

# COURT MANAGER

A PUBLICATION OF THE  
NATIONAL ASSOCIATION  
FOR COURT MANAGEMENT  
Volume 32 Number 3 Fall 2017



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# President's Message

VICKY CARLSON

**"Alone** we can do so little; **together we can** do so much."

Helen Keller

If you joined us in Washington, D.C., for the annual conference, I think you will agree that the conference was rich with a myriad of excellent national and international education sessions and the networking opportunities were plentiful. There were six plenary sessions and over 50 unique breakout sessions packed in five days. There was something for everyone. The evening at the Library of Congress did not disappoint. It was an evening rich with American history, networking, and great food. We were treated to *Drawing Justice: The Art of Courtroom Illustration*, which is an exhibition that showcases the Library's extensive collection of original art by artists hired by both newspapers and television to capture courtroom events. It was a relevant exhibit for attendees.

NACM partnered with the International Association for Court Administration to plan and host this conference. The conference was heavily marketed and sold out well before early registration closed. It was a fantastic collaboration with another association working to improve the administration of justice. It's amazing what we can do when we put our minds to a common goal! I believe both associations achieved their goal to bring attendees an outstanding education program, as well as an opportunity to network with court colleagues from around the world. There were over 825 attendees from over 46 countries represented in our nation's capital. We learned that there is so much to gain from different court perspectives.

With the annual conference behind us, and as I look to the next year, I'm incredibly grateful for the opportunity to lead and serve NACM in this capacity. I walk in the path of some very incredible individuals. The past presidents that I have had the opportunity to follow have been inspirational, hardworking, and dedicated leaders. I take great pride in following in their footsteps.

Along this journey I have been asked why I chose to pursue leadership in NACM. There are so many reasons: the opportunity to advocate on behalf of the profession and the association; the camaraderie of working beside so many knowledgeable and talented court professionals; the networking; and, of course, the learning opportunities. Most importantly, however, it is the hope that my efforts help highlight and promote how court administration professionals

can help courts and communities provide for more effective administration of justice. The vision of NACM is to be the preferred source for education and innovative practices and a leading voice for the court management profession. NACM has a very important role to play in educating court professionals, providing a sense of community to court leaders, sharing information, and advocating on important court and justice system topics. In essence, providing court leaders with the tools that they need to be the best they can be.

I have been fortunate to work with some extremely innovative, creative, and intelligent board members over the years. Our current board is no exception. All of these qualities will help our board members develop new goals and projects around the NACM Strategic Planning Focus Areas: Membership — Recruitment, Retention, and Engagement; Education and Resources; Advocacy for the Profession; and Association Governance. NACM committees are currently hard at work improving NACM's resources so that members can find court-related information quicker and easier on our website. In addition, work has begun to digitize the *Court Manager* to bring you an electronic magazine with search and forward capabilities, among others. The Core curriculum templates (<http://nacmcore.org>) continue to be developed and updated so members can teach the Core in their court. These are only a few of the exciting projects that NACM committees will be working on over the next year.

If you are wondering what you can do to help fulfill the NACM vision, there are no limits. Helen Keller said it best: "Alone we can do so little; together we can do so much." To sustain NACM for years to come, we need our members to be active and engaged. You can do that by getting involved in a committee and sharing your experience and ideas (meetings take place monthly by conference call); volunteering at a conference; considering a board position where you can help develop policy that promotes the vision of NACM; submitting an education session for a conference; attending a webinar or a conference; or simply approaching someone new at a conference. All of these engagements will help ensure the growth and vision of NACM.



## Editor's Notes

PHILLIP KNOX

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# "The administration of **justice** is the **firmest** pillar of government"

George Washington (1732–1799)

"We universally in the courts share the same value, the commitment to the rule of law." With these words, National Center for State Courts President Mary McQueen opened the keynote panel plenary and the annual conference this July. She was speaking to a combined gathering of national and international court leaders in Arlington, Virginia.

President McQueen was joined by a distinguished panel of chief justices from around the world who directed their thoughts and words to not only the hundreds gathered in a historic meeting that brought international colleagues to the Annual National Association for Court Management Conference, but also to the tens of thousands of court professionals who, each day, work to ensure that the rule of law is protected and held sacred.

The tremendous work to create a joint conference of the International Association for Court Administration (IACA) and the National Association for Court Management (NACM) was an ambitious undertaking. To those around the globe who planned and worked to ensure that this event was so well designed with group interaction, social events, and educational

offerings, well done. By almost any metric or rating this year's annual conference was a great success. The theme for the conference, *Excellence on a Global Scale*, was supported by plenary sessions and workshop presentations such as access to justice; ethics, integrity and the courts; and other timely sessions on cybersecurity, excellence in social media, and the impact of emerging trends on the administration of justice.

Of all the different languages spoken by the attendees in the hallways and lobby of the conference venue, there was likely a common language spoken that resonated louder and that was more clearly understood than any other — how best to attain excellence in providing services and delivering justice to those who we serve each day. The challenges of our work, whether frustration from delays in key projects, difficulties in dealing with others, budget reductions, interagency disputes, or any other problem, can always be placed into perspective when we allow ourselves to appreciate why we are doing the work we are doing — ensuring the effective administration of justice.

Until next time, thank you for reading.

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# 2017 NACM Annual Conference

# High

*Excellence on a Global Scale*



IACA President Vladimir Freitas



NACM President Scott Griffith

On the evening of Sunday, July 7, 2017, Crystal City, Virginia, became the home of a joint conference for two major organizations: the National Association for Court Management (NACM) and the International Association for Court Administration (IACA). With the theme of *Excellence on a Global Scale*, the next four days were filled with educational content that would speak to any court professional in any country.

Attendees were treated on Sunday to many events to help get

the conference off to a great start. Two bonus educational sessions were added for those who made it to the hotel early enough. In the State Association Leadership Seminar, court leaders from many states talked about the *Promise and Peril of Court Records*, where they shared familiar challenges and successes from their local courts.

The Joint Technology Committee convened its second in-person meeting of the year, discussing a long list of white papers they have been working on, as well as projects for next year.



Chief Judge Anna Blackburne-Rigsby,  
District of Columbia Court of Appeals



A reception was held for the Early Career Professionals (ECP) and for those attending a NACM conference for the first time. This brought together many experienced individuals in the court profession and NACM with many individuals who were very new to the court management scene.

The highlight of Sunday came in the evening, as the two associations finally came together for a night of networking, food, and fun. A plethora of food and drinks were provided to welcome everyone to what was planned to be an amazing week. The sounds of dueling pianos added to the festive atmosphere. This social event kicked off four solid days of educational sessions and countless opportunities to share best practices and knowledge with court leaders from around the world.

## Monday, July 10

On Monday morning, the president of NACM, Scott Griffith, and the president of IACA, the Honorable Vladimir Frietas, officially welcomed almost a thousand attendees to the largest conference in NACM's history. Following their welcome, the Chief Judge of the Washington, D.C., Court of Appeals, Judge Anna Blackburne-Rigsby, welcomed everyone to her backyard. She commended the two associations for coming together to share a wealth of experience and knowledge and encouraged everyone to continue doing so well beyond the conference.

In the opening plenary session, Mary McQueen, president of the National Center for State Courts, facilitated a panel discussion on today's challenges to the rule of law and the independence of the judiciary;

the critical role well-trained court professionals play to advance the effective administration of justice; strategies to promote the public's trust in the courts; how technology has been transforming our court systems; diminishing budgets and resources and special areas of interest; and common concerns of the panel. The panel consisted of Chief Justice Kenneth Benjamin, Supreme Court of Belize; Chief Justice John Minton, Supreme Court of Kentucky; Chief Justice Mogoeng, the Republic of South Africa; and Judge Ma Yuanjie, the Judicial Reform Office of the Supreme People's Court of China.

## Tuesday, July 11

Tuesday began with a motivational plenary delivered by Jon Rapping, founder of Gideon's Promise. Rapping is also a professor of law at John Marshall Law School. His plenary, *The Power of Culture: Working Together to Achieve Justice*, helped to educate attendees on how culture is created and how it drives us to contribute to unjust outcomes, all the while considering strategies to combat cultural pressures that are inconsistent with what justice demands of us. Tuesday's workshops included topics ranging from *Cybersecurity and the Courts to Implicit Bias*. Another plenary on Tuesday was presented on the *International Framework for Court Excellence and the High Performance Court Framework*.

## Wednesday, July 12

Topics for Wednesday morning included the *Future Focus of Access to Justice*, *Effective Juror Orientation*, and

*Excellence in Social Media*. When the workshops wrapped up, the annual *Exhibit Show* kicked off. This year, nearly 100 booths were set up for attendees to learn about various products and services. Lunch in the exhibit hall focused on appetizing cuisines from around the world.

One of the most memorable events of the conference took place on Wednesday evening, but far from the hotel site. Hundreds of conference attendees and exhibitors met in the lobby of the hotel, dressed to the nines. NACM and IACA had arranged for a special event at the Library of Congress, just for them, for the entire evening. Tasty food and drinks were served, and there were a couple of fascinating exhibits on display.

## Thursday, July 13

The momentum continued into Thursday, when the Joint Technology Committee presented the Top 10 Technology Solution Awards. Innovative, technological court solutions to local challenges from around the world were recognized. The two associations then moved into their final business meetings. At NACM's meeting, a new Board of Directors was officially confirmed and took the oath of office. Vicky Carlson became the new president, accepting the gavel from the outgoing president, Scott Griffith.

Two end plenaries closed out a week of great educational programming and networking. NACM and IACA had done a spectacular job hosting a conference that brought together such a diverse, yet similar group of professionals. Until the next time!

# Plenaries, Keynotes, and Educational Workshop Summaries

Monday, July 10

## The Challenge of Excellence on a Global Scale *Chief Justice Perspectives from Around the World*



PRESENTERS: **Kenneth Benjamin, Mary McQueen, John Minton, Mogoeng Mogoeng, and MA Yuanjie**



This plenary discussed the rule of law, recognizing that justice transcends governments and institutions. Application of the law should be impartial, fair, and clear. Citizens need to know that their freedom, property, families, and their lives are important. Each panelist shared a success story from their country.

When Kenneth Benjamin became chief justice of the Supreme Court of Belize, they were using paper ledgers and recording all entries by hand. He strived to create a case management system. There was a fiscal challenge to the project, but the largest challenge was change management. All staff had to become computer literate. The

system has increased efficiency and the capability to produce statistical reports. The court has moved toward e-filing.

Justice Mogoeng Mogoeng, Republic of South Africa, noticed a need to have a more effective and efficient court system. Competent case management was necessary to monitor cases and pending items. The National Efficiency Enhancement Committee was created to assist in administering justice. The committee ensures courts are adequately prepared and cases are moving through the system.

Judge MA Yuanjie discussed reforming China's judicial-selection process to increase efficiency. Judgments are now based on rules and are made by

individual judges. Judges are selected based on qualifications. The court system has become more efficient.

John Minton (Kentucky) serves as president of the Conference of Chief Justices. He and the National Center for State Courts have been discussing what courts need to start saying to the public and state legislatures about court funding. There is a glaring misunderstanding about court funding. The public believes the ethnicity of a judge impacts the fairness of a ruling. The fee policies of courts need to be reformed. Minton reviewed the successes of the pretrial services in Kentucky. A movement has begun toward bail reform.



Sessions with the camera icon next to the title were videotaped, thanks to a grant from the State Justice Institute, and can be viewed at [www.nacmnet.org](http://www.nacmnet.org)

*Kenneth Benjamin is chief justice, Supreme Court of Belize.*

*Mary McQueen is president, National Center for State Courts.*

*John Minton is chief justice, Supreme Court of Kentucky.*

*Mogoeng Mogoeng is chief justice, Republic of South Africa.*

*MA Yuanjie is judge, Judicial Reform Office, Supreme People's Court.*

## Who Is a Journalist?

### *Changing Legal Definitions and Implications for Courts, as seen in New Zealand, Australia, and the United States*

PRESENTERS: Jane Johnston and Anne Wallace

This session discussed the challenges created by the emergence of blogging and citizen journalism. Such challenges include defining “who is a journalist” and “what is journalism”?

The presentation examined the issue from the court’s perspective, both as sources of changing definitions and as institutions impacted by these changes.

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*Jane Johnston is associate professor, School of Communication and Arts, University of Queensland, Australia.  
Anne Wallace is associate head, La Trobe University Law School, Australia.*

## National Task Force on Fines, Fees and Bail Practices — Resources, Tools, and Challenges

PRESENTERS: Dave Byers, Laurie Dudgeon, and David Slayton

REPORTER: Carlo Esqueda

Laurie Dudgeon provided an update on the work of the task force. The goal remains to ensure that no one is denied access to justice based upon demographics or finances. A model curriculum and a uniform chart of accounts are under development, and all deliverables and a progress report for each state are available at <https://tinyurl.com/yb6d5het>.

Dave Byers spoke on Arizona’s Fair Justice Task Force, which has made 65 recommendations for collection improvements, such as promoting reasonable payment plans, reinstating suspended driver’s licenses, and implementing a multilingual automated offender-notification system in failure-to-appear/failure-to-pay situations. Many of these initiatives have been successfully piloted in Arizona jurisdictions.

David Slayton related Texas’s efforts at improvement. For example,

before failure-to-pay warrants are issued, offenders are given 30 days to work directly with court collections staff to negotiate reasonable payment plans. Community-service options have been expanded, and ability-to-pay inquiries are being made at sentencing hearings instead of only after payment defaults.

The speakers pointed out that pretrial risk-assessment tools are essential in bail reform. They also noted that reducing arrests for failure to appear/failure to pay has a positive effect on risk-assessment scores, resulting in more favorable pretrial release decisions. Both Arizona and Texas are working on additional



reforms, which include increased use of unsecured bonds and automatic appointment of counsel if an offender remains in jail after charges are filed.

The task force’s work is set to wrap up by early 2018.

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*Dave Byers is administrative director of the courts, Arizona Supreme Court.  
Laurie Dudgeon is director, Kentucky Administrative Office of the Courts.  
David Slayton is administrative director, Texas Office of Court Administration.*

## Extending the Core to Your Court *Caseflow and Workflow and Budget and Fiscal Management*

PRESENTERS: Alfred Degrafinreid, Kathryn Griffin, and Greg Lambard

REPORTER: Kathryn Griffin

This session demonstrated how to use the Core material for training purposes and for professional development. Kathryn Griffin, the Core Committee chair, showed how and why the Core was developed and the many uses of the materials, all of which are available at [www.nacmcore.org](http://www.nacmcore.org). Attendees were made aware of NACM's *Core in Practice Guide* (2015).

Greg Lambard reviewed portions of the caseflow and workflow curricula. Demonstrations of the differences between caseflow and workflow were given, in addition to the learning objectives of the competency. Several of the activities from the curricula were reviewed.

Alfred Degrafinreid gave a detailed view of the budget and fiscal

management curricula, demonstrating how to develop a budget and why it is important to track a budget. A review of the court manager's responsibilities with the budget process was highlighted.

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*Alfred Degrafinreid is chief deputy clerk, Metropolitan Nashville Criminal Court Clerk's Office.  
Kathryn Griffin is court administrator, St. Joseph County Circuit/Probate Court, Centerville, Michigan.  
Greg Lambard is chief probation officer, Burlington Vicinage, New Jersey Courts.*





## Remote Delivery of Access to Justice *The Path to Implementation and the Partnerships Along the Way*

PRESENTERS: Renee Danser and Mirenda Meghelli

REPORTER: Roger Rand

This session focused on remote delivery of access to justice and options to extend appropriate and meaningful court services through technology. Attendees were urged to poll the target audience that will best benefit from remote services and determine what services they need, such as Web sites, live chat, co-browsing, or email. Recommendations include finding cost-effective solutions that use multiple services.

Pro Bono Net's software platform LawHelp Interactive (LHI), in partnership with Ohio State Legal Services Organization, allows low-income people and their advocates to

prepare legal documents and pleadings online free.

New York's Closing the Gap partnership helps close the urban/rural service gap via technology and cross-program collaborations. Remote clients can work with a pro bono attorney using video chat, instant messaging, and document review. Pro Bono Net has also assisted New York courts with establishing an advocate/attorney-only "HotDocs" interview platform that produces legible court forms with data that can be transferred directly into the court's case management system after clerk review.

Other states, including California, have partnered with legal-aid agencies to provide self-help and remote services. Attendees were asked to consider with whom they might forge a partnership to advance their courts' mission to improve access to justice.

The presenters used the Poll Everywhere software. Attendees typed or texted poll responses, and the presenters displayed answers in a live Word Cloud, graph, or chart.

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*Renee Danser is deputy director, Self-Represented Litigant Network.*

*Mirenda Meghelli is LawHelp program coordinator, Pro Bono Net.*

## The Challenges of Excellence on a Global Scale

PRESENTERS: **Mary Campbell McQueen and Jeff Apperson**

REPORTER: **Nan Nash**

Attendees asked follow-up questions of the international keynote presenters from South Africa, Kentucky, Belize, and China. The judges were asked about improving relationships with the press. Panel members suggested training legal reporters on the complexities of the system; being transparent and open, including allowing cameras in the courtroom; developing strong PR units that address the press's tendency to highlight sensationalism instead of issues; and meeting with editorial boards to discuss judicial reforms.

They discussed how judges took office in their country and the diversity

of the bench. The pros and cons of judicial appointment versus judicial election were considered. Ultimately, the judges agreed that the best system guaranteed judicial independence and further suggested that judicial terms can balance out the politics. In South Africa, the chief justice is nominated by the president, after which an independent judicial commission gets to question the nominee, and each political party must consent to the nominee. The panel agreed that there needs to be a system that holds the judge accountable.

The panel next addressed instilling trust in the judiciary. Systems that stress the basics, put the litigants' business

first, protect children, and help those coming to court for justice were favored.

Finally, the judges were asked about dealing with refugees. South Africa noted that they were receptive to refugees because other countries had hosted them on their road to freedom. They conceded the practical challenges of dealing with refugees that are criminals and the vulnerability of the judges to criticism when this happens. The session concluded with the charge:

***“Do Justice, Love Mercy,  
Walk with Humility.”***

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*Mary Campbell McQueen is president,  
National Center for State Courts.*

*Jeff Apperson is vice president,  
International Division, National Center for State Courts.*

## Transforming the Public Experience of Justice Three Countries, One Goal

PRESENTERS: **Noel Doherty, Harold Epineuse, Frank Greene, and Barbara Marcille**

This session discussed how court systems across the world have accepted the challenge to go beyond traditional approaches to justice by actively seeking to improve public perceptions of effectiveness and fairness. New courthouses have allowed for testing customer-centered processes that speed up justice, increase transparency, and

improve the customer experience. The use of technology, sustainable environments, and flexible layouts have allowed the court system to become more relevant and effective.

Court administrators are at the center of the processes, interacting with judges, attorneys, officials, and designers to leverage their expertise to

achieve high-performance outcomes. This dynamic is at play in North America and in Europe in both civil- and common-law courts. The panel sought to find common themes and compare differences as they explored the driving forces of change.



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*Noel Doherty is principal officer, Directorate of Reform and Development, Irish Courts Service.*

*Harold Epineuse is with the Instiut des Hautes sur la Justice.*

*Frank Greene is principal, CGL Ricci Greene Associates.*

*Barbara Marcille is tribal court administrator, Circuit Court, Portland, Oregon.*

# Defining Legal Advice and Legal Information with an International Emphasis

PRESENTER: **John Greacen**

REPORTER: **Renee Danser**

In this session, John Greacen returned to his groundbreaking work on the delivery of services to self-represented litigants. This topic has evolved over the years but remains relevant in the United States and other countries. Greacen reminded the audience that only 15 percent of those who bring legal issues to court appear with a lawyer, with defendants usually representing themselves. How do we provide justice for people entering complex legal settings without lawyers? How do we enable informed and prepared litigants while maintaining neutrality?

The mandate that clerks cannot provide legal advice is vague and often implemented inconsistently and incorrectly, causing clerks to give less information than they otherwise would. This mandate stems from the fear of the unauthorized practice of law by a non-lawyer and the court's tradition



to maintain strict neutrality. But what are the ethical obligations of court staff? Greacen reminded attendees that

they are 1) to provide access to justice and 2) to remain impartial to all court users, including lawyers. Framing the discussion from this perspective allows courts to relax strict mandates on court staff.

Greacen encouraged all court staff with client contact to consider five questions before sending clients on their way:

1. Is this person in the right place for the need?
2. Have I answered the who, what, where, when, and how?
3. Does this person understand the information I've given?
4. Do I have a relevant written handout or Web location to provide?
5. Can I make a realistic referral for this person?

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*John Greacen is principal, Greacen Associates, LLC.*

## Managing a High-Profile Case in Your Court — Lessons Learned from the Prince Case

PRESENTERS: **Kevin Eide and Kristen Trebil-Halbersma**

This session focused on what to do when a large, highly publicized case comes to a courthouse near you. Session participants learned about

the impacts of managing a case with international media attention, such as staff participation and courthouse facility demands. The session provided

tips and resources to assist in managing high-profile cases based on lessons learned from the Prince case in Carver County, Minnesota.

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*Kevin Eide is judge, First District, Carver County, Minnesota.  
Kristen Trebil-Halbersma is court administrator, Carver County, Minnesota.*

# Judges, Staff, and Money — How Can They Be Fairly Allocated?

## *The U.S. Federal Judiciary Shares Its Secrets*

PRESENTERS: Jim Baugher and Elizabeth Wiggins

REPORTER: Colleen Rosshirt

It is no easy task for the Administrative Office of the U.S. Courts to allocate its \$7.5 billion budget. Each year, the judiciary receives 95 percent of its funding from the Financial Services and General Government Appropriations Subcommittee of Congress; the remainder comes from filing fees and funds carried forward from previous years. Nearly 60 percent of the judiciary budget pays personnel costs, 20 percent pays for general services, and 20 percent pays for operating expenses. The “secrets” of fairly allocating these funds reveal

a logical, systematic process that objectively and accurately determines staffing needs.

The judiciary has used work measurement tools since 1970 to provide empirically based, practical solutions to staffing allocation. Automated data collection provides detailed information regarding the work performed, frequency of tasks, and time required to complete each task. The data are analyzed to eliminate outliers and anomalies, then used to calculate workload, based on the number of hours estimated to complete the

judiciary’s work. These measurements are used to justify staffing and budget requests to the congressional subcommittee.

Measured workflow is superior to a plain count of filings, which often overestimates or underestimates work demands. Practical uses of workload measurements include calculating the need for more or fewer judges in a court system; determining the level of judicial resources needed for cases filed in a particular location; and assessing how many judges would be needed to process a backlog of cases.

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*Jim Baugher is associate director, Administrative Office of the U.S. Courts, Department of Administrative Services.*

*Elizabeth Wiggins is senior research associate, Federal Judicial Center.*







## The (un)Balanced Life

PRESENTER: Pierre Quinn

REPORTER: Alyce Roberts

Are you living a balanced life? What does life balance look like for you? If you could achieve balance in your career, what would that look like? What would be different? How about your family and your social life?

In this session, Pierre Quinn helped attendees identify how living without balance impacts every aspect of their lives. Attendees also learned strategies for creating margin in their lives where it is most needed.

Quinn acknowledged that life balance is not something that he has mastered but, rather, something that

he has struggled with as a professional. Using the analogy of a high-wire artist's different experiences with each tightrope, Quinn emphasized that balance is always different depending on one's stage of life. He noted that the most important takeaway from this session is the idea that life balance looks different depending on where you are, who you are, your career, and your family makeup. What life balance is for one person can easily be chaos for somebody else.

Quinn shared the following principles for achieving better life balance:

- establish or affirm your BVAs — your beliefs, values, and attitudes
- reinforce your BVAs
- embrace the power of “no”
- empower others
- ask the key questions
- choose in advance
- talk it out
- voicemail is your friend
- be present in the moment
- don't stop trying

---

*Pierre Quinn is a leadership speaker and author.*

# New Guidelines for Public Access to Court Records

## What Has Changed?

PRESENTERS: Tom Clarke and Kevin Iwersen

REPORTER: Danielle T. Rosete

Tom Clarke and Kevin Iwersen discussed the different strategies courts are using to provide public access to court records. Many courts used the 2002 COSCA guidelines on public access as a model for policies and, over the years, have gained a lot of practical experience. But some areas still lack consensus.

In 2016 focus groups and surveys were conducted to determine where most states are with public access and to update the 2002 guidelines. While many states do not provide access to court documents, most of the surveyed states make docket entries available to the public free. A majority also make

civil cases public but not juvenile and adoption cases. Redaction strategies also differ by court — some use automated redaction, while others use manual redaction. Most courts put the burden of redaction on the filer. The 2002 guidelines will be updated to provide recommendations on redaction.

Iwersen discussed how Idaho is applying the policy and transitioning to a digital court record, including its new policy of sharing the burden of redaction between the court and the filer. He also shared some of the success Idaho has had with a pilot project on automated redaction with a vendor. Some of the pilot results

showed that automated redaction and data extraction have required minimal clerk review. Courts will encounter challenges like funding, shifting the burden of redaction, and making it an operational priority, but the challenges must be balanced with the ever-rising public expectations that courts will make significant improvements as an institution. As courts are being more technology driven, knowing the capabilities of the system and having a good policy is critical to successful implementation. The new guidelines will help courts update and implement a good, sound policy for public access to court records.

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*Tom Clarke is vice president, Research and Technology, National Center for State Courts.*

*Kevin Iwersen is chief information officer, Idaho Judicial Branch.*



## AidData, Foreign Assistance, and the Rule of Law *Examining Justice Sector Reform in Practice*

PRESENTERS: Suren Avanesyan, John Cipperly, Nicole Cochran, and Matthew Kleiman

This session dealt with the bilateral and multilateral development of assistance agencies that have dedicated resources to judicial reform and modernization around the world in the interest of furthering the rule of law, strengthening the transparency and efficiency of systems and services, and promoting an enabling legal environment for economic growth. The presenters discussed a unique

project-level database on funding for development (AidData), provided an overview of foreign assistance to judicial development globally, and discussed the reasons and motivations for foreign aid that purposes the rule of law as an objective. The session examined foreign assistance data and the lessons from the localization of judicial reform efforts in select regions.



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*Suren Avanesyan is senior advisor, United States Agency for International Development (USAID).*

*John Cipperly is International Development program manager, National Center for State Courts.*

*Nicole Cochran is an MPP candidate, College of William and Mary, Williamsburg, Virginia.*

*Matthew Kleiman is principal court research consultant, National Center for State Courts.*

## Innovative Strategies for Assessing Risk in Domestic Violence Cases and Obtaining Access to Justice



PRESENTERS: Julietta Marotta and Robyn Mazur

REPORTER: Sarah Brown-Clark



Julietta Marotta and Robyn Mazur combined the theorist/practitioner approaches to the problem of domestic

violence. For her doctoral research, based in Buenos Aires, Marotta interviewed 54 victims of domestic violence, with a follow-up interview after six months. Her analysis of the interviews led to the following conclusions.

1. Domestic violence is primarily a gender issue.
2. Sixty-five percent of the victims were working women, suggesting that income may well be a factor in a woman's willingness to file a complaint.
3. Social support empowers victims.
4. There is a correlation between

education and using the judicial system in domestic violence cases.

While Mazur's presentation began with a list of litigant expectations in domestic violence cases, her major focus was on lethality and risk factors in domestic violence. She proposed that the legal community develop a "danger assessment tool" as a means of reducing, if not preventing, murders and attempted murders in domestic violence cases. In conclusion, Mazur believes that 83 percent of victims of domestic violence and their abusers have records of past offenses that can be used to assess the potential for violence, thereby becoming a preventive measure.

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*Julietta Marotta is deputy academic programme director, Master Public Policy and Human Development Program, MGSOG/UNUMERIT, Maastricht University.*

*Robyn Mazur is director, Gender and Justice Initiatives, Center for Court Innovation.*

## Ethics, Integrity, and the Courts

### *Judicial Independence Confronting Malfeasance*

PRESENTERS: Peter Kiefer, Shelley Organ, and Karl Thoennes

REPORTER: Debi Schaefer



Peter Kiefer, Shelly Organ, and Karl Thoennes engaged the audience in exploring how stewards of the justice system support judicial independence in a world affected by corruption and political pressure. The session examined alternative approaches to complex dilemmas and encouraged participants to share their experiences, successes, and recommendations based on lessons learned the hard way.

Participants role-played provocative ethical scenarios, representing diverse countries, court system structures, and points of view. Using the “PollEverywhere” voting app, the audience was provided multiple

responses from which to choose what they considered the most effective approach or resolution. Aggregate votes were displayed in real time. Volunteers shared their voting rationale, which provided the opportunity for participants to learn from one another.

Three scenarios were presented for individual consideration and voting.

- *Judicial Independence — Adversarial vs. Inquisitorial Courts*: Is independent funding necessary for fair and impartial courts?
- *Corruption — Laws vs. Media vs. Work with Individual Judges vs. Political Lobbying*: What works best to curtail corruption?

- *Access to Justice — Family Court*: Is the court necessary in every divorce or would another approach be better in certain circumstances, e.g., no children, no real property?

After discussing responses, applicable provisions of these codes were presented for reference:

- The Bangalore Principles of Judicial Conduct, 2002
- National Association for Court Management (NACM) Model Code of Conduct for Court Professionals
- American Judicature Society (AJS) Model Code of Conduct for Non-Judicial Court Employees, circa 1989

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*Peter Kiefer is civil court administrator, Maricopa County Superior Court, Phoenix, Arizona.*

*Shelley Organ is chief executive officer, Supreme Court of Newfoundland and Labrador, Canada.*

*Karl Thoennes is administrator, Second Judicial Circuit, Sioux Falls, South Dakota.*

## Best Practices in Adult Drug Courts

### *Promoting Fidelity to the Model*

PRESENTERS: Mary Kay Hudson and Rick Schwermer

This session discussed the impact that fidelity to the adult drug court model has on the success rates for adult drug courts. Successful drug courts can achieve significant reductions in

recidivism and increased cost-savings. The session provided an overview of the National Association of Drug Court Professionals Adult Drug Court Best Practice Standards, training and

technical assistance resources available to drug courts and other problem-solving courts, and the role of court managers in monitoring fidelity.

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*Mary Kay Hudson is deputy director, Indiana Office of Court Services, Indiana Supreme Court.*

*Rick Schwermer is state court administrator, State of Utah.*

# Leading and Managing When Status, Power, and Control Collide

## The Story of Presiding Judges and Court Administrators

PRESENTERS: Maureen Conner and Luis Maria Palma

REPORTER: Laura G. Griffin

Attendees contemplated their courts' leadership structures and the dynamic variables involved when chief judges and court executives share power, control, and authority in a rapidly changing legal and technical world. They discussed models of governance and management in the context of judicial traditions, mandates, and public expectations and left with a guide for evaluating and improving their own leadership and governance structures.

Court governance boils down to *who* makes decisions, *how* they get made, and *who is responsible* for consequences. There are three basic court-governance models: executive-branch control, judicial-branch control, or a hybrid. Court governance is extremely important because regardless of the governance structure, the *funder*

controls the courts. Without control of its own budget, the court will not have judicial independence.

Court administrators are necessary for efficient and effective court operations. Court administrators take care of *everything in the courthouse* so that judges can concentrate on the *most important thing* (the public's cases). Without a clear, strong administrative structure, judges must make expert administrative decisions in areas where they might not be qualified.

The chief judge and court administrator must collaborate with clear, established lines and authority. Their relationship must encourage open communication and honest feedback, cultivate accountability, delegate responsibilities, and establish performance measures and standards. The relationship between the chief



judge and court administrator is the most important indicator of a court's performance. Without sustained commitment to good governance and leadership principles, courts lose credibility with other branches of government and the public.

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*Maureen Conner is professor and director, Judicial Administration Program and JERITT Project, Michigan State University School of Criminal Justice.*

*Luis Maria Palma is president, E-Justicia Latinoamérica.*

## The Future Is Now

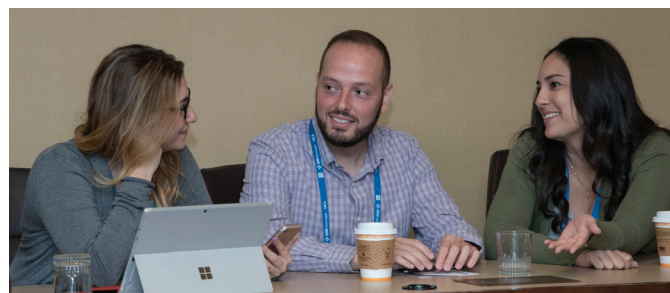
### Online Dispute Resolution and the Courts

PRESENTERS: Fabrício Bittencourt da Cruz and Alex Sanchez

This session explored two online dispute resolution solutions, the Brazilian Digital Mediation system and

the Columbus, Ohio, Small Claims Online Dispute System. The speakers reviewed the advantages, disadvantages,

challenges, and successes and provided tangible information on online dispute resolution solutions for courts.



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*Fabrício Bittencourt da Cruz is former secretary-general, Brazilian National Council of Justice.*  
*Alex Sanchez is manager, Small Claims and Dispute Resolution, Franklin County Municipal Court, Ohio.*

# The Evidence Behind Effective Customer Service

## *Procedural Justice and Fair Treatment*

PRESENTERS: Margaret Allen and Emily LaGratta

REPORTER: Caroline Kirkpatrick

Margaret Allen and Emily LaGratta explained why court professionals and court users should be concerned with procedural justice. They began by defining procedural justice as the *perceived fairness of court procedures and interpersonal treatment*. In other words, “Did you receive fair treatment?” The research behind procedural justice theory tells us that people are more likely to accept decisions when these key elements occur:

- they believe they were treated with dignity and respect;
- they understand the process;
- they had a chance to be heard; and

- they believe the decision-making process was neutral and unbiased.

Courts should revisit procedural justice regularly. One good resource is Tom Tyler’s book *Why People Obey the Law*. Allen and LaGratta shared some other excellent educational resources, and attendees were encouraged to continue sharing them within their own court community:

- <http://proceduralfairnessguide.org/>
- <http://www.courtinnovation.org/topic/procedural-justice>
- <http://proceduralfairness.org/>

Another good resource is the “Evaluation Toolkit” on the Center for Court Innovation website. There is a “Self-Assessment of Court Practices” tool and a “Courtroom Observation Instrument.” One goal of the toolkit is to help jurisdictions improve their ability to measure procedural justice. Another way of “measuring procedural justice” is using the *CourTools* assessment from the National Center for State Courts — specifically, by developing an “access and fairness” survey.

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Margaret Allen is director, National Programs, Institute for Court Management, National Center for State Courts.

Emily LaGratta is deputy director, Training and Technical Assistance, and director, Procedural Justice Initiatives, Center for Court Innovation.





## PLENARY

### Justice Demands the Best You

PRESENTER: **Pierre Quinn**

Pierre Quinn opened his session by asking, “How often does the best you show up?” More soul-searching questions followed. By his own admission, Quinn has had little previous experience in court administration but that was certainly not apparent in his presentation. Through stories of life generally, whether conversations with our parents, raising our children, or dealing with workplace issues, the attendees easily made the connections.

Quinn adroitly used NACM’s own works to have his message resonate for attendees. The *Court Administrator* and 2016 NACM guide *Creating a User-*

*Friendly Court Structure and Environment* are both excellent sources on how to be better leaders and to improve the lives of those we serve. The Core provides us with a roadmap for effective court leadership. The *Principles* are what we should know; the *Practices* are what we should do; and the *Vision* is what we should see. When we are tired, frustrated, and impatient, we forget what we are supposed to know, we do not do what we are supposed to do, and we cannot see what we are supposed to see.

How do we maintain our best so that we do not negatively impact the delivery of justice? First, always

challenge yourself. Ask yourself what you expect of you. You need to continually demand the best from yourself as your actions will impact those around you. What are the things that *only* you can do? Do these things well and mentor the next leaders. This will expand your time and energy to be your best and make a positive difference in the lives of others. Maintain your hunger for justice and your passion to help others — that’s why you are in this business.

What do you want from yourself? Remember, justice is also for you.

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*Pierre Quinn is a leadership speaker and author.*

Tuesday, July 11

# Tuesday



## PLENARY

### The Power of Culture *Working Together to Achieve Justice*

PRESENTER: **Jon Rapping**

REPORTER: **Julie Dybas**

This session focused on how culture is created and how it drives us to contribute to unjust outcomes. Jon Rapping discussed strategies to combat cultural pressures that are inconsistent with what justice demands of us. We are resigned to a culture where poor people get subpar representation, especially in the South. Court employees must guard against indifference. Currently, there are 450,000 people in jail, presumed innocent, because they lack bail money. We have come to accept “ordinary injustice” and should note that most incarcerated people are poor. It is not

just the offender, but the family that is impacted by injustice.

There was discussion regarding how attitudes regarding justice evolved over time — from no pretense for justice, to legal “lynching,” to public defenders are heroes (1960s), to tough on crime (1970s), to bumbling public defenders in *My Cousin Vinny*, and finally to *Law and Order*, which has no public defender as part of the criminal justice system.

Court leaders we should be mindful of how court staff treat litigants and their families. Court staff should be helpful and kind vs. short and rude.

Courts must not be defensive about our shortcomings but, rather, own them and get better.

Culture is values driven, and leaders introduce values. More importantly, leaders are only the source and culture outlives the leaders. We must close the gap between reality and aspiration. To do this, leaders must:

- understand reality
- have a vision
- brainstorm obstacles
- implement strategies

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*Jon Rapping is founder, Gideon’s Promise, and professor of law, John Marshall Law School.*

### How Court Administrators as Public Servants Can Engage the Public

PRESENTER: **Karen Freeman-Wilson**

This session focused on the court administrator’s role in the mechanics of the court system. Karen Freeman-Wilson challenged the participants

to see themselves as public servants and understand the importance of a public-facing court system that exudes community confidence in the judicial

system. She discussed the affirming role that judges, administrators, and other court personnel can play in public service.

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*Karen Freeman-Wilson is mayor, Gary, Indiana.*





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## Cybersecurity and the Courts (Sponsored by MITRE)

PRESENTERS: Amgad Fayad, Brett Moseley, and Michele Stovall

REPORTER: Deborah Rivera

Cybersecurity is everyone's job. This session addressed how cybersecurity affects us all, and while cybersecurity is designed to protect the network, we need confidence in our IT systems and the data that we rely on to do our jobs.

*Phishing* is an email with an attachment or link. Clicking on the attachment results in a compromise of security. *Ransomware* is another threat to a data system. It destroys data on the network and will hold it for ransom.

The Department of Justice has two problems: *cybersecurity* and *terrorism*.

In the judiciary, *cybercrime* is our problem, and we need to assess how much risk we are willing to take. How can the risk be managed so it is at an acceptable level? Investment and awareness of what is available to fight cybercrime is necessary since we all have a cybercrime problem, even if we do not realize it.

Cybersecurity improves access to justice by having accurate, untampered data available in a timely manner.

Our biggest challenge is obtaining knowledge on information security and providing training is the second biggest challenge.

Two important aspects of cybersecurity are to know the risk and make management aware of the risk. Getting together to talk about the risk and what needs to be done about it is crucial. Not only do we need to withstand cyberattacks, we need to be able to recover from them.

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*Amgad Fayad is chief cybersecurity engineer, Judiciary Engineering and Modernization Center, MITRE.*

*Brett Moseley is deputy chief information security officer, Administrative Office of the U.S. Courts.*

*Michele Stovall is senior attorney, Criminal Division, Office of Overseas Prosecutorial Development, Assistance and Training, U.S. Department of Justice.*



# Civil Case Management Teams (CCMT) in Action What Are They and How Well Do They Do?

PRESENTERS: Thomas Rebull, Yanitza Madigal, and Paula Hannaford-Agor

REPORTER: Danielle T. Rosete



Thomas Rebull and Yanitza Madigal described the need for case management in civil cases to reduce cost and delay in civil litigation, provide active and continuing oversight of civil cases, make case management proportionate to case needs, and permit judges to focus on tasks that require judicial expertise. Paula Hannaford-Agor spoke about the Civil Justice Reform Initiative and the Eleventh Judicial Circuit's work to establish a civil case management team (CCMT).

They highlighted three steps to establishing a CCMT: 1) organizational

restructure, 2) development of a comprehensive plan, and 3) implementation. Organizational restructure involves analyzing the civil caseload and assessing the core responsibilities of court positions. The team worked to restructure core responsibilities to include case management tasks. Using the CCMT model, the presenters noted the effectiveness of implementing three distinct tiers of case management responsibility — administrative positions, skilled positions, and judges.

Developing a comprehensive plan involves a substantial amount of work, but these steps can help make the plan a success.

STEP 1: Identify policies and business practices for case types or case characteristics

STEP 2: Specify the scope of responsibility for each tier

STEP 3: Develop curriculum for judicial and staff training

STEP 4: Identify technology tools to support your comprehensive plan

Having a pathway for right-sizing cases, identifying different phases of a case from filing to disposition, and setting time frames and actions in each phase are included in the plan. To implement a CCMT staff must be cognizant of their responsibilities and tasks and necessary departments should be aware of new policies and procedures.

Every reform effort can have many challenges, including technology, organizational culture, interdepartmental communication, and continued delays and patterns. Communicating immediate goals and objectives, engaging and seeking input, and meeting regularly to discuss progress and challenges are key to an effective CCMT.

*Paula Hannaford-Agor is director, Center for Jury Studies, National Center for State Courts.*

*Yanitza Madigal is judicial support administrator 2, Eleventh Judicial Circuit Court, Florida.*

*Thomas Rebull is judge, Eleventh Judicial Circuit Court Court, Florida.*

# Designing for Dignity and Fairness in Contemporary Courthouses

PRESENTERS: James Beight, Robert Fisch, David Insinga, and David Tait

REPORTER: Linda Hukari



Courthouse designs should promote dignity, fairness, integrity, respect, transparency, professionalism, and efficiency. The public's first impressions of the building are crucial. The speakers' suggestions included building space inside before the security stations to alleviate lines outside to get in and providing light-and-airy, welcoming public spaces, with plenty of comfortable seating, docket screens, an information center, and kiosks with building maps and directions. Waiting areas should be safe and secure, and seating zones should keep parties separate.

Courtrooms should be functional with natural light and sightlines and lack clutter. Not all courtrooms need to look the same. A family court might look different than a traditional courtroom. All courtrooms should be accessible for people with disabilities and parties that need interpreters. All parties should be able to participate in the proceedings.

Technology will play a large part in a new courthouse design. The Court of the Future Network was set up in 2001 to bring together courts and justice agencies in Australia and New Zealand with architects and academics

interested in exploring best practices for court design, judicial rituals, and justice technologies. This organization conducts field experiments in real courts.

How does one design a modern courthouse? The court should simplify the evaluation process for selecting a design team, engage private-sector design professionals, and use peers in reviewing design teams. The design-build method was a suggested process in which the design-build team works under a single contract, with the project owner to provide design and construction services.

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*James Beight is with Dewberry Architects.*

*Robert Fisch is senior vice president, CGL Architects and Planners.*

*David Insinga is chief architect, U.S. General Services Administration.*

*David Tait is professor of justice research, Western Sydney University.*

## Court Leader Excellence Competencies and Roles (NACM Guide and CORE®)



PRESENTER: Janet Cornell

REPORTER: Barbara Dawicke

Janet Cornell linked court leader responsibilities and excellence to the 13 CORE Competencies ([https://nacmnet.org/CCCG/cccg\\_CoreCompetencies.html](https://nacmnet.org/CCCG/cccg_CoreCompetencies.html)) that court professionals should incorporate into their daily work. She also referred the audience to *NACM's Court Administration: A Guide to the Profession* (<https://nacmnet.org/publications/index.html>) for specifics on the court administrator's role and the history of U.S. court administration.

Cornell asked the audience to share advice for other court professionals on leadership and excellence — for example, learn how to listen; communicate; lead by example; be transparent when making decisions;

ask questions; and be respectful. In explaining “excellence,” Cornell noted that court professionals need to add value for customers; sustain outstanding results; manage with agility; develop organizational capability; use the talents of those in the organization; lead with vision, inspiration, and integrity; and harness creativity and innovation. She also discussed the “leadership puzzle,” which narrows down the role of great court leaders into eight categories:

- 1) communicator
- 2) diagnostician
- 3) motivator
- 4) visionary
- 5) strategist

- 6) collaborator
- 7) statesman
- 8) innovator

In summarizing the path to reaching the goal of “excellent court leadership,” Cornell advised the audience to study each of the Core Competencies and break them down in terms of a “leadership takeaway.” For example, under “Purposes and Responsibilities,” the takeaway for court leaders should be to really understand the role, purpose, and establishment of the courts and to have the ability to describe these purposes and understand why they are important for society and for court users.



Janet G. Cornell is court consultant and speaker, Cornell Consulting Strategies LLC, Phoenix, Arizona.



## PLENARY PANEL

### International Framework for Court Excellence and the High Performance Court Framework *Contrasts and Comparisons*

PRESENTERS: Pim Albers, Violaine Authman, Dan Hall, Matthew Kleiman, and Gregory Reinhardt

There are differences between the two quality management systems, but there are many more similarities. Using the Purposes of Courts as a guideline to determine whether we as court professionals are adhering to our core functions, we need to continually ask ourselves if we are still pursuing the Purposes. Both frameworks help answer that question.

Continuous quality improvement is vital to both systems. There is the diagnosis of the problem, creation of a prescription to cure the problem, and then evaluation. Leadership is integral to the development and sustainability of both frameworks. Judges and leaders internal and external to the court must

join the conversation about how to make continuous improvements. There is no one best way to do things, and there needs to be an appreciation of the cultural context and the external environment.

One example described the struggles one court had with achieving excellence. Some impediments were a perceived inability to get individuals to change; uniqueness of the local system; and an overwhelming caseload/backlog and lack of resources and time. This court was in Bangladesh, but these concerns could have come from any U.S. court. An initial undertaking of either framework can seem overwhelming. There needs to be

a collegial environment for open and constructive discussions.

The frameworks' differences are with definitions and data. Although the HPC Framework is heavily laden with data tracking and analysis, the survey tools for access and fairness and employee satisfaction add subjective, less-analytical information. The older International Framework fits well into several courts and could be more adaptable and process driven. Those who know the HPC Framework better make a similar claim. The panel agreed there is no ideal court. Maybe both systems can grow by learning from each other, as they pursue the same goal.

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*Pim Albers in an independent international consultant.*

*Violaine Autheman is senior advisor and senior program manager, National Center for State Courts.*

*Dan Hall is vice president, Court Consulting Services, National Center for State Courts.*

*Matthew Kleiman is principal court research consultant, National Center for State Courts.*

*Gregory Reinhardt is executive director, AustralAsian Institute of Judicial Administration.*

## Implicit Bias

### *How Our Amazing Brains Can Lead Us Astray*

PRESENTER: **Kelly Tait**

This session discussed the astonishing amount of what happens in our brains that is under our conscious awareness and can lead to biases.

The biases can undermine our best intentions to be fair. The session taught participants ways to notice hidden

biases and what to do about them and prevent them for influencing our behavior and staff's behavior.

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*Kelly Tait is adjunct professor, University of Nevada Reno, and communication consultant, KT Consulting.*



## Judicial Security

### *At Work, at Home, and on the Internet*

PRESENTER: **Thomas Figmik**

REPORTER: **Michele Stovall**

U.S. Deputy Marshal Thomas Figmik discussed maintaining the safety of courts and their officials. The U.S. marshals' primary mission is to protect the entire federal court "family," which includes all federal judges, clerk's offices, U.S. attorney's offices, and federal public defenders. U.S. marshals investigate and mitigate all threats and inappropriate communications toward federal judges and their families, whether in court, at their homes, or abroad.

Figmik described a 911 call by a Florida federal judge and his wife in 2013. They were watching TV when

a gunshot broke a window in their home. The judge requested police, not suspecting that the shooter's motive was to kill him. Evidence showed that the shooter had been a defendant sentenced by the judge; had stolen the rifle he used; had a circle around his eye, presumably from the rifle's recoil; had taken the bus to the judge's home; and might have been given a ride home by his mother, a federal employee. The shooter was tried and convicted of attempted murder.

He discussed good practices to avoid phone scams; to avoid getting hurt with your own firearm; to keep

computer software up-to-date; and to erase one's existence from the Internet. He explained that although it is generally safe in the courthouse, occasionally someone can get through. He also discussed the protocol for active-shooter events. The public is to run, hide, or fight, in that order of priority; first responders pursue the bad guys first and take care of innocents later.

Figmik also advised purchasing an international phone plan when traveling overseas.

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*Thomas Figmik is chief deputy U.S. marshal, U.S. District Court for the Middle District of Florida.*

# Big Data and Artificial Intelligence and the Impact on the Administration of Justice (Sponsored by MITRE)

PRESENTERS: **L. Karl Branting and Margaret Hagan**

REPORTER: **Michelle Spangenberg**

Artificial intelligence (AI) is trending because of its human-like reasoning, perception, control, and interaction. During this session, participants learned about the significance of large data sets, the key elements of AI, and how new technology is reshaping the practice of law.

L. Karl Branting discussed the key elements of AI, which include machine learning, natural language processing, and logic-based reasoning. He explained how AI can learn algorithms on very large data sets, such as all federal court decisions and all court filings within a

jurisdiction. AI can assist with ad hoc information extraction from document text to create predictive models to determine decision prediction and the length of time a case will progress through the court system.

Margaret Hagan provided an overview of the research being conducted at the Legal Design Lab at Stanford University. The Legal Design Lab's initiative is to make the law and legal services more useful, user friendly, and engaging by incorporating "design thinking" and putting litigants at the center of the legal models. She discussed several AI tools: predictive

tools, transparency tools, AI-issue spotting, and smart coaching. She explained how predictive tools can assist both with triaging of litigants to the right court process, based on their case factors and context, and with self-help centers.

Courts that wish to implement AI will require refined court data and clear practices. This new technology can improve access to justice; however, well-documented quality-control practices are necessary to reap the full benefits of AI.

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*L. Karl Branting is principal artificial intelligence engineer, Mitre Corporation.*

*Margaret Hagan is lecturer, Legal Design Lab, Center on the Legal Profession, Stanford Law School, California.*

## Past, Present, and Future of Cloud Computing

PRESENTERS: **Heather Pettit and Peter Smolianski**

REPORTER: **Colleen Rosshirt**

"The cloud," or "cloud computing," refers to a computing model that provides "convenient, on-demand network access to a shared pool of configurable computing resources (e.g., networks, servers, storage, applications, and services)." This shared pool of resources is an opportunity for courts to use the Internet for the electronic submission and storage of data. In the early 1990s, cloud computing was available only to private network services. The cloud radicalized the point-to-point service model for the telecommunications industry

by providing expansive access to computing. Private, commercial cloud providers paved the way for consumer-based, public cloud services. For example, Netflix runs almost entirely in the public cloud, which provides large capacity to meet consumer demand for movies.

Similar to public utilities, cloud computing is the common use of a shared resource. For example, the cost of maintaining a secured server is spread out to many consumers. The evolution of cloud computing has been driven by consumer demand and the

innovative use of emerging technology to better meet consumer needs. The cloud may be a cost-effective solution to courts' computing needs. However, courts should carefully consider security and service levels, data-retention policies, and the future cost of maintaining electronic data. More information about cloud computing can be found at the Court Information Technology Officers Consortium (<http://www.citoc.org/>) and the National Center for State Courts Joint Technology Committee (<http://www.ncsc.org/jtc>) webpages.

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*Heather Pettit is chief information technology officer, Contra Costa Superior Court, California.*

*Peter Smolianski is director of information technology, U.S. Bankruptcy Court, District of Maryland.*



# Leadership from the White House to the Courthouse

## *Four Practices of Effective Leaders*

PRESENTER: Michael Eric Siegel

REPORTER: Rhoda Jones

During this session, Michael Siegel, the author of *The President as Leader*, demonstrated that leadership in the White House can be measured by using a consistent set of benchmarks, and these same benchmarks can measure leadership in the courts. Court leaders can lead effectively by mastering four concepts:

- policy (vision)
- politics (strategy)
- structure (management)
- process (decisions)

Siegel pointed out that “great position sets up the potential for great accomplishments.” However, it does not guarantee anything; it is the person behind the position. The positions of chief judge, court administrator, and court manager do not accomplish anything. It is the implementation of policy, politics, structure, and process that produce significant and effective change.

He explained that if court managers draw from the experience of George H. W. Bush, the courage and strength of purpose of Ronald Reagan, the

intellectual power and political insight of Bill Clinton, the moral integrity of Jimmy Carter, the clarity of vision and perseverance of George W. Bush, the mediation power and decision-making prowess of Barack Obama, and the populist appeal and use of the media of Donald Trump, courts would produce targeted and deliberate leadership. He closed by expressing that we will not get all these traits in one person but should strive to attune to them with an effort to create a space for strong leaders.

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*Michael Eric Siegel is senior education specialist, Federal Judicial Center, Washington, D.C., and adjunct professor of government, American University and Johns Hopkins University.*



## Case Management Cookbook *Three Key Ingredients to Building a Successful Case Management System (Sponsored by Thomson Reuters)*

PRESENTER: **Kendall Smith**

REPORTER: **Jane Van Vloten**

Kendall Smith introduced three key ingredients to building a successful case management system. She explained how these three ingredients were necessary for choosing an efficient case management system that works for your court.

**1. INNOVATION.** Courts are encouraged to make room for innovation and reimagine the case management process. It is important to define the starting line, list the biggest challenges, and identify concerns on the horizon. Courts should keep an open mind when selecting vendors and allow them to showcase and offer enhancements and suggestions for improvement. Vendors are up-to-date with technology and can offer ideas and solutions that will benefit the court.

- 2. RETHINK THE BIDDING PROCESS.** It is important to identify the court's needs and include them in the request for proposal. Each court needs different components, and picking the right model that fits the court is essential. The process should include a discovery phase, a go/no-go decision phase, and an implementation phase.
- 3. CHANGE MANAGEMENT.** Smith emphasized that courts should plan and lead change. Inviting criticism and asking for solutions will assist during this process. This last step includes allowing people to make decisions, communicating face to face, and creating a sense of urgency.



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*Kendall Smith is business development manager, Thomson Reuters.*

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# Protecting Your Court

## *Practical Facility Enhancements for Your Courthouse from Enhancing Security to Technology Improvements to Strategic Solutions*

PRESENTER: **Nathan Hall**

REPORTER: **Neil Nesheim**

Nathan Hall noted that courts are more cognizant today of a building's architectural design. Perimeter setbacks, vehicular barriers, landscape features, and enhanced lighting are essential. But building designs also need to control access points, provide secured parking, and limit the number of exterior doors and windows. Visibility is important, as is a clear separation between entrance and exit points. Courthouses should use pan, tilt, zoom (PTZ) cameras to monitor traffic outside and inside. Safety inside should be visible but not intrusive — for example, glass-paneled doors, security or information stations, counters with safety glass and wider countertops, and separate waiting areas

for victims and witnesses. The goal is to reduce congestion and blind spots in lobbies and hallways.

The courtroom requires another layer of security, such as defined entrance and exit points; a separate area between the public and litigants; and ballistic shielding for the judge, clerk, and witness. Cameras and duress alarms should be available for judges and court staff, and courtrooms should be free of weapons of opportunity, including heavy microphone stands and collapsible chairs.

Judicial-chambers doors should open and close via controlled access. Blinds and dark film should cover windows. Offices should have duress

alarms and a video or intercom link between judges and courtroom clerks. Hallways should have notification lights indicating when a prisoner is transported from a holding cell to a courtroom.

Courts must consider the mechanical and technological aspects of courthouse safety. For example, during power outages, there must be a backup generator to restore lighting and backup UPS (uninterrupted power supply) devices for servers and command centers. Courts should invest in videoconferencing equipment to mitigate the costs and hazards of transporting prisoners.



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*Nathan Hall is an architect and court security consultant, National Center for State Courts.*

## Excellence in Social Media *Challenges and Successes that Courts Internationally Have Faced When Using Social Media to Engage the Public*

PRESENTER: Marilyn Bromberg

REPORTER: Colleen Rosshirt

Courts seeking direct communication with the public have many opportunities through social-media apps such as Facebook, YouTube, Instagram, LinkedIn, and SnapChat. Compared to webpages that provide unchanging information, such as operating hours and street address, social media provides real-time information. Each app shares information in a slightly different way. For example, Twitter is primarily short lines of text, while users share photos on Instagram, typically without much text.

Courts may share information such as changes to law or local rules,

sentencing information, administrative updates, or glimpses into the work of the court system. One key to successful social-media use is consistency. Posts should be made weekly, at minimum. Posts can be planned in advance by individuals or by a social-media committee. Courts must develop a strategy regarding content and frequency of posts, consider how negative commentary will be handled, and plan for how to handle errors in posts. These concerns should be well vetted before a court engages in a social-media campaign.

For courts seeking more information about using social media, including links to social-media policies (e.g., what can be posted and repercussions when violated), see appendix A of Bromberg's "Challenges of Social Media for Courts and Tribunals," at <https://tinyurl.com/ybc3f3mt>. More information regarding standards, ethical considerations, and other relevant topics on media can also be found at the Conference of Court Public Information Officers website (<http://ccpio.org/>).

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*Marilyn Bromberg is senior lecturer, University of Western Australia Law School.*

## How Equal Will We Be? The Future Focus of Access to Justice

PRESENTERS: Peter C. Kiefer, Phillip Knox, and Anne Wallace



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*Peter Kiefer is civil court administrator, Maricopa County Superior Court, Arizona.*

*Phillip Knox is principal consultant, KSA Consulting Services, LLC.*

*Anne Wallace is associate head, La Trobe University Law School, Australia.*

Anne Wallace, Phil Knox, and Peter Kiefer explored how courts will adapt to communities' changing expectations of justice. Calling on a truly diverse cast of actors, including Professor David Tait, Patricia Christie, and Leisha Lister from Australia, along with Elaine Brideschge and Eric Silverberg from Arizona, the facilitators presented vignettes (called "snapshots") of the future.

Using an online-voting application, the audience was invited to vote on which version of the future they thought was more likely. Discussion questions included will courts truly embrace diversity or simply fall back on legal requirements, will courts continue to rely on performance measures, and how much will the wealth gap affect the courts? The audience discussion of real-world alternative futures was lively and engaging. Attendees benefited from the experiences and opinions of fellow court professionals.

Thursday, July 13

# Thursday

## PLENARY

### Courts Disrupted *How Technology and Innovation Have the Power to Improve as well as Disrupt Court Business Practices*



PRESENTERS: Margaret Hagan and David Slayton

REPORTER: Marcus W. Reinkensmeyer



To stay abreast of applicable new technologies, judges and court managers are advised to develop a strong sense of “digital business awareness.” This mind-set requires a hyperawareness of other sectors, data-driven decisions regarding delivery of customer service, and rapid execution in deploying new technologies. An understanding of end-user needs and expectations is also critically important in considering technology solutions like online dispute resolution (ODR), interactive guides for litigants to

navigate court processes, and video technologies.

The presenters offered an overarching strategy and several practical tips for timely adoption of promising, disruptive technologies, which enhance service to the public: modular procurement in large technology projects, agile system development processes (e.g., build/test/iterate), human-centered design focus, a culture of end-user testing, open data standards, and an ecosystem of public- and private-sector solutions.

In this period of rapid change, powerful “disruptive technologies” stand to both improve and displace traditional court business processes. Margaret Hagen and past NACM president David Slayton provided a historical context, case studies, and a framework for court leaders to understand and leverage emerging technologies.

Transformational technologies, such as air travel, personal computers, and smart phones, have fundamentally reshaped our day-to-day lives, both in the private and public sectors. These disruptive technologies “take root” based on enhanced customer experiences, efficiencies in service delivery, low costs, and the high speed of transactions.



*Margaret Hagan directs the Legal Design Lab at Stanford Law School's Center on the Legal Profession.*

*David Slayton is administrative director, Texas Office of Court Administration.*



## PLENARY

### Change! Emerging Trends Impacting the Administration of Justice Around the World

PRESENTER: **Gary Marchant**

The plenary continued the discussion about the change we are seeing. We are in a period of unprecedented change. Technology is changing the world in a profound way. What can we expect in the future?

Technologies that were once science fiction now exist. Our legal systems are at the front lines because these technologies do not have regulations yet. Courts must keep up with the technology to deal with the dispute resolution. Technology improvements that affect the courts are:

- genetics — testing, predisposition, insurance, abilities, intelligence, etc.

- drones — seeing everything going on, videoing all over
- driverless cars — expectation to reduce accidents
- digital evidence — Fitbit records, Alexa recordings, pacemaker records, etc. (easy to alter)
- 3-D printing — reproduce evidence
- bitcoin and blockchain — digital currency, online recordkeeping
- digital fabrication — creating a picture, digitally changing evidence

New technologies bring new legal issues. Courts need to determine what to do. What will be admissible? What is legitimate? What is trustworthy? How do we know something is authentic?

Robots are helping people beat speeding tickets. The robot makes an argument based on answers to questions. The system is set up for thousands of legal cases with a huge research base. This technology will continue to grow and change the court system. The legal system will need to change to remain viable.

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*Gary Marchant is Regents' Professor of Law, Arizona State College, Sandra Day O'Connor University College of Law, and faculty director, Center for Law, Science and Innovation.*

## Other Educational Sessions



### Community Engagement in the State Courts *Learn About the Tools Developed to Engage with Minority and Disadvantaged Communities*

Joseph Hamm, professor, Michigan State University; Nina Hess Hsu, general counsel, Supreme Court of Texas; Amy Quinlan, state court administrator, Delaware Judiciary, Administrative Office of the Courts

### Connecting Courts, Connecting Justice *Recognition and Enforcement of Civil Judgments*

Mark Beer, chief executive and registrar, DIFC Courts, Dubai

### Continuous Process Improvement (CPI) and the Judiciary *Case Studies in Process Improvement in the U.S. Federal Courts and Judiciaries Across Europe*

David Bradley, clerk of court, Southern District of Texas; Michael Milby, chief of staff, Department of Administrative Services, Administrative Office of the U.S. Courts; John Stacey, international consultant, MITRE Corporation and International Governance and Risk Institute; Robbie Westmoreland, operations manager, U.S. District and Bankruptcy Court, Southern District of Texas

### Effective Juror Orientation

Paula Hannaford-Agor, director, Center for Jury Studies, National Center for State Courts

### Global Lessons in Creating a Performance Culture *Management, Training, and Incentives*

Linn Hammergren, judicial performance expert, World Bank; Georgia Harley, justice reform specialist, Governance Global Practice of the World Bank; Jennifer Marie, judge, Singapore



### How Can You Fix Your Guardianship System? Lessons from National and State Reform Efforts

Cate Boyko, manager, Minnesota Judicial Branch Statewide Conservator Account Auditing Program; Jeffery Rinard, director, Judicial Branch Certification Commission, Texas Office of Court Administration; Brenda Uekert, principal court research consultant, National Center for State Courts

### How We Can Resist a Culture of Injustice and Help Reform the System from Within

Jon Rapping, founder, Gideon's Promise, and professor of law, John Marshall Law School; Genevieve Citrin Ray, senior program associate, Justice Programs Office, School of Public Affairs, American University

### Judicial and Administrative Capacity Building — Comparative Experiences in the United States, France, Japan and Abu Dhabi

Tim Dibble, vice president, Justice Management Institute

### The Justice Goal of the United Nations Sustainable Development Goals *An Invitation to Excellence for Justice Systems*

Ingo Keilitz, principal, CourtMetrics





## Keeping the Journey on Course

*Tin Bunjevac, faculty member, Victoria University Law School; Philip Langbroek, director, Montaigne Centre for Judicial Administration and Conflict Resolution, Utrecht University; Richard Schauffler, director, Research Services, National Center for State Courts*

## The Legal History, Neuroscience, and Toxicology of Marijuana What the Justice System Needs to Know

*Mary Celeste, judge (ret.), Denver County Court*

## Leveraging Technology to Improve Customer Service and Track Performance

*Rita Blandino, deputy director, Domestic Violence Unit, Superior Court of the District of Columbia; John King, branch chief, District of Columbia Courts Family Court Self-Help Center; Nelly Montenegro, attorney negotiator, Domestic Violence Unit, Superior Court of the District of Columbia; Joseph Vellon, supervisor, District of Columbia Superior Court Family Court*

## Promoting Efficiency and Quality of Justice — The European Commission for Efficiency of Justice Perspective

*Ivana Borzova, lawyer, Ministry of Justice, Prague*



## Succeed Through Achievement and Resilience — An Alternative Program for Minor Victims of Sex Trafficking

*Catherine Pratt, judge, Los Angeles Superior Court*



## Trauma Awareness and Resilience Strategies for Work and for Life

*Shaun Floerke, district court judge, 6th Judicial District of Minnesota*



## Traveling the Path to Court Excellence

*Kevin Bowling, trial court administrator, 20th Judicial Circuit Court and Ottawa County Probate Court, Michigan; Danielle Fox, coordinator, research and performance, Circuit Court for Montgomery County, Maryland; Christina Malai, chief of party, Open Justice Project; Jennifer Marie, judge, Singapore*

# An Evening at the Library of Congress





The NACM-IACA social event was held at the U.S. Library of Congress. The Library serves as the research arm of Congress and is recognized as the national library of the United States. Its collections comprise the world's most comprehensive record of human creativity and knowledge.

The Library was founded in 1800, making it the oldest federal cultural institution in the nation. On August 24, 1814, British troops burned the Capitol building (where the Library was housed) and destroyed the Library's core collection of 3,000 volumes. On January 30, 1815, Congress approved

the purchase of Thomas Jefferson's personal library of 6,487 books for \$23,950.

The Library of Congress is the largest library in the world, with more than 164 million items on approximately 838 miles of bookshelves. The collections include



*Continues next page*

more than 38 million books and other printed materials, 3.6 million recordings, 14 million photographs, 5.5 million maps, 8.1 million pieces of sheet music and 70 million manuscripts.\*

Networking was in full swing as attendees explored the Great Hall of the Thomas Jefferson Building, which rises 75 feet from marble floor to stained glass ceiling. Marble columns, staircases, mosaics and paintings make this one of the most beautiful public buildings in America.

This social opportunity was an evening rich with American history, jazz music, and delicious food. It was a definite highlight for conference attendees!

*\* Much of this information is taken from the Library of Congress website (<https://www.loc.gov/>).*



# Early Career Professionals Events



There was a strong presence of Early Career Professionals (ECP) at the 2017 Annual NACM Conference. In addition to presenting and attending traditional sessions, the ECP hosted other events, highlighting their unique interests within the organization.

- **ECP WELCOME RECEPTION:** This session brought together nearly 60 early career professionals from both NACM and IACA. A friendly ice-breaker game of poker brought out the gregarious and competitive types, trading cards with new connections to compete for the best hand. Participants also met NACM board members and learned about the valuable contributions being made to court administration worldwide.
- **ECP COMMUNITY SERVICE PROJECT:** A special thanks to all the courts and individuals who contributed to Stop Child Abuse Now (SCAN) of Northern Virginia. Thanks to your generosity, ECP provided financial support and pertinent items from SCAN's wish list to support the Court Appointed Special Advocates (CASA) program.
- **ECP SCHOLARSHIP FUNDRAISER:** The fundraiser allowed over 100 attendees an opportunity to get to know each other outside of the conference. This year, the ECP committee scheduled a nighttime monuments tour of Washington, D.C., from the comfort of a motor coach. The buses made stops so participants could get out and tour the Capitol grounds, the Lincoln Memorial, and the Martin Luther King, Jr. Memorial. In addition to having a great evening, ECP also raised money to fund future scholarships that NACM provides to those who would not otherwise be able to attend the conference.

To join the Early Career Professionals group, you must have been in court administration less than 10 years or under 40 years of age. If you would like to join in planning these great events, please contact Sarah Couture at [sarah@nacmnet.org](mailto:sarah@nacmnet.org).



# Honors and Awards

## NACM Award of Merit

The NACM Award of Merit is presented annually to an individual working in the field of court administration who has demonstrated leadership and excellence in the advancement of the ideals and principles of modern judicial management and professional court management as embodied in the purposes of NACM. Those purposes are to:

- increase the proficiency of judicial administrators through service and contributions to the field of court administration and to NACM;
- demonstrate leadership and improve the administration of justice through the application of modern management techniques;
- support the independence of the judiciary;
- promote coordination of court research activities and furnish a forum for the interchange of

practical information relating to judicial administration; and

- aid in the improvement of judicial administration in general with particular emphasis on the study, development, and use of scientific and technological methods, as well as statistical reporting methods.

Recipients may be any person whose work reflects a dedication to the ideals embodied in NACM and its purposes. This is NACM's most prestigious individual award. Nominees are evaluated by a diverse community of distinguished professionals and colleagues in the field.

The recipient for 2017 is **Jude Del Preore**. Mr. Del Preore's service and leadership in the judiciary spans more than four decades. He began his career in 1974 working in probation and serving in multiple leadership roles before transitioning to court administration in 1985.

### PAST NACM AWARD OF MERIT RECIPIENTS

1986	Geoff Gallas
1987	Edward B. McConnell
1988	Charles H. Starrett
1989	Stanley R. Collis
1990	Donald Cullen
1991	Albert H. Szal
1992	Maureen Solomon
1993	John A. Clarke
1994	Alan Slater
1995	Thomas J. Ralston
1996	Larry P. Polansky
1997	Sheila Calabro (Gonzalez)
1998	Barry Mahoney
1999	John M. Greacen
2000	Gordon M. Griller
2001	Kenneth R. Palmer
2002	J. Denis Moran
2003	Frank Broccolina
2004	Janet G. Cornell
2005	Robert Wessels
2006	Sue K. Dosal
2007	Andra Motyka
2008	No Recipient
2009	Collins E. Ijoma
2010	Pamela Ryder Lahey
2011	Chris Crawford
2012	Alan Carlson
2013	Norman Meyer
2014	Ernest Friesen
2015	Peter Kiefer
2016	Daniel Straub



Michelle Oken presents the 2017 Award of Merit to Jude Del Preore.



Renee Danser received the Outstanding Early Career Professional Award.

He was promoted to the position of trial court administrator in 1988. Mr. Del Preore served as the NACM president in 2010–11. Throughout his career, he has been devoted to promoting professionalism and training, serving as faculty in training judicial officers, court managers, and staff. His influence expanded as he played a key role in establishing and sustaining the Mid-Atlantic Association for Court Management (MAACM), becoming the association's president in 2004. He became an Institute for Court Management Fellow in 1988. Recently, Mr. Del Preore has led efforts in New Jersey and throughout the mid-Atlantic region on understanding and recognizing the threat posed by sovereign citizens in our nation's courts. He continues to teach at various court management conferences both regionally and nationally.

## Outstanding Early Career Professional Award

The 2017 Outstanding Early Career Professional Award was presented to **Renee Danser**. Ms. Danser was

nominated by the ECP Committee for her outstanding contributions to the profession of court administration and the judicial system. She has been a member of NACM since 2012 and served on the Board of Directors from July 2013 to July 2016. She continues to serve on various NACM committees and often volunteers for special projects and assignments. Ms. Danser has recently become the deputy director of the Self-Represented Litigation Network (SRLN). Previously, she served as the director of the Family Division of the Universal Intake/Self Help Center for the Court of Common Pleas (5th Judicial District of Pennsylvania). She created the Self Help Center for all self-represented litigants. She has been an advocate for the Early Career Professionals Committee and continues to mentor new NACM members.

## The Top 10 Court Technology Solutions

The NACM Court Technology Solutions Award is given to honor those who are working to create better, more efficient access to justice through the use of technology and to provide a benchmark for other courts in online

service and communication delivery. Nominations for this award were reviewed and scored by a panel of judges.

The Top Ten Court Technology Solutions for 2017 are:

- Arizona Administrative Office of the Courts
- Dubai Commercial Court in UAE
- Missouri Office of State Courts Administrator
- Superior Court of California, County of Orange
- Ministry of Justice — Rwanda
- Dubai International Financial Centre Courts
- Office of the Criminal Court Clerk, Nashville and Davidson County, Tennessee
- Colorado State Judicial Department
- General Division of the Common Pleas Court in Clermont County, Ohio
- Superior Court of California, County of Kern

## Justice Achievement Award

NACM's Justice Achievement Award was established in 1988 to publicly recognize courts and related organizations for commendable projects and exemplary accomplishments that enhance the administration of justice. The projects nominated are often innovative, directly addressing problems currently facing courts.

The 2017 Justice Achievement Award was presented to the **Honorable Maite Oronoz-Rodriguez**, Chief Justice of the Supreme Court of Puerto Rico, and the **Honorable Alfonso Piovanetti** for their project "Video Conference

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Hearings — the Island Municipalities of Vieques and Culebra.” The goal of the program is to provide access to justice to citizens living in remote communities that do not host a traditional courthouse. These communities are located in offshore island municipalities where people do not have efficient means to easily access a courtroom. Through this project, the Judicial Branch of Puerto Rico has established an innovative system that 1) requires minimal cost to implement, 2) provides great budgetary savings, and 3) increases court services and satisfaction among the users of the system. The cost to implement the technical solution did not surpass \$200 because the system uses existing common devices and software, and the ongoing operations cost is minimal.

## Committee Awards

NACM committee chairs awarded certificates for outstanding contributions that committee members provided. The 2017 certificate recipients were:

### Communications Committee

- Barbara Dawicke
- Hutchison Floyd
- Justin Mamman
- Richard Sczerbicki
- Joe Fazari
- Andra Motyka

### Conference Development Committee

- David Factor
- Alyce Roberts

### CORE® Committee

- Janet Cornell
- Renee Danser

### Finance Committee

- Alyce Roberts

### Governance Committee

- Greg Lambard
- Mark Dalton
- Peter Kiefer
- Jeffrey Tsunekawa
- Jessica Parks
- Russell Brown

### Membership Committee

- Leesa McNeil
- Sarah Couture
- Raul Calvillo



IACA President Vladimir Freitas also presented his association's Outstanding Service Award to Sheryl Loesch.



NACM Board member Jeffrey Tsunekawa accepts the 2017 Justice Achievement Award for the Judicial Branch of the Commonwealth of Puerto Rico.



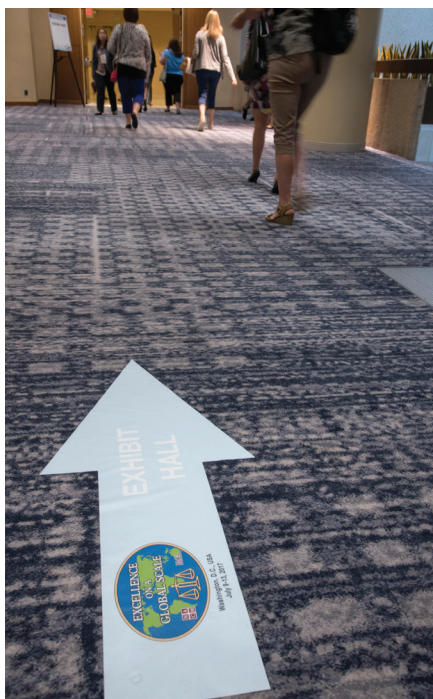
Winners of the Top 10 Court Technology Solutions Award.



# NACM Exhibit Show

The exhibit hall at the NACM Annual Conference is always a highlight. Exciting prize drawings, an excellent lunch, a delicious snack, and the enthusiasm of exhibitors and attendees alike kept the hall lively.

*Thanks to everyone who helped make this year's show a success.*



AECOM  
 AllianceOne  
 Arconas  
 Computing System Innovations  
 Conduent (formerly Xerox)  
 CourtAudio  
 CourtCall  
 Courthouse Technologies  
 Court Innovations  
 CourtSmart  
 Crossmatch  
 Dewberry  
 DLR Group  
 Equivant (formerly CourtView)  
 Extron Electronics  
 For the Record (FTR)  
 Habtech  
 Harris & Harris

ImageSoft  
 Infax  
 JAVS  
 Journal Technologies  
 Jury Systems  
 Justice Systems  
 Linebarger Goggan Blair  
 & Sampson  
 MAACM  
 Mentis Technology  
 Municipal Services Bureau  
 National Center for State Courts  
 nCourt  
 Ontario Systems  
 Perdue Brandon Fielder  
 Collins & Mott, L.L.P.  
 Pioneer Technology  
 Point & Pay  
 Professional Credit  
 Response Technologies  
 RevolutionaryText  
 Silling Architects  
 Synergy International  
 Systems  
 Thomson Reuters  
 Touch Pay  
 TurboCourt  
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 Unisys  
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## SCHEDULE AT A GLANCE



# New NACM Board Is Sworn In

The National Association for Court Management Board of Directors for 2017–2018 was sworn in at the annual conference in Washington, D.C.

THE NEW MEMBERS OF THE BOARD OF DIRECTORS ARE

**Sarah Couture of 13th Judicial Circuit, Tampa, Florida**

**Rick Pierce of the Pennsylvania Administrative Office of the Courts**

*Thank you for your continued service to NACM.*



*Your NACM 2017-18 Board of Directors*

FRONT ROW: *Will Simmons, Vicky Carlson, Paul DeLosh, and Scott Griffith.*

BACK ROW: *Jeffrey Tsunekawa, Rick Pierce, Jeff Chapple, Sarah Couture, Julie Dybas, Alyce Roberts, Greg Lambard, Kathy Griffin, and Alfred Degrafinreid.*

NOT PICTURED: *Tracy (TJ) BeMent, Dawn Palermo.*



*Annette Fritz, Washington County court administrator, Minnesota, swears in the new NACM Board of Directors.*

THE NACM 2017–2018 OFFICERS WERE ALSO SWORN IN  
THE OFFICERS ARE

**PRESIDENT** — Vicky Carlson, Scott County, Minnesota

**PRESIDENT ELECT** — Paul DeLosh, Supreme Court of Virginia

**VICE PRESIDENT** — Will Simmons, Superior Court of Georgia

**SECRETARY/TREASURER** — Tracy J. BeMent, 10th Judicial District, Georgia

**IMMEDIATE PAST PRESIDENT** — Scott Griffith, Texas Office of Court Administration



*President Vicky Carlson addresses the NACM membership.*



*New NACM President Vicky Carlson accepts the gavel from the outgoing president, Scott Griffith.*

# Glimpsing International Perspectives

SCOTT K. JOHNSON AND ERIC SILVERBERG

NACM's International Committee supported the recent joint NACM/IACA 2017 Annual Conference. Committee members served as ambassadors to our international colleagues and interviewed two international participants to share perspectives with NACM members: Nataliia Chumak from the Ukraine, and Cristina Malai from Moldova. Their responses to the following questions are noted below. No doubt NACM readers will see similarities in the issues being faced by court leaders.

## What are two prominent issues that your court or organization faces within the next year?

**Nataliia Chumak (NC):** The Ukrainian court system is currently undergoing intense reform efforts. Court administration as a profession is developing quickly. We have the same challenges as our international colleagues. They include 1) public confidence in the court system and improving this confidence (e.g., openness relating to procedural and information accessibility, architectural

accessibility, and creation of inclusive conditions, which are friendly to people with disabilities), and 2) the development of court administration profession, whereby we seek to improve managerial skill levels and the acquisition of knowledge in the areas of general management, case management, personnel management, and financial management. Additionally, we seek to develop leadership qualities for court administrators, ensure training and understanding of the court's mission. The end goal is to improve the reputation of the court and to establish the understanding that it is an independent process and irrespective as to whether a party "wins or loses" a case.

**Cristina Malai (CM):** Starting January 1, 2017, the Moldova court system has undergone significant reorganization and optimization, which resulted in reducing the number of courts and consolidation of court services. As a result, with the current limited judicial e-services, people may need to travel further to conduct their court business. Also, the Moldova Court Case Management System needs to be reengineered to reflect the changes that took place as a result of court reorganization. In light of the above, the

two chief priorities of the Open Justice Project are to develop and implement a new Case Management System and modern IT solutions (court e-filing, online access to court documents), which will help citizens use court services without the need to visit courts so frequently. The second priority is to develop and implement performance indicators for courts and judges, which will increase accountability, would lead to increased judicial efficiency, and allow public access to information about how well judges perform.

## Please describe the status of court administration in your country. How do you characterize the rule of law there?

**NC:** Court administration in Ukraine is developing quickly (only in the past five to seven years). As a separate profession, the position of court administrator just was introduced in 2006. Current law provides court administrators with very wide authority. Such an individual is considered to be a government employee of a high

# NACM's **International** Committee supported the recent joint NACM/IACA 2017 Annual **Conference.**

level. An administrator is appointed to his or her position by state court administration. She or he must work on the leadership and incorporation with the head of the court (chief judge). We need to further improve the division of authority between the administrator and the chief judge. Also, we need to clarify the issue of the interaction/communication between and the chief judge, the court administrator, and all judges.

The rule of law is a fundamental legal principle and a legal doctrine that no one is above the law. The rule of law is a general principle for administrative and procedural activity. It includes two components: 1) all state institutions are active in the realization and protection of human rights; 2) human rights are a priority in front of other values of a democratic, legal, social state. This principle is also key to judicial administration.

**CM:** Judicial reform has been and continues to be a top priority for my country. Promotion of sound court administration is at the heart of the reform. The implementation of the comprehensive 2011–2016 Judicial Sector Reform Strategy resulted in hiring court administrators for all courts, implementing a modern

Case Management System that ensures automated random case assignment, and development and implementation of an automated Judicial Performance Dashboard that court leaders use to monitor courts' performance. An online Court Web Report Card is also available to the public who would like to learn about how courts perform based on main performance indicators. Despite these efforts, the overall public trust in the Moldova judiciary still continues to be affected by allegations of corruption and selective justice.

Moldova has a solid framework for ensuring the rule of law. It does need to be fully implemented so that public trust in the judiciary is increased and justice is not only made, but also is perceived to be made.

## What is one thing you want to take away or have obtained from this conference?

**NC:** Participation in this conference is a useful experience. It gave me the sense of unity within our professional community as well as involvement/engagement in world trends on the way to excellence in court. . . . I understand

that my colleagues from various countries are concerned with the same issues. They include 1) professional development, 2) improvement of the prestige of the profession, 3) training, 4) leadership that comes from the heart and starts with our own improvement, 5) the role of information technology, and 6) accessibility of court services and ways to improve courts. And, of course, networking with friends from different countries. I obtained many new ideas and will let you know about those that I was able to implement once I do so.

**CM:** I would like to learn how to better implement the International Framework for Court Excellence (IFCE). It is now working in three Moldova courts, and we would like to implement it in all Moldovan courts during the next two years.

## In which ways can NACM and IACA serve you better?

**NC:** Our organization (the professional association of Ukrainian court administrators) is a member of IACA. This is our first year of membership. The result of this membership is active communication



### NATALIIA CHUMAK

Nataliia Chumak is deputy head, State Judicial Administration Office, Kyiv (Ukraine). She has a master's degree in law, serves as board chairwoman of the Court Management Institute NGO, and is faculty for the Michigan State University (MSU) Ukraine Judicial Administration Certificate Program. She can be reached at [chumak@ki.court.gov.ua](mailto:chumak@ki.court.gov.ua) or [chumak.icmi@gmail.com](mailto:chumak.icmi@gmail.com).

I will be **grateful** for future opportunities to be even more **engaged** and to **learn** about the materials and articles published about the **activities** of NACM.

with leading world experts in our field. We utilized the IACA newsletter as an example and created our own for the court administrators of Ukraine. Such international experts as Pim Albers, Janet Cornell, Pamela Harris, and Norman Meyer are authors of articles for our magazine. During the past year, thanks to the NACM website, I learned about the following issues from NACM's experience: how to unite employees, how to develop specialized training courses on court administration, the use of professional guidelines, and the opportunity to hold conferences and webinars thanks to technology.

This experience is very important for me as a leader of a young professional association of the Ukraine. I will be grateful for future opportunities to be even more engaged

and to learn about the materials and articles published about the activities of NACM.

**CM:** NACM and IACA can serve our court system by sharing experiences from other countries. This includes posting information online about practices and innovative solutions. I am particularly interested in the unusual solutions to problematic situations and challenges that other judiciaries face.

### Is there anything else you would like to add?

**NC:** I would like to express my gratitude to the organizers for the high level of the conference; for the opportunity of future communication



NACM and IACA can **serve** our court system by **sharing** experiences from other countries. This **includes** posting information online about practices and **innovative solutions.**

with my friends and colleagues. I saw that Ukrainian court administration is in touch with world trends and we have the same challenges. I would like to wish my colleagues inspiration, dedication and love for their profession (also, love of the profession that they chose). We are moving toward court administration improvement together. We'll stay in touch and I wish for us to have this wonderful feeling of unity in our profession.

**CM:** This type of conference is instrumental in fostering change in other countries. For example, at the IACA conference in Sydney, I became aware of the IFCE. Now, the framework has been implemented in three Moldovan courts, and we plan to implement the IFCE in all Moldovan courts in the future. This could not

have happened if I did not attend the conference in Sydney and became inspired by other countries' examples.

\* \* \*

NACM shares its thanks with both Nataliia and Cristina for their warm interactions and for sharing their experiences and perspectives.

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# Jury News

GREG HURLEY

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## Sharing the Financial Burden of Jury Service

One of the key responsibilities and goals of every court system is to provide litigants with jury pools that are a fair cross-section of the community. This means that the racial and ethnic composition of jury pools should roughly approximate the ratios in the jury-eligible population. To do this, court systems need to accurately identify as many members of the jury-eligible population as possible to potentially summon, as well as make it feasible for these people to fulfill their civic obligation to serve. One of the reasons that people are removed from service is due to hardship excusals based on their financial circumstances. In many communities, hardship excusals based on this reason are disproportionately raised by and granted to minorities. This can ultimately have a noticeable impact on the makeup of the jury pool. In a worst-case scenario, this deficiency can cause the jury pool to be constitutionally defective.

One of the ways that a few states have tried to address this problem is by creating a statutory requirement that employers must pay jurors their normal wage while they perform jury service. This approach does remove one impediment to jury service for a segment of society. Proponents of this approach argue that requiring employers to absorb this expense is a “cost of doing business” within the state, and the societal benefits outweigh any inequities caused by the statute. However, it

is also obvious that these statutes represent the shifting of a financial burden from a government entity, whether that be the state or a county, to other private and public entities when this arguably should be the responsibility of the government to directly compensate people at appropriate levels. To be fair about this view, in a “perfect world,” jurors would be sufficiently compensated so this would not be an issue. However, the reality is that difference between the daily fee a juror receives for jury service and the amount they would make if they were at work is sufficient to create a bona fide hardship for some of the public.

There are states that have statutes that require employers to pay employees while they perform jury service. Alabama Code § 12-16-8 states that “any full-time employee shall be entitled to his or her usual compensation received from such employment.” This Alabama statute does not limit the length of service for which an employer may be responsible for payment, the size of the employer, or type of employer (public/private). It does require employees to notify their employers on the next day they are working following the receipt of the summons. It also requires the court to reschedule or postpone the service of a summoned juror when another employee is serving and the employer has five or fewer employees.

STATE	WHO IS COVERED BY STATUTE REQUIRING EMPLOYER COMPENSATION OF SUMMONED EMPLOYEE-JURORS?
ALABAMA Ala.Code 1975 § 12-16-8	Full-time employees
CALIFORNIA Cal.C.C.P. § 215	Federal, state, or local government employees
COLORADO C.R.S.A. § 13-71-126	Full-time employees for the first 3 days
CONNECTICUT C.G.S.A. § 51-247	Full-time employees for the first 5 days
DISTRICT OF COLUMBIA DC ST § 15-718	Full-time employees for the first 5 days, if employer is in D.C. and has 10 or more employees
HAWAII	State employee
LOUISIANA LA Rev Stat § 23:965	Full-time employees for the first day
MASSACHUSETTS M.G.L.A. 234A § 48	Jurors are paid by their employers for the first 3 days if they would have been scheduled to work on those days (based on past work history)
NEBRASKA Neb.Rev.St. § 25-1640	Employer may deduct juror fee paid by the court from employee wages
NEW YORK § 519	Employers with more than 10 employees pay \$40 for the first three days
TENNESSEE § 22-4-106	Usual wage minus juror fee previously paid

**Many employers in states** that do not have a statute requiring employers to pay jurors while they fulfill their jury obligations **voluntarily pay employees** anyway. One way to encourage employers to have a voluntary program would be to allow the employer to claim a **tax credit** for the salaries paid to employees while on jury service.

Other jurisdictions have taken a less expansive approach to requiring employers to pay employees, thereby reducing the burden on employers. For example, both Connecticut and Massachusetts codes limit the number of days that an employer must pay. Connecticut Code § 51-247 requires employers to pay jurors their “regular wages” for the first five days of service, while Massachusetts Code 234A § 48 requires the same for the first three days of service. The District of Columbia has taken a similar approach in that it requires employer payment for the first five days but it limits this requirement to employers with ten or more employees, DC ST § 15-718. This statutory difference with the D.C. statute was obviously done to ensure that the burden of this requirement would not overly impact smaller employers. Other states have placed additional limitations on their statutory versions of this concept. Colorado § 13-71-126 limits the required payment to \$50 for the first three days of service, and New York § 519 limits required payment to \$40 for the first three days but only for employers with ten or more employees.

Although limiting the scope of a statute requiring an employer to pay their employee-jurors does limit the number of people that will benefit from it, it may be enough to make a significant difference. Most jury trials, whether they are civil or criminal, will be tried in a few days. Therefore, limiting employer payments to five days or even three days will ensure that the vast majority of summoned jurors in a given state will be eligible to receive their regular employer pay while serving

on a jury. It also eliminates the fear that employers may have of being required to compensate an employee-juror during a lengthy trial that could last a year. The arguments can be made for statutes that limit the dollar figure employers are required to pay. They will not be as effective to ensure that low-income persons can serve but will certainly provide enough financial assistance to enable many to serve.

Many employers in states that do not have a statute requiring employers to pay jurors while they fulfill their jury obligations voluntarily pay employees anyway. One way to encourage employers to have a voluntary program would be to allow the employer to claim a tax credit for the salaries paid to employees while on jury service. Although there have been efforts in several states to accomplish this, none are known to have been successful. Additionally, employers may be encouraged to have a voluntary program in jurisdictions that use one day/one trial. Although this innovation is geared toward reducing the burden of jury service on the public, it may also encourage employers to create an internal policy to pay employees while on jury service because the employer recognizes that the employee’s loss of work time will be substantially limited from what it would be in jurisdictions that do not have one day/one trial.

Another mechanism that could substantially help bridge the gap in states like Connecticut and Massachusetts, which require employer payment to employees while serving for a limited number of days, would be the creation of a “lengthy

**Requiring employers** to compensate jurors while they perform jury service is controversial. It undoubtedly helps courts to **fulfill their constitutional** requirement to provide criminal defendants with a jury pool that is a **fair cross-section** of the community.

trial fund.” The state of Arizona created a lengthy trial fund for jurors that are in court for jury service for more than five court business days. If the employee can document a loss of income, the fund will reimburse the individual up to \$300 a day for lost wages. A lengthy trial fund could be used in conjunction with a statute requiring employers to pay for the first few days of jury service or could be a stand-alone initiative. Obviously, this type of program would require capital, an administrative system to operate it, and the political will for its creation.

Requiring employers to compensate jurors while they perform jury service is controversial. It undoubtedly helps courts to fulfill their constitutional requirement to provide criminal defendants with a jury pool that is a fair cross-section of the community. On the other hand, the governmental entity, whether it is the county or the state, has the ultimate responsibility of ensuring that a jury is a fair cross-section of the community. Shifting some of that burden to employers makes pragmatic sense, but it does bring into question whether it is a fundamentally fair approach. In an ideal world, jurors would be compensated enough that requiring employers to compensate their employee-jurors would not be necessary. Or, alternatively, there would be a “hardship fund” that low-income jurors could access to provide the difference between their per diem juror pay and the earnings they would have obtained if they had not served. It is not the author’s intent to suggest that one system is better than another but to suggest that states need to consider their compensation system and ensure that low-income summoned jurors are not slipping

through the system due to hardship excusals or just failing to appear due to fear of lost earnings. If that is occurring regularly, adjustments need to be considered.

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# A Question of Ethics

PETER C. KIEFER

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## The Perfect CMS

The NACM Model Code urges us to carry out properly issued orders, to avoid improper influences coming from person or position (Canon 1.1), to avoid impropriety and the appearance of impropriety (Canon 1.2), and to conduct our work without bias or prejudice (Canon 1.3). The code does not precisely define improper influences stemming from position, or the appearance of impropriety.

All organizations are unique in their own way, and courts are no different. One aspect that makes courts unique is that judges can straddle the roles of being leaders within court administration and consumers of court administration services. How should court administrators deal with judges who effortlessly move between these two roles?

## The Scenario

The Honorable Waldo White has been drug court judge in the municipal court for years, and for years he has complained about the court's antiquated, automated case management system (CMS). The court's homegrown CMS (programed in ancient C++) has been the foundation for case management operations since 1999. Court Administrator Sam Weller has kept it limping along by begging for update patches created by the county's last remaining C++ programmer. An entire CMS refresh is completely out of the question.

Judge White recently attended a statewide court technology conference where he sat through a two-hour presentation by Jane Cobb, sales representative from Globex Case Management Systems. The judge was thoroughly impressed that the Globex CMS had everything he could want in a specialty

court case management system: drug test results; participant residence history; the ability to link to friends, family, and acquaintances; participant drug management medication and treatment history; and an e-document system accessible to probation and drug treatment agencies.

A week after Judge White returns from the show, Jane calls. After a long and cordial conversation, Jane offers the judge Globex CMS free for three years if Sam Weller can get a couple other courts in the state to sign on with Globex.

Ecstatic, Judge White calls Sam to say he's found the perfect case management system for the court: Globex CMS. Sam attempts to explain to his honor that 1) the court and the county have a bidding process for all new technology, including case management systems; 2) Globex does not even advertise that it supports other court operations like small claims or regular criminal very well; 3) the arrangement Globex is proposing makes Sam a virtual Globex salesman; and 4) there are other considerations beside functionality when purchasing new systems, such as ongoing maintenance agreements, system upgrades assurances, access to the source code, and mutual termination arrangements.

Judge White seems largely uninterested in Sam's concerns, responding that he is sure Sam will work things out. Sam can go through all the bidding shenanigans he wants as long as Globex gets the bid because Globex CMS is the best for the court. The judge is adamant that every drug court participant eventually will be successful if the court just buys Globex. Besides, it is free for three years!

Sam sees himself as completely cornered. He thinks of going to Presiding Judge Bianca Regent, but decides against it. Judge

All organizations are **unique** in their own way, and courts are no different. One aspect that makes courts unique is that **judges** can straddle the roles of being **leaders** within court administration and consumers of court administration services.

Regent and Judge White are close friends. He would seek help from the court's attorney if there was such a position, but the court is too small for dedicated, full-time legal help. He attempts to get a no-bid acquisition, but the county won't hear of it. He must go through the request-for-proposals-and-bid-evaluation process. Sam attempts to put Judge White on the bid evaluation team, but his honor is too busy. It is up to Sam to design the bid so that Globex wins. Sam also has the feeling that if something goes wrong, he will be the one who gets the blame. Thinking of his two young daughters, who are just starting junior high school, Sam becomes adamant that he does not want to look for a new job and eventually move. He starts working on how to ensure Globex gets the bid.

### *The Respondents*

I have asked Alfred Degrafinreid II, chief administrative officer for the Office of the Criminal Court Clerk, Metropolitan Nashville and Davidson County, Tennessee; Kimberly D. Kierce, court administrator for the Richardson Municipal Court in Texas; Elizabeth J. Baldwin, court administrator for the Seattle Washington Municipal Court; and LaShawn R. Thompson, municipal courts administrator for the City of Oklahoma City Municipal Courts, to provide responses.

### **Questions**

#### *Is Sam truly faced with an ethical dilemma?*

Alfred Degrafinreid, Kimberly Kierce, and LaShawn Thompson saw that Sam Weller is, indeed, faced with an ethical dilemma.

Alfred specifically related Sam's situation to NACM's Model Code canons: 1) avoiding improper influences from others, 2) avoidance of the appearance of impropriety, and 3) conducting court processes without bias or prejudice.

Alfred observed that Judge White is attempting to pressure Sam Weller to figure out a plan for the court to accept a gift from Globex, that being its case management system (CMS). By accepting the Globex CMS, both Judge White and Sam are helping a private company promote a product to other courts, which is a conflict of interest. "Sam Weller would essentially be prejudiced if he follows through with the direction from Judge White. Although there may be a colorable claim for the use of Globex for the improvement of the drug specialty court case management system, accepting the terms of this agreement places Sam in an ethical dilemma."

Kimberly Kierce believed that Sam should not be put in a position that violates policy or sways any decision based on "perks."

LaShawn Thompson saw that Sam's ethical dilemma is being asked to compromise the bidding process, violate purchasing policies and guidelines, violate personnel policies, and violate the canons of NACM's Model Code.

Elizabeth Baldwin focused on the question of whether an ethical conflict exists depending on if a government official (or close relative), has a financial interest in an entity. "The facts of the situation do not imply Judge White has this type of business interest in Globex CMS. Neither do the facts given indicate that Judge White would personally benefit, economically or otherwise, from any future contract with Globex. Sam is reacting to the implied pressure Judge White

As a **general** concept, any time a judge accepts a gift without paying the fair market **value**, there is an appearance that the **gift** was provided in an attempt to **influence** that judicial officer in some way or manner as it relates to a case.

appears to be exerting on the future CMS selection process. Sam needs to trust the RFP system processes put in place in his municipality to ensure the propriety of the CMS selection in the long run.”

### *Is the judge acting unethically?*

Since an ethical dilemma in procurement generally relates to having an economic interest or receiving a financial or other valued benefit, Elizabeth thought an ethics question may not be on target. “What we do have at a minimum is a judge speaking ecstatically about a CMS vendor demonstration at a court technology conference. Jane Cobb obviously gave the judge a wonderful sales pitch, an occurrence many have likely experienced at a technology conference. One can understand the judge’s enthusiasm when faced with an outdated legacy system at the court. Having more context about Judge White’s prior history and future likely involvement in administrative matters for the court, particularly any CMS replacement, would be helpful. However, part of Sam’s job as court administrator is to temper the enthusiasm of the judicial officers with a professional system of administration put in place to include procurement processes that safeguard taxpayer dollars; ensure a fair, impartial bidding process; and protect everyone’s mutual interests, ethical and otherwise. His professional court administration skills are why Sam would have been hired in the first place.”

To Kimberly, LaShawn, and Alfred, the judge is unethically using his position to influence a decision that violates policy. Kimberly noted that the judge is showing bias toward the only company he has spoken to (without fully researching others) and is being swayed in their direction for the perk “free” software and “selling” the product for a gain. LaShawn said that Judge White is acting unethically, and that is relevant

due to the judge directing Sam to participate in professional misconduct by telling him to “go through all the bidding shenanigans he wants as long as Globex gets the bid because Globex CMS is the best for the court.”

In Alfred’s opinion, Judge White’s involvement is very serious and may subject him to sanctions. “As a general concept, any time a judge accepts a gift without paying the fair market value, there is an appearance that the gift was provided in an attempt to influence that judicial officer in some way or manner as it relates to a case. Thus, Judge White is acting unethically and this matters because he is governed by judicial canons that prevent these types of actions from occurring.”

### *Is there something Sam hasn’t tried? Should he just go through with the bid process as the judge demanded?*

Kimberly thought Sam should go through with the bid process as per city policy, allowing all qualified vendors to bid. Let the process itself select the right CMS for the court and system as a whole. He should NOT be swayed by a promise or benefit or be influenced by someone of “authority.” “The judge should be included on the RFP team and be encouraged to participate to explore all CMS software options. Should he fail to participate in the bidding process, then the onus is on him and he will need to be the one to stand up to Globex. If Globex truly is ‘the best software out there for all parties involved’ for the price, the RFP process will reveal that.”

In LaShawn and Alfred’s judgment, Sam should stop the bidding process. To Alfred, going through the bidding process would be a misuse of public resources because the other courts in the jurisdiction will not be supported by the services of Globex. “In the alternative, however, the RFP



There are **short-term** and **long-term budget** impacts beyond the purchase of any actual system, including IT staffing resources to **prepare** the court for a potential new system, long-term licensing and service maintenance contracts, work on data-exchange interfaces, and more.

process may elicit bids from other entities that may be able to provide better services than Globex for all of the courts in the jurisdiction. In that case, a contract between Sam Weller and the potential vendor will not have any conflicts of interests, and the judge may also be pleased with the result of the newly selected vendor.”

Alfred also indicated that as a court professional, Sam is required to dedicate himself to the judicial branch before other obligations and before the interests of business prospects. He must also report code violations that involve matters of the court. In this case, Sam should report Judge White’s actions to Presiding Judge Regents. “It does not matter that Judge White and Judge Regents are close friends. If the reporting of Judge White to Judge Regents is futile, he should report the matter to the body that promulgates the judicial canons in his jurisdiction since there is no full-time legal help from the county.”

LaShawn believed that Sam Weller also has a duty to preserve and protect the city that Sam’s court serves. As part of that duty, Sam needs to report through his chain of command and notify the office of procurement. “The alleged misconduct will need to be investigated by the proper entity.”

Elizabeth believed that Sam has several “next steps.” He could reach out to other court administrators in his area with old CMS to find out what they are doing about updating their systems. He could explore interest in potential partnerships (not centered on any particular vendor) and learn about their procurement process requirements. He might find out if Globex has made similar offers to other courts, as well. He could reach out to Jane Cobb, asking for a preliminary written offer with pricing for a five-year period. “Sam needs to find out what the pricing structure and cost to his court would be after the three-year period. There might be something going on

statewide that would offer alternative solutions to updating the old CMS, so Sam should check in with his state’s AOC. Sam should also have a conversation with his presiding judge to learn her thoughts on a CMS replacement in general, keeping her up to date on Judge White’s experience at the statewide court technology conference and his positive experience with Globex, one of the CMS vendors targeted for specialty courts. Embarking upon a new CMS project, whether for a portion of the court (specialty courts) or a full CMS replacement is an expensive, resource-consuming, lengthy venture. Depending upon presiding judge’s thoughts and directions, Sam may also reach out to the funding source in his municipality to discuss the potential for a CMS replacement. There are short-term and long-term budget impacts beyond the purchase of any actual system, including IT staffing resources to prepare the court for a potential new system, long-term licensing and service maintenance contracts, work on data-exchange interfaces, and more. If only a new CMS implementation was as simple as salesperson Jane Cobb implied.”

I deeply appreciate Alfred Degrafinreid, Kimberly Kierce, LaShawn Thompson, and Elizabeth Baldwin for their perspective on issues involving technology purchasing and impartiality. This is an obscure and yet highly sensitive area. If you would like to suggest an ethical issue for future discussion, or if you would like to be contacted to respond to a future scenario, please email me at [pkiefer@superiorcourt.maricopa.gov](mailto:pkiefer@superiorcourt.maricopa.gov). I also invite you to visit the National Association for Court Management’s ethics web page at [www.ncsconline.org/Nacmethics](http://www.ncsconline.org/Nacmethics).

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# IJS Exchange

## NACM 2017 Top 10 Court Technology Solutions Awards

JOSEPH D. K. WHEELER

Court professionals around the globe are perpetually seeking ways to serve their communities better, faster, and cheaper. Often, that involves innovative technologies. It is helpful to pause and see what our peers are doing, to understand:

- what problems/opportunities can be effectively addressed through automation
- what technologies courts can employ
- how each of us can get and effectively use these technologies
- what works best

Each year, the National Association for Court Management (NACM) honors 10 outstanding courts that most effectively leverage innovative technology to facilitate delivery of court services and communication. This year, 14 excellent solutions were nominated. Drawing from the information provided by the nominees, the 10 best are showcased below, along with

insights indicating how your court can also take advantage of what these courts have accomplished.

### 10. Superior Court of California Website — County of Kern

This revamped website is mobile friendly and easy to use, delivers more court services, and provides a platform for expansion. The court developed the application and continues to expand its capabilities based on community feedback collected by the site itself. It currently provides resources for e-filing (through dozens of service providers), jury participation, traffic payments, installment payments and extension requests, and access to case information and rulings. One of the most valuable features is the jury-reporting service, which provides an up-to-date schedule of juror-reporting and call-back times. You can see the site at <https://www.kern.courts.ca.gov/>.

#### 10.

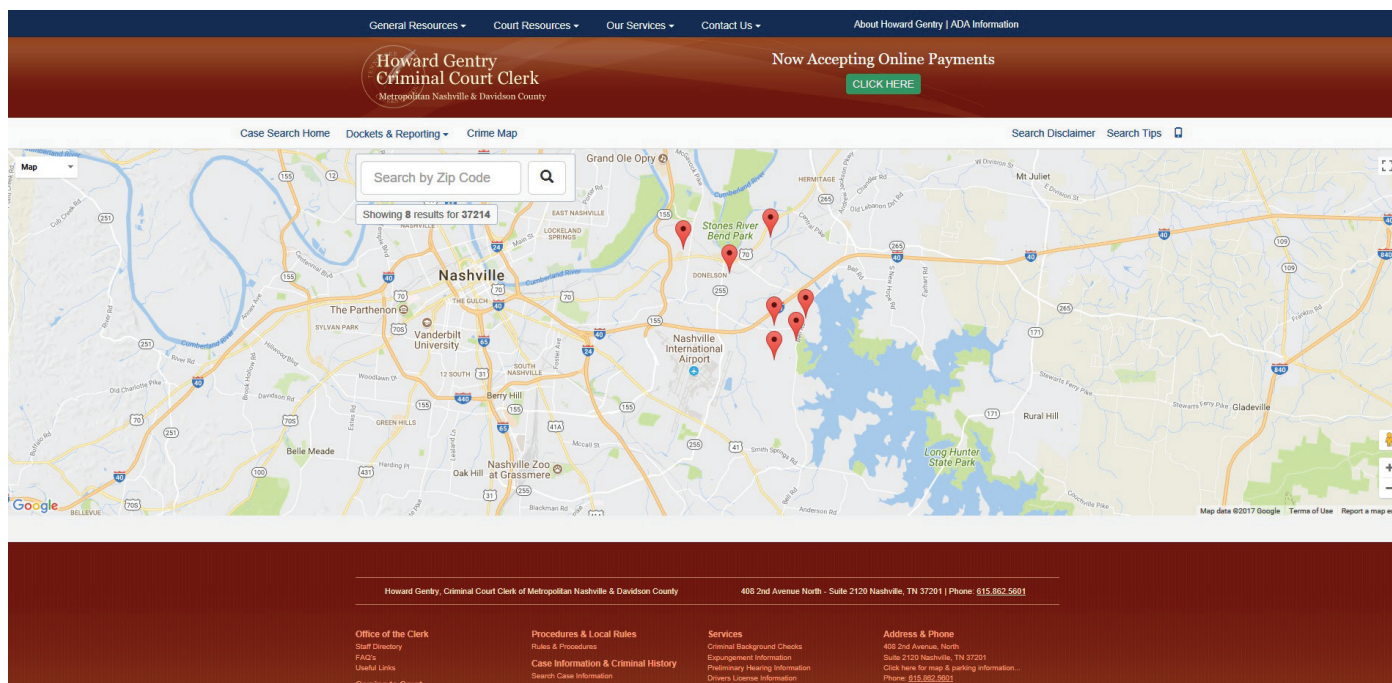
The screenshot shows the website header for the Superior Court of California, County of Kern. The mission statement is: "Our mission is to dispense justice impartially to all residents of the County of Kern". The navigation menu includes: Home, Online Services, Forms / Documents, Self-Help, Legal Resources, General Info, Divisions, Google, Custom Search, and a search icon. The main content area is titled "Online Services" and lists various services:

- Access to Judicial Records:** Request access to the Judicial Records via email.
- Attorney Motions Reservation:** A direct link to Attorney Motions Reservation.
- Family Law Workshop Schedules:** A detailed list of Family Law Workshop Schedules.
- Juror's Login Page:** Access to Juror's Login Page.
- Family Law Mediation:** Content related to Family Law Mediation.
- Refund of Court Reporter Fees:** Information dealing with refunding of Court Reporter Fees.
- Pay Installments/Extensions:** Information concerning Pay Installments/Extensions.
- View Red Light Citation:** Content related to Red Light Citation.
- Attorney Late Form:** If you are a party to a case, you may call the main courthouse number at 661-868-6957 or fill out this form. Parties to a case should make every effort to be in the correct courtroom at their scheduled time.
- E-File:** Information centered around E-Filing.
- Join Court's Press Mailing List:** The form to request to join the Court's Press Mailing List.
- Odyssey's File and Serve:** A direct portal for Odyssey's File and Serve.
- Pay Installment Payment:** A direct portal to pay Installment Payments.
- Traffic Payments:** Details related to Traffic Payments.
- Transcript Request Form:** Details pertaining to Transcript Request Form.

On the left side, there is a "Quick Links" sidebar with buttons for: E-File, Jury Portal, Traffic Payment, Pay Installments / Request Extension, Red Light Tickets, Non-Criminal Case Information, Criminal Case Information, Tentative Rulings, Employment, and Court Employees only.

Court **professionals** around the **globe** are perpetually seeking ways to **serve** their **communities** better, faster, and cheaper.

7.



## 9. Common Pleas Court Web Site — Clermont County, Ohio

This new site went live in January 2017 to provide major improvements in access to information about the court and its operations. The court and county IT worked closely to structure the site to provide forms, instructions, and other valuable information within two-to-three mouse clicks. They used WordPress to quickly and professionally create and maintain this site. You can see the results at <http://www.clermontcommonpleas.com/>.

## 8. E-Signature — Colorado State Judicial Department

Judges and court staff can spend hours managing the logistics of retrieving, signing, serving, and filing court documents, even in paperless environments. The Colorado State Judicial Department has created an application, implemented as a

new feature to the state e-filing and case management system, that streamlines the process. It allows judges to sign any PDF document — anywhere on the document — and automatically save it back to the case management system using a Web browser. This user-experience (UX) advance is a game changer in Colorado.

## 7. Criminal Court Clerk's Office Web Site — Metro Nashville and Davidson County

The Metro Nashville and Davidson County Criminal Court Clerk's Office sought to provide specific and powerful tools for attorneys, bond company agents, and self-represented litigants (SRLs), including sophisticated search, mapping, calendar, and data-access tools. The result, developed by an IT division of metro Nashville government, is a valuable site with over 18 million hits in 2016. You can see it at <http://ccc.nashville.gov/>.

6.



### 6. “Smart” Small Claims Tribunal — Dubai International Financial Centre Courts, United Arab Emirates (UAE)

Given Dubai’s position among leading global investment hubs, individuals increasingly demand advanced methods to help them prevent or settle disputes — despite the potential for the parties to be geographically widespread. The court has created a range of automated tools for small-claims cases that enable:

- virtual court
- public records access
- simplified UX
- online evidence presentation
- optimization for mobile services

### 5. Integrated Electronic Case Management — Ministry of Justice, Rwanda

In Rwanda, delays in case disposal proved to be a fundamental cause of several national issues:

- prison overcrowding
- high rates of recidivism
- potential corruption.
- low confidence in the justice system

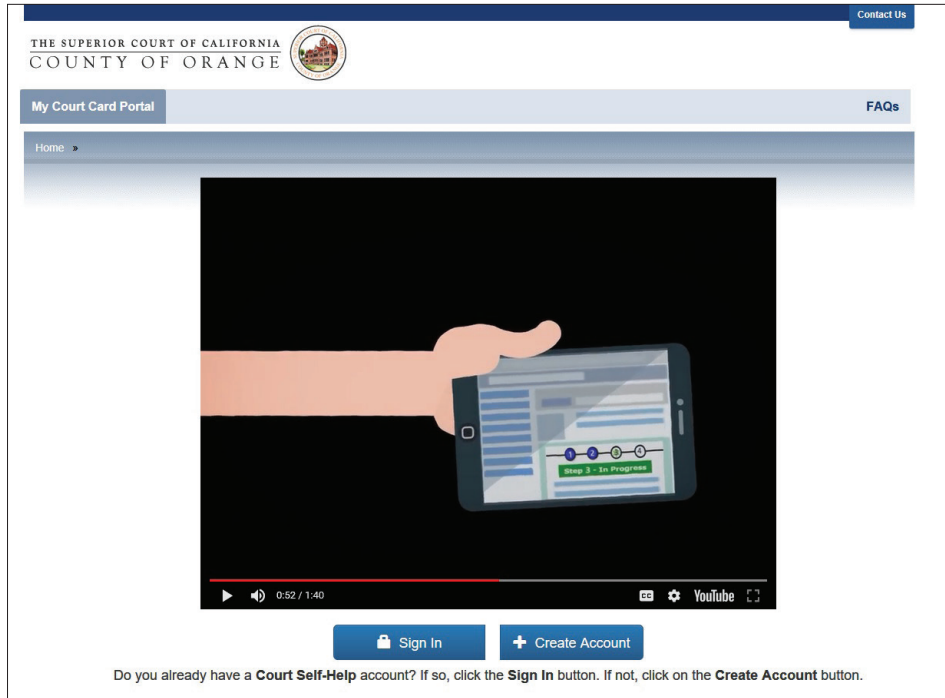
Collectively, these problems hindered national development. The Integrated Electronic Case Management System (IECMS) has proved to be a fundamental tool in solving them.

The Rwanda Justice Sector was largely paper based. The IECMS automates paper workflow processes and provides courts, law enforcement, prosecution, and corrections with a configured interface for their specific functions. Launched in September 2016, this custom application already has 8,000 registered users and was cited by the World Bank as the primary factor in improving Rwanda’s ranking in contract enforcement in 2017.

5.



#### 4.



### 4. My Court Card Portal — Superior Court of California, County of Orange

The Superior Court of California, County of Orange, is employing this portal and customer-relationship management tool to meet the demands of SRLs. It provides access to procedural information, forms, tutorials, and FAQs. It also provides online registration for litigant workshops.

My Court Card online registration enables the court and self-help centers to more efficiently access case information, exchange messages with the litigant, and deliver services. Litigants can track their case progress online and avoid much of the time and cost of resolving their disputes, such as time in courthouse lines or away from work and transportation and parking costs. The court uses Microsoft Dynamics CRM to provide these capabilities. See <https://selfhelp.occourts.org/> for a colorful walkthrough.

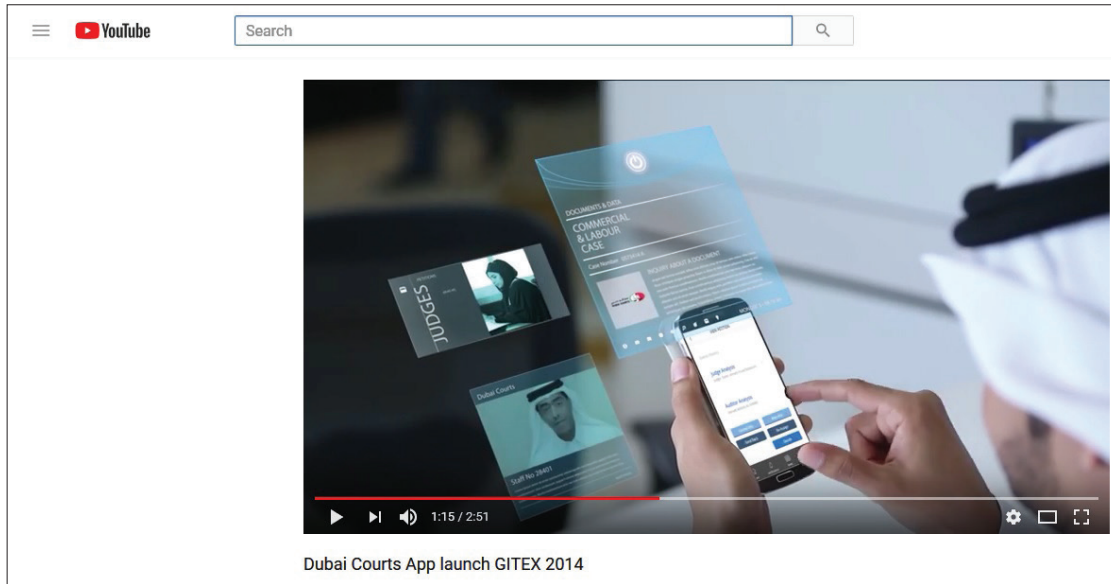
### 3. Web Site Redesign and New Technology Solutions — Supreme Court of Missouri

The Supreme Court of Missouri develops and maintains a portfolio of applications enabling Missouri courts to efficiently serve their citizens. This portfolio has five new technology solutions, including:

- the Show-Me Courts core records and case management technology, which includes iterative feature development and delivery and integrated e-learning facilities
- a redesigned and mobile-optimized Web site, with three added features — Track This Case (notifying registered users of events, scheduled events, and payment due dates), Pay by Web (enabling online payment of some court fees), and E-Filing (allowing filing in circuit and appellate court cases)

Show-Me Courts is foundational to Missouri's ongoing investments in technology and rapidly delivers valuable new features. The redesigned Web site extends automated litigant services from this foundation. See it at <https://www.courts.mo.gov/>.

## 2.



## 2. Smart Services — Dubai Commercial Court, UAE

As Dubai emerges as a leading global investment and business hub, the commercial court must keep up with and support this growth. The court is employing advanced technologies to:

- enable amicable settlement, hearing of civil and criminal cases, and issuing of judgments
- enforce judgments
- attest contracts and edit certificates of personal status

The court used Oracle to develop over 200 “Smart Services” tools to support judicial practices, administrative operations, and litigant access and participation.

This application suite provides a sophisticated UX with a common look and feel across device platforms (fixed and mobile). It features the electronic and smart balance score card and dashboard system, which delivers transparency of performance and operations to the court’s clients and community. See [https://www.youtube.com/watch?v=\\_eMgpX-4fSw](https://www.youtube.com/watch?v=_eMgpX-4fSw) for a demonstration.

## 1. AZCourtHelp.org — Arizona Administrative Office of the Courts (AOC)

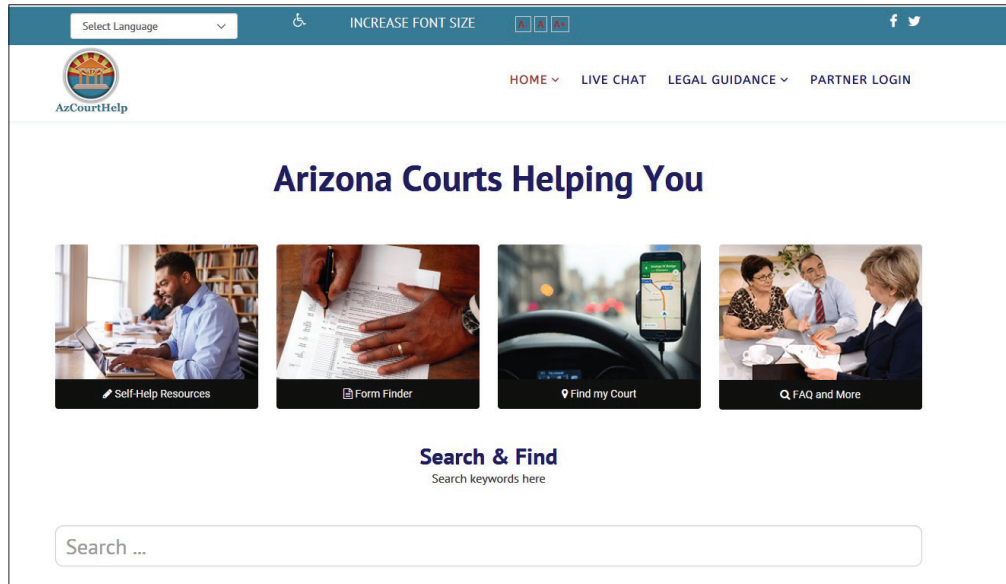
AZCourtHelp.org provides a well-constructed compendium of legal resources for Arizona court users and prospective litigants. SRLs in Arizona have had little to no access to legal resources unless they resided in one of the major metropolitan areas of Phoenix or Tucson.

To provide court services access to Arizona’s mostly rural SRL population, the AOC (collaborating with Arizona courts and legal services and the education community) has created an online, virtual-court self-service center, AZCourtHelp.org.

The UX design of the website is intuitive and clean while accommodating fundamental language- and disability-access issues with well-conceived and well-delivered tools, such as:

- audio screen reader
- dyslexia font assistance
- colorblind contrast assistance
- font size management
- access in over 50 languages via Google Translate, Legal Translation Solutions, Language Line Services, and other tools

## 1.



This mobile-optimized website provides access to interactive tools, such as:

- online-interview-based assistance
- live chat
- e-filing
- online payment
- searchable map functions
- virtual court tours
- event calendars
- embedded site feedback and analysis

It also provides information resources, such as:

- legal glossaries
- forms
- court and related resource hyperlinks
- video tutorials and “Legal Talks”
- case finder (supporting record requests for 46 federal and local jurisdictions)

The Arizona AOC has leveraged the knowledge, tools, and resources of its partnering courts, legal-services and justice community, commercial solution providers, and others. The site, <http://azcourthelp.org/>, is feature rich, with tools and resources well beyond those mentioned here.

\* \* \*

There are many bright ideas to take away from the NACM 2017 Top 10 Court Technology Solutions Awards:

- Collaboration is an investment multiplier. Many of these applications, including the no. 1 solution, owe much of their success and value to their collaboration with their communities.
- There are powerful technology tools that can help you raise the capabilities of your court, no matter its size, budget, or technical expertise.
- Intuitive, high-quality UX and mobile optimization are now common standards for court applications.
- “One and done” helps no one. These winners are building solutions as a part of continuous improvement efforts. Many use embedded, automated tools to analyze utilization and better understand where and how to improve.

Probably the most important takeaway is that many of these solutions are accessible to even the smallest of courts. Yes — your court could receive one of the NACM Top 10 Court Technology Solutions Awards next year.

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# Management Musings

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## When I'm Full of Zzz

In one of his best-regarded poems, “When You Are Old,” William Butler Yeats reflects on his unrequited love for the actress Maud Gonne. Although they remained friends throughout their lives, the prominent literary figure had proposed to Gonne on several occasions only to be rejected each time. In reading the poem, I am most struck by the first two lines of the quatrain:

When you are old and grey and full of sleep,  
And nodding by the fire, take down this book

The stanza's opening is about casting one's mind forward from the present, youthful point in one's life to a time when one is considerably older. Drowsy and dozing by a fire, Yeats invites the person to take down “this [a] book” to remember their life. Yeats's lead-in about lost love had me thinking not about Gonne, but instead about a former U.S. president's comments about contributing to something greater than oneself and, more generally, the concept of legacy. Woodrow Wilson, considered the father of public administration, believed in honing one's skill set and not for the reasons that many are often goaded by—that drive to amass the “empire of dirt” Trent Reznor alluded to in “Hurt.” Instead, Wilson understood the great import in what we decide to do with our lives and imparted it in his 1913 address to Swarthmore College: “You are not here merely to make a living. You are here in order to enable the world to love more amply, with greater vision, with a finer spirit of hope and achievement. You are here to enrich the world, and you impoverish yourself if you forget the errand.”

The perspective Wilson conveyed is grand in scope, the goals of which are undoubtedly more difficult to accomplish during the relatively short time we inhabit this space than simply filling our stomachs and getting a good night's rest. And if we fail to keep such perspective (focus) front and center in what we do? We will, as Wilson articulated, deprive ourselves of the very purpose of our existence. So when those sleepy days come to pass and we recount the life we led, Wilson's instructions provides an outline for what could be a great story.

\* \* \*

Having spent many years living in the Northeast, Toni, as practical as she was, would relish the summer months. She'd spend her weekends by the shore many weeks past Labor Day when the season came to an unofficial end and most tourists were gone. It may have been the last Sunday in September when I told her I would stop by. There was a briskness in the air, and so a light jacket was not unreasonable — it would be at least 10 degrees cooler by the coast. I made a quick pit stop at *Aimes* and picked up a couple of cups of their signature broccoli and cheddar soup and some loose Tahitian herbal tea. Toni loved the soup and once told me that the secret was in the cornstarch coating, which was the key in getting the cheese to melt smoothly. I never questioned it, but was always fascinated how the smallest details in cuisine can sometimes make all the difference. The steaming bowl of vegetable puree finished with melted cheddar would temper the early fall breeze coming off the water as we planned to sit at the pavilion and catch each other up on life's latest.



# When you are **old and grey** and full of sleep, And **nodding** by the fire, **take** down this book

As I pulled up to the curb, Toni and her sister, Florence (or Flo as she was affectionately referred), were standing halfway up her driveway in the midst of conversation. I hopped out of the car greeting Toni first by raising the double brown bag holding the soups and said, “I got us some broccoli and cheddar from *Aimes* and a canister of their Tahitian tea to brew later.”

She smiled and said “Sounds good,” but then almost immediately turned her focus back to Florence.

As I walked up the driveway to where they were standing, I greeted Florence more formally — the European culture being to purse your lips while your cheeks are touching, kissing the air to the side of her face and then repeating the gesture with the other cheek. “How was the trip?” I asked knowing that she had recently returned from being overseas for at least a month, perhaps more.

“Very relaxing — thank you. Toni and I were just debating it,” she replied.

“Debating it? What do you mean — like when’s the best time to vacation there or in your case retire to?”

“No — I had an epiphany while there and Toni disagrees.”

“I don’t think you can disagree with an epiphany, can you Toni?” I asked rhetorically.

“You can if it’s more hallucination than intellectual breakthrough,” Toni responded jokingly.

“Wow,” I said. “I’ve never heard of a vacation being so controversial — now I need to know what you’re arguing about.”

“It’s really not a debate as far as I’m concerned, but more of an observation and, frankly, what I consider to be a better life,” Florence said.

“Better compared to...?” I asked.

“To how we live here — the focus in Bari was more on food, meeting with friends, and taking holiday — very little of their life is consumed with thinking about work.”

“If you call that living, then yes, I’d disagree with you,” Toni interrupted.

“Life is not supposed to be about work. You know we may be the ones who have it wrong?” Florence retorted.

“So everyone’s focus should instead be *festa, maltempo e lunghe notti*? Where’s the legacy in that?” she asked.

“I guess if you want to put that spin on it.”

“There’s no spin and I’m pretty sure if you’d ask them, they’d take pride in being honest about the life they’ve chosen to lead. Whether or not they’ve considered the legacy they’re leaving behind is a different question.”

“And there’s something wrong with that?” she asked.

“Flo, unless you’re hurting someone, there’s no right or wrong when it comes to lifestyle. But if you’re trying to sell me on the *festa* life you seem to be lamenting, I’m not buying.”

“Whatever the reasons Toni, they see it and you’d have to admit — it’s a brief candle.”

“I’d disagree with that too because I subscribe to George Bernard Shaw’s perspective over Shakespeare’s.”

“And that is?”

“Life is a torch that you, me, anyone can choose to burn brightly during our time here before handing it off to those who follow us. That’s the legacy part that perhaps they haven’t thought all the way through.”

Florence looked at me and said, “You know we can go back and forth like this for days on end. I’ll let you guys get to your soup before it gets too cold.” She then glanced at Toni, pointed her finger at her in jest and said, “To be continued.”

They only lived a block from each other so she began walking back home, and as she reached the bottom of Toni’s driveway with her back still toward us, kept her stride while waving and said, “Enjoy.”

“Doesn’t sound like you won her over,” I said.

“It’s not my place to win her over. She can make up her own mind, but I wanted to give her the benefit or perhaps remind her of the more enriching perspective,” Toni stated.

“Nonetheless, I don’t think she’s swayed and she didn’t take too kindly to the *festa* life you mentioned. What was that about?”

“Well, it’s typically used in a derogatory way and this wasn’t an exception. It translates literally to mean ‘feast, bad weather and long nights.’”

“That doesn’t sound bad. I would think that it meant to work hard so that you can weather the bad storms and live well.”

“Ha ha ha,” Toni laughed. “That’s a wonderful take, but it means quite the opposite. You see, in earlier times when many folks worked outside, some would sit around during off hours and hope for bad weather.”

“So they didn’t have to work?” I guessed.

“You got it. Their sole objective in life was to eat and drink sumptuously. They’d hope for inclement weather, which would preclude them from having to work and enable them to party long into the night. Over time this sort of mind-set was used to describe the character of those whose sole focus was to take holiday as often as possible and didn’t care to do anything other than the absolute minimum regarding work.”

“That’s quite a leap,” I stated.

“Well, the histories of many expressions are long and winding,” Toni replied. “The basic question for me, which puts it all into focus, is ‘How far would we all be — individually or collectively — if we all shared that same mentality?’”

“Not very far, but I don’t think there’s much self-actualizing going on there,” I concluded.

“It’s perhaps simpler than that and really just a matter of understanding the difference between spending time and investing time,” she replied. “And I’m not talking about money for the purposes of attaining *things* or consuming more. Of course, you need to be conscious of money from a practical point of view, but it shouldn’t be an end in itself. Instead, it should be viewed as a resource in helping you achieve your purpose — whatever you define that to be. That purpose in which you exercise your talents and abilities should be the end you are seeking to attain.”

“So I guess if your life’s purpose is centered on *festa*, *maltempo*, and what was the other?”

“*e lunghe notti* — long nights.”

“Right — long nights — then you’ve set the bar pretty low. You’re just kind of existing.”

“Indeed. There’s nothing wrong with wanting to enjoy those things that fall outside of work, but a very important part of your journey must be in finding purpose in the service of others. How well you achieve that purpose will determine your legacy.”

\* \* \*

In the *Forbes* article “Like It or Not, You’re Building a Legacy,” Tim Maurer asked readers to imagine a “legacy tree” that extends beyond one’s family and closest friends. Instead, he articulated a visual in which one’s daily and regular interactions irrespective of wealth, age, or sphere of influence eventually amounts to her personal legacy. With this in mind, what she decides to do with her life knowing that each day represents an opportunity to build upon her legacy takes on new and important meaning. That meaning is the realization that she will come to be known generationally from now through her service to others — family, friends, associates, and, dare I say, members of the public — because of the impact that her work in the courts can have on their lives.

As a court leader, thinking about one's legacy in the day-to-day work should be a central focus because it forces her to take the long-term perspective to leave the court in a better position organizationally than when she arrived. Engaging this mindset, however, when making decisions can often be discounted or overlooked entirely. So how can the court manager keep legacy building at the forefront of her mind? In the *Harvard Business Review* article "How to Think About Building Your Legacy," Kimberly Wade-Benzoni cites a decade's worth of research, along with the following four strategies to foster one's legacy — the fourth being morbid, but nonetheless true:

**1) Think about what the previous generation did for you**

The data show that when individuals are aware and have an appreciation in how they benefited from the work and efforts of prior generations, it compels them to consider the positive legacy they would like to leave to subsequent groups.

**2) Focus on the burdens rather than the benefits**

When individuals think about the prospect of leaving burdens to others, research has shown that they are more inclined to make ethical and morally grounded decisions because they feel a responsibility toward those future people. This can forestall behavior where benefits are the primary driver that place self-interests ahead of the common good.

**3) Consider the responsibility that comes with your power**

Although much of the research analyzing organizational power showed that it drove individuals to make more self-centered decisions, these early studies focused mainly on how power influences people in given time frames. When the time frames are longer and less restricted, more recent studies show that leaders exercise their power differently in making decisions that can affect future generations. They tend to be more open-handed and conscious of the ethical implications when making decisions while being mindful of how those determinations will impinge upon their legacy.

**4) Remember that you will die some day**

Grim as it may be, death is a motivating force in getting individuals to work toward those ends that persist after they are gone. An awareness of this inevitability can prompt her to take stock of her life and consider how her current and future contributions will add meaning to her existence. Studies have shown that individuals are more apt to come to terms with death when they know that their lives have had a lasting impact on others.

Creating a legacy necessarily involves having a passion for what she does as a court manager so that she wants to get better at it — to be the best at doing it. It is what authors Dubner and Levitt referenced in their best-selling book *Freakonomics* when they stated: "When it comes to choosing a life path, you should do what you love—because if you don't love it, you are unlikely to work hard enough to get very good." The approach then seems to be (and perhaps not in this order) to find that passion, draw meaning from it, and then work at it to build a legacy. The court manager can be assured that she is making the best decisions under such circumstances or, at the very least, decisions that she will less likely come to regret when the eternal footman comes knocking. Work — the meaning she draws from it and the impact she can have through it — is life. It is expressed no better than Shaw, who also said, "I want to be thoroughly used up when I die, for the harder I work, the more I live." Plodding through life and centering it on self-interest consumption can be a different kind of story one writes. I am not certain, however, in the true satisfaction that comes with the footprint of these choices when the heavy-eyed come to reflect on them. In either case, the bed one sleeps in will be the one that was made.

And those are just some of my musings on management.

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# National Association for Court Management

The National Association for Court Management is a nonprofit organization dedicated to improving the quality of judicial administration at all levels of courts nationwide. In carrying out its purpose, the association strives to provide its members with professional education and to encourage the exchange of useful information among them; encourages the application of modern management techniques to courts; and, through the work of its committees, supports research and development in the field of court management, the independence of the judicial branch, and the impartial administration of the courts.

## Membership

The National Association for Court Management needs your help to reach our membership goal this year. Help us reach out to the next generation of court leaders and stay true to our goal of "Excellence in Court Administration." Let's sponsor new members!

Several categories of membership are offered in the National Association for Court Management: Regular, any person serving as clerk of court, court administrator, or in any court management, court education, court research, or court consulting capacity (\$125); Retired (\$50); Associate, any person interested in the improvement of the administration of justice (\$125); Student, any person enrolled full time in a degree program related to the field of court administration (\$35); Sustaining, any person, group of persons, firm, or corporation interested in furthering the goals of the organization (\$350).

For more information about NACM or about joining the organization, please write to the president or the National Center for State Courts, 300 Newport Avenue, Williamsburg, Va. 23185, or call (757) 259-1841.

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