

Recommendations on Senior Judge Resources in the Judicial Weighted Workload Model

Prepared for the Florida Supreme Court in response to direction In Re:
Certification of the Need for Additional Judges, No. SC07-2379, January 17, 2008
and Administrative Order for the Commission on Trial Court Performance and
Accountability (AOSC08-32)

September 2008

Report prepared with the assistance of the Trial Court Chief Judges and the Commission on Trial Court Performance and Accountability:

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Executive Summary

After a year-long research of the issue, it was confirmed that the majority of the senior judge resource is used as an independent resource and is effectively a 1-1 equivalent for sitting judges. This is consistent with the categorization of these resources in the certification opinion last year. However, after careful examination of senior judge usage it was determined that they are used to address excess workload that is not factored into the current certification model framework, and therefore should not be included in the certification analysis. Senior judge budgeting and allocation should be based on temporary need for judicial resources, requiring an expanded web based reporting of usage by the chief judges.

In last year's certification opinion, the Supreme Court stated that "...senior judges represent an additional resource that can and must be factored into the total package of available judicial resources...", and therefore included 100% of senior judge FTEs in their calculation. The opinion stated that the Court would consult with the chief judges of the trial courts and directed the Commission on Trial Court Performance and Accountability (TCP&A) to analyze the inclusion of senior judges as a permanent factor in the certification workload model and provide recommendations. Administrative Order for the TCP&A (AOSC08-32) directed the Court Statistics and Workload Committee to investigate the inclusion of senior judges as permanent component of the judicial weighted workload model and directed the TCP&A to submit a report to the Supreme Court with related recommendations on or before September 24, 2008.

The fundamental question is: Should senior judge resources (currently, the trial courts are funded for approximately 38 FTEs) be counted with the 921 sitting judges in the weighted workload model when determining the need for new judges? To answer that question, the Court Statistics and Workload Committee examined how senior judges are being used. Then, based on that usage, the committee determined if it was appropriate to add them into the workload model or not. Additional input was obtained by surveys sent out to the twenty trial

court chief judges to determine how senior judges were being used and their thoughts on if they should be included in the workload model.

The Commission on Trial Court Performance and Accountability, through their Court Statistics and Workload Committee, analyzed the survey data and chief judges' comments and offer the following conclusion:

It would appear from a strict empirical standpoint that the majority of the senior judge resources are independent and can only be factored into the certification process by adding them in with the sitting judges. While certainly possible to differentiate the use of senior judges by circuit, it might prove very complex and cumbersome to include some of this resource and not other parts in the certification of judicial need.

However, the current certification model framework does not count all workload that exists. Temporary spikes in filings and workload due to extended absences of sitting judges have historically never been included in the calculation of judicial need for certification.

And, based on the comments of the chief judges, it appears that the almost all of the senior judge resources are used to address workload beyond the certification model.

Commission on Trial Court Performance and Accountability Recommendations

- 1) Recommends not including senior judges in the current certification methodology.
- 2) Recommends that senior judge resources be requested during the legislative budget process and allocated to the circuits based on all need above sustained need, including filing spikes, unanticipated vacancies, extended leave, and backlog need.
- 3) Recommends extending the judicial weighted workload model to define and calculate sustained need.
- 4) Recommends that the Court Statistics and Workload Committee work to improve circuit level reporting on senior judge usage to achieve

accountability and transparency. This enhanced reporting is a critical component to the allocation process.

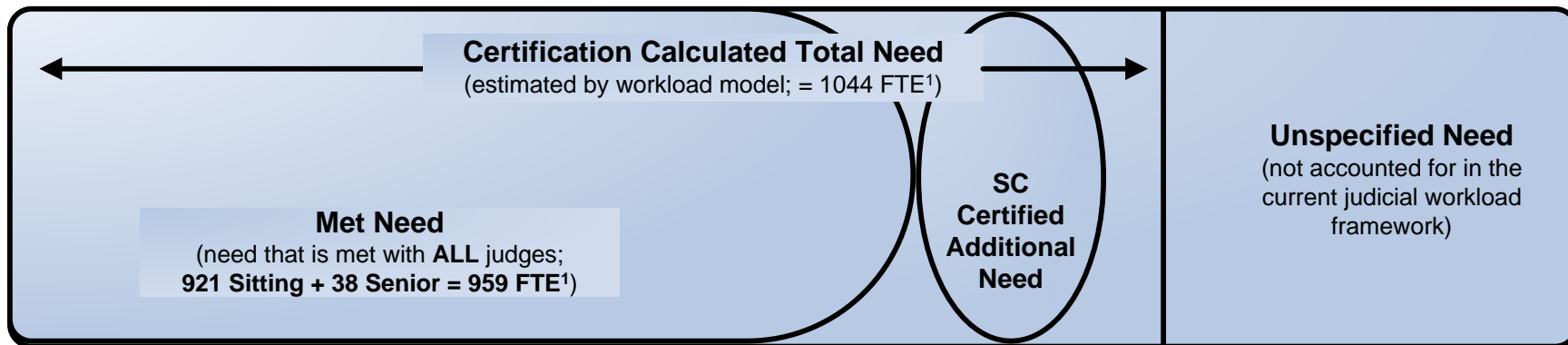
Implementation of Recommendations

If the Supreme Court approves the above recommendations, there are three areas of refinement that need to occur to implement the recommendations:

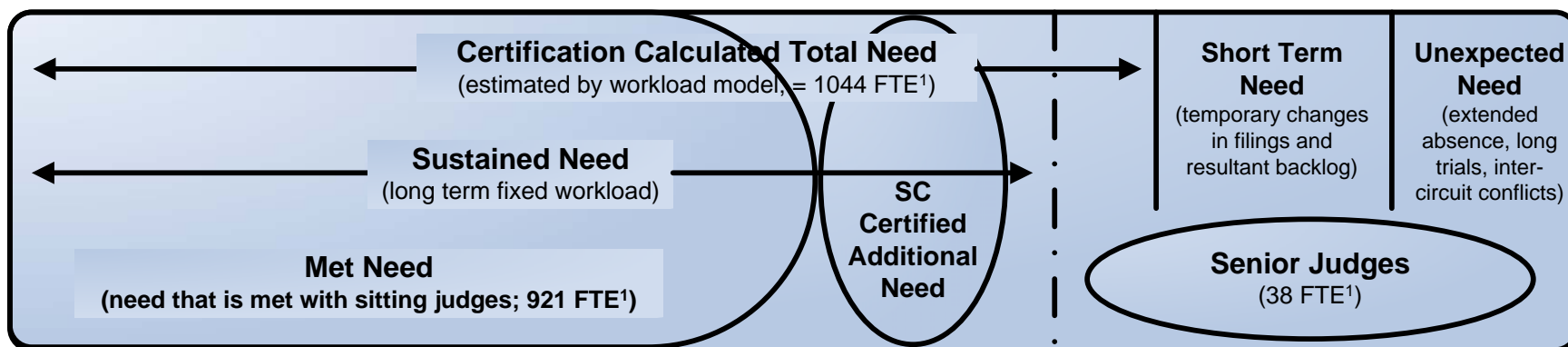
- 1) defining sustained net need and calculating it for the certification process,
- 2) differentiating workload between sustained workload for judges requested through the certification process and temporary workload for senior judge resource budgeting and allocation, and,
- 3) enhancing the senior judge web based reporting requirements and for subsequent budget request analyses and allocation methodologies.

Comparison of Current vs Recommended Judicial Weighted Workload Model

Current Model



Recommended Model



1. FTE values are relative to the 2009-2010 Certification Cycle

Background

Since 1999, the Supreme Court of Florida has used a weighted caseload system for certifying the need for additional trial court judges. Along with these objective standards (judicial net need), the Court has also considered judgeship requests, case filing and disposition data, and analyzed various judicial workload indicators (e.g., secondary resources, special programs and existing legislation). During the 1999 Delphi Study, the policy committee elected not to include secondary resources such as magistrates, hearing officers and senior judges as an explicit factor in the calculation of net judicial need. Their contribution to judicial workload is implicit in the case weights relative to the level of the resources in place at the time of the study. This exception was specifically noted in the 2000 Supreme Court certification opinion the first year the new case weights were used. The 2007 Judicial Resource Study had, as one of its design goals, the incorporation of magistrates and hearing officers into the judicial weighted workload model. Because of scale and other design considerations, the study did not include senior judges as a factor in the calculation for net judicial need.

During the FY 2008-2009 certification process, the Court considered the availability of senior judges to hear and dispose of cases and applied that availability to the circuit and county court judicial net need equation. Specifically, the Court stated that:

In addition, in accordance with the discretion afforded under Rule of Judicial Administration 2.240, we have also applied an additional factor to the judicial net need equation, that being the availability of senior judges to hear and dispose cases. Although the case-weighted methodology takes into account all supplemental resources that assist judges in disposing of cases, prior to the analysis, it has not previously included the contribution of senior judges who dispose of cases without the assistance of current county or circuit court judges. In our view, senior judges represent an additional resource that can

and must be factored into the total package of available judicial resources and are included in this certification analysis. (see In Re: Certification of the Need for Additional Judges, No. SC07-2379, January 17, 2008).

The Court recognized the departure from the previous methodological approach and acknowledged that additional consideration and review were required before permanent changes were implemented. As the attached spreadsheet indicates, senior judges are an important but variable resource and inclusion of these resources in the certification process is significant in the circuit courts. The Court has further requested that the Commission on Trial Court Performance and Accountability analyze this change and advise accordingly.

We recognize that the incorporation of senior judge time into the certification process this year is a departure from the previous methodology approach. Clearly, this is a complex issue as the use of senior judges allows for greater flexibility in the trial courts. However, we believe that it is a prudent approach given the new judgeships the State Courts System has received in the last two fiscal years and the adoption of the adjusted case weights. We intend to carefully consider the impact of our decision in this regard by continuing to consult with the chief judges of the lower courts and requesting the Commission on Trial Court Performance and Accountability to further analyze this change to the certification methodology and advise us accordingly. (see In Re: Certification of the Need for Additional Judges, No. SC07-2379, January 17, 2008).

A 2000 report by the Commission of Trial Court Performance and Accountability (then a committee under the Judicial Management Council) summarized the varied role of senior judges as follows (Senior Judges Workgroup Report, Judicial Management Council Committee on Trial Court Performance and Accountability):

- senior judges are a critical supplemental component of Florida's judicial workforce;
- senior judges fill in for absent judges, particularly those who have extended and/or unanticipated absences;
- senior judges, either singly or in teams, work on extended calendars of trial courts to alleviate backlogs of pending cases;
- senior judges temporarily work regular court calendars to meet caseload needs that would otherwise be unmet by the available judges;
- senior judges preside over trials, including complex, lengthy trials that make significant demands on judicial time;
- senior judges carry dockets for other judges who are presiding over lengthy trials.

There is minimal concrete data available on the usage of senior judges within the circuits. Anecdotally, it has been said that there is considerable variation in the usage of senior judges within the circuits. The OSCA does maintain a simple web application to collect basic information on senior judge usage primarily for budgetary purposes. Some notable characteristics of this system are:

- The data source is a web application developed by OSCA Information Systems Services division. The application identifies dates and hours of service for each senior judge by jurisdiction. The data entry system collect actual hours worked in 11 court areas which may be consolidated into court divisions but do not generally correspond to specific case types as used for workload measurement.
- The web application does not identify the reason a senior judge has been requested (i.e., handle docket for circuit court judge on extended medical leave, handle first appearance docket for one day, or other matters).

Based on TCP&A's Senior Judge Workgroup Report (2000) report and information gathered from the trial courts there are three general categories in which circuit courts are using their senior judges.

Scenario I: Supplemental Resource

In this scenario, senior judges are used as a supplement to sitting judges hearing parts of cases, much in the way as magistrates are currently used in many courts. The utilization of these resources has already been factored in the case weights and do not need to be added in with the sitting judges.

Scenario II: Independent Resource

In this scenario, senior judges are used as independent replacements for sitting judges. Senior judges are effectively a 1-1 equivalent for sitting judges. This includes when senior judges are used as a replacement in inter-circuit conflict cases, to alleviate backlog, to work regular calendars that would otherwise be unmet by available judges, and when senior judges are used to address lengthy trials. The 2007 certification opinion was consistent with this scenario by adding senior judge resources in with the sitting judges.

Scenario III: Extended Absence

In this scenario, a senior judge is used to replace a sitting judge due to absence beyond that time allowed for in the definition of the judge work year. Extended absence includes time taken beyond 5 days for illness, 20 days for vacation, and 10 days for education, committee, and other constitutional work (as reflected in the 2007 Judicial Resource Study and the 1999 Delphi Study). These resources do not need to be added in with the sitting judges because they are filling in for resources that are already included in the calculation. Adding these resources in would be double counting.

Senior Judge Survey to Chief Judges

In July, 2008, surveys were sent out to the twenty trial court chief judges to determine how senior judges were being used (see Attachment A). In addition,

the chief judges were asked to give their opinion of whether the senior judges should or should not be included in the judicial weighted workload model.

Results of the Senior Judge Survey to Chief Judges

The survey results are attached (see Attachment B). As the chart indicates, the majority (75.2% of the responses and 66.3% of the days allotted) of senior judge resources are used as an independent resource and not counted in the case weights. A little over ten percent of the responses (10.2%, with 13.1% of the days allotted) were reported as a supplemental resource and presumably counted in the case weights. Less than fifteen percent of the responses (14.6%, with 20.6% of the days allotted) were reported as being used for extended absences, above the standard absences already factored into the model. These resources do not need to be added in with the sitting judges because they are filling in for resources that are already included in the calculation. Adding these resources in would be double counting.

The chief judges also gave their opinions as to whether senior judges should or should not be included in the judicial weighted workload model (see Attachment C). Eight judicial circuits (3^d, 5th, 9th, 11th, 13th, 17th, 19th, and 20th Circuits) thought that senior judges should not be considered in the certification of judicial need. Three judicial circuits (7th, 8th, and 12th Circuits) thought that senior judges should be considered in the certification of judicial need. Seven judicial circuits included comments in the survey but did not categorically state whether or not senior judges should be included in the certification of judicial need. Two judicial circuits offered no comment.

Analysis

The Court Statistics and Workload Committee met by teleconference on July 29, 2008 and again on September 11, 2008. They reviewed the survey analysis and chief judges' comments and unanimously agreed to the following assessment:

It would appear from a strict empirical standpoint that the majority of the senior judge resources are independent and can only be factored into the certification process by adding them in with the sitting judges. While

certainly possible to differentiate the use of senior judges by circuit, it might prove very complex and cumbersome to include some of this resource and not other parts in the certification of judicial need.

However, based on the comments of the chief judges, it appears that the almost all of the senior judges are used for situations outside of the certification process. The certification methodology determines the need for new judges based on a forecast of workload that ignores temporary increases. Because judges are a long term, fixed resource, the Supreme Court only considers “sustained” workload in their analysis of judicial need. Although sustained workload has not been formally defined, for many years the Supreme Court has consistently been conservative in their estimates of future workload by discounting any significant growth in filings that appear temporary.

Senior judges, on the other hand, are considered more short term in nature, funded and allocated year to year. They tend to be used to address caseload spikes and backlogs that may only exist in a given year or two. An example of this situation might be the current “spike” in mortgage foreclosures. The consistent philosophy used in forecasting is that spikes, by definition, are temporary, and should not be carried out into future years. Hence, this need resulting from the spike in filings, being unanticipated and fleeting, should not be factored into the judgeship need calculus because judgeships are a permanent resource solution. In addition, senior judges are used to fill in when sitting judges are on extended leave due to extraordinary circumstances, such as maternity leave and serious illness.

Senior judges also are useful in most circuits because many have a net need for new judgeships almost every year. Although forecasted filings are used in determining net need, it still takes more than a calendar year to get relief for the current judge need, even assuming that new judgeships are authorized and funded in the original year in which they are certified by the Supreme Court. Senior judges may serve as a stop-gap to satisfy judge needs prior to their funding by the Legislature.

Finally, since senior judges are a significantly more flexible resource than new sitting judgeships, it might make sense to allocate them to circuits based upon temporary workload needs, while certification of new judges should be based on sustained need, which represents constant need overtime. A more formalized approach of determining the need for senior judge resources might include anticipating needs either statistically or through information submitted by the circuits in their Judgeship Needs Application, or a combination of both. These anticipated needs could be included in the overall Legislative Budget Request process.

The summary of Court Statistics and Workload's findings and proposed recommendations were sent to the full Commission on Trial Court Performance and Accountability on September 15, 2008 (see Attachment D). The Commission reviewed the materials and proposed recommendations and offers the following recommendations to the Supreme Court, in fulfillment of their requirement in Task 2 of the Supreme Court Administrative Order 08-32.

Commission on Trial Court Performance and Accountability Recommendations

- Recommends not including senior judges in the current certification methodology.
- Recommends that senior judge resources be requested during the legislative budget process and allocated to the circuits based on all need above sustained need, including filing spikes, unanticipated vacancies, extended leave, and backlog need.
- Recommends extending the judicial weighted workload model to define and calculate sustained need.
- Recommends that the Court Statistics and Workload Committee work to improve circuit level reporting on senior judge usage to achieve accountability and transparency. This enhanced reporting is a critical component to the allocation process.

Implementation of Recommendations

Assuming that the recommendations are accepted, there are three main adjustments that would need to be made to the judicial weighted workload model to implement the recommendations:

- 1) defining sustained net need and calculating it for the certification process,
- 2) differentiating workload between sustained workload for judges requested through the certification process and temporary workload for senior judge resource budgeting and allocation, and,
- 3) enhancing the senior judge web based reporting requirements and for subsequent budget request analyses and allocation methodologies.

Sustained Need

Historically, the Supreme Court has used judicial net need (as expressed in full time equivalents, or FTEs), calculated from the judicial weighted workload model, as the basis for their certification opinion. Chief Judges request the need for additional judges in their circuit/counties after reviewing the net need chart sent to them as part of the Judicial Needs Application. The Court considers the requests, and for the last 8 years, has certified up to the chief judges' requested amount, but no higher than the net need calculation (rounded to 0.5 FTE) for each circuit.

The Court has consistently been conservative in their certification for new judgeships. Since judgeships are considered a permanent, fixed resource, the methodology to determine the need for those resources must be limited to long term workload. When forecasting filings, for the budget year of interest, the Supreme Court has instructed OSCA staff to minimize the temporary fluctuations and only predict the expected stable level of workload. So, spikes in filings (for example, those related to the class action tobacco and asbestos litigation in the product liability cases, the crack cocaine epidemic in the drug cases, and the housing/economy crisis in the real property/mortgage foreclosures cases), were

viewed as temporary “blips” of activity that would not be sustained for the long run.

As the above recommendations indicate, the Court Statistics and Workload Committee proposed that the current judicial weighted workload model should be extended to describe and calculate the sustained need. They believed that the certification for new judgeships in the trial courts should be based on a constant need over time and that the Supreme Court should base their certification on an officially defined sustained need. This recommendation was translated to apply to the net judicial need calculation that is determined from subtracting the current number of judges from total judicial workload need (in FTEs). Staff reviewed multiple methodologies and time constraints, including average net need and median net need, over a two to five year period. It was determined that the most appropriate and valid measure of sustained judicial net need in Florida was a minimum of the calculated net judicial need over a three year period (see Attachment E). Each year, this three year “window” would move up a year, considering the current year’s net need and the previous two years net need in the sustained need calculation. Any new judges received during the previous year’s session would be factored into the current year’s net need.

Differentiating Certification Judicial Resource Workload Needs from Senior Judge Resource Workload Needs

As the net need component of the judicial weighted workload model was being examined for refinement, it became clearer that differences in sitting judges versus senior judges were more distinct than originally thought. Although the statement in the certification opinion released in January 2008 stated “...senior judges represent an additional resource that can and must be factored into the total package of available judicial resources and are included in this certification analysis” was and still is factual, research over the past year suggests that there is a more efficient and effective way to manage the budgeting requests and allocations of these resources. The July 2008 senior judge survey comments from the trial court chief judges provide more global credence to the anecdotal comments that senior judges should not be included in the judicial weighted workload model. As Table 1 below indicates, there are five fundamental criteria

that distinguish senior judges from sitting judges that are requested through the certification opinion. These criteria highlight the differences in the resources and the need to consider their workload separately in budget requests and resource allocations.

Table 1. Comparison of Resource Elements

Resource Element	Type of Need	Funding Type	Budget	Type of Workload	Type of Resource
Certification for New Judgeships	Long Term Resource Need	Permanent	Resource Need Drives Budget Appropriation	Sustained Workload (3 year minimum need)	Fixed Resource
Senior Judges	Short Term Resource Need	Temporary (Amount can be adjusted year to year)	Budget Appropriation Drives Resource Allocation	Excess Workload (Spikes, extended absences, long trials, conflicts, backlogs, 1-2 years normal growth)	Flexible Resource

However, in order to effectively treat them as separate resources, the workload used to justify these resources and request additional resources must be separated to more accurately quantify the areas of permanent workload versus temporary workload. This distinction is imperative in making a credible case to the legislature for new resources, as it unambiguously defines judicial workload. Using sustained net need as the basis for certifying the need for new judges is the first step in separating the workload. The second step is to calculate all other judicial workload that exists that is not part of the judicial certification process. Workload from spikes (such as mortgage foreclosures), lost resources (such as

civil traffic hearing officers) and other unpredictable events (such as extended absences of judges, lengthy trials, backlogs, and conflict cases) would need to be calculated because it directly impact judicial need but is not currently factored into the judicial weighted workload model.

The separation of workload is best illustrated in a graph. As the graph indicates (see graph attached to the Executive Summary), the current judicial weighted workload model uses the certification calculated total need as the basis for determining the certified need for additional resources. This certification calculated total need represents the conservative estimate of workload produced each year for the certification process based on forecasted filings and case specific weights. The 921 sitting judges and the approximately 38 FTE senior judges are added together to determine the amount of the judicial need that is met. This met need is subtracted from the certification calculated total need to produce a net judicial need.

The Supreme Court certifies new judges only up to the amount of judges represented in the net judicial need (constrained by chief judge requests for new judges). All other judicial workload above the certification calculated total need is not accounted for in the current model. This includes any workload above the conservative estimates of filings produced by the OSCA, temporary changes in filings and any backlogs that result from the changes, extended absences, long trials and other conflicts.

The recommended model identifies the same certification calculated total need, but refines the model to calculate the sustained need, which is the long term, fixed workload (see definition above). The met need under the recommended model is the 921 sitting judges. Senior judges have been pulled out of the certification calculated total need portion of the model because they represent a much different resource that handles more temporary workload need.

Under the recommended model, the Supreme Court would certify the need for additional judges only up to the amount of judges represent in the net judicial need, based on the sustained need (and again, constrained by chief judge requests for new judges). The 38 FTE senior judges are removed from the

certification portion of the model and are measured now against any difference in the total need and sustained need, the short term need and the unexpected need. The amount of this workload can change from year to year. The funding and the flexibility of the senior judge resource can more easily respond to these changes in workload.

Senior judges handle both categories of workload, regardless of whether the cases are considered part of the “sustained need” or of the other ancillary need. This fact is inherently known, and has been reported by the chief judges in the July 2008 senior judge survey. However, incorporating this distinction between sustained need and ancillary need provides for a more precise budgeting and allocations of sitting and senior judge resources.

Senior Judge Detailed Usage Reporting via Web Application

In order to identify and quantify the distinct workload that exists, additional information needs to be collected. As the above recommendations state, there is a critical need to improve the circuit level reporting on senior judge usage to achieve accountability and transparency. This enhanced reporting is also a fundamental component to the budgeting and allocation process for senior judges. Currently, basic data are collected from trial court submissions of senior judge usage via a web application. If the recommendations are accepted, the OSCA will begin work on a modification to the existing senior judge web application to collect more detailed information on use of senior judges in the trial courts. The Court Statistics and Workload Committee will review the proposed new reporting requirements, based on the data collected from the chief judges’ survey. Recommendations will be made to the full TCP&A Commission for referral on to the Trial Court Budget Commission for funding and allocation purposes. The OSCA Court Services will work with ISS to implement the changes and will provide training to the trial courts on the new reporting requirements. Data will be analyzed from the senior judge web application, along with other resource need indicators, such as filing spikes, judicial need above sustained need, and vacancy/extended absences, and will be presented to the Funding Methodology Committee for determination of legislative budget requests and

budget allocations. If OSCA resources and priority schedules allow, the revised senior judge web application reporting system will be operational in July 2009. This timeframe could allow for the information to be used for a supplemental legislative budget request to be developed for the FY 2010-11 budget year.

Appendices

Attachment A

Senior Judge Usage Survey

The purpose of the following survey is to determine how senior judges are utilized in the trial courts. The information gathered will be submitted to the Supreme Court for their consideration.

Background

In the 2007 certification opinion (see In Re: Certification of the Need for Additional Judges, No. SC07-2379, January 17, 2008), the Supreme Court, for the first time, included the availability of senior judge hours as a factor in their assessment of judicial need in the trial courts.

We recognize that the incorporation of senior judge time into the certification process this year is a departure from the previous methodology approach. Clearly, this is a complex issue as the use of senior judges allows for greater flexibility in the trial courts. However, we believe that it is a prudent approach given the new judgeships the State Courts System has received in the last two fiscal years and the adoption of the adjusted case weights. We intend to carefully consider the impact of our decision in this regard by continuing to consult with the chief judges of the lower courts and requesting the Commission on Trial Court Performance and Accountability to further analyze this change to the certification methodology and advise us accordingly. (see In Re: Certification of the Need for Additional Judges, No. SC07-2379, January 17, 2008).

The primary question related to the inclusion of senior judge resources as part of workload model used in certification revolves around the typical use of these resources statewide. It is implicitly understood that the experience of individual circuits may differ widely.

A 2000 report by the Commission of Trial Court Performance and Accountability (TCP&A) summarized the varied role of senior judges as follows (Senior Judges Workgroup Report, Judicial Management Council Committee on Trial Court Performance and Accountability):

- senior judges are a critical supplemental component of Florida's judicial workforce;
- senior judges fill in for absent judges, particularly those who have extended and/or unanticipated absences;
- senior judges, either singly or in teams, work on extended calendars of trial courts to alleviate backlogs of pending cases;
- senior judges temporarily work regular court calendars to meet caseload needs that would otherwise be unmet by the available judges;
- senior judges preside over trials, including complex, lengthy trials that make significant demands on judicial time;
- senior judges carry dockets for other judges who are presiding over lengthy trials.

Usage Scenarios

Based on TCP&A's report and information gathered from the trial courts there are three possible ways in which circuits can use their senior judges.

- Scenario I Supplemental Resource Scenario

In this scenario, senior judges are used as a supplement or adjunct to sitting judges much in the way as magistrates are currently used.

- Scenario II Independent Resource Scenario

In this scenario, senior judges are used as independent replacements for sitting judges. Senior judges are effectively a 1-1 equivalent for sitting judges. This includes when senior judges are used as a replacement in conflict cases, to alleviate backlog, to work regular calendars that would otherwise be unmet by available judges, and when senior judges are used to address lengthy trials. The Supreme Court chose to employ this scenario in measuring the contribution of senior judges in their 2007 certification opinion.

- Scenario III Extended Absence Scenario

When a senior judge is used to replace a sitting judge due to absence beyond that time allowed for in the definition of the judge work year. Extended absence includes time taken beyond 5 days for illness, 20 days for vacation, and 10 days for education, committee, and other constitutional work (as reflected in the 2007 Judicial Resource Study and the 1999 Delphi Study).

For FY 2007/08 please indicate the percentage of time senior judges are used in your circuit in each of the capacities described in the above scenarios. Total time for all three scenarios should equal 100%. Please note any variations in practice across counties.

Circuit: _____

Use senior judges as supplemental resource (as in Scenario I): _____

Use senior judges as independent resource (as in Scenario II): _____

Use senior judges for extended absence (as in Scenario III): _____

100%

Please provide your comments why or why not these resources should be included in the certification net need calculation. (See attached Certification of Judicial Need for FY 2009-10 chart (options 1&2))

Please return your completed survey by **August 18, 2008** to the attention of Ms. Kristine Slayden at the Supreme Court, 500 South Duval Street, Tallahassee, Florida 32399-1900.

If you have any questions, please contact Kristine Slayden at (850) 922-5106.

Attachment B

Senior Judge Usage Survey Results

August 2008

Circuit	Actual Percentages for Scenario I (Supplemental Resource)	Actual Percentages for Scenario II (Independent Resource)	Actual Percentages for Scenario III (Extended Absence)	Weighted Days Allocated for Scenario I (Supplemental Resource)	Weighted Days Allocated for Scenario II (Independent Resource)	Weighted Days Allocated for Scenario III (Extended Absence)
1	0.0%	98.0%	2.0%	0	244	5
2	25.0%	75.0%	0.0%	42	125	0
3	0.0%	100.0%	0.0%	0	88	0
4	10.0%	40.0%	50.0%	36	143	179
5	0.0%	95.0%	5.0%	0	284	15
6	0.0%	83.0%	17.0%	0	369	75
7	10.0%	80.0%	10.0%	29	228	29
8	0.0%	100.0%	0.0%	0	156	0
9	50.0%	50.0%	0.0%	220	220	0
10	0.0%	70.0%	30.0%	0	187	80
11	30.0%	27.0%	43.0%	227	204	326
12	0.0%	100.0%	0.0%	0	195	0
13	39.0%	12.0%	49.0%	155	48	195
14	0.0%	100.0%	0.0%	0	137	0
15	0.0%	85.0%	15.0%	0	296	52
16	0.0%	100.0%	0.0%	0	48	0
17	0.0%	67.0%	33.0%	0	371	183
18	0.0%	95.0%	5.0%	0	258	14
19	40.0%	40.0%	20.0%	76	76	38
20	0.0%	87.0%	13.0%	0	294	44
Total				784	3,970	1,233
Avg Percent and Percent of Total Days	10.2%	75.2%	14.6%	13.1%	66.3%	20.6%

Note: Totals may not be exact due to rounding

Attachment C

Senior Judge Usage Survey Results

August 2008

Scenario II: Independent Resource Comments (continued)

Circuit	Comment
3	▶ We use Senior Judges exclusively for cases in which all of our judges have recused themselves, or at time when judges are on annual or sick leave. In fiscal year 2007/08, the Third Circuit used 76 Senior Judge days, which represents only 2.5 percent of the time that sitting judges were available in our circuit. Therefore, Senior Judges are a temporary replacement rather than a true supplemental resource.
5	▶ Senior Judges are used primarily to alleviate a backlog docket and to preside over lengthy trials. Because of the current duties and utilization of our Senior Judges, this does not alleviate our present need for new judgeships.
7	▶ Due to lack of new judgeships over the past few years, our circuit utilizes Senior Judges to help keep abreast of caseload increases. We do not use Senior Judges to handle lengthy or complex cases, but use them to cover regular dockets so sitting judges can devote the necessary time to these lengthy/complex matters. They are also used as trial judges in the criminal divisions so we can maintain some level of trial date certainty.
8	▶ Senior Judges are used in the Eighth Circuit to assist with complex cases, lengthy trials and to cover during judicial absences due to sickness, emergencies or conferences/committee work. This resource also allows our judges to essentially double-book their trial dockets with the knowledge that judicial support will be available, thereby decreasing the number of continuances granted. Our judges are also able to focus on their dockets and court events, rather than sitting on lengthy trials, giving the added benefit of keeping disposition rates consistent as reflected in our clearance rate statistics. Our circuit has also used Senior Judges to clear significant case back-logs.
10	▶ All judges have regular assignments, and Senior Judges are only brought in when our current judges cannot fill the need.

Attachment C

Senior Judge Usage Survey Results

August 2008

Scenario II: Independent Resource Comments (continued)

Circuit	Comment
12	▶ We believe that Senior Judge use reflects the use of additional judicial resources, above and beyond the funded circuit judges. Senior Judges are used in the 12th Circuit to assist our judges in resolving additional cases such as helping out to cover speedy trial cases. We also use them to handle civil trials scheduled for longer than one week (either to cover for the sitting judge who conducts the trial or to preside over the major trial). There is no way that our sitting judges could dispose of as many cases without severely impacting their dockets.
13	▶ We have used senior judges to assist with workload problems where we are facing speedy trial problems, an unexpected influx of new cases, e. g. mortgage foreclosures, tobacco litigation or in situations where backlog has occurred because of a complex criminal or civil case that required a lengthy trial process. We used senior judges for this purpose in about 12% of the assignments in FY 2007-08.
15	▶ As a one-to-one substitution in filling judicial requirements, the senior judge allocation reflects a direct need of the circuit. Senior judge coverage is assigned to meet unavoidable absences, such as illness as well as unforeseen emergency situations such as those involving the death or resignation of a sitting judge.
18	▶ In the 18th Judicial Circuit, the Senior Judge allotment resources are utilized primarily for assisting sitting judges with over-crowded docket calendars, lengthy trials, etc. as well as coverage of daily calendars while sitting judges attend or teach continuing educational classes.
19	▶ We also use them to help reduce our crowded dockets in the felony area.
20	▶ The Twentieth uses Senior Judge days primarily under Scenario II as a means to best economically manage judicial shortages.

Attachment C

Senior Judge Usage Survey Results

August 2008

Scenario III: Extended Absence Comments

Circuit	Comment
1	<ul style="list-style-type: none"> ▶ In the case of extended military leave or an extended hospital or medical absence, we provide Senior Judge coverage only after the sitting judge's docket is compressed into longer-consequently less-days for the Senior Judge to cover. Our policy dictates we will not provide "day for day" coverage. This usage has been applied only once during the 2007/08 fiscal year to cover a sitting judge after hip replacement surgery. Coverage resulted in the use of six Senior Judge days.
1	<ul style="list-style-type: none"> ▶ The First Judicial Circuit policy does not permit Senior Judge coverage for annual leave or personal leave. No requests have ever been received for Senior Judge coverage for an extended (20 days) annual leave. (20 days would equate to one calendar month's absence.)
3	<ul style="list-style-type: none"> ▶ We use Senior Judges exclusively for cases in which all of our judges have recused themselves, or at time when judges are on annual or sick leave. In fiscal year 2007/08, the Third Circuit used 76 Senior Judge days, which represents only 2.5 percent of the time that sitting judges were available in our circuit. Therefore, Senior Judges are a temporary replacement rather than a true supplemental resource.
8	<ul style="list-style-type: none"> ▶ Senior Judges are used in the Eighth Circuit to assist with complex cases, lengthy trials and to cover during judicial absences due to sickness, emergencies or conferences/committee work. This resource also allows our judges to essentially double-book their trial dockets with the knowledge that judicial support will be available, thereby decreasing the number of continuances granted. Our judges are also able to focus on their dockets and court events, rather than sitting on lengthy trials, giving the added benefit of keeping disposition rates consistent as reflected in our clearance rate statistics. Our circuit has also used Senior Judges to clear significant case back-logs.

Attachment C

Senior Judge Usage Survey Results

August 2008

Scenario III: Extended Absence Comments (continued)

Circuit	Comment
11	▶ Even if certification was current, senior judges would always be needed to address judicial labor shortfalls, including, but not limited to: when a judicial vacancy occurs and that judge's caseload/workload must be handled; extended sickness of a judge or a judge's family member; maternity leave; county/circuit/statewide service on court committees/commissions; lengthy/complicated/high profile trials; and division/case backlogs due to factors independent of the judge.
13	▶ Approximately half of the senior judge days used in FY 2007-08 were for coverage of a judge's caseload because of extended absences due to illness or other medical reasons. These are long-term medical absences such as maternity leave, cancer treatment, orthopedic or other major surgical operations.
13	▶ A second major use of senior judges is to cover a caseload when there is a judicial vacancy. Without the senior judge resources, the cases of such a division would have to be distributed among the remaining judges in a division or just delayed. For example, we had a dependency judge resign in January of 2008, the replacement was not named until April, 2008 and it was a county judge assigned to a high volume county criminal division. The county judge vacancy has yet to be filled. Without senior judges, two very critical divisions would become seriously backlog.
18	▶ In the 18th Judicial Circuit, the Senior Judge allotment resources are utilized primarily for assisting sitting judges with over-crowded docket calendars, lengthy trials, etc. as well as coverage of daily calendars while sitting judges attend or teach continuing educational classes.
19	▶ We use our Senior Judges in the 19th for emergency coverage when our judges are out.

Attachment C

Senior Judge Usage Survey Results

August 2008

Other Comments: Senior Judges Should Not Be Considered in the Certification of Judicial Need Process

Circuit	Comment
3	▶ These resources should not be included in the certification net need calculation.
5	▶ As such the use of Senior Judge time should not be used or considered in the certification net need calculation.
9	▶ These resources should not be included in the certification net need calculation.
11	▶ Senior Judge usage should not be factored into the Judicial Certification Weighted Caseload Formula. Senior Judges are a very valuable resource used to supplement the work of circuit and county court judges. They are not a replacement for a sitting judge.
11	▶ A Senior Judge can never replace the certified need for additional circuit or county judges. Senior Judges are a valuable resource for a Chief Judge to facilitate the proper administration of justice within the circuit.
13	▶ It is the position of the 13th Judicial Circuit that Senior Judge usage should not be factored into the Judicial Certification Weighted Caseload Formula.
13	▶ To include Senior Judge usage in the judicial weighted caseload formula would create a disincentive to assign senior judges to address the legitimate needs of the circuit as described above.
13	▶ A Senior Judge can never replace the certified need for additional circuit or county judges.
17	▶ Senior Judges should not be included because their statistical inclusion as sitting judges artificially deflates the real need for additional full time everyday judges.
19	▶ We should not use our Senior Judge time in lieu of new judges. To do so does not give a clear picture of our judicial needs.
20	▶ The Twentieth Judicial Circuit takes the position that Senior Judge days should not be counted as a substitute for judicial need, but rather as an indicator of judicial need. The fact that the Twentieth used only 84% of its Senior judge days during FY 2007/08 should suggest the conservative approach that is taken with this resource. That is, Senior Judge days are used when scarcity and circumstances compel; not when convenience allows.

Attachment C

Senior Judge Usage Survey Results

August 2008

Other Comments: Senior Judges Should Be Considered in the Certification of Judicial Need Process

Circuit	Comment
7	<ul style="list-style-type: none"> ▶ Consideration of Senior Judge resources during the certification process would seem to be a prudent approach. It makes sense to include this resource as a factor during the certification process. The relevant weight that should be placed on this factor is the subject of another discussion. While additional full-time judgeships are preferable and warranted, the contributions of Senior Judges toward the disposition of cases cannot be ignored.
8	<ul style="list-style-type: none"> ▶ Senior Judges play a vital role in the continued well-being of our court system and the Eighth Judicial Circuit supports the inclusion of the Senior Judge modifier in the certification net need calculation. Senior Judges are used in the Eighth Circuit to assist with complex cases, lengthy trials and to cover during judicial absences due to sickness, emergencies or conferences/committee work. This resource also allows our judges to essentially double-book their trial dockets with the knowledge that judicial support will be available, thereby decreasing the number of continuances granted. Our judges are also able to focus on their dockets and court events, rather than sitting on lengthy trials, giving the added benefit of keeping disposition rates consistent as reflected in our clearance rate statistics. Our circuit has also used Senior Judges to clear significant case back-logs.
12	<ul style="list-style-type: none"> ▶ We believe that Senior Judge use reflects the use of additional judicial resources, above and beyond the funded circuit judges.

Attachment C

Senior Judge Usage Survey Results

August 2008

All Other Comments

Circuit	Comment
2	▶ Senior Judge days are proportionately allocated to all of the circuits and as such the impact would be proportionately distributed among the circuits.
2	▶ We have only one resident Senior Judge available on a limited basis to assist the circuit, creating scheduling difficulties. Additionally, due to the budget reduction of travel expenses, use of out-of-circuit Senior Judges is not feasible.
2	▶ Senior Judge days allocated to this circuit have been reduced from 212 days during fiscal year 2006/07 to 166 days during fiscal year 2008/09. This represents a 21.7 percent reduction, representing 46 days or the equivalent of .21 judicial FTE based on the Delphi Policy Committee's estimate of judicial days available annually.
4	▶ Senior Judges are an invaluable resource and help move calendars expeditiously.
6	▶ Senior Judges provide a valuable and necessary resource to the courts. However, Senior Judges are retired and not always available when needed. Additionally, a recent ethics opinion prohibits Senior Judges from serving as a Civil Mediator and working in the civil division as a Senior Judge. This limits the pool of qualified Senior Judges from serving in this division for short assignments. A circuit should not have to rely on retired judges to handle its active caseload.
6	▶ These resources are vital in providing the necessary assistance to ensure the court meets statutory mandated requirements as well as the assurance of providing case flow maintenance.
10	▶ All judges have regular assignments, and Senior Judges are only brought in when our current judges cannot fill the need. Additional judicial resources are needed regardless of our use of Senior Judges. Additional judgeships do not eliminate or reduce the need for Senior Judge days.
11	▶ Please note that the 11th Judicial Circuit Senior Judge days' allocation was significantly reduced by almost 50% to 757 days for FY 2008/09.
11	▶ Since certification of additional judgeships lags behind actual need from at least one to many years, senior judges are a constant, necessary resource.

Attachment C
Senior Judge Usage Survey Results
August 2008

All Other Comments (continued)

Circuit	Comment
17	▶ Their inclusion supports the contradiction that infers that a circuit does not have a deficit because their use alleviates the emergencies caused by the judicial deficit.
19	▶ Senior Judge time is highly subject to legislative budget cuts.

Attachment D

Senior Judge Issue – Recommendations from the Court Statistics and Workload Committee September 2008

Issue

In last year's certification opinion, the Supreme Court stated that "...senior judges represent an additional resource that can and must be factored into the total package of available judicial resources...", and therefore included 100% of senior judge FTEs in their calculation. This opinion also directed the Commission on Trial Court Performance and Accountability (TCP&A) to analyze the inclusion of senior judges as a permanent factor in the certification workload model and provide recommendations. Administrative Order for the TCP&A (AOSC08-32) directed the Court Statistics and Workload Committee to investigate the inclusion of senior judges as permanent component of the judicial weighted workload model and directed the TCP&A to submit a report to the Supreme Court with related recommendations on or before September 24, 2008.

The fundamental question is: Should senior judge resources (currently, the trial courts are funded for approximately 38 FTEs) be counted with the 921 sitting judges in the weighted workload model when determining the need for new judges? To answer that question, the committee needs to know how they are being used. Then, based on how they are being used, the committee needs to determine if it is appropriate to add them into the workload model or not.

Senior Judge Survey to Chief Judges

Surveys were sent out to the twenty trial court chief judges to determine how senior judges were being used. Based on TCP&A's Senior Judge Workgroup Report (2000) report and information gathered from the trial courts there are three general categories in which circuit courts are using their senior judges.

- Scenario I: Supplemental Resource

In this scenario, senior judges are used as a supplement to sitting judges hearing parts of cases, much in the way as magistrates are currently used in many courts. The impact of these resources is already included in the case weight and do not need to be added in with the sitting judges.

- Scenario II: Independent Resource

In this scenario, senior judges are used as independent replacements for sitting judges. Senior judges are effectively a 1-1 equivalent for sitting judges. This includes when senior judges are used as a replacement in conflict cases, to alleviate backlog, to work regular calendars that would otherwise be unmet by available judges, and when senior judges are used to address lengthy trials. The 2007 certification opinion was consistent with this scenario by adding senior judge resources in with the sitting judges.

- Scenario III: Extended Absence

In this scenario, a senior judge is used to replace a sitting judge due to absence beyond that time allowed for in the definition of the judge work year. Extended absence includes time taken beyond 5 days for illness, 20 days for vacation, and 10 days for education, committee, and other constitutional work (as reflected in the 2007 Judicial Resource Study and the 1999 Delphi Study). These resources do not need to be added in with the sitting judges because they are filling in for resources that are already included in the calculation. Adding these resources in would be double counting.

In addition, the chief judges were asked to give their opinion of whether the senior judges should or should not be included in the judicial weighted workload model.

Results of the Senior Judge Survey to Chief Judges

The survey results are attached. As the chart indicates, the majority (75.2% of the responses and 66.3% of the days allotted) of senior judge resources are used as an independent resource and not counted in the model. A little over ten percent of the responses (10.2%, with 13.1% of the days allotted) were reported as a supplemental resource and presumably counted in the model. Less than fifteen percent of the responses (14.6%, with 20.6% of the days allotted) were reported as being used for extended absences, above the standard absences already factored into the model. These resources are already counted in the model, since these resources are filling in for judges that are already counted but not available to work for extraordinary reasons.

The chief judges also gave their opinions as to whether senior judges should or should not be included in the judicial weighted workload model. Eight judicial circuits (3^d, 5th, 9th, 11th, 13th, 17th, 19th, and 20th Circuits) thought that senior judges should not be considered in the certification of judicial need. Three judicial circuits (7th, 8th, and 12th Circuits) thought that senior judges should be considered in the certification of judicial need. Seven judicial circuits included comments in the survey but did not categorically state whether or not senior judges should be included in the certification of judicial need. Two judicial circuits offered no comment.

Analysis

It would appear from a strict empirical standpoint that the majority of the senior judge resources are independent and can only be factored into the certification process by adding them in with the sitting judges. While certainly possible to differentiate the use of senior judges by circuit, it might prove very complex and cumbersome to include some of this resource and not other parts in the certification of judicial need.

However, based on the comments of the chief judges, it appears that the almost all of the senior judges are used for situations outside of the certification process. The certification methodology determines the need for new judges based on a forecast of workload that ignores temporary increases. Because judges are a long term, fixed resource, the Supreme Court only considers “sustained” workload in their analysis of judicial need. Although sustained workload has not been formally defined, for many years the Supreme Court has consistently been conservative in

their estimates of future workload by discounting any significant growth in filings that appear temporary.

Senior judges, on the other hand, are considered more short term in nature, funded and allocated year to year. They tend to be used to handle peak or unusual caseloads and backlogs that may only exist in a given year or two. An example of this situation might be the current “spike” in mortgage foreclosures. The consistent philosophy used in forecasting is that spikes, by definition, are temporary, and should not be carried out into future years. Hence, this need resulting from the spike in filings, being unanticipated and fleeting, should not be factored into the judgeship need calculus because judgeships are a permanent resource solution. In addition, senior judges are used to fill in when sitting judges are on extended leave due to extraordinary circumstances, such as maternity leave and serious illness.

Senior judges also are useful in most circuits because many have a net need for new judgeships almost every year. Although forecasted filings are used in determining net need, it still takes more than a calendar year to get relief for the current judge need, even assuming that new judgeships are authorized and funded in the original year in which they are certified by the Supreme Court. Senior judges may serve as a stop-gap to satisfy judge needs prior to their funding by the Legislature.

Finally, since senior judges are a significantly more flexible resource than new sitting judgeships, it might make sense to allocate them to circuits based upon temporary workload needs, while certification of new judges should be based on sustained need, which represents constant need overtime. A more formalized approach of determining the need for senior judge resources might include anticipating needs either statistically or through information submitted by the circuits in their Judgeship Needs Application, or a combination of both. These anticipated needs could be included in the overall Legislative Budget Request process.

Committee Recommendations:

- Recommends not including senior judges in the current certification methodology.
- Recommends that senior judge resources be requested during the legislative budget process and allocated to the circuits based on all need above sustained need, including filing peaks, unanticipated vacancies, extended leave, and backlog need.
- Recommends extending the weighted workload model to define and calculate sustained need.
- Recommends that this committee work to improve circuit level reporting on senior judge usage to achieve accountability and transparency. This enhanced reporting is a critical component to the allocation process.

Attachment E

Sustained Judicial Net Need Circuit Court

Circuit	FY 2007-08 Net Need	FY 2008-09 Net Need	FY 2009-10 Net Need	Three Year Sustained Need
1	6.1	5.5	5.5	5.5
2	1.3	0.9	0.5	0.5
3	0.1	0.1	0.4	0.1
4	2.0	1.7	2.1	1.7
5	6.6	5.9	5.8	5.8
6	2.5	3.1	2.3	2.3
7	4.4	3.9	3.2	3.2
8	1.2	2.4	1.4	1.2
9	1.7	6.2	6.4	1.7
10	1.7	3.3	3.0	1.7
11	2.4	0.7	0.8	0.7
12	0.2	0.6	0.6	0.2
13	2.8	2.1	1.9	1.9
14	2.3	2.2	2.3	2.2
15	2.0	2.0	2.3	2.0
16	-0.3	-0.2	-0.4	-0.4
17	-1.1	0.4	0.4	-1.1
18	1.1	1.6	1.6	1.1
19	2.1	2.6	3.4	2.1
20	3.0	3.8	4.7	3.0
Total	42.0	48.8	48.1	35.3

Attachment E

Sustained Judicial Net Need County Court

Circuit	County	FY 2007-08 Net Need	FY 2008-09 Net Need	FY 2009-10 Net Need	Three Year Sustained Need
1	Escambia	0.5	0.4	0.9	0.4
	Okaloosa	0.1	0.7	1.0	0.1
	Santa Rosa	0.0	0.3	0.6	0.0
	Walton	0.1	0.2	0.3	0.1
2	Franklin	-0.7	-0.7	-0.6	-0.7
	Gadsden	-0.2	0.0	0.3	-0.2
	Jefferson	-0.8	-0.9	-0.8	-0.9
	Leon	0.1	0.4	0.2	0.1
	Liberty	-0.9	-0.9	-0.9	-0.9
	Wakulla	-0.6	-0.6	-0.6	-0.6
3	Columbia	0.5	0.9	0.9	0.5
	Dixie	-0.8	-0.8	-0.9	-0.9
	Hamilton	-0.8	-0.8	-0.8	-0.8
	Lafayette	-1.0	-1.0	-1.0	-1.0
	Madison	-0.6	-0.7	-0.7	-0.7
	Suwannee	-0.3	-0.4	-0.3	-0.4
	Taylor	-0.6	-0.6	-0.6	-0.6
4	Clay	0.2	0.4	0.5	0.2
	Duval	6.1	9.0	9.3	6.1
	Nassau	-0.1	0.0	0.1	-0.1
5	Citrus	0.4	0.7	1.2	0.4
	Hernando	-0.2	0.2	0.6	-0.2
	Lake	0.1	1.1	1.5	0.1
	Marion	1.3	0.7	1.3	0.7
	Sumter	-0.4	-0.2	-0.2	-0.4
6	Pasco	-0.2	0.4	0.4	-0.2
	Pinellas	1.3	4.7	3.9	1.3

Sustained Judicial Net Need County Court

Circuit	County	FY 2007-08 Net Need	FY 2008-09 Net Need	FY 2009-10 Net Need	Three Year Sustained Need
7	Flagler	-0.2	0.0	0.3	-0.2
	Putnam	-0.4	-0.5	-0.5	-0.5
	St. Johns	0.3	0.4	0.7	0.3
	Volusia	1.6	1.7	2.4	1.6
8	Alachua	0.7	0.8	0.8	0.7
	Baker	-0.7	-0.7	-0.6	-0.7
	Bradford	-0.5	-0.5	-0.4	-0.5
	Gilchrist	-0.9	-0.7	-0.7	-0.9
	Levy	-0.3	-0.3	-0.1	-0.3
	Union	-0.9	-0.9	-0.9	-0.9
9	Orange	1.8	2.5	2.9	1.8
	Osceola	0.2	0.8	1.4	0.2
10	Hardee	-0.5	-0.5	-0.2	-0.5
	Highlands	0.2	0.6	0.8	0.2
	Polk	1.4	1.7	2.3	1.4
11	Dade	9.6	15.3	15.8	9.6
12	Desoto	-0.6	-0.4	-0.3	-0.6
	Manatee	0.4	1.0	1.4	0.4
	Sarasota	0.4	1.9	2.3	0.4
13	Hillsborough	9.9	10.6	10.7	9.9
14	Bay	0.2	0.6	0.9	0.2
	Calhoun	-0.8	-0.8	-0.7	-0.8
	Gulf	-0.8	-0.7	-0.7	-0.8
	Holmes	-0.7	-0.7	-0.6	-0.7
	Jackson	-0.3	-0.2	-0.2	-0.3
	Washington	-0.6	-0.6	-0.6	-0.6
15	Palm Beach	7.8	10.0	9.8	7.8
16	Monroe	-2.1	-2.4	-2.9	-2.9
17	Broward	5.6	7.2	7.3	5.6

Sustained Judicial Net Need County Court

Circuit	County	FY 2007-08 Net Need	FY 2008-09 Net Need	FY 2009-10 Net Need	Three Year Sustained Need
18	Brevard	1.3	2.3	1.5	1.3
	Seminole	0.3	0.6	1.0	0.3
19	Indian River	0.0	0.1	0.4	0.0
	Martin	-0.7	-0.2	0.1	-0.7
	Okeechobee	-0.3	-0.3	-0.2	-0.3
	St. Lucie	1.0	1.4	1.6	1.0
20	Charlotte	-0.7	-1.3	-0.5	-1.3
	Collier	-0.7	1.3	1.2	-0.7
	Glades	-0.9	-0.8	-0.7	-0.9
	Hendry	-0.2	-0.1	-0.2	-0.2
	Lee	0.7	4.3	4.6	0.7
Total		32.1	65.2	74.7	29.8