



THE STATE OF FLORIDA  
**JUSTICE ADMINISTRATIVE COMMISSION**

227 North Bronough Street, Suite 2100  
Tallahassee, Florida 32301



**COMMISSIONERS**

**Alton L. "Rip" Colvin, Jr.**  
Executive Director

(850) 488-2415  
FAX (850) 488-8944

[www.justiceadmin.org](http://www.justiceadmin.org)

Justice Administration  
Tallahassee, Florida

September 30, 2019

Chris Spencer, Policy Director  
Office of Policy and Budget  
Executive Office of the Governor  
1701 The Capitol  
Tallahassee, Florida 32399-0001

Eric Pridgeon, Staff Director  
House Appropriations Committee  
221 The Capitol  
Tallahassee, Florida 32399-1300

Cynthia Kynoch, Staff Director  
Senate Committee on Appropriations  
201 The Capitol  
Tallahassee, Florida 32399-1300

**Brad King, Chair**  
*State Attorney*  
**Diamond R. Litty**  
*Public Defender*  
**Kathleen A. Smith**  
*Public Defender*  
**Brian Haas**  
*State Attorney*

Dear Directors:

Pursuant to ch. 216, F.S., the Long Range Program Plan (LRPP) for the Department of Justice Administration is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our mission, goals, objectives, and measures for the Fiscal Year 2020-21 through Fiscal Year 2024-25. The internet website address that provides the link to the LRPP on the Florida Fiscal Portal is <https://www.justiceadmin.org/ClientAgencies/budget.aspx>. This submission has been approved by me as Executive Director of the Justice Administrative Commission on behalf of all agencies within the Department.

Sincerely,

A handwritten signature in blue ink, appearing to read "Alton L. Colvin, Jr.", written in a cursive style.

Alton L. "Rip" Colvin, Jr.  
Executive Director



**Justice Administrative Commission  
Long-Range Program Plan  
FY 2020-2021 through 2024-2025**

**Alton L. “Rip” Colvin, Jr.  
Executive Director  
227 N. Bronough Street, Suite 2100  
Tallahassee, FL 32301**



# STATEWIDE GUARDIAN AD LITEM OFFICE

## Long Range Program Plan

Fiscal Years 2020-2021 through 2024-2025

September 30, 2019

Alan Abramowitz  
Executive Director

600 South Calhoun Street, Suite 273  
Tallahassee, Florida 32399

Phone: (850) 922-7213  
Fax: (850) 922-7211



## **OFFICES OF THE STATE ATTORNEY**

### **LONG RANGE PROGRAM PLAN FY 2020-21 THROUGH FY 2024-25**

**September 30, 2019**

**Honorable William Eddins  
State Attorney, First Judicial Circuit**

**Honorable Katherine F. Rundle  
State Attorney, Eleventh Judicial Circuit**

**Honorable Jack Campbell  
State Attorney, Second Judicial Circuit**

**Honorable Ed Brodsky  
State Attorney, Twelfth Judicial Circuit**

**Honorable Jeffrey A. Siegmeister  
State Attorney, Third Judicial Circuit**

**Honorable Andrew H. Warren  
State Attorney, Thirteenth Judicial Circuit**

**Honorable Melissa W. Nelson  
State Attorney, Fourth Judicial Circuit**

**Honorable Glenn Hess  
State Attorney, Fourteenth Judicial Circuit**

**Honorable Brad King  
State Attorney, Fifth Judicial Circuit**

**Honorable David A. Aronberg  
State Attorney, Fifteenth Judicial Circuit**

**Honorable Bernie McCabe  
State Attorney, Sixth Judicial Circuit**

**Honorable Dennis W. Ward  
State Attorney, Sixteenth Judicial Circuit**

**Honorable R. J. Larizza  
State Attorney, Seventh Judicial Circuit**

**Honorable Michael J. Satz  
State Attorney, Seventeenth Judicial Circuit**

**Honorable William Cervone  
State Attorney, Eighth Judicial Circuit**

**Honorable Philip G. Archer  
State Attorney, Eighteenth Judicial Circuit**

**Honorable Aramis D. Ayala  
State Attorney, Ninth Judicial Circuit**

**Honorable Bruce H. Colton  
State Attorney, Nineteenth Judicial Circuit**

**Honorable Brian Haas  
State Attorney, Tenth Judicial Circuit**

**Honorable Amira Dajani Fox  
State Attorney, Twentieth Judicial Circuit**





## **OFFICES OF THE PUBLIC DEFENDER**

### **LONG RANGE PROGRAM PLAN FY 2020-21 THROUGH FY 2024-25**

**September 30, 2019**

**Honorable Bruce Miller  
Public Defender, First Judicial Circuit**

**Honorable Carlos J. Martinez  
Public Defender, Eleventh Judicial Circuit**

**Honorable Andy Thomas  
Public Defender, Second Judicial Circuit**

**Honorable Larry L. Eger  
Public Defender, Twelfth Judicial Circuit**

**Honorable Blair Payne  
Public Defender, Third Judicial Circuit**

**Honorable Julianne M. Holt  
Public Defender, Thirteenth Judicial Circuit**

**Honorable Charles Cofer  
Public Defender, Fourth Judicial Circuit**

**Honorable Mark Sims  
Public Defender, Fourteenth Judicial Circuit**

**Honorable Mike Graves  
Public Defender, Fifth Judicial Circuit**

**Honorable Carey Haughwout  
Public Defender, Fifteenth Judicial Circuit**

**Honorable Bob H. Dillinger  
Public Defender, Sixth Judicial Circuit**

**Honorable Robert Lockwood  
Public Defender, Sixteenth Judicial Circuit**

**Honorable James S. Purdy  
Public Defender, Seventh Judicial Circuit**

**Honorable Howard Finkelstein  
Public Defender, Seventeenth Judicial Circuit**

**Honorable Stacy A. Scott  
Public Defender, Eighth Judicial Circuit**

**Honorable Blaise Trettis  
Public Defender, Eighteenth Judicial Circuit**

**Honorable Robert Wesley  
Public Defender, Ninth Judicial Circuit**

**Honorable Diamond R. Litty  
Public Defender, Nineteenth Judicial Circuit**

**Honorable Rex Dimmig  
Public Defender, Tenth Judicial Circuit**

**Honorable Kathleen A. Smith  
Public Defender, Twentieth Judicial Circuit**



**OFFICES OF THE PUBLIC DEFENDER – APPELLATE**

**LONG RANGE PROGRAM PLAN  
FY 2020-21 THROUGH FY 2024-25**

**September 30, 2019**

**Honorable Andy Thomas  
Public Defender, Second Judicial Circuit**

**Honorable James S. Purdy  
Public Defender, Seventh Judicial Circuit**

**Honorable Rex Dimmig  
Public Defender, Tenth Judicial Circuit**

**Honorable Carlos J. Martinez  
Public Defender, Eleventh Judicial Circuit**

**Honorable Carey Haughwout  
Public Defender, Fifteenth Judicial Circuit**



# **Long Range Program Plan FY 2020-21 through 2024-25**

**Capital Collateral Regional Councils -  
Northern, Middle and Southern Regions**

**September 30, 2019**



**OFFICES OF CRIMINAL CONFLICT AND CIVIL  
REGIONAL COUNSELS**

**LONG RANGE PROGRAM PLAN  
FY 2020-21 THROUGH FY 2024-25**

**September 30, 2019**

**Candice Brower  
Regional Counsel, First Region**

**Ita Neymotin  
Regional Counsel, Second Region**

**Eugene Zenobi  
Regional Counsel, Third Region**

**Antony Parker Ryan  
Regional Counsel, Fourth Region**

**Jeffrey D. Deen  
Regional Counsel, Fifth Region**

---

## AGENCY MISSION AND GOALS

---

### JUSTICE ADMINISTRATIVE COMMISSION

**Mission:** *Provide Superior Services*

*To support the entities we serve and Florida's judicial system with fiscal controls, best practices, and exemplary service.*

*The Justice Administrative Commission (JAC) administratively serves Florida's Offices of State Attorney, Public Defender, Capital Collateral Regional Counsel, Guardian ad Litem Program, and Criminal Conflict and Civil Regional Counsel; and provides compliance and financial review of the court appointed attorney and due process costs.*

**Priority #1 Goal:**

*Provide quality administrative services.*

### STATEWIDE GUARDIAN AD LITEM

**Mission:** *"I am for the Child"*

**Goals:**

- 1. To provide a guardian ad litem to represent all abused, abandoned and neglected children in court and to advocate for their best interests, including their legal interests.*
- 2. To conduct an independent investigation of a child's circumstances, provide reports and recommendations to the court on the child's best interests, and give the child a voice in court.*
- 3. To implement a consistent core program of training and professional certification that for GAL staff and volunteers incorporating evidence based practice and trauma informed training as well as facts surrounding equity and diversity in child advocacy.*

### STATE ATTORNEY

**Mission:** *Seeking Justice for Florida*

*"The prosecutor is the representative, not of an ordinary party in a controversy, but of sovereignty whose obligation to govern impartially is as compelling as its obligation to govern at all; and whose interest, therefore, in a criminal prosecution is not that it win a case, but that justice shall be done."*

*Justice Southerland  
Berger vs U.S. 295 U.S. 78 (1935)*

---

## AGENCY MISSION AND GOALS

---

### STATE ATTORNEY

**Priority #1 Goal:**

*To pursue justice through prosecution of all criminal cases presented to the State Attorney over the next five years in an effective, efficient and timely manner.*

**Priority #2 Goal:**

*To recruit and retain qualified and experienced Assistant State Attorneys to handle the increased caseloads and sophisticated prosecutions on behalf of the people of the State of Florida.*

### PUBLIC DEFENDER

**Mission:** *Protect the rights of the indigent accused under the United States Constitution, Florida Constitution, and fulfill obligations and responsibilities under Chapters 27, 394, and 985, Florida Statutes; the Criminal, Juvenile, and Appellate Rules of Procedure; and the Florida Rules of Professional Conduct.*

**Priority #1 Goal:**

*Provide fair and equitable salaries and benefits for employees to improve retention, reduce attorney turnover, and ensure continuity of legal representation.*

**Priority #2 Goal:**

*Establish standard caseloads for felony attorneys at 200 cases per year, misdemeanor attorneys at 400 cases per year, and juvenile attorneys at 250 cases per year.*

### PUBLIC DEFENDER APPELLATE

**Mission:** *Protect the rights of the indigent accused under the United States Constitution, Florida Constitution, and fulfill obligations and responsibilities under Chapters 27, 394, and 985, Florida Statutes; the Criminal, Juvenile, and Appellate Rules of Procedure; and the Florida Rules of Professional Conduct.*

**Priority #1 Goal:**

*Provide fair and equitable salaries and benefits for employees to improve retention, reduce turnover, and ensure continuity of legal representation.*

**Priority #2 Goal:**

*Establish reasonable caseloads for appellate attorneys and process appeals in a timely manner.*

---

## AGENCY MISSION AND GOALS

---

### CAPITAL COLLATERAL REGIONAL COUNSEL

*Capital Collateral Regional Counsel (CCRC) Purpose: To provide legal representation for individuals who have received the death penalty and for whom state laws provide post-conviction reviews of their judgement of conviction and sentences.*

**Mission:** *Assure capital justice*

*Chapter 27 Part IV, Florida Statutes and Rules 3.851 and 3.852 of the Florida Rules of Criminal Procedure govern the CCRC's responsibility for collecting and analyzing public records of all assigned post-death penalty conviction cases, investigating each case, and providing legal representation within state and federal courts performing post-conviction review.*

**Goal:**

*To assure justice prevails, on a timely basis, by providing competent legal representation and a fair hearing during state and federal court post-conviction review processes.*

### OFFICES OF CRIMINAL CONFLICT AND CIVIL REGIONAL COUNSELS (OCCRC)

**Mission:** *Protect constitutional and statutory rights in a cost effective manner.*

**Priority #1 Goal:**

*To ensure cases are processed in a timely and cost effective manner.*

---

## AGENCY OBJECTIVES

---

### JUSTICE ADMINISTRATIVE COMMISSION

**Goal 1 Objective 1:**

*Accurately and efficiently process transactions for JAC, and, on behalf of, the 49 judicial-related offices (JROs) we administratively serve.*

**Goal 1 Objective 2:**

*Review court-appointed counsel and due process vendor invoices for compliance with contractual and statutory requirements, as well as the Department of Financial Services' rules and regulations.*

### STATEWIDE GUARDIAN AD LITEM

**Priority #1 Goal:**

*To provide effective advocacy and improved outcomes for all of Florida's abused, abandoned, and neglected children.*

**Priority #2 Goal:**

*Advocate for timely permanency for children.*

**Priority #3 Goal:**

*Increase number of volunteer advocates for children.*

### STATE ATTORNEY

**Goal 1 Objective:**

*Maximize the number and percentage of habitual and violent felony offenders who receive enhanced sentences.*

**Goal 2 Objective:**

*Reduce Assistant State Attorney turnover rate by increasing entry-level and mid-level salaries.*



---

## AGENCY OBJECTIVES

---

### **PUBLIC DEFENDER**

#### **Goals 1 & 2 Objective:**

*Provide quality representation to all appointed clients and thereby protect the constitutional and statutory rights of all citizens.*

### **PUBLIC DEFENDER APPELLATE**

#### **Goals 1 & 2 Objective:**

*Provide quality representation to all appointed clients and thereby protect the constitutional and statutory rights of all citizens.*

### **CAPITAL COLLATERAL REGIONAL COUNSEL (CCRC)**

#### **Goal 1 Objective:**

*To competently achieve the completion of death penalty post-conviction review by state and federal courts.*

### **OFFICES OF CRIMINAL CONFLICT AND CIVIL REGIONAL COUNSELS (OCCRC)**

#### **Goal 1 Objective:**

*Appeals: File initial appellate briefs within 30 days of receipt of record.*

*Criminal: Close misdemeanor cases within 120 days of appointment.*

*Dependency: In cases where there is either an adjudication or a withhold of adjudication, file a case plan to be approved by the court within 90 days of appointment.*

**AGENCY SERVICE OUTCOMES AND  
PERFORMANCE PROJECTION TABLES**

**JUSTICE ADMINISTRATIVE COMMISSION**

**Outcome: Number of transactions processed on behalf of JROs administratively served.**

<b>Baseline/Year 2018-19</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
374,748	382,280	386,103	389,964	393,864	397,803

**Outcome: Number of court appointed counsel and due process vendor invoices processed.**

<b>Baseline/Year 2018-19</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
63,518	64,795	65,443	66,097	66,758	67,426

**STATEWIDE GUARDIAN AD LITEM**

**Outcome: Average number of children represented.**

<b>Baseline</b>					
<b>FY 2018/19</b>	<b>FY2020/21</b>	<b>FY2021/22</b>	<b>FY2022/23</b>	<b>FY2023/24</b>	<b>FY2024/25</b>
25,061	27,189	27,738	29,238	30,783	33,078

Explanation: The baseline number is the average of 12 months of point-in-time data, from July 1 of one year to June 30 of the next. The average number of children represented per month in FY 18/19 was 25,061. Increases over the next five years are projected assuming that resources are available to meet this need, and that numbers of dependent children do not continue to increase.

Point-in-time monthly counts and averages of those counts significantly understate the total number of children served by the Program in a given year, because such counts are not cumulative. **During FY 18/19, the Guardian ad Litem Program actually represented 38,997 individual children throughout the entire year.**

The number of children needing guardians ad litem has historically exceeded Program resources. There has been a 9 percent increase in the number of dependent children since the Guardian ad Litem Program last prepared a request for a significant staff increase in the summer of 2015. These staff came on board in July 2016.

The Program has taken and continues to take steps to improve its capacity to provide quality representation and reach additional children. The estimates above represent a multi-year plan to reach all children. The Program anticipates a modest increase in the

**AGENCY SERVICE OUTCOMES AND  
PERFORMANCE PROJECTION TABLES**

**STATEWIDE GUARDIAN AD LITEM**

number of children represented in the next fiscal year. In the 2020/21 fiscal year through 2025, the Program will focus on more efficient use of resources, continued partnerships with counties and local foundations and businesses, the expanded use of pro bono attorneys, and requests for additional funding (when needed) to reach the remaining children.

The FY 20-21 legislative budget request seeks \$1.9 million for the addition of 30 additional Child Advocate Manager I’s and 5 additional Child Advocate Manager II’s (supervisors) to increase representation in certain areas of the state. In addition, \$261,000 in Other Personal Services funding is requested to fill manpower gaps in small rural offices where employee absence could negatively affect Program operations and representation of children.

**Outcome: Average percent of children represented.**

<b>Baseline</b>					
<b>FY 2018/19</b>	<b>FY2020/21</b>	<b>FY2021/22</b>	<b>FY2022/23</b>	<b>FY2023/24</b>	<b>FY2024/25</b>
75%	81%	86%	90%	95%	100%

Explanation: The percentages reflected in the chart above show the proportion of ALL children in the dependency system served and projected to be served by the GAL Program. The FY 18/19 baseline was 75 percent. This deviation from the target is due to the increase in the number of children in the dependency system. Increases over the next five years are projected assuming that resources are available to meet this need, and that numbers of dependent children do not continue to increase.

Given that the GAL Program does not currently have the resources to represent every child in the system, the Program has implemented various processes in collaboration with other stakeholders to identify children with the highest level of needs, and resources are focused on these children. These children tend to have multi-system issues that further tax Program resources. The Program has taken and continues to take steps to improve its capacity to provide quality representation and reach additional children. The estimates above represent a multi-year plan to reach all children. In the 2020/21 fiscal year through 2025, the Program will focus on more efficient use of resources, continued partnerships with counties and local foundations and businesses, the expanded use of pro bono attorneys, and requests for additional funding (when needed) to reach the remaining children.

**Outcome: Percent of cases closed with Permanency Goal achieved.**

<b>Baseline</b>					
<b>FY 2018/19</b>	<b>FY2020/21</b>	<b>FY2021/22</b>	<b>FY2022/23</b>	<b>FY2023/24</b>	<b>FY2024/25</b>
59%	70%	72%	74%	76%	80%

---

**AGENCY SERVICE OUTCOMES AND  
PERFORMANCE PROJECTION TABLES**

---

**STATEWIDE GUARDIAN AD LITEM**

Explanation: A key outcome measure for children is achievement of permanency through reunification with family, adoption, or a permanent guardianship arrangement. Court supervision and case management by the Department of Children and Families (DCF), Community Based Care Lead Agencies and Case Management Agencies is terminated when permanency is achieved.

Increases over the next five years are projected assuming that resources are available to meet this need, and that numbers of dependent children do not continue to increase.

As the numbers of children in the dependency system have increased, the time to permanency has also increased, preventing cases from closing and impacting the average number of children represented by the Program. Permanency indicators maintained by the Department of Children and Families reflect that permanency within 12 months of removal has been on a downward trend since the beginning of 2012. At that time, the average time for return home within 12 months was 51.5% of children removed from their home. At the beginning of 2015, 45% of children removed achieved permanency within 12 months. Now, that number is 38.7%, below the national standard of 40.5%. Likewise, the number of children achieving permanency with 24 months has been declining during the same period.

The time to permanency is affected by many factors including family dynamics, substance abuse, mental health struggles and availability of services. Another key factor is staff turnover in agencies that work directly with families and children. Studies have shown that caseworker turnover can extend a child’s time in care by months.

**Outcome: Number of new volunteers certified as a GAL.**

<u>Baseline</u>					
<b>FY 2018/19</b>	<b>FY2020/21</b>	<b>FY2021/22</b>	<b>FY2022/23</b>	<b>FY2023/24</b>	<b>FY2024/25</b>
2,366	2,800	2,800	2,800	2,800	3,00

Explanation: During FY 18/19, 2,366 new volunteers were certified. For all 12 months of FY 18/19, the average number of volunteers was 10,997. The actual number of total volunteers on June 30, 2018 was 11,279.

During the coming year, the GAL Program will continue its aggressive volunteer recruitment efforts. This will be done in partnership with the Program’s Direct-Support Organization, as well as through the use of funding and resources from partnership organizations.

**AGENCY SERVICE OUTCOMES AND  
PERFORMANCE PROJECTION TABLES**

**STATEWIDE GUARDIAN AD LITEM**

**Outcome:** Average number of volunteers.

<b>Baseline</b>					
<b>FY 2018/19</b>	<b>FY2020/21</b>	<b>FY2021/22</b>	<b>FY2022/23</b>	<b>FY2023/24</b>	<b>FY2024/25</b>
10,997	11,500	11,750	12,000	12,500	13,000

Explanation: The Program’s goal is to continually develop innovative ways to improve volunteer recruitment and retention. For FY 18/19, the average number of volunteers was 10,997. On June 30, 2019, the total number of volunteers was 11,326. The average number of certified volunteers in FY 17/18 was 10,348. This number includes a small proportion of volunteers who do not carry a caseload but rather perform administrative and office work for the program (called “non-certified”).

The Program continues to develop a GAL Alumni initiative to keep volunteers engaged even after they decide to take a break from carrying child representation cases. These volunteers may be engaged through time-limited projects, contribution of special skills and fund raising for local program support. There were 7,058 GAL alumni volunteers on June 30, 2019.

**STATE ATTORNEY**

**STATE ATTORNEY, FIRST JUDICIAL CIRCUIT**

**Outcome:** Number of habitual and violent felony offenders who receive enhanced sentences.

	<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
Offenders who qualify for enhanced sentence for whom the State requests enhanced sentence	146	74	74	74	74	74
Offenders for whom the Court orders enhanced sentencing	91	74	74	74	74	74
Percentage of offenders sentenced by the Court to an enhanced sentence	62%	100%	100%	100%	100%	100%

**Outcome:** Assistant State Attorney turnover rate.

<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
15.6%	28.57%	25%	25%	25%	25%

---

**AGENCY SERVICE OUTCOMES AND  
PERFORMANCE PROJECTION TABLES**

---

**STATE ATTORNEY, SECOND JUDICIAL CIRCUIT**

**Outcome:** Number of habitual and violent felony offenders who received enhanced sentences.

	<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
Offenders for whom the Court orders enhanced Sentencing	53	N/A	N/A	N/A	N/A	N/A

**Outcome:** Assistant State Attorney turnover rate.

<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
33.4%	27%	25%	25%	25%	25%

**STATE ATTORNEY, THIRD JUDICIAL CIRCUIT**

**Outcome:** Number of habitual and violent felony offenders who receive enhanced sentences.

	<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
Offenders who qualify for enhanced sentence for whom the State requests enhanced sentence	7	80	80	80	80	80
Offenders for whom the Court orders enhanced sentencing	6	45	50	50	50	50
Percentage of offenders sentenced by the Court to an enhanced sentence	85.7%	20%	20%	20%	20%	20%

**Outcome:** Assistant State Attorney turnover rate.

<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
13.6%	20%	17%	17%	17%	17%

---

**AGENCY SERVICE OUTCOMES AND  
PERFORMANCE PROJECTION TABLES**

---

**STATE ATTORNEY, FOURTH JUDICIAL CIRCUIT**

**Outcome:** Number of habitual and violent felony offenders who receive enhanced sentences.

	<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
Offenders who qualify for enhanced sentence for whom the State requests enhanced Sentence	303	303	303	303	303	303
Offenders for whom the Court orders enhanced Sentencing	300	300	300	300	300	300
Percentage of offenders sentenced by the Court to an enhanced sentence	99%	99%	99%	99%	99%	99%

**Outcome:** Assistant State Attorney turnover rate.

<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
21%	21%	21%	21%	21%	21%

**STATE ATTORNEY, FIFTH JUDICIAL CIRCUIT**

**Outcome:** Number of habitual and violent felony offenders who receive enhanced sentences.

	<b>FY 2001-02 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
Offenders who qualify for enhanced sentence for whom the State requests enhanced sentence	320	367	377	387	397	407
Offenders for whom the Court orders enhanced sentencing	168	361	371	381	391	401
Percentage of offenders sentenced by the Court to an enhanced sentence	52.50%	98%	98%	98%	98%	98%

**Outcome:** Assistant State Attorney turnover rate.

<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
20.59%	12%	12%	12%	12%	12%

---

**AGENCY SERVICE OUTCOMES AND  
PERFORMANCE PROJECTION TABLES**

---

**STATE ATTORNEY, SIXTH JUDICIAL CIRCUIT**

**Outcome:** Number of habitual and violent felony offenders who receive enhanced sentences.

	<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
Offenders who qualify for enhanced sentence for whom the State requests enhanced sentence	508	425	400	400	400	400
Offenders for whom the Court orders enhanced Sentencing	356	425	400	400	375	375
Percentage of offenders sentenced by the Court to an enhanced sentence	38%	43%	44%	44%	43%	43%

**Outcome:** Assistant State Attorney turnover rate.

<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
15%	16%	16%	15%	15%	15%

**STATE ATTORNEY, SEVENTH JUDICIAL CIRCUIT**

**Outcome:** Number of habitual and violent felony offenders who receive enhanced sentences.

	<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
Offenders who qualify for enhanced sentence for whom the State requests enhanced sentence	223	160	165	170	170	170
Offenders for whom the Court orders enhanced Sentencing	90	131	135	140	140	140
Percentage of offenders sentenced by the Court to an enhanced sentence	40.5%	82%	82%	82%	82%	82%

**Outcome:** Assistant State Attorney turnover rate.

<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
19.8%	23%	18%	18%	17%	17%



---

**AGENCY SERVICE OUTCOMES AND  
PERFORMANCE PROJECTION TABLES**

---

**STATE ATTORNEY, EIGHTH JUDICIAL CIRCUIT**

**Outcome:** Number of habitual and violent felony offenders who receive enhanced sentences.

	<b>FY 2014-15 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
Offenders who qualify for enhanced sentence for whom the State requests enhanced sentence	54	119	119	119	119	119

**Outcome:** Assistant State Attorney turnover rate.

<b>FY 2014-15 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
8.25%	12.75%	12.75%	12.75%	12.75%	12.75%

**STATE ATTORNEY, NINTH JUDICIAL CIRCUIT**

**Outcome:** Number of habitual and violent felony offenders who receive enhanced sentences.

	<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
Offenders who qualify for enhanced sentence for whom the State requests enhanced sentence	634	338	338	338	338	338

**Outcome:** Assistant State Attorney turnover rate.

<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
28.14%	20%	20%	20%	20%	20%

---

**AGENCY SERVICE OUTCOMES AND  
PERFORMANCE PROJECTION TABLES**

---

**STATE ATTORNEY, TENTH JUDICIAL CIRCUIT**

**Outcome:** Number of habitual and violent felony offenders who receive enhanced sentences.

	<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
Offenders who qualify for enhanced sentence for whom the State requests enhanced sentence	465	2,000	2,000	2,000	2,000	2,000
Offenders for whom the Court orders enhanced sentencing	220	2,000	2,000	2,000	2,000	2,000
Percentage of offenders sentenced by the Court to an enhanced sentence	47.3%	100%	100%	100%	100%	100%

**Outcome:** Assistant State Attorney turnover rate.

<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
16.7%	15%	15%	15%	15%	15%

**STATE ATTORNEY, ELEVENTH JUDICIAL CIRCUIT**

**Outcome:** Number of habitual and violent felony offenders who receive enhanced sentences.

	<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
Offenders who qualify for enhanced sentence for whom the State requests enhanced sentence	3,683	481	505	530	556	583

**Outcome:** Assistant State Attorney turnover rate.

<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
21.85%	33.09%	28%	28%	28%	28%

---

**AGENCY SERVICE OUTCOMES AND  
PERFORMANCE PROJECTION TABLES**

---

**STATE ATTORNEY, TWELFTH JUDICIAL CIRCUIT**

**Outcome:** Number of habitual and violent felony offenders who receive enhanced sentences.

	<b>FY 2017-18 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
Offenders who qualify for enhanced sentence for whom the State requests enhanced sentence	16	30	31	32	33	34
Offenders for whom the Court orders enhanced sentencing	5	3	5	7	9	12
Percentage of offenders sentenced by the Court to an enhanced sentence	58.57%	10%	16.12%	21.87%	27.27%	35.29%

**Outcome:** Assistant State Attorney turnover rate.

<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
20.5%	20.27%	19%	18%	17%	16%

**STATE ATTORNEY, THIRTEENTH JUDICIAL CIRCUIT**

**Outcome:** Number of habitual and violent felony offenders who receive enhanced sentences.

	<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
Offenders who qualify for enhanced sentence for whom the State requests enhanced sentence	210	108	108	108	108	108
Offenders for whom the Court orders enhanced Sentencing	203	71	71	71	71	71
Percentage of offenders sentenced by the Court to an enhanced sentence	96.70%	66%	66%	66%	66%	66%

**Outcome:** Assistant State Attorney turnover rate.

<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
27.91%	17.29%	17.79%	18.29%	18.79%	19.29%

---

**AGENCY SERVICE OUTCOMES AND  
PERFORMANCE PROJECTION TABLES**

---

**STATE ATTORNEY, FOURTEENTH JUDICIAL CIRCUIT**

**Outcome:** Number of habitual and violent felony offenders who receive enhanced sentences.

	<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
Offenders who qualify for enhanced sentence for whom the State requests enhanced sentence	13	200	200	200	200	200
Offenders for whom the Court orders enhanced sentencing	11	100	100	100	100	100
Percentage of offenders sentenced by the Court to an enhanced sentence	87%	50%	50%	50%	50%	50%

**Outcome:** Assistant State Attorney turnover rate.

<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
12.50%	20%	20%	20%	20%	20%

**STATE ATTORNEY, FIFTEENTH JUDICIAL CIRCUIT**

**Outcome:** Number of habitual and violent felony offenders who receive enhanced sentences.

	<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
Offenders who qualify for enhanced sentence for whom the State requests enhanced sentence	313	182	187	192	197	202
Offenders for whom the Court orders enhanced Sentencing	164	171	176	181	186	191
Percentage of offenders sentenced by the Court to an enhanced sentence	52.4%	94%	94%	94%	94%	94%

**Outcome:** Assistant State Attorney turnover rate.

<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
24.15%	13%	15%	15%	16%	16%

---

**AGENCY SERVICE OUTCOMES AND  
PERFORMANCE PROJECTION TABLES**

---

**STATE ATTORNEY, SIXTEENTH JUDICIAL CIRCUIT**

**Outcome:** Number of habitual and violent felony offenders who receive enhanced sentences.

	<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
Offenders who qualify for enhanced sentence for whom the State requests enhanced sentence	44	33	33	33	33	33
Offenders for whom the Court orders enhanced sentencing	42	33	31	31	31	31
Percentage of offenders sentenced by the Court to an enhanced sentence	95%	100%	94%	94%	94%	94%

**Outcome:** Assistant State Attorney turnover rate.

<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
77%	25%	20%	20%	20%	20%

**STATE ATTORNEY, SEVENTEENTH JUDICIAL CIRCUIT**

**Outcome:** Number of habitual and violent felony offenders who receive enhanced sentences.

	<b>FY 2001-02 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
Offenders who qualify for enhanced sentence for whom the State requests enhanced sentence	849	998	998	998	998	998
Offenders for whom the Court orders enhanced sentencing	501	387	387	387	387	387
Percentage of offenders sentenced by the Court to an enhanced sentence	59%	39%	39%	39%	39%	39%

**Outcome:** Assistant State Attorney turnover rate.

<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
18%	13%	13%	13%	13%	13%

---

**AGENCY SERVICE OUTCOMES AND  
PERFORMANCE PROJECTION TABLES**

---

**STATE ATTORNEY, EIGHTEENTH JUDICIAL CIRCUIT**

**Outcome:** Number of habitual and violent felony offenders who receive enhanced sentences.

	<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
Offenders who qualify for enhanced sentence for whom the State requests enhanced sentence	121	111	111	111	111	111
Offenders for whom the Court orders enhanced sentencing	97	111	111	111	111	111
Percentage of offenders sentenced by the Court to an enhanced sentence	80.2%	100%	100%	100%	100%	100%

**Outcome:** Assistant State Attorney turnover rate.

<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
27.20%	14.6%	14.6%	14.6%	14.6%	14.6%

**STATE ATTORNEY, NINETEENTH JUDICIAL CIRCUIT**

**Outcome:** Number of habitual and violent felony offenders who receive enhanced sentences.

	<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
Offenders who qualify for enhanced sentence for whom the State requests enhanced sentence	69	12	13	14	15	16
Offenders for whom the Court orders enhanced Sentencing	28	12	13	14	15	16
Percentage of offenders sentenced by the Court to an enhanced sentence	41%	100%	100%	100%	100%	100%

**Outcome:** Assistant State Attorney turnover rate.

<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
17.67%	13.73%	13.73%	13.73%	13.73%	13.73%

---

**AGENCY SERVICE OUTCOMES AND  
PERFORMANCE PROJECTION TABLES**

---

**STATE ATTORNEY, TWENTIETH JUDICIAL CIRCUIT**

**Outcome:** Number of habitual and violent felony offenders who receive enhanced sentences.

	<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
Offenders who qualify for enhanced sentence for whom the State requests enhanced sentence	257	299	299	299	299	299
Offenders for whom the Court orders enhanced sentencing	105	236	236	236	236	236
Percentage of offenders sentenced by the Court to an enhanced sentence	41.00%	78.93%	78.93%	78.93%	78.93%	78.93%

**Outcome:** Assistant State Attorney turnover rate.

<b>FY 2000-01 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
27.00%	12.71%	12.71%	12.71%	12.71%	12.71%

**PUBLIC DEFENDER**

**PUBLIC DEFENDER, FIRST THROUGH TWENTIETH CIRCUITS**

**Outcome:** Percent of attorney turnover rates.

<b>FY 2014-15 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
16.53%	12.14%	11.53%	10.96%	10.41%	9.89%

**Outcome:** Number of cases per attorney.

<b>FY 2014-15 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
475	349	332	315	299	284

---

**AGENCY SERVICE OUTCOMES AND  
PERFORMANCE PROJECTION TABLES**

---

**PUBLIC DEFENDER APPELLATE**

**PUBLIC DEFENDER. SECOND, SEVENTH, TENTH, ELEVENTH AND FIFTEENTH CIRCUITS**

**Outcome:** Percent of attorney turnover rates.

<b>FY 2014-15 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
10.22%	7.5%	7.12%	6.76%	6.42%	6.10%

**Outcome:** Percent of appeals resolved annually.

<b>FY 2014-15 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
101.73%	136.33%	143.15%	150.31%	157.83%	165.72%

**CAPITAL COLLATERAL REGIONAL COUNSEL**

**CAPITAL COLLATERAL REGIONAL COUNSEL, NORTH REGION**

**Outcome:** Number of death penalty cases completing their state and federal court system reviews.

<b>BASELINE YEAR Restarted: 2014</b>	<b>FY2020-21</b>	<b>FY2021-22</b>	<b>FY2022-23</b>	<b>FY2023-24</b>	<b>FY2024-25</b>
N/A	1	5	4	5	5

**CAPITAL COLLATERAL REGIONAL COUNSEL, MIDDLE REGION**

**Outcome:** Number of death penalty cases completing their state and federal court system reviews.

<b>FY2000-01 BASELINE</b>	<b>FY2020-21</b>	<b>FY2021-22</b>	<b>FY2022-23</b>	<b>FY2023-24</b>	<b>FY2024-25</b>
3	5	5	5	5	5



---

**AGENCY SERVICE OUTCOMES AND  
PERFORMANCE PROJECTION TABLES**

---

**CAPITAL COLLATERAL REGIONAL COUNSEL, SOUTH REGION**

**Outcome:** Number of death penalty cases completing their state and federal court system reviews.

<b>FY2000-01 BASELINE</b>	<b>FY2020-21</b>	<b>FY2021-22</b>	<b>FY2022-23</b>	<b>FY2023-24</b>	<b>FY2024-25</b>
3	4	5	5	5	5

**OFFICES OF CRIMINAL CONFLICT AND CIVIL REGIONAL COUNSELS**

**CRIMINAL CONFLICT AND CIVIL REGIONAL COUNSEL, FIRST REGION**

**Outcome:** Annual percentage of appellate briefs filed within 30 days of receipt of record.

<b>FY 2014-15 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
20%	29%	34%	39%	44%	49%

**Outcome:** Annual percentage of misdemeanor cases closed within 120 days of appointment.

<b>FY 2014-15 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
95%	95%	100%	100%	100%	100%

**Outcome:** In cases where there is either an adjudication or a withhold of adjudication, the percentage of case plans approved by the court within 90 days of appointment.

<b>FY 2014-15 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
90%	89%	94%	99%	100%	100%

---

**AGENCY SERVICE OUTCOMES AND  
PERFORMANCE PROJECTION TABLES**

---

**CRIMINAL CONFLICT AND CIVIL REGIONAL COUNSEL, SECOND REGION**

**Outcome:** Annual percentage of appellate briefs filed within 30 days of receipt of record.

<b>FY 2014-15 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
35%	53%	56%	59%	62%	65%

**Outcome:** Annual percentage of misdemeanor cases closed within 120 days of appointment.

<b>FY 2014-15 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
76%	85%	86%	87%	88%	89%

**Outcome:** In cases where there is either an adjudication or a withhold of adjudication, the percentage of case plans approved by the court within 90 days of appointment.

<b>FY 2014-15 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
51%	61%	63%	65%	67%	69%

**CRIMINAL CONFLICT AND CIVIL REGIONAL COUNSEL, THIRD REGION**

**Outcome:** Annual percentage of appellate briefs filed within 30 days of receipt of record.

<b>FY 2018-19 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
N/A	30%	30%	30%	30%	30%

**Outcome:** Annual percentage of misdemeanor cases closed within 120 days of appointment.

<b>FY 2018-19 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
N/A	75%	75%	75%	75%	75%

---

**AGENCY SERVICE OUTCOMES AND  
PERFORMANCE PROJECTION TABLES**

---

**CRIMINAL CONFLICT AND CIVIL REGIONAL COUNSEL, THIRD REGION**

**Outcome:** In cases where there is either an adjudication or a withhold of adjudication, the percentage of case plans approved by the court within 90 days of appointment.

<b>FY 2018-19 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
N/A	30%	30%	30%	30%	30%

**CRIMINAL CONFLICT AND CIVIL REGIONAL COUNSEL, FOURTH REGION**

**Outcome:** Annual percentage of appellate briefs filed within 30 days of receipt of record.

<b>FY 2014-15 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
33%	25%	25%	25%	25%	25%

**Outcome:** Annual percentage of misdemeanor cases closed within 120 days of appointment.

<b>FY 2014-15 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
84%	75%	75%	75%	75%	75%

**Outcome:** In cases where there is either an adjudication or a withhold of adjudication, the percentage of case plans approved by the court within 90 days of appointment.

<b>FY 2014-15 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
N/A	N/A	N/A	N/A	N/A	N/A

---

**AGENCY SERVICE OUTCOMES AND  
PERFORMANCE PROJECTION TABLES**

---

**CRIMINAL CONFLICT AND CIVIL REGIONAL COUNSEL, FIFTH REGION**

**Outcome:** Annual percentage of appellate briefs filed within 30 days of receipt of record.

<b>FY 2014-15 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
76%	78%	80%	82%	84%	86%

**Outcome:** Annual percentage of misdemeanor cases closed within 120 days of appointment.

<b>FY 2014-15 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
84%	85%	86%	87%	88%	89%

**Outcome:** In cases where there is either an adjudication or a withhold of adjudication, a case plan to be approved by the court within 90 day of appointment.

<b>FY 2014-15 BASELINE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
74%	75%	76%	77%	78%	79%

---

## LINKAGE TO GOVERNOR'S PRIORITIES

---

### **GOVERNOR'S PRIORITY #1 – RESTORE AND PROTECT FLORIDA'S ENVIRONMENT**

- Secure \$2.5 billion over 4 years to improve water quality, quantity and supply.
- Prioritize Everglades' restoration, and the completion of critical Everglades' restoration projects.
- Prevent fracking and off-shore oil drilling to protect Florida's environment.

### **GOVERNOR'S PRIORITY #2 – IMPROVE FLORIDA'S EDUCATION SYSTEM**

- Increase access to and expand options for quality educational choices for Florida families.
- Revamp Florida's curriculum to lead the nation and expand civics and computer education.
- Maintain the Florida higher education system's status as number one in the nation while still making necessary adjustments to improve it.
- Provide quality career and technical education options for Florida's students and workforce.

### **STATEWIDE GUARDIAN AD LITEM PROGRAM (GAL)**

Volunteer Guardians ad Litem have increasingly been trained and are more often serving as “educational advocates” for the children they represent. During FY 18/19, there were 6,138 total volunteers serving as educational advocates. Between 2012 and 2019, the percentage of GAL volunteers trained as educational advocates has risen from 12% to 54%. This means that half of all GAL volunteers across the state have enhanced training that can help identify educational issues for children within the child welfare system, where many of these children struggle due to multiple moves, learning or physical disabilities and mental health issues.

### **GOVERNOR'S PRIORITY #3 – ECONOMIC DEVELOPMENT AND JOB CREATION**

- Focus on diversifying Florida's job market, including a focus on an expansion of the financial services and technology sectors.
- Maintain Florida's status as a low-tax state and continue to find opportunities to reduce taxes and fees.
- Reduce existing regulations, and stop any new regulations that do not serve the public health, safety and welfare.
- Prioritize infrastructure development to meaningful projects that provide regional and statewide impact, especially focused on safety and improved mobility.

### **STATE ATTORNEYS**

**Goal #2:** *Recruiting and retaining Assistant State Attorneys to effectively and efficiently handle the heavy caseloads and sophisticated prosecutions on behalf of the people of the State of Florida.*

---

## LINKAGE TO GOVERNOR'S PRIORITIES

---

### **PUBLIC DEFENDERS**

**Goal #1:** *Provide fair and equitable salaries and benefits for employees to improve retention, reduce attorney turnover, and ensure continuity of legal representation.*

### **PUBLIC DEFENDERS APPELLATE**

**Goal #1:** *Provide fair and equitable salaries and benefits for employees to improve retention, reduce attorney turnover, and ensure continuity of legal representation.*

### **GOVERNOR'S PRIORITY #4 – HEALTH CARE**

- Focus resources on continuing to combat the opioid crisis and substance abuse in general, and addressing mental health.
- Promote innovation in healthcare that reduces the cost of medical procedures and services and increases access to care for Floridians.
- Reduce the cost of prescription drugs through state and federal reform.

### **STATEWIDE GUARDIAN AD LITEM PROGRAM (GAL)**

The Governor's Priority on combatting opioid abuse is consistent with the Guardian ad Litem's focus on holding parents (as well as other parties in a dependency matter) accountable to promote safe and healthy children. Recent legislation signed by Governor DeSantis and championed by the Program called "A Year is a Long Time in the Life of a Child" aims to reduce the time children spend in foster care by requiring that their parents be referred for services within seven days. DCF must anticipate barriers and give parents strategies to overcome them. Likewise, this places responsibility on the offending parent to notify the court if appropriate services, including substance abuse treatment, is not made available in a timely manner.

### **GOVERNOR'S PRIORITY #5 – PUBLIC SAFETY**

- Fully coordinate and cooperate with the federal government on the enforcement of immigration law.
- Support local and state law enforcement's ability to investigate and prevent criminal activity.
- Develop and implement comprehensive threat assessment strategies to identify and prevent threats to the public.
- Continue efforts to enhance safety in our schools.

### **STATEWIDE GUARDIAN AD LITEM PROGRAM (GAL)**

Studies show children with a GAL volunteer are half as likely to enter foster care, and if they do enter foster care, they spend less time in care. They receive more services and are more likely to have a positive view of the future. If parental rights are terminated, they are more likely to be adopted. Legislation signed by Governor DeSantis and championed by the Program ("Charting a Positive Path for the Future") is designed to make sure children who "crossover" between

---

## LINKAGE TO GOVERNOR'S PRIORITIES

---

### STATEWIDE GUARDIAN AD LITEM PROGRAM (GAL)

delinquency and dependency are served by judges who have the most accurate, up-to-date information and have input from their Guardians ad Litem. Any improvements which lead to an earlier, more successful exit from the child welfare system can decrease a child's chances of entering the criminal justice system thereby improving public safety.

### STATE ATTORNEYS

**Goal #1:** *To pursue justice through prosecution of all criminal cases presented to the State Attorney over the next five years in an effective, efficient and timely manner.*

**Goal #2:** *Recruiting and retaining Assistant State Attorneys to effectively and efficiently handle the heavy caseloads and sophisticated prosecutions on behalf of the people of the State of Florida.*

### CAPITAL COLLATERAL REGIONAL COUNSELS (CCRC)

Public safety includes protecting Floridian's Constitutional rights to a fair, equitable and timely judicial process especially when the death penalty is involved. The CCRCs are statutorily created to provide post-conviction legal services to limit the potential for any citizen to be wrongfully convicted and sentenced to death and to meet Supreme Court requirements for competent death penalty reviews. This helps the State of Florida and its judiciary system assure the public that its United States' and Florida Constitutional protections are safe.

### GOVERNOR'S PRIORITY #6 – PUBLIC INTEGRITY

- Protect taxpayer resources by ensuring the faithful expenditure of public funds.
- Promote greater transparency at all levels of government.
- Hold public officials and government employees accountable for failure to serve the public interest at all times.

### JUSTICE ADMINISTRATIVE COMMISSION (JAC)

**Objective 1:** *Accurately and efficiently process transactions for JAC, and, on behalf of, the 49 agencies we administratively serve.*

**Objective 2:** *Review court-appointed counsel and due process vendor invoices for compliance with contractual and statutory requirements, as well as the Department of Financial Services' rules and regulations.*

### STATEWIDE GUARDIAN AD LITEM PROGRAM (GAL)

For the past two years, the Florida Guardian ad Litem Program has been honored by the Prudential Productivity Awards and Florida Tax Watch for its outstanding work in recruiting and using pro bono attorneys creatively in the Program. The first honored project, Defending Best Interests, recruits attorneys to provide appellate services when termination of parental rights cases are appealed to the state's higher courts. Working with some of Florida's best appellate

---

## LINKAGE TO GOVERNOR'S PRIORITIES

---

### **STATEWIDE GUARDIAN AD LITEM PROGRAM (GAL)**

lawyers, the Defending Best Interests Project has collected over 4600 hours of donated legal services to defend the best interests of children in appeals for a value of \$1.3 million. The newest initiative, FAWL in Love with GAL, is a partnership with the Florida Association for Women Lawyers (FAWL), and trains and recruits attorneys to serve as mentors and advisors to young women in foster care who are close to aging out of the system. It is generally understood that youth who age out of foster care without a family or support system are at greater risk of homelessness, low educational attainment, and involvement in the criminal justice system. Thus, providing mentors to young women to help them become productive independent adults is of pivotal importance. The GAL Program is fortunate that FAWL is providing this service at no cost to the state. A FAWL College Tour is in the works this year to recruit law students on college campuses and promote partnerships between GAL and Florida law schools.

### **CAPITAL COLLATERAL REGIONAL COUNSELS (CCRC)**

CCRCs are focused on being continually more efficient by using state of the art technology and software applications to minimize legal service, investigation, case support and administrative costs. CCRCs also lower the need for state revenues by requesting federal funds to reimburse its federal court related legal representation costs.



---

## TRENDS AND CONDITIONS

---

### JUSTICE ADMINISTRATIVE COMMISSION

Pursuant to s. 43.16, F.S., the Justice Administrative Commission (JAC) maintains a central state office providing administrative services and assistance to 49 judicial-related offices (JROs), including the Offices of State Attorney, Public Defender, Criminal Conflict and Civil Regional Counsel, Capital Collateral Regional Counsel, and the Statewide Guardian ad Litem Program. While the JAC administratively serves these JROs, the JAC does not supervise, direct, or control these offices.

Additionally, the JAC provides compliance and financial review of bills for services provided by private court-appointed attorneys representing indigent citizens and associated due process vendors.

The JAC priorities were determined after consulting with the JROs and related legislative actions. Over the next five years, the JAC will continue to review its priorities with our stakeholders and make modifications as necessary.

The JAC strives to maintain employees who are highly skilled, motivated, productive, and ethical. JAC's core values are exemplary service, adaptability, honesty, integrity, and diversity, as well as respectful and ethical conduct.

### STATEWIDE GUARDIAN AD LITEM

The Guardian ad Litem Program was established in Florida in 1980 as a county-based program under the jurisdiction of the courts, to represent the best interests of abused, abandoned or neglected children involved in dependency proceedings. On January 1, 2004, the Statewide Guardian ad Litem Office was created to provide the infrastructure to increase functionality and standardization among the existing programs. Section 39.8296, Florida Statutes, establishes the State Office as an independent entity within the Justice Administrative Commission. There is a single statewide program with local offices in each of Florida's 20 judicial circuits.

The GAL Statewide Office has oversight responsibility for providing legal, operational and technical assistance to all guardian ad litem and attorney ad litem programs within the judicial circuits. Responsibilities include collecting, reporting and tracking reliable case data, reviewing the programs in Florida and in other states, developing statewide performance measures and standards, developing a training program, reviewing various funding sources, and developing methods to improve delivery of program services.

Since 2004, an annual report has been filed each year which describes the environment, issues and strategies employed to address the GAL's basic mission to represent all dependent children, as defined within Chapter 39 of the Florida Statutes.

---

## TRENDS AND CONDITIONS

---

### STATEWIDE GUARDIAN AD LITEM

Annual reports may be viewed at the Guardian ad Litem Program's website, at <http://guardianadlitem.org/about-us/annual-reports-long-range-program-plans/>. Reviewers are invited to read the reports and contact the Statewide Office with any questions.

The most significant trend affecting the ability of the GAL Program to fulfill its mission is the increase in the number of dependent children. DCF statistics show the number of dependent children has increased by 9% statewide between July 2015 and July 2019.

Permanency indicators reflect this strain on the child welfare system. Since the beginning of 2012, data on permanency within 12 months of removal has been on a downward trend. At that time, 51.5% of children removed from their home were returned within 12 months. At the beginning of 2015, 45% of children removed achieved permanency within 12 months. Now, that number is 38.7%, below the national standard of 40.5%. Likewise, the number of children achieving permanency with 24 months has been declining during the same period. This causes cases to be open longer and caseloads to grow as new children are removed from their homes. The increased demand for services can result in unavoidable wait lists for parents, lengthening cases. More children are exiting out of home care to adoption and fewer are exiting to reunification with parents, and the adoption process takes longer than reunification. Additionally, Department of Children and Families' (DCF) *Monthly Key Indicators Reports* indicate that more than 35% of all children in out-of-home care are placed out of their home counties, and 17% are placed out of their home circuits. This is due in part to the number of children in care and a need for additional foster homes. Source: Florida Department of Children and Families *Monthly Key Indicators Report*, July 2019: [http://www.centerforchildwelfare.org/qa/cwkeyindicator/KI\\_Monthly\\_Report\\_July\\_2019.pdf](http://www.centerforchildwelfare.org/qa/cwkeyindicator/KI_Monthly_Report_July_2019.pdf)

Lack of local resources in many rural areas also slows the progress of parents in achieving reunification, as it is not possible for many to reach the service providers on a consistent basis. This affects the ability of DCF and the GAL to file for termination of parental rights when the parents can argue that reasonable efforts were not made to maintain the family.

These conditions have the following impacts on GAL representation:

- When children stay in the system longer, their cases take longer to close and as a result, the GAL Program cannot take on new children coming into care.
- The longer children stay in the system, the greater the risk of disruptions in placements and other negative outcomes which require more intense advocacy and a greater expenditure of GAL resources.
- When more than 35% of children are placed out of their home counties, GALs must travel farther, spend more time, and incur greater expense to provide effective, well-informed advocacy unique to each child. This negatively impacts the willingness and ability of GAL volunteers to take on additional cases.
- The overburdened nature of the system negatively affects recruitment and retention of GAL volunteers resulting in the Program representing fewer children.

---

## **TRENDS AND CONDITIONS**

---

### **STATEWIDE GUARDIAN AD LITEM**

The GAL Program is part of a complex system of child welfare, which includes the courts, the Department of Children and Families, Community Based Care lead agencies and local case management agencies, all of which impact the operations of the others. Therefore trends which may more directly impact one aspect of the system can indirectly affect GAL representation and the ability to recruit and retain volunteers.

### **STATE ATTORNEYS**

#### **AGENCIES PRIMARY RESPONSIBILITIES AND STATUTORY AUTHORITY**

Pursuant to Article V, Section 17 of the Constitution of the State of Florida, the State Attorney is charged with being the Chief Prosecuting Officer of all criminal trial courts in his/her respective circuit and shall perform all other duties prescribed by general law. Chapter 27 and 29 of the Florida Statutes and the Florida Rules of Criminal Procedure further elaborate upon the duties of the State Attorney. The State Attorney, with the aid of appointed assistants and staff shall appear in the circuit and county courts within his/her judicial circuit and prosecute or defend on behalf of the state, all suits, applications, or motions, civil and criminal, in which the state is a party.

Consistent with and necessary to the performance of these duties is the requirement that the State Attorney provide personnel and procedures for the orderly, efficient and effective investigation, intake and processing of all felony, misdemeanor, criminal traffic, and juvenile delinquency cases referred by law enforcement, other state, county and municipal agencies and the general public. In addition, the State Attorney must provide personnel and procedures for the orderly, efficient and effective intake and processing of several statutorily mandated civil actions.

There is a State Attorney elected for each of the twenty judicial circuits. These circuits vary greatly from a population of less than 200,000 to populations of over 2,000,000. The geographic area covered by each circuit may be limited to one county or as many as seven counties with multiple offices.

#### **AGENCY PRIORITIES AND THEIR APPLICATIONS**

The State Attorneys' priorities are to pursue justice through prosecution effectively, efficiently and in a timely manner for all criminal cases presented to or investigated by the State Attorney. In addition, these priorities include representing the State of Florida efficiently and effectively in all civil suits, motions or actions in which the state is a party or civil actions which are mandated by the Florida Statutes.

---

## TRENDS AND CONDITIONS

---

### **PUBLIC DEFENDERS**

Public Defenders carry out their mission to provide legal representation of court appointed clients through the following two program areas:

**CRIMINAL TRIAL COURT** - Represent appointed clients arrested for or charged with a felony, violation of probation or community control, misdemeanor, criminal traffic offense, criminal contempt, violation of a municipal or county ordinance, and juveniles alleged to be delinquent. Provide representation in other proceedings as appointed by the court.

**CIVIL TRIAL COURT** - Represent appointed clients subject to involuntary commitment under the Florida Mental Health Act or as a sexually violent predator pursuant to Chapters 394 and 916, Florida Statutes; and appointments pursuant to civil contempt.

The Public Defender's goal is to provide quality representation to all appointed clients. "Quality representation" cannot be defined or measured in wins and losses, and therefore requires performance measures that have been developed to demonstrate quality of the work in other ways (e.g., time for case resolution, cases per attorney, and attorney retention rates).

The following goals have been established in an effort to carry out the Public Defender mission.

1. Provide quality representation to all appointed clients.
2. Establish standard caseload for misdemeanor attorneys of 400 cases per year.
3. Establish standard caseload for felony attorneys of 200 cases per year.
4. Establish standard caseload for juvenile attorneys at 250 cases per year.
5. Provide equitable and fair salaries and benefits for employees to reduce employee turnover and improve retention.

### **PUBLIC DEFENDER APPELLATE**

The Public Defenders of Florida carry out their mission to provide legal representation of court appointed clients through the appellate court program.

Public Defenders protect the constitutional and statutory rights of all citizens through the effective legal representation of court appointed clients, pursuant to Chapters 27, 394, and 985, Florida Statutes; the Criminal, Juvenile, and Appellate Rules of Procedure; and the Rules of Professional Conduct.

The measures developed for this program are designed to determine the quality of the work by examining case resolution, adherence to a standardized number of cases per attorney, and attorney retention rates.

---

## TRENDS AND CONDITIONS

---

### **PUBLIC DEFENDER APPELLATE**

The following goals have been established in an effort to carry out the Public Defender mission.

1. Provide quality representation to all appointed clients.
2. Establish standard reasonable caseloads for appellate attorneys at 2.5 capital appeals or 40 weighted non-capital records per year.
3. Provide equitable and fair salaries and benefits for employees to reduce turnover and improve retention.

### **CAPITAL COLLATERAL REGIONAL COUNSELS (CCRC)**

#### **Capital Collateral Regional Counsels (CCRCs) Focus Areas, Trends and Conditions and Issues**

#### **CCRC Statutory Responsibilities:**

**State Approved Program:** Legal Representation    **CCRC Approved Service:** Legal Representation

#### **CCRC GOAL**

To pursue completion of post conviction legal counsel duties in a timely manner while maintaining high legal representation standards.

This is responsive to the Governor's and Legislature's desire to lessen the time it takes to bring post conviction cases to closure. It also helps assure inappropriately sentenced inmates receive altered sentences as soon as possible.

#### **CCRCs' PROFESSIONAL FOCUS**

**CCRCs strive to meet professional standards for providing post conviction legal services by competently working all cases assigned by the Florida Supreme Court in as cost and operationally efficient and timely manner as possible.**

---

## TRENDS AND CONDITIONS

---

### CAPITAL COLLATERAL REGIONAL COUNSELS

#### CCRCs' LONG RANGE PROGRAM PLAN STORY

**CCRC Focus Areas** indicate where CCRC attention is critical to be accountable and achieve its professional, operational, financial and results oriented standards and expectations.

**Trends and conditions** provide an overview of current and trending challenges.

**External issues** indicate the pressures and factors that are outside the control of the CCRCs yet have an impact on CCRCs' ability to meet its responsibilities and challenges.

**Internal issues** describe operational pressures and factors that are under the control of CCRCs as responsibilities and challenges are being addressed.

The LRPP provides the foundation logic for CCRC budget requests presented to the Governor and Legislature.

#### CCRC FOCUS AREA 1 Meet State & Federal Court Expectations for Competent Representation in Post conviction/Death Penalty Cases

### 1.0 Trends and Conditions

The primary reasons for providing legal counsel to persons sentenced to death are (1) the public wants to be sure that the sentence is deserved and (2) when it is upheld, there is a societal desire for timely justice, especially for the sake of the victims' families. The trend over the last number of years is that there are increasing concerns about these perspectives.

For many years, the Florida Supreme Court has explicitly indicated to the Florida Legislature that the CCRC model for providing post conviction legal representation is its preferred choice. This is due to the Court's demands for experienced legal representation to avoid case progress disruptions and competency challenges. In response to the Court's concerns, the 2013 Florida Legislature passed the Timely Justice Act recreating the CCRC-North office. During committee meetings and debate on the floor, the Legislature concurred with the Court's preference for the CCRC model.

The Florida Supreme Court initially reviews all death sentences imposed in Florida's circuit courts for any indication of a constitutional error during the trial and/or sentencing. Recently, the Florida Supreme Court's reversal rate increased substantially due to *Hurst v. Florida* and *Hurst*

---

## TRENDS AND CONDITIONS

---

### CAPITAL COLLATERAL REGIONAL COUNSELS

*v. State* on direct appeal after sentencing. The reversal rate returned to a more normal 20% after the *Hurst* decision impacts concluded.

Once a conviction and sentence of death has been affirmed on direct appeal, the Court appoints one of the three Capital Collateral Regional Counsels (CCRCs) to represent the defendant in his/her post conviction appeals. The CCRCs provide representation in both the state and federal courts until relief is granted or the sentence of death is carried out. Recent decisions in the state and federal courts have greatly impacted the death penalty system as a whole, and post conviction practitioners, in particular.

On January 12, 2016, the United States Supreme Court announced its decision in *Hurst v. Florida* ruling that Florida's death penalty system was unconstitutional because it permitted the judge, rather than the jury, to find the facts necessary to impose a death sentence. The ruling in *Hurst v. Florida* caused major delays in court activity throughout the state as the circuit courts awaited a decision from the Florida Supreme Court regarding the implications of the *Hurst* decision.

On October 14, 2016, the Florida Supreme Court released its opinion in *Hurst v. State*. In applying the United States Supreme Court's decision in *Hurst v. Florida* to the state *Hurst* case, the Florida Supreme Court found that the state's 2012 death penalty sentencing procedures were unconstitutional based upon the Sixth and Eighth Amendments, as well as the Florida Constitution's right to a trial by jury. Additionally, and perhaps most importantly, the Court determined that the decision in *Hurst v. Florida* required "that all critical findings necessary before the trial court may consider imposing a sentence of death must be found unanimously by the jury."

The "critical findings" that must be found unanimously include the existence of each aggravating factor, (such as an especially heinous, atrocious or cruel act), which has been proven beyond a reasonable doubt; that the aggravators are sufficient, and the aggravating factors outweigh the mitigating circumstances. Even if the jury unanimously finds the "critical factors" exist, the jury must still unanimously recommend death, and can recommend a life sentence even if the jury determines that the first three critical findings exist.

While the decision in *Hurst v. State* clarified Florida's death penalty procedure to an extent, the reach of the decision to those inmates on Florida's death row remained an outstanding issue. As a consequence, the next issue to be considered by the Florida Supreme Court was the issue of retroactivity.

On December 22, 2016, the Florida Supreme Court held that all death sentenced inmates whose court decisions were not "final" when the seminal United States Supreme Court's decision in *Ring v. Arizona* was decided and released on June 24, 2002, would be entitled to review pursuant to its decision in *Hurst v. State* and those whose cases were "final" prior to that date would not be entitled to review.

---

## TRENDS AND CONDITIONS

---

### CAPITAL COLLATERAL REGIONAL COUNSELS

The *Hurst* related decisions caused a spike in all CCRCs' 2015-16 and 2016-17 workloads. This was primarily because the CCRCs were required to produce a 3.851 or state habeas petition for every one of their cases.

On April 24, 2019, the Florida Supreme Court ordered additional briefings on the *Hurst* retroactivity issue. This will undoubtedly result in significant legal challenges dependent on the newly constructed Florida Supreme Court's opinion on the retroactivity question. Many previously closed CCRC cases may be reopened following retroactivity analysis. The CCRC offices estimate nearly 50 more cases previously closed could be re-opened in the near future.

#### **Related External Issue 1.1 Meeting court standards for professional legal representation.**

The CCRCs filed over 200 *Hurst* related petitions after the Florida Supreme Court issued its *Hurst* ruling challenging the constitutionality of Florida's death sentencing system and its applicability to their clients whose sentences were both pre-*Ring* and post-*Ring*. As of July 1, 2019, approximately 130 cases statewide have been granted *Hurst* relief and returned to the circuit courts for resentencing. Even if only 50% of the defendants are resentenced to death, the CCRCs will have about 65 *Hurst* related cases returning for continued representation in the post conviction process.

The State Attorneys reported to the House Criminal Justice Committee that as of January 15, 2017, there were three hundred thirteen (313) pending death penalty cases; sixty-six (66) of which were immediately ready for trial. The full number will be staggered into future fiscal years.

Between the returning *Hurst* relief cases and the State Attorney backlog cases, over 450 cases are positioned to increase CCRC workloads. Even if only 50% of these cases are assigned to the CCRCs, there will be a major workload increase of over 225 cases coming over the next few years. If it turns out to be only 25% that are assigned to CCRCs, even that would be another 112 cases added to CCRC workloads. Each additional case, regardless of source, requires legal research, case investigations, and legal work by attorneys to produce 3.851 legal filings within the one year timeframe required by Rule 3.851, plus the need to prepare for and conduct evidentiary hearings. Later, CCRCs must process any appeals that occur.

There is the distinct likelihood that more death warrants will be signed for those cases that were not granted *Hurst* relief. Each warrant requires an accelerated review of case issues before either the Florida Supreme Court or the United States Supreme Court make their final decision regarding the sentence of death. This strains CCRC workloads due to the fact each warrant may require a response in as little as 27 days.

With the return of *Hurst* related cases after the new sentencing proceedings, the flood of backlogged cases and the assignment of new cases entering the court system in 2019-20 and beyond,



---

## TRENDS AND CONDITIONS

---

### **CAPITAL COLLATERAL REGIONAL COUNSELS**

CCRC workloads in 2019-20, 2020-21 and 2021-22 will steadily increase. Should the Florida Supreme Court revisit retroactivity, then the Hurst relief cases could all return to CCRCs. This would cause a huge influx of cases in various stages of post conviction litigation dramatically increasing CCRC caseloads and driving up costs.

Recently, State Attorneys, Public Defenders and the Office of Criminal Conflict and Civil Regional Counsel were provided additional funding to cover workloads related to the Hurst resentencing cases. The State filed its intention to seek the death penalty in the vast majority of the Hurst relief cases granted resentencing consideration since 2016.

### **Related External Issue 1.2 Budget Reduction Impact**

Representing capital collateral (death penalty) cases requires exceptional legal skills and case presentation experience, especially in the federal court system, which is well beyond that attained by most lawyers.

If additional budget reductions of 10% occur in FY 2020-21 (an over \$1 million cut for North, Middle and South CCRC regions), it is likely that 7 lawyers and 5 investigator positions will be cut (about 20% of CCRC case staffing) as well as cutting hundreds of thousands of dollars in case support cost spending. The loss of highly experienced and competent lawyers and investigators reduces the ability of the CCRC offices to handle workloads. This would substantially affect particularly the recently recreated CCRC-North's ability to accept new cases. Also, a 10% budget cut would severely compromise CCRCs' ability to meet stringent Florida Supreme Court post conviction legal representation standards set by rule 3.112 (k) of the Florida Rules of Criminal Procedures. A reduced capacity will make it difficult to meet state performance standards.

The costs per case are unlimited when conducted by Registry lawyers. The Florida Office of the Auditor General's 2007 report concluded that the CCRCs are more cost effective than Legal Registry lawyers. Both CCRC and Registry lawyers are assigned post conviction cases to represent affected parties in state and federal courts. If the CCRC budgets are cut, cases will be reassigned to the Registry. This is likely to cost more than would have been the case if cuts in CCRC budgets had not occurred allowing the CCRCs to continue the case work.

### **Related Internal Issue 1.3 CCRC efforts to retain experienced professional staff to meet court expectations for competent representation.**

Providing competent post conviction legal counsel requires gathering, storing and analyzing case related public records, investigating cases, preparing and filing issues and providing legal representation within the state and federal courts. CCRC work tasks are described later in the Long Range Program Plan. Keeping caseloads at reasonable levels is important to retain staff over a longer period of time.

---

## TRENDS AND CONDITIONS

---

### CAPITAL COLLATERAL REGIONAL COUNSELS

Over the past three years, the combined turnover rate among the three CCRCs has been over 40%. The CCRC offices experience the same phenomenon as the State Attorney and Public Defender Offices that lose attorneys after they have received three to six years of training.

However, unlike the State Attorneys and Public Defenders, the loss of CCRC attorneys after they gain 3-6 years of highly valuable training in post conviction law in the state and federal courts is exacerbated due to the time necessary to train new attorneys to comply with Florida Rule of Criminal Proceedings 3.112(k) as well as the limited number of attorney positions available in CCRC offices.

Lowering staff turnover rates has been a priority in order to meet legislatively mandated performance measures as well as state and federal guidelines for timeliness. However, turnover rates have increased significantly over the last two years. Uncertainty over the impact of the *Hurst* decisions, retirement and salary issues resulted in increased turnover rates. Over the last three years the aggregate CCRCs turnover rate was 41%.

### **CCRC FOCUS AREA 2** **Respond to CCRC caseload issues, state law and court rulings**

## 2.0 Trends and Conditions

In 2018-19, the caseload was 157 due to the *Hurst* related cases being sent back to the circuit courts for resentencing. In 2020-21, the caseload estimate is 187. Future years will continue to show caseload increases.

The state and federal court systems are focusing more attention on issues related to death penalty review cases. Their dockets reflect a growing interest in conducting more evidentiary hearings on these issues based on rulings by the Florida Supreme Court.

The CCRCs perform case trial records research, investigate case backgrounds and issues, produce a filing raising critical issues for state and federal court consideration, and provide legal representation in the state and federal courts where issues are heard. When a death warrant is signed by the Governor, the CCRCs have an accelerated requirement to do final state and federal court reviews of the sentence within as little as 27 days.

---

## TRENDS AND CONDITIONS

---

### CAPITAL COLLATERAL REGIONAL COUNSELS

#### External Issue 2.1 Have the capacity to meet increasing workloads

	in 2014-15	in 2015-16	in 2016-17	in 2017-18	in 2018-19	in 2019-20
Death warrants:	1	1	0	3	4	5

Death warrants require accelerated representation in both state and federal courts. CCRCs usually must reallocate limited resources to respond within the 27 day period.

For each warrant, two teams of lawyers and investigators are often required due to the limited time allowed. The teams involved work an average 80–90 hours a week until the warrant of execution is carried out or relief is granted. These are significant workloads for CCRCs.

Now that the Hurst decisions are final, the number of warrants over the next five years is projected to increase steadily compared to the previous five years.

The Timely Justice Act, which became effective July 1, 2013, and was upheld by the Florida Supreme Court on June 12, 2014, makes it mandatory for the Governor to sign death warrants for capital defendants who have completed initial post conviction proceedings and had clemency. CCRC faces the potential for extensive warrant litigation unprecedented in recent years. Such litigation could occur in concurrently multiple cases, affect many CCRC attorneys and staff, and have broad implications for CCRC resources and capabilities. Warrant litigation can be costly, is time intensive, and can require multiple attorneys and investigators to prepare a case to go through the state and federal system in as little as 27 days. The trend in the foreseeable future is for warrant signings to increase significantly and CCRCs must have the attorney and operational capacities to quickly respond to court requirements.

When CCRC-North was eliminated in 2003, private Registry attorneys were appointed to work all CCRC-North cases. This resulted in serious legal misrepresentation issues identified by the state and federal courts. Registry attorneys were often late in filing legal pleadings and had far less experience in the post conviction process. The restoration of CCRC-North, effective in 2014, resulted in that office being appointed by the circuit courts to work warrant ready cases or other cases further along in the system. Currently, these comprise almost 50% of CCRC-North's cases. These cases produce huge workload burdens due to their length of time in the post conviction process and the requirement to work through very large files before each case can proceed or the warrant can be carried out. This unanticipated and unexpected burden of being the agencies of last resort for warrant eligible defendants will further strain the limited resources of the CCRCs.

#### External Issue 2.2 Be able to meet legal representation requirements of law.

State and federal law requires CCRCs, within one year, to analyze cases and produce a 3.851 filing with the courts on any issues deemed critical to court review of the death sentence. This is to avoid delays in processing the cases as they are assigned to the CCRCs.

---

## TRENDS AND CONDITIONS

---

### CAPITAL COLLATERAL REGIONAL COUNSELS

Courts will then schedule evidentiary hearings on one or more issues per case and require CCRCs to present their findings and argue their issues. State and federal courts set their own calendars throughout the post conviction legal process and CCRCs respond. CCRCs can request delays, but rarely do so as they try to keep the cases progressing to meet Legislative / Gubernatorial expectations. Since the inception of required performance measures, over 90% of all motions filed by CCRCs were timely filed without requests for extensions. However, the latest Auditor General's Report to the Legislature comparing CCRCs with private Registry indicated that the private registry attorneys only filed 63% of their motions in a timely fashion.

#### **External Issue 2.3 Be able to respond to changes in Court policies and procedures**

The Florida Supreme Court has made it very clear that the Circuit courts should grant evidentiary hearings on a broad range of factual claims, leading to a significant increase in the number of issues raised by CCRCs that are granted an evidentiary hearing.

This has led to a slight increase in the costs of legal representation and case preparation, but it has also decreased delays in the post conviction process. Cases that were previously reversed and remanded for an evidentiary hearing after a summary denial are now being considered by the circuit courts in a timely fashion. The 2-3 year delay caused when the Florida Supreme Court reversed the case, simply because the circuit court failed to consider issues when they were first raised, occurs less often, thereby increasing the overall efficiency of the post conviction process.

During the 2013 Session, the Florida Legislature enacted the Timely Justice Act which addressed a variety of substantive changes in capital post conviction proceedings. Responding to legislative concerns, the Florida Supreme Court created the Capital Post conviction Proceedings Committee to look into possible substantive and procedural changes to the capital post conviction process.

The Court specifically directed the Committee to conduct a comprehensive review of the post conviction process and to make recommendations as to whether Rule 3.851, or any other rule, should be amended to "improve the efficiency of capital post conviction proceedings." See, Supreme Court Administrative Order 13-11. The Committee was further directed to seek input from the Criminal Procedure Rules Committee, the CCRCs, Attorney General's Office and other stakeholders determined appropriate by the Committee.

On July 3, 2014, the Florida Supreme Court adopted most of the Committee's recommendations and ordered several changes to the post conviction rules which had a substantial effect on the CCRCs.

First, the Court adopted increased and stricter standards for the qualifications required before an attorney can become a lead attorney in a capital post conviction case. These requirements will have the effect of adding additional years of experience before an attorney can handle capital post conviction matters as a lead attorney despite the fact that most CCRC attorneys have much broader experience in capital post conviction than private attorneys with many years of practice

---

## TRENDS AND CONDITIONS

---

### CAPITAL COLLATERAL REGIONAL COUNSELS

as a criminal attorney with a trial background. This additional requirement, adopted by the Court's order, could cause problems if turnover in CCRC lead attorneys becomes an issue.

Second, the Court ordered that trial counsel in capital cases must retain all the original files, including all work product generated in the representation of the defendant at trial, which is counter to the practice in most jurisdictions where trial counsel routinely provided original files to post conviction counsel. The Court further ruled that post conviction counsel is permitted to view and inspect the files, but any copies provided by the trial counsel to the post conviction counsel would be at collateral counsel's expense.

Capital cases are exceedingly complex and substantial and the files created by trial attorneys while performing their responsibilities are voluminous. In order to comply with the new rules imposed by the Court regarding trial attorney files, the CCRCs anticipate that the costs associated with copying the files will run into the thousands of dollars, a substantial increase over current costs, creating a further strain on CCRC resources.

Last, the Court also adopted a rule that any expert who is listed as a witness for an evidentiary hearing must submit a written report which shall be disclosed to opposing counsel prior to the hearing. Traditionally, the CCRCs have not required their experts to submit written reports as a cost saving measure, since the expert will be discussing their findings with counsel during the course of the case. The requirement imposed by the Court caused expert costs to increase since they will now be required to submit a written report prior to testifying. This will require the expert to put in more hours at an increased cost to the CCRCs.

**Internal Issue 2.4: Be able to maintain attorney workloads at reasonable levels to continually provide competent legal representation and keep cases progressing on a timely basis through the court systems.**

The ability of attorneys, investigators and support staff to competently perform their case related work tasks determines the ability of the case to proceed in a timely manner.

---

## TRENDS AND CONDITIONS

---

### CAPITAL COLLATERAL REGIONAL COUNSELS

**CCRC FOCUS AREA 3**  
**Keeping CCRC costs as low as possible and being accountable**  
**while still providing competent representation**  
**and still meeting the Florida Supreme Court's professional**  
**standards**

### 3.0 Trends and Conditions

CCRCs have focused on producing consistently high quality work at low costs. The Auditor General, as charged by the Legislature, completed its analysis of CCRC financial and operating performance compared to private registry lawyers who are funded in the Appropriations Act to perform the same duties as CCRCs. It is an optional source of legal services for post conviction case representation.

The Auditor General's "Report" to the Legislature indicated the following for FY 2005-06 which was the last full year's statistics available when the report was compiled. Even though this Report is now dated, current circumstances remain similar.

1. Average cost per case for legal representation: \$15,117 (CCRC) vs. \$18,579 Registry
2. Average per hour cost for attorney time: \$38 (CCRC) vs. \$100 Registry
3. Average per hour cost for investigators: \$26 (CCRC) vs. \$40 Registry
4. Average cost per 3.851 court filing of issues: \$17,033 (CCRC) vs. \$18,359 Registry
5. Average cost per court evidentiary hearing on issues: \$17,325 (CCRC) vs. \$24,589 Registry
6. Average cost per appellate representation in courts: \$12,237 (CCRC) vs. \$17,263 Registry
7. Number of cases worked: 169 (in 2016-17: 202) (CCRC) vs. 153 Registry

These cost/case ratios appear relatively consistent from year to year.

#### **External Issue 3.1 The number of death warrants signed by the Governor**

As indicated, there was a slowdown in death penalty cases progressing through the court systems in the past few years due to the decisions in *Hurst v. Florida* and *Hurst v. State*. The recent court rulings that are now accelerating the pace and the CCRC requirements to respond to death warrants within as little as 27 days is costly. Over the years there have been as many as 5 warrants issued in one year to as few as 0. This is determined by the Governor. The Florida Supreme Court issues a list of warrant eligible cases. Currently, that list contains over 140 cases. With the passage of the Timely Justice Act, many more signed warrants are possible annually in the future. The average death warrant response costs CCRC between \$20,000 - \$30,000.

---

## TRENDS AND CONDITIONS

---

### CAPITAL COLLATERAL REGIONAL COUNSELS

#### CCRC FOCUS AREA 4 The Time It Takes To Complete Capital Cases in the Judicial System

### 4.0 Trends and Conditions

The time it takes to properly investigate a case is affected by the ability to locate documents, interview original trial witnesses, and family members, search for other crime witnesses not involved in the original trial, interview inmates and develop investigative results for legal analysis and case preparation.

The combination of records analysis and investigative information gathering, the preparation of motions and strategies for legal representation in both the state and federal courts and the development of issues for presentation in court is normally completed in one (1) year.

#### **Internal Issue 4.1 Conducting legal representation on a timely basis**

The **2007 Auditor General's Report** documented the total processing time for cases from the point of being assigned to the CCRC and Private Registry law firms until their completion. There are three primary stages involved.

**The first stage is from the date of Florida Supreme Court assignment until all case processing is completed in the Florida Circuit Court.** During the total time (100% of it) spent on average in this stage of a case's progress through the entire system, the Auditor General validated that CCRCs only accounted for 21% of it. The rest (79%) of the time it took to complete this stage was controlled by non-CCRC parties in the court system.

**The second stage is from the beginning of the "appeals" process in the State courts until there is a court ruling on the appeal.** During the total time (100% of it) spent on average in this stage of a case's progress through the entire system, the Auditor General validated that CCRCs only accounted for 18.4% of it. The rest (81.6%) of the time it took to complete this stage was controlled by non-CCRC parties in the court system.

**The third stage is from the beginning of the case processing in the Federal court system until its conclusion.** During the total time (100% of it) spent on average in this stage of a case's progress through the entire system, the Auditor General validated that CCRCs only accounted for 13.6% of it. The rest (86.4%) of the time it took to complete this stage was controlled by non-CCRC parties in the court system.

The Auditor General verified then and it is still accurate today that CCRCs are not delaying case progress through the state and federal court systems.

---

## TRENDS AND CONDITIONS

---

### CAPITAL COLLATERAL REGIONAL COUNSELS

#### **External Issue 4.2 Inability to progress cases due to non-CCRC delays.**

The time it takes for the State and Federal courts to hear cases is a major factor affecting the time it takes for cases to progress through the judicial system. Judges set the timelines for scheduling case hearings. This can be affected by court caseloads and backlog conditions.

Judges must carefully consider case issues and motions before scheduling hearings on those that have merit. It is then the responsibility of the CCRC and a prosecuting attorney to be prepared to participate in the scheduled hearing(s).

At times, the court will grant hearing delays upon a legitimate request by the CCRC or prosecuting attorney. The trend in the increased timeliness of court hearings is due in part to the increased frequency of status conferences by the trial courts required under the new rules promulgated by the Florida Supreme Court.

Additionally, the problem continues of death row cases represented by private attorneys being sent to the CCRCs by circuit courts for representation once they become warrant eligible. A CCRC normally has no familiarization with the case assigned and must devote more staff than average to provide as competent representation as possible in the time allowed.

#### **Internal Issue 4.3 Being able to retain experienced support staff, investigators and attorneys.**

As in Focus Area 1, retaining experienced staff in all areas of CCRC operations affects the ability to efficiently represent cases in the state and federal courts. In 2015-16 as the CCRC North was getting re-established, the three counsels had a combined 40 lawyers, 18 investigators, 8 case processing staff and 8 administrative staff. In 2016-17, the three counsels had 41 lawyers, 19 investigators, 5 case processing staff and 12 administrative staff. In 2018-19 there were a combined 36 lawyers, 16 investigators, 4 case processing staff and 9 administrative staff.

CCRCs have become quite efficient in their work efforts as verified by the 2007 Auditor General's Report and confirmed by the Florida Supreme Court in its written comments to the Florida Legislature praising the CCRC model. The ability to achieve performance standards also is affected by CCRC capacities to improve its operations and administration.



---

## TRENDS AND CONDITIONS

---

### CAPITAL COLLATERAL REGIONAL COUNSELS

#### CCRC FOCUS AREA 5 CCRC Operational Improvements

##### **Internal Issue 5.1 Being able to continually improve CCRC systems and processes.**

The CCRCs' ability to help investigators and attorneys search case records more efficiently improved significantly over the past few years. The implementation of advanced technology to scan, store and retrieve records, for instance, reduced attorney time required for case analysis. It also reduced the need for paper storage space and will reduce the requirements for expensive square footage office space.

The CCRCs have continued to introduce technology enhancements such as installing search engines that can help scan records for client information much more quickly than in previous years. In addition, newer and faster computers have been provided to CCRC lawyers which should increase their productivity. Currently, research is underway to utilize electronic case files.

Additionally, Box Net and high speed scanners allow the uploading of documents in a much more efficient manner from any mobile or office or court room locations. This saves time and allows attorneys and support staff to be much more efficient and productive.

At the same time it is imperative that CCRCs maintain document management systems and computer stations and servers, annually. Newer document management system capacities may be able to lower maintenance costs over time.

CCRC-Middle recently instituted a new case management system that increases case processing and legal representation efficiency and effectiveness. CCRC-Middle is migrating to Microsoft 365, which provides a more secure backup system for email and case related documents. This migration will ensure that the office will be able to operate without interruption, even in the event of a natural disaster that affects the usability of the physical office building for an extended period of time.

##### **Internal Issue 5.2 Being able to continually improve administrative and management processes and accountability.**

CCRCs also are developing improved and more efficient capacities to monitor and evaluate their planning, budgeting and performance and accountability responsibilities. Administrative systems are being integrated to allow the office to administer more efficiently. The production of Long Range Program Plans, budgets and financial and operating performance measures in a much more time efficient, integrative and accurate manner is also being realized.

CCRCs continue to monitor their public records, investigation and legal counsel process activities and work tasks to isolate areas where efficiencies may be enhanced.

---

## TRENDS AND CONDITIONS

---

### CAPITAL COLLATERAL REGIONAL COUNSELS

The purpose is to be able to perform the following CCRC work activities and tasks in the most efficient way possible:

#### 1.0 Public Records

- 1.1. Review existing records that are available
- 1.2. Generate a file on the death row client
- 1.3. Review additional public records
- 1.4. Litigate public records issues if they are not forthcoming

#### 2.0 Investigations

- 2.1. Develop client history
- 2.2. Identify witnesses and experts who may provide critical information
- 2.3. Develop a strategy for locating and pursuing witnesses and experts
- 2.4. Obtain evidence

#### 3.0 Legal Counsel

- 3.1. Visit client
- 3.2. Analyze witness information
- 3.3. Draft and publish or transmit the 3.851 motion documents
- 3.4. Prepare other motions as appropriate
- 3.5. Participate in evidentiary hearing(s)
- 3.6. Draft post-hearing orders and pleadings
- 3.7. Review court decisions
- 3.8. Prepare for and participate in state court appeals/Habeas Corpus
- 3.9. Prepare and file a Petition for Certiorari to the U.S. Supreme Court
- 3.10. Prepare for and participate in Federal Habeas Corpus proceedings
- 3.11. Conduct or attend evidentiary and/or other hearings
- 3.12. Prepare for and participate in Circuit Court of Appeal arguments
- 3.13. Prepare and file a Petition for Certiorari to the U.S. Supreme Court

The CCRCs will continue implementing additional budget management capacities that will allow “unit cost” efficiency analysis and performance evaluations.

The current measures identify output measures that clearly indicate what CCRCs do and how much of it is done annually. These measures can be divided by CCRC budgets and actual expenditures to identify relevant unit costs. This allows the LRPP to focus on measures that are critical to budget decision-making and judging CCRC plans and annual performance.

The combination of output and outcome measures can appropriately integrate financial, operational and results measures to tell the full CCRC story. The CCRC annual budget can be directly integrated with the CCRC Long Range Program Plan with these measures. The Auditor General’s Report found currently authorized measures to be appropriate for telling the post conviction legal representation story due to the availability of valid and reliable data, their ability to be collected and their ability to be integrated with financial data.

---

## TRENDS AND CONDITIONS

---

### CAPITAL COLLATERAL REGIONAL COUNSELS

#### **Internal Issue 5.3 Information Technology**

During the 2017 legislative session, the CCRCs were provided with funds to upgrade their outdated information technology systems. The CCRCs have replaced antiquated computers, servers and printing systems with newer models designed to increase speed, accuracy and efficiency. Investigators have been equipped with electronic tablets for use on the road thereby decreasing the time necessary for investigators to take statements, prepare documents and forward them to the home office for review. Use of the tablets also prevents investigators from having to rely and wait on the home office to provide support and documents, allowing the investigator to see more witnesses in a shorter time therefore decreasing costs.

Additionally, the CCRCs have invested in advanced scanning and document systems that allow quicker retrieval of documents and reduce the need for storage space within the home office for paper records necessary for review. Historically, each client represented by the CCRCs generates approximately 40 bankers boxes of records which must be reviewed by the CCRC team assigned to that particular case. In the past, each document was stored in the offices of the CCRCs taking up thousands of square feet, which increased rental costs. The acquisition of advanced scanning systems has allowed the CCRCs to reduce the number of boxes by two-thirds, lessened the need for retail office space, and, thus, reduced rental costs. An added benefit is that document searches take less time, thereby, achieving legal team efficiencies. These initiatives to maintain and increase efficiencies are ongoing.

Additionally, the CCRC Offices are improving their efficiency in storage of client files via adaptation of a cloud-based system which also effectively eliminates the risk of loss of content of voluminous client files.

### OFFICES OF CRIMINAL CONFLICT AND CIVIL REGIONAL COUNSELS

The Offices of Criminal Conflict and Civil Regional Counsels (“the Office of Regional Counsel”) protect the constitutional rights of all citizens through the cost efficient and effective legal representation of court appointed clients pursuant to Chapter 27, Florida Statutes.

The Offices of Regional Counsel carries out its mission to provide legal representation of court appointed clients in four (4) specific areas:

**A. CRIMINAL TRIAL COURT** – The Office of Regional Counsel represents appointed clients arrested for or charged with a felony, violation of probation or community control, misdemeanor, criminal traffic offense, criminal contempt, violation of a municipal or county ordinance, and juveniles alleged to be delinquent when the Public Defender has declared a conflict of interest or is otherwise prohibited by law from representation. Additionally, The Office of Regional Counsel represents appointed clients seeking correction, reduction, or modification of a sentence under 3.800, Florida Rules of Criminal Procedure and appointed clients seeking post conviction relief under rule 3.850, Florida Rules of Criminal Procedure when the Public Defender has declared a conflict of interest or is otherwise prohibited by law from representation.

---

## TRENDS AND CONDITIONS

---

### OFFICES OF CRIMINAL CONFLICT AND CIVIL REGIONAL COUNSELS

**B. CIVIL TRIAL COURT** – The Office of Regional Counsel represents appointed clients pursuant to Chapter 39, Florida Statutes, where a petition seeks a dependency or termination of parental rights action. The Office of Regional Counsel also represents appointed clients pursuant to Chapter 63, Florida Statutes, where a petition seeks a termination of parental rights action.

**C. CIVIL (PROBATE, GUARDIANSHIP and MENTAL HEALTH DIVISIONS) TRIAL COURT** – The Regional Counsels provide representation to:

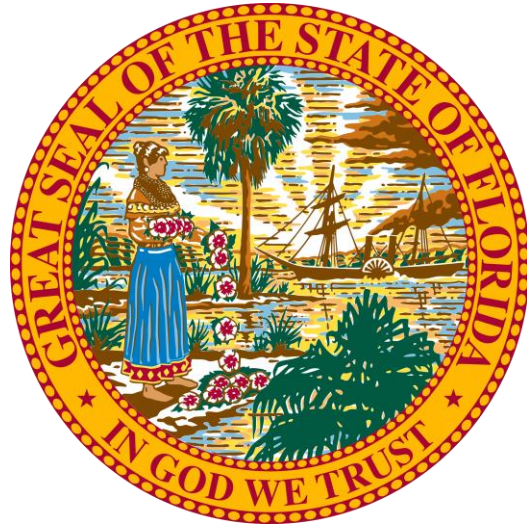
- Clients subject to the Tuberculosis Control Act pursuant to Chapter 392, Florida Statutes
- Clients subject to the developmental disabilities law pursuant to Chapter 393, Florida Statutes
- Clients subject to the Florida Mental Health Act (“Baker Act”) proceedings regarding involuntary civil commitment pursuant to Chapter 394, Florida Statutes, when the public defender has a conflict
- Clients subject to involuntary commitment under the Jimmy Ryce Act, pursuant to Chapter 394, Part 5, Florida Statutes
- Clients subject to a Hal S. Marchman Alcohol and Other Drug Services Act of 1993 (“Marchman Act”) pursuant to Chapter 397, Florida Statutes
- Clients subject to involuntary civil commitment and removal of civil rights pursuant to the Adjust Protective Services Act, Chapter 415, Florida Statutes
- Clients requiring removal of disabilities of nonage pursuant to Chapter 743, Florida Statutes
- Clients subject to involuntary civil commitment and removal of civil rights pursuant to the Florida Guardianship Law, Chapter 744, Florida Statutes
- Children and families in need of state services pursuant to Chapter 984, Florida Statutes

**D. CRIMINAL AND CIVIL APPELLATE COURTS** – The Office of Regional Counsel represents appointed clients on appeals. These appeals result from cases where the Office of Public Defender had a conflict, from cases handled by court-appointed counsel, or from cases handled by the Office of Regional Counsel at the trial court level.

The goal of the Office of Regional Counsel is to provide quality representation to all clients. Because “quality representation” cannot be defined or measured in wins and losses; therefore, the Office of Regional Counsel is proposing performance measures that are designed to determine the quality of the work in other ways.

The following goal has been established in an effort to carry out the Offices of Criminal Conflict and Civil Regional Counsels’ mission:

To ensure cases are processed in a timely and cost effective manner.



# **Performance Measures and Standards**

## **LRPP Exhibit II**

**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: Justice Administrative Commission	Code: 21300000
Service/Budget Entity: Executive Direction/Support Services	Code: 21308000

<b>Approved Performance Measures for FY 2019-20</b>	<b>Approved Prior Year Standard FY 2018-19</b>	<b>Actual Prior Year Standard FY 2018-19</b>	<b>Approved Standards for FY 2019-20</b>	<b>Requested Standards for FY 2020-21</b>
Percent of invoices processed within statutory time frames	95.00%	89.22%	95.00%	95.00%
Number of public records requests	400	471	400	400
Number of cases where registry lawyers request fees above the statutory caps	1,000	1,163	1,000	1,000
Number of cases where the court orders fees above the statutory caps	1,000	1,046	1,000	1,000
Total amount of excess fees awarded by the court per circuit	\$13,350,000	\$14,016,970	\$13,350,000	\$13,350,000
Number of budget, payroll, disbursement, revenue and financial reporting transactions processed	330,000	374,748	330,000	330,000
Number of court-appointed attorney and due process vendor invoices processed	65,000	63,518	65,000	65,000

**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administrative Commission	Department No.: 21
---	--------------------

Program: Statewide Guardian ad Litem Program	Code: 21.31.00.00
Service/Budget Entity: PGM: Stw/Guardian ad Litem	Code: 21.31.00.00

<b>Approved Performance Measures for FY2019-20</b>	<b>Approved Prior Year Standard FY 2018-19</b>	<b>Actual Prior Year Standard FY 2018-19</b>	<b>Approved Standards for FY 2019-20</b>	<b>Requested Standards for FY 2020-21</b>
Average number of children represented	26,500	24,949	26,500	27,189
Average percent of children represented	80%	75%	80%	81%
Percent of cases closed with Permanency Goal achieved	70%	59%	70%	70%
Number of new volunteers certified as a GAL	1,464	2,366	1,464	2,800
Average number of active volunteers	5,057	10,997	5,057	11,500

**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: State Attorney, Circuits 1 – 20	Code: 21.50.00.00
Service/Budget Entity: State Attorney, Circuits 1 – 20	Code: 21.50.00.00

Approved Performance Measures for FY 2019-20	Approved Prior Year Standards FY 2018-19	Actual Prior Year Standards FY 2018-19
Percent of offenders who qualify for enhanced sentencing for whom state attorneys requested enhanced sentencing	92.00%	86.93%
Total number of dispositions	1,339,035	915,326
Number of dispositions by trial verdicts	14,004	11,595
Number of dispositions by pleas	727,246	461,371
Number of dispositions by non trial	157,990	179,516
Number of dispositions by otherwise	439,795	262,844
Percent of dispositions by trial verdicts	1.05%	1.27%
Percent of dispositions by pleas	54.30%	50.41%
Percent of dispositions by non trial	11.80%	19.61%
Percent of dispositions by otherwise	32.84%	28.72%
Number of substantiated Bar grievances filed annually	0	1
Number of misdemeanor criminal case referrals	1,183,597	637,804
Number of felony criminal case referrals	490,965	381,236
Number of juvenile criminal case referrals	197,338	84,797
Number of misdemeanor filings	792,393	420,716
Number of felony filings	219,752	178,809
Number of juvenile filings	83,616	30,131
Number of post conviction relief responses or Habeas Corpus responses	22,391	7,739
Number of sexual predator civil commitment proceedings	TBD	4,088
Number of Baker Act hearings	27,686	33,313



**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: State Attorney, 1 <sup>st</sup> Judicial Circuit	Code: 21.50.01.00	
Service/Budget Entity: State Attorney, 1 <sup>st</sup> Judicial Circuit	Code: 21.50.01.00	

Approved Performance Measures for FY 2019-20	Approved Prior Year Standard FY 2018-19	Actual Prior Year Standard FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Percent of offenders who qualify for enhanced sentencing for whom state attorneys requested enhanced sentencing		100%		100%
Total number of dispositions		43,675		43,675
Number of dispositions by trial verdicts		253		253
Number of dispositions by pleas		28,052		28,052
Number of dispositions by non trial		3,588		3,588
Number of dispositions by otherwise		11,782		11,782
Percent of dispositions by trial verdicts		1.11%		1.11%
Percent of dispositions by pleas		69.05%		69.05%
Percent of dispositions by non trial		3.31%		3.31%
Percent of dispositions by otherwise		26.53%		26.53%
Number of substantiated Bar grievances filed annually		0		0
Number of misdemeanor criminal case referrals		22,741		22,741
Number of felony criminal case referrals		19,637		19,637
Number of juvenile criminal case referrals		4,649		4,649
Number of misdemeanor filings		13,716		13,716
Number of felony filings		12,304		12,304
Number of juvenile filings		1,841		1,841
Number of post conviction relief responses or Habeas Corpus responses		359		359
Number of sexual predator civil commitment proceedings		230		230
Number of Baker Act hearings		1,414		1,414

**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: State Attorney, 2 <sup>nd</sup> Judicial Circuit	Code: 21.50.02.00	
Service/Budget Entity: State Attorney, 2 <sup>nd</sup> Judicial Circuit	Code: 21.50.02.00	

Approved Performance Measures for FY 2019-20	Approved Prior Year Standard FY 2018-19	Actual Prior Year Standard FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Percent of offenders who qualify for enhanced sentencing for whom state attorneys requested enhanced sentencing		N/A		N/A
Total number of dispositions		15,720		16,750
Number of dispositions by trial verdicts		230		250
Number of dispositions by pleas		8,150		8,500
Number of dispositions by non trial		2,212		2,500
Number of dispositions by otherwise		5,128		5,500
Percent of dispositions by trial verdicts		1.46%		1.00%
Percent of dispositions by pleas		51.84%		45%
Percent of dispositions by non trial		14.07%		20%
Percent of dispositions by otherwise		32.62%		34%
Number of substantiated Bar grievances filed annually		0		0
Number of misdemeanor criminal case referrals		9,688		10,000
Number of felony criminal case referrals		8,341		8,500
Number of juvenile criminal case referrals		1,251		1,300
Number of misdemeanor filings		6,463		6,500
Number of felony filings		5,228		5,250
Number of juvenile filings		842		900
Number of post conviction relief responses or Habeas Corpus responses		328		350
Number of sexual predator civil commitment proceedings		132		130
Number of Baker Act hearings		352		300

**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: State Attorney, 3 <sup>rd</sup> Judicial Circuit	Code: 21.50.03.00
Service/Budget Entity: State Attorney, 3 <sup>rd</sup> Judicial Circuit	Code: 21.50.03.00

Approved Performance Measures for FY 2019-20	Approved Prior Year Standard FY 2018-19	Actual Prior Year Standard FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Percent of offenders who qualify for enhanced sentencing for whom state attorneys requested enhanced sentencing		45%		45%
Total number of dispositions		6,346		6,346
Number of dispositions by trial verdicts		38		38
Number of dispositions by pleas		3,781		3,781
Number of dispositions by non trial		886		886
Number of dispositions by otherwise		1,641		1,641
Percent of dispositions by trial verdicts		.60%		.60%
Percent of dispositions by pleas		59.58%		59.58%
Percent of dispositions by non trial		13.97%		13.97%
Percent of dispositions by otherwise		25.85%		25.85%
Number of substantiated Bar grievances filed annually		0		0
Number of misdemeanor criminal case referrals		4,580		4,580
Number of felony criminal case referrals		6,606		6,606
Number of juvenile criminal case referrals		944		944
Number of misdemeanor filings		1,912		1,912
Number of felony filings		2,331		2,331
Number of juvenile filings		457		457
Number of post conviction relief responses or Habeas Corpus responses		22		22
Number of sexual predator civil commitment proceedings		76		76
Number of Baker Act hearings		218		218

**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: State Attorney, 4 <sup>th</sup> Judicial Circuit	Code: 21.50.04.00	
Service/Budget Entity: State Attorney, 4 <sup>th</sup> Judicial Circuit	Code: 21.50.04.00	

Approved Performance Measures for FY 2019-20	Approved Prior Year Standard FY 2018-19	Actual Prior Year Standard FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Percent of offenders who qualify for enhanced sentencing for whom state attorneys requested enhanced sentencing		55.84%		55.84%
Total number of dispositions		57,274		57,274
Number of dispositions by trial verdicts		224		117
Number of dispositions by pleas		38,389		38,389
Number of dispositions by non trial		2,681		2,681
Number of dispositions by otherwise		15,980		15,980
Percent of dispositions by trial verdicts		0.40%		0.40%
Percent of dispositions by pleas		69.95%		69.95%
Percent of dispositions by non trial		4.88%		4.88%
Percent of dispositions by otherwise		29.12%		29.12%
Number of substantiated Bar grievances filed annually		0%		0%
Number of misdemeanor criminal case referrals		40,167		40,167
Number of felony criminal case referrals		20,947		20,947
Number of juvenile criminal case referrals		2,441		2,441
Number of misdemeanor filings		32,451		32,451
Number of felony filings		8,991		8,991
Number of juvenile filings		1,283		1,283
Number of post-conviction relief responses or Habeas Corpus responses		210		210
Number of sexual predator civil commitment proceedings		294		294
Number of Baker Act hearings		123		123

**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: State Attorney, 5 <sup>th</sup> Judicial Circuit	Code: 21.50.05.00	
Service/Budget Entity: State Attorney, 5 <sup>th</sup> Judicial Circuit	Code: 21.50.05.00	

Approved Performance Measures for FY 2019-20	Approved Prior Year Standard FY 2018-19	Actual Prior Year Standard FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Percent of offenders who qualify for enhanced sentencing for whom state attorneys requested enhanced sentencing		64.02%		64.02%
Total number of dispositions		42,659		42,659
Number of dispositions by trial verdicts		213		213
Number of dispositions by pleas		25,506		25,506
Number of dispositions by non trial		2,085		2,085
Number of dispositions by otherwise		14,847		14,847
Percent of dispositions by trial verdicts		.5%		.5%
Percent of dispositions by pleas		60%		60%
Percent of dispositions by non trial		4.75%		4.75%
Percent of dispositions by otherwise		34.75%		34.74%
Number of substantiated Bar grievances filed annually		0		0
Number of misdemeanor criminal case referrals		27,729		27,729
Number of felony criminal case referrals		21,761		21,761
Number of juvenile criminal case referrals		3,636		3,636
Number of misdemeanor filings		17,149		17,149
Number of felony filings		10,376		10,376
Number of juvenile filings		1,619		1,619
Number of post conviction relief responses or Habeas Corpus responses		129		129
Number of sexual predator civil commitment proceedings		227		227
Number of Baker Act hearings		2,028		2,028

**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: State Attorney, 6 <sup>th</sup> Judicial Circuit	Code: 21.50.06.00	
Service/Budget Entity: State Attorney, 6 <sup>th</sup> Judicial Circuit	Code: 21.50.06.00	

Approved Performance Measures for FY 2019-20	Approved Prior Year Standard FY 2018-19	Actual Prior Year Standard FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Percent of offenders who qualify for enhanced sentencing for whom state attorneys requested enhanced sentencing		100%		100%
Total number of dispositions		68,191		70,000
Number of dispositions by trial verdicts		356		400
Number of dispositions by pleas		46,361		48,000
Number of dispositions by non trial		2,425		3,000
Number of dispositions by otherwise		19,049		21,000
Percent of dispositions by trial verdicts		0.5%		0.7%
Percent of dispositions by pleas		68.0%		67.0%
Percent of dispositions by non trial		4.0%		4.0%
Percent of dispositions by otherwise		27.9%		28.0%
Number of substantiated Bar grievances filed annually		0		N/A
Number of misdemeanor criminal case referrals		52,138		55,000
Number of felony criminal case referrals		34,254		35,000
Number of juvenile criminal case referrals		7,217		8,500
Number of misdemeanor filings		38,517		40,000
Number of felony filings		16,384		16,000
Number of juvenile filings		2,430		3,500
Number of post conviction relief responses or Habeas Corpus responses		145		N/A
Number of sexual predator civil commitment proceedings		251		220
Number of Baker Act hearings		2,472		2,000

**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: State Attorney, 7 <sup>th</sup> Judicial Circuit	Code: 21.50.07.00	
Service/Budget Entity: State Attorney, 7 <sup>th</sup> Judicial Circuit	Code: 21.50.07.00	

Approved Performance Measures for FY 2019-20	Approved Prior Year Standard FY 2018-19	Actual Prior Year Standard FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Percent of offenders who qualify for enhanced sentencing for whom state attorneys requested enhanced sentencing		83%		83%
Total number of dispositions		46,863		48,984
Number of dispositions by trial verdicts		133		196
Number of dispositions by pleas		26,127		27,142
Number of dispositions by non trial		9,290		9,651
Number of dispositions by otherwise		11,313		11,995
Percent of dispositions by trial verdicts		1%		1%
Percent of dispositions by pleas		56%		55%
Percent of dispositions by non trial		20%		20%
Percent of dispositions by otherwise		24%		24%
Number of substantiated Bar grievances filed annually		0		0
Number of misdemeanor criminal case referrals		29,411		32,872
Number of felony criminal case referrals		15,698		15,912
Number of juvenile criminal case referrals		2,564		2,889
Number of misdemeanor filings		24,491		26,182
Number of felony filings		9,335		9,781
Number of juvenile filings		1,595		1,708
Number of post conviction relief responses or Habeas Corpus responses		116		124
Number of sexual predator civil commitment proceedings		239		257
Number of Baker Act hearings		1,161		1,284

**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: State Attorney, 8 <sup>th</sup> Judicial Circuit	Code: 21.50.08.00	
Service/Budget Entity: State Attorney, 8 <sup>th</sup> Judicial Circuit	Code: 21.50.08.00	

Approved Performance Measures for FY 2019-20	Approved Prior Year Standard FY 2018-19	Actual Prior Year Standard FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Percent of offenders who qualify for enhanced sentencing for whom state attorneys requested enhanced sentencing		100%		100%
Total number of dispositions		19,358		18,382
Number of dispositions by trial verdicts		148		169
Number of dispositions by pleas		8,469		7,823
Number of dispositions by non trial		3,019		3,164
Number of dispositions by otherwise		7,722		7,226
Percent of dispositions by trial verdicts		0.76%		0.92%
Percent of dispositions by pleas		43.75%		42.56%
Percent of dispositions by non trial		15.60%		17.21%
Percent of dispositions by otherwise		39.89%		39.31%
Number of substantiated Bar grievances filed annually		0		0
Number of misdemeanor criminal case referrals		11,114		9,541
Number of felony criminal case referrals		8,034		8,127
Number of juvenile criminal case referrals		1,674		1,730
Number of misdemeanor filings		7,382		6,812
Number of felony filings		4,078		4,173
Number of juvenile filings		836		957
Number of post conviction relief responses or Habeas Corpus responses		508		591
Number of sexual predator civil commitment proceedings		170		175
Number of Baker Act hearings		1,170		1,292



**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: State Attorney, 9 <sup>th</sup> Judicial Circuit	Code: 21.50.09.00	
Service/Budget Entity: State Attorney, 9 <sup>th</sup> Judicial Circuit	Code: 21.50.09.00	

Approved Performance Measures for FY 2019-20	Approved Prior Year Standard FY 2018-19	Actual Prior Year Standard FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Percent of offenders who qualify for enhanced sentencing for whom state attorneys requested enhanced sentencing		100%		100%
Total number of dispositions		68,824		68,824
Number of dispositions by trial verdicts		452		452
Number of dispositions by pleas		33,318		33,318
Number of dispositions by non trial		7,631		7,631
Number of dispositions by otherwise		27,423		27,423
Percent of dispositions by trial verdicts		0.66%		0.66%
Percent of dispositions by pleas		48.41%		48.41%
Percent of dispositions by non trial		11.09%		11.09%
Percent of dispositions by otherwise		39.85%		39.85%
Number of substantiated Bar grievances filed annually		0		0
Number of misdemeanor criminal case referrals		41,694		41,694
Number of felony criminal case referrals		32,582		32,582
Number of juvenile criminal case referrals		8,239		8,239
Number of misdemeanor filings		26,433		26,433
Number of felony filings		12,813		12,813
Number of juvenile filings		2,739		2,739
Number of post conviction relief responses or Habeas Corpus responses		172		172
Number of sexual predator civil commitment proceedings		224		224
Number of Baker Act hearings		1,756		1,756

**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: State Attorney, 10 <sup>th</sup> Judicial Circuit	Code: 21.50.10.00	
Service/Budget Entity: State Attorney, 10 <sup>th</sup> Judicial Circuit	Code: 21.50.10.00	

Approved Performance Measures for FY 2019-20	Approved Prior Year Standard FY 2018-19	Actual Prior Year Standard FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Percent of offenders who qualify for enhanced sentencing for whom state attorneys requested enhanced sentencing		100%		100%
Total number of dispositions		40,442		40,485
Number of dispositions by trial verdicts		399		405
Number of dispositions by pleas		24,491		24,500
Number of dispositions by non trial		2,341		2,350
Number of dispositions by otherwise		13,211		13,230
Percent of dispositions by trial verdicts		.99%		1.00%
Percent of dispositions by pleas		60.56%		60.52%
Percent of dispositions by non trial		5.79%		5.80%
Percent of dispositions by otherwise		32.67%		32.68%
Number of substantiated Bar grievances filed annually		0		0
Number of misdemeanor criminal case referrals		26,226		26,500
Number of felony criminal case referrals		19,351		19,400
Number of juvenile criminal case referrals		5,029		5,050
Number of misdemeanor filings		10,098		10,100
Number of felony filings		9,182		9,200
Number of juvenile filings		1,933		1,950
Number of post conviction relief responses or Habeas Corpus responses		208		210
Number of sexual predator civil commitment proceedings		80		80
Number of Baker Act hearings		2,721		2,750

**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: State Attorney, 11 <sup>th</sup> Judicial Circuit	Code: 21.50.11.00	
Service/Budget Entity: State Attorney, 11 <sup>th</sup> Judicial Circuit	Code: 21.50.11.00	

Approved Performance Measures for FY 2019-20	Approved Prior Year Standard FY 2018-19	Actual Prior Year Standard FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Percent of offenders who qualify for enhanced sentencing for whom state attorneys requested enhanced sentencing		100%		100%
Total number of dispositions		126,365		132,682
Number of dispositions by trial verdicts		6,329		6,645
Number of dispositions by pleas		27,783		29,172
Number of dispositions by non trial		63,524		66,700
Number of dispositions by otherwise		28,729		30,165
Percent of dispositions by trial verdicts		5%		5%
Percent of dispositions by pleas		22%		22%
Percent of dispositions by non trial		50%		50%
Percent of dispositions by otherwise		23%		23%
Number of substantiated Bar grievances filed annually		N/A		N/A
Number of misdemeanor criminal case referrals		121,722		127,808
Number of felony criminal case referrals		37,767		39,655
Number of juvenile criminal case referrals		12,189		12,798
Number of misdemeanor filings		84,181		88,390
Number of felony filings		14,336		15,052
Number of juvenile filings		1,759		1,846
Number of post conviction relief responses or Habeas Corpus responses		651		683
Number of sexual predator civil commitment proceedings		752		789
Number of Baker Act hearings		N/A		N/A

**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: State Attorney, 12 <sup>th</sup> Judicial Circuit	Code: 21.50.12.00	
Service/Budget Entity: State Attorney, 12 <sup>th</sup> Judicial Circuit	Code: 21.50.12.00	

Approved Performance Measures for FY 2019-20	Approved Prior Year Standard FY 2018-19	Actual Prior Year Standard FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Percent of offenders who qualify for enhanced sentencing for whom state attorneys requested enhanced sentencing		100%		100%
Total number of dispositions		30,857		31,166
Number of dispositions by trial verdicts		239		242
Number of dispositions by pleas		18,335		18,518
Number of dispositions by non trial		1,104		1,115
Number of dispositions by otherwise		11,179		11,291
Percent of dispositions by trial verdicts		1%		1%
Percent of dispositions by pleas		59%		59%
Percent of dispositions by non trial		4%		4%
Percent of dispositions by otherwise		36%		36%
Number of substantiated Bar grievances filed annually		0		0
Number of misdemeanor criminal case referrals		21,251		21,464
Number of felony criminal case referrals		14,674		14,821
Number of juvenile criminal case referrals		2,338		2,361
Number of misdemeanor filings		15,369		15,523
Number of felony filings		6,568		6,633
Number of juvenile filings		890		899
Number of post conviction relief responses or Habeas Corpus responses		66		67
Number of sexual predator civil commitment proceedings		137		138
Number of Baker Act hearings		454		458

**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: State Attorney, 13 <sup>th</sup> Judicial Circuit	Code: 21.50.13.00	
Service/Budget Entity: State Attorney, 13 <sup>th</sup> Judicial Circuit	Code: 21.50.13.00	

Approved Performance Measures for FY 2019-20	Approved Prior Year Standard FY 2018-19	Actual Prior Year Standard FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Percent of offenders who qualify for enhanced sentencing for whom state attorneys requested enhanced sentencing		54.82%		54.82%
Total number of dispositions		59,435		59,435
Number of dispositions by trial verdicts		599		599
Number of dispositions by pleas		28,573		28,573
Number of dispositions by non trial		14,012		14,012
Number of dispositions by otherwise		16,251		16,251
Percent of dispositions by trial verdicts		0.72%		0.72%
Percent of dispositions by pleas		55.32%		55.32%
Percent of dispositions by non trial		9.59%		9.59%
Percent of dispositions by otherwise		34.37%		34.37%
Number of substantiated Bar grievances filed annually		0		0
Number of misdemeanor criminal case referrals		38,213		38,213
Number of felony criminal case referrals		30,518		30,518
Number of juvenile criminal case referrals		5,231		5,231
Number of misdemeanor filings		31,769		31,769
Number of felony filings		13,124		13,124
Number of juvenile filings		1,965		1,965
Number of post conviction relief responses or Habeas Corpus responses		1,156		1,156
Number of sexual predator civil commitment proceedings		249		249
Number of Baker Act hearings		7,006		7,006

**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: State Attorney, 14 <sup>th</sup> Judicial Circuit	Code: 21.50.14.00	
Service/Budget Entity: State Attorney, 14 <sup>th</sup> Judicial Circuit	Code: 21.50.14.00	

Approved Performance Measures for FY 2019-20	Approved Prior Year Standard FY 2018-19	Actual Prior Year Standard FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Percent of offenders who qualify for enhanced sentencing for whom state attorneys requested enhanced sentencing		48.66%		48.66%
Total number of dispositions		31,548		31,548
Number of dispositions by trial verdicts		170		170
Number of dispositions by pleas		18,680		18,680
Number of dispositions by non trial		1,387		1,387
Number of dispositions by otherwise		11,347		11,347
Percent of dispositions by trial verdicts		0.54%		0.54%
Percent of dispositions by pleas		59.2%		59.2%
Percent of dispositions by non trial		4.4%		4.4%
Percent of dispositions by otherwise		36%		36%
Number of substantiated Bar grievances filed annually		0		0
Number of misdemeanor criminal case referrals		17,901		17,901
Number of felony criminal case referrals		13,408		13,408
Number of juvenile criminal case referrals		1,211		1,211
Number of misdemeanor filings		15,853		15,853
Number of felony filings		6,396		6,396
Number of juvenile filings		660		660
Number of post conviction relief responses or Habeas Corpus responses		768		768
Number of sexual predator civil commitment proceedings		137		137
Number of Baker Act hearings		78		78

**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: State Attorney, 15 <sup>th</sup> Judicial Circuit	Code: 21.50.15.00	
Service/Budget Entity: State Attorney, 15 <sup>th</sup> Judicial Circuit	Code: 21.50.15.00	

Approved Performance Measures for FY 2019-20	Approved Prior Year Standard FY 2018-19	Actual Prior Year Standard FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Percent of offenders who qualify for enhanced sentencing for whom state attorneys requested enhanced sentencing		74.5%		74.5%
Total number of dispositions		53,169		53,169
Number of dispositions by trial verdicts		441		441
Number of dispositions by pleas		26,903		26,903
Number of dispositions by non trial		1,281		1,281
Number of dispositions by otherwise		24,544		24,544
Percent of dispositions by trial verdicts		.8%		.8%
Percent of dispositions by pleas		50.5%		50.5%
Percent of dispositions by non trial		2.4%		2.4%
Percent of dispositions by otherwise		46.2%		46.2%
Number of substantiated Bar grievances filed annually		0		0
Number of misdemeanor criminal case referrals		40,621		40,621
Number of felony criminal case referrals		14,335		14,335
Number of juvenile criminal case referrals		4,885		4,885
Number of misdemeanor filings		37,005		37,005
Number of felony filings		8,248		8,248
Number of juvenile filings		1,785		1,785
Number of post conviction relief responses or Habeas Corpus responses		182		182
Number of sexual predator civil commitment proceedings		191		191
Number of Baker Act hearings		1,185		1,185

**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
Program: State Attorney, 16 <sup>th</sup> Judicial Circuit	Code: 21.50.16.00
Service/Budget Entity: State Attorney, 16 <sup>th</sup> Judicial Circuit	Code: 21.50.16.00

Approved Performance Measures for FY 2019-20	Approved Prior Year Standard FY 2018-19	Actual Prior Year Standard FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Percent of offenders who qualify for enhanced sentencing for whom state attorneys requested enhanced sentencing		100%		100%
Total number of dispositions		6,223		6,223
Number of dispositions by trial verdicts		20		20
Number of dispositions by pleas		3,263		3,263
Number of dispositions by non trial		1,741		1,741
Number of dispositions by otherwise		1,199		1,199
Percent of dispositions by trial verdicts		.32%		.32%
Percent of dispositions by pleas		52.43%		52.43%
Percent of dispositions by non trial		27.98%		27.98%
Percent of dispositions by otherwise		19.27%		19.27%
Number of substantiated Bar grievances filed annually		1		0
Number of misdemeanor criminal case referrals		4,356		4,356
Number of felony criminal case referrals		2,130		2,130
Number of juvenile criminal case referrals		153		153
Number of misdemeanor filings		1,657		1,657
Number of felony filings		928		928
Number of juvenile filings		102		102
Number of post conviction relief responses or Habeas Corpus responses		5		5
Number of sexual predator civil commitment proceedings		5		5
Number of Baker Act hearings		16		16



**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: State Attorney, 17 <sup>th</sup> Judicial Circuit	Code: 21.50.17.00	
Service/Budget Entity: State Attorney, 17 <sup>th</sup> Judicial Circuit	Code: 21.50.17.00	

Approved Performance Measures for FY 2019-20	Approved Prior Year Standard FY 2018-19	Actual Prior Year Standard FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Percent of offenders who qualify for enhanced sentencing for whom state attorneys requested enhanced sentencing		100%		100%
Total number of dispositions		93,345		93,345
Number of dispositions by trial verdicts		385		385
Number of dispositions by pleas		32,405		32,405
Number of dispositions by non trial		47,007		47,007
Number of dispositions by otherwise		13,548		13,548
Percent of dispositions by trial verdicts		.41%		.41%
Percent of dispositions by pleas		34.75%		34.72%
Percent of dispositions by non trial		50.36%		50.36%
Percent of dispositions by otherwise		14.51%		14.51%
Number of substantiated Bar grievances filed annually		0		0
Number of misdemeanor criminal case referrals		40,369		40,369
Number of felony criminal case referrals		21,687		21,687
Number of juvenile criminal case referrals		5,296		5,296
Number of misdemeanor filings		34,333		34,333
Number of felony filings		12,504		12,504
Number of juvenile filings		2,640		2,640
Number of post conviction relief responses or Habeas Corpus responses		641		641
Number of sexual predator civil commitment proceedings		124		124
Number of Baker Act hearings		5,912		5,912

**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: State Attorney, 18 <sup>th</sup> Judicial Circuit	Code: 21.50.18.00	
Service/Budget Entity: State Attorney, 18 <sup>th</sup> Judicial Circuit	Code: 21.50.18.00	

Approved Performance Measures for FY 2019-20	Approved Prior Year Standard FY 2018-19	Actual Prior Year Standard FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Percent of offenders who qualify for enhanced sentencing for whom state attorneys requested enhanced sentencing		100%		100%
Total number of dispositions		37,126		37,126
Number of dispositions by trial verdicts		247		247
Number of dispositions by pleas		23,045		23,045
Number of dispositions by non trial		2,612		2,612
Number of dispositions by otherwise		11,222		11,222
Percent of dispositions by trial verdicts		0.67%		0.67%
Percent of dispositions by pleas		62.07%		62.07%
Percent of dispositions by non trial		7.04%		7.04%
Percent of dispositions by otherwise		30.23%		30.23%
Number of substantiated Bar grievances filed annually		0		0
Number of misdemeanor criminal case referrals		25,098		25,098
Number of felony criminal case referrals		16,985		16,985
Number of juvenile criminal case referrals		4,692		4,692
Number of misdemeanor filings		17,521		17,521
Number of felony filings		8,669		8,669
Number of juvenile filings		1,491		1,491
Number of post conviction relief responses or Habeas Corpus responses		558		558
Number of sexual predator civil commitment proceedings		60		60
Number of Baker Act hearings		605		605

**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: State Attorney, 19 <sup>th</sup> Judicial Circuit	Code: 21.50.19.00	
Service/Budget Entity: State Attorney, 19 <sup>th</sup> Judicial Circuit	Code: 21.50.19.00	

Approved Performance Measures for FY 2019-20	Approved Prior Year Standard FY 2018-19	Actual Prior Year Standard FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Percent of offenders who qualify for enhanced sentencing for whom state attorneys requested enhanced sentencing		100%		100%
Total number of dispositions		20,399		21,641
Number of dispositions by trial verdicts		175		186
Number of dispositions by pleas		14,707		15,603
Number of dispositions by non trial		2,801		2,972
Number of dispositions by otherwise		2,716		2,881
Percent of dispositions by trial verdicts		1%		1%
Percent of dispositions by pleas		72%		72%
Percent of dispositions by non trial		14%		14%
Percent of dispositions by otherwise		13%		13%
Number of substantiated Bar grievances filed annually		0		0
Number of misdemeanor criminal case referrals		16,126		17,108
Number of felony criminal case referrals		9,882		10,484
Number of juvenile criminal case referrals		2,659		2,821
Number of misdemeanor filings		12,308		13,058
Number of felony filings		5,712		6,060
Number of juvenile filings		1,528		1,621
Number of post conviction relief responses or Habeas Corpus responses		245		260
Number of sexual predator civil commitment proceedings		129		139
Number of Baker Act hearings		795		843

**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: State Attorney, 20 <sup>th</sup> Judicial Circuit	Code: 21.50.20.00	
Service/Budget Entity: State Attorney, 20 <sup>th</sup> Judicial Circuit	Code: 21.50.20.00	

Approved Performance Measures for FY 2019-20	Approved Prior Year Standard FY 2018-19	Actual Prior Year Standard FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Percent of offenders who qualify for enhanced sentencing for whom state attorneys requested enhanced sentencing		78.93%		78.93%
Total number of dispositions		47,441		47,915
Number of dispositions by trial verdicts		536		541
Number of dispositions by pleas		25,004		25,254
Number of dispositions by non trial		7,889		7,968
Number of dispositions by otherwise		14,012		14,152
Percent of dispositions by trial verdicts		1.130%		1.130%
Percent of dispositions by pleas		52.71%		52.71%
Percent of dispositions by non trial		16.63%		16.63%
Percent of dispositions by otherwise		29.54%		29.54%
Number of substantiated Bar grievances filed annually		0		0
Number of misdemeanor criminal case referrals		38,636		39,022
Number of felony criminal case referrals		20,183		20,385
Number of juvenile criminal case referrals		4,883		4,932
Number of misdemeanor filings		23,197		23,429
Number of felony filings		11,302		11,415
Number of juvenile filings		1,736		1,753
Number of post conviction relief responses or Habeas Corpus responses		1,590		1,606
Number of sexual predator civil commitment proceedings		381		385
Number of Baker Act hearings		3,847		3,885

---

## EXHIBIT II – PERFORMANCE MEASURES AND STANDARDS

---

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: Public Defenders, 1 <sup>st</sup> – 20 <sup>th</sup> Circuits	Code: 21.60.XX.00	
Service/Budget Entity: Public Defenders, 1 <sup>st</sup> – 20 <sup>th</sup> Circuits	Code: 21.60.XX.00	

Approved Performance Measures for FY 2019-20	Approved Prior Year Standards FY 2018-19	Actual Prior Year Standards FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Annual attorney turnover rate	18%	21.90%	18%	20.81%
Number of appointed and reappointed cases	875,837	637,896	875,837	669,791
Number of cases closed	784,964	616,028	784,964	646,829
Number of clients represented	705,061	532,383	705,061	559,002
Number of cases per attorney	547	452	547	429

**EXHIBIT II – PERFORMANCE MEASURES AND STANDARDS**

<b>EXHIBIT II PERFORMANCE MEASURES AND STANDARDS – BY CIRCUIT FY 2018-19 – July 2019</b>	<b>1<sup>st</sup></b>	<b>2<sup>nd</sup></b>	<b>3<sup>rd</sup></b>	<b>4<sup>th</sup></b>	<b>5<sup>th</sup></b>	<b>6<sup>th</sup></b>	<b>7<sup>th</sup></b>	<b>8<sup>th</sup></b>	<b>9<sup>th</sup></b>	<b>10<sup>th</sup></b>	<b>11<sup>th</sup></b>	<b>12<sup>th</sup></b>	<b>13<sup>th</sup></b>	<b>14<sup>th</sup></b>	<b>15<sup>th</sup></b>	<b>16<sup>th</sup></b>	<b>17<sup>th</sup></b>	<b>18<sup>th</sup></b>	<b>19<sup>th</sup></b>	<b>20<sup>th</sup></b>	<b>TOTAL</b>
ANNUAL ATTORNEY TURNOVER RATE	15.13%	18.92%	16.67%	19.24%	23.79%	21.43%	20.00%	13.16%	37.91%	22.81%	19.94%	21.21%	30.56%	7.55%	19.02%	25.81%	19.92%	13.01%	14.29%	24.12%	21.90%
NUMBER OF APPOINTED & REAPPOINTED CASES	35,010	16,245	9,599	39,323	34,781	61,756	36,435	16,133	53,953	30,263	56,559	21,490	47,921	19,794	34,807	7,047	34,698	27,711	17,364	37,007	637,896
# CLIENTS	27,896	12,204	8,740	36,751	30,689	50,008	30,588	14,182	35,022	27,570	49,999	18,459	38,861	16,494	29,396	7,025	29,901	23,014	15,177	30,407	532,383
TOTAL NUMBER OF CASES CLOSED	35,068	15,002	8,515	35,946	34,637	59,542	35,917	16,194	52,663	31,213	54,299	21,167	47,372	18,552	34,823	4,281	33,066	24,750	16,626	36,395	616,028
NUMBER OF CASES PER ATTORNEY	594	440	549	507	514	562	608	425	437	531	321	515	432	734	409	441	272	460	497	448	452

## EXHIBIT II – PERFORMANCE MEASURES AND STANDARDS

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program:	Public Defender Appellate, 2 <sup>nd</sup> , 7 <sup>th</sup> , 10 <sup>th</sup> , 11 <sup>th</sup> 15 <sup>th</sup> Circuits	Code: 21.65.XX.00
Service/Budget Entity:	Public Defender Appellate 2 <sup>nd</sup> , 7 <sup>th</sup> , 10 <sup>th</sup> , 11 <sup>th</sup> , 15 <sup>th</sup> Circuits	Code: 21.65.XX.00

Approved Performance Measures for FY 2019-20	Approved Prior Year Standards FY 2018-19	Actual Prior Year Standards FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Annual attorney turnover rate	8%	9.94%	8%	9.44%
Percent of appeals resolved	99.99%	96.95%	99.99%	101.80%
Number of appointed cases	5,643	3,997	5,643	4,197
Number of clients represented	5,810	3,797	5,810	3,987
Number of briefs filed	5,968	4,226	5,968	4,437
Number of writs filed	106	77	106	81
Number of cases closed	5,612	3,875	5,612	4,069

---

## EXHIBIT II – PERFORMANCE MEASURES AND STANDARDS

---

**Public Defender Appellate Offices  
PB2 BASELINE DATA COLLECTION FY 2018-2019 -**

**Exhibit II – Performance Measures and Standards by  
Circuit**

	<b>2nd</b>	<b>7th</b>	<b>10th</b>	<b>11th</b>	<b>15th</b>	<b>Total</b>
ANNUAL ATTORNEY TURNOVER RATES *	14.81%	4.17%	10.83%	14.81%	7.02%	9.94%
APPEALS ASSIGNED	1,130	816	1,062	359	630	3,997
NUMBER OF CLIENTS REPRESENTED	1,060	803	988	359	587	3,797
PERCENT OF APPEALS RESOLVED	89.03%	100.98%	86.82%	128.69%	104.92%	96.95%
NUMBER OF CASES CLOSED	1,006	824	922	462	661	3,875
NUMBER OF BRIEFS FILED	1,267	920	1,010	364	665	4,226
NUMBER OF WRITS FILED	6	11	0	40	20	77

**Notes / Explanations:    "\*"    Indicates employee data to be supplied by JAC**



**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration Department No.: 21		
Program: Capital Collateral Regional Counsel	Code: 21.70.00.00	
Service/Budget Entity: CCRC, <b>North, Middle &amp; Southern Regions Aggregate</b>	Code: 21.70.00.00	
Approved Performance Measures for FY 2019-20	Approved Prior Year Standards FY 2018-19	Actual Prior Year Standards FY 2018-19
Percent of cases in which post-conviction motion, post-conviction appeal, federal habeas corpus motion or federal appeal is timely filed, without extension	90%	89.4%
Number of substantiated Bar grievances filed annually	0	0
Number of appellate actions	35	147
Number of 3.851 filings	13	23
Number of signed death warrants	5	1
Number of court decisions to release a death row inmate, grant a new trial, grant a new sentencing hearing or grant other appeals	5	8
Number of active cases	180	160
Number of evidentiary hearings	12	11
Number of federal court actions	47	82

**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration Department No.: 21				
Program: Capital Collateral Regional Counsel			Code: 21.70.00.00	
Service/Budget Entity: CCRC, <b>North Region</b>			Code: 21.70.10.01	
Approved Performance Measures for FY 2019-20	Approved Prior Year Standards FY 2018-19	Actual Prior Year Standards FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Percent of cases in which post-conviction motion, post-conviction appeal, federal habeas corpus motion or federal appeal is timely filed, without extension		88%		90%
Number of substantiated Bar grievances filed annually		0		0
Number of appellate actions		15		11
Number of 3.851 filings		5		5
Number of signed death warrants		1		4
Number of court decisions to release a death row inmate, grant a new trial, grant a new sentencing hearing, or grant other appeals		0		2
Number of active cases		21		32
Number of evidentiary hearings		3		3
Number of federal court actions		2		4

**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration Department No.: 21

Program: Capital Collateral Regional Counsel Code: 21.70.00.00

Service/Budget Entity: CCRC, **Middle Region** Code: 21.70.20.01

Approved Performance Measures for FY 2019-20	Approved Prior Year Standards FY 2018-19	Actual Prior Year Standards FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Percent of cases in which post-conviction motion, post-conviction appeal, federal habeas corpus motion or federal appeal is timely filed, without extension		90%		90%
Number of substantiated Bar grievances filed annually		0		0
Number of appellate actions		101		20
Number of 3.851 filings		11		11
Number of signed death warrants		0		5
Number of court decisions to release a death row inmate, grant a new trial, grant a new sentencing hearing, or grant other appeals		5		5
Number of active cases		85		87
Number of evidentiary hearings		4		5
Number of federal court actions		45		10

**EXHIBIT II - PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration Department No.: 21

Program: Capital Collateral Regional Counsel Code: 21.70.00.00

Service/Budget Entity: CCRC, **South Region** Code: 21.70.30.01

Approved Performance Measures for FY 2019-20	Approved Prior Year Standards FY 2018-19	Actual Prior Year Standards FY 2018-19	Approved Standards for FY 2019-20	Requested Standards for FY 2020-21
Percent of cases in which post-conviction motion, post-conviction appeal, federal habeas corpus motion or federal appeal is timely filed, without extension		90.1%		90%
Number of substantiated Bar grievances filed annually		0		0
Number of appellate actions		31		20
Number of 3.851 filings		7		7
Number of signed death warrants		0		3
Number of court decisions to release a death row inmate, grant a new trial, grant a new sentencing hearing, or grant other appeals		3		3
Number of active cases		54		57
Number of evidentiary hearings		4		4
Number of federal court actions		35		25

**EXHIBIT II – PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: Criminal Conflict and Civil Regional Counsels	Code: 21.80.00.00	
Service/Budget Entity: Regional Counsels, 1 <sup>st</sup> Region	Code: 21.80.01.00	

<b>Proposed Performance Measures for FY 2019-20</b>	<b>Approved Prior Year Standards FY 2018-19</b>	<b>Actual Prior Year Standards FY 2018-19</b>	<b>Approved Standards for FY 2019-20</b>	<b>Requested Standards for FY 2020-21</b>
Annual percentage of appellate briefs filed within 30 days of receipt of record.		29%		29%
Annual percentage of misdemeanor cases closed within 120 days of appointment.		95%		95%
In cases where there is either an adjudication or a withhold of adjudication, the percentage of case plans approved by the court within 90 days of appointment.		89%		89%

**EXHIBIT II – PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: Criminal Conflict and Civil Regional Counsels	Code: 21.80.00.00	
Service/Budget Entity: Regional Counsels, 2 <sup>nd</sup> Region	Code: 21.80.02.00	

<b>Proposed Performance Measures for FY 2019-20</b>	<b>Approved Prior Year Standards FY 2018-19</b>	<b>Actual Prior Year Standards FY 2018-19</b>	<b>Approved Standards for FY 2019-20</b>	<b>Requested Standards for FY 2020-21</b>
Annual percentage of appellate briefs filed within 30 days of receipt of record.		16%		53%
Annual percentage of misdemeanor cases closed within 120 days of appointment.		80%		85%
In cases where there is either an adjudication or a withhold of adjudication, the percentage of case plans approved by the court within 90 days of appointment.		70%		61%

Note: The Order of Appointment is often not provided to RC2 on a timely basis. Therefore, the percentages of compliance reported is most likely understated.

**EXHIBIT II – PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: Criminal Conflict and Civil Regional Counsels	Code: 21.80.00.00	
Service/Budget Entity: Regional Counsels, 3rd Region	Code: 21.80.03.00	

Performance Measures for FY 2018-19	Approved Prior Year Standards FY 2017-18	Actual Prior Year Standards FY 2017-18	Approved Standards for FY 2018-19	Requested Standards for FY 2019-20
Annual percentage of appellate briefs filed within 30 days of receipt of record.		30%		75%
Annual percentage of misdemeanor cases closed with 120 days of appointment.		75%		75%
In cases where there is either an adjudication or a withhold of adjudication, the percentage of case plans approved by the court within 90 days of appointment.		75%		75%

**EXHIBIT II – PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: Criminal Conflict and Civil Regional Counsels	Code: 21.80.00.00	
Service/Budget Entity: Regional Counsels, 4 <sup>th</sup> Region	Code: 21.80.04.00	

<b>Proposed Performance Measures for FY 2019-20</b>	<b>Approved Prior Year Standards FY 2018-19</b>	<b>Actual Prior Year Standards FY 2018-19</b>	<b>Approved Standards for FY 2019-20</b>	<b>Requested Standards for FY 2020-21</b>
Annual percentage of appellate briefs filed within 30 days of receipt of record.		24%		25%
Annual percentage of misdemeanor cases closed within 120 days of appointment.		71%		75%
In cases where there is either an adjudication or a withhold of adjudication, the percentage of case plans approved by the court within 90 days of appointment.		N/A		N/A

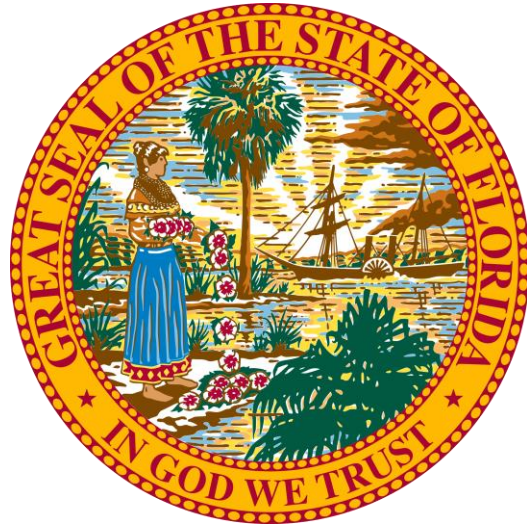


**EXHIBIT II – PERFORMANCE MEASURES AND STANDARDS**

Department: Justice Administration	Department No.: 21
------------------------------------	--------------------

Program: Criminal Conflict and Civil Regional Counsels	Code: 21.80.00.00	
Service/Budget Entity: Regional Counsels, 5 <sup>th</sup> Region	Code: 21.80.05.00	

<b>Proposed Performance Measures for FY 2019-20</b>	<b>Approved Prior Year Standards FY 2018-19</b>	<b>Actual Prior Year Standards FY 2018-19</b>	<b>Approved Standards for FY 2019-20</b>	<b>Requested Standards for FY 2020-21</b>
Annual percentage of appellate briefs filed within 30 days of receipt of record		76%		78%
Annual percentage of misdemeanor cases closed within 120 days of appointment.		84%		85%
In cases where there is either an adjudication or a withhold of adjudication, the percentage of case plans approved by the court within 90 days of appointment.		74%		75%



# **Assessment of Performance for Approved Performance Measures**

## **LRPP Exhibit III**

## EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES

<b>Department:</b> Justice Administration			
<b>Program:</b> Justice Administrative Commission			
<b>Service/Budget Entity:</b> Executive Direction/Support Services			
<b>Measure:</b> Percent of invoices processed within statutory time frames			
<b>Action:</b>			
<input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure <input type="checkbox"/> Revision of Measure <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure <input type="checkbox"/> Deletion of Measure <input type="checkbox"/> Adjustment of GAA Performance Standards			
<b>Approved Standard</b>	<b>Actual Performance Results</b>	<b>Difference (Over/Under)</b>	<b>Percentage Difference</b>
95.00%	89.22%	(5.78%)	(6.08%)
<b>Factors Accounting for the Difference:</b>			
<b>Internal Factors</b> (check all that apply):			
<input type="checkbox"/> Personnel Factors		<input type="checkbox"/> Staff Capacity	
<input type="checkbox"/> Competing Priorities		<input type="checkbox"/> Level of Training	
<input type="checkbox"/> Previous Estimate Incorrect		<input type="checkbox"/> Other (Identify)	
<b>Explanation:</b>			
<b>External Factors</b> (check all that apply):			
<input type="checkbox"/> Resources Unavailable		<input type="checkbox"/> Technological Problems	
<input type="checkbox"/> Legal/Legislative Change		<input type="checkbox"/> Natural Disaster	
<input type="checkbox"/> Target Population Change		<input checked="" type="checkbox"/> Other (Identify)	
<input type="checkbox"/> This Program/Service Cannot Fix the Problem			
<input type="checkbox"/> Current Laws are Working Against the Agency Mission			
<b>Explanation:</b>			
<p>JAC experienced an appropriations deficit in court-appointed categories which resulted in a payment suspension for approximately 75 days. The Public Defender Due Process category also had an appropriations deficit which resulted in a payment suspension for approximately 22 days. Payment for court-appointed and Public Defender Due Process categories resumed immediately upon receipt of Back of the Bill funding on June 25<sup>th</sup> which included 10,500 noncompliant invoices. Prior to the short-fall, JAC's compliance was 95.16%.</p>			
<b>Management Efforts to Address Differences/Problems</b> (check all that apply):			
<input type="checkbox"/> Training		<input type="checkbox"/> Technology	
<input type="checkbox"/> Personnel		<input checked="" type="checkbox"/> Other (Identify)	
<b>Recommendations:</b> Maintain current approved standard. JAC advocated for and received \$14.5 million of additional funding for court-appointed and due process funding for FY 2019-20 to minimize lengthy periods of payment suspension.			

## EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES

**Department:** Justice Administration  
**Program:** Justice Administrative Commission  
**Service/Budget Entity:** Executive Direction/Support Services  
**Measure:** Number of public records requests  
**Action:**  
 Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
400	471	71	17.75%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	<input type="checkbox"/> Other (Identify)

**Explanation:**

**External Factors** (check all that apply):

<input type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input checked="" type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix the Problem	
<input type="checkbox"/> Current Laws are Working Against the Agency Mission	

**Explanation:**  
 The number of public records requests received fluctuates annually, but appears to be increasing over the past few years.

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:** Maintain current approved standard.

## EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES

**Department:** Justice Administration  
**Program:** Justice Administrative Commission  
**Service/Budget Entity:** Executive Direction/Support Services  
**Measure:** Number of cases where registry lawyers request fees above statutory caps

**Action:**

- Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,000	1,163	163	16.30%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity    |
| <input type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify)  |

**Explanation:**

**External Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Resources Unavailable                               | <input type="checkbox"/> Technological Problems      |
| <input checked="" type="checkbox"/> Legal/Legislative Change                 | <input type="checkbox"/> Natural Disaster            |
| <input type="checkbox"/> Target Population Change                            | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem         |  |
| <input type="checkbox"/> Current Laws are Working Against the Agency Mission |  |

**Explanation:**

The number of cases where registry lawyers request fees above statutory caps fluctuates annually.

**Management Efforts to Address Differences/Problems** (check all that apply):

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology       |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

**Recommendations:** Maintain current approved standard.

## EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES

**Department:** Justice Administration  
**Program:** Justice Administrative Commission  
**Service/Budget Entity:** Executive Direction/Support Services  
**Measure:** Number of cases where the court orders fees above the statutory caps

**Action:**

- Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,000	1,046	46	4.60%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity    |
| <input type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify)  |

**Explanation:**

**External Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Resources Unavailable                               | <input type="checkbox"/> Technological Problems      |
| <input checked="" type="checkbox"/> Legal/Legislative Change                 | <input type="checkbox"/> Natural Disaster            |
| <input type="checkbox"/> Target Population Change                            | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem         |  |
| <input type="checkbox"/> Current Laws are Working Against the Agency Mission |  |

**Explanation:**

The number of cases where the court orders fees above statutory caps fluctuates annually.

**Management Efforts to Address Differences/Problems** (check all that apply):

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology       |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

**Recommendations:** Maintain current approved standard.

## EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES

**Department:** Justice Administration  
**Program:** Justice Administrative Commission  
**Service/Budget Entity:** Executive Direction/Support Services  
**Measure:** Total amount of excess fees awarded by the court per circuit

**Action:**

- Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
13,350,000	14,016,970	666,970	5.00%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |   |  |
|---|--|
| <input type="checkbox"/> Personnel Factors<br><input type="checkbox"/> Competing Priorities<br><input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Staff Capacity<br><input type="checkbox"/> Level of Training<br><input type="checkbox"/> Other (Identify) |
|---|--|

**Explanation:**

**External Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Resources Unavailable<br><input type="checkbox"/> Legal/Legislative Change<br><input type="checkbox"/> Target Population Change<br><input type="checkbox"/> This Program/Service Cannot Fix the Problem<br><input type="checkbox"/> Current Laws are Working Against the Agency Mission | <input type="checkbox"/> Technological Problems<br><input type="checkbox"/> Natural Disaster<br><input checked="" type="checkbox"/> Other (Identify) |
|--|--|

**Explanation:**

The amount of excess fees awarded by the court fluctuates annually.

**Management Efforts to Address Differences/Problems** (check all that apply):

- |   |  |
|---|--|
| <input type="checkbox"/> Training<br><input type="checkbox"/> Personnel | <input type="checkbox"/> Technology<br><input type="checkbox"/> Other (Identify) |
|---|--|

**Recommendations:** Maintain current approved standard.

## EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES

**Department:** Justice Administration  
**Program:** Justice Administrative Commission  
**Service/Budget Entity:** Executive Direction/Support Services  
**Measure:** Number of budget, payroll, disbursement, revenue, and financial reporting transactions processed

**Action:**

- Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
330,000	374,748	44,748	13.56%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |   |  |
|---|--|
| <input type="checkbox"/> Personnel Factors<br><input type="checkbox"/> Competing Priorities<br><input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Staff Capacity<br><input type="checkbox"/> Level of Training<br><input type="checkbox"/> Other (Identify) |
|---|--|

**Explanation:**

**External Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Resources Unavailable<br><input type="checkbox"/> Legal/Legislative Change<br><input type="checkbox"/> Target Population Change<br><input type="checkbox"/> This Program/Service Cannot Fix the Problem<br><input type="checkbox"/> Current Laws are Working Against the Agency Mission | <input type="checkbox"/> Technological Problems<br><input type="checkbox"/> Natural Disaster<br><input checked="" type="checkbox"/> Other (Identify) |
|--|--|

**Explanation:**

The number of budget, payroll, and accounting transactions fluctuate annually.

**Management Efforts to Address Differences/Problems** (check all that apply):

- |   |  |
|---|--|
| <input type="checkbox"/> Training<br><input type="checkbox"/> Personnel | <input type="checkbox"/> Technology<br><input type="checkbox"/> Other (Identify) |
|---|--|

**Recommendations:** Maintain current approved standard.



## EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES

**Department:** Justice Administration  
**Program:** Justice Administrative Commission  
**Service/Budget Entity:** Executive Direction/Support Services  
**Measure:** Number of court appointed attorney and due process vendor invoices processed

**Action:**

- Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
65,000	63,518	(1,482)	(2.28%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity    |
| <input type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify)  |

**Explanation:**

**External Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Resources Unavailable                               | <input type="checkbox"/> Technological Problems      |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster            |
| <input type="checkbox"/> Target Population Change                            | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem         |  |
| <input type="checkbox"/> Current Laws are Working Against the Agency Mission |  |

**Explanation:**

The number of court-appointed attorney fees and due process vendor invoices received fluctuates annually.

**Management Efforts to Address Differences/Problems** (check all that apply):

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology       |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

**Recommendations:** Maintain current approved standard.

## EXHIBIT III – ASSESSMENT OF PERFORMANCE MEASURES

<b>Department:</b>	<b>Justice Administration</b>
<b>Program:</b>	<b>Statewide Guardian ad Litem</b>
<b>Service/Budget Entity:</b>	<b>Statewide Guardian ad Litem</b>
<b>Measure:</b>	<b>Average number of children represented</b>
<b>Action:</b>	
<input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure	<input type="checkbox"/> Revision of Measure
<input type="checkbox"/> Performance Assessment of <u>Output</u> Measure	<input type="checkbox"/> Deletion of Measure
<input type="checkbox"/> Adjustment of GAA Performance Standards	

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
26,500	24,949	1,551	(5.8%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity    |
| <input type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect |  |
| <input type="checkbox"/> Other (Identify)            |  |

**Explanation:**

**External Factors** (check all that apply):

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Resources Unavailable                    | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster       |
| <input checked="" type="checkbox"/> Target Population Change                 | <input type="checkbox"/> Other (Identify)       |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |   |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |   |

**Explanation:**

The Program sought resources last year to represent additional children but this request was not funded. Additionally, the Program is experiencing a shift in its volunteer force which is causing some GAL staff to provide direct representation of children which can result in fewer children overall receiving representation.

**Management Efforts to Address Differences/Problems** (check all that apply):

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Training  | <input type="checkbox"/> Technology       |
| <input checked="" type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

**Recommendations:**

The Program is seeking a workload increase for FY 20-21 to address increases in the number of children. The Program will continue its constant efforts to recruit and retain volunteers and develop public and private partnerships to increase and enhance representation. A professional certification program is also being implemented to enhance staff training and skills and improve efficiency.

## EXHIBIT III – ASSESSMENT OF PERFORMANCE MEASURES

**Department:** Justice Administration  
**Program:** Statewide Guardian ad Litem  
**Service/Budget Entity:** Statewide Guardian ad Litem  
**Measure:** Average percent of children represented  
**Action:**  
 Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
80%	75%	(5%)	(6%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	
<input type="checkbox"/> Other (Identify)	

**Explanation:**

**External Factors** (check all that apply):

<input checked="" type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input checked="" type="checkbox"/> Target Population Change	<input type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission	

**Explanation:** The Program sought resources last year to represent additional children but this request was not funded. Additionally, the Program is experiencing a shift in its volunteer force which is causing some GAL staff to provide direct representation of children which can result in fewer children overall receiving representation.

**Management Efforts to Address Differences/Problems** (check all that apply):

<input checked="" type="checkbox"/> Training	<input type="checkbox"/> Technology
<input checked="" type="checkbox"/> Personnel	<input checked="" type="checkbox"/> Other (Identify)

**Recommendations:**  
 The Program is seeking a workload increase for FY 20-21 to address increases in the number of children. The Program will continue its constant efforts to recruit and retain volunteers and develop public and private partnerships to increase and enhance representation. A professional certification program is also being implemented to enhance staff training and skills and improve efficiency.

**EXHIBIT III – ASSESSMENT OF PERFORMANCE MEASURES**

**Department:** Justice Administration  
**Program:** Statewide Guardian ad Litem  
**Service/Budget Entity:** Statewide Guardian ad Litem  
**Measure:** Percent of cases closed with permanency goal achieved  
**Action:**  
 Performance Assessment of Outcome Measure  Revision of Measure  
 Performance Assessment of Output Measure  Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
70%	59%	(11%)	(15.7%)

**Factors Accounting for the Difference:**  
**Internal Factors** (check all that apply):  
 Personnel Factors  Staff Capacity  
 Competing Priorities  Level of Training  
 Previous Estimate Incorrect  
 Other (Identify)  
**Explanation:**

**External Factors** (check all that apply):  
 Resources Unavailable  Technological Problems  
 Legal/Legislative Change  Natural Disaster  
 Target Population Change  Other (Identify)  
 This Program/Service Cannot Fix The Problem  
 Current Laws Are Working Against The Agency Mission  
**Explanation:**  
 Children are moving out of the dependency system at a slower pace as the entire child welfare system is strained from caseload growth. The GAL Program can no longer discharge off cases as quickly as in the past. Factors such as staff turnover, complexity of cases, stress on the system, and availability of services are all affecting the downturn in permanency outcomes.

**Management Efforts to Address Differences/Problems** (check all that apply):  
 Training  Technology  
 Personnel  Other (Identify)  
**Recommendations:**  
 The Guardian ad Litem Program will continue to focus on advocating for the safety, permanency and well-being of the dependent children it represents. We will also make use of the new law the Program advocated for A Year is a Long Time in the Life of a Child Act to increase communication among and accountability of stakeholders in the system in order to expedite permanency.

## EXHIBIT III – ASSESSMENT OF PERFORMANCE MEASURES

<b>Department:</b> Justice Administration	
<b>Program:</b> Statewide Guardian ad Litem	
<b>Service/Budget Entity:</b> Statewide Guardian ad Litem	
<b>Measure:</b> Number of new volunteers certified as a GAL	
<b>Action:</b>	
<input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure	<input type="checkbox"/> Revision of Measure
<input type="checkbox"/> Performance Assessment of <u>Output</u> Measure	<input type="checkbox"/> Deletion of Measure
<input type="checkbox"/> Adjustment of GAA Performance Standards	

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,464	2,366	902	62%

**Factors Accounting for the Difference:** Not Applicable. Target Exceeded

**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	
<input type="checkbox"/> Other (Identify)	

**Explanation:**

**External Factors** (check all that apply):

<input type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission	

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:**

## EXHIBIT III – ASSESSMENT OF PERFORMANCE MEASURES

<b>Department:</b> Justice Administration	
<b>Program:</b> Statewide Guardian ad Litem	
<b>Service/Budget Entity:</b> Statewide Guardian ad Litem	
<b>Measure:</b> Average number of Volunteers	
<b>Action:</b>	
<input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure	<input type="checkbox"/> Revision of Measure
<input type="checkbox"/> Performance Assessment of <u>Output</u> Measure	<input type="checkbox"/> Deletion of Measure
<input type="checkbox"/> Adjustment of GAA Performance Standards	

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
5,057	10,997	5,940	117%

**Factors Accounting for the Difference:** Not Applicable. Target Exceeded.

**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	
<input type="checkbox"/> Other (Identify)	

**Explanation:**

**External Factors** (check all that apply):

<input type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission	

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:**

## EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES

**Department:** Justice Administration  
**Program:** State Attorneys  
**Service/Budget Entity:** First – Twentieth Judicial Circuits  
**Measure:** Percent of offenders who qualify for enhanced sentencing for whom state attorneys requested enhanced sentencing  
**Action:**  
 Performance Assessment of Outcome Measure      Revision of Measure  
 Performance Assessment of Output Measure      Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
92.00%	86.93%	(5.07%)	(5.51%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity    |
| <input type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify)  |

**Explanation:**

**External Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Resources Unavailable                               | <input type="checkbox"/> Technological Problems      |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster            |
| <input type="checkbox"/> Target Population Change                            | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |  |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |  |

**Explanation:** These percentages represent those cases the State Attorney deemed appropriate for enhanced sentencing recommendations pursuant to s. 775.084, Florida Statutes. Any deviation from the criteria established in statute is explained in writing by the State Attorney and maintained in the case file.

**Management Efforts to Address Differences/Problems** (check all that apply):

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology       |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

**Recommendations:**

**EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES**

**Department:** Justice Administration  
**Program:** State Attorneys  
**Service/Budget Entity:** First – Twentieth Judicial Circuits  
**Measure:** Total number of dispositions  
**Action:**  
 Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,339,035	915,326	(423,709)	(31.64%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity    |
| <input type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify)  |

**Explanation:**

**External Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Resources Unavailable                               | <input type="checkbox"/> Technological Problems      |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster            |
| <input type="checkbox"/> Target Population Change                            | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |  |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |  |

**Explanation:** These numbers and/or percentages measure the performance of the criminal justice system that includes the State Attorney, Public Defender, private defense lawyers, Clerk of the Court and Judiciary. The disposition of a case requires the negotiation and agreement of all parties to a crime or specific civil matter.

**Management Efforts to Address Differences/Problems** (check all that apply):

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology       |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

**Recommendations:**



**EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES**

<b>Department:</b> Justice Administration	
<b>Program:</b> State Attorneys	
<b>Service/Budget Entity:</b> First – Twentieth Judicial Circuits	
<b>Measure:</b> Number of dispositions by trial verdicts	
<b>Action:</b>	
<input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure	<input type="checkbox"/> Revision of Measure
<input type="checkbox"/> Performance Assessment of <u>Output</u> Measure	<input type="checkbox"/> Deletion of Measure
<input type="checkbox"/> Adjustment of GAA Performance Standards	

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
14,004	11,595	(2,409)	(17.20%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	<input type="checkbox"/> Other (Identify)

**Explanation:**

**External Factors** (check all that apply):

<input type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input checked="" type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission	

**Explanation:** These numbers and/or percentages measure the performance of the criminal justice system that includes the State Attorney, Public Defender, private defense lawyers, Clerk of the Court and Judiciary. The disposition of a case requires the negotiation and agreement of all parties to a crime or specific civil matter.

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:**

**EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES**

**Department:** Justice Administration  
**Program:** State Attorneys  
**Service/Budget Entity:** First – Twentieth Judicial Circuits  
**Measure:** Number of dispositions by pleas  
**Action:**  
 Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
727,246	461,371	(265,875)	(36.56%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	<input type="checkbox"/> Other (Identify)

**Explanation:**

**External Factors** (check all that apply):

<input type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input checked="" type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission	

**Explanation:** These numbers and/or percentages measure the performance of the criminal justice system that includes the State Attorney, Public Defender, private defense lawyers, Clerk of the Court and Judiciary. The disposition of a case requires the negotiation and agreement of all parties to a crime or specific civil matter.

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:**

**EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES**

<b>Department:</b> Justice Administration	
<b>Program:</b> State Attorneys	
<b>Service/Budget Entity:</b> First – Twentieth Judicial Circuits	
<b>Measure:</b> Number of dispositions by non trial	
<b>Action:</b>	
<input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure	<input type="checkbox"/> Revision of Measure
<input type="checkbox"/> Performance Assessment of <u>Output</u> Measure	<input type="checkbox"/> Deletion of Measure
<input type="checkbox"/> Adjustment of GAA Performance Standards	

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
157,990	179,519	21,529	13.63%

**Factors Accounting for the Difference:** Target exceeded.

**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	<input type="checkbox"/> Other (Identify)

**Explanation:**

**External Factors** (check all that apply):

<input type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission	

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:**

**EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES**

**Department:** Justice Administration  
**Program:** State Attorneys  
**Service/Budget Entity:** First – Twentieth Judicial Circuits  
**Measure:** Number of dispositions by otherwise  
**Action:**  
 Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
439,795	262,844	(176,951)	(40.23%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity    |
| <input type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify)  |

**Explanation:**

**External Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Resources Unavailable                               | <input type="checkbox"/> Technological Problems      |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster            |
| <input type="checkbox"/> Target Population Change                            | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |  |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |  |

**Explanation:** These numbers and/or percentages measure the performance of the criminal justice system that includes the State Attorney, Public Defender, private defense lawyers, Clerk of the Court and Judiciary. The disposition of a case requires the negotiation and agreement of all parties to a crime or specific civil matter.

**Management Efforts to Address Differences/Problems** (check all that apply):

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology       |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

**Recommendations:**

**EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES**

<b>Department:</b> Justice Administration	
<b>Program:</b> State Attorneys	
<b>Service/Budget Entity:</b> First – Twentieth Judicial Circuits	
<b>Measure:</b> Percent of dispositions by trial verdicts	
<b>Action:</b>	
<input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure	<input type="checkbox"/> Revision of Measure
<input type="checkbox"/> Performance Assessment of <u>Output</u> Measure	<input type="checkbox"/> Deletion of Measure
<input type="checkbox"/> Adjustment of GAA Performance Standards	

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1.05%	1.27%	.22%	20.95%

**Factors Accounting for the Difference:** Target exceeded.

**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	<input type="checkbox"/> Other (Identify)

**Explanation:**

**External Factors** (check all that apply):

<input type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission	

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:**

**EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES**

<b>Department:</b> Justice Administration	
<b>Program:</b> State Attorneys	
<b>Service/Budget Entity:</b> First – Twentieth Judicial Circuits	
<b>Measure:</b> Percent of dispositions by pleas	
<b>Action:</b>	
<input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure	<input type="checkbox"/> Revision of Measure
<input type="checkbox"/> Performance Assessment of <u>Output</u> Measure	<input type="checkbox"/> Deletion of Measure
<input type="checkbox"/> Adjustment of GAA Performance Standards	

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
54.30%	50.41%	(3.89%)	(7.16%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	<input type="checkbox"/> Other (Identify)

**Explanation:**

**External Factors** (check all that apply):

<input type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input checked="" type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission	

**Explanation:** These numbers and/or percentages measure the performance of the criminal justice system that includes the State Attorney, Public Defender, private defense lawyers, Clerk of the Court and Judiciary. The disposition of a case requires the negotiation and agreement of all parties to a crime or specific civil matter.

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:**

**EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES**

<b>Department:</b> Justice Administration	
<b>Program:</b> State Attorneys	
<b>Service/Budget Entity:</b> First – Twentieth Judicial Circuits	
<b>Measure:</b> Percent of dispositions by non trial	
<b>Action:</b>	
<input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure	<input type="checkbox"/> Revision of Measure
<input type="checkbox"/> Performance Assessment of <u>Output</u> Measure	<input type="checkbox"/> Deletion of Measure
<input type="checkbox"/> Adjustment of GAA Performance Standards	

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
11.80%	19.61%	7.81%	66.19%

**Factors Accounting for the Difference:** Target exceeded.

**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	<input type="checkbox"/> Other (Identify)

**Explanation:**

**External Factors** (check all that apply):

<input type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission	

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:**

**EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES**

<b>Department:</b> Justice Administration	
<b>Program:</b> State Attorneys	
<b>Service/Budget Entity:</b> First – Twentieth Judicial Circuits	
<b>Measure:</b> Percent of dispositions by otherwise	
<b>Action:</b>	
<input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure	<input type="checkbox"/> Revision of Measure
<input type="checkbox"/> Performance Assessment of <u>Output</u> Measure	<input type="checkbox"/> Deletion of Measure
<input type="checkbox"/> Adjustment of GAA Performance Standards	

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
32.84%	28.72%	(4.12%)	(12.55%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	<input type="checkbox"/> Other (Identify)

**Explanation:**

**External Factors** (check all that apply):

<input type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input checked="" type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission	

**Explanation:** These numbers and/or percentages measure the performance of the criminal justice system that includes the State Attorney, Public Defender, private defense lawyers, Clerk of the Court and Judiciary. The disposition of a case requires the negotiation and agreement of all parties to a crime or specific civil matter.

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:**



**EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES**

**Department:** Justice Administration  
**Program:** State Attorneys  
**Service/Budget Entity:** First – Twentieth Judicial Circuits  
**Measure:** Number of substantiated Bar grievances filed annually  
**Action:**  
 Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0	1	1	0

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |   |  |
|---|--|
| <input type="checkbox"/> Personnel Factors                      | <input type="checkbox"/> Staff Capacity    |
| <input type="checkbox"/> Competing Priorities                   | <input type="checkbox"/> Level of Training |
| <input checked="" type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify)  |

**Explanation:**

The number of Bar grievances filed in a given year is difficult to anticipate.

**External Factors** (check all that apply):

- |  |   |
|--|---|
| <input type="checkbox"/> Resources Unavailable                               | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster       |
| <input type="checkbox"/> Target Population Change                            | <input type="checkbox"/> Other (Identify)       |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |   |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |   |

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology       |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

**Recommendations:**

**EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES**

<b>Department:</b> Justice Administration	
<b>Program:</b> State Attorneys	
<b>Service/Budget Entity:</b> First – Twentieth Judicial Circuits	
<b>Measure:</b> Number of misdemeanor criminal case referrals	
<b>Action:</b>	
<input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure	<input type="checkbox"/> Revision of Measure
<input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure	<input type="checkbox"/> Deletion of Measure
<input type="checkbox"/> Adjustment of GAA Performance Standards	

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,183,597	637,804	(545,793)	(46.11%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	<input type="checkbox"/> Other (Identify)

**Explanation:**

**External Factors** (check all that apply):

<input type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input checked="" type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission	

**Explanation:** These numbers are a measure of workload, not of performance. The fact that they rise or fall may be a reflection of the number of crimes, arrests by police and citizen complaints not of the performance of the State Attorney’s Office in its duties.

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:**

**EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES**

<b>Department:</b> Justice Administration	
<b>Program:</b> State Attorneys	
<b>Service/Budget Entity:</b> First – Twentieth Judicial Circuits	
<b>Measure:</b> Number of felony criminal case referrals	
<b>Action:</b>	
<input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure	<input type="checkbox"/> Revision of Measure
<input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure	<input type="checkbox"/> Deletion of Measure
<input type="checkbox"/> Adjustment of GAA Performance Standards	

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
490,965	381,236	(109,729)	(22.35%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	<input type="checkbox"/> Other (Identify)

**Explanation:**

**External Factors** (check all that apply):

<input type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input checked="" type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission	

**Explanation:** These numbers are a measure of workload, not of performance. The fact that they rise or fall may be a reflection of the number of crimes, arrests by police and citizen complaints not of the performance of the State Attorney’s Office in its duties.

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:**

**EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES**

<b>Department:</b> Justice Administration	
<b>Program:</b> State Attorneys	
<b>Service/Budget Entity:</b> First – Twentieth Judicial Circuits	
<b>Measure:</b> Number of juvenile criminal case referrals	
<b>Action:</b>	
<input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure	<input type="checkbox"/> Revision of Measure
<input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure	<input type="checkbox"/> Deletion of Measure
<input type="checkbox"/> Adjustment of GAA Performance Standards	

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
197,338	84,797	(112,541)	(57.03%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	<input type="checkbox"/> Other (Identify)

**Explanation:**

**External Factors** (check all that apply):

<input type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input checked="" type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission	

**Explanation:** These numbers are a measure of workload, not of performance. The fact that they rise or fall may be a reflection of the number of crimes, arrests by police and citizen complaints not of the performance of the State Attorney’s Office in its duties.

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:**

**EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES**

**Department:** Justice Administration  
**Program:** State Attorneys  
**Service/Budget Entity:** First – Twentieth Judicial Circuits  
**Measure:** Number of misdemeanor filings  
**Action:**  
 Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
792,393	420,716	(371,677)	(46.91%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity    |
| <input type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify)  |

**Explanation:**

**External Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Resources Unavailable                               | <input type="checkbox"/> Technological Problems      |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster            |
| <input type="checkbox"/> Target Population Change                            | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |  |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |  |

**Explanation:** These numbers are a measure of workload, not of performance. The fact that they rise or fall may be a reflection of the number of crimes, arrests by police and citizen complaints not of the performance of the State Attorney’s Office in its duties.

**Management Efforts to Address Differences/Problems** (check all that apply):

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology       |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

**Recommendations:**

**EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES**

**Department:** Justice Administration  
**Program:** State Attorneys  
**Service/Budget Entity:** First – Twentieth Judicial Circuits  
**Measure:** Number of felony filings  
**Action:**  
 Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
219,752	178,809	(40,943)	(18.63%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity    |
| <input type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify)  |

**Explanation:**

**External Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Resources Unavailable                               | <input type="checkbox"/> Technological Problems      |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster            |
| <input type="checkbox"/> Target Population Change                            | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |  |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |  |

**Explanation:** These numbers are a measure of workload, not of performance. The fact that they rise or fall may be a reflection of the number of crimes, arrests by police and citizen complaints not of the performance of the State Attorney’s Office in its duties.

**Management Efforts to Address Differences/Problems** (check all that apply):

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology       |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

**Recommendations:**

**EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES**

**Department:** Justice Administration  
**Program:** State Attorneys  
**Service/Budget Entity:** First – Twentieth Judicial Circuits  
**Measure:** Number of juvenile filings  
**Action:**  
 Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
83,616	30,131	(53,485)	(63.97%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity    |
| <input type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify)  |

**Explanation:**

**External Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Resources Unavailable                               | <input type="checkbox"/> Technological Problems      |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster            |
| <input type="checkbox"/> Target Population Change                            | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |  |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |  |

**Explanation:** These numbers are a measure of workload, not of performance. The fact that they rise or fall may be a reflection of the number of crimes, arrests by police and citizen complaints not of the performance of the State Attorney’s Office in its duties.

**Management Efforts to Address Differences/Problems** (check all that apply):

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology       |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

**Recommendations:**

**EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES**

**Department:** Justice Administration  
**Program:** State Attorneys  
**Service/Budget Entity:** First – Twentieth Judicial Circuits  
**Measure:** Number of post conviction relief responses or Habeas Corpus responses

**Action:**  
 Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
22,391	7,739	(14,652)	(65.44%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	<input type="checkbox"/> Other (Identify)

**Explanation:**

**External Factors** (check all that apply):

<input type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input checked="" type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission	

**Explanation:** These numbers and/or percentages measure the performance of the criminal justice system that includes the State Attorney, Public Defender, private defense lawyers, Clerk of the Court and Judiciary. The disposition of a case requires the negotiation and agreement of all parties to a crime or specific civil matter.

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:**



**EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES**

<b>Department:</b> Justice Administration	
<b>Program:</b> State Attorneys	
<b>Service/Budget Entity:</b> First – Twentieth Judicial Circuits	
<b>Measure:</b> Number of Baker Act hearings	
<b>Action:</b>	
<input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure	<input type="checkbox"/> Revision of Measure
<input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure	<input type="checkbox"/> Deletion of Measure
<input type="checkbox"/> Adjustment of GAA Performance Standards	

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
27,686	33,313	5,627	20.32%

**Factors Accounting for the Difference:** Target Exceeded.

**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	<input type="checkbox"/> Other (Identify)

**Explanation:**

**External Factors** (check all that apply):

<input type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission	

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:**

## EXHIBIT III – ASSESSMENT OF PERFORMANCE MEASURES

**Department:** Justice Administration  
**Program:** Public Defenders  
**Service/Budget Entity:** Public Defenders, Circuits 1-20  
**Measure:** Annual attorney turnover rate

**Action:**  
 Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
18%	21.90%	3.9%	21.67%

**Factors Accounting for the Difference:**  
**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	
<input type="checkbox"/> Other (Identify)	

**Explanation:**

**External Factors** (check all that apply):

<input checked="" type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input checked="" type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission	

**Explanation:** The statewide turnover rate remains higher than the standard. This may signal that due to continued inadequate salaries and improving economics, more attorneys are leaving for other government jobs with higher pay or are entering private practice.

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:**

---

### EXHIBIT III – ASSESSMENT OF PERFORMANCE MEASURES

---

**Department:** Justice Administration  
**Program:** Public Defenders  
**Service/Budget Entity:** Public Defenders, Circuits 1-20  
**Measure:** Number of appointed and reappointed cases

**Action:**

- Performance Assessment of Outcome Measure  Revision of Measure  
 Performance Assessment of Output Measure  Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
875,837	637,896	(237,941)	(27.17%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- Personnel Factors  Staff Capacity  
 Competing Priorities  Level of Training  
 Previous Estimate Incorrect  
 Other (Identify)

**Explanation:** The number of offenses and arrests reported to the Florida Department of Law Enforcement (FDLE) are down, based on FDLE Uniform Crime Reports. This has resulted in fewer filings by the State Attorneys and fewer cases assigned to Public Defenders.

**External Factors** (check all that apply):

- Resources Unavailable  Technological Problems  
 Legal/Legislative Change  Natural Disaster  
 Target Population Change  Other (Identify)  
 This Program/Service Cannot Fix The Problem  
 Current Laws Are Working Against The Agency Mission

**Explanation:** The Public Defenders were appointed to fewer cases than projected. However, Public Defenders remain inadequately funded as a result of years of excessive caseloads combined with an increase in workload due to the increased complexity of cases and increased penalties for criminal offenses.

**Management Efforts to Address Differences/Problems** (check all that apply):

- Training  Technology  
 Personnel  Other (Identify)

**Recommendations:**

## EXHIBIT III – ASSESSMENT OF PERFORMANCE MEASURES

**Department:** Justice Administration  
**Program:** Public Defenders  
**Service/Budget Entity:** Public Defenders, Circuits 1-20  
**Measure:** Number of cases closed

**Action:**  
 Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
784,964	616,028	(168,936)	(21.52%)

**Factors Accounting for the Difference:**  
**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	
<input checked="" type="checkbox"/> Other (Identify)	

**Explanation:** The number of offenses and arrests reported to FDLE are down and fewer cases have been filed by State Attorneys.

**External Factors** (check all that apply):

<input checked="" type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission	

**Explanation:** Although Public Defenders handled fewer dispositions than projected, offices remain inadequately funded as a result of years of excessive caseloads combined with increased complexity of cases and increased penalties for criminal offenses, without a corresponding increase in staff.

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:**

## EXHIBIT III – ASSESSMENT OF PERFORMANCE MEASURES

**Department:** Justice Administration  
**Program:** Public Defenders  
**Service/Budget Entity:** Public Defenders, Circuits 1-20  
**Measure:** Number of clients represented

**Action:**  
 Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
705,061	532,383	(172,678)	(24.50%)

**Factors Accounting for the Difference:**  
**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	
<input checked="" type="checkbox"/> Other (Identify)	

**Explanation:** The number of offenses and arrests reported to FDLE are down and fewer cases have been filed by State Attorneys, resulting in fewer clients.

**External Factors** (check all that apply):

<input checked="" type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission	

**Explanation:** While the number of clients is less than projected, the increased complexity of cases and increased penalties for criminal offenses leaves the Public Defender's inadequately funded and staffed.

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:**

## EXHIBIT III – ASSESSMENT OF PERFORMANCE MEASURES

<b>Department:</b>	<b>Justice Administration</b>
<b>Program:</b>	<b>Public Defenders</b>
<b>Service/Budget Entity:</b>	<b>Public Defenders, Circuits 1-20</b>
<b>Measure:</b>	<b>Number of cases per attorney</b>
 <b>Action:</b>	
<input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure	<input type="checkbox"/> Revision of Measure
<input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure	<input type="checkbox"/> Deletion of Measure
<input type="checkbox"/> Adjustment of GAA Performance Standards	

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
547	452	(95)	(17.37%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

<input checked="" type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	
<input checked="" type="checkbox"/> Other (Identify)	

**Explanation:** The number of offenses and arrests reported to FDLE are down, based on FDLE Uniform Crime Reports. This has resulted in fewer filings by the State Attorneys and fewer cases assigned to Public Defenders.

**External Factors** (check all that apply):

<input checked="" type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission	

**Explanation:** Although Public Defenders were appointed to fewer cases and clients than projected, offices remain inadequately funded as a result of years of excessive caseloads combined with increased penalties for criminal offenses and without corresponding increases in staffing levels.

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:**

## EXHIBIT III – ASSESSMENT OF PERFORMANCE MEASURES

**Department:** Justice Administration  
**Program:** Public Defender, Appellate  
**Service/Budget Entity:** Public Defender, Appellate  
**Measure:** Annual attorney turnover rate

**Action:**  
 Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
8%	9.94%	1.94%	24.25%

**Factors Accounting for the Difference:**  
**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	
<input type="checkbox"/> Other (Identify)	

**Explanation:**

**External Factors** (check all that apply):

<input type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input checked="" type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against the Agency Mission	

**Explanation:** There has been large increase in the turnover rate; the increase in turnover rates may signal that more appellate attorneys are retiring and/or seeking employment outside the Public Defender's Office.

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:**





## EXHIBIT III – ASSESSMENT OF PERFORMANCE MEASURES

<b>Department:</b> Justice Administration	
<b>Program:</b> Public Defender, Appellate	
<b>Service/Budget Entity:</b> Public Defender, Appellate	
<b>Measure:</b> Number of appointed cases	
<b>Action:</b>	
<input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure	<input type="checkbox"/> Revision of Measure
<input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure	<input type="checkbox"/> Deletion of Measure
<input type="checkbox"/> Adjustment of GAA Performance Standards	

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
5,643	3,997	(1,646)	(29.17%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

<input checked="" type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	
<input checked="" type="checkbox"/> Other (Identify)	

**Explanation:** Public Defenders were appointed to fewer trial cases and clients and disposed of fewer cases than projected, which lead to a decrease in appeals filed.

**External Factors** (check all that apply):

<input type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input checked="" type="checkbox"/> Other (Identify)
<input checked="" type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission	

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:**

## EXHIBIT III – ASSESSMENT OF PERFORMANCE MEASURES

**Department:** Justice Administration  
**Program:** Public Defender, Appellate  
**Service/Budget Entity:** Public Defender, Appellate  
**Measure:** Number of clients represented

**Action:**  
 Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
5,810	3,797	(2,013)	(34.65%)

**Factors Accounting for the Difference:**  
**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	
<input checked="" type="checkbox"/> Other (Identify)	

**Explanation:** Public Defenders were appointed to fewer trial cases and clients and disposed of fewer cases than projected, which lead to a decrease in appeals filed.

**External Factors** (check all that apply):

<input type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission	

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input checked="" type="checkbox"/> Other (Identify)

**Recommendations:**

**EXHIBIT III – ASSESSMENT OF PERFORMANCE MEASURES**

**Department:** Justice Administration  
**Program:** Public Defender, Appellate  
**Service/Budget Entity:** Public Defender, Appellate  
**Measure:** Number of briefs filed

**Action:**  
 Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
5,968	4,226	(1,742)	(29.19%)

**Factors Accounting for the Difference:**  
**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	
<input checked="" type="checkbox"/> Other (Identify)	

**Explanation:** Due to reduced caseloads at the trial level, fewer appeals were filed than originally expected.

**External Factors** (check all that apply):

<input type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input checked="" type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission	

**Explanation:** Public Defenders were appointed to fewer cases and clients than projected, therefore fewer than projected briefs were filed.

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:**



## EXHIBIT III – ASSESSMENT OF PERFORMANCE MEASURES

**Department:** Justice Administration  
**Program:** Public Defender, Appellate  
**Service/Budget Entity:** Public Defender, Appellate  
**Measure:** Number of cases closed

**Action:**  
 Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
5,612	3,875	(1,737)	(30.95%)

**Factors Accounting for the Difference:**  
**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input type="checkbox"/> Previous Estimate Incorrect	
<input type="checkbox"/> Other (Identify)	

**Explanation:** Due to the decrease in the number of trial cases, fewer appeals were filed.

**External Factors** (check all that apply):

<input checked="" type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against the Agency Mission	

**Explanation:** Although Public Defenders closed fewer cases than projected, offices remain inadequately funded as a result of years of excessive caseloads. Fewer appointments also affect the number of cases closed by the Public Defenders.

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:**

## EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURE

**Department:** Justice Administration  
**Program:** Capital Collateral Regional Counsels  
**Service/Budget Entity:** Legal Representation  
**Measure:** Number of signed death warrants

**Action:**  
 Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
5	1	(4)	(80%)

**Factors Accounting for the Difference:**  
**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors <input type="checkbox"/> Competing Priorities <input checked="" type="checkbox"/> Previous Estimate Incorrect <input type="checkbox"/> Other (Identify)	<input type="checkbox"/> Staff Capacity <input type="checkbox"/> Level of Training
---	---

**Explanation:** The *Hurst v. Florida* case resulted in a hold on executions temporarily. Post *Hurst*, warrants began to be signed again. The actual number in any one year depends on the decision of the Governor. CCRCs can only estimate.

**External Factors** (check all that apply):

<input type="checkbox"/> Resources Unavailable <input type="checkbox"/> Legal/Legislative Change <input type="checkbox"/> Target Population Change <input type="checkbox"/> This Program/Service Cannot Fix The Problem <input type="checkbox"/> Current Laws Are Working Against The Agency Mission	<input type="checkbox"/> Technological Problems <input type="checkbox"/> Natural Disaster <input checked="" type="checkbox"/> Other (Identify)
--	--

**Explanation:** The outcome of this measure depends on the Governor's decisions.

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training <input type="checkbox"/> Personnel	<input type="checkbox"/> Technology <input type="checkbox"/> Other (Identify)
---	--

**Recommendations:**

**EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURE**

**Department:** Justice Administration  
**Program:** Capital Collateral Regional Councils  
**Service/Budget Entity:** Legal Representation  
**Measure:** Percent of cases filed without extension

**Action:**  
 Performance Assessment of Outcome Measure  Revision of Measure  
 Performance Assessment of Output Measure  Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
90%	89.4%	(.6%)	(.67%)

**Factors Accounting for the Difference:**  
**Internal Factors** (check all that apply):

Personnel Factors  Staff Capacity  
 Competing Priorities  Level of Training  
 Previous Estimate Incorrect  
 Other (Identify)

**Explanation:**  
 The *Hurst* decision significantly increased the workloads on the same number of CCRC attorneys as before *Hurst*. This required more requests for extensions than in a normal year. These were routinely authorized and did not cause case scheduling problems for the courts. Please see LRPP issue narratives for more information on *Hurst* related CCRC impacts.

**External Factors** (check all that apply):

Resources Unavailable  Technological Problems  
 Legal/Legislative Change  Natural Disaster  
 Target Population Change  Other (Identify)  
 This Program/Service Cannot Fix The Problem  
 Current Laws Are Working Against The Agency Mission

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):

Training  Technology  
 Personnel  Other (Identify)

**Recommendations:**

**EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURE**

<b>Department:</b>	<b>Justice Administration</b>		
<b>Program:</b>	<b>Capital Collateral Regional Counsels</b>		
<b>Service/Budget Entity:</b>	<b>Legal Representation</b>		
<b>Measure:</b>	<b>Number of appellate actions</b>		
 <b>Action:</b>			
<input type="checkbox"/>	Performance Assessment of <u>Outcome</u> Measure	<input type="checkbox"/>	Revision of Measure
<input checked="" type="checkbox"/>	Performance Assessment of <u>Output</u> Measure	<input type="checkbox"/>	Deletion of Measure
<input type="checkbox"/>	Adjustment of GAA Performance Standards		
<b>Approved Standard</b>	<b>Actual Performance Results</b>	<b>Difference (Over/Under)</b>	<b>Percentage Difference</b>
35	147	112	320%
 <b>Factors Accounting for the Difference:</b>			
<b>Internal Factors</b> (check all that apply):			
<input type="checkbox"/>	Personnel Factors	<input type="checkbox"/>	Staff Capacity
<input type="checkbox"/>	Competing Priorities	<input type="checkbox"/>	Level of Training
<input checked="" type="checkbox"/>	Previous Estimate Incorrect		
<input type="checkbox"/>	Other (Identify)		
<b>Explanation:</b> The significant increase in appellate actions, 3.851 filings, grants of relief, and federal court actions for FY 2017-2018 was directly due to the impact of the <i>Hurst</i> related decisions. As the various cases moved through the state and federal courts, multiple pleadings had to be filed at each stage. Moreover, beginning in January of 2018, over a 10 day period, the Florida Supreme Court released 70 <i>Hurst</i> related decisions, which then triggered filing deadlines in the United States Supreme Court. As of July 1, 2018, the bulk of the <i>Hurst</i> related pleadings have been filed, but the number of <i>Hurst</i> related pleadings will likely be higher than the standard for a few more years and then level out.			
 <b>External Factors</b> (check all that apply):			
<input type="checkbox"/>	Resources Unavailable	<input type="checkbox"/>	Technological Problems
<input type="checkbox"/>	Legal/Legislative Change	<input type="checkbox"/>	Natural Disaster
<input type="checkbox"/>	Target Population Change	<input type="checkbox"/>	Other (Identify)
<input type="checkbox"/>	This Program/Service Cannot Fix The Problem		
<input type="checkbox"/>	Current Laws Are Working Against The Agency Mission		
<b>Explanation:</b>			
 <b>Management Efforts to Address Differences/Problems</b> (check all that apply):			
<input type="checkbox"/>	Training	<input type="checkbox"/>	Technology
<input type="checkbox"/>	Personnel	<input type="checkbox"/>	Other (Identify)
<b>Recommendations:</b>			





**EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURE**

<b>Department:</b>	<b>Justice Administration</b>		
<b>Program:</b>	<b>Capital Collateral Regional Counsels</b>		
<b>Service/Budget Entity:</b>	<b>Legal Representation</b>		
<b>Measure:</b>	<b>Number of court decisions to release a death row inmate, grant a new trial, grant a new sentencing hearing or grant other appeals.</b>		
<b>Action:</b>			
<input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure	<input type="checkbox"/> Revision of Measure		
<input type="checkbox"/> Performance Assessment of <u>Output</u> Measure	<input type="checkbox"/> Deletion of Measure		
<input type="checkbox"/> Adjustment of GAA Performance Standards			
<b>Approved Standard</b>	<b>Actual Performance Results</b>	<b>Difference (Over/Under)</b>	<b>Percentage Difference</b>
5	8	3	60%
<b>Factors Accounting for the Difference:</b>			
<b>Internal Factors</b> (check all that apply):			
<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity		
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training		
<input checked="" type="checkbox"/> Previous Estimate Incorrect			
<input type="checkbox"/> Other (Identify)			
<b>Explanation:</b> The significant increase in appellate actions, 3.851 filings, grants of relief, and federal court actions for FY 2017-2018 was directly due to the impact of the <i>Hurst</i> related decisions. As the various cases moved through the state and federal courts, multiple pleadings had to be filed at each stage. Moreover, beginning in January of 2018, over a 10 day period, the Florida Supreme Court released 70 <i>Hurst</i> related decisions, which then triggered filing deadlines in the United States Supreme Court. As of July 1, 2018, the bulk of <i>Hurst</i> related pleadings have been filed. The additional <i>Hurst</i> related pleadings increase the likelihood that additional sentences will be altered.			
<b>External Factors</b> (check all that apply):			
<input type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems		
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster		
<input type="checkbox"/> Target Population Change	<input type="checkbox"/> Other (Identify)		
<input type="checkbox"/> This Program/Service Cannot Fix The Problem			
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission			
<b>Explanation:</b>			
<b>Management Efforts to Address Differences/Problems</b> (check all that apply):			
<input type="checkbox"/> Training	<input type="checkbox"/> Technology		
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)		
<b>Recommendations:</b>			



**EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURE**

<b>Department:</b>	<b>Justice Administration</b>		
<b>Program:</b>	<b>Capital Collateral Regional Counsels</b>		
<b>Service/Budget Entity:</b>	<b>Legal Representation</b>		
<b>Measure:</b>	<b>Number of federal court actions</b>		
<b>Action:</b>			
<input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure	<input type="checkbox"/> Revision of Measure		
<input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure	<input type="checkbox"/> Deletion of Measure		
<input type="checkbox"/> Adjustment of GAA Performance Standards			

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
47	82	35	74%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

<input type="checkbox"/> Personnel Factors	<input type="checkbox"/> Staff Capacity
<input type="checkbox"/> Competing Priorities	<input type="checkbox"/> Level of Training
<input checked="" type="checkbox"/> Previous Estimate Incorrect	
<input type="checkbox"/> Other (Identify)	

**Explanation:** The significant increase in appellate actions, 3.851 filings, grants of relief, and federal court actions for FY 2017-18 was directly due to the impact of the Hurst related decisions. As the various cases moved through the state and federal courts, multiple pleadings had to be filed at each stage. Moreover, beginning in January of 2018, over a 10 day period, the Florida Supreme Court released 70 Hurst related decisions, which then triggered filing deadlines in the United States Supreme Court. As of July 1 2018, the bulk of the Hurst related pleadings have been filed. The number of Federal court actions will begin lowering over the next few years.

**External Factors** (check all that apply):

<input type="checkbox"/> Resources Unavailable	<input type="checkbox"/> Technological Problems
<input type="checkbox"/> Legal/Legislative Change	<input type="checkbox"/> Natural Disaster
<input type="checkbox"/> Target Population Change	<input type="checkbox"/> Other (Identify)
<input type="checkbox"/> This Program/Service Cannot Fix The Problem	
<input type="checkbox"/> Current Laws Are Working Against The Agency Mission	

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):

<input type="checkbox"/> Training	<input type="checkbox"/> Technology
<input type="checkbox"/> Personnel	<input type="checkbox"/> Other (Identify)

**Recommendations:**

**EXHIBIT III - ASSESSMENT OF PERFORMANCE MEASURES**

**Department:** Justice Administration  
**Program:** Criminal Conflict and Civil Regional Councils  
**Service/Budget Entity:** Regional Councils, 1<sup>st</sup> – 5<sup>th</sup> Regions  
**Measure:**

**Exhibit III is not applicable**

**Action:**

- |   |  |
|---|--|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure  | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards          |  |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity    |
| <input type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect |  |
| <input type="checkbox"/> Other (Identify)            |  |

**Explanation:**

**External Factors** (check all that apply):

- |  |   |
|--|---|
| <input type="checkbox"/> Resources Unavailable                               | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster       |
| <input type="checkbox"/> Target Population Change                            | <input type="checkbox"/> Other (Identify)       |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem         |   |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission |   |

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology       |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

**Recommendations:**



# **Performance Measure Validity and Reliability**

## **LRPP Exhibit IV**

---

**EXHIBIT IV - PERFORMANCE MEASURE VALIDITY AND  
RELIABILITY**

---

**Department:** Justice Administration  
**Program:** Justice Administrative Commission  
**Service/Budget Entity:** Justice Administrative Commission  
**Measure:** All Performance Measures

**Action** (check one):

- Requesting revision to approved performance measure
- Change in data sources or measurement methodologies
- Requesting new measure
- Backup for performance measure
- NA – No revisions or new measures requested

**Data Sources and Methodology:**

**Validity:**

**Reliability:**

---

**EXHIBIT IV – PERFORMANCE MEASURE VALIDITY AND  
RELIABILITY**

---

**Department:** Justice Administration  
**Program:** Statewide Guardian ad Litem  
**Service/Budget Entity:** Statewide Guardian ad Litem  
**Measure:** All Performance Measures

**Action** (check one):

- Requesting revision to approved performance measures.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

**Data Sources and Methodology:**

The data source for these measures are numbers tracked by each of the 20 Guardian ad Litem offices residing in the 20 judicial circuits. Each office records and reports, as of the last day of the month, data needed to assess Program performance and to determine whether standards are met. These data are recorded in the Program’s data system, Optima, and summarized in the Program’s monthly Representation Report and Scorecard. These reports are posted monthly on the Guardian ad Litem website:  
[www.guardianadlitem.org](http://www.guardianadlitem.org)

**Validity:**

The methodology for collecting and reporting the data supporting all performance measures is an accurate approach to data collection.

**Reliability:**

The methodology is sound and consistent. Although minor issues remain regarding data collection, the Program feels confident that the process is dependable and will result in consistent information from year to year.



---

**EXHIBIT IV - PERFORMANCE MEASURE VALIDITY AND  
RELIABILITY**

---

**Department:** Justice Administration  
**Program:** State Attorneys, First - Twentieth Judicial Circuits  
**Service/Budget Entity:** State Attorneys, First - Twentieth Judicial Circuits  
**Measure:** All Performance Measures

**Action** (check one):

- Requesting revision to approved performance measure
- Change in data sources or measurement methodologies
- Requesting new measure
- Backup for performance measure
- NA – No revisions or new measures requested

**Data Sources and Methodology:**

**Validity:**

**Reliability:**

---

**EXHIBIT IV - PERFORMANCE MEASURE VALIDITY  
AND RELIABILITY**

---

**Department:** Justice Administration  
**Program:** Public Defenders  
**Service/Budget Entity:** Public Defenders, Circuits 1-20  
**Measure:** All Performance Measures

**Action** (check one):

- Requesting revision to approved performance measure
- Change in data sources or measurement methodologies
- Requesting new measure
- Backup for performance measure
- NA – No revisions or new measures requested

**Data Sources and Methodology:**

**Validity:**

**Reliability:**

---

**EXHIBIT IV - PERFORMANCE MEASURE VALIDITY  
AND RELIABILITY**

---

**Department:** Justice Administration  
**Program:** Public Defender, Appellate  
**Service/Budget Entity:** Public Defender, Appellate  
**Measure:** All Performance Measures

**Action** (check one):

- Requesting revision to approved performance measure
- Change in data sources or measurement methodologies
- Requesting new measure
- Backup for performance measure
- NA – No revisions or new measures requested

**Data Sources and Methodology:**

**Validity:**

**Reliability:**

---

**EXHIBIT IV - PERFORMANCE MEASURE VALIDITY  
AND RELIABILITY**

---

**Department:** Justice Administration  
**Program:** Capital Collateral Regional Counsels  
**Service/Budget Entity:** Capital Collateral Regional Counsels  
**Measure:** All Performance Measures

**Action (check one):**

- Requesting revision to approved performance measure
- Change in data sources or measurement methodologies
- Requesting new measure
- Backup for performance measure
- NA – No revisions or new measures requested

**Data Sources and Methodology:**

**Validity:**

**Reliability:**

---

**EXHIBIT IV - PERFORMANCE MEASURE VALIDITY  
AND RELIABILITY**

---

**Department:** Justice Administration  
**Program:** Criminal Conflict and Civil Regional Councils  
**Service/Budget Entity:** Regional Conflict Councils, 1<sup>st</sup> – 5<sup>th</sup> Regions  
**Measure:** Annual percentage of briefs filed within 30 days of receipt of record

**Action** (check one):

- Requesting revision to approved performance measure
- Change in data sources or measurement methodologies
- Requesting new measure
- Backup for performance measure

**Data Sources and Methodology:**

The Criminal Conflict and Civil Regional Councils record all appellate cases appointed to offices in a case tracking database. Regional Council Offices will flag the cases where the appellate briefs are filed within the 30 days of receipt of record, and annually will record the percentage of appellate briefs filed within 30 days of receipt of record.

**Validity:** This performance measure produces a valid measurement of the Regional Councils' appellate briefs filed within 30 days of receipt of record which produces an outcome of quality representation in a cost effective manner.

**Reliability:** The data produced is reliable in that the percentage of appellate briefs filed within 30 days of receipt of record is reported accurately in Regional Councils' case tracking program.

---

**EXHIBIT IV - PERFORMANCE MEASURE VALIDITY  
AND RELIABILITY**

---

<b>Department:</b>	<b>Justice Administration</b>
<b>Program:</b>	<b>Criminal Conflict and Civil Regional Councils</b>
<b>Service/Budget Entity:</b>	<b>Regional Conflict Councils, 1<sup>st</sup> – 5<sup>th</sup> Regions</b>
<b>Measure:</b>	<b>Annual percentage of misdemeanor cases closed within 120 days of appointment</b>

**Action** (check one):

- Requesting revision to approved performance measure
- Change in data sources or measurement methodologies
- Requesting new measure
- Backup for performance measure

**Data Sources and Methodology:**

The Criminal Conflict and Civil Regional Councils record all misdemeanor cases appointed to the Regional Council Offices in a case tracking database. The number of misdemeanor cases closed within 120 days of appointment will be counted and the percentage will be recorded annually.

**Validity:** This performance measure produces a valid measurement of the Regional Councils' annual percentage of misdemeanor cases closed within 120 days of appointment which produces an outcome of quality representation in a cost effective manner.

**Reliability:** The data produced is reliable in that the percentage of misdemeanor cases closed within 120 days of appointment is reported accurately in Regional Councils' case tracking program.

---

**EXHIBIT IV - PERFORMANCE MEASURE VALIDITY  
AND RELIABILITY**

---

<b>Department:</b>	<b>Justice Administration</b>
<b>Program:</b>	<b>Criminal Conflict and Civil Regional Counsels</b>
<b>Service/Budget Entity:</b>	<b>Regional Conflict Counsels, 1<sup>st</sup> – 5<sup>th</sup> Regions</b>
<b>Measure:</b>	<b>In cases where there is either an adjudication or a withhold of adjudication, a case plan to be approved by the court within 90 days</b>

**Action** (check one):

- Requesting revision to approved performance measure
- Change in data sources or measurement methodologies
- Requesting new measure
- Backup for performance measure

**Data Sources and Methodology:**

The Criminal Conflict and Civil Regional Counsels record the number of dependency cases that include an accepted case plan in a case tracking program. In cases where there is either an adjudication or a withhold of adjudication, a case plan approved by the court will be flagged and the percentage of accepted case plans filed within the timeframe will be recorded annually.

**Validity:** This performance measure produces a valid measurement of the Regional Counsels' percentage of approved case plans within 90 days of appointment, which produces an outcome of quality representation in a cost effective manner.

**Reliability:** The data produced is reliable in that the percentage of accepted case plans filed within 90 days of acceptance of case is reported accurately Regional Counsels' case tracking program.



# **Associated Activities Contributing to Performance Measures**

## **LRPP Exhibit V**



**EXHIBIT V – ASSOCIATED ACTIVITIES CONTRIBUTING TO PERFORMANCE MEASURES**

Measure Number	Approved Performance Measures for FY 2019-20		Associated Activities Title
1	Percent of invoices processed within statutory time frames		Executive Direction Pass Through - Due Process and Court Appointed Costs Pass Through – Foster Care Review Panel Pass Through – Clerk of Court for Jury Expenditures Pass Through – Transfer to Department of Management Services
2	Number of public records requests		Executive Direction Pass Through - Due Process and Court Appointed Costs
3	Number of cases where registry lawyers request fees above statutory caps		Pass Through - Due Process and Court Appointed Costs
4	Number of cases where the court orders fees above the statutory caps		Pass Through - Due Process and Court Appointed Costs
5	Total amount of excess fees awarded by the courts per circuit		Pass Through - Due Process and Court Appointed Costs
6	Number of budget, payroll, disbursement, revenue, and financial reporting transactions		Executive Direction Pass Through - Due Process and Court Appointed Costs Pass Through – Transfer to Department of Management Services Pass Through – JAC Qualified Transportation Benefits Program
7	Number of court appointed attorney and due process vendor invoices		Pass Through – Due Process and Court Appointed Costs

**EXHIBIT V – ASSOCIATED ACTIVITIES CONTRIBUTING TO PERFORMANCE MEASURES**

Measure Number	Approved Performance Measures for FY 2019-20		Associated Activities Title
1	Average number of children represented		Represent children
2	Average percent of children represented		Represent children
3	Percent of cases closed with permanency goal achieved		Represent children
4	Number of new volunteers certified as a GAL		Represent children
5	Average number of volunteers		Represent children

**EXHIBIT V - ASSOCIATED ACTIVITIES CONTRIBUTING TO PERFORMANCE MEASURES**

<b>Measure Number</b>	<b>Approved Performance Measures for FY 2019-20</b>		<b>Associated Activity Titles</b>
1	Percent of offenders who qualify for enhanced sentencing for whom state attorneys requested enhanced sentencing		Felony Prosecution Services Misdemeanor Prosecution Services Juvenile Prosecution Services Child Support Enforcement Services Civil Action Services
2	Total number of dispositions		Felony Prosecution Services Misdemeanor Prosecution Services Juvenile Prosecution Services Child Support Enforcement Services Civil Action Services
3	Number of dispositions by trial verdicts		Felony Prosecution Services Misdemeanor Prosecution Services Juvenile Prosecution Services Child Support Enforcement Services Civil Action Services
4	Number of dispositions by pleas		Felony Prosecution Services Misdemeanor Prosecution Services Juvenile Prosecution Services Child Support Enforcement Services Civil Action Services
5	Number of dispositions by non trial		Felony Prosecution Services Misdemeanor Prosecution Services Juvenile Prosecution Services Child Support Enforcement Services Civil Action Services

**EXHIBIT V - ASSOCIATED ACTIVITIES CONTRIBUTING TO PERFORMANCE MEASURES**

<b>Measure Number</b>	<b>Approved Performance Measures for FY 2019-20</b>		<b>Associated Activity Titles</b>
6	Number of dispositions by otherwise		Felony Prosecution Services Misdemeanor Prosecution Services Juvenile Prosecution Services Child Support Enforcement Services Civil Action Services
7	Percent of dispositions by trial verdicts		Felony Prosecution Services Misdemeanor Prosecution Services Juvenile Prosecution Services Child Support Enforcement Services Civil Action Services
8	Percent of dispositions by pleas		Felony Prosecution Services Misdemeanor Prosecution Services Juvenile Prosecution Services Child Support Enforcement Services Civil Action Services
9	Percent of dispositions by non trial		Felony Prosecution Services Misdemeanor Prosecution Services Juvenile Prosecution Services Child Support Enforcement Services Civil Action Services
10	Percent of dispositions by otherwise		Felony Prosecution Services Misdemeanor Prosecution Services Juvenile Prosecution Services Child Support Enforcement Services Civil Action Services

**EXHIBIT V - ASSOCIATED ACTIVITIES CONTRIBUTING TO PERFORMANCE MEASURES**

<b>Measure Number</b>	<b>Approved Performance Measures for FY 2019-20</b>		<b>Associated Activity Titles</b>
11	Number of substantiated Bar grievances filed annually		Felony Prosecution Services Misdemeanor Prosecution Services Juvenile Prosecution Services Child Support Enforcement Services Civil Action Services
12	Number of misdemeanor criminal case referrals		Misdemeanor Prosecution Services
13	Number of felony criminal case referrals		Felony Prosecution Services
14	Number of juvenile criminal case referrals		Juvenile Prosecution Services
15	Number of misdemeanor filings		Misdemeanor Prosecution Services
16	Number of felony filings		Felony Prosecution Services
17	Number of juvenile filings		Juvenile Prosecution Services
18	Number of post conviction relief responses or Habeas Corpus responses		Felony Prosecution Services Misdemeanor Prosecution Services Juvenile Prosecution Services Child Support Enforcement Services Civil Action Services
19	Number of sexual predator civil commitment proceedings		Civil Action Services
20	Number of Baker Act hearings		Civil Action Services

**EXHIBIT V - ASSOCIATED ACTIVITIES CONTRIBUTING TO PERFORMANCE MEASURES**

<b>Measure Number</b>	<b>Approved Performance Measures for FY 2019-20</b>		<b>Associated Activity Titles</b>
1	Annual attorney turnover rate		Civil Trial Indigent Defense Civil Investigative Services Criminal Trial Indigent Defense Criminal Investigative Services
2	Number of appointed & reappointed cases		Civil Trial Indigent Defense Civil Investigative Services Criminal Trial Indigent Defense Criminal Investigative Services
3	Number of cases closed		Civil Trial Indigent Defense Civil Investigative Services Criminal Trial Indigent Defense Criminal Investigative Services
4	Number of clients represented		Civil Trial Indigent Defense Civil Investigative Services Criminal Trial Indigent Defense Criminal Investigative Services
5	Number of cases per attorney		Civil Trial Indigent Defense Civil Investigative Services Criminal Trial Indigent Defense Criminal Investigative Services

**EXHIBIT V - ASSOCIATED ACTIVITIES CONTRIBUTING TO PERFORMANCE MEASURES**

<b>Measure Number</b>	<b>Approved Performance Measures for FY 2019-20</b>		<b>Associated Activity Titles</b>
1	Annual attorney turnover rates		Indigent Appellate Defense
2	Percent of appeals resolved		Indigent Appellate Defense
3	Number of appointed cases		Indigent Appellate Defense
4	Number of clients represented		Indigent Appellate Defense
5	Number of briefs filed		Indigent Appellate Defense
6	Number of writs filed		Indigent Appellate Defense
7	Number of cases closed		Indigent Appellate Defense

**EXHIBIT V - ASSOCIATED ACTIVITIES CONTRIBUTING TO PERFORMANCE MEASURES**

<b>Measure Number</b>	<b>Approved Performance Measures for FY 2019-20</b>		<b>Associated Activities Title</b>
1	Percent of cases in which post-conviction motion, post-conviction appeal, federal habeas corpus motion or federal appeal is timely filed, without extension		Death Penalty Legal Counsel
			Death Row Case Preparation
2	Number of substantiated Bar grievances filed annually		Death Penalty Legal Counsel
3	Number of appellate actions		Death Penalty Legal Counsel
			Death Row Case Preparation
4	Number of 3.850/3.851 filings		Death Penalty Legal Counsel
			Death Row Case Preparation
5	Number of signed death warrants		Death Penalty Legal Counsel
			Death Row Case Preparation
6	Number of court decisions to release a death row inmate, grant a new trial, grant a new sentencing hearing, or grant other appeals		Death Penalty Legal Counsel
			Death Row Case Preparation
7	Number of active cases		Death Penalty Legal Counsel
			Death Row Case Preparation
8	Number of evidentiary hearings		Death Penalty Legal Counsel
			Death Row Case Preparation
9	Number of federal court actions		Death Penalty Legal Counsel
			Death Row Case Preparation



**EXHIBIT V - ASSOCIATED ACTIVITIES CONTRIBUTING TO PERFORMANCE MEASURES**

<b>Measure Number</b>	<b>Approved Performance Measures for FY 2019-20</b>		<b>Associated Activity Titles</b>
1	Annual percentage of appellate briefs filed within 30 days of receipt of record.		Regional Counsel Workload
2	Annual percentage of misdemeanor cases closed within 120 days of appointment.		Regional Counsel Workload
3	In cases where there is an adjudication or a withhold of adjudication, the percentage of case plans approved by the court within 90 days of appointment.		Regional Counsel Workload



---

## GLOSSARY OF TERMS AND ACRONYMS

---

**Activity:** A set of transactions within a budget entity that translates inputs into outputs using resources in response to a business requirement. Sequences of activities in logical combinations form services. Unit cost information is determined using the outputs of activities.

**Actual Expenditures:** Includes prior year actual disbursements, payables and encumbrances. The payables and encumbrances are certified forward at the end of the fiscal year. They may be disbursed between July 1 and December 31 of the subsequent fiscal year. Certified forward amounts are included in the year in which the funds are committed and not shown in the year the funds are disbursed.

**Appropriation Category:** The lowest level line item of funding in the General Appropriations Act which represents a major expenditure classification of the budget entity. Within budget entities, these categories may include: salaries and benefits, other personal services (OPS), expenses, operating capital outlay, data processing services, fixed capital outlay, etc. These categories are defined within this glossary under individual listings. For a complete listing of all appropriation categories, please refer to the ACTR section in the LAS/PBS User's Manual for instructions on ordering a report.

**Baseline Data:** Indicators of a state agency's current performance level, pursuant to guidelines established by the Executive Office of the Governor in consultation with legislative appropriations and appropriate substantive committees.

**Budget Entity:** A unit or function at the lowest level to which funds are specifically appropriated in the appropriations act. "Budget entity" and "service" have the same meaning.

**D3-A:** A legislative budget request (LBR) exhibit which presents a narrative explanation and justification for each issue for the requested years.

**Demand:** The number of output units which are eligible to benefit from a service or activity.

**Estimated Expenditures:** Includes the amount estimated to be expended during the current fiscal year. These amounts will be computer generated based on the current year appropriations adjusted for vetoes and special appropriations bills.

**Fixed Capital Outlay:** Real property (land, buildings including appurtenances, fixtures and fixed equipment, structures, etc.), including additions, replacements, major repairs, and renovations to real property which materially extend its useful life or materially improve or change its functional use, and including furniture and equipment necessary to furnish and operate a new or improved facility.

**Indicator:** A single quantitative or qualitative statement that reports information about the nature of a condition, entity or activity. This term is used commonly as a synonym for the word "measure."

**Information Technology Resources:** Includes data processing-related hardware, software, services, telecommunications, supplies, personnel, facility resources, maintenance, and training.

**Input:** See Performance Measure.

**Judicial Branch:** All officers, employees, and offices of the Supreme Court, district courts of appeal, circuit courts, county courts, and the Judicial Qualifications Commission.

**LAS/PBS:** Legislative Appropriation System/Planning and Budgeting Subsystem. The statewide appropriations and budgeting system owned and maintained by the Executive Office of the Governor.

**Legislative Budget Commission:** A standing joint committee of the Legislature. The Commission was created to: review and approve/disapprove agency requests to amend original approved budgets; review

---

## GLOSSARY OF TERMS AND ACRONYMS

---

agency spending plans; issue instructions and reports concerning zero-based budgeting; and take other actions related to the fiscal matters of the state, as authorized in statute. It is composed of 14 members appointed by the President of the Senate and by the Speaker of the House of Representatives **Legislative Budget Commission (cont.)** to two-year terms, running from the organization of one Legislature to the organization of the next Legislature.

**Legislative Budget Request:** A request to the Legislature, filed pursuant to s. 216.023, Florida Statutes, or supplemental detailed requests filed with the Legislature, for the amounts of money an agency or branch of government believes will be needed to perform the functions that it is authorized, or which it is requesting authorization by law, to perform.

**Long-Range Program Plan:** A plan developed on an annual basis by each state agency that is policy-based, priority-driven, accountable, and developed through careful examination and justification of all programs and their associated costs. Each plan is developed by examining the needs of agency customers and clients and proposing programs and associated costs to address those needs based on state priorities as established by law, the agency mission, and legislative authorization. The plan provides the framework and context for preparing the legislative budget request and includes performance indicators for evaluating the impact of programs and agency performance.

**Narrative:** Justification for each service and activity is required at the program component detail level. Explanation, in many instances, will be required to provide a full understanding of how the dollar requirements were computed.

**Nonrecurring:** Expenditure or revenue which is not expected to be needed or available after the current fiscal year.

**Outcome:** See Performance Measure.

**Output:** See Performance Measure.

**Outsourcing:** Describes situations where the state retains responsibility for the service, but contracts outside of state government for its delivery. Outsourcing includes everything from contracting for minor administration tasks to contracting for major portions of activities or services which support the agency mission.

**Pass Through:** Funds the state distributes directly to other entities, e.g., local governments, without being managed by the agency distributing the funds. These funds flow through the agency's budget; however, the agency has no discretion regarding how the funds are spent, and the activities (outputs) associated with the expenditure of funds are not measured at the state level. ***NOTE: This definition of "pass through" applies ONLY for the purposes of long-range program planning.***

**Performance Ledger:** The official compilation of information about state agency performance-based programs and measures, including approved programs, approved outputs and outcomes, baseline data, approved standards for each performance measure and any approved adjustments thereto, as well as actual agency performance for each measure

**Performance Measure:** A quantitative or qualitative indicator used to assess state agency performance.

**Input** means the quantities of resources used to produce goods or services and the demand for those goods and services.

**Outcome** means an indicator of the actual impact or public benefit of a service.

**Output** means the actual service or product delivered by a state agency.

---

## GLOSSARY OF TERMS AND ACRONYMS

---

**Policy Area:** A grouping of related activities to meet the needs of customers or clients which reflects major statewide priorities. Policy areas summarize data at a statewide level by using the first two digits of the ten-digit LAS/PBS program component code. Data collection will sum across state agencies when using this statewide code.

**Primary Service Outcome Measure:** The service outcome measure which is approved as the performance measure that best reflects and measures the intended outcome of a service. Generally, there is only one primary service outcome measure for each agency service.

**Privatization:** Occurs when the state relinquishes its responsibility or maintains some partnership type of role in the delivery of an activity or service.

**Program:** A set of activities undertaken in accordance with a plan of action organized to realize identifiable goals based on legislative authorization (a program can consist of single or multiple services). For purposes of budget development, programs are identified in the General Appropriations Act for FY 2001-2002 by a title that begins with the word "Program." In some instances a program consists of several services, and in other cases the program has no services delineated within it; the service is the program in these cases. The LAS/PBS code is used for purposes of both program identification and service identification. "Service" is a "budget entity" for purposes of the LRPP.

**Program Purpose Statement:** A brief description of approved program responsibility and policy goals. The purpose statement relates directly to the agency mission and reflects essential services of the program needed to accomplish the agency's mission.

**Program Component:** An aggregation of generally related objectives which, because of their special character, related workload and interrelated output, can logically be considered an entity for purposes of organization, management, accounting, reporting, and budgeting.

**Reliability:** The extent to which the measuring procedure yields the same results on repeated trials and data are complete and sufficiently error free for the intended use.

**Service:** See Budget Entity.

**Standard:** The level of performance of an outcome or output.

**Validity:** The appropriateness of the measuring instrument in relation to the purpose for which it is being used.

**Unit Cost:** The average total cost of producing a single unit of output - goods and services for a specific agency activity.

---

## **GLOSSARY OF TERMS AND ACRONYMS**

---

**CIO** - Chief Information Officer

**CIP** - Capital Improvements Program Plan

**EOG** - Executive Office of the Governor

**FCO** - Fixed Capital Outlay

**FFMIS** - Florida Financial Management Information System

**FLAIR** - Florida Accounting Information Resource Subsystem

**F.S.** - Florida Statutes GAA - General Appropriations Act

**GAA** - General Appropriations Act

**GR** - General Revenue Fund

**IOE** - Itemization of Expenditure

**IT** - Information Technology

**LAN** - Local Area Network

**LAS/PBS** - Legislative Appropriations System/Planning and Budgeting Subsystem

**LBC** - Legislative Budget Commission LBR - Legislative Budget Request

**LBR** - Legislative Budget Request

**L.O.F.** - Laws of Florida LRPP - Long-Range Program Plan

**LRPP** - Long Range Program Plan

**MAN** - metropolitan area network (information technology)

**NASBO** - National Association of State Budget Officers

**OPB** - Office of Policy and Budget, Executive Office of the Governor

**PBPB/PB2** - Performance-Based Program Budgeting

**SWOT** - Strengths, Weaknesses, Opportunities and Threats

**TCS** - Trends and Conditions Statement

**TF** - Trust Fund

**WAN** - wide area network (information technology)

**ZBB** - Zero-Based Budgeting