element lists are finalized by case type, the OSCA should give Chief Judges of each trial court the opportunity to review and comment on the lists to ensure that each circuit is supportive of the proposed data elements and functionality. This will be critical to ensuring local support and acceptance, and provide the circuits an opportunity to voice local needs which may not have yet been foreseen by the case specific workgroups. While standardization is important, data elements and functionality should be considered as a baseline for each case type. Allowance must be made for some customization and modification based on local needs and processes. That which works for a mega circuit like Miami-Dade County may

¹⁹ Judicial need is currently calculated based on filings as provided by the Clerks through the SRS. Delphi (weighted caseload studies) and projections of filings are used to determine what net judicial need will be for both the circuit and county court bench of each judicial circuit.

not work for a smaller jurisdiction like the Third Judicial Circuit, a rural circuit in North Central Florida.

Trial courts should also consider standardizing court orders and forms wherever possible. The Florida Supreme Court approved a number of forms for use statewide in Family Court cases, and it may be useful to appoint workgroups to do the same for the criminal and civil divisions. During development, consideration must be given to the process by which orders are generated by the TIMS, capturing the agreed upon elements for each case type and creating form orders. Ideally, the TIMS will allow for re-use of the requisite data elements for each form order, reducing the amount of manual processes and data entry required to complete orders. The TIMS should also consider electronic signature capture, or at the least embedding of an imaged signature, for judicial and quasi-judicial officers in order to make the process fully automated.

Data reporting by the system should capture the following, at a minimum:

- Case filings
- Case dispositions
- Clearance rates (by judge, by division)
- Time to disposition
- Pending caseload reports (by judge, by division)
- Trial activity (by judge, by division)

The system should also be able to track and capture those data elements that are currently entered manually into the state's Uniform Data Reporting (UDR) system: court interpreting, court reporting, expert witnesses, transcripts, and others to support both circuit level and statewide evaluation of need, resource management, and strategic planning. Reporting requirements will

change, so it should be easy enough to create custom, ad hoc reports at both the local and state level without complex programming knowledge.

Recommendation 3: Minimize systemic differences, establish standard processes and data elements that serve as a baseline for each case type that can be adopted by judges statewide.

Conclusion 4: Data exchanges can result in increased system efficiencies and increased data accuracy.

Development of the TIMS should initially focus on the trial courts and their needs in the areas of case processing and case management. However, consideration should be given to the possibility of creating data exchanges with other justice system partners to facilitate the transfer of information. Reducing data entry redundancy and sharing information will result in increased efficiency, data accuracy, and quality.

Workflow for each case type should identify points of potential information sharing, and whether existing exchanges can be adopted for statewide use. The Global Justice XML Data Dictionary should also be consulted by developers to determine if any of the data elements are primed for exchange. All existing legacy data exchanges should be converted to NIEM compliant exchanges wherever possible.

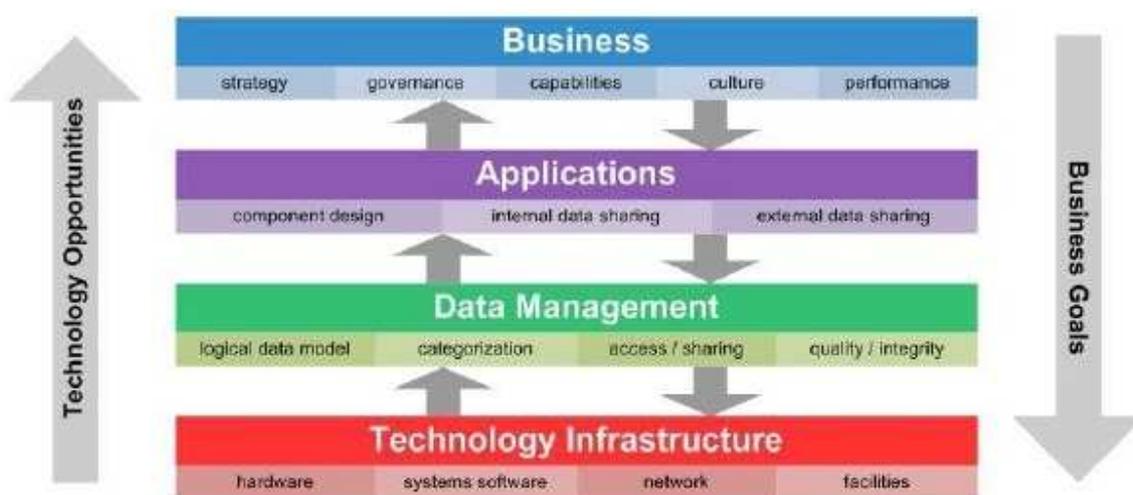
Recommendation 4: Creating data exchanges with other justice system partners (law enforcement, State Attorney, Public Defender, Department of Corrections, Department of Children and Families, etc.) should be considered a secondary goal during system development.

Project Management

Conclusion 5: The TIMS project goal, scope, objectives, budget and measures of project success must be clearly defined and communicated by the Governance Committee.

The Governance Committee, TIMS Technical and Operational Subcommittees may wish to employ the Court Technology Framework (CTF) and its guiding principles as project goals, scope, objectives, budget and performance measurements are developed. The CTF provides an organized view of the multiple, interdependent and interrelated realms that must be considered in the increasingly complex landscape of court technology projects and solutions. The CTF also promotes the alignment of IT initiatives with business goals, which, in this instance, will ensure that the solution adopted for the TIMS will meet the business needs of the trial courts.

The Court Technology Framework²⁰



The OSCA currently has an informational page on its website concerning the project, but based on the responses from some of the Clerks of Court and trial courts, there appears to be the need for clarification of the practical aspects and implications of the project in order to increase support and acceptance from all stakeholders. Regular updates should be provided to the Chief Judges, the FACC leadership, and to related state-wide committees, workgroups, and advisory boards. Additionally, opportunities for outreach with the Florida Bar should be considered,

²⁰

From http://www.ncsconline.org/wikis/ctf/images/1/15/CTF_definitions_rev_15-Apr-2010.pdf

particularly the possibility of an interface providing the public and members of the Bar with real-time access to case information.

Project outreach will also be critical to the success of TIMS – proper buy-in and support must be secured at the local and statewide level among all stakeholders, or risk running into issues similar to California’s, where judges found that the CCMS application did not meet their needs. They reverted to older systems and previous ways of doing business.

Recommendation 5: The TIMS Committee should increase outreach efforts to the FACC, the Clerks of Court, and the trial courts.

Conclusion 6: All efforts should be made to leverage existing resources whenever possible. Given the ambitious and big-picture scope of the TIMS, a proof-of-concept using an existing circuit’s case management system may help ensure support and buy-in for the long run.

Both commercial vendors and trial courts with internally developed systems have showcased potential solutions to the FCTC and TIMS Committee. Consideration should be given to all possibilities, including the development or configuration of existing case management systems to meet the needs of the TIMS.

The existing TIMS Committee may wish to select a subset of prioritized features, capabilities, and functionality and modify an existing circuit’s case management system – such as the Eighth Judicial Circuit’s internally developed Integrated Case Management System (ICMS). This is currently in use in the Eighth and Fifteenth Judicial Circuits, proving the viability of this concept. ICMS currently functions with several Clerk of Court systems, including CourtView, FACC CCMS, Pioneer Benchmark, ACS Banner, and Aptitude Showcase²¹.

²¹ ICMS will soon be modified to work with the FACC’s new system, Clericus, once that is deployed to some of the counties of the Eighth Judicial Circuit.

ICMS could be deployed to circuits with similar databases in use, and would provide those circuits with basic capabilities²² via a web interface. As the TIMS functionality and capability lists are finalized, ICMS could be modified to meet these needs across a variety of systems. ICMS requires SQL access to the local clerk database and image store, and may also benefit from SQL access to the FACC CCIS database through Tallahassee. Local clerk of court and FACC cooperation is a must in order to deliver ICMS to those circuits that currently do have these capabilities.

Consideration by the State Court Technology Officer should be given to the creation of a minimum of two additional positions at the OSCA level to assist with the deployment of ICMS to other circuits - a System Administrator, whose primary function would be to deploy the new ICMS servers in each circuit, and maintain and upgrade these systems, and a Developer, to expand the initial ICMS code base to support additional and future database types, and functionality to ICMS once targeted databases have been supported. These positions would work closely with a local point of contact designated in each circuit to launch ICMS. The local contact would handle appropriate hardware requisition, server installation and maintenance, creation of local user accounts, and local user support.

A proof of concept could greatly increase institutional support and buy-in, particularly given the anticipated lengthy project development life cycle (10-15 years) for the TIMS. Additionally, the deployment of ICMS to other circuits could also provide those which currently do not have basic case reporting and searching capabilities with this functionality.

Recommendation 6: Consideration should be given to the modification of an existing, internally developed system – such as ICMS – to serve not only as a proof

²² ICMS provides for circuit-wide case search and viewing, the ability to make case notes and flags, caseload reporting (pending caseload and additional metrics), authentication and authorization via local Active Directory servers, role based access (user type) and customizable dashboard views for each user type.

of concept in the short-term and provide circuits with basic case look up and case reporting functionality, but also as a potential option for the TIMS.

Conclusion 7: The TIMS interface must be user-friendly, and work on a variety of platforms. Ease of use and speed must be comparable with the use of a paper case file, or faster. Contingency procedures for TIMS unavailability must be established by each trial court in the event of network outage, power failure, or other emergencies. The OSCA should ensure the availability of a secondary hot site for centrally hosted TIMS servers.

The TIMS must consider that users will have varying levels of computer knowledge and expertise. Overly complex or cumbersome systems will encourage users to revert to their previous processes. Retrieval and viewing of a digital case file and documents must be as fast, if not faster, than use of the paper file. Processing orders, affixing digital signatures, calendaring hearings, and other functions must occur in real-time.

Development of the interface should consider different hardware options, such as views that work well both on tablets and larger monitors. Touch screen capabilities and functionality, similar to Tyler Technology's SessionWorks should be explored, particularly for in-court use by the judiciary.

In-person training opportunities for users should be provided at a minimum of once per year by the OSCA at the circuit level. The OSCA should also make distance learning sessions available via OSCA's network. Showcase and training sessions should also be offered during annual judicial conferences to assist the judiciary and quasi-judicial officers like hearing officers and magistrates. Additionally, Florida's trial courts rely on the use of senior (retired) judges to assist with judicial coverage and case management, so the TIMS must allow for new users to easily adapt to its workflows and processes.

Manuals and system documentation must be kept current and made available electronically, either through the TIMS itself or hosted on the OSCA network and available through OSCA's intranet. Help desk support should be provided during working hours, with provisions made for after-hours emergency contacts.

Each trial court must have established local procedures to allow for court processes to continue in the event of a significant network outage, power failure, or other emergency. Technological or emergency issues should not cause the Court to be unable to function. The TIMS should have daily court docket information and calendars pre-cached, allowing for retrieval of case information and data even in the event of a network outage. Consideration should also be given to running local instances of the application as back-up.

Additionally, the OSCA should ensure the existence of an alternate hot site in the event of any emergencies. Processes should have redundancy built in – the system should be capable of performing a system restore to a prior date and time in the event of a system crash.

Recommendation 7: All efforts should be made during the development phase to ensure that the interface meets the needs of the court. Training and standard operating procedure manuals and documentation must be made available to all trial court users. Each local court must establish procedures to ensure continuity of technological operations in the event of a disaster or emergency.

Conclusion 8: The efforts of other state courts in the areas of statewide court case data and systems integration and implementation should be reviewed prior to adopting a specific implementation option.

Proper strategic planning and project management is critical to the ultimate solution embraced by the Florida trial courts. As discussed under **Conclusion 1**, Florida should consider adding staff support at the OSCA level similar to New Jersey's ITO – technical, administrative, and project management – to maintain, manage, modify and support the

TIMS. Local circuit level IT staff should not have to troubleshoot or provide end user support for complex issues regarding the TIMS. Furthermore, without proper project management and establishment and adherence to reasonable project milestones, it will be difficult to keep the project on track, within budget, and on time. Without the appropriate oversight, such a lengthy development life cycle could easily be derailed.

“Courts must provide services of a kind and convenience that the public has come to expect from their experiences with other government agencies and the commercial world” (National Center for State Courts, 2011, p. 13). Similar to Pennsylvania’s Unified Judicial System Web Portal, the TIMS should have a public, web based interface allowing for access to case information, searching, and judicial calendaring, and connection to the e-filing portal. Increasing the public’s access to case information will enhance public trust and confidence in the judiciary in addition to facilitating convenience in obtaining case information, filing documents, and calendaring hearing times.

Recommendation 8: Using the summary of selected integrated state and federal court systems prepared by the Technology Review Workgroup as a foundation, TIMS staff and appropriate workgroups/staff should conduct a thorough review of the pros and cons of each of the potential options for deployment and implementation being considered, with special attention given to states with similar situations (geographic spread, demographics, and trial court needs) to Florida.

Concluding Remarks

The TIMS, as envisioned, is an incredibly ambitious project with the potential to greatly revolutionize and streamline the case process in Florida's trial courts. Technology is at a point where automation of functions related to case processing and performance measurement are no longer a pipe dream. The possibilities for a well-designed, well-managed project of this scope are endless. Increased efficiency is just the beginning.

However, absent good governance, project leadership, stakeholder support, and a dedicated funding source, the TIMS project could very well find itself sitting on the shelf, alongside many of its predecessors. The time has come for Florida's trial courts to adopt a new way of doing business – the TIMS, if properly designed, managed, and deployed, could very well herald a new era for the State Court System in Florida.

Appendix A: TIMS Project Steps and Timeframes²³

Project Phases	Primary Committee Sponsor	Project Steps	Timeframe*
One – Identification of Information Needed	TCP&A	Determine information needed for processing cases, managing resources, and monitoring performance both locally & statewide. <i>Examples: We need to know when a case has been filed, when a court reporter is needed for a proceeding, when a statutory timeframe has been exceeded, etc.</i>	Oct 2010 – Jun 2011
	TCP&A	Identify when, how, and how often the above information is needed- in the courtroom, in chambers, through periodic reports, etc.	
	CSWC	Determine how the information needed translates into data elements. <i>Examples: Filing date, case type, court reporter type, etc.</i>	
	CSWC	Determine the standardized definition for the data elements. <i>Example: Filing date equals clerk date stamp on a petition when it is filed.</i>	
	CSWC	Determine type of reports generated both locally and at state level consistent with needs identified by TCP&A.	
	CSWC	Define business rules impacting data collection.	
Two - Identification of Technological Approach	FCTC	Identify all technical and functional requirements of the technology including security protocols.	Jun 2011 – Mar 2012
	FCTC/CSWC	Review and analysis of existing judicial interfaces and determination of application development needs.	
	FCTC	Determine how the data elements will be collected. <i>Examples: E-filed document, standardized forms/envelope, scanned document from clerk, data entry by clerk or court staff, link to other agency data, etc.</i>	
	FCTC/CSWC	Determine how the data will be stored and made accessible to judges, court staff, OSCA, etc. once it is captured consistent with needs identified by TCP&A (e.g. searchable databases) including the development of data exchange protocols.	
	CSWC	Determine how to ensure data quality.	
	FCTC	Determine all applicable technology requirements and infrastructure. <i>Examples:</i>	Mar 2012 – Jun 2012

²³

From http://www.flcourts.org/gen_public/court-services/TIMS.shtml.

Three - Implementation Planning		<i>Hardware, software, network, etc.</i>	
	CSWC/FCTC	Determine need to run redundant dual systems (e.g. SRS vs. TIMS).	
	FCTC	Determine implementation communication plan and training needs.	
	FCTC	Structure deployment prioritization and create implementation timetable incorporating principles of change management.	
	FCTC	Perform fiscal analysis for technology and staffing.	
	TCP&A, CSWC, FCTC, FCC	Submit final report to the Supreme Court with recommendations from Phases One-Three.	
Four- Implementation	FCTC, TCP&A, CSWC, FCC TCBC	Action taken to implement and test capability of TIMS	Post July 1, 2012

*Certain phases and project steps may overlap and/or be addressed concurrently.

Appendix B: Survey – Trial Court Administrators

Circuit:

Submitted By:

Phone:

E-mail:

1. What court-related application/case management systems does your Circuit currently have?

What version of the software(s) are you running?

2. Are these court-related application/case management systems adequate to meet the case management and administrative needs of your circuit?

If not, please describe what the top three inadequacies and gaps are, and how they may have impacted your circuit's case management and administrative functions.

3. Does your Circuit plan on implementing any new case management systems? If so, when?

(A) Recently acquired new system

(B) Within the next six months

(C) Within the next twelve months

What systems is your Circuit considering?

4. What performance measures does your Circuit currently use?

Is the data reporting provided by your case management system?

Are any of these measures automated or do they require IT staff time to run queries or reports?

5. Are there any data exchanges currently in place between your Circuit's case management system and any other justice system partners' applications or databases in your Circuit?

If data exchanges exist, what are the top three workflow and case management impacts from the court's perspective?

6. What do you consider to be the three most important court-related, case management, and resource management functions that would benefit from integration at the trial court level? Statewide?

7. Other than fiscal considerations, please identify what you consider to be the top three challenges and concerns that need to be addressed in order for the Trial Court Integrated Management Solution (TIMS) to be successful.

Appendix C: Survey – Clerks of Court

Submitted By:

County:

Phone:

E-mail:

1. What court-related application/case management systems does your County currently run?

What versions of the software(s)?

2. Are these court-related application/case management systems adequate to meet the court-related needs of your office?

If not, please describe what the top three inadequacies and gaps are, and how they may have impacted your office's case management and maintenance functions.

3. Does your office plan on implementing any new case management systems? If so, when?

(A) Recently acquired new system

(B) Within the next six months

(C) Within the next twelve months

What system(s) if your office considering?

4. What court-related performance measurement capabilities does your case management system have?
5. Are there any data exchanges currently in place between your office's case management system and those of any other justice system partners?

If data exchanges exist, what are the top three workflow impacts from the Clerk's perspective?

6. What do you consider the most important court-related functions that would benefit from integration at the County level? Statewide?
7. The Florida State Court System is currently working towards formulating standards and recommendations for Phase 1 of the statewide Trial Court Integrated Management Solution (TIMS). Are you familiar with the TIMS project?

If yes, please identify what your office considers to be the top three challenges and concerns that need to be addressed in order for the TIMS project to be successful.

Appendix D: Survey Responses – Judicial Circuits

First Judicial Circuit

- 1. What court-related application/case management systems does your Circuit currently have?**

None

What version of the software(s) are you running?

N/A

- 2. Are these court-related application/case management systems adequate to meet the case management and administrative needs of your circuit?**

N/A

If not, please describe what the top three inadequacies and gaps are, and how they may have impacted your circuit's case management and administrative functions.

N/A

- 3. Does your Circuit plan on implementing any new case management systems? If so, when?**

(A) Recently acquired new system

(B) Within the next six months

Within the next six months.

(C) Within the next twelve months

What systems is your Circuit considering?

1. SmartBench – the Manatee Model

2. Benchmark - Pioneer

- 4. What performance measures does your Circuit currently use?**

None

Is the data reporting provided by your case management system?

N/A

Are any of these measures automated or do they require IT staff time to run queries or reports?

N/A

5. **Are there any data exchanges currently in place between your Circuit's case management system and any other justice system partners' applications or databases in your Circuit?**

N/A

If data exchanges exist, what are the top three workflow and case management impacts from the court's perspective?

N/A

6. **What do you consider to be the three most important court-related, case management, and resource management functions that would benefit from integration at the trial court level?**

Court Related – case processing in court, document management, case scheduling.
Case Management – reports for judges, monitoring key caseload information, performance measures.
Resource Management – courtroom mgt, caseload mgt, court program funding.

Statewide?

Court Related – uniformed court processes, uniformed case scheduling, uniformed court calendar.
Case Management – uniformed data standards, uniformed data sharing, uniformed reporting.
Resource Management – legislative oversight, OSCA funding process, OSCA committee functions.

7. **Other than fiscal considerations, please identify what you consider to be the top three challenges and concerns that need to be addressed in order for the Trial Court Integrated Management Solution (TIMS) to be successful.**

1. Clerk cooperation and technical integration with separate/different clerk case maintenance systems.
2. Development of a user friendly judicial interface to TIMS.
3. Proper vendor selection and implementation plan.

Fourth Judicial Circuit

1. **What court-related application/case management systems does your Circuit currently have?**

Clerk provided case management system called Showcase Web, V.232. In addition, the clerk developed a case management system called Clerk Online Resource E-Portal (CORE), v.201109004. The CORE System used data from Showcase web.

The Fourth Judicial Circuit also has two stand alone case management systems for Family Court Services and Drug Court. Both systems are applications developed by the City of Jacksonville ITD. They require manual entry of data currently housed in the CORE system which represents duplication of staff resources. Ideally, both systems should populate data fields using the CORE system's data. Data reports are limited but provide minimum reports, require manual data entry, and lack robust application to the needs of Family Court Services and Drug Court.

The following answers pertain to the CORE system and does not reflect the Family Court Services and Drug Court case management systems.

What version of the software(s) are you running?

(CORE), v.201109004; called Showcase Web, V.232

- 2. Are these court-related application/case management systems adequate to meet the case management and administrative needs of your circuit?**

Adequate but needs some development as we move forward to provide case management information for specific court divisions.

If not, please describe what the top three inadequacies and gaps are, and how they may have impacted your circuit's case management and administrative functions.

- 3. Does your Circuit plan on implementing any new case management systems? If so, when?**

No.

What systems is your Circuit considering?

N/A

- 4. What performance measures does your Circuit currently use?**

The current performance measures generated from the CORE system include the Pending Caseload Report and the Summary Reporting System.

Is the data reporting provided by your case management system?

Yes

Are any of these measures automated or do they require IT staff time to run queries or reports?

Both. The Pending Caseload and Summary Reporting System are automated and are generated respectively, quarterly and monthly. However, any ad hoc queries or reports require programming and IT staff time.

5. Are there any data exchanges currently in place between your Circuit's case management system and any other justice system partners' applications or databases in your Circuit?

Yes, Jacksonville Sheriff's Office. State Attorney, CJIS, OBTS, and the FACC ePortal.

If data exchanges exist, what are the top three workflow and case management impacts from the court's perspective?

1) Critical for the paperless court initiative; 2) Improves data accuracy; and 3) Better use of resources.

6. What do you consider to be the three most important court-related, case management, and resource management functions that would benefit from integration at the trial court level? Statewide?

1) Single data source; 2) Single portal or scalability; and 3) Uniformity of data collection and reporting.

7. Other than fiscal considerations, please identify what you consider to be the top three challenges and concerns that need to be addressed in order for the Trial Court Integrated Management Solution (TIMS) to be successful.

1) Network connectivity will be elevated from the current level; 2) Conversions of data from differing systems maintaining the integrity and accuracy of data; and 3) Training for any new system.

Seventh Judicial Circuit

1. What court-related application/case management systems does your Circuit currently have?

The Court does not have its own case management system. Rather, it relies on the case maintenance/management systems operated by the respective Clerks of Court.

What version of the software(s) are you running?

Unknown

2. **Are these court-related application/case management systems adequate to meet the case management and administrative needs of your circuit?**

No

If not, please describe what the top three inadequacies and gaps are, and how they may have impacted your circuit's case management and administrative functions.

Without much time and effort, the Court is currently unable to get consistent data across the circuit, thereby making it difficult to make informed "circuit-wide" decisions.

3. **Does your Circuit plan on implementing any new case management systems? If so, when?**

The clerks have made/are planning to make new purchases, but not the Court.

What systems is your Circuit considering?

Unknown

4. **What performance measures does your Circuit currently use?**

Filings, Dispositions, Pending Caseloads, Clearance Rates.

Is the data reporting provided by your case management system?

The data is extracted from the various systems, as well as CCIS.

Are any of these measures automated or do they require IT staff time to run queries or reports?

Some are automated, but most require Court staff to create reports.

5. **Are there any data exchanges currently in place between your Circuit's case management system and any other justice system partners' applications or databases in your Circuit?**

All/most clerk data is imported to CCIS. New CJIS project in Volusia County calls for increased use of data exchanges.

6. **What do you consider to be the three most important court-related, case management, and resource management functions that would benefit from integration at the trial court level?**

The ability to view, extract and manipulate data generated throughout the circuit, from anywhere in the circuit, is of paramount importance. Utilization of judicial resources

would greatly benefit from this sort of integration. Likewise, resources such as magistrates, court reporters and court interpreters could be deployed more efficiently.

- 7. Other than fiscal considerations, please identify what you consider to be the top three challenges and concerns that need to be addressed in order for the Trial Court Integrated Management Solution (TIMS) to be successful.**

The primary issue is that all must agree on standardization of data, but the number of data elements must be kept to a manageable number.

Eighth Judicial Circuit

- 1. What court-related application/case management systems does your Circuit currently have?**

Integrated Case Management System (ICMS) (internally developed)

What version of the software(s) are you running?

ICMS 2.0

- 2. Are these court-related application/case management systems adequate to meet the case management and administrative needs of your circuit?**

Adequate not optimal.

If not, please describe what the top three inadequacies and gaps are, and how they may have impacted your circuit's case management and administrative functions.

Irregular application of ICMS by county

- 3. Does your Circuit plan on implementing any new case management systems? If so, when?**

- (A) Recently acquired new system
- (B) Within the next six months
- (C) Within the next twelve months

What systems is your Circuit considering?

ICMS next version

- 4. What performance measures does your Circuit currently use?**

Time standards, case disposition rates.

Is the data reporting provided by your case management system?

Yes and no

Are any of these measures automated or do they require IT staff time to run queries or reports?

Yes automated

- 5. Are there any data exchanges currently in place between your Circuit's case management system and any other justice system partners' applications or databases in your Circuit?**

Yes... clerks collect the data and court manages the data and allows the State Attorney, Public Defender, and others access.

If data exchanges exist, what are the top three workflow and case management impacts from the court's perspective?

We are not in control of the quality of the data.....and that is good and that is a problem when the quality of the data is a problem. Communications among partners must remain positive and good ... even if data is bad.

- 6. What do you consider to be the three most important court-related, case management, and resource management functions that would benefit from integration at the trial court level? Statewide?**

Cost savings, collective efforts of smart people in other circuits, better decisions with better information.

- 7. Other than fiscal considerations, please identify what you consider to be the top three challenges and concerns that need to be addressed in order for the Trial Court Integrated Management Solution (TIMS) to be successful.**

Politics, compromises, program scope and definitions...mission creep.

Tenth Judicial Circuit

- 1. What court-related application/case management systems does your Circuit currently have?**

A.) Polk County:

1.) New Vision Clerk Application System for: Delinquency, Dependency, County Civil, Circuit Civil, and Felony. Currently working on going on-line with County Criminal within the next two months.

- 2.) Mainframe Application: County Criminal records and civil infractions
- 3.) Drug Court: External application using Visual Studio 2010
- 4.) Juvenile Dependency: External application using Visual Studio 2010 as well as the New Vision application provided by the Clerk of Court.
- 5.) Teen Court: External application using Visual Studio 2010
- 6.) Jury: Developed by County I.T. using Informix and Power Builder. Currently working on a new application developed by Clerk I.T. and should be ready by 06/2012

B.) Highlands County: Court staff currently has direct access to the Clerk's database and through the website application

C.) Hardee County: Court staff currently has direct access to the Clerk's database.

What version of the software(s) are you running?

Polk: Running all current applications

Highlands: Unknown

Hardee: Unknown

2. Are these court-related application/case management systems adequate to meet the case management and administrative needs of your circuit?

A.) Polk:

- 1.) New Vision Clerk Application: Yes
- 2.) Mainframe Application for County Criminal: No
- 3.) Drug Court: Yes
- 4.) Juvenile Dependency: Yes
- 5.) Teen Court: Yes
- 6.) Jury: No

B.) Highlands County: No

C.) Hardee County: No

If not, please describe what the top three inadequacies and gaps are, and how they may have impacted your circuit's case management and administrative functions.

A.) Polk:

- 1.) Mainframe Application for County Criminal does not meet the needs of integration with creating forms, notices, and ability to schedule hearings for the Judicial Case Management team and Judicial Assistants. Should be going live with the New Vision Application system within the next two months that will allow for all of the above issues.
- 2.) Jury: Currently the application built and provided by County I.T. does not meet the needs for our Circuit and Clerk I.T. is in the process of developing a new system.

B.) Highlands County: There is currently no ability to share or import data for Case Management. In order to accurately handle case management reports must be generated from the Clerk's system by Clerk personnel and then manual review of each case is done in order to determine if they can be scheduled for a case management hearing. After determination is made and cases are scheduled via a court created notice of case management form it is sent to the Clerk's Office for processing and scheduling of the hearing. In order to accomplish this task, usually two case management staff members drive to Highlands County from Polk and manually review each file in order to retrieve address and party information from the hard files. For the day of court, court personnel again drive to Highlands County and handle cases in court by preparing (2) different forms ahead of time (order of dismissal or a worksheet) and depending on how the Judge rules on the case one of the above is trashed and the other is filled out and processed. This means of case management and systems is ineffective due to travel time/expenses and the waste of paper/money.

C.) Hardee County: The same process occurs for Hardee County as indicated above for Highlands.

3. Does your Circuit plan on implementing any new case management systems? If so, when?

Yes option (B) for County Criminal in Polk County

- (A) Recently acquired new system
- (B) Within the next six months
- (C) Within the next twelve months

What systems is your Circuit considering?

Only New Vision for Polk County only

4. What performance measures does your Circuit currently use?

Polk: All state mandated reports.

Highlands: Unknown
 Hardee: Unknown

Is the data reporting provided by your case management system?

Polk: Yes
 Highlands: Unknown
 Hardee: Unknown

Are any of these measures automated or do they require IT staff time to run queries or reports?

Polk: Currently using both SharePoint and Crystal. If we need additional reports that they do not currently provide they will create the reports as requested.
 Highlands: The Court has to rely solely on the Clerk's Office to provide the reports needed for Case Management.
 Hardee: The Court has to rely solely on the Clerk's Office to provide the reports needed for Case Management.

5. Are there any data exchanges currently in place between your Circuit's case management system and any other justice system partners' applications or databases in your Circuit?

A.) Polk County: Case Management System is integrated with the Clerk's System for most of the Court Divisions. The Clerk does provide data exchange with the Sheriff's Office on warrant information and warrant withdrawal. They provide data exchange with the State Attorney and Public Defender on attorney updates, and with the Court on foreclosure case information.
 B.) Highlands: No
 C.) Hardee: No

If data exchanges exist, what are the top three workflow and case management impacts from the court's perspective?

A.) Polk County:
 1.) The inability to create our own reports
 2.) The inability to create our own forms/notices
 3.) Separate Divisions between agencies of the Clerk and Court in regards to budget, access to equipment, and restriction to sites and servers that would allow us to create our own crystal reports or scripts within the Clerk's system.
 B.) Highlands County: No automation for data exchange.
 C.) Hardee County: No automation for data exchange.

6. What do you consider to be the three most important court-related, case management, and resource management functions that would benefit from integration at the trial court level? Statewide?

- A.) Polk County, Highlands, and Hardee: Trial Court level
- 1.) The inability to create our own reports
 - 2.) The inability to create our own forms/notices
 - 3.) Separate Divisions between agencies of the Clerk and Court in regards to budget, access to equipment, and restriction to sites and servers that would allow us to create our own crystal reports or scripts within the Clerk's system.
- B.) Statewide:
- 1.) Access to other counties information in regards to case management would benefit in knowing the most current information for the parties of cases.
 - 2.) It would allow for open line of communication between counties and the status of cases.
 - 3.) It would benefit Court staff in knowing that other cases may be pending or closed in other counties and reduce the amount of conflicting orders entered by judges in different circuits. (Ex: Dependency case in Polk order child to be placed with a father, however a child support case in Orange may order the father to pay child support to the mother). If these types of incidents are researched and dealt with at the time of court then it eliminate any future problems.

7. Other than fiscal considerations, please identify what you consider to be the top three challenges and concerns that need to be addressed in order for the Trial Court Integrated Management Solution (TIMS) to be successful.

- 1.) Detailed guidance in the form of a standard operating procedure manual statewide.
- 2.) Consideration given to reports, forms, notices, and the general day-to-day operations of the court and technical/staff resources along with any additional reporting requirements to OSCA, LOGAN (OBTS), TCATS, or Article V.
- 3.) Data security for all aspects from; confidential information (who should be allowed to see what information), training and levels of training if necessary per user group, secure lines in order to securely transfer or process data, consideration about images/imaged based systems.

Eleventh Judicial Circuit

1. What court-related application/case management systems does your Circuit currently have?

The Eleventh Judicial Circuit uses a mainframe system for the criminal justice system (CJIS). CJIS provides information required by the judges, court staff, clerks, law enforcement agencies, the County jail, State Attorney, Public Defender, juvenile services, GAL, probation and parole. CJIS provides case information from arrest to case disposition for all local criminal justice agencies in Miami-Dade County. The 3 major components of the system are: person info, jail info, and court info. As a justice consortium, the 11th Judicial Circuit's justice community members designed CJIS, ensuring that integration of common workflows and elimination of redundant data entry were inherent to the application. All agencies utilize this one common system to process

all felony, misdemeanor, DV, juvenile dependency and delinquency cases and each has built auxiliary agency-specific case management applications that feed and accept data from CJIS. Real time interfaces have been built to local and state databases.

The Civil system is a mainframe application that supports the Circuit Civil, County Civil, and Probate/Mental Health divisions of the court for all case processing. Basic functions include Judicial Section Assignment, Docketing, Calendaring, Inquiries and System Maintenance.

Odyssey integrated case maintenance/case management application provides document processing, case creation, docketing, calendaring, forms and order creation, noticing, disposition, judicial ID and judicial assignment creation, cash/bond management, and reporting functions for Family, DV and Child Support Enforcement cases.

The Traffic Information System is a mainframe system which includes the case creation of traffic citations, payable infractions, court and criminal traffic cases; maintenance of civilian and officer witness information; filing of bonds, attorney pleadings and correspondence; scheduling and preparation of court calendars; issuance of notices, reporting of driver history information, officer lists; issuance of subpoenas and discovery for the SAO; notification to the State to issue DL suspensions and DL suspension clearances; disposition of citations and bonds and reporting to the State; collection and distribution of fines; processing of traffic school and other rehabilitative program enrollments, completions and failures; SRS and other reporting; docketing; capture of disposition, judicial IDs, judicial assignments; and creation of case management reports case creation, docketing, calendaring, noticing, disposition, judicial ID creation, judicial assignments, case management, reports.

What version of the software(s) are you running?

- The Civil, Criminal Justice, and Traffic Information Systems are legacy applications and have no version numbers.
- 2009 SP2.25(39) is the current version release of the Odyssey case management system.

2. Are these court-related application/case management systems adequate to meet the case management and administrative needs of your circuit?

Yes. Odyssey Case Management System will be expanded to the Probate, Circuit and County Civil divisions within the next five years.

3. Does your Circuit plan on implementing any new case management systems? If so, when?

Odyssey will be implemented in the Probate division within the next twelve months.

- (A) Recently acquired new system

- (B) Within the next six months
- (C) Within the next twelve months

What systems is your Circuit considering?

Odyssey Case Management system

4. What performance measures does your Circuit currently use?

Reports are created by extracting data from Odyssey and the various legacy mainframe systems. Summary Reporting System (SRS), Unified Data Reporting (UDR) and filed, closed, pending/reopened case reports are all utilized for obtaining performance measures. Reports are easily accessible using On-Demand and the intranet reports portal.

Is the data reporting provided by your case management system?

Yes. In addition, programmers create in-house on-demand reports using Crystal and SQL Server Reporting Services.

Are any of these measures automated or do they require IT staff time to run queries or reports?

Both

5. Are there any data exchanges currently in place between your Circuit's case management system and any other justice system partners' applications or databases in your Circuit?

Yes

If data exchanges exist, what are the top three workflow and case management impacts from the court's perspective?

1. The ability to immediately access all case information and associated documents electronically
2. Electronic court module to view document images
3. The ability for e-schedule as court hearing

6. What do you consider to be the three most important court-related, case management, and resource management functions that would benefit from integration at the trial court level? Statewide?

1. One portal to access case information for all circuits
2. Standardization; consistency
3. Eliminate redundancy

7. Other than fiscal considerations, please identify what you consider to be the top three challenges and concerns that need to be addressed in order for the Trial Court Integrated Management Solution (TIMS) to be successful.

1. Standardization within the circuits (use common documentation standards to ensure there is consistency in the way information is captured, stored, and exchanged)
2. Data integrity (reduce the number of times the same data is entered into different systems)
3. Although we are governed by the same rules within the state, we must take into consideration the difference in size, as well as the differences in legal culture, which speaks to the fact that one size fits all does not always work.

Thirteenth Judicial Circuit

1. What court-related application/case management systems does your Circuit currently have?

Clerk of Court's case management systems – Banner; Odyssey
 AOC case management – Judicial Automated Workflow System (JAWS); Independent Living, Juvenile Diversion Programs (JDP), Juvenile and Adult Drug Court
 AOC Tracking and Reporting System – Footprints used by HelpDesk and Facilities departments

What version of the software(s) are you running?

JAWS 1.0; JDP 1.0; Adult and Juvenile Drug Court 2.0
 Independent Living
 Footprints

2. Are these court-related application/case management systems adequate to meet the case management and administrative needs of your circuit?

Banner, Odyssey, and JAWS perform adequate case management function.

If not, please describe what the top three inadequacies and gaps are, and how they may have impacted your circuit's case management and administrative functions.

Inadequacies in integration of data, automated generation of reports is limited, and bench view does not allow text search features. Tracking and dissemination features are not sufficient. There is no integration between the systems. There is scanning capability in image only format, it cannot be indexed, does not allow text search.

3. Does your Circuit plan on implementing any new case management systems? If so, when?

No new systems are planned. Integration and expansion of JAWs case management will gradually be expanded to court programs and court divisions (including juvenile and criminal areas) over the next two years.

For bench view workflows, have reviewed Mentis A1 Smart Bench, Pioneer, and Tyler Session Works. Sharepoint workflow process mapping is being completed for court divisions.

4. What performance measures does your Circuit currently use?

AOC court program quantitative and qualitative performance measures; administrative services quantitative and qualitative performance measures; Clerk of Court provides data on court division statistics; general magistrates and hearing officers provide quantitative case and report generation information.

Is the data reporting provided by your case management system?

Clerk's Office Banner and Odyssey case management systems contain data on court division filings, dispositions, and pending cases; each specialized court division area runs monthly report and e-mails to central AOC contact who places report on Common directory; special reports are at times requested for median time to disposition in circuit criminal.

Independent Living, JDP, Juvenile and Adult Drug Courts and Footprints (HelpDesk and Facilities) perform data reporting within case management system. JAWS can run some reports on limited basis.

Are any of these measures automated or do they require IT staff time to run queries or reports?

Program staff generally run quantitative reports from individual data base and report to central AOC contact for comprehensive report of all AOC performance measures. Central AOC contact conducts satisfaction surveys for routine administrative services (judges and staff satisfaction with facilities maintenance, benefits information, supply ordering, etc.); court program staff conduct satisfaction surveys of program participants;

IT staff runs new requests for development of queries.

5. Are there any data exchanges currently in place between your Circuit's case management system and any other justice system partners' applications or databases in your Circuit?

Clerk's Office Odyssey and Banner integrated with AOC JAWS; Clerk has view only access to JAWS.

Independent Living, Juvenile and Adult Drug Court pull data from the Clerk to populate their case management system.

If data exchanges exist, what are the top three workflow and case management impacts from the court's perspective?

Ability to datamine; efficiencies; central repository advantage; reduces multiple data entry; report generation capability

6. What do you consider to be the three most important court-related, case management, and resource management functions that would benefit from integration at the trial court level? Statewide?

It would create a uniform case management system; there would be uniformity in data gathering, reporting, and tracking. Integration would be better with data sharing among other agencies and entities. If you don't have uniformity, you cannot share data because everyone is reporting in a different way; and you cannot compare, trend, etc.

7. Other than fiscal considerations, please identify what you consider to be the top three challenges and concerns that need to be addressed in order for the Trial Court Integrated Management Solution (TIMS) to be successful.

Different or multiple case management systems utilized by circuits across the state with some circuits developing their own;

Developing statewide standards;

Owning the source code to reduce reliance upon vendors for licensing, maintenance, and support.

Fifteenth Judicial Circuit

1. What court-related application/case management systems does your Circuit currently have?

Court Administration uses a modified version of the Eighth Circuits Integrated Case Management System (ICMS) for Court Staff and the Judiciary. This system connects to and pulls information from the Clerk's Banner Case Management System, which is being retired this year. Its replacement will be Aptitude Solution's ShowCase Case Management System.

- What version of the software(s) are you running?
The Court's ICMS system is a custom application that is modified by in-house programmers, and has no version number.
- The Clerk's Banner System is a legacy system that reached end of life years ago and is no longer marketed.

- The Clerk's new ShowCase system has a client component for Clerks and a web interface for Justice Partners. Both are being written for Palm Beach County and do not yet have version numbers.

2. Are these court-related application/case management systems adequate to meet the case management and administrative needs of your circuit?

Yes. The Court has the source code to the ICMS system and can use programming staff to modify the system accordingly to respond to the evolving needs of the Judiciary.

3. Does your Circuit plan on implementing any new case management systems? If so, when?

The Clerk's office will follow a phased migration to Showcase from Banner. Criminal and Civil Traffic Courts will go live Q1 of calendar 2012; remaining court divisions will follow within one year.

4. What performance measures does your Circuit currently use?

CMS contains statistical measures for pending/reopened cases, and archives pending caseloads at the end of each month. Data is exportable to excel and can be used for granular evaluation.

Additionally, Court Administration is integrating dashboard graphical charts that will present "at a glance" thumbnail views of statistics on a case, division, and circuit level. Metrics to be monitored will be selected from the National Center for States Courts CourtTools recommended metrics.

Is the data reporting provided by your case management system?

Yes. In addition, a staff report writer creates on demand custom reports in Crystal.

Are any of these measures automated or do they require IT staff time to run queries or reports?

Both

5. Are there any data exchanges currently in place between your Circuit's case management system and any other justice system partners' applications or databases in your Circuit?

Currently the ICMS system pulls information concerning pending caseloads nightly; when a user clicks on a specific case, the ICMS system then queries the Clerk's production database directly.

If data exchanges exist, what are the top three workflow and case management impacts from the court's perspective?

1. The ability to dynamic view and sort case data electronically;
2. The ability to immediately access all cases;
3. The ability to annotate files with flags and notes (that are not part of the court record)

6. What do you consider to be the three most important court-related, case management, and resource management functions that would benefit from integration at the trial court level? Statewide?

1. Standardization: a common set of system requirements would make it easier to interpret data on all levels, a prerequisite to effective strategic planning for the Branch;
2. Economics: the ability to leverage the cost with a smaller pool of vendors to effect greater customization of the product.
3. Management: a single, stronger "voice" with the vendors that would help the Branch maintain input as to the future of the product.

7. Other than fiscal considerations, please identify what you consider to be the top three challenges and concerns that need to be addressed in order for the Trial Court Integrated Management Solution (TIMS) to be successful.

1. Don't Micromanage:
Each Circuit has diverse needs, and solutions. A minimum common standard to which all Circuits should adhere is preferable to a piece of software that all Circuits must adopt.
2. Data Standardization and Validation:
A system is only as good as the data that is input into it. Clear, unique identifiers (such as docket codes), as well as a system to ensure their proper use, will improve the quality of data presented.
3. Future Growth:
It's important the system not be dependent on niche technology or standards that can become obsolete; the system should be extensible.

Seventeenth Judicial Circuit

1. What court-related application/case management systems does your Circuit currently have?

Odyssey by Tyler & In-house created Case Management system

What version of the software(s) are you running?

Odyssey: 2011.6.22

2. Are these court-related application/case management systems adequate to meet the case management and administrative needs of your circuit?

Odyssey system is not adequate to meet the case management and administrative needs of our circuit but Court gets replication data from Odyssey that is used as input for in-house developed Case Management System. This system is adequate to meet the case management and administrative needs of our circuit.

If not, please describe what the top three inadequacies and gaps are, and how they may have impacted your circuit's case management and administrative functions.

GAPS: Having all information in Clerk's file recorded accurately, consistently and in timely manner.

3. Does your Circuit plan on implementing any new case management systems? If so, when?

N/A

4. What performance measures does your Circuit currently use?

Caseload reports. Currently developing Caseload reports using case weights.

Is the data reporting provided by your case management system?

In-house developed case management system provides reports.

Are any of these measures automated or do they require IT staff time to run queries or reports?

Most of the reports are automated some special reports requires IT staff time to run queries

5. Are there any data exchanges currently in place between your Circuit's case management system and any other justice system partners' applications or databases in your Circuit?

Yes.

If data exchanges exist, what are the top three workflow and case management impacts from the court's perspective?

Clerks systems & Broward Sheriff Office system send near real-time data to Courts Case Management System. Case Managers can track and facilitate cases, reducing the pending case load.

- 6. What do you consider to be the three most important court-related, case management, and resource management functions that would benefit from integration at the trial court level? Statewide?**
1. Efficient access to all court case files from Bench, Office & Home
 2. Able to create and run on-demand (Ad Hoc) reports
 3. Identifying Parties by unique Party ID.
- 7. Other than fiscal considerations, please identify what you consider to be the top three challenges and concerns that need to be addressed in order for the Trial Court Integrated Management Solution (TIMS) to be successful.**
1. Having all information in Clerk's file recorded accurately, consistently and in timely manner.
 2. Standardization of use of Statues Statewide
 3. Define the information that would be mandatory to identify an individual for each case filed. This definition should enable every circuit to accurately identify an individual consistently.

Eighteenth Judicial Circuit

- 1. What court-related application/case management systems does your Circuit currently have?**
- One clerk has a system her staff developed. The other clerk uses FACTS by Tiburon.
- What version of the software(s) are you running?**
- Version 7.2
- 2. Are these court-related application/case management systems adequate to meet the case management and administrative needs of your circuit?**
- Yes.
- 3. Does your Circuit plan on implementing any new case management systems? No. If so, when?**
- N/A.
- 4. What performance measures does your Circuit currently use?**
- None.
- Is the data reporting provided by your case management system?**
- N/A.

Are any of these measures automated or do they require IT staff time to run queries or reports?

N/A.

- 5. Are there any data exchanges currently in place between your Circuit's case management system and any other justice system partners' applications or databases in your Circuit?**

No.

- 6. What do you consider to be the three most important court-related, case management, and resource management functions that would benefit from integration at the trial court level? Statewide?**

I don't understand the question.

- 7. Other than fiscal considerations, please identify what you consider to be the top three challenges and concerns that need to be addressed in order for the Trial Court Integrated Management Solution (TIMS) to be successful.**

Communication, judicial acceptance, and coordination with the clerks.

Appendix F: Survey Responses – Clerks of Court

Alachua County

- 1. What court-related application/case management systems does your County currently run?**

CourtView

What versions of the software(s)?

2.55.

- 2. Are these court-related application/case management systems adequate to meet the court-related needs of your office?**

Yes.

- 3. Does your office plan on implementing any new case management systems? If so, when?**

No.

- 4. What court-related performance measurement capabilities does your case management system have?**

Need additional information as to question.

- 5. Are there any data exchanges currently in place between your office's case management system and those of any other justice system partners?**

Yes.

If data exchanges exist, what are the top three workflow impacts from the Clerk's perspective?

Jail – Case initiation, State Attorney – Case initiation, filing and disposition and warrants to sheriff.

- 6. What do you consider the most important court-related functions that would benefit from integration at the:**

County level?-

e-Filing.

Statewide?

e-Filing.

- 7. The Florida State Court System is currently working towards formulating standards and recommendations for Phase 1 of the statewide Trial Court Integrated Management Solution (TIMS). Are you familiar with the TIMS project?**

Little.

If yes, please identify what your office considers to be the top three challenges and concerns that need to be addressed in order for the TIMS project to be successful.

What data elements will be required and do we currently track them.

Baker County

- 1. What court-related application/case management systems does your County currently run?**

FACC / CCM

- 2. Are these court-related application/case management systems adequate to meet the court-related needs of your office?**

Yes

- 3. Does your office plan on implementing any new case management systems? If so, when?**

(D) Recently acquired new system

(E) Within the next six months

(F) Within the next twelve months - Yes

What system(s) if your office considering?

Clericus with FACC

- 4. What court-related performance measurement capabilities does your case management system have?**

Everything needed to satisfy quarterly reporting

- 5. Are there any data exchanges currently in place between your office's case management system and those of any other justice system partners?**

No

6. **What do you consider the most important court-related functions that would benefit from integration at the County level? Statewide?**
7. **The Florida State Court System is currently working towards formulating standards and recommendations for Phase 1 of the statewide Trial Court Integrated Management Solution (TIMS). Are you familiar with the TIMS project?**

No

DeSoto County

1. **What court-related application/case management systems does your County currently run?**

CourtView

What versions of the software(s)?

2.35

2. **Are these court-related application/case management systems adequate to meet the court-related needs of your office?**

Yes

3. **Does your office plan on implementing any new case management systems? If so, when?**

B (within next six months) we will convert over to Clericus

What system(s) if your office considering?

Clericus

4. **What court-related performance measurement capabilities does your case management system have?**

All current mandatory reporting requirements

5. **Are there any data exchanges currently in place between your office's case management system and those of any other justice system partners?**

No

6. **What do you consider the most important court-related functions that would benefit from integration at the County level? Statewide?**

- 7. The Florida State Court System is currently working towards formulating standards and recommendations for Phase 1 of the statewide Trial Court Integrated Management Solution (TIMS). Are you familiar with the TIMS project?**

No

Dixie County

- 1. What court-related application/case management systems does your County currently run?**

Florida Association of Court Clerks Comprehensive Case Management

What versions of the software(s)?

unsure - latest version

- 2. Are these court-related application/case management systems adequate to meet the court-related needs of your office?**

Yes

- 3. Does your office plan on implementing any new case management systems? If so, when?**

December 2011

What system(s) if your office considering?

Clericus by FACC

- 4. What court-related performance measurement capabilities does your case management system have?**

I am not sure - we report our performance measures to the Clerk of Court Operations Corporation quarterly

- 5. Are there any data exchanges currently in place between your office's case management system and those of any other justice system partners?**

No

- 6. What do you consider the most important court-related functions that would benefit from integration at the County level?**

Consistency

Statewide?

Consistency

7. **The Florida State Court System is currently working towards formulating standards and recommendations for Phase 1 of the statewide Trial Court Integrated Management Solution (TIMS). Are you familiar with the TIMS project?**

No

Escambia County

1. **What court-related application/case management systems does your County currently run?**

Courtview Justice Solutions (CJS) - Courtview

What versions of the software(s)?

Version 2.35

2. **Are these court-related application/case management systems adequate to meet the court-related needs of your office?**

No.

If not, please describe what the top three inadequacies and gaps are, and how they may have impacted your office's case management and maintenance functions.

1. Automated case creation in the Civil-Traffic and Criminal areas by using data-sharing information from law enforcement agencies, FDLE, and DHSMV.

2. More complete and robust E-Filing capabilities.

3. Automated forms imaging, forms routing, and electronic judge signatures.

3. **Does your office plan on implementing any new case management systems? If so, when?**

Within the next twelve months

What system(s) if your office considering?

Pioneer Technology Group – Benchmark

Aptitude Solutions – ShowCase

Florida Clerk and Comptroller Association – Clericus

4. What court-related performance measurement capabilities does your case management system have?

SRS, OBTS, TCATS, CCIS interfaces

Several dozen reports to monitor the progress and performance of case flow by various parameters including by judge, by case type, by party type, by disposition, by dates, or by any combination.

5. Are there any data exchanges currently in place between your office's case management system and those of any other justice system partners?

TCATS exchanges data with DHSMV

OBTS exchanges data with FDLE and the OSCA

CCIS exchanges data with the statewide court case repository

Reports and full case inquiry access via the web are given to many other justice partners including:

*Judicial / Judges

*State Probation – Dept. of Corrections

*Office of the State Attorney *County Probation

*Office of the Public Defender

*Attorneys of Record

*Sheriff's Office

*Guardian Ad Litem

*City Police

*Pre-Trial Diversion

If data exchanges exist, what are the top three workflow impacts from the Clerk's perspective?

1. Increased efficiencies for both the Clerk's office and for the other agencies.
2. Other agencies receive information expeditiously
3. Reduction of calls to produce documents and/or files for other agencies

6. What do you consider the most important court-related functions that would benefit from integration at the County level? Statewide?

County:

1. Judicial Calendaring. Judges currently use different calendaring systems. Some use paper calendars. Some use online calendars viewable only to them. Some may use a mixture of both.

Statewide:

1. Increased reporting capabilities not currently available in JIS, CCIS, or SRS.

7. The Florida State Court System is currently working towards formulating standards and recommendations for Phase 1 of the statewide Trial Court Integrated Management Solution (TIMS). Are you familiar with the TIMS project?

Yes.

If yes, please identify what your office considers to be the top three challenges and concerns that need to be addressed in order for the TIMS project to be successful.

Focus, Forms, Funding, and Flexibility.

1. Focus. The TIMS project should focus on standardizing the business processes and forms used statewide before focusing on creating an IT solution. Solving the major challenges and deficiencies in the wide variation of the judicial business practices and forms should be the first goal of the TIMS project. Once these major challenges of improving standardization around the state are solved, then the focus of the project can shift to creating an IT solution. Using this method would reduce both the complexity and overall cost of the TIMS project.

2. Forms. Mandated usage of and the creation of statewide standardized court forms such as those used by ALACOURT. Statewide standard court forms would allow for courts and clerks of all 67 counties to quickly recognize, docket, and manage all pleadings, motions, orders, etc... filed in the state. Standardized forms would also allow for easier automated indexing of the information contained in the documents because the information would be contained in specific zones on the document.

3. Funding. Creating a stable and reliable source of funding for the initial development and deployment of TIMS and funding for the support staffing, for the recurring maintenance and upgrades to TIMS, and for the required hardware upgrades and scheduled replacements would be a major challenge.

4. Flexibility. The business processes of case management vary tremendously from circuit to circuit, county to county, and even from judge to judge within the same county/circuit. These unique and often fluid judicial business processes form much of the foundational requirements used by Clerks in their decision on which case management application to purchase and utilize in their county. TIMS would also need the ability to efficiently scale for small counties, medium counties, large counties, and mega counties. Current case management applications on the market are geared towards serving either the small and medium counties, the medium and large counties, or the mega counties due to the unique business practices in these similar sized counties.

Glades County

- 1. What court-related application/case management systems does your County currently run?**

Case Management Information System from FACC

What versions of the software(s)?

- 2. Are these court-related application/case management systems adequate to meet the court-related needs of your office?**

Yes

- 3. Does your office plan on implementing any new case management systems? If so, when?**

We will be going on the CLERICUS system sometime in January 2012.

- 4. What court-related performance measurement capabilities does your case management system have?**

Our system has the capability to run all performance measure reports that are needed for state reporting.

- 5. Are there any data exchanges currently in place between your office's case management system and those of any other justice system partners?**

The Judge's Office has access for inquiry only to our system.

- 6. What do you consider the most important court-related functions that would benefit from integration at the County level? Statewide?**

Not sure.

- 7. The Florida State Court System is currently working towards formulating standards and recommendations for Phase 1 of the statewide Trial Court Integrated Management Solution (TIMS). Are you familiar with the TIMS project?**

No.

Highlands County

- 1. What court-related application/case management systems does your County currently run?**

DuProcess Unified Court/CCM/OBTS/Juvenile

What versions of the software(s)?

7.0725.0012/6.17/4.0.7L

- 2. Are these court-related application/case management systems adequate to meet the court-related needs of your office?**

No; need imaging capability, e-filing and redaction per Florida Statute.

If not, please describe what the top three inadequacies and gaps are, and how they may have impacted your office's case management and maintenance functions.

Currently we are not able to meet legislative mandates. These mandates will also improve the efficiency of the Clerk's Office and enable us to avoid hiring additional staff as workloads increase.

- 3. Does your office plan on implementing any new case management systems? If so, when?**

Within the next six months.

What system(s) if your office considering?

Clericus from FACC

- 4. What court-related performance measurement capabilities does your case management system have?**

State mandated only (FDLE, OSCA, TCATS, CCIS, CCOC).

- 5. Are there any data exchanges currently in place between your office's case management system and those of any other justice system partners?**

Yes.

If data exchanges exist, what are the top three workflow impacts from the Clerk's perspective?

1) Criminal and juvenile disposition memorandum processing between the Clerk and Sheriff's Office, State Atty, Public Defender, DOC, DJJ, DCF, DOR, Salvation Army (probation). Cost savings from paper copies, and time saved by making electronic file available to all appropriate Sheriff's employees simultaneously. 2) Electronic docket information programmatically provided from Clerk to Court Admin eliminated the need to post paper dockets.

6. What do you consider the most important court-related functions that would benefit from integration at the County level?

Potentially quicker access to all court information, and faster process flow through court system.

Statewide?

Would allow for statewide searches that would duplicate services already provided in CCIS.

7. The Florida State Court System is currently working towards formulating standards and recommendations for Phase 1 of the statewide Trial Court Integrated Management Solution (TIMS). Are you familiar with the TIMS project?

Somewhat.

If yes, please identify what your office considers to be the top three challenges and concerns that need to be addressed in order for the TIMS project to be successful.

- 1) Politics (cooperation between all CJ parties)
- 2) funding
- 3) legislation

Hillsborough County

1. What court-related application/case management systems does your County currently run?

Banner, HCTS, Odyssey, MPE

What versions of the software(s)?

Odyssey - version 11.6.29

2. Are these court-related application/case management systems adequate to meet the court-related needs of your office?

Yes, we are in the final phase of implementation of Odyssey which replaces Banner and HCTS.

3. Does your office plan on implementing any new case management systems? If so, when?

We are in the final phase of implementation of new system (Odyssey)

4. What court-related performance measurement capabilities does your case management system have?

Odyssey contains all mandated performance measurement reports. Additional performance measurement can be done through customized reporting.

5. Are there any data exchanges currently in place between your office's case management system and those of any other justice system partners?

Yes – Jail, State Attorney, Public Defender

If data exchanges exist, what are the top three workflow impacts from the Clerk's perspective?

Jail - arrest information, jail status information, releases and bonds. State Attorney – charge updates, no files, direct and indirect informations

6. What do you consider the most important court-related functions that would benefit from integration at the County level?

Elimination of redundant systems and data, sharing of images, paperless initiative to include electronic delivery of paperwork assuring expedited delivery of warrants and violation of probation packets, improved calendaring process between judiciary and clerk, enhanced collection process.

Statewide?

There is no data warehouse to tap into and get information on demand. The courtroom clerk is often asked to research out of county arrests. One database would assist in the ability to carry out the request of the judiciary.

7. The Florida State Court System is currently working towards formulating standards and recommendations for Phase 1 of the statewide Trial Court Integrated Management Solution (TIMS). Are you familiar with the TIMS project?

Yes

If yes, please identify what your office considers to be the top three challenges and concerns that need to be addressed in order for the TIMS project to be successful.

Each circuit/county has its own unique case flow process

Software applications vary by county complicating the data exchange process

Leon County

1. What court-related application/case management systems does your County currently run?

Courtview is the Clerk's civil case maintenance application. The County provides an internally developed Justice Information System ("JIS") integrating the clerk, the courts, PDO, SAO, Jail, County probation, pretrial, and other related parties.

What versions of the software(s)?

Response: 2003 version of JIS; 2.35 version of CourtView.

2. Are these court-related application/case management systems adequate to meet the court-related needs of your office? If not, please describe what the top three inadequacies and gaps are, and how they may have impacted your office's case management and maintenance functions.

No, because our current civil case maintenance system's architecture is 12-15 years old. We are in the process of replacing it with Benchmark by Pioneer Technology Group ("PTG"). The new application incorporates scanning, redaction, error trapping, and work flow processing, which are currently provided by separate applications outside of CourtView, have been developed internally on the Judicial Website, or are not available at all. Benchmark will allow us to process work more efficiently and more accurately.

3. Does your office plan on implementing any new case management systems? If so, when? What system(s) if your office considering?

Yes. We have acquired Benchmark by PTG to replace Courtview, our current civil case maintenance application. We anticipate bringing it up in early 2012.

4. What court-related performance measurement capabilities does your case management system have?

The Clerk's IT shop developed the "Judicial Website" with the cooperation and support of the Judiciary. It was developed to provide both the judiciary and our other court partners access to both Civil and Criminal case information. The Judicial Website has been developed to provide reports, templates, specialized searches to not only the judiciary and their case managers, but SAO, PD, LCSO, Probation, Pretrial, DOC, DOH, DJJ, DCF, and other agencies. The Clerk's Office has programmed all judicial requests for case management data/reports, and there are no outstanding, unfulfilled requests. In addition to providing links to other tools used by the judiciary (like WestLaw, LexisNexis, CCIS, etc.), the Judicial Website provides the following case management performance measurement capabilities at present:

JUDICIAL TAB

Open/reopen cases	Choose judge, then choose divisions; divisions show case number, party, action type, status, file date, active writs, referrals to GM. Other select buttons include calendar and new dockets (choose time period to see cases where new filings have been made)
New progress dockets	Choose a judge, choose a division, and then choose a time period to see cases in which new filings have been made.
Judge calendars	Choose a judge to view the calendar by day, week, month, and see details about the cases (link back to full case view)
Interactive forms	<p>Circuit civil</p> <ul style="list-style-type: none"> * 120 no summons activity * 10 month no activity * 10 month no activity – specific judge * Order Administratively Closing Case - Suggestion of Bankruptcy * Order of Intent to Dismiss * Order Referring Case to Foreclosure Mediation Program * Order Setting Hearing on Attorney Motion to Withdraw * Order Scheduling Non-Jury Trial * Order to Show Cause - Prisoner Cases <p>Family Law</p> <ul style="list-style-type: none"> * Case Mgmt Conference Notice of Hearing * 120 day no summons activity * 10 month no activity * Notice of Hearing * Notice of Hearing – Hearing Officer * Notice of Hearing - General Magistrate * Order of Mediation * Order of Referral to Magistrate <p>1st Appearance Court</p> <ul style="list-style-type: none"> * 1st Appearance Docket * 1st Appearance Package * 1st Appearance FTP <p>Hearing officers - Traffic Motion Interactive Orders Queue</p> <p>Small Claims</p> <ul style="list-style-type: none"> * 6/10 months no activity * In court workflow - landlord/tenant
File requests	Use this area to request files, see histories on who has requested files, who currently has files, etc.

Reports & Statistics	<p>Located in judicial area, on dockets for mass request, on various reports</p> <p>Attorney drop boxes – current list of attorneys using our pick up boxes</p> <p>Collections court – collections report</p> <p>Circuit civil – 4 reports, DOC prisoner look up and DOC prisoner tracking; foreclosure tracking and foreclosure monitoring reports</p> <p>Family Law – New docket activity & active DOR enforcement cases</p> <p>Felony – post conviction motion report for all criminal cases</p> <p>Juvenile – restitution report</p> <p>Probate - Guardianship judicial case review</p> <p>Judicial Case Statistics -</p> <ul style="list-style-type: none"> * Case management activity report * Case management current pending report * Current pending magistrate report * Judicial case statistics – family law * Judicial State Trust Fund Revenue Summaries * Judicial County Additional CT Cost Revenue Summaries - \$65 * Open & reopen statistics summary * PD case assignment activity report <p>Warrants/Pickup Orders – 3 reports, active warrants, pickup orders and served/canceled pickup orders. Can be accessed by judges, SAO, LEO</p>
Judicial staff	Select staff attorneys, and then select prisoner cases or postconviction motions
Jury application	Allows the CJ to access the application to deal with excusals, postponements, etc.

5. Are there any data exchanges currently in place between your office’s case management system and those of any other justice system partners?

- a. Local JIS is accessed by the SAO, PDO, LCSO, Probation, Pretrial, judiciary, and the Clerk and is real time. JIS exchanges data with FDLE for adult OBTS purposes.
- b. CourtView is accessed only by Clerk staff, and exchanges data with TCATS (through FACC) for traffic data, OSCA for SRS purposes, and FDLE for juvenile OBTS purposes.
- c. The Clerk’s IT shop developed the “Judicial Website” initially for the judiciary to view data pulled from CourtView for their civil case management. Now the Judicial Website pulls from both CourtView and JIS to provide criminal and civil data not only to the judiciary, but also to the SAO, PDO, LCSO, Probation, Pretrial, DOC, DOH, DJJ, DCF, and other agencies.

d. The Judicial Website provides the ability for Clerk staff to accept electronic citation data from FHP and TPD. Further, it provides interactive forms as follows:

- i. The Judiciary can run DLDPs reports for cases with inactivity for more than 10 months, issue the notices/orders, electronically sign, etc. The Judicial Website automatically docket these orders in CourtView when submitted.
- ii. The Judiciary can use interactive landlord tenant orders, including the use of electronic signatures, in court so that all parties leave with signed, dated orders.
- iii. LCSO uses the Judicial Website to download all injunction paperwork required for that agency to serve respondents.
- iv. The PDO and mental health institutions submit forms in civil mental health cases to withdraw petitions and seek continuances, both of which involve electronic signatures and auto docketing.

If data exchanges exist, what are the top three workflow impacts from the Clerk's perspective?

Integration of our data with our court partners and other state and local agencies has been a goal of our office. Our goal is to improve efficiencies and maximize savings throughout civil and criminal court processes and not to focus solely on the benefits to our office. Therefore, data exchanges have been designed to improve both our processes and those of offices that we serve.

- a. Through the auto docketing features of the Judicial Website, particularly re i, ii, and iv in d above, the Clerk's Office has increased efficiency by not having to handle paperwork, docket and file it.
- b. Because the judiciary and agencies can get the data they require, when they want it, at any time, the Clerk's Office and those entities experience time savings.
- c. The Judicial Website offers the benefits of one location for all data needs, and encourages consistency in how data is requested and offered. This is important in that all users are working from the primary data source and not other databases or systems that translate the data into a different application.

6. What do you consider the most important court-related functions that would benefit from integration at the County level?

- a. *Fully implemented electronic courts.* This would take the landlord tenant process noted in d.ii. above, and develop it so that it is used in all courts, for all case types. All participants would leave court with copies of orders. Further, electronic signatures would be used; judges' signatures could be applied electronically by the Clerk, and defendants

could sign electronic pads. LEO could use the electronic fingerprinting pads to move away from paper fingerprint cards.

b. *Locally developed and fully implemented electronic filing by the SAO and PDO to build efficiencies for those entities and the Clerks' Offices, based on the volume filed in criminal cases.*

c. *Transmission of local data directly from the Clerks directly to all agencies that require data, i.e., instead of the current transmission of civil traffic data to FACC via TCATS, which then transmits to DHSMV, which then transmits to OSCA, make use of a distributive model by having that data go directly from Clerks to OSCA, just like Clerks ends SRS data monthly.*

7. The Florida State Court System is currently working towards formulating standards and recommendations for Phase 1 of the statewide Trial Court Integrated Management Solution (TIMS). Are you familiar with the TIMS project?

Yes. We live in a period of rapid technological change. The tools we have today did not exist yesterday. Similarly the cost of technology continues to decline. The cost of storage and retrieval of information has dropped more than a hundred fold from twenty years ago. Given this change the case management systems being designed today have robust tools for judges and the other users that did not exist just five or ten years ago. All of these systems are capable of delivering all of the tools the judiciary needs and in fact many of the tools were designed and given to the judiciary without being requested. TIMS should therefore focus on identification of the tools the judges need to process cases at the county level and communicating that to the existing application providers.

If yes, please identify what your office considers to be the top three challenges and concerns that need to be addressed in order for the TIMS project to be successful.

There seems to be much confusion regarding exactly what the TIMS project is. At times it seems to be a statewide system, and at other times it seems to be a county or circuit wide model. I believe it should be a county model. CCIS was created and developed 7 or 8 years ago to integrate the data from all 67 Clerks, who have worked diligently to clean up and keep the data consistent. However, despite these efforts, the quality of the data is still not accurate enough for the judiciary to use as the primary source of information. Cases are not created in CCIS and all data is collected and used at the county level, not at the circuit or state level. Processes for use of the data are therefore also at the county level. Much of the variation in data collection is to meet locally determined requirements generally set by the judiciary. A statewide model will eliminate much of the flexibility that judiciary has enjoyed and been become accustomed to over time. The judiciary has stated that they do not have all of the tools they need. To a great extent, it is because they have not defined what they need. The developers of the case maintenance systems will build the tools the judges need if the judges need needs were defined. My experience is that the judiciary has been reluctant to embrace technology and has clung to old processes that revolve around the use of paper. Many judges and

magistrates are still uncomfortable and resistant to using technology and have had little training in using technology tools. Therefore, movement to a technology based solution will be difficult and likely painful. Some of the challenges are:

a. *Lack of consistency in judicial requests.* In Leon County, there is no consistency from judge to judge, division to division, case type to case type of what the judges want. Our office must track what individual judges want regarding whether to pull and send files based on certain types of documents filed via a matrix for each division/case type. Judges want different versions of forms provided for routine tasks like dismissing cases for failure to prosecute. If we cannot achieve consistency at the county or circuit level, how will state standards of consistency be developed and implemented so that there is a statewide model?

b. *Integration of local data from Clerks.* Clerks maintain their data locally in their counties, and make changes to the data and the way in which it is processed frequently, based not only on statutory mandates, but local ordinances and judicial requirements. A statewide system will not account for these local vagaries and may have difficulty in translating and integrating data that is counted differently between counties.

c. *Current Case Maintenance Provision of judicial case management data.* All new case maintenance applications currently provide robust judicial tools to meet not only local needs, but statewide requirements. It appears that the TIMS project may have been conceived before Clerk case maintenance applications developed tools to meet similar needs.

Manatee County

1. What court-related application/case management systems does your Clerk currently run?

CourtView we also run aiSmartbench a management system for the judges a forerunner to TIMS.

What versions of the software(s)?

2.31

2. Are these court-related application/case management systems adequate to meet the court-related needs of your office?

Yes, at this time. we will migrate in 6 months to Clericus and “aiSmartBench/the Manatee Model”

3. Does your office plan on implementing any new case management systems? If so, when?

Yes – within the next six months.

What system(s) if your office considering?

Clericus

- 4. What court-related performance measurement capabilities does your case management system have?**

We have a dashboard which can capture data from any information in the data base through “aiSmartBench/the Manatee Model”. We will be glad to send it to you if you need it.

- 5. Are there any data exchanges currently in place between your office’s case management system and those of any other justice system partners?**

Yes, Sheriff, state attorney, public defender, child support enforcement, official records, property appraiser, tax collector and Manatee County probation as well as all the judges, ja’s osca etc.

If data exchanges exist, what are the top three workflow impacts from the Clerk’s perspective?

Receiving documents electronically, delivering documents electronically and push-pull with sheriff, state attorney and public defender

- 6. What do you consider the most important court-related functions that would benefit from integration at the County level? Statewide?**

The ability for all judges to be abler to use the same add-on app system in all counties. i.e. “aiSmartBench/the Manatee Model”

- 7. The Florida State Court System is currently working towards formulating standards and recommendations for Phase 1 of the statewide Trial Court Integrated Management Solution (TIMS). Are you familiar with the TIMS project?**

Yes, I serve on the committee

If yes, please identify what your office considers to be the top three challenges and concerns that need to be addressed in order for the TIMS project to be successful.

Judges to have uniform rules throughout the state including forms

Do away with docket codes

Case and word search for the judges

Pasco County

1. What court-related application/case management systems does your County currently run?

Criminal Justice Information System (CJIS) – installed in 1977

What versions of the software(s)?

Many updates have been made to this software, but it was obtained from Pinellas and has been adjusted many times.

2. Are these court-related application/case management systems adequate to meet the court-related needs of your office?

No, not at all.

If not, please describe what the top three inadequacies and gaps are, and how they may have impacted your office's case management and maintenance functions.

Too many to identify. The system was designed in 1977 and is very resource-intensive.

3. Does your office plan on implementing any new case management systems? If so, when?

Yes, system purchased in April 2009; in process of mapping data to new system; hope to test by April 2012

What system(s) if your office considering?

We have purchased CLERICUS.

4. What court-related performance measurement capabilities does your case management system have?

Current system is insufficient in this area.

5. Are there any data exchanges currently in place between your office's case management system and those of any other justice system partners?

Yes, all justice system partners have access to this system, including the Sheriff, State Attorney, Public Defender, Misdemeanor/Probation, Dept. of Corrections, Dept. of Revenue, FDLE, and others.

6. What do you consider the most important court-related functions that would benefit from integration at the County level? Statewide?

Shared information.

7. **The Florida State Court System is currently working towards formulating standards and recommendations for Phase 1 of the statewide Trial Court Integrated Management Solution (TIMS). Are you familiar with the TIMS project?**

Yes.

Polk County

1. **What court-related application/case management systems does your County currently run?**

Civil N	NEW VISION - Civil Law, Family Law, Juvenile Dependency, Civil Remote Access 'inquiry-only' for registered users, Public Access
Criminal w	NEW VISION – Circuit Criminal, Juvenile Delinquency, Remote Access 'inquiry-only' for outside agencies, (County Criminal, County Probation and Pre-Trial's production use scheduled for January 2012)
I n	Public Access via FACC's web application
Traffic h	In-house mainframe application.
Jury o w	In-house client/server application. New application's production use scheduled for July 2012

What versions of the software(s)?

All current versions.

2. **Are these court-related application/case management systems adequate to meet the court-related needs of your office?**

Yes.

3. **Does your office plan on implementing any new case management systems? If so, when?**

Yes, County Criminal, County Probation and Pre-Trial applications in January 2012.

What system(s) if your office considering?

Our Office partnered with New Vision Corporation to develop an image-based client server case maintenance application to support Circuit (in production) and County Criminal Courts, County Probation and Pre-Trial services programs.

4. What court-related performance measurement capabilities does your case management system have?

The system complies with all State mandated reports requirements such as Article V, CCIS, OBTS, TCATS and SRS. In addition, having the data stored in a MSSQL Server relational database, it enables IT staff to satisfy ad-hoc reports requests from any user.

5. Are there any data exchanges currently in place between your office's case management system and those of any other justice system partners?

Yes - we do exchange data with Polk County's Sherriff Office, State Attorney, Public Defender and Court Administration at different levels. We have plans to enhance these processes in future releases.

If data exchanges exist, what are the top three workflow impacts from the Clerk's perspective?

- Reduce paper handling.
- Reduce case maintenance time.
- Real-time case information availability.

6. What do you consider the most important court-related functions that would benefit from integration at the County level?

Reduce case handling time as well as paper handling.

Statewide?

State Level – Ability to cross-reference defendant's information in other counties.

7. The Florida State Court System is currently working towards formulating standards and recommendations for Phase 1 of the statewide Trial Court Integrated Management Solution (TIMS). Are you familiar with the TIMS project?

I am familiar with the project's objective. However, more in-depth analysis is needed to have an accurate determination about the impact this project may have in the court system.

If yes, please identify what your office considers to be the top three challenges and concerns that need to be addressed in order for the TIMS project to be successful.

- Ability to provide the same functionality currently available in our County such as document imaging, instant document generation, tasks automation, calendaring and reporting.

- Have a detailed roadmap for data conversion
- Data standardization and normalization

Volusia County

1. What court-related application/case management systems does your County currently run?

In-House.

2. Are these court-related application/case management systems adequate to meet the court-related needs of your office?

Yes

3. Does your office plan on implementing any new case management systems? If so, when?

Within the next six months.

What system(s) if your office considering?

In-House upgrade.

4. What court-related performance measurement capabilities does your case management system have?

Pending Caseload Reporting abilities that can be modified to increments such as 90, 120, 150, 180 days. Intake tracking to measure the date of the filing against the date filings are docketed. The total assessments due versus the total assessments collected by case type and within specific dates. Outstanding/open cases per judge, division, and location.

5. Are there any data exchanges currently in place between your office's case management system and those of any other justice system partners?

Yes, State Attorney, Sheriff (who services other police agencies throughout the County), Jail, Court Administration, and Judiciary.

If data exchanges exist, what are the top three workflow impacts from the Clerk's perspective?

Timely creation of cases for first appearance. Ability to calculate time served for Judiciary. Ability to share case level person (defendant) information between agencies.

6. What do you consider the most important court-related functions that would benefit from integration at the County level?

A more accurate perspective of defendants activity in the justice system.

Statewide?

A more accurate perspective of defendants activity in the justice system.

7. **The Florida State Court System is currently working towards formulating standards and recommendations for Phase 1 of the statewide Trial Court Integrated Management Solution (TIMS). Are you familiar with the TIMS project?**

Yes

If yes, please identify what your office considers to be the top three challenges and concerns that need to be addressed in order for the TIMS project to be successful.

1. Understanding the Project goal with a definite beginning and ending point.
 - a. What are the ultimate goals of the project?
 - b. What is the timelines for completing the project?
 - c. What are the interim milestones that can demonstrate satisfactory progression and usefulness to all project stakeholders?
2. Bringing in the correct group of stakeholders to properly communicate the purpose and detailed progression of the project. The group cannot be bogged down in a specific means to achieve data results but rather become better focused on the end goal for data needs with flexibility to meet a wide range of submitting parties using various systems. They must be actively involved in communicating unified project goals and forward moving activities that support these goals throughout the project life cycle to their user groups.
3. Simplification of reporting needs-

One source of data elements filled by clerical users and supplied to a some type of data warehouse that multiple reporting needs can be resolved in one place by multiple requesting agencies. Current challenges are SRS, OBTS, TCATS, and the multitude of special budget surveys and statistical reporting requests that require a large amount of time to produce and then present challenges when cross verifying data due to different reporting rules and procedures for each report. CCIS is one example of a centralized database that could be fed by all agencies and mined for the various reporting needs.

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16 Trial Court Integrated Management Solution (TIMS) Subcommittee The TIMS subcommittee was established to develop an automated solution to address certain major needs of the trial court system and to identify critical information necessary to move cases efficiently and effectively through the adjudicatory process. The TIMS subcommittee developed functional requirements for a Court Application Processing System (CAPS) or judicial viewer.Â 30 Rule 2.236 Establishes the Florida Courts Technology Commission as a standing Supreme Court commission. The FCTC is responsible for overseeing, managing, and directing the development and use of technology within the judicial branch under the direction of the Court. Institute for Court Management CEDP Paper, 2012. Publisher. National Center for State Courts. Digital Object ID. <http://ncsc.contentdm.oclc.org/cgi-bin/showfile.exe?CISOROOT=/ctadmin&CISOPTR=1872>.