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**Initiating the Trial Court Performance Standards**

Institute for Court Management  
Court Executive Development Program  
Phase III Project  
May 1998

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## **I. ABSTRACT**

Initiating the Trial Court Performance Standards (TCPS) on a limited basis in Long Beach Municipal Court, joined by the (South District) Superior Court, focusing on the area of "ACCESS TO JUSTICE", will allow the courts to answer the questions, "How well are we doing?" and "Compared to what?" and determine "Where are we?" and "Where are we going?". A total of 29 of the 68 measurements, have been identified for initial implementation focusing on 16 measurements of the first performance area, "Access to Justice". Also, 13 measurements from the combined areas of "Expedition and Timeliness", "Independence and Accountability" and "Trust and Confidence", relating to "Access to Justice" will be implemented.

Implementation of the measurements will be based on four key premises:

- Focus on measurements that provide the maximum return on investment.
- Utilization of information and data available to the extent possible.
- Not attempting to resolve performance issues while measuring.
- Involving the staff and the legal community to the maximum extent possible.

Implementation of TCPS will provide the court a means for improving self-assessment, self-improvement, and accountability. Implementation will require a commitment and support from the supervising/presiding judge, the assistant/presiding judge, the court administrator from Municipal Court and the Court Manager from the Superior Court. Also, it will require dedication, perseverance, flexibility, and commitment from the employees selected as team captains and team members to implement the measurements; as well as cooperation from both the Municipal and Superior Court Managers and personnel, the legal and justice communities; and the public.

Actual implementation of TCPS is being accomplished through: (1) an Oversight Committee consisting of the Supervising/Presiding Judge, Supervising/Assistant Presiding Judge, Municipal Court Administrator, and Superior Court Manager; (2) a Working Committee consisting of 7 teams, one team with the project chair and staff assistant as co-team captains and 6 other team captains (5 from Municipal Court, 1 from Superior Court) with teams consisting of 4 to 7 employees each. Each team was assigned from 3 to 10 measurements. The planning, educating, approach and initial implementation process took several months to develop. The data collection period was identified to begin February 2, 1998 and end July 3, 1998. The mid process data review will occur April 20 - 24, 1998. At that time each team is expected to have implemented at least half of their assigned measurements. Although the teams are just beginning the implementation process, having completed at least one of their assigned measurements, it is anticipated that the data collection will be completed timely.

Initiating the Trial Court Performance Standards, on a limited basis, has not been an easy or quick process in the Long Beach Municipal Court and the South District Superior Court. Most of the primary personnel, with the exception of the project chair and staff assistant, committed to implementing the measurements were required to independently familiarize themselves with the Trial Court Performance Standards. It would have been much more beneficial had they been able to attend the Trial Court Performance Standards Workshop sponsored by the Institute for Court Management. In addition, the Working committee members' daily responsibilities restricted them from having the appropriate amount of time to devote to this project. The project chair and staff assistant, as co- team captains, were assigned ten measurements; therefore, were limited in the assistance they could provide to the other team captains.

In retrospect, reducing the number of measurements from 29 to 16, focusing on the first performance area "Access to Justice" only, and removing the project chair and staff assistant as team captains, thereby making them available to provide support to the other team captains, would have been advantageous for the initial implementation. Nevertheless, the commitment and dedication from the Working Committee and their personal belief in the importance of the Trial Court Performance Standards, as well as the enthusiasm and dedication of the teams members, provided the initial success of this project, and will continue to drive the overall success of the implementation of the Trial Court Performance Standards on a limited basis in the Long Beach Municipal Court and the South District Superior Court.

## II. INTRODUCTION AND BACKGROUND

The Long Beach Municipal Court is located within the City of Long Beach, County of Los Angeles, in the State of California. There are 13 judicial officers assigned to the Municipal Court and 12 judicial officers assigned to the (South District) Superior Court, located within the same facility. From 1993 to 1994, the Long Beach Municipal Court was administratively unified with the Superior Court. In January 1995, Long Beach Municipal Court withdrew from administrative unification with the Superior Court; however the courts remained *judicially* coordinated. In February 1998, the Long Beach Municipal Court discussed administrative coordination with the Superior Court. Currently, the judicial officers from both courts are cross-assigned and handle cross-assigned cases and calendars on a daily basis, and the administrative functions remain separate.

Initially, only the Long Beach Municipal Court was going to implement the TCPS on a limited basis focusing on the area of "ACCESS TO JUSTICE. However, careful consideration was given to the following factors which ultimately resulted in the Long Beach Municipal Court inviting the (South District) Superior Court to join them in the implementation process:

- 1) Recommended by the Presiding Judge of the Municipal Court that the (South District) Superior Court be included in the process.
- 2) To truly evaluate the Long Beach trial courts, Superior Court must be included.
- 3) Current high level of judicial coordination and cross-assignments in the Long Beach trial courts.
- 4) In the spirit of coordination.
- 5) In January 1995, Judicial Council adopted rule 991 of the California Rules of Court, which provides a number of specific activities that trial court must undertake within specific time frames to increase coordination in their counties. One of the standards of that rule requires California courts to be coordinated by 1999.

Initiating the Trial Court Performance Standards (TCPS) on a limited basis in Long Beach Municipal Court, (joined by the South District Superior Court),” will allow the courts to answer the questions, “How well are we doing?” and “Compared to what?” and determine “Where are we?” and “Where are we going?” A total of 29 of the 68 measurements have been identified for initial implementation, focusing on 16 measurements of the first performance area, “Access to Justice”. Also, 13 measurements from the combined areas of “Expedition and Timeliness”, “Independence and Accountability” and “Trust and Confidence” relating to “Access to Justice” will be implemented. A list of the 29 measurements can be found in Appendix A. This performance area was selected for the initial implementation because the court recognizes the importance that trial courts be open and accessible, and that the location, physical structure, procedures, and the responsiveness of the court’s personnel affect accessibility. Focusing on this performance area will help the court to identify unnecessary barriers to its services for the people it serves.<sup>1</sup>

Implementation of the measurements in the Long Beach Municipal Court and Superior Court (South District) will focus on four key premises:

- Measurements that provide the maximum return on investment.
- Utilizing available information and data to the maximum extent possible.
- Not resolving performance issues while measuring.
- Involving the staff and the legal community to the maximum extent possible.

TCPS will provide the courts a means for improving self-assessment, self-improvement and accountability. Implementation will require commitment and support from the Supervising/Presiding Judge, Supervising/Assistant Presiding Judge, Court Administrator from Municipal Court and the Court Manager from Superior Court. Also, it will require dedication, perseverance, flexibility and commitment from the employees selected as team captains and their team members to implement the measurements, as well as cooperation from both the Municipal

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<sup>1</sup> Institute for Court Management, SJI State Justice, “*The Trial Court Performance Standards and Measurement System (June 1995 Draft)*,” “TRIAL COURT PERFORMANCE STANDARDS Guiding the Court into the Future, p. 7.



and Superior Court Managers and personnel, the legal and justice communities and the public.

In 1990, the Commission on Trial Court Performance Standards published the *Trial Court Performance Standards with Commentary* and disseminated them nationally to the court community.<sup>2</sup> TCPS focuses on outcomes of activities and “customer” perceptions of performance in the general jurisdiction trial courts and provides a new framework within which to evaluate the working of the courts. The TCPS allows for a very comprehensive look at an individual court’s performance. The TCPS consist of 22 performance standards and 68 measurements. The Standards are grouped into five performance areas that provide indicators of effective trial court performance.

- (1) ACCESS TO JUSTICE,
- (2) EXPEDITION AND TIMELINESS,
- (3) EQUALITY, FAIRNESS AND INTEGRITY,
- (4) INDEPENDENCE AND ACCOUNTABILTY, AND
- (5) PUBLIC TRUST AND CONFIDENCE.

During the demonstration phase of the TCPS project, several trial courts tested the standards and measurements. Their activities were supported, in part, by funding from the State Justice Institute (SJI). The courts participating in this phase were located in New Jersey, Ohio, Virginia and Washington. Several other states, such as Arizona, Colorado, Illinois, Louisiana, Missouri, North Dakota, Vermont and Wisconsin, expressed interest in the demonstration phase. Some of the other jurisdictions that have adopted and/or implemented the standards or have made inquiries regarding their implementation are Las Vegas Municipal Court, Los Angeles Municipal

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<sup>2</sup> Office of the Executive Secretary Supreme Court of Virginia, Testing the Trial Court Performance Standards’ Measurement System: The Virginia Experience, p.1.

Court, 16<sup>th</sup> Judicial Circuit Court of Florida, and 7<sup>th</sup> Judicial Circuit Court in Rapid City, South Dakota.

Some states, including California, have adopted the standards. Although standards were adopted in 1995 by the California Judicial Council, as of July 1997, the only court to fully implement these standards was the Los Angeles Municipal Court. The Los Angeles Municipal Court spent approximately two years completing their "Implementation & Institutionalization of the Trial Court Performance Standards (TCPS)" report under a technical assistance grant from the State Justice Institute.

### **III. DEVELOPMENT**

#### **A. GETTING STARTED**

In initiating the implementation of the TCPS on a limited basis in the Long Beach Municipal Court, the project initially received approval from the Court Administrator and the Supervising/Presiding Judge. Thereafter, the Court Manager and the Supervising/Assistant Presiding Judge from (South District) Superior Court accepted the invitation to join the TCPS implementation project. In attempting to “get started” with the implementation, the Court Administrator recommended getting assistance from the consulting firm that assisted Los Angeles Municipal Court with their implementation and institutionalization of the standards, Anabasis • Straub. The consulting firm was contacted and during the first meeting with consultant Saeed Mohasseb, he stressed, “The goal is to measure yourself against yourself” and “Self improvement is what the court is looking for.”

A few weeks later, the Project Chair, Court Administrator and the Supervising/Presiding Judge had the opportunity to attend a TRIAL COURT PERFORMANCE STANDARDS WORKSHOP sponsored by the Administrative Office of the Courts, Trial Court Presiding Judges and Court Administrators Advisory Committees. At the workshop, the court’s limited TCPS implementation focus on the first performance area, “Access to Justice” was selected. The performance standards in “Access to Justice” are as follows:

- Standard 1 - Public Proceedings
- Standard 2 - Safety, Accessibility and Accountability
- Standard 3 - Effective Participation
- Standard 4 - Courtesy, Responsiveness, and Respect
- Standard 5 - Affordable Costs

## **B. ORGANIZATIONAL STRUCTURE**

In a subsequent meeting with the consultant, the TCPS organizational structure and the initial implementation approach was identified (Figure 1):

- Develop oversight committee
- Develop working committee and teams
- Development of project plan
- Early and continuous involvement of judicial officers and staff
- Involvement of legal and justice community.

The **Oversight Committee** was identified after lengthy discussions with the consultant, the Project Chair, the Long Beach Municipal Court Administrator and the Supervising/Presiding Judge. The committee consisted of the Supervising/Presiding Judge, Supervising/Assistant Presiding Judge, Long Beach Municipal Court Administrator, and the (South District) Superior Court Manager. This committee was responsible for assisting with implementation policy issues and project issues, project direction and empowering the overall project.

The Assistant Court Administrator of the Long Beach Municipal Court was identified as the Project Chair and a Staff Assistant was identified to provide staff support. It was the Project Chair's responsibility, assisted by the Staff Assistant, to determine what required approval from the Oversight Committee and to act as a liaison with the committee.

The **Working Committee** consisted of six team captains and the Project Chair and Staff Assistant. The Project Chair and Staff Assistant identified the five assistant division chiefs from municipal court as team captains. They selected candidates that would be committed to the project over the long haul. The Project Chair and Staff Assistant recognized that the implementation team needed to maintain the energy to keep the project going when resistance was

## TRIAL COURT PERFORMANCE STANDARDS ORGANIZATIONAL CHART

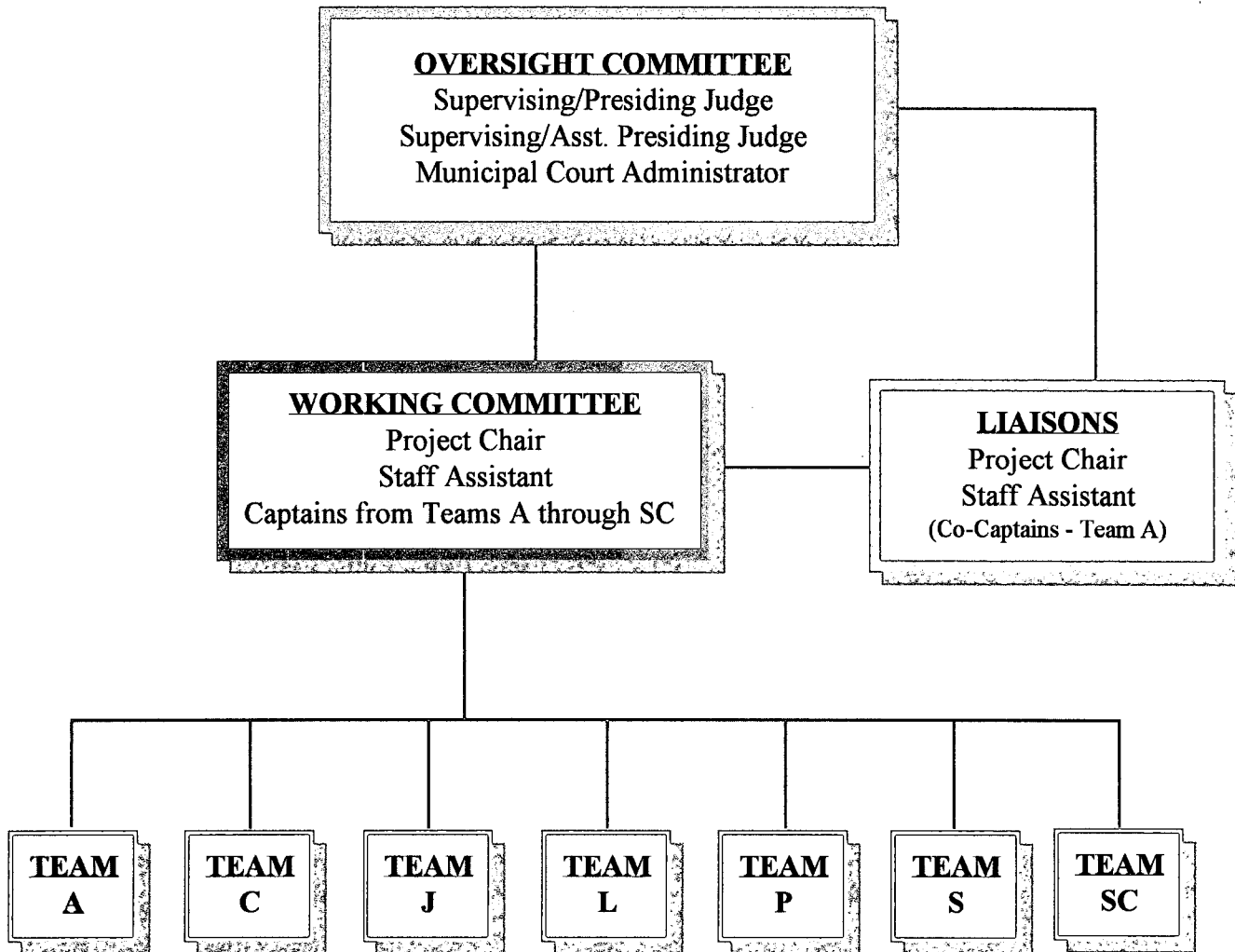


Figure 1

encountered, and that the team would command respect and resources .<sup>3</sup> These individuals were easy to identify in the organization and consisted of seven team captains, i.e., five Assistant Divisions Chiefs from Municipal Court and a Supervisor from the Superior Court; and the Project Chair and Staff Assistant serving as co-team captains. This committee was responsible for planning, organizing and documenting each step of the implementation process of their assigned measures. The Oversight Committee approved the team captains based upon the recommendation of Project Chair and Staff Assistant, and allowed the Working Committee to work independently.

The Working Committee had lengthy discussions on whether or not the Teams should be based upon allowing employees to volunteer or upon the recommendation of the team captains. Finally, the Working Committee agreed to have each team captain recommend four employees at different levels and responsibilities from their respective division. Subsequently, each team captain selected three names from a division other than their own, and selected members that would ensure that their team was comprised of different levels of employees. This process allowed team captains to work with employees for which they had no supervisory responsibilities, and the various classifications, i.e., student worker, window clerk, line supervisor, provided different perspectives for each team. The Superior Court team captain and Court Manager selected their team separately from this process and invited five employees to participate. The team selection process did not require approval from the Oversight Committee.

### **C. SUPERIOR COURT'S COMMITMENT**

The Superior Court only identified one team captain for the Working Committee due to their staffing shortages. Initially, when the Court Manager and the Supervising/Assistant

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<sup>3</sup> National Center for State Courts and the Bureau of Justice Assistance, United States Department of Justice, PLANNING GUIDE FOR USING THE TRIAL COURT PERFORMANCE STANDARDS AND MEASUREMENT SYSTEM (Working Draft), p.4.

Presiding Judge from (South District) Superior Court accepted the invitation of the Long Beach Municipal Court to join the TCPS implementation project, the Court Manager had one reservation, limited staff resources available to dedicate to the Working Committee and project teams. In subsequent discussions with the Superior Court Manager, Court Administrator from Municipal Court, and Project Chair, it was determined that the Municipal Court teams could include the (South District) Superior Court in most of the measurements and that a Superior Court team would only be responsible for separately implementing the following five measurements:

- 1) 1.5.1 Inventory of Assistance Alternatives
- 2) 1.5.2 Access to Affordable Civil Legal Assistance
- 3) 4.3.1 Assessment of Fairness in Working Conditions
- 4) 4.3.2 Personnel Practices & Employee Morale
- 5) 5.1.3 Court Employee's Perceptions

Of course this approach added additional responsibilities to the Municipal Court team captains and project teams, because some of their measurements would require implementation separately in each court in order to obtain data that would benefit the courts. However, the Court Administrator from the Municipal Court, Project Chair, and Staff Assistant agreed that the overall benefit of including (South District) Superior Court in most of the measurements outweighed the additional responsibilities. Other measurements the Project Chair determined that the Superior Court team would have to implement separately were: 1.2.5 (Access to Information by Telephone), 1.4.1 (Court's User's Assessment), 1.4.2 (Observer's Assessment), 2.1.1 (Time to Disposition), 2.1.2 (Ratio of Cases to Disposition to Case Filings), 2.1.3 (Age of Pending Cases, Certainty of Trial Dates), 2.2.3 (Provision of Information), 2.3.1 (Implementation of Changes to Substantive and Procedural Laws), and 2.3.2 (Implementation of Changes in Administrative Procedures). These measurements the (South District) Superior Court declined to implement.

#### **D. PROJECT PLAN DEVELOPMENT**

The development of the **project plan** initiated with the Project Chair and Staff Assistant identifying the measurements in the performance area of “Access to Justice” and measurements from the other performance areas relating to “Access to Justice” that the courts would implement (Appendix A). A **matrix**, modeled after the one developed by Los Angeles Municipal Court, was prepared to provide the Working Committee a process to sequentially determine “Where to begin?” (Appendix B). This “working document” identified team assignments and the components necessary for implementing the measurements with an abbreviated way of assessing the implementation effort.

The categories in the matrix are listed and defined below:

*Area, Standards and Measurement* identifies the standard and measurement being implemented.

*Methodology* identifies the TCPS instruction implementation methodology.

*Implementation Information* identifies method used in implementing the measure.

*Subject of Measure* identifies the divisions in the court that would be measured.

*Superior Court* identifies if Superior Court is included in the measurement.

*Measurement Team* identifies the team responsible for implementing the measure.

*Classification* identifies the group/s participating in the measurement.

*Monitoring Method*, developed by Los Angeles Municipal Court, divides the measurements into three monitoring categories, *Indirect, Periodic, and Continuous*.<sup>4</sup>

*Indirect Monitoring* - Those that lend themselves to negative feedback when the standard is not operating effectively. The use of unobtrusive measures, probing questions that suggest a problem and complaints from customers can drive these measures.

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<sup>4</sup> Anabasis - Straub, Saeed Mohasseb, Chairman, Implementation & Institutionalization of the Trial Court Performance Standards (TCPS) Los Angeles Municipal Court, p. 6.



*Periodic Monitoring* - Those that require positive measurement, but only at significant intervals. This can be done on a pre-determined measurement schedule.

*Continuous Monitoring* - Those performance indicators that must be evaluated on a continuous basis. The initial measurement is considered a “benchmark” for further evaluation of these processes.

The Los Angeles Municipal Court developed this approach keeping in mind that the development of a managerially relevant approach to the performance standards requires that the measurements themselves be categorized according to their logical place of execution in the organization.<sup>5</sup> This monitoring method, *Indirect, Periodic or Continuous*, will allow the court to periodically replicate the measurement, thereby allowing continuous improvement to be achieved after the performance “benchmark” is established.<sup>6</sup> The Long Beach Municipal Court and the (South District) Superior Court anticipate that they will incorporate the measurements into the daily operating responsibilities of appropriate staff or managers, thereby ensuring that the standards will be measured more than one time.

In making assignments, the Project Chair and Staff Assistant gave consideration to matching the measurements to the team captain’s style of management. Their recommendations were introduced to the Working Committee and subsequently accepted without modification. The measurements and assignments did not require approval from the Oversight Committee. Time schedules (Appendix C) were developed by the Staff Assistant and a team captain to keep the Working Committee and teams progressing appropriately. The Working Committee and teams adhered to the TCPS Time Schedule and Suggested Meeting Dates schedule. This was extremely important, especially since the team captains were limited in the time they could devote

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<sup>5</sup>Anabasis - Straub, Saeed Mohasseb, Chairman, Implementation & Institutionalization of the Trial Court Performance Standards (TCPS) Los Angeles Municipal Court, p. 6.

<sup>6</sup> Ibid. , p. 4.

to the project. The data collection period was identified to begin February 2, 1998 and end July 3, 1998. The mid process data review will occur April 20 - 24, 1998. At that time, each team was expected to have completed at least half of their assigned measurements.

#### **E. TEAM CAPTAINS AND TEAM TCPS ORIENTATION**

The Project Chair and Staff Assistant had the opportunity to attend the Trial Court Performance Standards Workshop sponsored by the Institute for Court Management and were ultimately responsible for preparing a manual and orienting the other Working Committee members about the Trial Court Performance Standards, goals of the committee, and the overall project approach. The manuals consisted of materials from the Institute for Court Management TRIAL COURT PERFORMANCE STANDARDS workbook, including the Trial Court Performance Standards *with Commentary*, as well as the materials and information on the five performance areas, and standards, measurements, and measurement instruments being implemented. The orientation consisted of numerous meetings and discussions about the Trial Court Performance Standards and their importance to the courts. The committee was advised that the goal of the Working Committee was to gather and interpret data, create a benchmark of the court's performance in the area of Access to Justice, and to measure the court against the court and that self-improvement is what the court is looking for.

Also, the team captains participated in a group exercise, *Court Performance Inventory*, led by the Staff Assistant. This survey familiarized the team captains with the principles described in the Trial Court Performance Standards and made them think about the question, "How well are we doing?" The results from the inventory revealed that the Working Committee members thought that the public's perception of the court is low compared to the committee's perception.

Thereafter, the Working Committee meetings consisted of the captains reporting about their team meetings and progress in implementing their assigned measurements, presentation of draft changes to survey instruments and retyped surveys, discussing the documentation of the implementation of the measurement and team meeting schedules. The Project Chair was responsible for preparing agendas and conducting the meetings, and a team captain volunteered to prepare minutes. After the initial orientation, the team captains were required to independently become adept with their assigned measurements and lead their team in establishing the implementation process.

The first **team** meeting was a combined meeting of the Working Committee and all team members. The teams were given an overview of the Trial Court Performance Standards and the measurements that the court was implementing. They were also given the *Court Performance Inventory* and their results revealed the same as the Working Committee. Thereafter, the team meetings consisted of the teams reviewing the measurements, surveys, developing implementation strategies, individual team assignments and implementation for their assignments. Each team was assigned from 3 to 10 measurements.

#### **F. EARLY AND CONTINUOUS INVOLVEMENT OF BENCH OFFICERS AND STAFF**

The court developed **early and continuous involvement of bench officers and staff**. The Supervising/Presiding Judge distributed a TCPS introduction letter and overview to the Municipal and Superior Court judges. Working Committee members introduced the TCPS measures, as well as the Working Committee selection process, at Municipal and Superior Court staff meetings. From the beginning, employees were advised that everybody will participate at some level, either by survey, or working on an implementation team. Thereafter, the Working Committee distributed a TCPS introduction letter and overview to the employees. Updates were

given by team captains at their monthly divisional staff meetings and at the quarterly staff meetings in each court. Also, the Working Committee provided quarterly TCPS updates to keep the judges and staff informed of the TCPS progress. The TCPS introduction letters and update are included in Appendix D.

#### **G. INVOLVEMENT OF THE LEGAL AND JUSTICE COMMUNITIES**

The court developed **involvement of the legal and justice communities** to increase effectiveness of the data collection. The implementation of the measurements requires significant interaction with the legal community members, including the local bar association, district attorney's office, law enforcement agencies, public defender, and the alternate public defender; consequently, their involvement is so vital. A letter of introduction will be sent to the legal community from the Oversight Committee, and a meeting will be scheduled to introduce the TCPS and identify an agency representative to assist with survey distributions and collections prior to implementing their measurements.

#### **H. COMMUNICATION WITH OVERSIGHT COMMITTEE**

The Project Chair provided the Oversight Committee with minutes of the Working Committee and Team meetings, and served as the liaison to the Oversight Committee, assisted by the Staff Assistant. This required the Project Chair to periodically informally meet with each committee member to keep them apprised of the overall implementation progress and to obtain approval or surveys, letters, etc., when the Project Chair determined it was appropriate. The Project Chair provided the Superior Court Manager and the Court Administrator with copies of the survey instruments prior to implementation to keep them apprised of questions being asked of the public, justice community, and court personnel and to obtain approval. The Supervising/Presiding Judge and Supervising/Assistant Presiding Judge relied on the judgment of

the Project Chair, Staff Assistant, Court Administrator and Superior Court Manager in approving the surveys.

#### **I. SIMPLIFICATION AND COMBINING SURVEY INSTRUMENTS**

The team captains thoroughly reviewed the survey instruments. Simplification, revisions, and combining of the survey instruments, as recommended in TCPS, as well as to provide closed ended relevant questions, was accomplished by the team captains and their team members. Thereafter their recommendations were reviewed by the Project Chair and Staff Assistant. The closed ended questions provided greater ease of interpretation for statistical analysis. The response system, using a scale of one to five from Strongly Agree to Strongly Disagree, was adopted in some instances. However, the team captains were cognizant of the fact that some surveys cannot be added or changed without changing the overall character of the survey and will take that into consideration in their survey revisions. A survey cover letter which provides TCPS information and thanks the participant for completing the survey and a copy of the combined surveys of measurements 1.4.1 and 1.5.3 are found in Appendix D.

#### IV. RECOMMENDED PROJECT APPROACH

In reviewing the Long Beach Municipal Court's and the (South District) Superior Court's efforts and experiences in initiating the TCPS, the following recommendations are offered to other courts beginning the implementation of the TCPS:

1) Implementing the TCPS in a court depends on the needs of the court, the environment in which it operates, and the availability of personnel resources. For some courts, implementing only one or more measures to address an area of concern would be sufficient, whereas for another, the implementation may involve the TCPS playing a vital role in their strategic plan, or focusing on one performance area. A court thinking about implementing all or some of the standards must evaluate their individual operation and determine what is appropriate for their court.

2) The organizational structure (Figure 1) adopted in the Long Beach Municipal Court and (South District) Superior Court for the TCPS implementation on a limited basis i.e., an Oversight Committee to assist with implementation policy issues and project direction and empower and support the overall project; a Project Chair and Staff Support responsible for the overall project and to act as the liaison with the Oversight Committee; a Working Committee responsible for planning, organizing, and documenting each step of the implementation process of their assigned measures; and Teams responsible for the actual implementation of the measurements is an effective structure for courts with limited staff resources to commit to this type of project.

3) The development of a project plan to address ground rules, communication protocol, firm schedules (Appendix C) and assignments is recommended. Also, a matrix

to provide an abbreviated way of assessing the implementation effort for the measurements being implemented and team assignments (Appendix B) will assist in keeping the Working Committee and Teams “on track”, despite the members’ daily responsibilities which would tend to prohibit the overall implementation effort, is a necessity for a courts implementation. Incorporating Los Angeles Municipal Court’s monitoring method will assist a court with institutionalization of the measurements.

4) The decision to include a court located in the same facility with different jurisdiction in a TCPS implementation requires careful consideration. In Long Beach, inviting the (South District) Superior Court to join in the Long Beach Municipal Court’s project was appropriate for the court’s implementation; initially, this idea was not embraced by project participants. However, when the question was asked, “Does the public know the difference between Municipal and Superior Court?” or “Do they think of the court as one?”, participants agreed that inclusion of Superior Court was appropriate.

5) The success of the TCPS implementation in a court relies, in part, with the early and continuous involvement of judicial officers and staff. Obtaining a “buy in” from the judicial officers to support the project, especially the ones that are influential, is especially vital. Educating the staff about TCPS is critical and keeping them, as well as the judicial officers, informed of your ongoing process and progress is essential.

6) Survey cover letters, combining survey instrument where appropriate and closed ended survey questions to aid in statistical analysis, is suggested.

7) Choose the teams and especially team captains carefully. The team should consist of committed, “roll-up-the sleeves” senior court officials.<sup>7</sup> Committed and dedicated participants are vital to the success of your project.

8) Designate a permanent staff support as a resource for the project.

9) Accept the fact that implementing the TCPS creates a tremendous challenge to the courts and that outside funding or sources are not available.

10) Focus on measurements that provide the maximum return on investment and utilize available information and data to the maximum extent possible.

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<sup>7</sup> National Center for State Courts and the Bureau of Justice Assistance, United States Department of Justice, PLANNING GUIDE FOR USING THE TRIAL COURT PERFORMANCE STANDARDS AND MEASUREMENT SYSTEM (Working Draft), p.4.



## V. CONCLUSION

Undertaking the TCPS in the court requires a significant commitment on the part of a trial court.<sup>8</sup> While the implementation of the measurements on a limited basis offers the Long Beach Municipal Court and (South District) Superior Court a challenge and the opportunity for intensive self-evaluation, the courts needed to make a serious commitment to the project to accomplish the task. This included committing the personnel, time, and finances to permit the implementation to progress. To that extent, the court has not sufficiently committed to the project due in part to the limitation of available time for the team captains, Project Chair and Staff Assistant.

Initiating the TCPS on a limited basis has not been an easy or quick process in the Long Beach Municipal Court and the (South District) Superior Court. Most of the primary personnel, with the exception of the Project Chair and Staff Assistant, committed to implementing the measurements did not have the opportunity to attend the workshop entitled "TRIAL COURT PERFORMANCE STANDARDS' GUIDING THE COURTS INTO THE FUTURE", sponsored by the Institute for Court Management. Instead they were given a brief TCPS orientation and overview of the benefits and uses of TCPS by the Project Chair and Staff Assistant. Subsequently, they struggled finding the time to independently become adept with the TCPS. A more formal approach would have been beneficial and more appropriate for the team captains, especially since they were ultimately responsible for the project's success.

In addition, the Working Committee members' daily responsibilities restricted them from having the appropriate amount of time to devote to this project. The Municipal Court team

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<sup>8</sup> Office of the Executive Secretary Supreme Court of Virginia, Testing the Trial court Performance Standards' Measurement System: The Virginia Experience, p.32.

captains (five assistant division chiefs) expressed that their division chiefs didn't realize the intensity and depth of the project. Subsequently, the project chair reintroduced TCPS at a division chiefs meeting, providing them a complete overview of the project and the time commitment required by their assistance in order to successfully implement the measurements.

The Project Chair and Staff Assistant, as co-team captains, were assigned ten measurements and were, therefore, limited in the assistance they could provide to the other team captains. In retrospect, reducing the number of measurements from 29 to 16, focusing on the first performance area "Access to Justice" only, and removing the Project Chair and Staff Assistant as team captains, thereby making them available to assist the other team captains would have been advantageous for the initial implementation. As permanent staff to the project, they could have provided more direction with the various measures being implemented, been more available as a resource throughout the life of the project, and support to the other team captains.

Nevertheless, the commitment and dedication from the Working Committee and their personal belief in the importance of the Trial Court Performance Standards, as well as the enthusiasm and dedication of the teams members, provided the initial success of this project, and will continue to drive the overall success of the implementation of the Trial Court Performance Standards on a limited basis in the Long Beach Municipal Court and the (South District) Superior Court.

#### IV. BIBLIOGRAPHY

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- Office of the Executive Secretary Supreme Court of Virginia. Testing the Trial Court Performance Standards' Measurement System: The Virginia Experience. August, 1995.

## ***Appendix A - List of Measurements***

## **MEASUREMENTS**

### **PERFORMANCE AREA 1: ACCESS TO JUSTICE**

#### **Standard 1: Public Proceedings**

Measurement 1.1.1	Access to Open Hearings	(Municipal and Superior Courts)
Measurement 1.1.2	Tracking Court Proceedings	(Municipal and Superior Courts)
Measurement 1.1.3	Audibility of Participants During Open Court	(Municipal and Superior Courts)

#### **Standard 2: Safety, Accessibility and Accountability**

Measurement 1.2.1	Courthouse Security Audit	(Municipal and Superior Courts)
Measurement 1.2.2	Law Enforcement Officer Test of Courthouse Security	(Municipal and Superior Courts)
Measurement 1.2.3	Perception of Courthouse Security	(Municipal and Superior Courts)
Measurement 1.2.4	Employee Knowledge of Emergency Procedures	(Municipal and Superior Courts)
Measurement 1.2.5	Accessibility of Information by Telephone	(Municipal Court)
Measurement 1.2.6	Accessibility and Convenience for Court User	(Municipal and Superior Courts)
Measurement 1.2.7	Accessibility and Convenience for Court Observer	(Municipal and Superior Courts)

#### **Standard 3: Effective Participation**

Measurement 1.3.5	Participation by Persons with Disabilities	(Municipal and Superior Courts)
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#### **Standard 4: Courtesy, Responsiveness and Respect**

Measurement 1.4.1	Court User's Assessment of Court Personnel's Courtesy and Responsiveness	(Municipal Court)
Measurement 1.4.2	Observer's Assessment of Court Personnel's Courtesy and Responsiveness	(Municipal Court)

#### **Standard 5: Affordable Costs**

Measurement 1.5.1	Inventory of Assistance Alternatives	(Municipal and Superior Courts)
Measurement 1.5.2	Access to Affordable Civil Legal Assistance	(Municipal and Superior Courts)
Measurement 1.5.3	Barriers to Accessing Needed Court Services	(Municipal and Superior Courts)

### **PERFORMANCE AREA 2: EXPEDITION AND TIMELINESS**

#### **Standard 1: Case Processing**

Measurement 2.1.1	Time to Disposition	(Municipal Court)
Measurement 2.1.2	Ratio of Case Dispositions to Case Filings	(Municipal Court)
Measurement 2.1.3	Age of Pending Cases	(Municipal Court)
Measurement 2.1.4	Certainty of Trial Dates	(Municipal Court)

#### **Standard 2: Compliance with Schedules**

Measurement 2.2.3	Provision of Information	(Municipal Court)
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#### **Standard 3: Prompt Implementation of Law and Procedures**

Measurement 2.3.1	Implementation of Changes in Substantive and Procedural Laws	(Municipal Court)
Measurement 2.3.2	Implementation of Changes in Administrative Procedures	(Municipal Court)

### **PERFORMANCE AREA 4: INDEPENDENCE AND ACCOUNTABILITY**

#### **Standard 1: Independence and Comity**

Measurement 4.1.1	Perceptions of the Court's Independence and Comity	(Municipal and Superior Courts)
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#### **Standard 3: Personnel Practices and Decisions**

Measurement 4.3.1	Assessment of Fairness in Working Conditions	(Municipal and Superior Courts)
Measurement 4.3.2	Personnel Practices and Employee Morale	(Municipal and Superior Courts)

### **PERFORMANCE AREA 5: PUBLIC TRUST AND CONFIDENCE**

#### **Standard 1: Accessibility**

Measurement 5.1.1	Court Employees' Perceptions of Court Performance	(Municipal and Superior Courts)
Measurement 5.1.2	Justice Systems Representatives' Perceptions of Court Performance	(Municipal and Superior Courts)
Measurement 5.1.3	General Public's Perceptions of Court Performance	(Municipal and Superior Courts)

***Appendix B - TCPS Matrix***

## Long Beach Municipal Court

### Trial Court Performance Standards

Area, Standard, & Measure	Methodology	Monitoring Method	Implementation Information	Subject of Measure	SC Measurement Team	Remarks	Classification
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### AREA 1: Access To Justice

<b>STANDARD 1 - PUBLIC PROCEEDINGS</b>							
1.1.1 - Access To Open Hearings	Observation/Survey	Indirect	Use of staff & vol., random crtrms	Court Serv.	✓	Combined with 1.1.2-3	Public
1.1.2 - Tracking Court Proceedings	Observation/Survey	Indirect	Use of staff & vol., random crtrms	Court Serv.	✓	Combined with 1.1.1 & 1.1.3	Public
1.1.3 - Audibility of Participants During Open Court	Observation/Survey	Indirect	Use of staff & vol., random crtrms	Court Serv.	✓	Combined with 1.1.1-2	Public

<b>STANDARD 2 - SAFETY, ACCESSIBILITY, &amp; ACCOUNTABILITY</b>							
1.2.1 - Courthouse Security Audit	Observation/Survey	Periodic	Sheriff's Dept. Security Survey	All Facilities	✓		Internal/Public
1.2.2 - Law Enforcement Officer Test of Security	Observation/Simulation	Periodic	Undercover Sheriff's Dep. Testing	All Facilities	✓		Internal
1.2.3 - Perception of Courthouse Security	Observation/Survey	Indirect	Court User Surveys	All Facilities	✓		Internal/Non-Public*
1.2.4 - Employee Knowledge of Emergency Proc.	Survey	Periodic	Random Selection of Employees	All Employees	✓	Used staff meeting for distr. of sur.	Internal
1.2.5 - Access to Information by Telephone	Observation/Simulation	Periodic	Telephone Audits	All Depts.	✓	Completed using random sample	Public/Non-Public
1.2.6 - Accessibility and Convenience for Court User	Survey	Indirect	Court User Surveys	All Depts.	✓	Combined with 1.2.7	Public/Non-Public
1.2.7 - Accessibility and Convenience for Observer	Survey	Indirect	Court Observer Survey	Court Serv.	✓	Combined with 1.2.6	Public/Non-Public

<b>STANDARD 3 - EFFECTIVE PARTICIPATION</b>							
1.3.5 - Participation by Persons with Disabilities	Observation/Simulation	Indirect	Disabled Volunteers/Groups	All Facilities	✓		Public/Non-Public

<b>STANDARD 4 - COURTESY, RESPONSIVENESS, &amp; RESPECT</b>							
1.4.1 - Court User's Assessment	Survey	Continuous	Distribute Surveys to Court Users	All Depts.		Combined with 5.1.3	Public/Non-Public
1.4.2 - Observer's Assessment	Survey	Periodic	Use unknown observer	All Depts.			Public/Non-Public

<b>STANDARD 5 - AFFORDABLE COSTS</b>							
1.5.1 - Inventory of Assistance Alternatives	Review Records	Indirect	Div. Mgrs. Conduct Survey	All Depts.	✓	J. SC	Public/Non-Public
1.5.2 - Access to Affordable Civ. Legal Assistance	Survey	Indirect	Survey Staff	Civ./Sm. Claims	✓	J. SC	Public
1.5.3 - Barriers to Accessing Needed Court Serv.	Survey	Indirect	Can be part of perceptions inv.	Civ./Sm. Claims	✓	A	Public

### AREA 2: Expedition and Timeliness

<b>STANDARD 1 - CASE PROCESSING</b>							
2.1.1 - Time to Disposition	Record Review	Continuous	Information already compiled.	All Depts.		A	Public/Non-Public
2.1.2 - Ratio of Case Dispos. to Case Filings	Record Review	Continuous	Information already compiled.	All Depts.		A	Public/Non-Public
2.1.3 - Age of Pending Cases	Record Review	Continuous	Information already compiled.	All Depts.		A	Public/Non-Public

Initial Implementation Standards

## Long Beach Municipal Court Trial Court Performance Standards

Area/Standard & Measure	Methodology	Monitoring Method	Implementation Information	Subject of Measure	Measurement Team	Remarks	Classification
2.1.4 - Certainty of Trial Dates	Record Review	Continuous	Information already compiled.	All Depts.	S	Completed with JC Reports	Public/Non-Public
<b>STANDARD 2 - COMPLIANCE WITH SCHEDULES</b>							
2.2.3 - Provision of Information	Observation/Simulation	Continuous	Request info by tele., mail, person	All Depts.	C	Scenario Analysis	Public/Non-Public
<b>STANDARD 3 - PROMPT IMPLEMENTATION OF LAWS &amp; PROCEDURES</b>							
2.3.1 - Implementation of Changes to Sub/Proc. Laws	Record Review	Periodic	Random selection of new laws	All Depts.	S		Public/Non-Public
2.3.2 - Implementation of Changes in Admin. Proc.	Record Review	Periodic	Random selection of admin. proc.	All Depts.	S		Public/Non-Public

## AREA 4: Independence and Accountability

<b>STANDARD 1 - INDEPENDENCE AND COMITY</b>							
4.1.1 - Perceptions of Independence and Comity	Survey	Indirect	Survey 5 Mgrs. & 5 Staff	Outside Agcy.	✓	A	Non-Public
<b>STANDARD 3 - PERSONNEL PRACTICES AND DECISIONS</b>							
4.3.1 - Assessment of Fairness in Working Cond.	Survey	Periodic	Survey All Court Employees	All Depts.	✓	J, SC	Internal
4.3.2 - Personnel Practices & Employee Morale	Survey	Periodic	Survey All Court Employees	All Depts.	✓	J, SC	Internal

## AREA 5: Trust and Confidence

<b>STANDARD 1 - ACCESSIBILITY</b>							
5.1.1 - Court Employees' Perceptions	Survey	Indirect	Survey All Court Employees	All Depts.	✓	J, SC	Internal
5.1.2 - Justice System Reps.' Perceptions	Focus Group	Indirect	Focus Group of Crim. Just. Agcy.	All Depts.	✓	A	Internal/Non-Public
5.1.3 - General Public's Perceptions	Survey	Indirect	Use Revised Perceptions	All Depts.	✓	A	Public

### NOTES:

Team A: R. Unuburu, A. Porter      Team C: J. Colbert      Team J: J. Osborne      Team SC: A. Harris-Yancy  
Team L: L. Hardy      Team P: P. Ayala      Team S: S. Huffman



***Appendix C - Time Schedules***

Rev.: 2/9/98

# 1998

# TCPS

## TIME SCHEDULE

Staff Briefings  
1/5/98 to 1/30/98

Data Collection Period  
2/2/98 to 7/3/98

Mid-Process Data Review  
4/20/98 to 4/24/98

Data Compilation Period  
7/3/98 to 8/7/98

Data Analyzation Period  
8/10/98 to 9/11/98

Report Writing Period  
9/14/98 to 10/2/98

Draft Report Due To  
Oversight Committee  
10/5/98

Review & Comment Period  
10/12/98 to 10/23/98

Revision Period  
10/26/98 to 11/6/98

Final Report Due  
11/9/98

April						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

March						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

February						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

January						
S	M	T	W	T	F	S
			1	2	3	
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

August						
S	M	T	W	T	F	S
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

July						
S	M	T	W	T	F	S
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

June						
S	M	T	W	T	F	S
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

May						
S	M	T	W	T	F	S
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

December						
S	M	T	W	T	F	S
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

November						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

October						
S	M	T	W	T	F	S
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

September						
S	M	T	W	T	F	S
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

**SUGGESTED MEETING DATES  
FOR TEAMS AND WORKING COMMITTEE**

<b>TEAM MEETINGS</b>	<b>WORKING COMMITTEE MEETINGS</b>
Week of Jan 26-30	Jan 27
Week of Feb 2-6	
Week of Feb 9-13	Feb 10
Week of Feb 16-20*	
Week of Feb 23-27	Feb 24 - Review Data from Teams
Week of Mar 2-6	
Week of Mar 9-18	Mar 10
Week of Mar 16-21*	
Week of Mar 23-27	Mar 24 - Review Data from Teams
Week of Mar 30-Apr 3	
Week of Apr 6-10	Apr 7
Week of Apr 13-17 50% Data due to Working Comm.	
Week of Apr 20-24	Apr 21 - Conduct Mid Process Review
Week of Apr 27-May 1	
Week of May 11-15*	May 12
Week of May 25-29	May 26 -Review Data from Teams
Week of June 8-12*	June 9
Week of June 22-26	June 23 - Review Data from Teams
Week of June 29-Jul 3	
Jul 3 - Bal of data due to Working Comm.	
	July 9 -Verify completion of all data

\* = Submit data to Working Committee

Submitted by Jean Osborne (1/6/98)

Rev. 1/27/98

***Appendix D* - TCPS Letters, Update  
and Revised Survey**

**Implementation of the  
TRIAL COURT PERFORMANCE STANDARDS  
ON A LIMITED BASIS  
TO MEASURE COURT PERFORMANCE**

In 1990, The Commission on Trial Court Performance Standards published *Trial Court Performance Standards* (TCPS) with Commentary and disseminated them nationally to the courts. TCPS focuses on the outcome of activities in general jurisdiction trial courts and provides a new framework within which to evaluate the workings of the courts. In 1995 the Judicial Council of California adopted the key performance categories of the standards under Standard 30 of Judicial Administration. The TCPS allow for a very comprehensive look at an individual court's performance. The Long Beach Municipal Court is implementing the TCPS on a limited basis. In order to truly evaluate the court, and in the spirit of coordination, Long Beach Superior Court will be included in a majority of the measurements.

The TCPS consist of 22 performance standards and 68 measurements. The Standards are grouped into five performance areas:

- (1) ACCESS TO JUSTICE,
- (2) EXPEDITION AND TIMELINESS,
- (3) EQUALITY, FAIRNESS AND INTEGRITY,
- (4) INDEPENDENCE AND ACCOUNTABILITY, AND
- (5) PUBLIC TRUST AND CONFIDENCE.

The standards are intended to be used by trial courts for purposes of internal evaluation, self-assessment, and self-improvement. The TCPS are not intended as a basis for cross-court comparison, nor are they intended as a basis for evaluating the performance of individual judges. They take into account the uniqueness of individual courts, yet provide a common framework for evaluation. They focus on outcomes and "customer" perceptions of performance.

The Long Beach Municipal and Superior Court will focus on the first performance area, "ACCESS TO JUSTICE", and 16 measurements in this category. This performance area primarily focuses on the function of trial courts as organizations and their relations with other organizations and the public. Also, 13 measurements from the combined areas of "Expedition and Timeliness", "Independence and Accountability" and "Trust and Confidence" relating to "ACCESS TO JUSTICE" will be implemented. A complete list of the 29 measurements are listed on the reverse side.

The ultimate benefit of implementation of the TCPS to the courts is the institutionalization of a comprehensive system of self-improvement. The court can establish benchmarks and continuously monitor its progress toward achieving overall organizational effectiveness.

**Municipal Court  
Long Beach Judicial District**  
County of Los Angeles, State of California

415 West Ocean Boulevard, Post Office Box 2840  
Long Beach, California 90801  
(562) 491-6201 • Fax (562) 495-3135

February 6, 1998

*Sharon A. Gonterman*  
COURT ADMINISTRATOR/CLERK

\*\*\*  
*Ronna Uruburu*  
ASST. COURT ADMINISTRATOR

TO: All Municipal and Superior Court Personnel  
FROM: Trial Court Performance Standards Working Committee  
RE: **TRIAL COURT PERFORMANCE STANDARDS (TCPS)**

**"How well are we doing?" and "Compared to what?"** The Trial Court performance Standards which were introduced at the Municipal and Superior Court Employee of the Quarter staff meetings will allow us to answer these questions. Implementation of the standards has begun on a limited basis, with focus on "ACCESS TO JUSTICE."

The following groups have been organized to ensure the success of the project:

- **Oversight Committee:** Supervising/Presiding Judge Gary J. Ferrari, Supervising/Assistant Presiding Judge Margaret M. Hay, Court Administrator Sharon A. Gonterman, and District Chief Tim Adams comprise this committee. They will assist with policy issues and overall project direction.
- **Working Committee:** Team Captains are Patsy Ayala, James Colbert, Lucy Hardy, Avelina Harris-Yancey, Sherry Huffman, Jean Osborne, Alex Porter and Ronna Uruburu. Ronna Uruburu is the chairperson of the committee and Alex Porter provides staff support. The committee is responsible to plan and organize each step of the project.
- **Project Teams:** Personnel from each Division of the Municipal and Superior Courts will comprise seven teams, chaired by the Working Committee Team Captains. The teams will gather the data needed to implement the standards. A list of the project team members is on the reverse side of this memo.

A summary of the TCPS and the list of measurements that we will implement are attached. We encourage your support and welcome your assistance as we implement Trial Court Performance Standards for the Long Beach Municipal and Superior Courts. Should you have any questions regarding the implementation, please contact a team captain.

Attachment

- c. (w/o attachment) Oversight Committee

**Implementation of the  
TRIAL COURT PERFORMANCE STANDARDS  
ON A LIMITED BASIS  
TO MEASURE COURT PERFORMANCE**

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The TCPS consist of 22 performance standards and 68 measurements. The Standards are grouped into five performance areas:

- (1) ACCESS TO JUSTICE,
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- (4) INDEPENDENCE AND ACCOUNTABILITY, AND
- (5) PUBLIC TRUST AND CONFIDENCE.

The standards are intended to be used by trial courts for purposes of internal evaluation, self-assessment, and self-improvement. The TCPS are not intended as a basis for cross-court comparison, nor are they intended as a basis for evaluating the performance of individual judges. They take into account the uniqueness of individual courts, yet provide a common framework for evaluation. They focus on outcomes and "customer" perceptions of performance.

The Long Beach Municipal and Superior Court will focus on the first performance area, "ACCESS TO JUSTICE", and 16 measurements in this category. This performance area primarily focuses on the function of trial courts as organizations and their relations with other organizations and the public. Also, 13 measurements from the combined areas of "Expedition and Timeliness", "Independence and Accountability" and "Trust and Confidence" relating to "ACCESS TO JUSTICE" will be implemented. A complete list of the 29 measurements are listed on the reverse side.

The ultimate benefit of implementation of the TCPS to the courts is the institutionalization of a comprehensive system of self-improvement. The court can establish benchmarks and continuously monitor its progress toward achieving overall organizational effectiveness.

Judicially Coordinated

GARY J. FERRARI  
SUPERVISING/PRESIDING JUDGE  
(562) 491-6146

**MUNICIPAL COURT**

.....  
**SUPERIOR COURT**

**LONG BEACH**

415 West Ocean Boulevard  
Long Beach, CA 90802

MARGARET M. HAY  
SUPERVISING/ASST. PRESIDING JUDGE  
(562) 491-6127

January 7, 1998

TO: All Judicial Officers, Municipal & Superior Courts  
FROM: Gary J. Ferrari, Supervising/Presiding Judge  
RE: **TRIAL COURT PERFORMANCE STANDARDS**

The Long Beach Municipal Court, joined by the South District Superior Court, has begun implementation of the Trial Court Performance Standards (TCPS) on a limited basis, focusing on the area of "ACCESS TO JUSTICE", allowing our courts to answer the questions, "How well are we doing?" and "Compared to what?" The core of this performance area is the function of trial courts and their relations with other organizations and the public.

An oversight committee consisting of Supervising/Asst. Presiding Judge Margaret M. Hay, Court Administrator Sharon A. Gonterman, District Chief Tim Adams, and myself has been developed to assist with the implementation policy issues and overall project direction.

In addition, a working committee consisting of team captains Ronna Uruburu, Alex Porter, Sherry Huffman, James Colbert, Lucy Hardy, H. Patsy Ayala, C. Jean Osborne and Avelina Harris-Yancey has been formed. This committee is chaired by Ronna Uruburu, and Alex Porter is providing staff support.

A more detailed summary of the TCPS is attached, as well as the list of measurements that will be implemented. Should you have any questions regarding the implementation, please contact Ronna Uruburu at Ext. 5988 or Alex Porter at Ext. 6486.

GJF/RU:ln  
Attachment

cc: Sharon A. Gonterman  
Tim Adams  
TCPS Working Committee Members



**Municipal Court  
Long Beach Judicial District**  
County of Los Angeles, State of California  
  
415 West Ocean Boulevard, Post Office Box 2840  
Long Beach, California 90801  
(562) 491-6201 \* Fax (562) 495-3135

*Sharon A. Gonterman*  
COURT ADMINISTRATOR/CLERK

*Ronna Uruburu*  
ASST. COURT ADMINISTRATOR

March 9, 1998

TO: All Municipal and Superior Court Judicial Officers  
All Municipal and Superior Court Personnel

FROM: Ronna Uruburu, <sup>du</sup>Project Chair  
Trial Court Performance Standards

RE: Trial Court Performance Standards (TCPS) Update

The TCPS Working Committee and Project Teams have been busy planning and preparing the implementation of the 29 designated measurements that focus on the area of "ACCESS TO JUSTICE" based on four key premises:

- Measurements that provide the maximum return on investment.
- Utilization of available information and data to the maximum extent possible.
- Not resolving performance issues while measuring.
- Involving the staff and legal community to the maximum extent possible.

The actual methodology for implementation of the measurements will include review of records, surveys, simulation, and/or observation. The data collection period began on February 2, 1998 and will end on July 3, 1998. The mid process data review will occur April 20 - 24, 1998. At that time each team is expected to have implemented at least half of their assigned measurements.

## **MEASUREMENTS**

### **PERFORMANCE AREA 1: ACCESS TO JUSTICE**

#### **Standard 1: Public Proceedings**

Measurement 1.1.1	Access to Open Hearings	(Municipal and Superior Courts)
Measurement 1.1.2	Tracking Court Proceedings	(Municipal and Superior Courts)
Measurement 1.1.3	Audibility of Participants During Open Court	(Municipal and Superior Courts)

#### **Standard 2: Safety, Accessibility and Accountability**

Measurement 1.2.1	Courthouse Security Audit	(Municipal and Superior Courts)
Measurement 1.2.2	Law Enforcement Officer Test of Courthouse Security	(Municipal and Superior Courts)
Measurement 1.2.3	Perception of Courthouse Security	(Municipal and Superior Courts)
Measurement 1.2.4	Employee Knowledge of Emergency Procedures	(Municipal and Superior Courts)
Measurement 1.2.5	Accessibility of Information by Telephone	(Municipal Court)
Measurement 1.2.6	Accessibility and Convenience for Court User	(Municipal and Superior Courts)
Measurement 1.2.7	Accessibility and Convenience for Court Observer	(Municipal and Superior Courts)

#### **Standard 3: Effective Participation**

Measurement 1.3.5	Participation by Persons with Disabilities	(Municipal and Superior Courts)
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#### **Standard 5: Affordable Costs**

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Measurement 1.5.2	Access to Affordable Civil Legal Assistance	(Municipal and Superior Courts)
Measurement 1.5.3	Barriers to Accessing Needed Court Services	(Municipal and Superior Courts)

### **PERFORMANCE AREA 2: EXPEDITION AND TIMELINESS**

#### **Standard 1: Case Processing**

Measurement 2.1.1	Time to Disposition	(Municipal Court)
Measurement 2.1.2	Ratio of Case Dispositions to Case Filings	(Municipal Court)
Measurement 2.1.3	Age of Pending Cases	(Municipal Court)
Measurement 2.1.4	Certainty of Trial Dates	(Municipal Court)

#### **Standard 2: Compliance with Schedules**

Measurement 2.2.3	Provision of Information	(Municipal Court)
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#### **Standard 3: Prompt Implementation of Law and Procedures**

Measurement 2.3.1	Implementation of Changes in Substantive and Procedural Laws	(Municipal Court)
Measurement 2.3.2	Implementation of Changes in Administrative Procedures	(Municipal Court)

### **PERFORMANCE AREA 4: INDEPENDENCE AND ACCOUNTABILITY**

#### **Standard 1: Independence and Comity**

Measurement 4.1.1	Perceptions of the Court's Independence and Comity	(Municipal and Superior Courts)
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#### **Standard 3: Personnel Practices and Decisions**

Measurement 4.3.1	Assessment of Fairness in Working Conditions	(Municipal and Superior Courts)
Measurement 4.3.2	Personnel Practices and Employee Morale	(Municipal and Superior Courts)

### **PERFORMANCE AREA 5: PUBLIC TRUST AND CONFIDENCE**

#### **Standard 1: Accessibility**

Measurement 5.1.1	Court Employees' Perceptions of Court Performance	(Municipal and Superior Courts)
Measurement 5.1.2	Justice Systems Representatives' Perceptions of Court Performance	(Municipal and Superior Courts)
Measurement 5.1.3	General Public's Perceptions of Court Performance	(Municipal and Superior Courts)

## TCPS PROJECT TEAMS

### Ayala Team:

Miriam Gonzalez

Nekii Montgomery

Chante Warren

### Colbert Team:

Evelyn Dominguez-Malave

Kimberly Garrett

Renetta Thompson

### Hardy Team:

Pat Davis

Gayna Squalls

Kelli Thomas

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Imee Evanculla

Valerie Taylor

Carla Thomas

### Harris-Yancey/Osborne Team:

Robert Alva  
Rory Corrigan  
Jim Mc Glynn

Luis Barreras  
Rosalie Cabrera-Raza  
Barbara Monroe

Yolanda Bonner  
Renee Davis

### Porter/Uruburu Team:

Maryanne Costanzo

Gerilynn Gioiello

Robert Zamain

## MEASUREMENTS

### PERFORMANCE AREA 1: ACCESS TO JUSTICE

#### **Standard 1: Public Proceedings**

Measurement 1.1.1	Access to Open Hearings	(Municipal and Superior Courts)
Measurement 1.1.2	Tracking Court Proceedings	(Municipal and Superior Courts)
Measurement 1.1.3	Audibility of Participants During Open Court	(Municipal and Superior Courts)

#### **Standard 2: Safety, Accessibility and Accountability**

Measurement 1.2.1	Courthouse Security Audit	(Municipal and Superior Courts)
Measurement 1.2.2	Law Enforcement Officer Test of Courthouse Security	(Municipal and Superior Courts)
Measurement 1.2.3	Perception of Courthouse Security	(Municipal and Superior Courts)
Measurement 1.2.4	Employee Knowledge of Emergency Procedures	(Municipal and Superior Courts)
Measurement 1.2.5	Accessibility of Information by Telephone	(Municipal Court)
Measurement 1.2.6	Accessibility and Convenience for Court User	(Municipal and Superior Courts)
Measurement 1.2.7	Accessibility and Convenience for Court Observer	(Municipal and Superior Courts)

#### **Standard 3: Effective Participation**

Measurement 1.3.5	Participation by Persons with Disabilities	(Municipal and Superior Courts)
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#### **Standard 4: Courtesy, Responsiveness and Respect**

Measurement 1.4.1	Court User's Assessment of Court Personnel's Courtesy and Responsiveness	(Municipal Court)
Measurement 1.4.2	Observer's Assessment of Court Personnel's Courtesy and Responsiveness	(Municipal Court)

#### **Standard 5: Affordable Costs**

Measurement 1.5.1	Inventory of Assistance Alternatives	(Municipal and Superior Courts)
Measurement 1.5.2	Access to Affordable Civil Legal Assistance	(Municipal and Superior Courts)
Measurement 1.5.3	Barriers to Accessing Needed Court Services	(Municipal and Superior Courts)

### PERFORMANCE AREA 2: EXPEDITION AND TIMELINESS

#### **Standard 1: Case Processing**

Measurement 2.1.1	Time to Disposition	(Municipal Court)
Measurement 2.1.2	Ratio of Case Dispositions to Case Filings	(Municipal Court)
Measurement 2.1.3	Age of Pending Cases	(Municipal Court)
Measurement 2.1.4	Certainty of Trial Dates	(Municipal Court)

#### **Standard 2: Compliance with Schedules**

Measurement 2.2.3	Provision of Information	(Municipal Court)
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#### **Standard 3: Prompt Implementation of Law and Procedures**

Measurement 2.3.1	Implementation of Changes in Substantive and Procedural Laws	(Municipal Court)
Measurement 2.3.2	Implementation of Changes in Administrative Procedures	(Municipal Court)

### PERFORMANCE AREA 4: INDEPENDENCE AND ACCOUNTABILITY

#### **Standard 1: Independence and Comity**

Measurement 4.1.1	Perceptions of the Court's Independence and Comity	(Municipal and Superior Courts)
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#### **Standard 3: Personnel Practices and Decisions**

Measurement 4.3.1	Assessment of Fairness in Working Conditions	(Municipal and Superior Courts)
Measurement 4.3.2	Personnel Practices and Employee Morale	(Municipal and Superior Courts)

### PERFORMANCE AREA 5: PUBLIC TRUST AND CONFIDENCE

#### **Standard 1: Accessibility**

Measurement 5.1.1	Court Employees' Perceptions of Court Performance	(Municipal and Superior Courts)
Measurement 5.1.2	Justice Systems Representatives' Perceptions of Court Performance	(Municipal and Superior Courts)
Measurement 5.1.3	General Public's Perceptions of Court Performance	(Municipal and Superior Courts)

TCPS Update  
March 9, 1998

Some of the teams are just beginning the implementation process, i.e. the Porter/Uruburu Team will be implementing measurements 1.41 (Court User's Assessment) and 5.1.3 (General Public's Perceptions) on March 9 and 11, 1998, by surveying the public as they exit the building, while the Harris-Yancy/Osborne Team has already completed one measurement, 1.2.4 (Employee Knowledge of Emergency Procedures), by interviewing a total of 20 employees from the Municipal and Superior Court.

As a reminder, a list of the measurements and the Project Team members are attached. As each team continues to progress with the implementation of the measurements, the Working Committee will keep us informed and updated with their progress.

Should you have any questions regarding the implementation, please contact any team captain.

attachment

C: Supervisor's Office  
Sheriff's Department

## MEASUREMENTS

### **PERFORMANCE AREA1: ACCESS TO JUSTICE**

#### **Standard 1: Public Proceedings**

Measurement 1.1.1	Access to Open Hearings	(Municipal and Superior Courts)
Measurement 1.1.2	Tracking Court Proceedings	(Municipal and Superior Courts)
Measurement 1.1.3	Audibility of Participants During Open Court	(Municipal and Superior Courts)

#### **Standard 2: Safety, Accessibility and Accountability**

Measurement 1.2.1	Courthouse Security Audit	(Municipal and Superior Courts)
Measurement 1.2.2	Law Enforcement Officer Test of Courthouse Security	(Municipal and Superior Courts)
Measurement 1.2.3	Perception of Courthouse Security	(Municipal and Superior Courts)
Measurement 1.2.4	Employee Knowledge of Emergency Procedures	(Municipal and Superior Courts)
Measurement 1.2.5	Accessibility of Information by Telephone	(Municipal Court)
Measurement 1.2.6	Accessibility and Convenience for Court User	(Municipal and Superior Courts)
Measurement 1.2.7	Accessibility and Convenience for Court Observer	(Municipal and Superior Courts)

#### **Standard 3: Effective Participation**

Measurement 1.3.5	Participation by Persons with Disabilities	(Municipal and Superior Courts)
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#### **Standard 4: Courtesy, Responsiveness and Respect**

Measurement 1.4.1	Court User's Assessment of Court Personnel's Courtesy and Responsiveness	(Municipal Court)
Measurement 1.4.2	Observer's Assessment of Court Personnel's Courtesy and Responsiveness	(Municipal Court)

#### **Standard 5: Affordable Costs**

Measurement 1.5.1	Inventory of Assistance Alternatives	(Municipal and Superior Courts)
Measurement 1.5.2	Access to Affordable Civil Legal Assistance	(Municipal and Superior Courts)
Measurement 1.5.3	Barriers to Accessing Needed Court Services	(Municipal and Superior Courts)

### **PERFORMANCE AREA2: EXPEDITION AND TIMELINESS**

#### **Standard 1: Case Processing**

Measurement 2.1.1	Time to Disposition	(Municipal Court)
Measurement 2.1.2	Ratio of Case Dispositions to Case Filings	(Municipal Court)
Measurement 2.1.3	Age of Pending Cases	(Municipal Court)
Measurement 2.1.4	Certainty of Trial Dates	(Municipal Court)

#### **Standard 2: Compliance with Schedules**

Measurement 2.2.3	Provision of Information	(Municipal Court)
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#### **Standard 3: Prompt Implementation of Law and Procedures**

Measurement 2.3.1	Implementation of Changes in Substantive and Procedural Laws	(Municipal Court)
Measurement 2.3.2	Implementation of Changes in Administrative Procedures	(Municipal Court)

### **PERFORMANCE AREA4: INDEPENDENCE AND ACCOUNTABILITY**

#### **Standard 1: Independence and Comity**

Measurement 4.1.1	Perceptions of the Court's Independence and Comity	(Municipal and Superior Courts)
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#### **Standard 3: Personnel Practices and Decisions**

Measurement 4.3.1	Assessment of Fairness in Working Conditions	(Municipal and Superior Courts)
Measurement 4.3.2	Personnel Practices and Employee Morale	(Municipal and Superior Courts)

### **PERFORMANCE AREA5: PUBLIC TRUST AND CONFIDENCE**

#### **Standard 1: Accessibility**

Measurement 5.1.1	Court Employees' Perceptions of Court Performance	(Municipal and Superior Courts)
Measurement 5.1.2	Justice Systems Representatives' Perceptions of Court Performance	(Municipal and Superior Courts)
Measurement 5.1.3	General Public's Perceptions of Court Performance	(Municipal and Superior Courts)

## TCPS PROJECT TEAMS

### Patsy Ayala Team:

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### Jim Colbert Team:

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Rory Corrigan  
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Luis Barreras  
Rosalie Cabrera-Raza  
Barbara Monroe

Yolanda Bonner  
Renee Davis

### Alex Porter/Ronna Uruburu Team:

Maryanne Costanzo

Gerilynn Gioiello

Robert Zamalin

Judicially Coordinated

**GARY J. FERRARI**  
SUPERVISING/PRESIDING JUDGE

**MUNICIPAL COURT**

**SUPERIOR COURT**

**LONG BEACH**

415 West Ocean Boulevard  
Long Beach, CA 90802

**MARGARET M. HAY**  
SUPERVISING/ASST. PRESIDING JUDGE

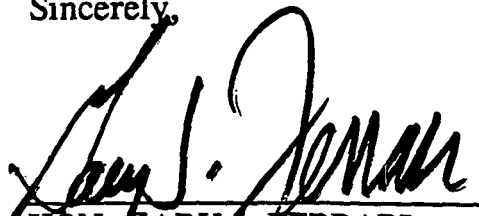
Dear Questionnaire Participant:

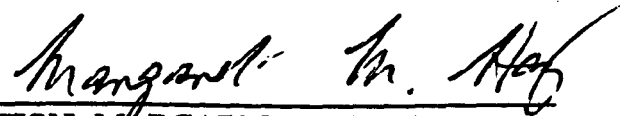
On behalf of the Long Beach Municipal Court and the Long Beach Superior Court, we would like to thank you for taking the time to complete this questionnaire. Our courts are currently performing a study to identify our strengths and weaknesses. This study, known as the Trial Court Performance Standards, will identify these traits and enable us to improve our service to you, our customer.


As you take the time to complete the following questionnaire, remember, **you** are an integral part of the judicial system. Your opinion and observations matter. Please answer each of the questions to the best of your ability. If you should have any questions while completing this questionnaire, please speak to one of the facilitators and they can assist you.

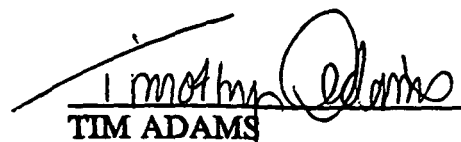
Once again, thank you for assisting us in improving our service to you. Your answers to the following questionnaire will provide a basis for the process of improving our service to all individuals that our courts serve.

Sincerely,

  
\_\_\_\_\_  
HON. GARY J. FERRARI  
Supervising/Presiding Judge

  
\_\_\_\_\_  
HON. MARGARET M. HAY  
Supervising/Assistant Presiding Judge

  
\_\_\_\_\_  
SHARON A. CONTERMAN  
Court Administrator  
Long Beach Municipal Court

  
\_\_\_\_\_  
TIM ADAMS  
Court Manager  
Long Beach Superior Court



**LONG BEACH MUNICIPAL COURT  
CUSTOMER SERVICE & POLICY QUESTIONNAIRE**

**I. Please rate the following statements based on your experience by circling the number that corresponds to your response.**

	Strongly Agree		Neither Agree Nor Disagree		Strongly Disagree	No Contact
<u>1. Courtroom Clerk:</u>						
Are friendly and courteous	1	2	3	4	5	9
Are available to answer my questions	1	2	3	4	5	9
Know the answers to my questions	1	2	3	4	5	9
Are willing to take time to explain things	1	2	3	4	5	9
<u>2. Courtroom Bailiff:</u>						
Are friendly and courteous	1	2	3	4	5	9
Are available to answer my questions	1	2	3	4	5	9
Know the answers to my questions	1	2	3	4	5	9
Are willing to take time to explain things	1	2	3	4	5	9
<u>3. Court Administrator's Office Staff (Rm. 209)</u>						
Are friendly and courteous	1	2	3	4	5	9
Are available to answer my questions	1	2	3	4	5	9
Know the answers to my questions	1	2	3	4	5	9
Are willing to take time to explain things	1	2	3	4	5	9
<u>4. Civil/Small Claims Division Staff(Rm. 207):</u>						
Are friendly and courteous	1	2	3	4	5	9
Are available to answer my questions	1	2	3	4	5	9
Know the answers to my questions	1	2	3	4	5	9
Are willing to take time to explain things	1	2	3	4	5	9
<u>5. Criminal Division Personnel(Rm. 205):</u>						
Are friendly and courteous	1	2	3	4	5	9
Are available to answer my questions	1	2	3	4	5	9
Know the answers to my questions	1	2	3	4	5	9

**LONG BEACH MUNICIPAL COURT**  
**CUSTOMER SERVICE & POLICY QUESTIONNAIRE**

	Strongly Agree		Neither Agree Nor Disagree		Strongly Disagree	No Contact
Are willing to take time to explain things	1	2	3	4	5	9
<u>6. Traffic Division Personnel(Rm. 203):</u>						
Are friendly and courteous	1	2	3	4	5	9
Are available to answer my questions	1	2	3	4	5	9
Know the answers to my questions	1	2	3	4	5	9
Are willing to take time to explain things	1	2	3	4	5	9
<u>7. Courthouse Security Officers:</u>						
Are friendly and courteous	1	2	3	4	5	9
Are available to answer my questions	1	2	3	4	5	9
Know the answers to my questions	1	2	3	4	5	9
Are willing to take time to explain things	1	2	3	4	5	9
<u>8. Jury Assembly Room Staff:</u>						
Are friendly and courteous	1	2	3	4	5	9
Are available to answer my questions	1	2	3	4	5	9
Know the answers to my questions	1	2	3	4	5	9
Are willing to take time to explain things	1	2	3	4	5	9

**II. As you know, there are several different kinds of courts. We'd like your opinion on the Long Beach Municipal Court. This court handles misdemeanors and major criminal cases (e.g., robbery, rape, & murder.) Please answer the following questions in the spaces provided.**

9. How familiar are you with the Long Beach Municipal Court?

- ☐ A. Very familiar                      ☐ B. Somewhat familiar
- ☐ C. Slightly familiar                      ☐ D. Not at all familiar

**LONG BEACH MUNICIPAL COURT**  
**CUSTOMER SERVICE & POLICY QUESTIONNAIRE**

10. In the past four years, have you participated in a Long Beach Municipal Court case as a witness, juror, plaintiff, defendant, or attorney; or have you been in the courthouse to conduct some other business or to observe a proceeding?

- ☐ A. No Contact      ☐ B. Witness      ☐ C. Plaintiff/Defendant  
☐ D. Attorney      ☐ E. Juror      ☐ F. Other Business  
☐ G. Court Employee      ☐ H. Observing a proceeding

11. In general, based on whatever you know, have read, or have heard, is the Long Beach Municipal Court doing an \_\_\_\_\_ job.

- ☐ A. Excellent    ☐ B. Good    ☐ C. Fair    ☐ D. Poor

***Please circle the appropriate answers for questions 11-23***

	Always 1	Usually 2	Sometimes 3	Never 4	Don't Know 9
12. Do you think court personnel treat people with respect?					
13. Do you think the court responds to requests for information in a reasonable time?	1	2	3	4	9
14. Do you think the selection process for jury duty in the Long Beach Municipal Court is fair?	1	2	3	4	9
15. Do you think the court provides enough information to the public about its procedures and services?	1	2	3	4	9
16. Do you think court proceedings are easy to understand and follow?	1	2	3	4	9
17. Do you think the court handles cases within a reasonable amount of time?	1	2	3	4	9
18. Do you think the court follows the law in performing its duties?	1	2	3	4	9
19. Do you think the court has adequate resources to its job?	1	2	3	4	9
20. Think now of the cost to take someone to court. Do you think the filing fees paid to the court are unreasonable?	1	2	3	4	9

**LONG BEACH MUNICIPAL COURT  
CUSTOMER SERVICE & POLICY QUESTIONNAIRE**

- |     |   |   |   |   |   |   |
|-----|---|---|---|---|---|---|
| 21. | Would you feel safe going to the courthouse?  | 1 | 2 | 3 | 4 | 9 |
| 22. | Do you think the court treats all people fairly?  | 1 | 2 | 3 | 4 | 9 |
| 23. | Do you think the court attempts to meet the special needs of people with physical or mental disabilities?                 | 1 | 2 | 3 | 4 | 9 |
| 24. | Do you think the court works well with other components of the justice system (e.g., police, attorneys, probation, etc.)? | 1 | 2 | 3 | 4 | 9 |

**III. In addition to the types of cases mentioned earlier, the Long Beach Municipal Court also handles Small Claims cases (disputes under \$5,000, e.g. personal injury, contract disputes, etc.) and Civil cases (disputes more than \$5,000, but less than \$25,000, e.g. personal injury, contract disputes, etc.).**

25. Have you ever wanted to take something before the Long Beach Municipal Court, but you didn't?

- ☐ Yes                      ☐ No (Skip to question 27)

26. What type of case did you have?

- ☐ A. Small Claims (dispute under \$5,000)  
☐ B. Civil (dispute more than \$5,000, but less than \$25,000)

27. Why didn't you go to court? (Check all that apply)

- ☐ A. Circumstances of case changed, decided not to pursue based on merit  
☐ B. Court procedures too complex, confusing, and/or run-around.  
☐ C. Court services too expensive  
☐ D. Attorney's bills would be too high  
☐ E. Court decision would take too long  
☐ F. Court sanctions are ineffective  
☐ G. I didn't know how to go about suing/getting my case heard  
☐ H. Turned to someone else to handle it (e.g., community group, etc.)  
☐ I. Thought nothing could be done

**LONG BEACH MUNICIPAL COURT**  
**CUSTOMER SERVICE & POLICY QUESTIONNAIRE**

**IV. Background Information**

28. On average, how often are you in the courthouse? (Please check one):

☐ Daily                      ☐ Weekly                      ☐ Monthly

☐ For limited periods (e.g., jury duty, traffic citation, etc.)

29. Please describe your relationship to the court (Check One):

☐ Attorney                      ☐ Probation Officer                      ☐ Public Defender  
☐ Police Officer                      ☐ District Attorney                      ☐ Security Officer of the Court  
☐ Party to a case                      ☐ Court Employee                      ☐ Court Reporter  
(civil/criminal/traffic)                      (Judge, Clerk, etc.)

30. Gender:

☐ Male                      ☐ Female

31. Age:

☐ 18-24                      ☐ 25-34                      ☐ 35-44  
☐ 45-54                      ☐ 55-65                      ☐ 65+

32. Race/Ethnicity:

☐ African American                      ☐ Caucasian American                      ☐ Asian American/Pacific  
Islander  
☐ Hispanic American                      ☐ Native American                      ☐ Other \_\_\_\_\_

33. Highest education level completed:

☐ Elementary School                      ☐ Junior high school                      ☐ Senior high school/GED  
☐ (2) years of college                      ☐ (4) years of college                      ☐ Post graduate

34. Your total yearly household income is:

☐ Under \$15,000                      ☐ \$15,000 - \$24,999                      ☐ \$25,000 - \$34,999  
☐ \$35,000 - \$49,999                      ☐ \$50,000 - \$64,999                      ☐ \$65,000 - \$79,999  
☐ \$80,000 +

35. If you are not satisfied with the ease of conducting business with the court, are you willing to be interviewed about your problems and suggestions?

☐ Yes                      ☐ No

Telephone Number: (\_\_\_\_\_) \_\_\_\_\_