



**CO L O R A D O**

**Office of Judicial  
Performance Evaluation**

Judicial Branch

---

The Honorable Dana J. Nichols  
2017 Judicial Performance Survey Report  
County Court

Conducted by:



75 Washington Ave. Ste. 2C  
Portland, ME 04101  
[www.marketdecisions.com](http://www.marketdecisions.com)

# Contents

- Summary of Results..... 1
  - Overall Score..... 1
  - Retention Scores..... 2
  - Individual Category Scores..... 3
  - Summary of Responses ..... 4
- Survey of Attorneys..... 5
  - Methodology and How to Read Results..... 5
  - Retention..... 8
  - Case Management..... 9
  - Application and Knowledge of Law.....10
  - Communications.....11
  - Demeanor .....12
  - Diligence .....13
  - Bias .....14
- Survey of Non-Attorneys .....15
  - Methodology and How to Read Results.....15
  - Retention.....18
  - Demeanor .....19
  - Fairness .....20
  - Communications.....21
  - Diligence .....22
  - Application of Law .....23
  - Bias .....24
  - Perception of Leniency or Harshness .....25

# Summary of Results

For Judge Dana J. Nichols, 116 qualified survey respondents submitted surveys. Of those who responded, 75 agreed they had worked with Judge Nichols enough to evaluate her performance. This report reflects these 75 responses.

Respondents rated judges on various questions using an A to F (for Fail) scale, in which the grades were then converted to numerical scores: A=4, B=3, C=2, D=1, and F=0. An average score of 4.0 is the highest possible score and 0.0 is the lowest possible score.

## Overall Score

Figure 1

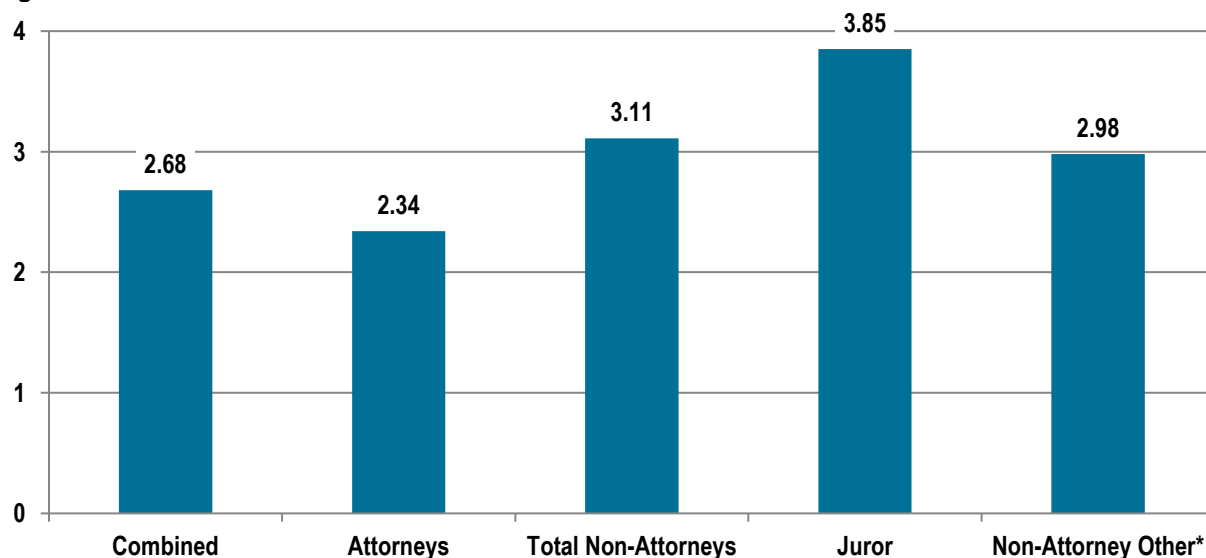


Table 1

Judge Dana J. Nichols Overall Scores					
			Non-Attorneys		
	Combined	Attorneys	Total Non-Attorneys	Juror	Non-Attorney Other*
Overall Grade	2.68	2.34	3.11	3.85	2.98

\* The Non-Attorney Other category includes law enforcement personnel, defendants, litigants, and witnesses.

## Retention Scores

Figure 2

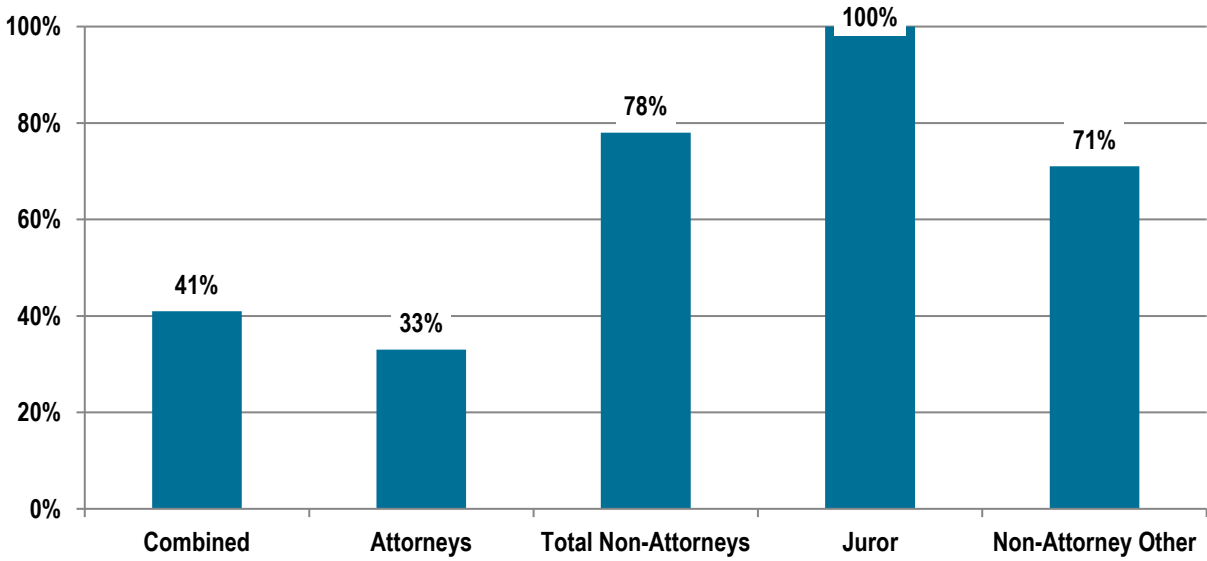


Table 2

Judge Dana J. Nichols Overall Retention Scores					
			Non-Attorneys		
	Combined	Attorneys	Total Non-Attorneys	Juror	Non-Attorney Other
% Recommending Retention	41%	33%	78%	100%	71%

## Individual Category Scores

Table 3

Judge Dana J. Nichols Overall Category Scores				
Area	Attorney	Non-Attorney		
		Total	Juror	Non-Attorney Other
Case Management	2.84	N/A	N/A	N/A
Application and Knowledge of Law	2.22	2.99	3.92	2.85
Communications	2.62	3.42	4.00	3.31
Diligence	2.14	3.20	3.65	3.11
Demeanor	1.89	2.96	3.75	2.82
Fairness	N/A	3.01	3.93	2.83

## Summary of Responses

**Table 4: Response Rates**

Group	Total Sent	Undeliverable or Not Applicable*	Complete	Response Rate**	% Without sufficient knowledge***
Attorneys	197	0	57	29%	28%
Total Non-Attorneys	1383	102	59	4%	42%
Staff	0	0	0	N/A	N/A
Jurors	78	0	7	9%	29%
Other Non-Attorneys	1305	102	52	4%	44%

\*Undeliverable or Not Applicable surveys are those that were returned as undeliverable, the person no longer works at the address provided, or the respondent is deceased.

\*\* Response rates are calculated by adding the number of completed responses to the number of undeliverable responses and dividing the results by the total invitations sent.

\*\*\*The percent without sufficient knowledge are those that said they had insufficient experience to evaluate the judge or justice.

# Survey of Attorneys

## Methodology and How to Read Results

For Judge Nichols, 57 qualified survey respondents submitted surveys. Of those who responded, 41 agreed they had worked with Judge Nichols enough to evaluate her performance. This report reflects these 41 responses. The survey results are divided into nine sections: Retention, Case Management, Application and Knowledge of law, Communications, Demeanor, Diligence, Bias, Strengths, and Weaknesses.

The results are shown in both graphs and tables. Each judge's scores are shown along with a comparison to other judges who serve at the same court level. The comparison group is called "County Judges" on the charts.

### a. Response rates

During the 2016-2017 administration, a total of 23,267 survey invitations were sent to 5,865 attorneys inviting them to evaluate judges and justices eligible to receive an interim review in 2017. On average, each attorney was asked to evaluate 3 judges. 4,676 surveys were completed with an additional 2,022 responses where the attorneys indicated that they did not have enough experience with the judge to be comfortable evaluating him or her. The response rate for the survey was 29% and the survey completion rate (the number of those familiar enough to evaluate the judge divided by the total number of attorney responses including those indicating they did not have sufficient familiarity to evaluate the judge) was 60%.

### b. Methodology

The 2016-2017 attorney survey was conducted online beginning on September 16th, 2016. Attorneys were first mailed a pre-notification letter sent on September 16th, 2016 informing them about the survey and providing a link and login information to access the survey online. Next, a series of three email invitations were sent on September 27th, October 12th, and November 1st, 2016.

To further increase response rates, an additional cycle of data collection took place in January and February 2017. Invitations were sent to attorneys who had appeared before judges receiving interim evaluations in the 3rd and 4th quarters of 2016. A pre-notification letter was sent to these attorneys on January 31st, 2017 and was followed up by emailed invitations sent on February 7th, February 16th, and February 27th, 2017. Additional invitations were sent out on request throughout data collection. All online surveys were closed and mail returns were cut off on March 2nd, 2017.

**c. Questions:**

In the core of the survey, attorneys evaluated district and county judges on 17 aspects of judicial performance and appellate judges on 12 aspects of judicial performance using a grade scale of A, B, C, D, or F (for Fail). These aspects were grouped by topic into categories; five for district and county judges and two for appellate. The district and county categories were: case management, application and knowledge of law, communications, demeanor, and diligence. Questions regarding appellate judges were divided into two categories; one for general questions and one specific to their writing (which was only asked of those who indicated they had experience with the judge or justice’s written opinions).

Respondents were also asked if they considered the judge biased toward the defense or prosecution in criminal cases. In a final question, respondents were asked to indicate how strongly they would recommend that the judge be retained or not retained in office.

While the formatting and structure of the survey was updated for 2016, the question wording was carried over from the 2015 administration and has remained consistent since 2013. The questions were originally developed in 1998 to meet the criteria outlined in statute 13-5.5-101 et seq.

**Question Category Areas\***

	Trial Judge: Attorney Survey	Appellate Judge/Justice Attorney Survey
<b><i>Question Categories</i></b>		
Appellate Judge General Questions		6
Application and Knowledge of Law	5	
Case Management	4	
Communications	2	
Demeanor	3	
Diligence	3	
Writing		6

***Individual Questions***

Bias	1	
Recommendation to Retain	1	1

***\*The numbers in the table refer to the number of questions asked in each category by survey group.***



#### **d. Analysis and Reporting**

Letter grades were converted to a numerical score where A=4, B=3, C=2, D=1, and Fail=0 for analysis. The results include an overall grade, a grade for each category, as well as a grade for each question. The overall score is calculated by averaging the responses to all questions answered by the attorney. This score will have the same numerical range as the individual questions from zero to four.

Each category score is calculated by averaging the responses to all questions answered by the attorney with each category. This score will have the same numerical range as the individual questions from zero to four. Similarly, an average score is calculated for each individual question with the exception of the bias and retention questions.

The overall average and category scores will be reported for each judge along with the average scores for the judge's peers. The average score (with exceptions noted above) will also be reported for each question, along with the peer group score. In addition, the report will include the distribution of responses for each question. That is, the percentage of attorneys that assigned a rating of A, B, C, D, and F. The distribution of responses is also reported for the questions on bias and retention.

#### **e. Comments**

At the end of each group of questions, respondents had the option of leaving comments about the judge's performance in that area. Respondents were also asked what they considered to be the judge's strengths and weaknesses and were allowed to leave open-ended responses to each. By statute, these comments are confidential and only provided to the judge and the District Commission on Judicial Performance. They are not released to the public when the rest of the report is released.

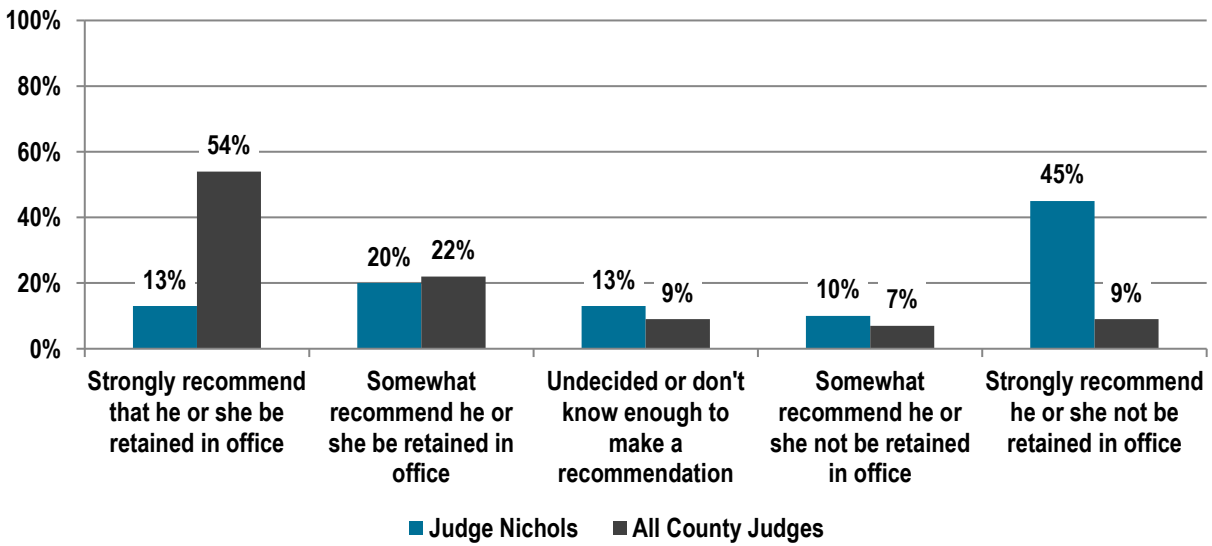
## Retention

Keeping in mind your responses to each of the previous questions, how strongly do you recommend that Judge Dana J. Nichols be retained in office, or not be retained in office?

Table 5

Judge Dana J. Nichols	
Total Retain	33%
Neither	13%
Total Not Retain	55%

Figure 3



## Case Management

Using a grade scale, where an "A" is excellent along with B, C, D, or F for fail, please grade Judge Nichols on the following. If, for a specific question you feel that you do not have enough information to grade the judge, please check DK/NA for Don't Know/Not Applicable.

Figure 4

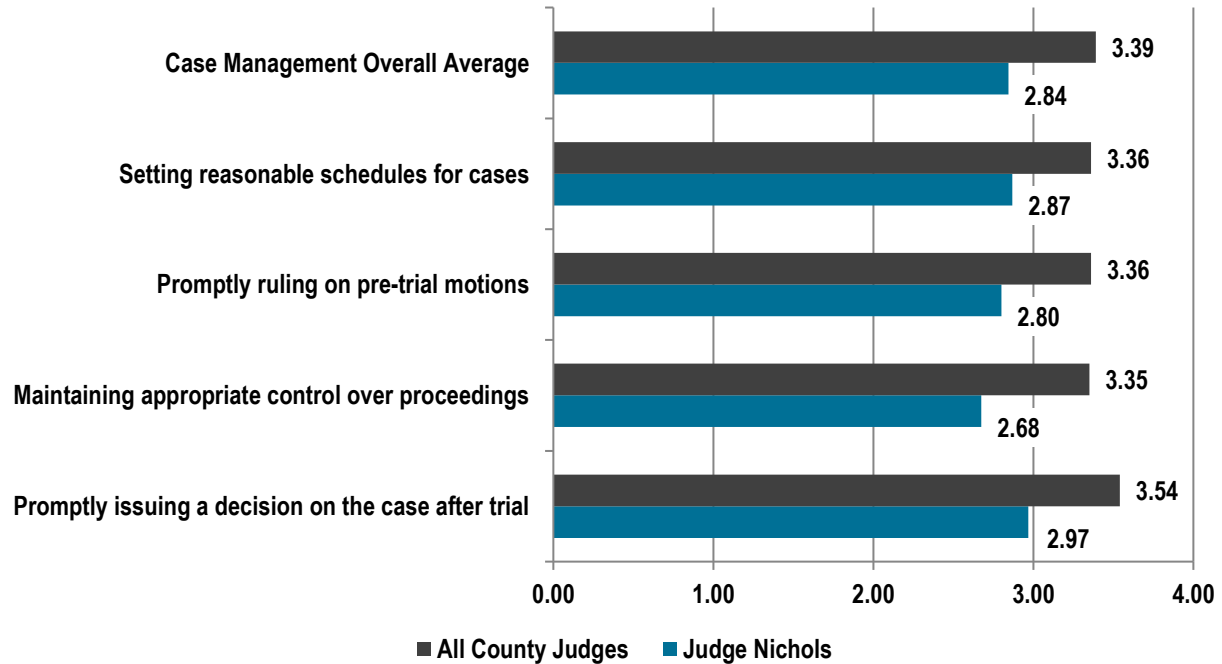


Table 6

Case Management								
Judge Dana J. Nichols Number of Responses: 40	A	B	C	D	Fail	DK/NA	Judge Nichols	All County Judges
Promptly issuing a decision on the case after trial	44%	7%	15%	5%	7%	22%	2.97	3.54
Maintaining appropriate control over proceedings	34%	17%	32%	10%	5%	2%	2.68	3.35
Promptly ruling on pre-trial motions	37%	7%	32%	7%	2%	15%	2.80	3.36
Setting reasonable schedules for cases	39%	20%	22%	7%	5%	7%	2.87	3.36
Case Management Overall Average							2.84	3.39

## Application and Knowledge of Law

Using a grade scale, where an "A" is excellent along with B, C, D, or F for fail, please grade Judge Nichols on the following. If, for a specific question you feel that you do not have enough information to grade the judge, please check DK/NA for Don't Know/Not Applicable.

Figure 5

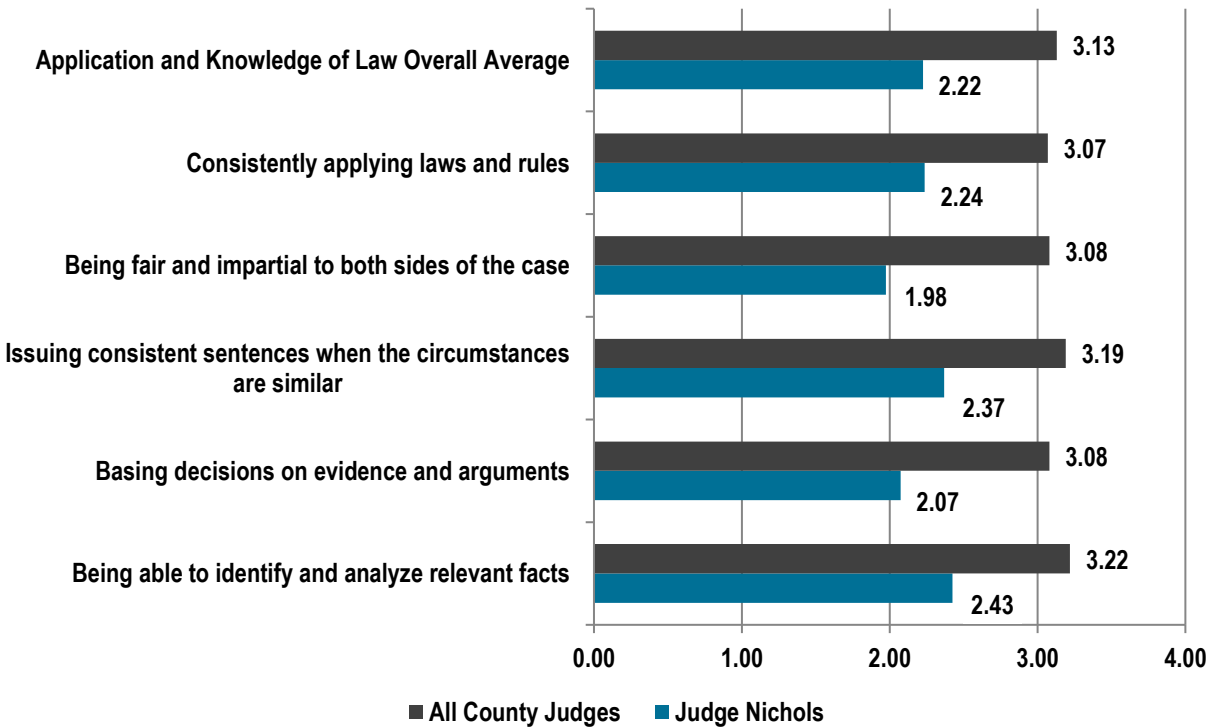


Table 7

Application and Knowledge of Law								
Judge Dana J. Nichols Number of Responses: 41	A	B	C	D	Fail	DK/NA	Judge Nichols	All County Judges
Being able to identify and analyze relevant facts	34%	17%	17%	15%	15%	2%	2.43	3.22
Basing decisions on evidence and arguments	29%	17%	12%	15%	27%	--	2.07	3.08
Issuing consistent sentences when the circumstances are similar	28%	23%	23%	3%	20%	5%	2.37	3.19
Being fair and impartial to both sides of the case	29%	12%	15%	10%	32%	2%	1.98	3.08
Consistently applying laws and rules	28%	18%	15%	20%	15%	5%	2.24	3.07
Application and Knowledge of Law Overall Average							2.22	3.13

## Communications

Using a grade scale, where an "A" is excellent along with B, C, D, or F for fail, please grade Judge Nichols on the following. If, for a specific question you feel that you do not have enough information to grade the judge, please check DK/NA for Don't Know/Not Applicable.

Figure 6

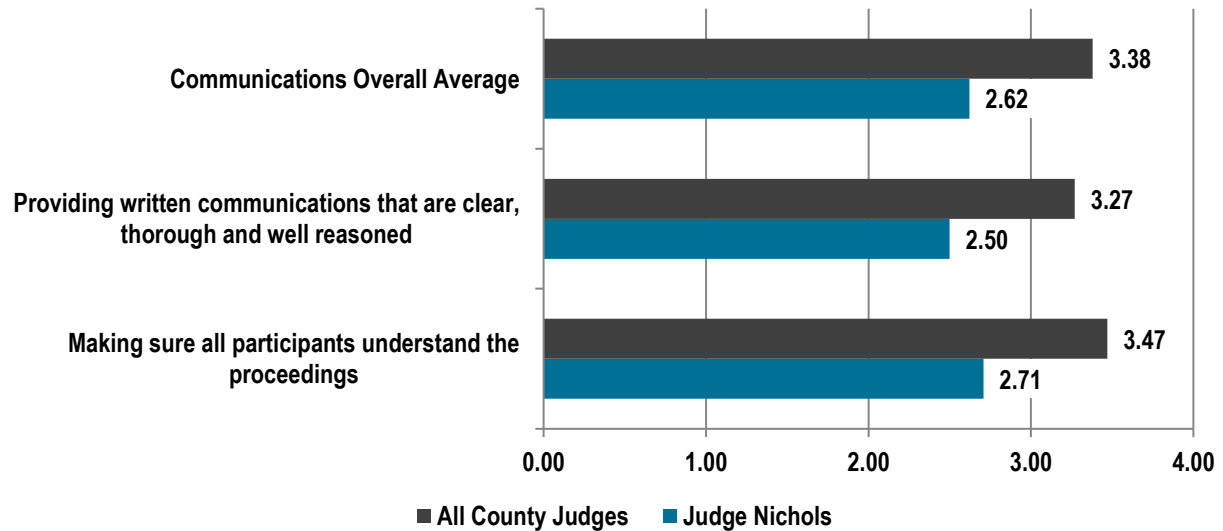


Table 8

Communications								
Judge Dana J. Nichols Number of Responses: 41	A	B	C	D	Fail	DK/NA	Judge Nichols	All County Judges
Making sure all participants understand the proceedings	39%	22%	20%	10%	10%	--	2.71	3.47
Providing written communications that are clear, thorough and well reasoned	27%	15%	24%	7%	10%	17%	2.50	3.27
Communications Overall Average							2.62	3.38

## Demeanor

Using a grade scale, where an "A" is excellent along with B, C, D, or F for fail, please grade Judge Nichols on the following. If, for a specific question you feel that you do not have enough information to grade the judge, please check DK/NA for Don't Know/Not Applicable.

Figure 7

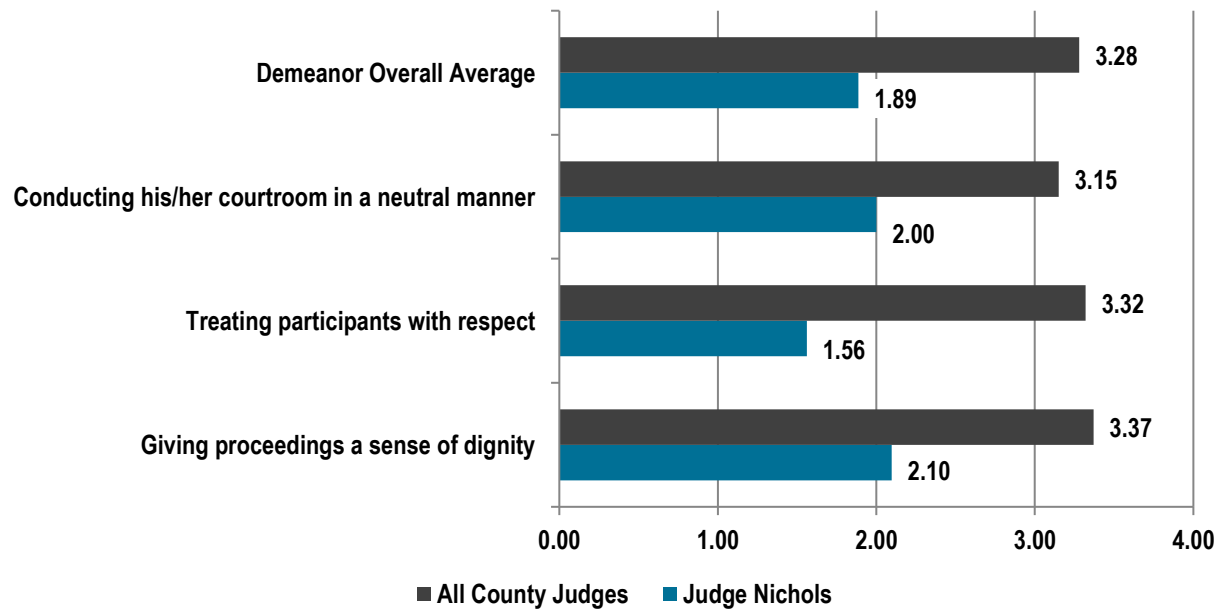


Table 9

Demeanor								
Judge Dana J. Nichols Number of Responses: 41	A	B	C	D	Fail	DK/NA	Judge Nichols	All County Judges
Giving proceedings a sense of dignity	37%	10%	10%	15%	29%	--	2.10	3.37
Treating participants with respect	24%	7%	15%	7%	46%	--	1.56	3.32
Conducting his/her courtroom in a neutral manner	22%	22%	17%	12%	27%	--	2.00	3.15
Demeanor Overall Average							1.89	3.28

## Diligence

Using a grade scale, where an "A" is excellent along with B, C, D, or F for fail, please grade Judge Nichols on the following. If, for a specific question you feel that you do not have enough information to grade the judge, please check DK/NA for Don't Know/Not Applicable.

Figure 8

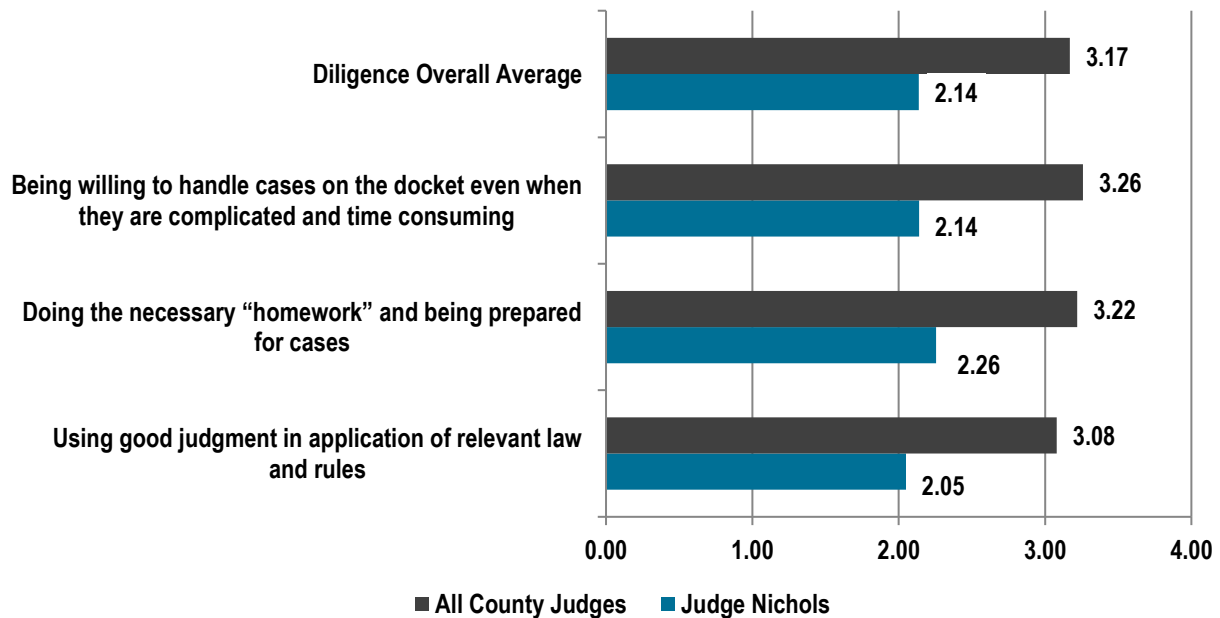


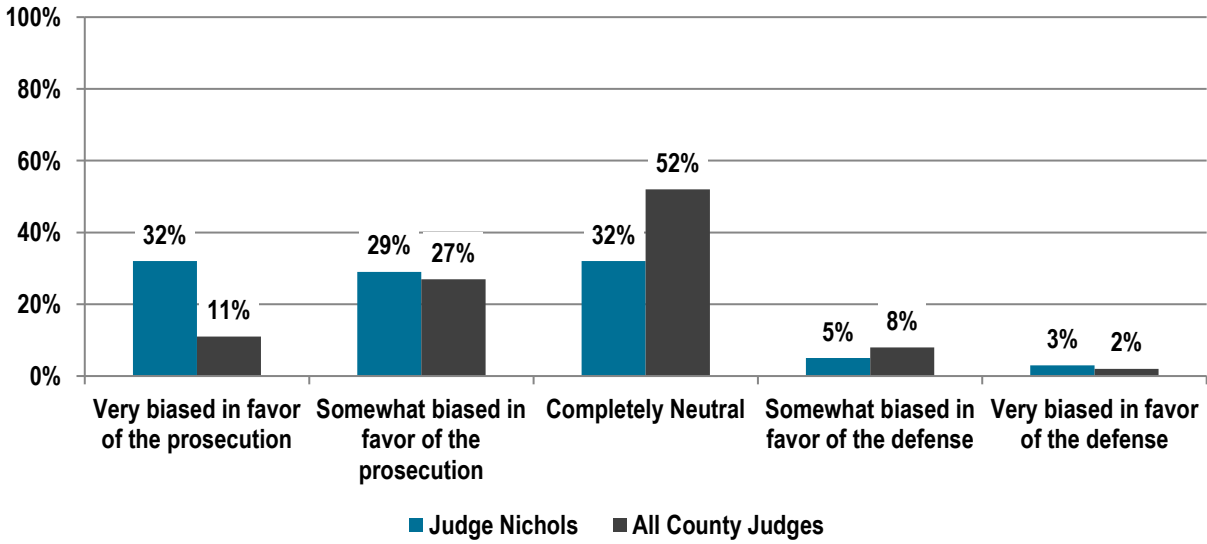
Table 10

Diligence								
Judge Dana J. Nichols Number of Responses: 41	A	B	C	D	Fail	DK/NA	Judge Nichols	All County Judges
Using good judgment in application of relevant law and rules	24%	20%	15%	20%	22%	--	2.05	3.08
Doing the necessary "homework" and being prepared for cases	24%	22%	20%	12%	17%	5%	2.26	3.22
Being willing to handle cases on the docket even when they are complicated and time consuming	24%	17%	12%	15%	20%	12%	2.14	3.26
Diligence Overall Average							2.14	3.17

## Bias

Having observed Judge Nichols in a criminal case, would you say the judge is:

Figure 9





# Survey of Non-Attorneys

## Methodology and How to Read Results

For Judge Dana J. Nichols, 59 qualified survey respondents submitted surveys. Of those who responded, 34 agreed they had worked with Judge Nichols enough to evaluate her performance. This report reflects these 34 responses.

### a. Response rates

During the 2016 administration of non-attorneys, 5,418 complete surveys have been received and an additional 1,940 indicated that they did not have enough experience to evaluate the judge. The response rate among non-attorneys is 8% and the completion rate is 70%.

### b. Methodology

The 2016-2017 non-attorney survey was conducted via a mixed mode online and mail survey beginning May 18th, 2016 and ending on March 2nd, 2017.

Due to email addresses not being available, non-attorneys were first mailed a pre-notification letter sent on May 18th, 2016 informing them about the survey and providing a link and login information to access the survey online. This was followed up with a second mailing that also included the information to access the survey online, as well as a full printed survey booklet and postage-paid return envelope. This second mailing was sent on June 17th, 2016. Invitations for this first cycle were based on experiences with judges that occurred in the first quarter of 2016.

This process for non-attorneys was repeated in the fall of 2016 for those that had experience with judges receiving an interim evaluation in the 2nd quarter of 2016, and again in January and February 2017 for those who had experiences with judges in the 3rd and 4th quarters of 2016.

For the fall cycle, the pre-notification letter was sent on September 16th, 2016 and the follow-up survey booklet was sent on November 2nd, 2016. For the January-February cycle, the order of the mailings was switched due to the constraints of the reporting schedule. The first mailing, sent on January 31st, 2017, included the full survey booklet and a return mailing envelope as well as instructions to access the survey online. The second mailing, sent on February 14th, 2017, included only a letter with instructions to complete the survey online and reminded them of the survey deadline on March 1st, 2017.

**c. Questions:**

Respondents evaluated judges on 19 aspects of judicial performance using a grade scale of A, B, C, D, or F (for Fail). Respondents were also asked if they considered the judge biased toward the defense or prosecution in criminal cases. Non-attorneys were also asked to evaluate the appropriateness of the sentencing. In a final question, respondents were asked to indicate how strongly they would recommend that the judge be retained or not retained in office.

**Question Category Areas\***

	Non-attorneys
<b>Question Categories</b>	
Application of Law	3
Communications	3
Demeanor	4
Diligence	5
Fairness	4

**Individual Questions**

Bias	1
Appropriateness of Sentence	1
Recommendation to Retain	1

***\*The numbers in the table refer to the number of questions asked in each category by survey group.***

**d. Analysis and Reporting**

Letter grades were then converted to a numerical score where A=4, B=3, C=2, D=1, and Fail=0 for analysis. The results include an overall grade, a grade for each category, as well as a grade for each question. The overall score is calculated by averaging the responses to all questions answered. This score will have the same numerical range as the individual questions from zero to four.

Each category score is calculated by averaging the responses to all questions answered by the attorney with each category. This score will have the same numerical range as the individual questions from zero to four. Similarly, an average score is calculated for each individual question with the exception of the bias and retention questions.

The overall average and category scores will be reported for each judge along with the average scores for the judge’s peers. The average score (with exceptions noted above) will also be reported for each question, along with the peer group score. In addition, the report will include the distribution of responses for each question. That is, the percentage of attorneys that

assigned a rating of A, B, C, D, and F. The distribution of responses is also reported for the questions on bias and retention as well as appropriateness of sentences.

**e. Comments:**

At the end of each group of questions, respondents had the option of leaving comments about the judge's performance in that area. Respondents were also asked what they considered to be the judge's strengths and weaknesses and were allowed to leave open-ended responses to each. By statute, these comments are confidential and only provided to the judge and the District Commission on Judicial Performance. They are not released to the public when the rest of the report is released.

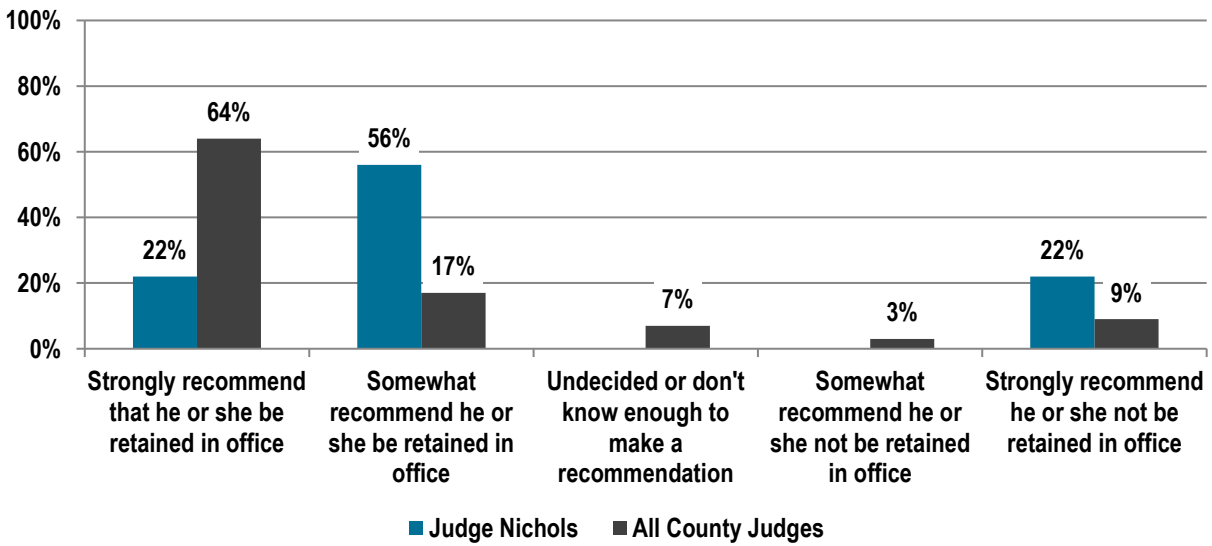
## Retention

Keeping in mind your responses to each of the previous questions, how strongly do you recommend that Judge Nichols be retained in office, or not retained in office?

Table 11

Judge Dana J. Nichols	
Total Retain	78%
Neither	0%
Total Not Retain	22%

Figure 10



## Demeanor

Using a grade scale, where an “A” is excellent along with B, C, D, or F for fail, please grade the judge on the following. If you feel that you don’t have experience with the judge in a specific area, or just don’t know, please mark “Don’t Know/Not Applicable” - DK/NA.

Figure 11

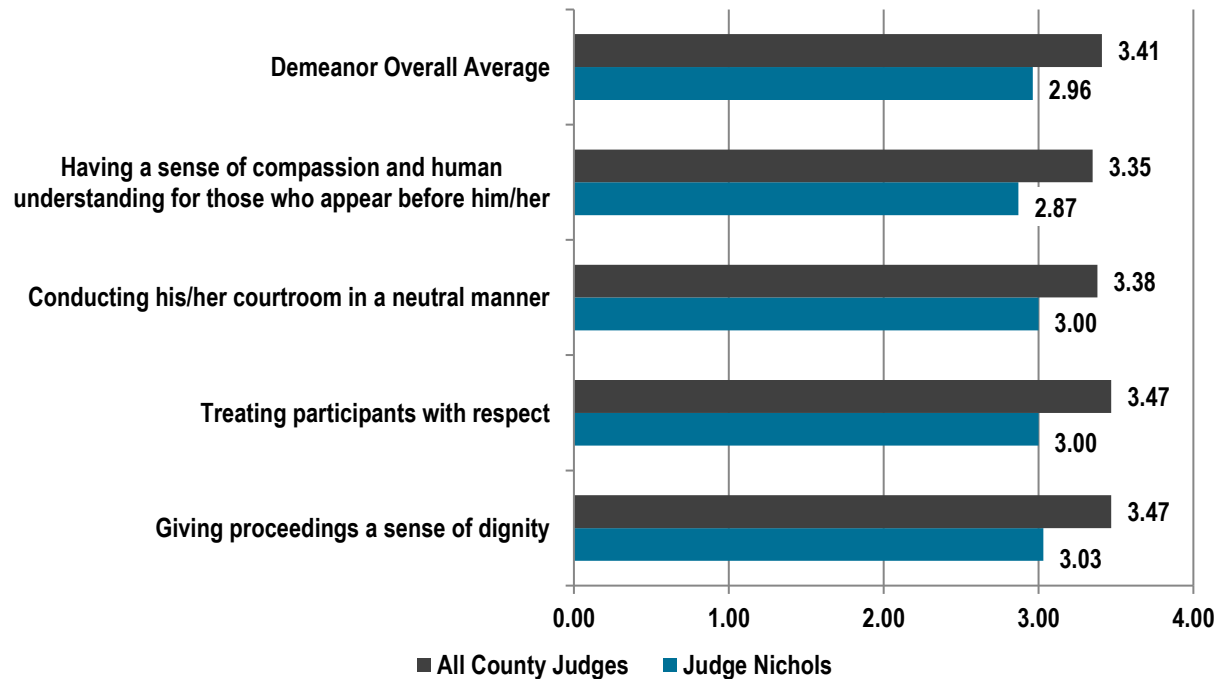


Table 12

Demeanor								
Judge Dana J. Nichols Number of Responses: 32	A	B	C	D	Fail	DK/NA	Judge Nichols	All County Judges
Giving proceedings a sense of dignity	53%	19%	13%	9%	6%	--	3.03	3.47
Treating participants with respect	63%	13%	--	13%	13%	--	3.00	3.47
Conducting his/her courtroom in a neutral manner	56%	16%	9%	9%	9%	--	3.00	3.38
Having a sense of compassion and human understanding for those who appear before him/her	59%	9%	6%	--	22%	3%	2.87	3.35
Demeanor Overall Average							2.96	3.41

## Fairness

Using a grade scale, where an “A” is excellent along with B, C, D, or F for fail, please grade the judge on the following. If you feel that you don’t have experience with the judge in a specific area, or just don’t know, please mark “Don’t Know/Not Applicable” - DK/NA.

Figure 12

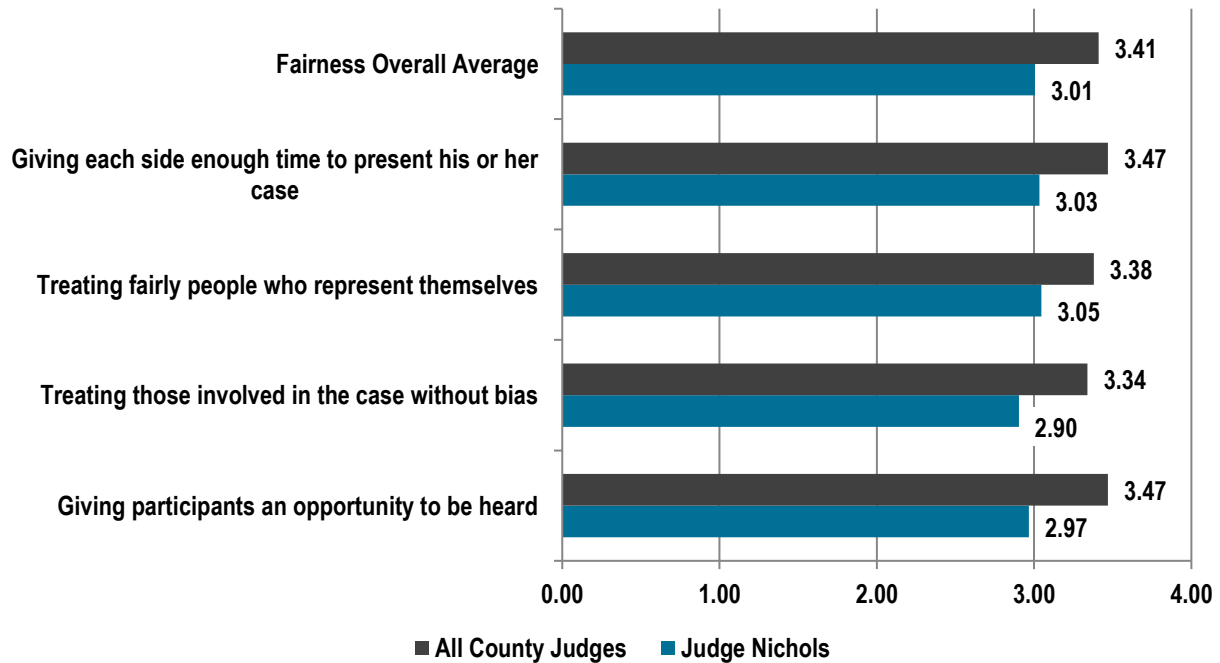


Table 13

Fairness								
Judge Dana J. Nichols Number of Responses: 32	A	B	C	D	Fail	DK/NA	Judge Nichols	All County Judges
Giving participants an opportunity to be heard	53%	16%	13%	3%	13%	3%	2.97	3.47
Treating those involved in the case without bias	56%	13%	6%	6%	16%	3%	2.90	3.34
Treating fairly people who represent themselves	44%	6%	6%	3%	9%	31%	3.05	3.38
Giving each side enough time to present his or her case	53%	13%	16%	3%	9%	6%	3.03	3.47
Fairness Overall Average							3.01	3.41

## Communications

Using a grade scale, where an “A” is excellent along with B, C, D, or F for fail, please grade the judge on the following. If you feel that you don’t have experience with the judge in a specific area, or just don’t know, please mark “Don’t Know/Not Applicable” - DK/NA.

Figure 13

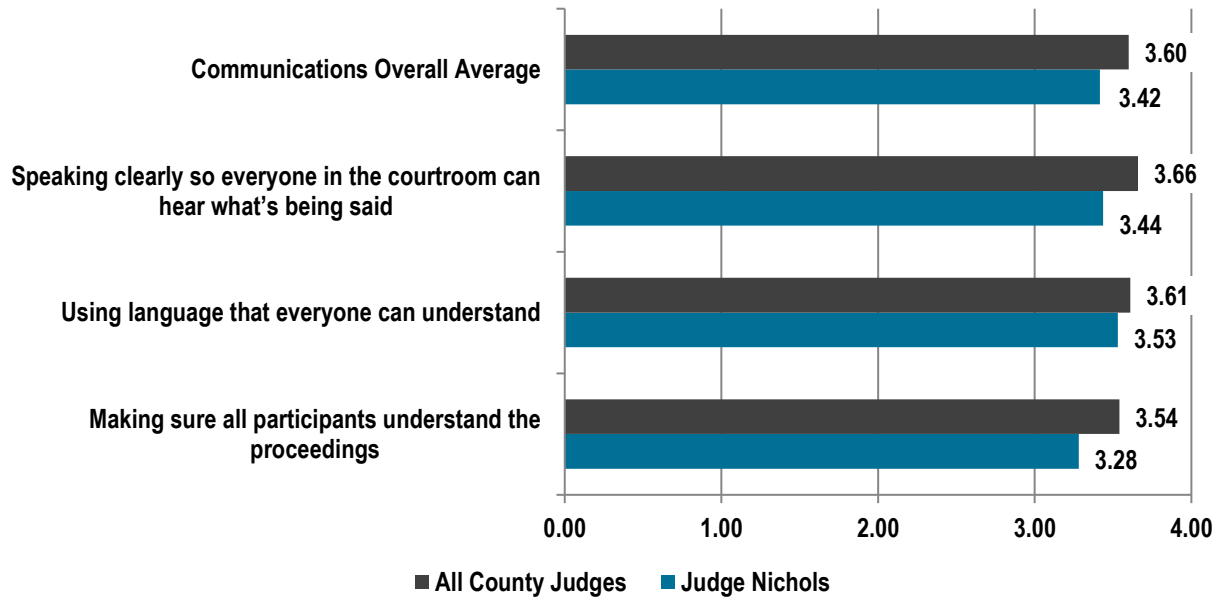


Table 14

Communications								
Judge Dana J. Nichols Number of Responses: 32	A	B	C	D	Fail	DK/NA	Judge Nichols	All County Judges
Making sure all participants understand the proceedings	66%	16%	6%	6%	6%	--	3.28	3.54
Using language that everyone can understand	69%	22%	6%	--	3%	--	3.53	3.61
Speaking clearly so everyone in the courtroom can hear what's being said	66%	22%	3%	9%	--	--	3.44	3.66
Communications Overall Average							3.42	3.60

## Diligence

Using a grade scale, where an “A” is excellent along with B, C, D, or F for fail, please grade the judge on the following. If you feel that you don’t have experience with the judge in a specific area, or just don’t know, please mark “Don’t Know/Not Applicable” - DK/NA.

Figure 14

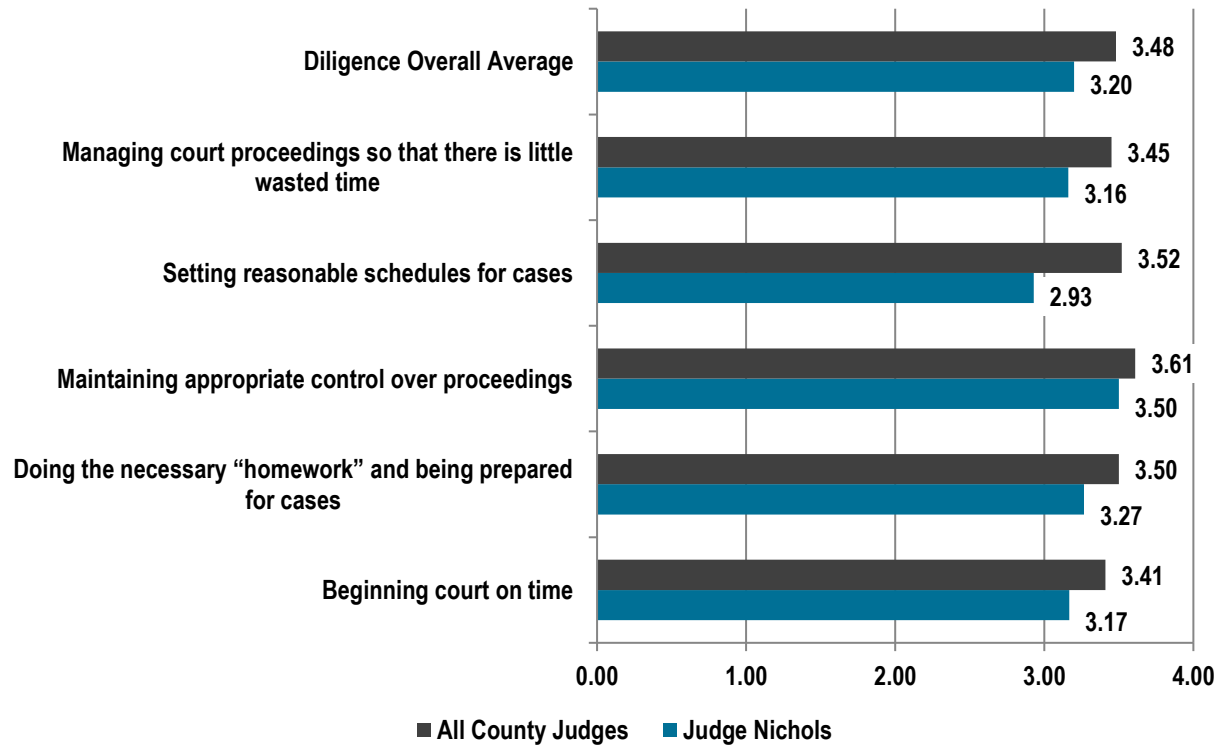


Table 15

Diligence								
Judge Dana J. Nichols Number of Responses: 32	A	B	C	D	Fail	DK/NA	Judge Nichols	All County Judges
Beginning court on time	47%	31%	6%	3%	6%	6%	3.17	3.41
Doing the necessary “homework” and being prepared for cases	56%	16%	16%	3%	3%	6%	3.27	3.50
Maintaining appropriate control over proceedings	69%	19%	6%	6%	--	--	3.50	3.61
Setting reasonable schedules for cases	44%	19%	9%	6%	9%	13%	2.93	3.52
Managing court proceedings so that there is little wasted time	56%	16%	16%	3%	6%	3%	3.16	3.45
Diligence Overall Average							3.20	3.48



## Application of Law

Using a grade scale, where an “A” is excellent along with B, C, D, or F for fail, please grade the judge on the following. If you feel that you don’t have experience with the judge in a specific area, or just don’t know, please mark “Don’t Know/Not Applicable” - DK/NA.

Figure 15

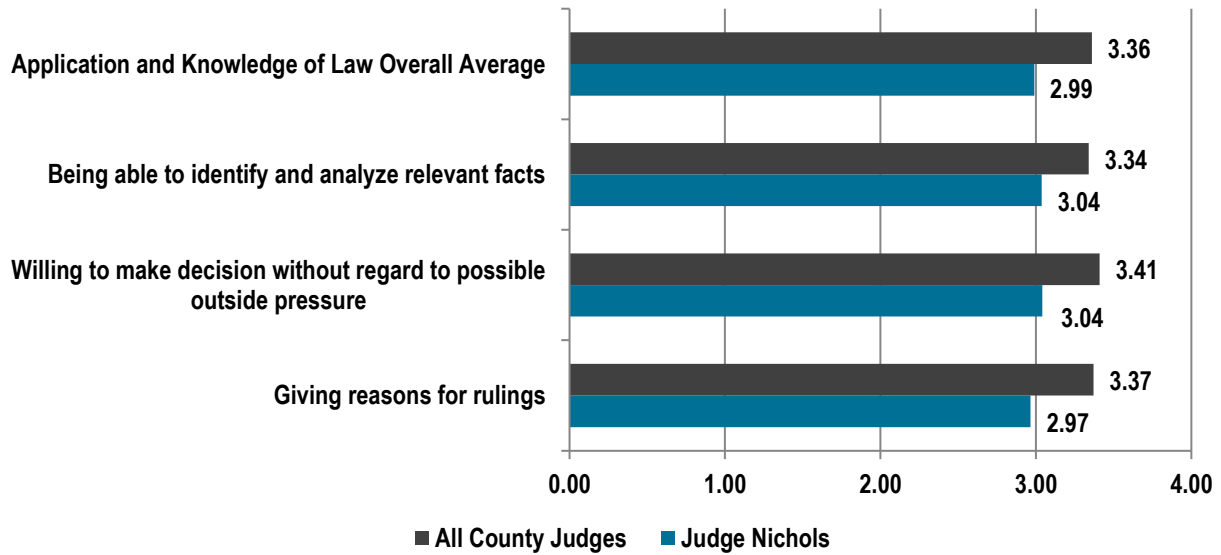


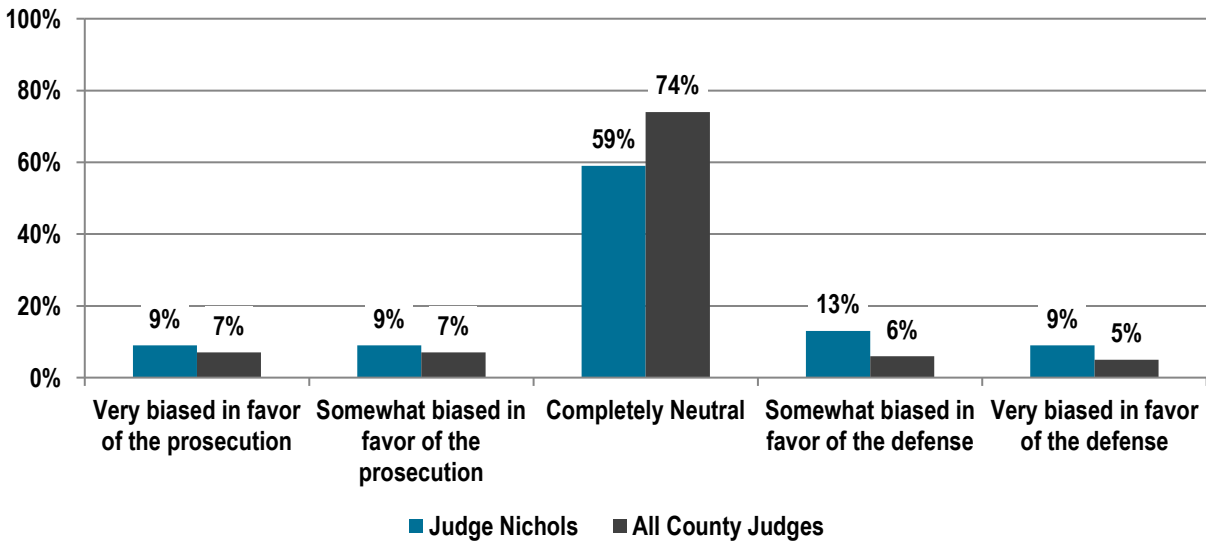
Table 16

Application of Law								
Judge Dana J. Nichols Number of Responses: 30	A	B	C	D	Fail	DK/NA	Judge Nichols	All County Judges
Giving reasons for rulings	56%	6%	9%	6%	13%	9%	2.97	3.37
Willing to make decision without regard to possible outside pressure	47%	6%	9%	3%	9%	25%	3.04	3.41
Being able to identify and analyze relevant facts	53%	9%	3%	9%	9%	16%	3.04	3.34
Application and Knowledge of Law Overall Average							2.99	3.36

## Bias

On the scale below, please indicate by selecting the appropriate number how biased you think Judge Nichols is toward the defense or the prosecution. If you feel Judge Nichols is completely unbiased, select "0."

Figure 16



## Perception of Leniency or Harshness

On the scale below, please indicate by selecting the appropriate number how lenient or how harsh you think the sentences generally handed down by Judge Nichols are. If you feel Judge Nichols generally hands down appropriate sentences, circle "0."

