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TECHNICAL ASSISTANCE REPORT

204457



Bureau of Justice Assistance

CRIMINAL COURTS TECHNICAL ASSISTANCE PROJECT

A Joint Program of the Bureau of Justice Assistance, U.S. Department of Justice, and
American University School of Public Affairs
National Legal Aid and Defender Association
Justice Management Institute
Pretrial Services Resource Center



204457

AMERICAN UNIVERSITY

W A S H I N G T O N , D C

SCHOOL OF PUBLIC AFFAIRS

Criminal Courts Technical Assistance Project Report No. 98-36

Criminal Courts Technical Assistance Project

services to state and local criminal courts and related agencies on behalf of the Bureau of Justice Assistance, U.S. Department of Justice

Achieving Prompt and Affordable Justice in Iowa's First Judicial District (First Judicial District, Des Moines, Iowa)

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**Mr. Barry Mahoney
Mr. Doug Somerlot
Mr. Richard Hoffman**

BJA-American University
Criminal Courts Technical Assistance Project

Assignment Data Sheet

Technical Assistance No.:	98-036
Requesting Jurisdiction:	State of Iowa
Requesting Agency:	Iowa State Office of Court Administration
Requesting Official:	William O'Brien, State Court Administrator
Local Coordinator:	John Goerdts, Director of Planning
Date of On-Site Study:	December 14-15, 1999 & January 3-5, 2000
Consultants Assigned:	Barry Mahoney, Doug Somerlot, and Richard Hoffman (Justice Management Institute)
CCTAP Staff Coordinator:	Shavonne R. Cassidy
Central Focus of Study:	Regional Caseflow Management Assessment and Workshop

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- Exhibit A: First District Map
- Exhibit B: Interview Schedule
- Exhibit C: Workshop Materials
- Exhibit D: Follow-up Activities

ACHIEVING PROMPT AND
AFFORDABLE JUSTICE IN IOWA'S
FIRST JUDICIAL DISTRICT

A: BACKGROUND

John Goerd, the Director of Planning for the Iowa State Office of Court Administration initially contacted The Justice Management Institute during the early part of 1999, for the purpose of arranging a program in order to solve some calendar problems that had been identified in Iowa's First Judicial District. Subsequently, JMI agreed to present a multi-day program in the First District with the idea in mind of developing a plan or plans for improving the process by which the First District conducted its judicial business.

The First Judicial District is an eleven county district geographically located in the northeast corner of the state of Iowa. Nine of the eleven counties are relatively rural in nature. The largest county, Black Hawk County (Waterloo, Iowa), and the second largest county, Dubuque, account for the largest proportion of the caseload of the district. The following table describes the basic information about each of the counties in the district. A map of the state showing the boundaries of the First Judicial District is attached as Exhibit A.

First Judicial District Demographic Information

<i>County Name</i>	<i>Estimated Population (1997)</i>	<i># Resident Dist. Judges</i>	<i># Resident Assoc. Dist. Judges</i>	<i># Resident Magistrates</i>	<i># Resident Juv. Judges</i>
Allamakee	14,013	1		1	
Black Hawk	121,659	8	3	4	1
Buchanan	21,143			2	
Chickasaw	13,435			1	
Clayton	18,794			1	
Deleware	18,509			2	
Dubuque	88,124	3	2	2	1
Fayette	22,007	1	1	1	1
Grundy	12,284		1		
Howard	9,718			1	
Winneshiek	20,910	1		2	
Total	360,596	14	7	17	3

There are a total of 41 judicial officers serving the First District. The titles of the positions, and the substantive case types heard by these judicial officers is set out in the following table:

Judicial Officers

<i>Name of Judicial Position</i>	<i>Number in District</i>	<i>Type of Jurisdiction</i>
District Judge	14	General Trial (Can Hear all types of cases)
District Associate Judge	7	Civil less than \$10,000; Misdemeanors, some felonies; Juvenile if designated as Juvenile Court Judge
Associate Juvenile Judge	3	Delinquency, Abuse & Neglect, Termination of Parental Rights
Magistrate	17	Initial Appearance, Preliminary Hearings, Search & Arrest Warrants, Small Claims, FED, Emergency Detention & Hospitalization, Involuntary Commitment, Marriage

B: DEVELOPMENT PROCESS

Initial Contact. Following the initial contact between John Goerdts and Doug Somerlot, a number of additional telephone conversations took place. At the conclusion of these conversations, Somerlot, now joined by Barry Mahoney, President of JMI, requested that a significant amount of background information be assembled by the group from the First District and forwarded for review.

Steering Committee. A series of conference telephone calls were held with the JMI staff, John Goerdts, and the Steering Committee for the project in the First District. This steering committee consisted of the following:

Hon James Beeghly
Hon. Tomas N. Bower
Hon. Stephen C. Clark
Hon. Randal J. Nigg
Hon. Alan L. Pearson
Karen Hibben-Levy
John Goerdts

Site Visit. At the conclusion of these phone calls, it was agreed that JMI staff should visit the site of the First District to conduct interviews and otherwise obtain further background information based upon which an agenda for the program could be developed. It was agreed that the Steering Committee would arrange for individuals to be interviewed and sites at which the

interviews could be conducted in order for the JMI staff members to obtain the greatest possible exposure during their trip. Exhibit B is a copy of the interview schedule for the trip on December 14 and 15, 1999 that the JMI staff made to the First District of Iowa.

By way of background information, the persons who were interviewed by the JMI staff included judges of the court, prosecuting attorneys from both large and small counties, public defenders from large counties, court staff, clerks' office staff, clerks of courts, retired judges. Some, but not all, of the persons interviewed during the December 1999 trip were invited to attend the January 2000, workshop.

Program. Following the site visit, the JMI staff developed a draft agenda for the program, which was reviewed by the members of the Steering Committee. After general agreement was made on the agenda, the JMI staff forwarded the originals of the materials that would be duplicated for use at the workshop. First District staff completed the duplication and assembly of the materials. A copy of the materials distributed at the session, including the agenda and a summary of the findings from the December 1999, visit, is attached as Exhibit C.

On January 3, 4, and 5, 2000, JMI presented the workshop entitled *Achieving Prompt and Affordable Justice in Iowa's First Judicial District*. A total of forty-seven persons attended that program held at the Elks' Club in Waterloo, Iowa.

The format of the program included several plenary sessions, several small group discussions, and a number of "team" sessions designed to begin the process of developing a plan to improve

the processing of cases in the First District. One of the highlights was a plenary panel discussion entitled "Practitioner Perceptions on System Operations and Needs." This panel was moderated by Barry Mahoney, and included the following persons:

- County Attorney: Fred McCaw, Dubuque
- Public Defender: Nate Callahan, Black Hawk
- Private Bar: Lewis Churbuck, Chickasaw
- Case Scheduler: Sandra Abben, Black Hawk
- Clerk: Dave Siefkin, Winneshiek
- Court Reporter: Kari Osborn
- District Judges: Jon Fister, Black Hawk, John Bauercamper, Allamakee
- District Associate Judge: Randal Nigg, Dubuque

In addition to JMI staff Barry Mahoney and Doug Somerlot, small group sessions were also moderated by John Goerd, Hon. Michael Newmeister, an Associate District Judge from Cedar Rapids, Hon. Linda Reade, a District Judge from Des Moines, and Tom Betts, the Court Administrator from Davenport. The program began at 1:00 P.M. on Monday, January 3, 2000 and concluded at noon on Wednesday, January 5, 2000. A total of 15.5 contact hours were contained in the program.

Follow-up Activities. Following lunch on January 5, the judges of the First-District met to discuss the planning that had occurred during the program and to agree on follow-up steps that needed to be taken. Dr. Barry Mahoney facilitated this session. Attached, as Exhibit D is a summary of the next steps that were agreed to at the January 5 meeting. Also attached, as Exhibit E, is a summary of the action plans that were prepared by the various groups during the program.

During the program, the teams that met generally were divided into general civil, felony criminal, limited jurisdiction criminal, domestic relations, and juvenile. Following the conclusion of the workshop, some of the groups subdivided further in order to address issues particular to rural or urban counties, or to individual counties. However, the groups continued to meet to complete the process of development of their individual plans. The Juvenile Group has completed its plan development. The Juvenile Plan went into effect on July 1. The other groups continue to work on development of their plans. The judges will meet in September and will consider the remaining plans for adoption at that time.

SECTION C: CONCLUSION

Because the final plans are either still in development or have been in effect for a very short time, it is not possible to evaluate their effectiveness. However, the change in attitude between the time of the site visit in December and today represents a major change in the behavior of all who deal with the First District's system. The citizens who are served by the courts and justice system in Iowa's First District benefit not only from the changes that are being made but also from the change in attitude that the entire system has undergone.

**Achieving Prompt and Affordable Justice in
Iowa's First Judicial District**

Exhibit A

First District Map



Achieving Prompt and Affordable Justice in
Iowa's First Judicial District

Exhibit B

Interview Schedule



DISTRICT 1
CASE MANAGEMENT TRAINING

INTERVIEW SCHEDULE
FOR
FACT-FINDING SESSIONS

Tuesday, December 14
8:30 a.m. - 11:45 a.m.
Dubuque County Courthouse

Tuesday, December 14
2:00 p.m. - 6:00 p.m.
Fayette County Courthouse

Wednesday, December 15
8:30 a.m. - 4:00 p.m.
Black Hawk County Courthouse

<i>Dubuque County Courthouse</i>	
Participant	Time
Richard Gleason, Lawrence Fautsch, Alan Pearson	8:30 a.m.
Robert Curnan, Randal Nigg	9:15 a.m.
Fred McCaw	10:00 a.m.
Paul Kaufman	10:45 a.m.
Annette Kunde, Joyce Johns	11:00 a.m.
<i>Fayette County Courthouse</i>	
John Bauercamper, James Beeghly, Margaret Lingreen	2:00 p.m.
Gus Johnson, Alan Allbee, Joseph Keefe, Barry Mueller, Jane Mylrea	2:45 p.m.
Richard Tekippe, Allan Vander Hart	3:30 p.m.
John Hofmeyer, III, David Baumgartner	4:15 p.m.
Dave Siefken, Vicki Brasch	5:00 p.m.

Black Hawk County

James Bauch, Thomas Bower, Todd Geer	8:30 a.m.
Stephen Clarke, Jon Fister, Karl Briner	9:15 a.m.
George Stigler, Bruce Zager, Daniel Block	10:00 a.m.
David Coil, Jeffrey Harris, Joseph Moothart, Walter Rothschild	10:45 a.m.
Leonard Lybbert, Peter VanMetre, Kathy Langlas	11:30 a.m.
LUNCH	
Tom Ferguson, Kim Griffith	1:30 p.m.
Dean Olson, Nate Callahan	2:15 p.m.
Karen Hibben-Levi, Linda Nilges, Sandra Abben, Sandy Garner, Danyce Zegarac-Jasper, Jackie Harrison	3:00 p.m.

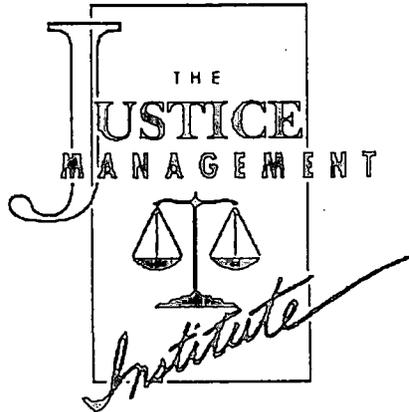
**Achieving Prompt and Affordable Justice in
Iowa's First Judicial District**

Exhibit C

Workshop Materials



***ACHIEVING PROMPT AND
AFFORDABLE JUSTICE IN IOWA'S
FIRST JUDICIAL DISTRICT***



**JANUARY 3 - 5, 2000
ELKS' CLUB
407 EAST PARK AVENUE
WATERLOO, IOWA**

**A Workshop Presented by The Justice Management Institute
Sponsored by the U.S. Bureau of Justice Assistance and the American
University Court Technical Assistance Program**

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JMI Overview

The Justice Management Institute (JMI), a Denver-based 501(c)(3) non-profit organization established in 1993, provides services to courts and other justice system agencies throughout the United States and abroad. Its mission is to improve the overall administration of justice by helping courts and other justice system institutions and agencies achieve excellence—individually and in their inter-relationships with each other and the public—in leadership, operations, management and services. JMI's activities are in four main areas:

1. Technical Assistance. JMI assists courts and other justice system agencies in identifying operational problems and developing practical ways to address them. The goal is to strengthen the capacity of courts and other agencies to deal with strategic and operational issues. The technical assistance work focuses mainly on caseflow management, trial management, sentencing policy, and strategic planning.

2. Education and Training. JMI conducts conferences, workshops, and seminars for judges, court administrators, and others who participate in the governance and operations of courts and other institutions involved in the administration of justice. JMI also prepares educational material (e.g., model curricula, educational videos) for these audiences. The main objective of JMI's education and training programs is to help improve the knowledge, skills, abilities and conceptual understanding of issues of persons in leadership and management positions.

3. Research. JMI conducts research, by itself and in collaboration with other organizations, on the operation of courts and justice systems. The research seeks to broaden the base of knowledge about the operations and effectiveness of courts and other institutions and to develop knowledge, information, and analytic approaches that can be used in education, training and technical assistance activities focused on justice system improvement.



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ACHIEVING PROMPT AND AFFORDABLE JUSTICE IN IOWA'S FIRST JUDICIAL DISTRICT

A Workshop Presented by The Justice Management Institute.
Sponsored by the U.S. Bureau of Justice Assistance and the American
University Court Technical Assistance Program

AGENDA

MONDAY, 3 January 2000

- | | |
|--------------|--|
| 12:30 – 1:00 | Registration |
| 1:00 – 1:45 | Welcome and Introductions
Chief Judge Alan Pearson and John Goerd
Overview of the Purposes and Format of the Workshop
Barry Mahoney
Introduction of Attendees
Doug Somerlot |
| 1:45 – 2:15 | Summary of Interview Findings
Barry Mahoney |
| 2:15 – 3:00 | Small Group Discussion of Findings
<i>(Composition of groups will be assigned by random order)</i>
<u>Questions:</u> <ul style="list-style-type: none">o Where do you agree?o Where do you disagree?o What is missing? |
| 3:00 – 3:15 | BREAK |
| 3:15 – 4:00 | Plenary: Purposes of Courts; Achieving the Same or Better Justice
Earlier; Creating a Predictable and Consistent System
Doug Somerlot & Barry Mahoney |

4:00 – 5:00

Small Group Session: Case Screening and the Creation of Meaningful Events

- Misdemeanors
- Felonies
- General Civil Cases
- Juvenile and Domestic Relations Cases

5:00 – 5:30

Report Back

5:30

Adjourn for the Day

TUESDAY, 4 January 2000

- 8:00 - 8:30 Continental Breakfast
- 8:30 □ 9:00 Continue Report-Back from Small Group Session on Case Screening and Meaningful Events
Doug Somerlot
- 9:00 - 10:15 Panel Discussion: Practitioner Perceptions on System Operations and Needs
Moderator: Barry Mahoney
Panelists:
 - **County Attorney: Fred McCaw, Dubuque**
 - **Public Defender: Nate Callahan, Blackhawk**
 - **Private Bar: Lewis Churbuck, Chickasaw**
 - **Case Scheduler: Sandra Abben, Blackhawk**
 - **Clerk: Dave Siefkin, Winneshiek**
 - **Court Reporter: Kari Osborn**
 - **District Judges: Jon Fister, Blackhawk, John Bauercamper, Allamakee**
 - **District Associate Judge: Randal Nigg, Dubuque**
- 10:15 - 10:30 BREAK
- 10:30 - 11:15 Caseload Management Information: What We Know & What We Don't But Should
Barry Mahoney
- 11:15 - 12:00 Developing Effective Caseload Management Systems
Doug Somerlot
- 12:00 1:00 LUNCH
- 1:00 - ~~2:15~~ ^{2:00} Interactive Concurrent Sessions: Key Issues of Caseload Management (*Individuals will self select into these groups, but will remain with the group for the remainder of the small group activities at the workshop*)
Criminal Cases
Barry Mahoney *Plenary Room*

BO # 2

Civil Cases
John Goerd

BO # 3

Domestic Relations ~~Cases~~ + Juvenile Cases
Doug Somerlot

2:15 - 2:30 Introduction to Small Group Session on Analysis of Factors Affecting Change
Doug Somerlot

2:30 ¥ 3:15 Small Group Session: Analysis of Factors Affecting Change
(Same groups as earlier)

o Criminal Cases

Barry Mahoney

Plenary

o Civil Cases

John Goerd

BO # 2

o Juvenile and Domestic Relations Cases

Doug Somerlot

BO # 3

3:15 ¥ 3:30 BREAK

3:30 ¥ 4:15 Peer Group Sessions

Judges: Linda Reade

~~Plenary~~ Plenary

Court Administration & Clerks: Doug Somerlot

- BO # 3

Bar Members: Barry Mahoney

- BO # 2

4:15 ¥ 5:00 Plenary: Reports from Peer Group Sessions
Doug Somerlot

WEDNESDAY, 5 January 2000

- 8:00 ¥ 8:30 am Continental Breakfast
- 8:30 ¥ 8:45 am Plenary: Introduction to Court Small Group Session
Barry Mahoney
- 8:45 – 10:00 am Small Group Session: Identifying Tasks and Next Steps
(Same groups as earlier)
- o Criminal Cases
 - o Civil Cases
 - o Juvenile and Domestic Relations Cases
- 10:00 - 10:15 am BREAK
- 10:15 ¥ 11:00 am Plenary: Presentation of Group Reports
Barry Mahoney
- 11:00 - 11:30 am Plenary: Leadership and Teamwork in the Change Process
Doug Somerlot
- 11:30 - 11:45 Concluding Session: Evaluations and Closing Remarks
John Goerd & Barry Mahoney
- 12:00 – 1:00 p.m. LUNCH
- 1:00 – 4:30 p.m. First District Judges Meeting
Wrap-Up and Discussion of Workshop



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A NATIONAL AGENDA FOR PROMPT AND AFFORDABLE JUSTICE IN THE 21ST CENTURY

by

The National Working Group on
Prompt and Affordable Justice*

convened by

The Justice Management Institute

In Cooperation with

National Center for State Courts

National Judicial College

Lawyers Conference Task Force on
Reduction of Litigation Cost and Delay

Barry Mahoney, John Goerdt, Hon. Kenneth Rohrs, and Douglas Somerlot

Co-Project Directors

July 1998

This agenda has been prepared as a work product of the project on *Developing a National Agenda to Reduce Litigation Cost and Delay*, conducted jointly by The Justice Management Institute, the National Center for State Courts, the National Judicial College, and the American Bar Association Lawyers Conference Task Force on Reduction of Litigation Cost and Delay. The project is supported by a grant from the State Justice Institute to The Justice Management Institute (Grant No. SJI-97-08E-E-004). Points of view expressed herein are those of the authors and do not necessarily represent the official position or policies of the State Justice Institute.

A NATIONAL AGENDA FOR PROMPT AND AFFORDABLE JUSTICE IN THE 21ST CENTURY

Introduction

Fair and expeditious dispute resolution processes, accessible to all, are the foundation of justice in a free society. Unnecessary court delay undermines public trust in the rule of law, erodes confidence in the court system, and draws into question the efficacy of courts as an institution of government. Excessive litigation costs are a barricade restricting or completely blocking access to justice for many Americans.

Fundamental legal protections become empty promises if courts cannot consistently deliver prompt and affordable justice. Even the highest quality legal decisions are of little value if rendered long after the event. Public safety may be threatened when criminal cases take longer than necessary. Successful rehabilitation or treatment becomes less likely with the passage of time between the commission of the act and the commencement of the correction.

This project, funded by a grant from the State Justice Institute, convened an array of practitioners and researchers—the Working Group Members—for the purpose of shaping a national agenda for achieving prompt and affordable justice in courts of all types and at all levels. The overarching goal of the National Agenda is to generate action among courts, bar groups, court organizations, other branches of government, funding agencies, business groups and communities. The results of this action should be to allocate or re-allocate the public and private time, energy and resources necessary to eradicate unacceptable litigation cost and delay.

Ten themes and six agenda strategies emerged from discussions during this project to guide current and future efforts to reduce litigation cost and delay:

Themes

- ❖ In spite of the many successes of individual courts and court systems, delay in concluding all types of cases remains an extremely serious problem in the court systems of this country. Court delay has a devastating impact on citizens, on businesses, on communities, and on the public's trust and confidence in the justice system.
- ❖ The consequences of excessive litigation costs and case processing delay are especially severe in cases involving those least able to protect their own interests – including children, victims of domestic violence, people with fixed incomes, the poor, and the elderly.
- ❖ There has been relatively little empirical research about public and private litigation costs, including the relationship between delay reduction initiatives and costs. What is known is that excessive litigation cost is an impediment to meaningful access to resolution of civil disputes to well over half of our citizens. While it is clear that cost issues are complex and need further study, it is equally clear that delay, particularly in civil cases, will not be reduced until the ability to profit from delay in the processing of cases is eliminated.

resolution of disputes, judicial system and community leaders can implement an agenda to shape a dramatically improved new justice system, engineered to be responsive to the needs of twenty-first century citizens yet consistent with the role that courts must continue to play as a principal stabilizing force in a democratic society.

At minimum, that national agenda should include:

I. National Symposium

A national symposium on Prompt and Affordable Justice should take place, to catalyze action by key leaders who are in a position to design and implement changes in the judicial system. Those invitees who agree to attend this event should commit themselves and the organizations they represent to a period of sustained, coordinated action to implement effective programs to eradicate unnecessary litigation cost and delay. As a product of the symposium, the efforts of those who attend should be fully documented and the results published. In preparation for the symposium, a comprehensive study of the current state of state court disposition time and cost should be undertaken and the results broadly disseminated with appropriate publicity both within the justice system and to the general public.

II. Public Leadership

Broad-based *Alliances* should spearhead the collaborative efforts needed to make major improvements in our nation's justice systems. These Alliances should include leaders of all entities that are a part of the justice system, organizations representing those who are the users of the system, institutions that report and influence public opinion, the executive and legislative branches of government and all facets of the community. Court leaders must play key roles in the leadership of the Alliances, but effective Alliances will also draw upon the talents of a wide range of persons from outside the courts. The purposes of the Alliances should be to focus sustained attention on the core issues of litigation delay and cost and to catalyze action on behalf of the National Agenda at the policy level. They can also play a key role in helping to marshal the support necessary to allow the initiatives developed by the Working Groups to move forward. As individuals, the Alliance members should actively support the decisions and actions of the Alliances, by their statements and their actions.

The Alliances should not replace or displace existing organizations dealing with the issues. However, collaboration between the Alliances and other organizations committed to the comprehensive improvement of the justice system should result in a collective impact for good that exceeds the abilities of the groups acting separately.

The work of the Alliances should be supplemented by that of *Working Groups*, made up of persons from within the courts and related communities who have the detailed expertise and experience necessary to translate the vision of the National Agenda into action.

To achieve the goals of this document, the Working Groups should:

Courts, agencies, and institutions that have succeeded in reducing or preventing delays and minimizing costs and are willing to act as mentors should be identified. Their accomplishments should be documented and publicized. The individuals who had key roles in the successes should share their experience and expertise by hosting visitors from other jurisdictions and by serving as faculty at conferences, workshops, and seminars.

❖ Technical Assistance

Courts, other justice system agencies, and funding sources interested in justice system improvements should support the development and use of an array of technical assistance mechanisms. Technical assistance providers should have no vested interests or attachments to the jurisdiction seeking assistance, and should have the expertise and interpersonal skills needed to help catalyze and implement change.

❖ Clearinghouse

A clearinghouse should be established to serve as a readily accessible source of information on:

- Courts, agencies, and institutions that have introduced programs to reduce unnecessary litigation cost and delay;
- Literature and training materials on caseflow management, reduction of litigation costs, and implementation of change;
- Mentoring and related opportunities; and,
- Technical assistance providers active in the area.

V. Information Systems and Technology

Modern, effective, integrated information systems that share timely, accurate information relevant to all agencies, entities, and institutions that have a stake in the decision making or treatment process can markedly reduce unnecessary expense and delay.

Funding agencies should support efforts to:

- Document existing integrated information systems that may serve as models;
- Develop education and training programs about the substantive and procedural issues surrounding the development of the existing model systems;
- Provide technical assistance to jurisdictions that are developing their own Integrated Justice Information Systems;
- Document the development of the new systems; and,
- Disseminate the results.

The National Working Group on Prompt and Affordable Justice

The National Working Group on Prompt and Affordable justice met three times during the course of this project to provide input to the four co-Project Directors as the National Agenda was prepared. Not all of the people listed below attended all three, or even two, of the meetings.

No attempt was made to achieve unanimity of opinion among the members of the group. Thus, it is likely that not every person listed below agrees with all of the language. However, the Working Group did achieve consensus around the major themes and the major points of the National Agenda.

Our thanks to each and every member who gave us input and participated in the deliberations. The document, and its authors, benefited from your participation.

D.K.S.; B.M., J.G., and K.R.

Vicki F. Akenhead	Hon. Adam C. Grant, Jr.	Timothy J. Murray
Hon. Rebecca A. Albrecht	John C. Greacen	Dennis Murphy
Hon. Carl West Anderson	Scott Griffith	Kristine Orlando
Dr. Carl Baar	Gordon M. Griller	Hon. Rodney A. Peoples
Holly Bakke	Mark Hardin	Jeremy Persin
K. Kent Batty	Hon. Michael G. Harrison	Hon. Jaime Pieras, Jr.
Hon. Dorothy T. Beasley	Elizabeth L. Hodges	Larry Polansky
Francis Bremson	Richard B. Hoffman	Hon. Angela Roberts
Dr. Jeffrey A. Butts	Krista Johns	Hon. Kenneth A. Rohrs
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Stephanie Cole	Theodore A. Kolb	Harvey E. Solomon
Deborah J. DeMille-Wagman	Fredric Lederer	Maureen M. Solomon
Hon. William Dressel	Dr. Barry Mahoney	Douglas K. Somerlot
William Falcone	Hon. Julian Mann, III	David Steelman
Mai Fernandez	Kathy Mays	Richard Van Duizend
Steven Flanders	Hon. Judith D. McConnell	Hon. George Van Hoomissen
Dean Ernest C. Friesen	Meg Morrow	Roger K. Warren
Dr. Geoff Gallas	G. Thomas Munsterman	Robert D. Wessels
Dr. John A. Goerd	Janice Munsterman	



IOWA FIRST DISTRICT CASEFLOW MANAGEMENT

**Summary of Principal Findings from Site Visit Interviews,
December 14-15, 1999**

1. Among the judges and court staff members and lawyers interviewed, there is broad interest in, and support for, making improvements to the existing systems for handling cases in the First District.
2. Judges and court staff members have a strong and broadly shared commitment to providing trials or hearings for litigants who are ready to proceed on the scheduled date.
3. Continuances are readily granted.
4. There are significant backlogs and delays in most categories of cases.
5. Although Iowa has case processing time standards, these standards do not seem to be used in practice.
 - No shared goals concerning time to complete cases
 - No information reports are regularly prepared and used to enable monitoring of compliance with time standards
6. No single person has responsibility for effective management of the overall caseload or major segments of the caseload (e.g., felony cases, general civil cases, DR cases).
7. Information relevant for caseload management purposes is available, but is not used to manage caseloads.
8. Advantages of the rotation system cited by its proponents include the following:
 - Provides variety in the work of the judge.
 - Different types of cases
 - Different work environments
 - Ensures that lawyers and litigants in a small county are not "permanently stuck" with a single judge.
 - Reduces possibility of out-of-town lawyers being at a disadvantage in any courthouse.
 - Provides flexibility in assignments, enabling coverage of high volume dockets.

9. Disadvantages of the rotation system in its current form include the following:
 - Provides opportunity for the same issue to be re-litigated, before different judges, in the same case.
 - Leads to inconsistency in rulings in the same case and in cases that are similar.
 - Provides incentives for continuances to be easily granted.
 - Means that no one is responsible for—and accountable for—effective management of any segment of the caseload.
 - Leads to inequitable workloads because some judges agree to “cover” heavy dockets and others do not.
10. Many cases are settled “on the courthouse steps,” on the date scheduled for trial.
 - Results in loss of potentially productive judge time
11. Fewer than 5% of the cases filed result in a trial.
12. Practitioners believe it is feasible to identify cases not likely to go to trial at an early stage after filing.
13. The system currently has no policies, procedures, or practices that would enable systematic early identification of cases appropriate for non-trial resolution and the taking of action needed to catalyze such resolution.
14. There is little use of modern technology to facilitate expeditious case processing.
15. There are significant differences in philosophy (and in operational practices) concerning whether the district court should be regarded as a single court or as two separate courts—i.e., district court and “associate court”.
16. There are significant differences of opinion and practice between different groups within the court, including:
 - Between judges based in urban courts (Black Hawk and Dubuque) and judges based in the other nine counties.
 - Within the court in Black Hawk County.
 - Between judges and court administrators responsible for scheduling.
17. There is little communication between judges and court administration concerning case scheduling practices and the amount of time needed for some types of cases.
18. There is broad agreement that workloads are not equitably distributed among the judges under the current system. There is no agreement on how to ensure fair allocation of work.

19. There is general agreement that good and efficient work by a judge tends to be “rewarded” by assignments of additional work.

20. There is opportunity to make major improvements in case processing.

- Strong support for trying new approaches among the judges, staff members, and lawyers interviewed.
- Can produce major benefits to justice system practitioners and the public.



The Fundamental Purposes of Courts
and the Critical Role of Effective
Case and Docket Management in
Achieving These Purposes

PURPOSES OF COURTS

1. To do individual justice in individual cases.
2. To appear to do justice in individual cases.
3. To provide a forum for the resolution of legal disputes.
4. To protect against the arbitrary use of government power.
5. To make a formal record of legal status.
6. To deter criminal behavior.
7. To help rehabilitate persons convicted of crime.
8. To separate persons convicted of serious offenses from society.

ABA STANDARDS RELATING TO COURT DELAY REDUCTION -

SEC. 2.50 CASEFLOW MANAGEMENT AND DELAY REDUCTION: GENERAL PRINCIPLE

From the commencement of litigation to its resolution, whether by trial or settlement, any elapsed time other than reasonably required for pleadings, discovery and court events, is unacceptable and should be eliminated. To enable just and efficient resolution of cases, the court, not lawyers or litigants, should control the pace of litigation. A strong judicial commitment is essential to reducing delay and, once achieved, maintaining a current docket.

Achieving the Same or Better
Justice Earlier and Creating a Predictable and
Consistent System

CASEFLOW MANAGEMENT

- DEFINITION -

Coordination of court processes and resources to move cases timely from filing to disposition regardless of the type of disposition.¹

- OBJECTIVE -

Creation of a predictable system that sets expectations and helps assure that required action is taken.

- METHODS -

1. Creating meaningful events.

BUT MOST IMPORTANT

2. Managing the time between events (times must be long enough to allow preparation *but* short enough to encourage preparation).
3. Providing certainty that events will occur as scheduled and deadlines will be enforced.

¹Solomon, M. and Somerlot, D., Caseflow Management in the Trial Court: Now and For the Future, ABA, Chicago, 1987.

JUSTICE

THE GOAL OF CASEFLOW MANAGEMENT IS TO CREATE AN ENVIRONMENT THAT ASSURES JUSTICE IS ACHIEVED IN EACH CASE IN A FAIR, TIMELY AND EFFICIENT MANNER.

Effective Caseflow Management Pursues the Following Objectives:

1. Equal access to court processes for all litigants.
2. Timely disposition consistent with the circumstances of the individual case.
3. Enhancement of the quality of the litigation process.
4. Enhancement of public confidence in the court as an institution.²

²Solomon, M. Caseflow Management in the Trial Court, ABA, Chicago, 1972.

CASE MANAGEMENT AXIOMS

1. Early and continuous court control of case progress avoids or reduces backlogs.
2. Dispositions occur when decision makers have the necessary information.
3. Every case, *with no exceptions*, must always have a date certain, *for a purpose certain*, assigned.
4. Date certainty disposes of cases.
5. Achieving dispositions before trial dates are set conserves time and resources.
6. A judge with open time will dispose of more cases than a judge constantly in trial.
7. Accurate, timely information is essential.
8. What people count influences human behavior.

ESSENTIAL ELEMENTS OF AN EFFECTIVE CASEFLOW MANAGEMENT SYSTEM

1. Judicial Leadership
2. Judges Committed
3. Key Staff Involved
4. Bar Consulted
5. Courts Set Expectations for Preparedness of Parties
6. Shared Expectations for What Will Happen on Hearing Date
7. Effective Information System
8. Credible Dates
9. Court Control of Continuances
10. Enhanced Public Confidence in Courts

EARLY COURT INTERVENTION

1. What is court intervention?
2. How early is early?
 - information available to court
 - information available to counsel
3. Experience of other jurisdictions with early intervention.
4. Determining the best early intervention point in your system.

THE OTHER 95%

ACHIEVING EARLY NON-TRIAL DISPOSITIONS

RULES:

1. Obtain dispositions before trial dates are scheduled.
2. Provide information necessary for decision makers to make decisions as early as possible.
3. Create the expectation of timeliness.
4. Create special early disposition tracks and programs for certain types of cases.

PROVEN TECHNIQUES FOR SUCCESSFUL CASEFLOW MANAGEMENT

1. Court attention to the case at the earliest possible point.
2. Time standards / guidelines for case disposition.
3. Court monitoring of the pleadings stage.
4. Early case conferences or other screening.
5. Case differentiation for track assignment and differential management.
6. Event deadlines.
7. Early disposition of motions.
8. Firm trial dates.
9. Restriction of continuances.



CREATING MEANINGFUL EVENTS

TIME: Day One, 4:00 PM to 5:00 PM

WHAT NEEDS TO BE DONE IN ORDER TO MAKE THE FIRST HEARING MORE MEANINGFUL?

PURPOSE: To provide an opportunity for teams to consider steps that could be taken to make the first scheduled court hearing a more meaningful event.

PROCESS: Working as a group, answer the following questions for the case type(s) assigned to your group:

1. Please list the reasons why a first hearing might be rescheduled for a new date.
2. How could those reasons for rescheduling be addressed and eliminated? How might the role of Court Administration change? The role of the Clerk's Office? The role of Counsel?
3. List the types of cases that can be disposed of at the first hearing.
4. Within each case type, could the number of cases disposed of at the first hearing be increased? If so, how? What information would be needed by the court / others prior to or at the first hearing if such cases were to be disposed on the first hearing? How might the role of the Court Administration change? The role of the Clerk's Office? The role of Counsel?

PRODUCT: If requested, review your list of responses.



ANALYSIS OF FACTORS AFFECTING CHANGE

TIME: Day Two, 2:30 – 3:15 PM

PURPOSE: Successful change requires both the effective leadership of the court and the early and continuing involvement of representatives of the Bar and of all the agencies that affect and are affected by the existing caseflow management and docketing systems. It is anticipated that, as part of the follow-up to this workshop, judges, clerks' office staff, Bar and agency representatives in will be formed into Task Forces. One of the first responsibilities of such a group is analysis of the forces operating in the environment which can either help or hinder change efforts. The purpose of this assignment is to begin the process of analyzing those forces and taking initial steps toward organization of the Task Forces.

PROCESS:

1. Use the form on the following page to identify factors such as rules, facilities, people, traditions, attitudes, events, etc. that may help or hinder your efforts to achieve the change(s) you have identified. Estimate the relative strength of each factor using the scale at the bottom of the form.
2. Examine the analysis of facilitating and hindering factors. Does it suggest any specific agencies or individuals who should be included in the Task Forces? If so, identify them. Develop a preliminary list of Task Force members.

PRODUCT: Select a member of your team to act as your spokesperson. The spokesperson should be prepared to briefly discuss (a) your team's two strongest facilitating and hindering factors; and (b) suggestions for additional members of the Task Forces.

PEER GROUP SESSION

TIME: Day Two, 3:30 PM to 4:15 PM

PURPOSE: This assignment is intended to give each professional group in the conference the opportunity to discuss among their colleagues the implications of strengthened caseload management by the courts.

PROCESS: A break-out room will be provided for each of the groups. The rooms will be announced at the conference. A facilitator will be provided for each of these groups to guide the discussion.

Recalling the presentations and court team meeting discussions held thus far, the groups should reflect on their responsibilities and possible contributions to the court process. The following questions should provide a structure for this discussion:

1. Given the essential elements for an effective caseload management system, what actions could be taken by each of the key players in this process? That is, what recommendations would you offer to each of the other groups to improve the quality and expeditiousness of these proceedings?
2. Within your own group, what do you consider to be your leadership responsibilities in strengthening your office's / agency's / court's internal management practices and procedures?

PRODUCT: If requested, a summary of the key ideas discussed during this session should be presented.



IDENTIFYING TASKS AND NEXT STEPS

TIME: Day Three, 8:45 - 10:00 AM

PURPOSE: This assignment is intended to give your team an initial start on the planning process that will continue after the workshop.

PROCESS: The key to this assignment is completion of the Project Planning Document. This document is an important tool for assuring a successful project. When completed in detail, it will provide a comprehensive guide for the planning and implementation activities necessary to implement change. The tentative caseflow and/or docket re-design you have developed, the list of helping and hindering factors you completed yesterday and this document will serve as the agenda documents for your future efforts.

In addition to forcing you to think through all the necessary steps for planning and implementing, the process of completing the document should also stimulate identification of the key agencies and individuals who should be involved on the Task Force and in these activities. Further, it requires you to make a realistic assessment of the time required complete each task and the overall project. While this Project Planning Document may change as a result of the Task Force deliberations, your work on it today will be critical to your success.

Working as a court team, fill out the form as described below. Be sure one of the tasks listed in this Planning Document is the first Task Force meeting, with a tentative date and the names of the Task Force members listed!

1. **Major Tasks and Subtasks:** In this box, list each action step associated with planning and implementation. Ignore Task Number for the moment. Fill it in last; that will allow you to change the order of the tasks if necessary. In order to get to the necessary level of detail, list subtasks under each major task heading as necessary. For example, the major task may be "Convene first meeting" and subtasks under that might be "Set up meeting with the Chief Judge", "Meet with the Chief Judge to select Task Force members", "Contact potential members re: willingness", "Select meeting date", "Copy materials from workshop for the Task Force", etc.
2. **Responsible Party:** Limit each task to one and only one responsible party, the person who either will personally complete the task or be responsible for seeing that it is done within the specified time.
3. **Need to Involve:** Enter here the names or position titles of those who must be (a) consulted or (b) advised and © those who have information you need in order to complete the task or subtask.
4. **Time to Complete:** Realistically assess the number of *working days* needed to complete each task or subtask. Build in time for unexpected delays!

Tab 8

5. **Start Date:** Enter the date you plan to start each task or subtask here.

6. **End Date:** Based on your proposed start date and the estimated time to complete the task or subtask, enter the date you plan to complete the task or subtask here.

PRODUCTS: The product will be your team's own completed Project Planning Document. Designate a spokesperson to present the summary at the plenary session following the break. The spokesperson should present the following: items to the groups:

- Main Goal(s)
- Principal Tasks
- First 5 Steps (to be completed in the next 3-6 weeks)



DISTRICT 1

CASE PROCESSING TIME STATISTICS

Although the title of each set of stats says "Cases Disposed from 11/98 - 10/99", the parameters have been changed to reflect any case filed from 1/1/97 - 11/30/99, showing the first final disposition entry on each case.

22-DEC-1999
 dl_stats_indict

WINNESHIEK COUNTY CLERK'S OFFICE

Indictable Misdemeanors

Disposed From 11/98 - 10/99

First Appearance Filing to Trial Information Filing

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Other	AO	16	0	12	6.00	5	10
Probation Revocation	AR	2	6	8	7.00	6	6
OWI-I	O1	74	0	13	5.91	6	9
OWI-II	O2	16	2	13	5.63	6	8
OWI-III	O3	6	1	6	3.67	3	4
PROBATION VIOLATION	PV	5	3	9	4.80	4	9
Drugs	RD	10	0	10	4.60	5	7
Other	RO	90	0	17	5.32	7	11
Probation Revocation	RR	5	2	17	7.00	6	8

Trial Information Filing to Disposition Filing

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Other	AO	22	0	248	52.36	35	63
Probation Revocation	AR	3	0	307	103.33	3	307
OWI-I	O1	81	11	545	82.06	67	108
OWI-II	O2	17	19	882	103.12	47	79
OWI-III	O3	6	72	460	165.33	98	102
PROBATION VIOLATION	PV	5	3	805	341.20	117	679
Drugs	RD	14	11	268	61.21	53	75
Other	RO	96	1	714	90.54	59	133
Probation Revocation	RR	5	77	811	383.00	301	439

First Appearance Filing to Disposition Filing

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Other	AO	18	1	254	45.11	30	57
Probation Revocation	AR	2	6	11	8.50	6	6
OWI-I	O1	75	19	550	88.52	73	117
OWI-II	O2	17	25	889	108.00	49	86
OWI-III	O3	6	74	461	169.00	104	108
PROBATION VIOLATION	PV	5	7	808	346.00	121	688
Drugs	RD	11	28	268	72.55	49	68
Other	RO	91	5	719	94.82	66	122
Probation Revocation	RR	5	94	813	390.00	307	441

22-DEC-1999
dl_stats_civil

BLACK HAWK COUNTY CLERK'S OFFICE
Civil Cases Disposed From 11/98 - 10/99
Petition Filed to Disposition
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Contract	EC	2	77	104	90.50	77	77
Auto Injury	LA	129	9	1,088	352.34	351	485
Personal Injury	LI	44	25	968	481.16	453	719
Legal Malpractice	LL	1	204	204	204.00	204	204
Medical Malpractice	LM	12	117	1,694	541.33	391	564
Other	LO	350	0	2,460	243.97	203	444
Product Liability	LP	2	386	511	448.50	386	386
sum					2,361.80	2,065	2,879

- * Data is calculated on the number of days between filings
- * A notaion of 0, (zero), means filed and disposed the same day
- * Only cases with petition filed and disposed considered
 - MIN - lowest time period between, (includes), the two filings
 - MAX - highest time period between, (includes), the two filings
 - MEAN - average time period between, (includes), the two filings
 - MEDIAN - sequential mid-point
 - 75TH % - seventy fifth percentile

22-DEC-1999
dl_stats_civil

CHICKASAW COUNTY CLERK'S OFFICE
Civil Cases Disposed From 11/98 - 10/99
Petition Filed to Disposition
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Contract	EC	3	40	488	251.00	225	488
Auto Injury	LA	1	559	559	559.00	559	559
Personal Injury	LI	6	131	629	406.00	393	440
Legal Malpractice	LL	1	961	961	961.00	961	961
Other	LO	32	20	1,744	270.72	123	417
Product Liability	LP	1	125	125	125.00	125	125
sum					2,572.72	2,386	2,990

- * Data is calculated on the number of days between filings
- * A notaion of 0, (zero), means filed and disposed the same day
- * Only cases with petition filed and disposed considered
 - MIN - lowest time period between, (includes), the two filings
 - MAX - highest time period between, (includes), the two filings
 - MEAN - average time period between, (includes), the two filings
 - MEDIAN - sequential mid-point
 - 75TH % - seventy fifth percentile

22-DEC-1999
dl_stats_civil

DUBUQUE COUNTY CLERK'S OFFICE
Civil Cases Disposed From 11/98 - 10/99
Petition Filed to Disposition
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Contract	EC	2	118	202	160.00	118	118
Auto Injury	LA	71	0	1,139	359.89	378	506
Personal Injury	LI	51	59	886	496.04	474	644
Legal Malpractice	LL	1	338	338	338.00	338	338
Medical Malpractice	LM	5	182	701	478.60	570	684
Other	LO	226	0	1,100	219.26	176	441
Product Liability	LP	1	1,134	1,134	1,134.00	1,134	1,134
sum					3,185.79	3,188	3,865

- * Data is calculated on the number of days between filings
- * A notaion of 0, (zero), means filed and disposed the same day
- * Only cases with petition filed and disposed considered
 - MIN - lowest time period between, (includes), the two filings
 - MAX - highest time period between, (includes), the two filings
 - MEAN - average time period between, (includes), the two filings
 - MEDIAN - sequential mid-point
 - 75TH % - seventy fifth percentile

22-DEC-1999
dl_stats_civil

DELAWARE COUNTY CLERK'S OFFICE
Civil Cases Disposed From 11/98 - 10/99
Petition Filed to Disposition
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Contract	EC	1	187	187	187.00	187	187
Auto Injury	LA	15	21	903	395.13	342	425
Personal Injury	LI	3	160	435	343.00	434	435
Medical Malpractice	LM	1	318	318	318.00	318	318
Other	LO	63	0	745	158.89	140	389
Product Liability	LP	1	293	293	293.00	293	293
sum					1,695.02	1,714	2,047

- * Data is calculated on the number of days between filings
- * A notaion of 0, (zero), means filed and disposed the same day
- * Only cases with petition filed and disposed considered
 - MIN - lowest time period between, (includes), the two filings
 - MAX - highest time period between, (includes), the two filings
 - MEAN - average time period between, (includes), the two filings
 - MEDIAN - sequential mid-point
 - 75TH % - seventy fifth percentile

22-DEC-1999
dl_stats_civil

FAYETTE COUNTY CLERK'S OFFICE
Civil Cases Disposed From 11/98 - 10/99
Petition Filed to Disposition
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Contract	EC	1	162	162	162.00	162	162
Auto Injury	LA	1	1,078	1,078	1,078.00	1,078	1,078
Personal Injury	LI	3	384	971	629.00	532	971
Legal Malpractice	LL	1	215	215	215.00	215	215
Other	LO	73	0	1,159	191.30	124	331
sum					2,275.30	2,111	2,757

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 - 75TH % - seventy fifth percentile

22-DEC-1999
dl_stats_civil

GRUNDY COUNTY CLERK'S OFFICE
Civil Cases Disposed From 11/98 - 10/99
Petition Filed to Disposition
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Contract	EC	2	42	252	147.00	42	42
Auto Injury	LA	3	196	247	229.33	245	247
Personal Injury	LI	4	19	657	363.75	176	603
Other	LO	20	3	781	198.50	115	281
sum					938.58	578	1,173

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 - 75TH % - seventy fifth percentile

22-DEC-1999
dl_stats_civil

HOWARD COUNTY CLERK'S OFFICE
Civil Cases Disposed From 11/98 - 10/99
Petition Filed to Disposition
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Contract	EC	2	81	609	345.00	81	81
Auto Injury	LA	3	35	995	451.00	323	995
Personal Injury	LI	3	322	782	505.33	412	782
Medical Malpractice	LM	1	824	824	824.00	824	824
Other	LO	37	12	992	342.57	263	485
sum					2,467.90	1,903	3,167

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22-DEC-1999
dl_stats_disso

ALLAMAKEE COUNTY CLERK'S OFFICE
Dissolutions Disposed From 11/98 - 10/99
Petition Filed to Disposition
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Children	DC	29	3	854	227.55	198	269
No Children	DN	21	0	410	109.14	104	175
Other	DO	1	0	0	.00	0	0
sum					336.69	302	444

22-DEC-1999
dl_stats_disso

BLACK HAWK COUNTY CLERK'S OFFICE
Dissolutions Disposed From 11/98 - 10/99
Petition Filed to Disposition
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Children	DC	303	0	1,114	261.08	230	377
No Children	DN	236	0	850	173.25	151	286
Other	DO	1	742	742	742.00	742	742
sum					1,176.33	1,123	1,405

22-DEC-1999
dl_stats_disso

BUCHANAN COUNTY CLERK'S OFFICE
Dissolutions Disposed From 11/98 - 10/99
Petition Filed to Disposition
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Children	DC	45	7	703	217.09	162	264
No Children	DN	28	6	576	173.43	133	197
Other	DO	2	0	309	154.50	0	0
sum					545.02	295	461

22-DEC-1999
dl_stats_disso

CHICKASAW COUNTY CLERK'S OFFICE
Dissolutions Disposed From 11/98 - 10/99
Petition Filed to Disposition
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Children	DC	36	12	1,744	347.00	228	400
No Children	DN	15	70	1,259	353.20	279	463
Other	DO	8	0	706	208.38	81	657
sum					908.58	588	1,520

22-DEC-1999
dl_stats_disso

DUBUQUE COUNTY CLERK'S OFFICE
Dissolutions Disposed From 11/98 - 10/99
Petition Filed to Disposition
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Children	DC	152	10	999	199.30	187	263
No Children	DN	117	0	1,009	168.70	151	234
Other	DO	53	0	435	15.91	20	178
sum					383.91	358	675

22-DEC-1999
dl_stats_disso

DELAWARE COUNTY CLERK'S OFFICE
Dissolutions Disposed From 11/98 - 10/99
Petition Filed to Disposition
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Children	DC	42	28	2,778	333.00	244	292
No Children	DN	24	2	354	127.50	103	208
Other	DO	2	0	249	124.50	0	0
sum					585.00	347	500

22-DEC-1999
dl_stats_disso

FAYETTE COUNTY CLERK'S OFFICE
Dissolutions Disposed From 11/98 - 10/99
Petition Filed to Disposition
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Children	DC	55	0	4,708	334.22	192	282
No Children	DN	28	3	593	150.21	98	176
Other	DO	2	56	240	148.00	56	56
sum					632.43	346	514

22-DEC-1999
dl_stats_disso

GRUNDY COUNTY CLERK'S OFFICE
Dissolutions Disposed From 11/98 - 10/99
Petition Filed to Disposition
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Children	DC	32	0	496	213.72	190	276
No Children	DN	18	11	367	130.61	108	181
Other	DO	1	279	279	279.00	279	279
sum					623.33	577	736

22-DEC-1999
dl_stats_disso

WINNESHIEK COUNTY CLERK'S OFFICE
Dissolutions Disposed From 11/98 - 10/99
Petition Filed to Disposition
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Children	DC	35	0	1,379	229.37	115	256
No Children	DN	20	0	399	122.95	117	162
sum					352.32	232	418

22-DEC-1999
dl_stats_fel

ALLAMAKEE COUNTY CLERK'S OFFICE
Felony Cases Disposed From 11/98 - 10/99
First Appearance Filing to Trial Information Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Assault	FA	1	6	6	6.00	6	6
Burglary	FB	2	6	6	6.00	6	6
Drug	FD	5	3	19	11.60	9	18
Fraud	FF	1	10	10	10.00	10	10
Other	FO	8	1	18	6.63	6	7
Sexual Abuse	FS	2	0	105	52.50	0	0
Probation Violation	FX	1	11	11	11.00	11	11

Trial Information Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Assault	FA	1	282	282	282.00	282	282
Burglary	FB	3	73	294	148.00	77	294
Drug	FD	6	62	490	224.83	167	182
Fraud	FF	1	28	28	28.00	28	28
Murder	FM	1	280	280	280.00	280	280
Other	FO	11	54	238	115.45	105	119
Sexual Abuse	FS	2	0	105	52.50	0	0
Probation Violation	FX	1	700	700	700.00	700	700

First Appearance Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Assault	FA	1	288	288	288.00	288	288
Burglary	FB	2	83	300	191.50	83	83
Drug	FD	5	65	509	248.00	191	347
Fraud	FF	1	38	38	38.00	38	38
Other	FO	8	77	242	130.63	119	137
Sexual Abuse	FS	2	105	105	105.00	105	105
Probation Violation	FX	1	711	711	711.00	711	711

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75TH % - seventy fifth percentile

22-DEC-1999
dl_stats_fel

BLACK HAWK COUNTY CLERK'S OFFICE
Felony Cases Disposed From 11/98 - 10/99
First Appearance Filing to Trial Information Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Assault	FA	13	2	44	18.62	11	37
Burglary	FB	92	1	56	17.04	19	32
Drug	FD	117	0	530	23.44	21	36
Fraud	FF	2	5	28	16.50	5	5
Other	FO	202	0	448	24.14	29	42
Robbery	FR	40	1	74	11.23	12	16
Sexual Abuse	FS	12	3	21	9.67	10	12
Theft	FT	64	0	131	16.06	14	32
Parole Violation	FV	2	12	40	26.00	12	12
Probation Violation	FX	214	0	382	21.66	27	42

Trial Information Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Assault	FA	13	46	678	215.15	183	226
Burglary	FB	104	5	479	136.48	108	202
Drug	FD	134	11	471	179.27	155	245
Fraud	FF	3	40	176	118.33	139	176
Other	FO	233	0	505	133.54	134	209
Robbery	FR	41	0	536	178.71	124	260
Sexual Abuse	FS	13	73	553	227.00	178	298
Theft	FT	67	0	427	132.84	108	226
Parole Violation	FV	2	561	695	628.00	561	561
Probation Violation	FX	239	5	971	388.52	378	634
sum					2,337.84	2,068	3,037

First Appearance Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Assault	FA	13	53	721	233.77	212	230
Burglary	FB	104	12	515	151.24	127	232
Drug	FD	134	21	644	199.31	190	256
Fraud	FF	3	45	204	128.67	137	204
Other	FO	232	2	619	153.75	137	217
Robbery	FR	40	4	576	188.98	137	256
Sexual Abuse	FS	13	87	552	235.85	186	305
Theft	FT	67	13	468	147.54	120	223
Parole Violation	FV	2	601	707	654.00	601	601
Probation Violation	FX	239	8	1,008	406.63	394	656

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BUCHANAN COUNTY CLERK'S OFFICE
Felony Cases Disposed From 11/98 - 10/99
First Appearance Filing to Trial Information Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Assault	FA	3	25	42	31.67	28	42
Burglary	FB	7	6	27	17.57	17	23
Drug	FD	5	11	22	19.40	20	22
Other	FO	13	3	34	13.85	18	22
Robbery	FR	1	9	9	9.00	9	9
Sexual Abuse	FS	2	3	6	4.50	3	3
Theft	FT	5	0	45	21.20	19	28
Probation Violation	FX	16	2	204	31.19	21	29

Trial Information Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Assault	FA	4	60	225	111.75	74	88
Burglary	FB	7	0	315	149.57	157	301
Drug	FD	7	133	273	205.57	175	210
Fraud	FF	2	84	105	94.50	84	84
Other	FO	15	52	288	119.93	112	224
Robbery	FR	1	147	147	147.00	147	147
Sexual Abuse	FS	2	29	119	74.00	29	29
Theft	FT	7	14	300	147.29	119	226
Probation Violation	FX	18	84	966	574.22	532	718

First Appearance Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Assault	FA	3	85	267	156.00	116	267
Burglary	FB	7	6	328	167.14	97	179
Drug	FD	5	153	295	219.60	186	232
Fraud	FF	1	83	83	83.00	83	83
Other	FO	13	15	238	105.54	126	151
Robbery	FR	1	156	156	156.00	156	156
Sexual Abuse	FS	2	35	122	78.50	35	35
Theft	FT	5	33	300	167.80	126	254
Probation Violation	FX	16	106	978	585.50	567	778

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CHICKASAW COUNTY CLERK'S OFFICE
Felony Cases Disposed From 11/98 - 10/99
First Appearance Filing to Trial Information Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Burglary	FB	1	0	0	.00	0	0
Drug	FD	7	0	0	.00	0	0
Other	FO	4	0	35	16.75	32	35
Theft	FT	2	0	74	37.00	0	0

Trial Information Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Burglary	FB	3	56	420	177.33	56	56
Drug	FD	7	99	629	266.14	271	567
Other	FO	6	63	280	143.17	104	132
Sexual Abuse	FS	1	154	154	154.00	154	154
Theft	FT	3	92	252	163.00	145	252

First Appearance Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Burglary	FB	3	55	420	176.67	55	55
Drug	FD	7	99	629	266.14	271	567
Other	FO	6	62	280	154.00	132	139
Sexual Abuse	FS	1	153	153	153.00	153	153
Theft	FT	3	91	326	187.33	145	326

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22-DEC-1999
dl_stats_fel

CLAYTON COUNTY CLERK'S OFFICE
Felony Cases Disposed From 11/98 - 10/99
First Appearance Filing to Trial Information Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Burglary	FB	5	0	0	.00	0	0
Other	FO	8	0	36	15.50	14	34
Sexual Abuse	FS	2	0	5	2.50	0	0
Theft	FT	1	0	0	.00	0	0
Probation Violation	FX	2	0	29	14.50	0	0

Trial Information Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Burglary	FB	5	70	140	92.80	71	112
Fraud	FF	1	63	63	63.00	63	63
Other	FO	8	56	238	125.75	118	132
Sexual Abuse	FS	3	112	154	130.67	126	154
Theft	FT	1	134	134	134.00	134	134
Probation Violation	FX	2	118	196	157.00	118	118

First Appearance Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Burglary	FB	5	70	140	92.80	71	112
Fraud	FF	1	62	62	62.00	62	62
Other	FO	8	90	238	141.25	141	187
Sexual Abuse	FS	3	112	159	132.00	125	159
Theft	FT	1	134	134	134.00	134	134
Probation Violation	FX	2	118	225	171.50	118	118

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DUBUQUE COUNTY CLERK'S OFFICE
Felony Cases Disposed From 11/98 - 10/99
First Appearance Filing to Trial Information Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Assault	FA	1	9	9	9.00	9	9
Burglary	FB	47	0	284	21.15	14	31
Drug	FD	74	0	130	17.35	21	39
Fraud	FF	5	3	42	14.00	5	10
Other	FO	83	0	324	16.25	17	39
Robbery	FR	3	6	9	8.00	6	6
Sexual Abuse	FS	13	3	46	20.38	23	39
Theft	FT	29	6	44	16.45	23	35
Parole Violation	FV	2	7	7	7.00	7	7
Probation Violation	FX	35	0	73	14.60	15	30

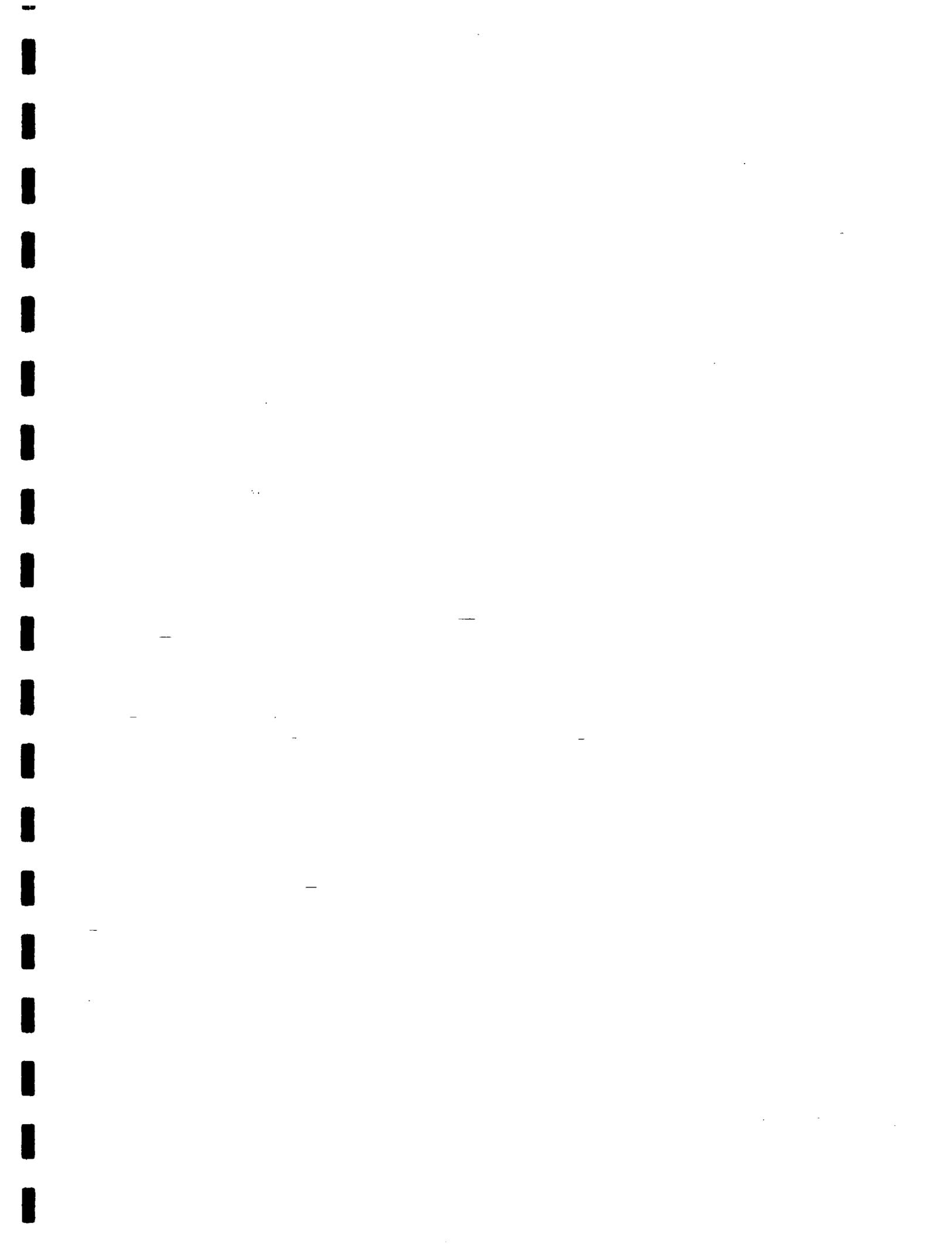
Trial Information Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Assault	FA	1	133	133	133.00	133	133
Burglary	FB	57	8	570	153.40	120	209
Drug	FD	80	1	693	246.60	154	273
Fraud	FF	5	32	384	154.20	116	160
Other	FO	112	4	742	163.22	143	237
Robbery	FR	3	4	104	68.00	96	104
Sexual Abuse	FS	14	40	445	138.29	102	160
Theft	FT	32	1	568	162.91	121	202
Parole Violation	FV	2	81	166	123.50	81	81
Probation Violation	FX	46	0	724	413.89	433	589

First Appearance Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Assault	FA	1	142	142	142.00	142	142
Burglary	FB	55	15	572	174.40	129	210
Drug	FD	80	8	692	258.95	177	368
Fraud	FF	5	42	389	168.20	158	163
Other	FO	103	7	748	170.68	145	246
Robbery	FR	3	13	113	76.00	102	113
Sexual Abuse	FS	13	47	490	161.46	148	171
Theft	FT	30	5	574	187.63	160	237
Parole Violation	FV	2	88	173	130.50	88	88
Probation Violation	FX	46	8	769	410.59	433	596

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22-DEC-1999
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DELAWARE COUNTY CLERK'S OFFICE
Felony Cases Disposed From 11/98 - 10/99
First Appearance Filing to Trial Information Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Assault	FA	5	0	42	13.20	7	11
Burglary	FB	5	4	19	10.00	4	4
Drug	FD	9	6	38	17.89	14	19
Fraud	FF	1	12	12	12.00	12	12
Other	FO	3	15	34	22.67	19	34
Sexual Abuse	FS	3	3	42	20.67	17	42
Theft	FT	3	4	7	5.00	4	4
Probation Violation	FX	9	0	14	5.89	5	8

Trial Information Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Assault	FA	6	42	329	129.17	147	165
Burglary	FB	8	7	294	166.25	154	213
Drug	FD	12	59	391	236.67	203	322
Fraud	FF	1	167	167	167.00	167	167
Other	FO	5	0	173	55.20	5	98
Sexual Abuse	FS	3	45	490	199.33	63	490
Theft	FT	6	28	256	140.50	112	117
Probation Violation	FX	12	96	764	297.50	203	677

First Appearance Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Assault	FA	5	53	329	159.80	154	207
Burglary	FB	5	11	232	135.20	130	173
Drug	FD	10	73	390	232.80	203	318
Fraud	FF	1	179	179	179.00	179	179
Other	FO	4	20	139	77.50	34	117
Sexual Abuse	FS	3	48	532	220.00	80	532
Theft	FT	3	32	263	137.00	116	263
Probation Violation	FX	11	104	778	284.00	203	252

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22-DEC-1999
dl_stats_fel

FAYETTE COUNTY CLERK'S OFFICE
Felony Cases Disposed From 11/98 - 10/99
First Appearance Filing to Trial Information Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Burglary	FB	3	9	65	37.33	38	65
Drug	FD	3	42	44	43.00	43	44
Other	FO	4	13	45	28.50	28	45
Robbery	FR	1	0	0	.00	0	0
Sexual Abuse	FS	1	36	36	36.00	36	36
Theft	FT	3	10	30	23.33	10	10
Parole Violation	FV	1	314	314	314.00	314	314

Trial Information Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Assault	FA	3	7	179	78.67	50	179
Burglary	FB	12	0	987	363.00	147	546
Drug	FD	7	73	593	255.71	157	526
Fraud	FF	1	158	158	158.00	158	158
Other	FO	23	45	716	200.87	158	231
Robbery	FR	4	139	699	388.00	189	525
Sexual Abuse	FS	4	0	159	95.50	72	151
Theft	FT	13	25	217	107.62	92	129
Parole Violation	FV	1	286	286	286.00	286	286
Probation Violation	FX	1	161	161	161.00	161	161

First Appearance Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Burglary	FB	3	171	996	721.00	171	171
Drug	FD	3	116	201	171.00	196	201
Other	FO	12	31	729	240.75	137	217
Robbery	FR	4	49	139	94.00	49	49
Sexual Abuse	FS	1	187	187	187.00	187	187
Theft	FT	6	58	185	130.00	115	159
Parole Violation	FV	2	278	278	278.00	278	278
Probation Violation	FX	1	160	160	160.00	160	160

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MEAN - average time period between, (includes), the two filings

MEDIAN - sequential mid-point

75TH % - seventy fifth percentile

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GRUNDY COUNTY CLERK'S OFFICE
Felony Cases Disposed From 11/98 - 10/99
First Appearance Filing to Trial Information Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Burglary	FB	15	7	154	45.20	29	42
Drug	FD	11	7	34	20.45	17	33
Other	FO	2	10	20	15.00	10	10
Sexual Abuse	FS	1	11	11	11.00	11	11
Theft	FT	1	35	35	35.00	35	35

Trial Information Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Burglary	FB	18	0	590	136.78	98	151
Drug	FD	11	105	721	348.18	181	238
Other	FO	4	7	139	87.25	84	119
Sexual Abuse	FS	1	119	119	119.00	119	119
Theft	FT	1	133	133	133.00	133	133

First Appearance Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Burglary	FB	16	35	406	145.44	143	182
Drug	FD	11	131	738	368.64	189	245
Other	FO	2	17	104	60.50	17	17
Sexual Abuse	FS	1	130	130	130.00	130	130
Theft	FT	1	168	168	168.00	168	168

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 - MEDIAN - sequential mid-point
 - 75TH % - seventy fifth percentile

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HOWARD COUNTY CLERK'S OFFICE
Felony Cases Disposed From 11/98 - 10/99
First Appearance Filing to Trial Information Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Assault	FA	1	0	0	.00	0	0
Drug	FD	6	7	34	22.33	26	34
Other	FO	2	7	26	16.50	7	7
Sexual Abuse	FS	1	12	12	12.00	12	12
Theft	FT	3	5	21	13.33	14	21

Trial Information Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Assault	FA	1	134	134	134.00	134	134
Drug	FD	6	126	472	301.17	310	399
Other	FO	2	120	301	210.50	120	120
Sexual Abuse	FS	2	80	545	312.50	80	80
Theft	FT	3	42	162	117.00	147	162

First Appearance Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Assault	FA	1	134	134	134.00	134	134
Drug	FD	6	160	479	323.50	336	406
Other	FO	2	146	308	227.00	146	146
Sexual Abuse	FS	2	92	341	216.50	92	92
Theft	FT	3	47	176	130.33	168	176

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 - MIN - lowest time period between, (includes), the two filings
 - MAX - highest time period between, (includes), the two filings
 - MEAN - average time period between, (includes), the two filings
 - MEDIAN - sequential mid-point
 - 75TH % - seventy fifth percentile

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WINNESHIEK COUNTY CLERK'S OFFICE
Felony Cases Disposed From 11/98 - 10/99
First Appearance Filing to Trial Information Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Murder	FM	1	5	5	5.00	5	5
Other	FO	1	4	4	4.00	4	4
Theft	FT	3	12	22	16.33	15	22
Probation Violation	FX	1	3	3	3.00	3	3

Trial Information Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Burglary	FB	2	67	158	112.50	67	67
Fraud	FF	1	98	98	98.00	98	98
Murder	FM	1	283	283	283.00	283	283
Other	FO	2	91	168	129.50	91	91
Theft	FT	5	0	602	162.20	77	80
Probation Violation	FX	5	63	910	528.60	651	777

First Appearance Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Burglary	FB	2	61	154	107.50	61	61
Murder	FM	1	288	288	288.00	288	288
Other	FO	1	95	95	95.00	95	95
Theft	FT	3	22	92	60.33	67	92
Probation Violation	FX	3	66	757	490.33	648	757

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MAX - highest time period between, (includes), the two filings

MEAN - average time period between, (includes), the two filings

MEDIAN - sequential mid-point

75TH % - seventy fifth percentile

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ALLAMAKEE COUNTY CLERK'S OFFICE
Indictable Misdemeanors
Disposed From 11/98 - 10/99
First Appearance Filing to Trial Information Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Other	AO	6	3	18	9.50	7	12
OWI-I	O1	22	3	20	11.77	11	14
OWI-II	O2	3	9	18	15.00	9	9
OWI-III	O3	4	9	18	13.75	11	17
Drugs	RD	3	4	14	9.00	9	14
Other	RO	33	4	32	12.00	13	18

Trial Information Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Other	AO	13	14	704	225.15	131	196
OWI-I	O1	34	14	228	84.32	77	109
OWI-II	O2	5	84	182	132.00	128	168
OWI-III	O3	4	108	399	251.00	217	280
Drugs	RD	8	63	448	133.63	91	133
Other	RO	53	14	483	79.43	70	112

First Appearance Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Other	AO	6	19	716	298.33	109	134
OWI-I	O1	22	32	236	97.09	95	124
OWI-II	O2	3	116	191	151.00	146	191
OWI-III	O3	4	119	416	264.75	235	289
Drugs	RD	4	79	433	195.00	131	137
Other	RO	36	7	488	94.50	79	118

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 - 75TH % - seventy fifth percentile

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BLACK HAWK COUNTY CLERK'S OFFICE
Indictable Misdemeanors
Disposed From 11/98 - 10/99
First Appearance Filing to Trial Information Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Drugs	AD	3	21	38	30.33	32	38
Other	AO	521	0	482	31.29	28	42
Probation Revocation	AR	316	0	74	28.97	26	39
OWI-I	O1	416	1	141	35.74	27	39
OWI-II	O2	126	5	47	35.68	26	38
OWI-III	O3	70	1	46	29.57	26	39
PROBATION VIOLATION	PV	118	0	73	35.75	28	41
Drugs	RD	358	0	389	33.17	27	38
Other	RO	962	0	550	28.93	36	79
Probation Revocation	RR	323	0	360	33.41	27	40

Trial Information Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Drugs	AD	3	0	168	93.33	112	168
Other	AO	573	0	924	153.91	153	238
Probation Revocation	AR	347	0	945	380.50	364	595
Parole Violation	AV	1	394	394	394.00	394	394
OWI-I	O1	489	0	797	164.18	156	245
OWI-II	O2	138	14	661	163.51	155	197
OWI-III	O3	78	15	798	152.14	126	175
PROBATION VIOLATION	PV	128	7	1,007	462.48	524	662
Drugs	RD	392	13	790	166.57	160	260
Other	RO	1,681	0	973	110.45	191	336
Probation Revocation	RR	373	0	1,016	370.88	400	561

First Appearance Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Drugs	AD	3	32	189	123.67	150	189
Other	AO	575	9	963	181.30	176	259
Probation Revocation	AR	348	14	943	405.39	417	622
Parole Violation	AV	1	392	392	392.00	392	392
OWI-I	O1	489	4	819	193.45	184	274
OWI-II	O2	138	20	706	193.17	190	234
OWI-III	O3	78	23	838	178.36	146	201
PROBATION VIOLATION	PV	128	14	1,001	495.18	543	696
Drugs	RD	394	11	834	195.23	186	279
Other	RO	1,368	0	910	142.60	197	330
Probation Revocation	RR	358	7	1,023	398.02	427	592

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BUCHANAN COUNTY CLERK'S OFFICE
Indictable Misdemeanors
Disposed From 11/98 - 10/99
First Appearance Filing to Trial Information Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Other	AO	40	2	46	34.85	31	42
Probation Revocation	AR	10	35	46	41.30	41	44
Parole Violation	AV	1	28	28	28.00	28	28
OWI-I	O1	66	0	47	40.00	36	43
OWI-II	O2	37	36	47	42.05	42	44
OWI-III	O3	15	0	45	32.87	32	42
PROBATION VIOLATION	PV	16	14	45	40.81	42	43
Drugs	RD	38	2	46	31.50	27	39
Other	RO	160	5	47	34.87	29	38
Probation Revocation	RR	22	1	46	34.27	36	42

Trial Information Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Other	AO	45	3	336	110.40	101	136
Probation Revocation	AR	12	77	731	383.33	378	514
Parole Violation	AV	1	368	368	368.00	368	368
OWI-I	O1	74	0	318	96.05	94	126
OWI-II	O2	41	45	311	123.51	112	150
OWI-III	O3	16	14	420	166.44	102	259
PROBATION VIOLATION	PV	17	14	766	274.76	136	430
Drugs	RD	41	0	640	116.98	106	154
Other	RO	191	0	885	86.26	81	129
Probation Revocation	RR	26	4	829	343.31	336	497

First Appearance Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Other	AO	40	46	361	145.40	137	193
Probation Revocation	AR	12	88	777	377.67	261	563
Parole Violation	AV	1	396	396	396.00	396	396
OWI-I	O1	67	0	360	129.16	139	163
OWI-II	O2	37	88	354	165.62	147	188
OWI-III	O3	15	56	428	204.67	172	330
PROBATION VIOLATION	PV	17	2	780	280.18	167	448
Drugs	RD	40	7	674	148.40	134	182
Other	RO	164	3	483	119.24	114	154
Probation Revocation	RR	23	1	872	388.70	382	519

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CHICKASAW COUNTY CLERK'S OFFICE
Indictable Misdemeanors
Disposed From 11/98 - 10/99
First Appearance Filing to Trial Information Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Drugs	AD	2	0	41	20.50	0	0
Other	AO	11	0	40	6.55	4	28
Parole Violation	AV	1	0	0	.00	0	0
OWI-I	O1	15	0	18	3.40	11	14
OWI-II	O2	11	0	49	13.36	24	32
OWI-III	O3	1	0	0	.00	0	0
Drugs	RD	16	0	45	7.88	32	34
Other	RO	45	0	91	15.84	26	42

Trial Information Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Drugs	AD	3	50	552	278.00	232	552
Other	AO	19	20	643	162.68	104	174
Parole Violation	AV	1	298	298	298.00	298	298
OWI-I	O1	22	0	650	97.45	68	83
OWI-II	O2	18	32	412	121.06	85	125
OWI-III	O3	4	48	545	223.25	91	209
Drugs	RD	25	13	858	129.84	75	91
Other	RO	56	0	375	96.52	83	147

First Appearance Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Drugs	AD	3	50	551	291.33	273	551
Other	AO	19	19	643	166.05	103	173
Parole Violation	AV	1	298	298	298.00	298	298
OWI-I	O1	22	14	649	99.45	73	101
OWI-II	O2	18	31	411	128.83	125	143
OWI-III	O3	3	47	208	115.33	91	208
Drugs	RD	25	12	857	134.52	77	125
Other	RO	56	6	374	109.05	104	168

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CLAYTON COUNTY CLERK'S OFFICE
Indictable Misdemeanors
Disposed From 11/98 - 10/99
First Appearance Filing to Trial Information Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Drugs	AD	1	15	15	15.00	15	15
Other	AO	13	0	38	13.38	10	14
Probation Revocation	AR	1	6	6	6.00	6	6
OWI-I	O1	42	0	40	13.57	18	27
OWI-II	O2	7	0	35	16.14	15	24
OWI-III	O3	8	8	43	28.25	25	37
PROBATION VIOLATION	PV	7	0	40	16.57	15	25
Drugs	RD	3	12	41	27.00	28	41
Other	RO	70	0	98	15.66	20	33
Probation Revocation	RR	1	13	13	13.00	13	13

Trial Information Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Drugs	AD	1	63	63	63.00	63	63
Other	AO	19	13	580	116.58	77	127
Probation Revocation	AR	2	69	77	73.00	69	69
OWI-I	O1	59	6	518	93.31	84	147
OWI-II	O2	9	13	139	88.00	97	119
OWI-III	O3	11	55	287	147.91	125	181
PROBATION VIOLATION	PV	8	20	97	60.63	66	68
Drugs	RD	3	6	203	73.67	12	203
Other	RO	92	1	363	86.24	89	125
Probation Revocation	RR	1	41	41	41.00	41	41

First Appearance Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Drugs	AD	1	78	78	78.00	78	78
Other	AO	19	13	579	125.42	90	138
Probation Revocation	AR	2	75	76	75.50	75	75
OWI-I	O1	59	12	517	102.68	89	146
OWI-II	O2	9	19	149	100.33	99	130
OWI-III	O3	11	70	312	168.18	141	223
PROBATION VIOLATION	PV	8	45	137	75.00	68	70
Drugs	RD	3	18	244	100.67	40	244
Other	RO	92	1	375	97.76	90	129
Probation Revocation	RR	1	54	54	54.00	54	54

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DUBUQUE COUNTY CLERK'S OFFICE
Indictable Misdemeanors
Disposed From 11/98 - 10/99

First Appearance Filing to Trial Information Filing

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Other	AO	170	0	373	23.81	27	38
Probation Revocation	AR	93	0	45	20.57	24	36
OWI-I	O1	339	0	154	24.40	26	38
OWI-II	O2	21	7	45	28.90	22	41
OWI-III	O3	29	4	44	23.34	18	36
PROBATION VIOLATION	PV	137	0	57	25.35	27	36
Drugs	RD	18	0	314	34.61	16	35
Other	RO	625	0	706	21.19	27	41
Probation Revocation	RR	294	0	58	20.66	24	36

Trial Information Filing to Disposition Filing

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Other	AO	185	0	772	120.89	109	179
Probation Revocation	AR	105	19	957	321.81	268	516
OWI-I	O1	354	1	831	118.59	111	177
OWI-II	O2	21	31	188	79.90	69	105
OWI-III	O3	29	73	505	141.79	124	160
PROBATION VIOLATION	PV	141	18	814	324.29	353	573
Drugs	RD	19	24	494	168.63	98	327
Other	RO	688	0	882	110.27	124	203
Probation Revocation	RR	324	1	944	275.76	250	466

First Appearance Filing to Disposition Filing

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Other	AO	176	1	780	143.47	131	200
Probation Revocation	AR	103	26	994	332.40	245	524
OWI-I	O1	349	11	873	141.86	134	195
OWI-II	O2	21	50	231	108.81	104	127
OWI-III	O3	29	86	514	165.14	142	197
PROBATION VIOLATION	PV	139	29	850	345.76	343	582
Drugs	RD	19	56	494	201.37	119	235
Other	RO	667	5	881	128.89	140	217
Probation Revocation	RR	315	9	958	287.72	272	512

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DELAWARE COUNTY CLERK'S OFFICE
Indictable Misdemeanors
Disposed From 11/98 - 10/99
First Appearance Filing to Trial Information Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Other	AO	15	4	36	12.60	12	18
Probation Revocation	AR	10	4	37	16.80	11	35
OWI-I	O1	22	6	41	18.59	14	28
OWI-II	O2	12	4	35	15.75	14	23
OWI-III	O3	4	4	32	12.75	6	9
PROBATION VIOLATION	PV	10	7	20	13.90	14	16
Drugs	RD	14	6	38	15.21	17	20
Other	RO	88	0	42	13.05	13	20
Probation Revocation	RR	16	4	42	16.94	15	24

Trial Information Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Other	AO	23	2	378	117.78	88	179
Probation Revocation	AR	10	81	784	399.70	480	588
OWI-I	O1	31	35	822	138.00	109	168
OWI-II	O2	14	58	382	133.07	102	136
OWI-III	O3	6	37	368	140.50	88	109
PROBATION VIOLATION	PV	13	25	709	318.69	276	479
Drugs	RD	18	11	252	86.00	81	105
Other	RO	120	7	697	119.96	100	200
Probation Revocation	RR	22	53	697	315.05	340	504

First Appearance Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Other	AO	18	1	302	109.06	101	142
Probation Revocation	AR	10	93	791	416.50	491	623
OWI-I	O1	23	66	829	166.52	133	182
OWI-II	O2	13	42	396	127.92	109	144
OWI-III	O3	4	69	115	90.25	80	97
PROBATION VIOLATION	PV	11	39	725	299.73	290	420
Drugs	RD	15	22	290	110.00	108	149
Other	RO	93	6	584	125.24	102	158
Probation Revocation	RR	19	52	704	353.84	428	518

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FAYETTE COUNTY CLERK'S OFFICE
Indictable Misdemeanors
Disposed From 11/98 - 10/99
First Appearance Filing to Trial Information Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Other	AO	18	0	36	16.00	18	27
OWI-I	O1	27	0	42	12.85	11	21
OWI-II	O2	7	0	32	10.71	12	14
OWI-III	O3	7	0	34	15.57	13	28
Drugs	RD	19	0	42	11.26	12	26
Other	RO	54	0	41	13.28	14	25

Trial Information Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Drugs	AD	1	84	84	84.00	84	84
Other	AO	55	0	805	190.00	91	175
OWI-I	O1	72	14	833	162.44	98	399
OWI-II	O2	24	21	638	106.00	76	112
OWI-III	O3	19	14	561	158.37	118	203
Drugs	RD	36	8	833	180.03	105	308
Other	RO	140	7	826	160.39	112	309

First Appearance Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Other	AO	25	0	832	169.96	90	112
OWI-I	O1	42	14	833	119.26	76	99
OWI-II	O2	12	56	181	97.83	85	111
OWI-III	O3	7	90	584	195.29	128	181
Drugs	RD	19	26	500	157.11	106	189
Other	RO	72	1	812	131.40	89	125

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GRUNDY COUNTY CLERK'S OFFICE
Indictable Misdemeanors
Disposed From 11/98 - 10/99
First Appearance Filing to Trial Information Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Drugs	AD	1	25	25	25.00	25	25
Other	AO	8	12	42	27.38	25	34
OWI-I	O1	47	6	43	27.30	26	35
OWI-II	O2	19	6	175	31.63	27	36
OWI-III	O3	10	4	49	18.10	11	35
Drugs	RD	37	1	46	28.14	28	35
Other	RO	81	0	71	25.43	25	35
Probation Revocation	RR	1	7	7	7.00	7	7

Trial Information Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Drugs	AD	1	64	64	64.00	64	64
Other	AO	11	29	693	175.73	99	171
OWI-I	O1	53	0	799	164.23	126	210
OWI-II	O2	20	1	435	177.55	169	252
OWI-III	O3	11	6	210	95.45	84	161
Drugs	RD	41	15	610	185.02	148	259
Other	RO	90	0	745	175.71	139	287
Probation Revocation	RR	1	385	385	385.00	385	385

First Appearance Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Drugs	AD	1	89	89	89.00	89	89
Other	AO	8	55	735	186.25	104	123
OWI-I	O1	48	9	837	185.33	140	225
OWI-II	O2	19	29	462	209.63	197	291
OWI-III	O3	10	12	214	107.20	119	167
Drugs	RD	37	54	611	214.57	182	301
Other	RO	82	11	687	186.63	148	264
Probation Revocation	RR	1	392	392	392.00	392	392

22-DEC-1999
dl_stats_indict

HOWARD COUNTY CLERK'S OFFICE
Indictable Misdemeanors
Disposed From 11/98 - 10/99
First Appearance Filing to Trial Information Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Other	AO	12	6	27	14.83	13	16
OWI-I	O1	44	0	49	15.02	16	26
OWI-II	O2	10	7	27	16.00	20	23
OWI-III	O3	3	7	35	16.67	8	35
Drugs	RD	12	0	32	12.25	13	21
Other	RO	53	1	42	14.87	17	25

Trial Information Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Other	AO	12	21	289	112.67	98	175
OWI-I	O1	46	7	764	145.35	98	210
OWI-II	O2	10	0	175	104.10	112	119
OWI-III	O3	3	49	175	120.67	138	175
Drugs	RD	12	13	574	264.75	203	478
Other	RO	58	1	504	146.29	113	245

First Appearance Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Other	AO	12	37	310	127.50	111	140
OWI-I	O1	46	22	783	159.67	106	233
OWI-II	O2	10	21	190	120.10	120	135
OWI-III	O3	3	56	210	137.33	146	210
Drugs	RD	12	23	595	277.00	216	492
Other	RO	58	0	517	159.79	126	234

22-DEC-1999
dl_stats_civil

ALLAMAKEE COUNTY CLERK'S OFFICE
Civil Cases Disposed From 11/98 - 10/99
Petition Filed to Disposition
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Auto Injury	LA	5	211	516	312.00	266	319
Personal Injury	LI	1	483	483	483.00	483	483
Legal Malpractice	LL	1	389	389	389.00	389	389
Other	LO	36	0	583	168.25	62	235

- * Data is calculated on the number of days between filings
- * A notaion of 0, (zero), means filed and disposed the same day
- * Only cases with petition filed and disposed considered
 - MIN - lowest time period between, (includes), the two filings
 - MAX - highest time period between, (includes), the two filings
 - MEAN - average time period between, (includes), the two filings
 - MEDIAN - sequential mid-point
 - 75TH % - seventy fifth percentile

23-DEC-1999
dl_stats_civil

BUCHANAN COUNTY CLERK'S OFFICE
Civil Cases Disposed From 11/98 - 10/99
Petition Filed to Disposition
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Contract	EC	7	27	962	350.00	316	560
Auto Injury	LA	8	101	971	462.38	399	488
Personal Injury	LI	6	358	703	535.00	540	560
Other	LO	60	2	795	196.33	113	252
Product Liability	LP	2	127	674	400.50	127	127

22-DEC-1999
dl_stats_civil

CLAYTON COUNTY CLERK'S OFFICE
Civil Cases Disposed From 11/98 - 10/99
Petition Filed to Disposition
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Contract	EC	3	0	190	101.67	115	190
Auto Injury	LA	6	12	685	320.67	177	323
Personal Injury	LI	10	175	708	474.70	510	534
Other	LO	46	-762	838	98.85	77	288
Product Liability	LP	1	584	584	584.00	584	584
sum					1,579.89	1,463	1,919

- * Data is calculated on the number of days between filings
- * A notaion of 0, (zero), means filed and disposed the same day
- * Only cases with petition filed and disposed considered
- MIN - lowest time period between, (includes), the two filings
- MAX - highest time period between, (includes), the two filings
- MEAN - average time period between, (includes), the two filings
- MEDIAN - sequential mid-point
- 75TH % - seventy fifth percentile

22-DEC-1999
dl_stats_indict

WINNESHIEK COUNTY CLERK'S OFFICE
Indictable Misdemeanors
Disposed From 11/98 - 10/99
First Appearance Filing to Trial Information Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Other	AO	16	0	12	6.00	5	10
Probation Revocation	AR	2	6	8	7.00	6	6
OWI-I	O1	74	0	13	5.91	6	9
OWI-II	O2	16	2	13	5.63	6	8
OWI-III	O3	6	1	6	3.67	3	4
PROBATION VIOLATION	PV	5	3	9	4.80	4	9
Drugs	RD	10	0	10	4.60	5	7
Other	RO	90	0	17	5.32	7	11
Probation Revocation	RR	5	2	17	7.00	6	8

Trial Information Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Other	AO	22	0	248	52.36	35	63
Probation Revocation	AR	3	0	307	103.33	3	307
OWI-I	O1	81	11	545	82.06	67	108
OWI-II	O2	17	19	882	103.12	47	79
OWI-III	O3	6	72	460	165.33	98	102
PROBATION VIOLATION	PV	5	3	805	341.20	117	679
Drugs	RD	14	11	268	61.21	53	75
Other	RO	96	1	714	90.54	59	133
Probation Revocation	RR	5	77	811	383.00	301	439

First Appearance Filing to Disposition Filing
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Other	AO	18	1	254	45.11	30	57
Probation Revocation	AR	2	6	11	8.50	6	6
OWI-I	O1	75	19	550	88.52	73	117
OWI-II	O2	17	25	889	108.00	49	86
OWI-III	O3	6	74	461	169.00	104	108
PROBATION VIOLATION	PV	5	7	808	346.00	121	688
Drugs	RD	11	28	268	72.55	49	68
Other	RO	91	5	719	94.82	66	122
Probation Revocation	RR	5	94	813	390.00	307	441

23-DEC-1999
dl_stats_civil

WINNESHIEK COUNTY CLERK'S OFFICE
Civil Cases Disposed From 11/98 - 10/99
Petition Filed to Disposition
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Auto Injury	LA	11	43	508	367.73	387	467
Personal Injury	LI	4	196	1,237	615.25	413	615
Other	LO	33	21	1,560	297.33	195	333

23-DEC-1999
dl_stats_disso

CLAYTON COUNTY CLERK'S OFFICE
Dissolutions Disposed From 11/98 - 10/99
Petition Filed to Disposition
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Children	DC	43	0	916	229.12	194	288
No Children	DN	20	0	687	167.50	106	216
Other	DO	2	170	459	314.50	170	170

23-DEC-1999
dl_stats_disso

HOWARD COUNTY CLERK'S OFFICE
Dissolutions Disposed From 11/98 - 10/99
Petition Filed to Disposition
=====

CASE SUB TYPE		# CASES	MIN	MAX	MEAN	MEDIAN	75TH %
Children	DC	32	0	1,012	370.31	311	392
No Children	DN	11	38	558	240.00	167	484

**Achieving Prompt and Affordable Justice in
Iowa's First Judicial District**

Exhibit D

Follow-Up Activities



Memorandum

Date: 1/13/00
To: Work Group Leaders and All Interested Persons
From: Alan L. Pearson
RE: 1st District Case Processing Workshop Follow-up

On January 3-5, 2000, the First Judicial District conducted a case flow management workshop in Waterloo, IA. It involved judges, court administrators, court reporters, court clerks, county attorneys, public defenders and private practitioners.

With the assistance of the Justice Management Institute the participants discussed generally what justice is and the judicial branch's role in achieving it. There was general agreement that process not only had to be fair, it has to be perceived as being fair. The two primary complaints by citizens are that "court" takes too long and costs too much. The workshop participants resolved that both justice and working environment in the courts could be improved by promoting earlier disposition of cases and eliminating unnecessary continuance.

The workshop reviewed current case scheduling practices and formulated ideas for improvements. As the workshop concluded, it was clear that there is any number of things we could do to enhance the flow of cases through the judicial process. It was also apparent that all the participants were both open to making changes and were committed to the concept of improving the way the First Judicial District processes cases.

The workshop ended at noon on January 5th. That afternoon the full-time judges of the district met and reviewed once more the goals and tasks identified during the workshop. Without committing to a specific implementation idea for any item, the group as a whole affirmed the intent of all proposals except one.

Following the approval of the judges, an implementation team met on the morning of January 6, 2000. The team was composed of Judges Pearson, Clarke, Bower, Nigg, Bauercamper, Coil and Allbee. It also included County Attorneys Tom Ferguson and Fred McCaw as well as Public Defenders Dean Olsen and Paul Kaufman. Court Administrator Karen Hibben-Levi and staff members Linda Nilges and Sandra Abben participated for administration.

The implementation team explored a number of methods by which it could seek further input for the ideas developed during the workshop. The team eventually concluded that a number of work groups should be formed. Each work group would include some members from the implementation team as well as other members from various constituencies in the First District. Each work group is itself free to further extend the opportunities for participation by other interested persons.

The implementation team identified the most immediate and pressing need as being the area of criminal case administration. Within this context, the most significant concerns were focused in Black Hawk County. In order to achieve a broader base of involvement in crafting solutions, three work groups were identified. Judge Coil is chairing the work group for Black Hawk County, Judge Nigg the work group for Dubuque County and Judge Bauercamper the work group for the rural counties.

In addition, the implementation team formed a work group chaired by Judge Fister to focus on civil litigation. Another work, group chaired by Judge Allbee, focuses on Juvenile Court. Judge Bower chairs the final work group, looking at domestic relations cases. Each work group will address the goals and tasks for that area identified during the workshop and subsequently approved by the judges. Work groups are free to deal with such issues as may be necessary to effectively implement the approved tasks. It is the function of the work groups to reduce the goals and tasks to operational specifics capable of being implemented. All the participants are encouraged to be imaginative and resourceful in discerning ways to improve the quality of justice we offer to Iowans.

The various work groups are meeting separately and may develop proposals which are inconsistent or conflicting. It will be the role of the implementation team to meld the work product of the various groups into a cohesive whole. It would be appropriate for the chairpersons of the three criminal law work groups to communicate throughout the process leading to their draft report submission on February 28. Such communication could lead to the elimination of unnecessary conflicts and inconsistencies prior to consideration by the implementation team.

It is each chairperson's responsibility to contact the members of their work group regarding their willingness to participate. If one of the identified individuals declines to be involved, the chairperson is free to solicit involvement by another individual of their choice that falls in the constituency intended to be represented by the declining individual.

Each of the work groups will consider the following practices and procedures for implementation. Groups are free to discuss a concept and to conclude that it would not assist in improving service to the public and the administration of cases. Such conclusions should be identified and explained. All of the work groups should pay attention to existing Iowa time standards as well as be aware of the existence of the American Bar Association time standards. Proposals should intentionally promote compliance with the standards. All proposals should include a chronology leading to full implementation.

The implementation team will meet in the Elks Club on March 3, 2000, at 1:30 p.m. It is anticipated that each of the work groups will have previously submitted a draft proposal. The chair of each group should distribute the draft to the Chief Judge by February 28, 2000. The judges of the First Judicial District will be having a regular quarterly meeting at the Elks Club in Waterloo, Iowa, at 9:00 a.m. on March 3, 2000. The draft proposals will be distributed to the judges for comment and to the implementation team for detailed review.

CRIMINAL CASES WORK GROUP

The Black Hawk County work group chaired by Judge Coil should include Judge Bauch and Judge Langlas. It will also include Public Defender Dean Olsen and County Attorney Tom Ferguson. Sandra Abben will participate for Court Administration and Waynette Saul will participate for the Clerk's Office. The work group should include a contract attorney of Judge Coil's selection.

The Dubuque County work group chaired by Judge Nigg should include Judge Fautsch, Judge Ackley, Public Defender Paul Kaufman, County Attorney Fred McCaw, Clerk of Court Clay Gavin, Case Coordinator Ruth Recker and a contract attorney of Judge Nigg's selection.

The work group for the rural counties chaired by Judge Bauercamper should include Judge Beeghly, Judge Johnson and Judge Nichols. It will involve County Attorney Rich TeKippe and Defense Attorney David Baumgartner. Joyce Johns will participate for Court Administration and David Seifken will provide the Clerk of Court's perspective.

Several goals for the redesign of the criminal case docket have been identified. The first is to provide a high quality of justice while reducing caseloads and shortening the time from filing to disposition. In addition, the Court desires to provide a high level of certainty and predictability for all participants and desires to reduce the number of continuances. It is generally recognized that accountability for criminal behavior should occur sooner than it does now. This implies the earlier resolution of pending cases. It may be necessary to revise the workload distribution and rotation system of judges in order to make the judiciary more effective in managing the criminal caseload.

Within the context of these broad values, each work group should assess the following specific practices and procedures:

1. Redesign and Standardization of Pretrial Practices

The workshop proposed consideration of two pretrial hearings. One hearing would occur soon after arraignment and the other would occur closer to trial.

The earlier pretrial would involve specifically encouraging resolution of the case. It might involve judicial practices promoting the making of an offer and requiring of a reply to the offer. It might also include a judicial willingness to make a Rule 9 commitment to a plea

bargain. Effective encouragement could also include availability of staff to actually take a plea and, when appropriate, proceed to judgment.

The early pretrial could involve packaging other proceedings, including pending probation revocation proceedings, with the currently pending charge. That is, specific attention would be paid to identifying all pending matters regarding the defendant and involving them in any disposition discussion or arrangements for contested disposition.

In the event the case is not disposed of, the earlier pretrial might mandate specific attention to needed motions, the setting of discovery schedules or deadlines and some assessment of the case characteristics for scheduling purposes.

The later pretrial might again focus on all of the aspects of encouraging disposition discussed for the earlier pretrial. If no resolution were reached, it would attend to trial issues such as exhibits, witnesses, instructions, jury selection, trial briefs, etc. When appropriate, it might involve seeking special assignment of the case.

As the work groups consider the concept of two pretrial hearings and their contents, they should devote some attention to what a standard order related to that hearing might look like.

2. Criminal Assignment Judge

The workshop recommends identification of criminal assignment judges to conduct the pretrial hearings discussed under Item No. 1. The difference between the recommended practice and the current practice is that specific attention should be paid to the skills and abilities of the judicial officers, particularly the ability to say no to unnecessary continuances and to promote disposition or trial of the case. Such duties would not be unthinkingly rotated amongst all available judges. The terms for these positions might not follow the current six-week assignment pattern. For instance, they could be somewhat longer, perhaps three months or six months.

3. Sentencing Practices

The workshop recommends that the judicial district consider whether it is appropriate for judges to promote the practice of sentencing absent defendants based on written pleas. If such a practice is appropriate, under what circumstances and for what cases.

4. Case Differentiation

The workshop suggests that we identify different types of criminal cases for differing treatment. For instance, it might be appropriate to specially assign a judge early on to an extremely complex criminal case. In another situation, perhaps some special scheduling consideration would be provided for cases falling in a particular category.

Another aspect of case differentiation might be the establishment of specialized dockets for specific case types. For instance, cases might be grouped for court appearances or disposition based on whether they are domestic, OWI, DUS, etc. The goal in such practices would be to promote uniformity of treatment by having several similar cases dealt with together and also encouraging their expeditious resolution by allowing resources to be applied to several similar cases simultaneously.

5. Disposition Practices

The workshop proposes that the district identify new practices, which will encourage early and prompt disposition of cases. Existing practices, which may operate to discourage disposition of a case, should be eliminated. An example of an issue work groups may address under this heading is whether we should place greater emphasis on the use of written pleas. If a work group concludes that we should, it would be appropriate to address how and under what circumstances.

6. Other

In addition to addressing the specific practices set out above, each of the work groups should give attention to other areas in which change might promote achieving our stated goals. The workshop identified several concepts for work groups to address.

(1) Assignments

The existing assignment descriptions and rotations have developed over a number of years. In light of current circumstances, it may be appropriate to broadly realign and redefine how we use judges to meet the existing caseload. If a work group concludes that this activity is appropriate, it should address the specifics of what assignments should be and the length of rotations.

(2) Support Staff

The workshop noted that support staff, like judicial officers, have been hired on a piecemeal basis over an extensive period of time. It may be appropriate to reassess what duties they perform and how they are used. If such reassessment is to be undertaken, work groups should describe the specifics of the process.

(3) Adjournment Days

The workshop recommends consideration of establishing specific days wherein no criminal court proceedings would be conducted. Judicial officers might use such days for decision writing. Practitioners and litigants could use such days for depositions and consultation. If a work group recommends adjournment days, the discussion should include recommended details of how many, scheduling, etc.

(4) Probation Revocation Proceedings

The workshop recommends that work groups consider ways to promote more effective handling of probation revocation proceedings. The discussion could include any practice designed to reduce the number of continuances for revocation proceedings prior to their final disposition. For example, we could establish two tracks for revocation proceedings. It would be determined at initial appearance whether the revocation is founded on a violation of general terms or on the commission of another crime. For those founded on a violation of terms, an early hearing might be appropriate. When the violation is founded on new charges, it might make more sense to schedule the revocation hearing with the pretrial conference on the new charges.

CIVIL CASES WORK GROUP

The civil cases work group should include Judge Todd Geer, Attorneys Bruce Braley, Steve Juergens and Rich Stochl, Sandy Garner and Joyce Johns from Court Administration and Jackie Harrison representing the clerks.

The case flow management workshop identified several goals and tasks regarding civil cases. The civil casework group is asked to review the goals and tasks with an eye towards implementation. When an item is recommended for implementation only in a specific county or area, the limitation should be noted.

1. Case Inventory Information

The workshop identified a goal of developing better information concerning the age of pending cases. To promote this goal, it was suggested that we determine what statistics are needed to convey useful information about the age of the pending case inventory. This would involve identifying information currently available or soon to be available. It would also involve assigning responsibility for production of that report to a specific staff person.

2. Reduction of Continuances

The workshop concluded that unnecessary continuances contribute significantly to reducing the quality of justice accorded Iowans. As a result, unnecessary continuances should be eliminated. In order to achieve this goal, the district should consider enforcing existing rules of civil procedure concerning continuances. An example might be enforcement of the requirement that clients sign a trial continuance request. It is also suggested that consideration be given to revising the process of scheduling civil hearings and civil trials so that attorney involvement and agreement on selected dates is obtained from the outset. At the same time, the Court should clarify the criteria it will use for deciding to grant a continuance. The concept is that with earlier attorney involvement and agreement, the Court should be much more reluctant to grant continuances.

Finally, the workshop recommends consideration of establishing practices, which reduce the number of judges responsible for dealing with continuance requests. The thinking is that restricting this responsibility will improve consistency and accountability. It may be that the responsibility should not be routinely rotated but should be exercised by those judges most able to say no to unreasonable requests.

3. Reduction of Case Processing Time

The workshop members recommended consideration of *shortening the time between the filing of a responsive pleading and the trial scheduling conference*. One suggestion was 30 days for dissolutions of marriage and 60 days for other civil cases. Other suggestions were to inquire about the use of mediation during the initial trial scheduling conference as well as to ask the parties what settlement discussions have occurred.

The workshop suggests consideration of an *expanded use of settlement conferences*. At the present time, settlement conferences are used in a limited number of cases in the First District. The work group might look at how use of this tool can be responsibly expanded.

The workshop endorsed the idea of using *discovery plans developed by counsel for the parties*. After being developed they would be approved and enforced by the Court. The discovery plan process could be worked into the trial scheduling conference order.

The workshop participants recommended the development and implementation of *uniform pretrial orders*. The trial scheduling conference order is already uniform. This characteristic should be extended to the final pretrial conference order. If the work group wishes to pursue this idea it would be appropriate to develop a specific order for review and assessment by the implementation team and, eventually, the judges of the district.

4. Improve Judicial Control of Work Load

Workshop participants identified occasional friction between individual judges and between judges and court administration over distribution of workload and case assignments. The workshop participants believed this problem could most effectively be dealt with by having judges exercise the responsibility for assignment of work. The entire group approved the idea of developing the position of *assignment judge* who would be responsible for working with judges on a continuing, perhaps daily, basis. This would be a responsibility not rotated randomly throughout the entire group of judicial officers. Rather, it would be shifted occasionally between judges with skills appropriate to the task.

Although not identified as a task by the workshop participants, this work group should also discuss the idea of setting aside days when court does not meet. This concept was raised in the context of criminal cases.

5. Review Allocation of Trial Days

The workshop suggests that the current array of trial days in the judicial district be reassessed. It is possible that a more effective pattern for trial starts would promote efficiency in case processing. A specific example is the idea of starting trials in Black Hawk County on Monday.

6. Process For Review of Case Flow Issues

The workshop recommends that the First Judicial District establish a regular process for reviewing and assessing the effectiveness of case management procedures and strategies. In addition, it suggests an annual broad-based meeting between the judiciary and the Bar to case flow management particularly and joint issues in general.

JUVENILE COURT CASES WORK GROUP

The juvenile cases work group should include Judges Clarke, Harris, Mylrae and Block. Attorneys Steve Halbach, Jean Becker, Mark Huegel, Sharon Briner, Mary Kelly and John Hofmeyer III. Juvenile Court Officers should be included through Steve Smith, Tom Hoelscher and Roger Downs. DHS should be involved through Jan LeBahn, Lita Hosier and Karen Worden. Linda Nilges and Cheri Raus will represent Court Administration and Jean Zimmerman, Mariln Reitsinger and Dianne Haler should represent clerk's offices.

The small group on juvenile case management identified several goals and tasks regarding juvenile cases. The juvenile cases work group is asked to review the goals and tasks with an eye towards implementation. When an item is recommended for implementation only in a specific county or area, the limitation should be noted.

1. One Child/Family

The goal is to begin a pilot project in Black Hawk County Juvenile Court whereby to the extent possible the same juvenile judge would be assigned to hear every hearing concerning a given child. Priority should be given to cases where the child has been removed from the home. This concept is already in place in the rural counties and in Dubuque because Judges Allbee and Mylrea are the only regularly assigned juvenile court judges. In practical effect, Judges Block, Allbee, and Harris would each be assigned a given child in need of assistance case where a removal order had been entered and remain with that case from temporary removal to termination.

The National Council of Juvenile and Family Judges has long encouraged this one family same judge concept. The same judge will then be thoroughly familiar with the child's or family's situation, needs, services provided, and response. The same judge will have a long-term perspective concerning the case. The same judge will serve as a single voice to the child or family, give consistent messages and expectations, and have a working relationship with the child and family. Valuable time reviewing the file can be saved where the same judge is assigned. This is especially true as the case proceeds from disposition to review

and permanency. Finally the single judge will have a sense of ownership and personal responsibility for the progress of the case and timing of the permanency determinations.

2. Continuance Reduction

The goal is to develop practices in the short-term and technological solutions in the long-term which will reduce the number of continuances necessary due to trial scheduling conflicts. These practices would be implemented district-wide and require coordination within the entire district court.

Hearings are often delayed due to scheduling conflicts for the attorneys and at times for other participants in the process including juvenile court officers and social workers. The end-result is a delay in the establishment of permanency for children, an inefficient use of valuable court-time if no substitute matter can be then heard, a requirement that counsel and agencies again prepare for a hearing, and additional paper processing and costs for the clerks. While the next generation of ICIS [Iowa Court Information System II] may be able to detect attorney conflicts at least within the judicial district, the current system does not allow for this. Practices need to be implemented which will reduce, if not eliminate, these scheduling problems.

3. Meaningful Events

The goal is to attempt to ensure that each court hearing that is scheduled has a "meaningful" purpose rather than being merely a vehicle by which to schedule another hearing. Hearings, which serve no function, should be eliminated. For a hearing to be meaningful information must be provided parties and counsel sufficiently in advance of the hearing to allow for meaningful consultation and procedures must be implemented to facilitate meetings between and among parties prior to hearings.

Hearings, which serve little legitimate purpose, clogs the docket and bogs the system down. If the juvenile court is to work efficiently with its large caseloads something substantive must come out of each court hearing. It is wasteful and a great inconvenience to the court, counsel, agencies, and most importantly the parties to be required to take a substantial portion of their day for a court hearing only to learn that nothing could be decided and that the decision was delayed to another day.

4. Continuous Coverage

The goal is cover juvenile court assignments with other judicial personnel when the regularly assigned juvenile court judge is unavailable. This would require the availability of another judge and willingness to cover the assignment. A number of judges have agreed to accept juvenile assignments.

The Chief Justice of the Iowa Supreme Court last November advised all judges that they need to hear all cases assigned to them that are within their jurisdiction regardless of the judge's personal preference as to case type. While requiring all judges with jurisdiction authority to handle juvenile cases may appear to be the rule, it may be more advantageous to the proper and expeditious handling of juvenile cases to first identify the judges who feel comfortable taking such assignments. In any event, the general philosophy that district judges will not hear juvenile cases needs to be changed. Coverage of the juvenile assignment, especially in cases where child custody is at issue, must be given a higher priority.

5. Administrative Assistants

The goal is to assign an administrative assistant to each Juvenile Court Judge. The duties of the administrative assistant would encompass the duties already undertaken by a case scheduler and court attendant. In addition, the assistant could prepare court orders and aid the judge in scheduling meetings, public appearances, and speaking engagements.

A serious division between judges and the court administrative staff has been identified. It is believed that by ~~teaming~~ teaming individual judges with a staff person, much of this division can be eliminated. While fiscal constraints are always problematic, it is believed that much of staff necessary to make such assignment a reality is already present in the form of either case schedulers or court attendants.

DOMESTIC RELATIONS CASES WORK GROUP

The domestic relations cases work group should include Judges Lingreen and attorneys Tom Langlas, Marian Beatty and either Robert Day or Mary Schumacher. Sandy Garner and Ruth Recker should serve for court administration. Sandy Fitkin will represent the clerk's offices.

The work group started with the workshop conclusion that, to be perceived as fair resolutions must be timely. The case group identified several goals and tasks regarding domestic relation cases. As the work group looks towards implementation items recommended for implementation only in a specific county or area, the limitation should be noted.

1. Dispose easier cases sooner

The work groups first goal is to dispose of ~~easier~~ easier cases as quickly as possible. In support of this goal they will *review pretrial practices used in the other districts*. They hope to discover scheduling, pretrial and trial practices that will help move domestic cases through the justice system more quickly. Specific examples of different approaches include: *earlier and stricter enforcement of pretrial disclosure procedures*. They will also explore the use of *mediation* as a tool for earlier resolution of issues. The team will develop proposed form orders and procedure descriptions in support of suggested changes.

2. Improve handling of complex domestic relations cases

The second goal is to develop a process for effective handling of complex domestic cases. The team will try to determine how many cases fall into this category and look at ways they can be identified early in the process and be given special attention. Special attention might include assignment to a particular judge.

3. Promote earlier settlements

The last goal is to find more effective ways to promote early disposition of cases. The team will look at more emphasis on promoting settlement within the judicial process. It will also consider alternate dispute resolution and use of special masters as ways to promote settlement.

Achieving Prompt and Affordable Justice in
Iowa's First Judicial District

Exhibit E

First Draft of Action Plans



ACTION PLAN

Civil Cases

		Responsible Parties	Effective Date	Status
Goal:	I. Obtain Better Information on Age of Cases			
Tasks:	A. Determine what stats/data items are necessary	DCA Judges Clerks	2/15/00	
	B. Assign responsibility for producing report	DCA	2/16/00	
Goal:	II. Reduce Continuances			
Tasks:	A. Enforce existing Rules of Civil Procedure requiring litigants/clients to sign requests for continuance	Judges	2/15/00	
	B. Revise process for scheduling hearings/trials so attorneys agree on date before it is set	Judges Administration Attorneys	3/15/00	
	C. Clarify criteria for granting a continuance	Judges Attorneys	6/1/00	
	D. Develop/implement position of "continuance" judge in Black Hawk	Judges Attorneys	6/2/00	

Goal:	III. Reduce Case Processing Time			
Tasks:	A. Move up/shorten time to Trial Scheduling Conference	Judges Administration	2/15/00	
	B. Expand use of Settlement Conferences to include more cases - length of Settlement Conference tailored to case complexity	Judges Attorneys	7/1/00	
	C. Implement and enforce joint discovery plans	Judges Attorneys	7/1/00	
	D. Develop/implement and enforce a uniform pretrial order	Judges Fister and Geer	7/1/00	
Goal:	IV. Consider Assignment Judge Position			
Tasks:				
Goal:	V. Consider Monday Trial Starts			
Tasks:				
Goal:	VI. Regular Process for Dealing with Civil Case Flow Management Issues			
Tasks:	A. Establish a judge/administrative working group to monitor case flow management issues and progress on this strategic plan annually or semi-annually	Judge Administration	6/1/00	
	B. Annual Bench/Bar meeting to discuss case flow management issues			

ACTION PLAN

Criminal Cases

		Responsible Parties	Effective Date	Status
Goal:	I. Redesign and Standardize Pretrial Practices			
Tasks:	A. Set earlier hearing			
	B. Second hearing with defendant present			
Goal:	II. Establish Criminal Assignment Judge			
Tasks:	A. Consider two judges with possible six-month rotation			
Goal:	III. Change Sentencing Practices			
Tasks:	A. Consider sentencing based on written pleas with defendant absent			
Goal:	IV. Examine Case Differentiation			
Tasks:	A. Identify nature/complexity of case early			
	B. Separate dockets by case type and complexity			
Goal:	V. Examine Disposition Practices			

Tasks:	A. Encourage "striking while the iron is hot"			
	B. Improve communication between Court and Court Administration			
Goal:	VI. Examine Assignment Descriptions and Rotations			
Tasks:				
Goal:	VII. Examine Duties of Support Staff			
Tasks:				
Goal:	VIII. Explore Adjournment Days			
Tasks:				
Goal:	IX. Consider More Effective Handling of Probation Revocation Proceedings			
Tasks:	A. Consider establishing two tracks for revocation proceedings			

ACTION PLAN

Domestic Relations Cases

		Responsible Parties	Effective Date	Status
Goal:	I. Dispose of "Easier" Cases as Quickly as Possible			
Tasks:	A. Explore Sixth District Methods	Judges		
	B. Draft Order Forms			
	C. Have Judge Available	Court Administration		
	D. Inform Bar and Invite Input	Attorneys		
	E. After Answer on file, issue order to appear with counsel at courthouse to complete financial statement and Disclosure of Issues with judge available. No trial date until after this. Children in the Middle to be accomplished prior to this meeting.			
	F. Explore mediation.			
Goal:	II. Explore Developing a Process for Assigning Custody and Other Complex Contested Cases to an Individual Judge to Decree			

	A. Identify Number of Case in Pool			
	B. Explore Implementation with Court Administration			
Goal:	III. Develop a Process to Deal with Pre- and Post-Decree Issues			
Tasks:	A. Explore informal resolutions before hearing			
	B. ADR			
	C. Special Master			

ACTION PLAN

Juvenile Cases

		Responsible Parties	Effective Date	Status
Goal:	I. One Family/One Judge in Black Hawk CHINA Cases Where Removal Has Taken Place			
Tasks:	A. Juvenile Case Schedule in Black Hawk County works with Judge Block to assign cases to individual judges	Cheri Raus Judge Block	4/1/00	Pilot project would continue for six months or until 10/1/00, at which time its effectiveness would be reviewed.
Goal:	II. Change Scheduling Practices to Reduce Continuances			
Tasks:	A. Use of pretrial conferences where counsel have calendars present and hearings are set for firm dates	Judges Attorneys	4/1/00	
	B. Counsel provides case scheduler with information to aid in avoiding conflicts (i.e., other court days or vacation)	Attorneys Cheri Raus	4/1/00	
Goal:	III. Make Each Hearing a "Meaningful Event"			

Tasks:	A. Explore eliminating six-month in-court reviews in CHINA and delinquency cases where the child remains in the parental home			
	B. Encourage the issuance of self-terminating dispositional orders			
	C. Make a better effort to obtain both the identities and addresses of necessary parties			
	D. Find methods to encourage the earliest possible filing of requests for court-appointed counsel			
	E. Develop a change in philosophy of meeting the client for the first time	Attorneys		
	F. Improve filing time for DHS and JCS reports.			
	G. Combine adjudicatory and dispositional hearings in stipulated cases where possible			
	H. Encourage modification of disposition to be done upon written stipulation, rather than by formal hearing			
	I. Expedite process of scheduling termination hearings in cases known to be contested by the parent			

	J.	Consider direction for the filing of termination petitions far sooner than 12 months for children under age three			
	K.	Consider taking unavailable witnesses' testimony by deposition prior to trial			
	L.	Provide case schedulers and court clerks with better education as to the time requirements within which juvenile hearings must be scheduled			
	M.	Do not allow or expect counsel to retry the underlying child in need of assistance action in the context of a later termination hearing.			
	N.	Ask attorneys to file a request for appointment of appellate counsel and preparation of trial transcript at the time the appeal is taken.			
	O.	Include a provision in all scheduling orders indicating the amount of time allocated to hearings.			
Goal:	IV.	Coverage of Associate Juvenile Judge Assignments			
Tasks:	A.	Chief Judge to give Court Administration direction to attempt to cover juvenile court assignments in cases of sudden illness or where a juvenile trial runs long	Chief Judge DCA	3/3/00	

