

NATIONAL ASSOCIATION FOR COURT MANAGEMENT Nineteenth Annual Conference

Balancing Justice and Efficiency in Hard Times

Gaylord Texan Resort and Convention Center, Grapevine, Texas
July 11-15, 2004

Educational Program

SATURDAY, July 10, 2004

9:00 am – 3:00 pm

NACM Leadership Seminar (by invitation)

Location: Austin 2

Coordinator: **Joi Sorensen**, Immediate Past President

1:00 – 5:00 pm

NACM Board of Directors Meeting

Location: Austin 5-6

SUNDAY, July 11, 2004

8:00 – 9:15 am

Improving Court Caseload and Workload

**Data: The New State Court Guide to
Statistical Reporting and the GJXDM**

Location: Ft. Worth 7

Presenter: **Richard Schaffler**, Research Division,
National Center for State Courts, Williamsburg, VA

9:30 am – 12:30 pm

**Forum on the Advancement of Court
Technology (FACT) Steering Committee
Meeting** (by invitation)

Location: Ft. Worth 7

11:00 am – 6:00 pm

Conference Registration

Location: Grapevine Registration Desk

1:00 – 4:00 pm

NACM Nominations Committee Interviews

Location: Ft. Worth 6

1:30 – 5:00 pm

**COSCA/NACM Joint Technology Committee
Meeting**

Location: Ft. Worth 7

4:30 – 5:00 pm

NACM Reporter Orientation

Location: Grapevine 2

Chair: **Marcus Reinkensmeyer**, Phoenix, AZ

NACM Host Orientation

Location: Grapevine 3

Chair: **Sarah Brown-Clark**, Youngstown, OH

5:15 – 6:00 pm

NACM First-time Attendees Reception

Location: Grapevine B

6:00 – 9:00 pm

President's Reception and Dinner (Cash Bar /
Buffet)

NACM Board of Directors Special Recognition of Robert
Wessels

Welcome from **Alicia Key**, Office of Court Administration,
Austin, Texas; **Larry Myers**, NACM President, Joplin,
MO; **Collins Ijoma**, NACM President Elect, Newark, NJ

Location: Grapevine C

MONDAY, July 12, 2004

7:00 am - 5:00 pm

Conference Registration

Location: Grapevine Registration Desk

8:30 – 9:00 am

Opening and Award of Merit Presentation

Location: Grapevine C

Presenter: **Collins Ijoma**, NACM President Elect, Newark, NJ

Opening Remarks: **Mary McQueen**, Supreme Court of Washington, Olympia, WA

Reporter: **Carol Lyew-Giles**, Paterson, NJ

9:00 – 10:00 am

Keynote: "Balancing Justice and Efficiency In Hard Times"

Location: Grapevine C

Sol Wachtler, a social critic, commentator and novelist will keynote the NACM 2004 Annual Conference keynote theme, the recurring and relentless judicial administration challenge of Balancing Justice and Efficiency in Hard Times. As the former Chief Judge of the New York State court system, Wachtler can speak with authority about the need for courts to maintain their independence, impartiality and efficiency in the face of severe political pressures to do more with less. When the New York Court system was in the throes of fiscal collapse, Wachtler precipitated a constitutional crisis by suing New York Governor Mario Cuomo in a successful effort to compel the proper funding of the courts in order to maintain the integrity of our third branch of government. It is essential for courts to maintain their timeless commitment to justice, equal protection, and due process in the face of fiscal constraints. Skilled court leaders who deliver efficiency and administrative initiatives can accomplish the needed balance. This challenge has never been more acute.

Presenter: **Sol Wachtler**, Touro Law School, Manhasset, NY

Host: **Collins Ijoma**, NACM President Elect, Newark, NJ

Reporter: **Richard Hoffman**, Arlington, VA

10:00– 10:15 am

Coffee and beverage service

10:15 – 11:45 am

Eight Concurrent Workshops Round I— Improving Courts In Tough Financial Times

- **"Integrating Judicial and Managerial Cultures: A Core Strategy for Achieving The Efficient and Effective Administration of Justice"** (repeats at 1:45 pm)

Location: Austin 2-3

The leadership structure of a court quite commonly consists of an administrative judge(chief/presiding) and a court manager(administrator/executive). While these positions describe the structure of the leadership team, they do not predict how well the team will function. The purpose of this session is to describe and discuss what converts this structural relationship into a meaningful relationship that helps the court manage its affairs efficiently and effectively in an increasingly complex and rapidly changing environment.

Presenter: **Dale Lefever**, Management Consultant, Ann Arbor, MI

Host/Reporter: **Peter Kiefer**, Phoenix, AZ

- **"Talk Is Cheap: Improving Effectiveness in Your Court Without Costing a Dime"** (repeats at 1:45 pm)

Location: Ft. Worth 6-7

Why are some of your employees vastly more effective at gaining cooperation from lawyers and litigants, customers and co-workers? One big part of the answer is that they have better communication skills. They intuitively know what to say and how to say it in order to bring out the best in others. Dealing with a demanding public, an overwhelming workload and unrelenting pressure to perform, court employees need every advantage. While we require employees to be efficient, what they need are the tools that will make them effective. Effectiveness is far more than doing a job well – it is negotiating the perilous waters of people skills. Courteous consideration, clear communications and the ability to defuse conflict are vital to the effectiveness of any organization. This program arms your people with skills that they need to influence, negotiate with and manage other people with grace, skill and good humor.

Presenter: **Anna Eidson**, Training Specialist, Canton, GA

Host: **Carla Boatner**, Chandler, AZ

Reporter: **Paula Collins**, Phoenix, AZ

- **"How to Run Effective Meetings"** (repeats at 3:30 pm)

Location: Grapevine 4-5

Poorly planned and ineffectively run meetings not only waste time and money but they undercut leaders, damage relationships and lower morale. The keys to effective meetings are straightforward but difficult to implement. This workshop will present key principles and proven practices.

Presenters: **Timm Fautsko**, Consultant Services Division, National Center for State Courts, Denver, CO

Host: **Candia Friesen**, Dallas, OR

Reporter: **Teri Johnson**, San Fernando, CA

- **"The Chief Judge/Court Manager Relationship"**

Location: Grapevine 1

The session will consist of the relationship between the court administrator and the chief judge and how this relationship affects the rest of the court. The issues that arise in the everyday dealings of the court in which the court administrator has to get guidance from the chief

judge on how to handle the issues is an example of how this relationship works. The session will also talk about how the chief judge and court administrator deal with the other judges in the court and how to promote unity and cohesiveness within the court.

Presenters: **Skip Chesshire**, Cobb County Superior Court, Marietta, GA; **Judge Mary Staley**, Cobb County Superior Court, Marietta, GA

Host: **Phil Knox**, Phoenix, AZ

Reporter: **Joi Sorensen**, Los Angeles, CA

- **“Volunteers”** (repeats at 3:30 pm)

Location: Grapevine 2-3

The use of volunteers can result in improved understanding and appreciation of systems, a higher quality of service for litigants, credibility for advocacy efforts, enhanced and expanded community connections, and increase an organization’s ability to connect with its diverse customers. This workshop will focus on the elements necessary for the creation of successful, sustainable volunteer programs. Participants will examine the benefits, concerns, and implications of using volunteers, learn effective management, training, and recruitment techniques.

Presenter: **Jude Del Preore**, Mercer County Trial Court, Trenton, NJ; **Dianne Robinson**, Consultant, Mountain Lakes, NJ

Host: **Joi Sorensen**, Los Angeles, CA

Reporter: **Julie Bronson**, Los Angeles, CA

- **“IT Workshop I: Wireless Technology and Security Trends”** (repeats at 1:45 pm)

Location: Ft. Worth 1-2

This FACT IJIS Institute sponsored workshop reviews Wireless Networking based on the IEEE 802.11 standards, which are growing in popularity for many reasons. Yet security and scalability remain as nagging issues for IT departments considering deployment of wireless networks. iGov, a leader in wireless security for the Federal government, will discuss the vulnerabilities and risks involved and how to mitigate these through security mechanisms. Bring your wireless laptop to participate in a hands-on demonstration to set up and secure a working WLAN.

Presenter: **Steve Taylor**, iGOV, McLean, Virginia

Host: **Tracy BeMent**, Washington, DC

Reporter: **Marcus Reinkensmeyer**, Phoenix, AZ

- **“IT Workshop II: Your Court Web Site: If You Build It Right They Will Come”** (repeats at 3:30 pm)

Location: Grapevine B

This FACT and IJIS Institute sponsored workshop will provide a very practical presentation of how by using new and existing technologies a court jurisdiction can greatly increase the appropriate access to judicial information by other justice agencies, case principals, and the public it serves. The session will deliver information on middleware, data sharing, and integration of data among the justice community coupled with attention to the specific benefits courts can realize from these innovations. Specific examples will be provided and as

well as case histories, and results of recent, national surveys of criminal justice agencies. In addition sufficient time for specific questions and answers will be provided.

Presenter: **Dwight Hunter**, Hunter Research, Tracy, CA

Host: **Ronald Truss**, Birmingham, AL

Reporter: **Kip Rodda**, Lakeport, CA

11:45 am– 1:30 pm

NACM Business Meeting and Awards Luncheon

Location: Grapevine C

1:45 – 3:15 pm

Seven Concurrent Workshops Round II— Improving Courts In Tough Financial Times

- **“Integrating Judicial and Managerial Cultures: A Core Strategy for Achieving The Efficient and Effective Administration of Justice”** (repeat of 10:15 am)

Location: Austin 2-3

Presenter: **Dale Lefever**

Host: **Sarah Brown-Clark**, Youngstown, OH

- **“Fiscal Pressure Can Improve Court Performance”** (repeats at 3:30 pm)

Location: Grapevine 1

This session will examine the opportunities presented by reduced and declining fiscal resources for the courts. We will present some examples of what courts nationwide are doing to improve court performance in light of the current fiscal climate and offer some new ideas to help courts ready themselves for better economic times. We promise that this session will not be about, “Doing more with less,” or, “Doing less with less,” or even “Working smarter, not harder.”

Presenters: **Brenda Wagenknecht-Ivey**, Praxis Consulting, Denver, CO; **Steve Steadman**, Policy Studies, Inc., Denver, CO

Host/Reporter: **Phil Knox**, Phoenix, AZ

- **“Diversity Works”** (repeats at 3:30 pm)

Location: Austin 5-6

Diversity in the workforce is here to stay, with statistical forecasts projecting continued growth in a wide array of diverse employees in Corporate America. The dilemma is not so much how to encourage diversity as it is to encourage business leaders and workers to recognize and capitalize on the benefits of a more diverse work force. Successful organizations understand this and work toward creating a culture that reinforces diversity and inclusion. In this program, participants will discuss the benefits of a diverse work culture and learn how to deal more effectively with the challenges, obstacles and opportunities that often come with diversity.

Presenter: **Craig Pourciau**, SSA, Baton Rouge, LA

Host: **Carla Boatner**, Chandler, AZ

Reporter: **Judy Bushong**, Phoenix, AZ

- **“Talk Is Cheap: Improving Effectiveness in Your Court Without Costing a Dime”** (repeat of 10:15 am)
Location: Ft. Worth 6-7
Presenter: **Anna Eidson**
Host: **Paula Collins**, Phoenix, AZ

- **“A Systems Approach to Cost Effective Judicial Branch Education”**
Location: Grapevine 2-3
Using experiential techniques with audience participation, we will demonstrate the link between a cognizant/unaware systems approach to introducing new employees into the organization and the willingness of the employee to embrace their new culture, understand the organizational expectations, and perform job responsibilities. An emphasis will be placed on implementing a deliberate and systematic process to achieve a cost-effective readiness in employees to carry out the mission and vision of the New Jersey courts.
Presenters: **Steve Wilkins**, Administrative Office of the Courts, Trenton, NJ
Host/Reporter: **Roy Wynn**, Washington, DC

- **“IT Workshop I: Wireless Technology and Security Trends” Sponsored by FACT and IJIS Institute** (repeat of 10:15 am)
Location: Ft. Worth 1-2
Presenter: **Steve Taylor**
Host: **Eric Silverberg**, Dallas, TX

- **“IT Workshop III: Service Oriented Architecture”** (repeats at 3:30 pm)
This FACT IJIS Institute sponsored workshop will describe what service oriented architecture (SOA) is and is not. How do courts design, implement and manage a SOA in a legacy environment? A checklist will demonstrate how to identify potential projects. What are the pitfalls and benefits? How can benefits be measured and what resources are necessary? What comes after successful implementation of a SOA?
Location: Grapevine A
Presenter: **Fred Lengerich**, SAIC, Englewood, Colorado
Host: **Kip Rodda**, Lakeport, CA
Reporter: **Alan Carlson**, Kensington, CA

3:15 – 3:30 pm
Coffee and beverage services

3:30 – 5:00 pm
**Seven Concurrent Workshops Round III—
Improving Courts In Tough Financial Times**

- **“Fiscal Pressure Can Improve Court Performance”** (repeat of 1:45 pm)
Location: Grapevine 1
Presenter: **Brenda Wagenknecht- Ivey** and **Steve Steadman**
Host: **John Sleeter**, Olympia, WA

- **“Diversity Works”** (repeat of 1:45 pm)
Location: Austin 5-6
Presenter: **Craig Pourciau**
Host: **Sarah Brown-Clark**, Youngstown, OH

- **“How to Run Effective Meetings”** (repeat of 10:15 am)
Location: Grapevine 4-5
Presenters: **Timm Fautsko**
Host: **Ruth Newcomer**, Columbus, OH

- **“Volunteers”** (repeat of 10:15 am)
Location: Grapevine 2-3
Presenters: **Jude Del Preore** and **Dianne Robinson**
Host: **Stephanie Smith**, Dallas, TX

- **“The Operations of NACM is a well-oiled Plan!”**
Location: Ft. Worth 1-2
Here is your opportunity to provide input and learn about the Association from the inside/out! The NACM Planning Committee and NACM Board spent a great deal of time in the last few years updating the Strategic Plan, which outlines the priorities of the organization for the next several years. In the current year, the Planning Committee reviewed the Association’s Operational Manual, which contains the structure, assignments, and workings of our organization. During this session, Committee members will share an overview of the Plan and the Operational Manual. It will also provide NACM members the opportunity to provide feedback as the Committee continues their ongoing work of aligning the manual with the strategic plan.
Presenters: **Chelle Uecker**, NACM Vice President, Orange County Superior Court, Santa Ana, CA, and other Planning Committee members
Host/Reporter: **Peter Kiefer**, Phoenix, AZ

- **“IT Workshop II: Your Court Web Site: If You Build It Right They Will Come” FACT IJIS Institute sponsored** (repeat of 10:15 am)
Location: Grapevine B
Presenters: **Dwight Hunter**
Host: **Duane Delaney**, Washington, DC

- **“IT Workshop III: Service Oriented Architecture” FACT IJIS Institute sponsored** (repeat of 1:45 pm)
Location: Grapevine A
Presenter: **Fred Lengerich**
Host: **Lawrence Myers**, Joplin, MO

5:00 – 6:00 pm
ICM Fellows Reception
Location: Grapevine 6

6:00 pm

Evening Social: Texas Style Social

Location: Grapevine D

TUESDAY, July 13, 2004

8:30 – 9:00 am

Welcome and Justice Achievement Award Presentation

Location: Grapevine C

Presenter: **Chelle Uecker**, NACM Vice President, Orange County Superior Court, Santa Ana, CA

Reporter: **Judy Bushong**, Phoenix, AZ

9:00 – 10:00 am

Keynote: “The Agile Court”

Location: Grapevine C

*A paradox lies at the heart of the task of our courts. On the one hand, courts exist to uphold timeless values of impartiality, dignity and fairness. On the other hand, they do so while responding to demands from legislators, litigants and citizens that require them to administer justice faster and better with flat or declining budgets. Courts, in other words, must uphold timeless values in a dynamic environment, responding quickly and cost-effectively to changing expectations and requirements. Vince Kasten, Managing Partner, Unisys Global Business Transformation and co-author of **The Jericho Principle** explains the Agile Court, examining the fundamental forces that are driving the ever-increasing pace of change, the characteristics of an agile organization, and approaches to creating agility in the courts. FACT sponsored.*

Presenter: **Vince Kasten**, Unisys Corporation, Blue Bell, PA

Host: **Chelle Uecker**, Santa Ana, CA

Reporter: **Janet Cornell**, Scottsdale, AZ

10:00 – 10:15 am

Coffee and Beverage Break

10:15 – 11:45 am

Six Concurrent Workshops Round I— Technology Improves Courts and Saves Money

- **“FACT Showcase Workshop: Using Technology to Enhance Revenue Collection and Save Money”**

Location: Ft. Worth 1-2

Most courts are dealing with severe budget shortfalls, causing staff reductions, closure of branch courts and elimination of important programs. As budget cuts threaten to undermine operations and effectiveness, courts leaders across the country are evaluating options to ensure continued delivery of core services and to maintain well-run, independent courts. Effective enforcement of court-ordered monetary sanctions contributes to a culture compliance that strengthens the

*role of the courts **and** produces "new" revenues that courts and local governments can use to support critical programs and services. This session is a follow-up to the Supersession entitled "Follow the Money to Enhance Court Revenue" conducted at the October, 2003 Court Technology Conference (CTC8) in Kansas City, MO (<http://www.ctc8.net/supersess.asp>). While the CTC8 session looked at macro issues such as the role of the judiciary, internal court collection programs, and outsourced collections programs, this session will provide more detail into specific court-run revenue programs and models of public/private partnerships. These models will include samples of fine/fee enforcement statutes and "progressive sanction" initiatives. FACT, the Forum for the Advancement of Court Technology (<http://fact.ncsc.dni.us>), brings you this program structured as a conversation between court professionals in the public and private sectors. Chris Crawford from Justice Served will serve as host to Judge Richard Williams, Administrative Director of the New Jersey Judiciary, and Moira Rowley, Vice President of Court Services for ACS State and Local Solutions.*

Presenters: **Chris Crawford**, Justice Served, Eureka, CA; **Moira Rowley**, ACS, Lexington, KY; **Hon. Richard J. Williams**, Administrative Office of the Courts, Trenton, NJ

Host: **Joi Sorensen**, Los Angeles, CA

Reporter: **Phil Knox**, Phoenix, AZ

- **“From Document Cameras to High-Tech Justice in a Tent Field Expedient Courtroom Technology”** (repeats at 3:15 pm)

Location: Austin 2-3

Despite the increasing number of high technology courtrooms they remain relatively rare, especially in state court. This session will address ways in which courtroom technology can be used on an ad hoc basis without a permanently installed courtroom and will concentrate on fast ad hoc solutions. The presenters, Professor Fred Lederer, Director of the Courtroom 21 Project, and Martin Gruen, Courtroom 21 Deputy Director for Courtroom Design and Technology, will also speak to emergency solutions and the emerging "courtroom in a box."

Presenters: **Fred Lederer**, Courtroom 21, Williamsburg, VA

Host: **Carol Lee Ortman**, Ft. Lauderdale, FL

Reporter: **Tom Dibble**, Newark, NJ

- **“Why You Need to Keep Technology Savings Quiet and How to Do It”** (repeats at 1:30 pm)

Location: Austin 5-6

Funding bodies often require a return on investment for technology projects. In fact, however, many technology projects offer advantages that cannot always be quantified, e.g., improving public safety. Nonetheless court managers and technology officers are still required to document "savings" and then have budgets reduced by those amounts. This session discusses what those real advantages and savings might be, and how to protect your budgets from these reductions.

Presenter: **Bob Roper**, Colorado Judicial Dept., Golden, CO

Host: **Judy Bushong**, Phoenix, AZ

Reporter: **John Sletter**, Olympia, WA

- **“Advanced Jury Management Systems: An Update”** (repeats at 3:15 pm)

Location: Ft. Worth 5-6

There is news on many fronts concerning how we operate our jury systems. First there is the continued application of technology to save costs, improve citizen responses and provide better service to the citizens called to serve on jury duty. Then there is the adoption in eight states of the “Jury Patriotism Act” which has many implications for the jury manager. And on the national front the American Bar Association is about to announce a major initiative of which courts should be aware in order to take advantage of this new program.

Presenters: **Tom Munsterman**, National Center for State Courts, Arlington, VA

Host: **Louis Hentzen**, Bismarck, ND

Reporter: **Jane Martin**, Atlanta, GA

- **“Don’t Make Them Drive: Video Systems Maintain Quality and Save Time and Money”**

Location: Grapevine 2-3

From a 2004’ issue of the Milwaukee Journal Sentinel;

“Wisconsin counties could save millions every year using video conferencing for certain court proceedings instead of having all defendants physically appear in court.

According to a December 2003 report by the Wisconsin Office of Justice Assistance, that while an investment of \$1.5 million would be required to equip county courthouses and jails with technology, that investment would save more than \$2.3 million statewide in the first year alone in evidentiary hearings such as arraignments and motions.” Former Los Angeles County Sheriff Sherman Block stated:

“Our department transports more inmates daily than any other law enforcement agency in the United States and probably in the world. We currently move in excess of 6,000 prisoners though our system each day and that number is increasing. An average of over 2000 inmates is brought to court each morning. 300 to 500 inmates are brought daily to the Central Jail from as far as 40 miles to be processed and routing to the proper court. Central jail inmates awaken at 5:30AM for a prompt 7:30AM departure to the courts. These two hours allow an average 1700 inmates to dress, eat and check into the Court Line Processing Area. They change into civilian clothing if appropriate, enter holding cells designated for each court, are secured into groups of four and then board the proper bus. Up to 100 of these inmates will require special security and segregation at all times.” This session will explore the issues both from the technical, defendant, corrections and the courts side plus a judge’s personal incite to the human factors issues when conducting arraignments via video. Attendees will also have an opportunity to openly interact with comments and questions.

Presenter: **Don Mettert**, Court Vision Communications, Thousand Oaks, CA

Host: **Suzanne Stinson**, Benton, LA

Reporter: **Andra Motyka**, Tacoma, WA

- **“Determining Cost Savings and Breakeven Points for Automating Information Exchanges”** (repeats at 3:15 pm)

Location: Grapevine 4-5

This presentation will illustrate a standard model for determining transaction costs, anticipated cost savings, and breakeven points surrounding the automation of information exchanges. This model can and has been used by the court to determine the transaction cost of each of its manual information exchange points, estimate the cost savings for automating that exchange, and determine the exchange volume breakeven point. By having these figures in hand, the court will be able to make better decisions on the automation of those exchanges with the greatest return on investment.

Presenters: **Stephen L. Davis**, MTG Management Consultants, Seattle, Washington and **Kyle M.**

Snowdon, MTG Management Consultants, Seattle, Washington

Host: **Ronald Truss**, Birmingham, AL

Reporter: **Gordon Mulleneaux**, Phoenix, AZ

Noon – 1:30 pm

Lunch on your own

1:30 – 3:00 pm

Six Concurrent Workshops Round II— Technology Improves Courts and Saves Money

- **“Justifying IT Investments”**

Location: Austin 2-3

IT departments are being asked to deliver more with tighter budgets. As budgets tighten the competition for dollars increases both within the judiciary and between courts and the executive branch. Better services or new technologies are no longer sufficient to get projects approved; return on investments and cost savings must be demonstrated. How can courts better justify technology spending? How do you win support from important stakeholders? Is it really possible to forecast return on investment? This session covers the business and technical challenges facing the courts IT organizations, the different types of costs that must be accounted for, and focuses on best practices to help position IT projects for approval. FACT sponsored.

Presenter: **Vince Kasten** and **Gary Wolfe**, Unisys Corporation, Blue Bell, PA

Host: **Louis Kelly**, Washington, DC

Reporter: **Gordon Mulleneaux**, Phoenix, AZ

- **“Your Web Site—More Than a Pretty Face”**

Location: Ft. Worth 5-6

This FACT IJIS Institute sponsored workshop for court administrators, managers, and clerks will focus on how the web page can become a major asset in the conduct of court business practices. Going far beyond directions to the courthouse and introductions to court officers, specific

programs and systems can be linked to the web page, and court officers and other justice agencies can look to the courts for information to improve their productivity. The courts as the hub of the wheels of justice can be sending and receiving electronic, operational data as the core function of their web pages.

Presenters: **Dwight Hunter**, Hunter Research, Tracy, CA
Host: **Ruth Newcomer**, Columbus, OH
Reporter: **Weldon Neff**, Aztec, NM

- **“Why You Need to Keep Technology Savings Quiet and How to Do It”** (repeat of 10:15 am)

Location: Austin 5-6
Presenter: **Bob Roper**
Host: **Roy Wynn**, Washington, DC

- **“Right to Know versus Privacy”**

Location: Ft. Worth 1-2
Information technology opportunities have changed not only how courts do business but also people’s expectations regarding access to court records. The ability to make court records available electronically raises issues about what is in the court record, what should be publicly accessible and how to protect public safety, individual safety and rights of privacy. The session will first examine changing public expectations and attitudes about access to court records. It will then explore how to accommodate expectations, personal protections, and privacy in case management systems, integrated justice systems, document imaging, and electronic filing applications.

Presenter: **Alan Carlson**, Justice Management Institute, Kensington, CA
Host/Reporter: **Tara van den Bosch**, Phoenix, AZ

- **“Web Services: What They Can Do For You”** (repeats at 3:15 pm)

Location: Grapevine 1
Ever wonder if Web Services has anything to do with the World Wide Net (WWW) or even the internet? Ever wonder what “web services” means and what this service can do for me? This FACT IJIS Institute sponsored workshop will start with a brief chronological adventure of why technologists developed web services. From this base the workshop will look at what are the types of court problems that lend themselves to a web service based solution. The presentation will provide a high level check list of how to classify projects as candidates for web services solutions. What are the benefits and How are vendors using and selling web services? How do web services challenge courts as regards application security and design, application vendor selection and development, and the general management of court applications?

Presenter: **Fred Lengerich**, SAIC, Englewood, Colorado
Host: **Judy Bushong**, Phoenix, AZ
Reporter: **Eric Silverberg**, Dallas, TX

- **“International Round Table”** (repeats at 3:15 pm)

Location: Grapevine 2-3

A Symbiotic Relationship: What Do Experienced U.S. Court Administrators Bring to the Courts of the World? What Does International Experience Bring to Courts in the US? A panel of your peers will discuss how their experience advising courts in other nations has impacted their work at home. Ms. Carla Zacapa, Court Administrator for the Supreme Court of El Salvador, will talk about the impact that U.S. court administration experts have had on the court system of El Salvador and the impact her observations in the U.S. are having on her plans for her court.

Presenters: **Richard Van Duizend**, National Center for State Courts, Arlington, VA; **Carla Zacapa**, Supreme Court of El Salvador, San Salvador, El Salvador; **Carl Blair**; Clerk and Court Administrator for the State Court, Chatham County, GA; **Barry Mahoney**, Justice Management Institute, Denver, CO; **Katie Fahnstock**, Consultant, Plainfield, VT; **Terrie Bousquin**, Greacen Associates, Santa Fe, NM
Host: **Tom Dibble**, Newark, NJ
Reporter: **Bruce Ahlgren**, Carlton, NM

3:00 – 3:15 pm

Coffee and Beverage Break

3:15 – 4:45 pm

Six Concurrent Workshops Round III— Technology Improves Courts and Saves Money

- **“From Document Cameras to High-Tech Justice in a Tent Field Expedient Courtroom Technology”** (repeat of 10:15 am)

Location: Austin 2-3
Presenter: **Fred Lederer**
Host: **Tara van den Bosch**, Phoenix, AZ

- **“Determining Cost Savings and Breakeven Points for Automating Information Exchanges”** (repeat of 10:15 am)

Location: Grapevine 4-5
Presenters: **Stephen L. Davis** and **Kyle M. Snowdon**
Host: **Pamela DeVault**, Lee’s Summit, MO

- **“Web Services: What They Can Do For You”** FACT IJIS Institute sponsored (repeat of 1:30 pm)

Location: Grapevine 1
Presenter: **Fred Lengerich**
Host: **Sarah Brown-Clark**, Youngstown, OH

- **“Advanced Jury Management Systems An Update”** (repeat of 10:15 am)

Location: Ft. Worth 5-6
Presenter: **Tom Munsterman**
Host: **Carol Lee Ortman**, Fort Lauderdale, FL

- **“Court Facility Planning and Construction”**

Location: Austin 5-6

This workshop will address proven techniques for effectively planning, designing, and constructing court facilities. It will include the importance of completing a needs assessment to project future staff and space needs. It will explore how facility renovation and/or consolidation can reduce the need for new facilities. Finally, this session will discuss various construction delivery methods and project financing options.

Presenter: **Peter Rich**, Facility Group, Fort Worth, TX

Host: **Marcus Reinkensmeyer**, Phoenix, AZ

Reporter: **Marla Moore**, Atlanta, GA

• **“International Round Table”** (repeat of 1:30 pm)

Location: Grapevine 2-3

Presenters: **Richard Van Duizend, Carla Zacapa, Carl Blair, Barry Mahoney, Katie Fahnstock, Terrie Bousquin**

Host: **Bertha Moore**, Dallas, TX

4:00 pm – 6:30 pm

Vendor Show

Location: Longhorn Hall F

5:00 – 6:30 pm

Reception in Vendor Area

Location: Longhorn Hall F

7:30 – 10:30 pm

Casino Night (cash bar)

Location: Grapevine C-D

WEDNESDAY, July 14, 2004

AM

Fun Run/Walk

Golf/Tennis Tournaments

8:00 am – 3:00 pm

Vendor Show (Continental breakfast available 8:00 - 9:30 am)

Location: Longhorn Hall F

11:00 am – 2:30 pm

Knowledge Fair

Location: Longhorn Hall F

11:30 am – 12:30 pm

Pins Showcase and Exchange

Location: Longhorn Hall F (at the NACM booth)

Noon – 1:00 pm

Box Lunch in Vendor Area

Location: Longhorn Hall F

12:30 – 1:00 pm Don't miss the vendors' special drawings during lunch—**YOU MUST BE PRESENT TO WIN!**

1:00 – 2:00 pm

FACT Members Only “Technology and Court Performance: An Interactive Exchange with Vince Kasten”

Location: Grapevine 1

Host/Reporter: **Chris Crawford**, Eureka, CA

2:15 – 3:45 pm

NACM Past Presidents Chat: The Court Management Profession

Location: Ft. Worth 5-6

Past NACM President Zelda DeBoyes will lead a discussion of the current state and future prospects of the court management profession toward two ends: 1) further development of issues identified at the 2003 NACM Annual Conference during a Past President Chat led by Gordy Griller; and, 2) refinement and generation of issues to be addressed at the 2005 NACM Mid Year and Annual, which have as their theme: The Court Management Profession: Issues and Relationships.

Presenter: **Zelda M. DeBoyes**, Court Administrator, Aurora Municipal Court, Aurora, Colorado

Reporter: **Marcus Reinkensmeyer**, Phoenix, AZ

2:30 – 4:00 pm

NACM Committee Meetings – *All conference attendees are invited and welcomed to attend any NACM Committee meeting. A Committee Preference Form that includes the activities of each committee is included in the front pocket of your conference notebook. If you have questions about the committees, please feel free to contact any NACM Board member.*

• **Membership Services**

Location: Austin 2-3

• **Planning**

Location: Austin 5-6

• **Professional Development/Education**

Location: Grapevine 2-3

• **Publications/Communications**

Location: Grapevine 4-5

• **Web Subcommittee**

Location: Grapevine 1

3:45 – 5:00 pm

CCCG Authors and Presenters (By Invitation)

Location: Ft. Worth 7

Dinner on your own

THURSDAY, July 15, 2004

8:45 am – 9:45

Plenary: “NACM Core Competencies: Overview and Significance”,

Introduction: **Lawrence Myers**, NACM President, Joplin, MO

Location: Grapevine C

Frank Broccolina the Maryland State Court Administrator, a NACM Past President and the Chair of the NACM Professional Development Advisory Committee the group responsible for the Core Competency Curriculum Guidelines (CCCGs) will moderate the plenary assisted by the prime authors of the ten CCCGs. All ten Core Competencies, which taken together comprehensively define What Court Leaders Need to Know and Be Able to Do will be presented including:

- *The Purposes and Responsibilities of Courts;*
- *Caseflow Management;*
- *Leadership;*
- *Visioning and Strategic Planning;*
- *Essential Components;*
- *Court Community Communication;*
- *Resources, Budget and Finance;*
- *Human Resources Management;*
- *Education, Training and Development; and*
- *Information Technology Management*

The opening plenary will be followed by three rounds of workshops three workshops at 10:15-11:45 AM, 1:00-2:30 PM, and 2:45-4:15 PM. Three types of workshops will be presented: 1) “Basic” workshops for all ten CCCGs; 2) Advanced Workshops for five of the ten Core Competencies; and 3) two workshops focused on How to Use the CCCGs with Frank Broccolina at 1:00 – 2:30 PM and Personal and Organizational Assessment Tools with Tim Dibble at 2:45 – 4:15 PM.

Basic workshops will cover What This Core Competency Is and Why It is Important. What Do Court Leaders Need to Know and Be Able To Do? What are the fundamentals and foundations for court leaders? Basic workshops for the five Core Competencies that were developed last: Purposes and Responsibilities of Courts (Geoff Gallas and Suzanne James); Education, Training and Development (Jan Bouch); Essential Components (Alan Carlson); Court Community Communication (Tom Hodson); and Information Technology (Larry Webster) will be presented twice.

Basic workshops for the other five Core Competencies: Caseflow Management (Barry Mahoney); Leadership (Dan Straub); Visioning and Strategic Planning (Brenda Wagenknecht-Ivy and John Martin); Resources, Budget and Finance (John Hudzik); and Human Resources (Terry Curry) will be presented once. Advanced workshops concerning these five Core Competencies will be held at 10:15 -11:45 AM Terry Curry, Human Resources; 1:00 – 2:30 PM Brenda Wagenknecht and John Martin, Visioning and Strategic Planning; and 2:45-4:15 PM Barry Mahoney, Caseflow Management; Alan Carlson and John Hudzik Budget, Resources, and Finance; and Dan Straub Leadership. Advanced Workshop attendees should know the basics of the Guideline.

If you have been Guideline faculty in your court, state, and/or association please attend the Advanced workshop

for that Guideline. Advanced workshops will review the substance and structure of the Guideline as prelude to the faculty’s experience with the CCCG; their questions and concerns about the substance and format of the Guideline; and the use and potential of the Guideline as a planning, practical, and educational tool. Advanced workshops will be interactive. How have the faculty and workshop participants used the CCCG? What questions and suggestions do they have for the revision and updating of the CCCG? What now non-existent curriculum needs to be developed?

Presenters: **Frank Broccolina**, Administrative Office of the Courts, Annapolis, MD, **Geoff Gallas**, AEQUITAS, Philadelphia, PA, **Barry Mahoney**, Justice Management Institute, Denver, CO, **Dan Straub**, Straub & Associates, Presto, PA, **Brenda Wagenknecht-Ivey**, Praxis Consulting, Denver, CO, **Alan Carlson**, Justice Management Institute, Kensington, CA, **Tom Hodson**, E.W. Scripps School of Journalism, Athens, OH, **John Hudzik**, Michigan State University, East Lansing, MI, **Terry Curry**, Michigan State University, East Lansing, MI, **Jan Bouch**, Court Consultant, Napa and Larry Webster, SEARCH Group, Syracuse, NY

Host: **Lawrence Myers**, Joplin, MO

Reporter: **Janet Cornell**, Scottsdale, AZ

10:00 – 10:15 am

Coffee and Beverage Break

10:15 – 11:45 am

Eight Concurrent Workshops Round I— NACM Core Competencies

- **“Purposes and Responsibilities of Courts - Basic”** (repeats at 1:00 pm)

Location: Grapevine 1

Purposes and Responsibilities of Courts is the epicenter of the NACM Core Competencies. All other nine Competencies are defined by purpose. Purposes and Responsibilities of Courts provide the reason, the root, and the foundation for the other nine Core Competencies. Purposes give legitimacy to the exercise of Leadership, inform Visioning and Strategic Planning and orient the practice of Caseflow Management and the other more technical competencies.

Presenter: **Suzanne James**, Prince George’s County Circuit Court, Upper Marlboro, MD

Host: **Edna Johnson**, Kingman, AZ

Reporter: **June Severns**, Joplin, MO

- **“Caseflow Management – Basic”** (Advanced at 2:45 pm)

Location: Grapevine 2-3

Caseflow Management is the process by which courts move cases from filing to disposition. This includes all pre-trial phases, trials, and increasingly, events, which follow disposition to ensure the integrity of court orders and timely completion of post-disposition case activity. Effective caseflow management makes justice possible, not only in individual cases but also across judicial systems and courts, both trial and appellate. It helps ensure that every litigant receives procedural due process

and equal protection. Properly understood Caseflow Management is the absolute heart of court management.
Presenters: **Barry Mahoney**, Justice Management Institute, Denver, CO
Host: **Pamela DeVault**, Lee's Summit, MO
Reporter: **Curtis DeClue**, Seattle, WA

- **“Leadership - Basic”** (Advanced at 2:45 pm)

Location: Grapevine 4-5

Leadership is the energy behind every court system and court accomplishment. Fortunately and contrary to some received wisdom, leadership is not a mysterious act of grace. Effective leadership is observable and, to a significant extent, learnable. Academic debate about the difference between leadership and management has resulted in consensus that a difference exists, which is not a matter of “better” or “worse”. Both are “systems of action”. In the memorable words of Warren Bennis, “Managers do things right. Leaders do the right things.”

Presenters: **Dan Straub**, Straub & Associates, Presto, CA
Host: **Louis Hentzen**, Bismarck, ND
Reporter: **Paul Roddy**, Washington, DC

- **“Visioning and Strategic Planning – Basic”**

(Advanced at 1:00 pm)

Location: Grapevine D

Visions are holistic, inspirational future snapshots. They look forward and reach back to core values: the ends of justice and service and the means of judicial independence, substantive and procedural due process, equal protection, open access and the fair and efficient application of the law to the facts. Visioning invites court leaders, their justice partners and the community, first to imagine and then to deliver the future they prefer. Strategic planning is a process—involving principles, methods and tools—to help court leaders decide what to do, and how and when to do it. The strategic planning process is directional and linear and translates vision into plans and action steps.

Presenter: **Brenda Wagenknecht-Ivey**, Praxis Consulting, Denver, CO, and **John Martin**, Center for Policy Studies, Boulder, CO
Host/Reporter: **Eric Silverberg**, Dallas, TX

- **“Essential Services – Basic”** (repeats at 1:00 pm)

Location: Ft. Worth 5-6

Courts and judges do not just consider evidence provided by the parties, rule on motions, and decide cases on the merits. Increasingly, evidence is provided to the court by programs annexed to the court and the case rather than the parties. Courts must deliver and manage this information as well as manage other Essential Components, which range from the relatively mundane such as court security, courtrooms, clerks and court reporters to the sophisticated such as child custody evaluations, legal research staff, and indigent defense. These and other services, programs, and information not dealt with by the other Core Competencies constitute the courts Essential Components. Effective court leaders understand the court's Essential Components and, regardless of who has formal authority over them, work to ensure they are well managed.

Presenter: **Alan Carlson**, Justice Management Institute, Kensington, CA
Host: **Sarah Brown-Clark**, Youngstown, OH
Reporter: **Kip Rodda**, Lakeport, CA

- **“Court Community Communication – Basic”**
(repeats at 1:00 pm)

Location: Austin 2-3

If courts are to be accessible, open, responsive, affordable, timely, and understandable, courts must learn from and educate the community. To interact effectively with their many publics, court leaders must understand the media and its impact on the publics understanding of and satisfaction with the courts. Understandable courts, skillful community outreach, and informed public information improve court performance and enhance public trust and confidence in the judiciary.

Presenter: **Tom Hodson**, E.W. Scripps School of Journalism, Athens, OH
Host: **Terri Johnson**, San Fernando, CA
Reporter: **Carla Boatner**, Chandler, AZ

- **“Resources, Budget and Finance – Basic”**

(Advanced at 2:45 pm)

Location: Austin 5-6

The allocation, acquisition, and management of the court's budget impact every court operation and, arguably, determine how well, and even whether, courts achieve their mission in the American political system. Resources are rarely sufficient to fund everything of value the courts or any other organization might undertake. When resource allocation and resource acquisition are skillful, courts preserve their independence, improve their performance, and build and maintain public trust and confidence.

Presenter: **John Hudzik**, Michigan State University, East Lansing, MI
Host/Reporter: **Roger Hartley**, Tucson, AZ

- **“Human Resources – Advanced”** (Basic at 2:45 pm)

Location: Grapevine A

Courts need good people, people who are competent, up to date, professional, ethical, and committed. Effective Human Resource Management not only enables performance, but also increases morale, employee perceptions of fairness, and self-worth. People who work in the courts are special. Their jobs and the work of the courts are not too small for the human spirit. With proper leadership court Human Resources Management contributes to meaning and pride over and beyond the reward of a paycheck. It reflects the enduring purposes and responsibilities of courts. Excellent Human Resources is unlikely in an otherwise mediocre court.

Presenter: **Terry Curry**, Michigan State University, East Lansing, MI
Host: **Paul Burke**, Lawrence, MA
Reporter: **Paula Collins**, Phoenix, AZ

11:45 am – 12:30 pm

NACM Business Meeting with Election and Swearing In of New Officers

Location: Grapevine C

Lunch on your own

1:00 – 2:30 pm

Seven Concurrent Workshops Round II— NACM Core Competencies

- “How to Use the Core Competency Curriculum Guidelines” (follow up session on Self and Organizational Tools at 2:45 pm)

Location: Grapevine 2-3

This workshop will explore the applications and uses of the Core Competency Curriculum Guidelines. Attendees will learn about the history of the project, the structure of the ten Guidelines, future plans and existing and in development tools that individuals, courts and state associations can use to develop workshops dealing with specific Core Competencies as well as multi year educational program plans. There will be hands on exercises that give a practical demonstration of use of currently available assessment tools

Presenter: **Frank Broccolina**, Administrative Office of the Courts, Annapolis, MD

Host: **John Sleeter**, Olympia, WA

Reporter: **Candia Friesen**, Dallas, OR

- “Education, Training and Development – Basic” (repeats at 2:45 pm)

Location: Ft. Worth 3-4

Education, Training and Development help courts improve court and justice system performance and achieve their desired future. Education, Training and Development are aimed at judges, court staff – especially those in leadership positions – as well as others on whom the court depends, both inside and outside the courts. Thus, the term judicial branch education, as opposed to judicial education. Because judicial branch education actuates all other Core Competencies and helps courts maintain the balance the forces of change and enduring principles, court leaders take responsibility for it. It is not merely remedial and limited to training. Rather, judicial branch education is strategic.

Presenter: **Jan Bouch**, Court Consultant, Napa, CA

Host/Reporter: **Dennis Jones**, Reno, NV

- “Information Technology – Basic” (repeats at 2:45 pm)

Location: Ft. Worth 1-2

While it is decidedly not an end unto itself Information Technology can help all courts do what they do faster, cheaper, and better. Computerization allows courts to dispense justice in the face of increased expectations of efficient and instant service; significant changes in people’s mobility and the social, political, and economic environment; and increased caseload volume and complexity. Court leaders who effectively manage Information Technology know its limitations and the challenges it presents. They also know if its promise is realized, Information Technology can improve justice, court operations, public access to the courts and the quality of justice.

Presenter: **Larry Webster**, SEARCH Group, Syracuse, UT

Host: **Peg Liedtke**, Austin, TX

Reporter: **Greg Ireland**, Los Lunas, NM

- “Visioning and Strategic Planning – Advanced” (Basic at 10:15 am)

Location: Grapevine D

Visions are holistic, inspirational future snapshots. They look forward and reach back to core values: the ends of justice and service and the means of judicial independence, substantive and procedural due process, equal protection, open access and the fair and efficient application of the law to the facts. Visioning invites court leaders, their justice partners and the community, first to imagine and then to deliver the future they prefer. Strategic planning is a process—involving principles, methods and tools—to help court leaders decide what to do, and how and when to do it. The strategic planning process is directional and linear and translates vision into plans and action steps.

Presenter: **Brenda Wagenknecht-Ivey**, Praxis Consulting, Denver, CO and **John Martin**, Center for Policy Studies, Boulder, CO

Host: **Tracy BeMent**, Washington, DC

Reporter: **Kellye Mashburn**, Little Rock, AR

- “Court Community Communication – Basic” (repeat of 10:15 am)

Location: Austin 2-3

Presenter: **Tom Hodson**

Host: **Tom Dibble**, Newark, NJ

- “Essential Services – Basic” (repeat of 10:15 am)

Location: Ft. Worth 5-6

Presenters: **Alan Carlson**

Host: **Tara van den Bosch**, Phoenix, AZ

- “Purposes and Responsibilities of Courts – Basic” (repeat of 10:15 am)

Location: Grapevine 1

Presenter: **Suzanne James**

Host: **Roger Hartley**, Tucson, AZ

2:30 – 2:45 pm

Coffee and Beverage Break

2:45 – 4:15 pm

Seven Concurrent Workshops Round II— NACM Core Competencies

- “Leadership – Advanced” (Basic at 10:15 am)

Location: Grapevine 4-5

Leadership is the energy behind every court system and court accomplishment. Fortunately and contrary to some received wisdom, leadership is not a mysterious act of grace. Effective leadership is observable and, to a significant extent, learnable. Academic debate about the difference between leadership and management has resulted in consensus that a difference exists, which is not a matter of “better” or “worse”. Both are “systems of

action". In the memorable words of Warren Bennis, "Managers do things right. Leaders do the right things."
Presenter: **Dan Straub**, Straub & Associates, Presto, PA
Host: **Dennis Shipley**, Washington, DC
Reporter: **Paul Roddy**, Washington, DC

- **“Resources, Budget and Finance - Advanced”** (Basic at 10:15 am)

Location: Austin 5-6

As courts emerge from financial turmoil and respond to demands to add programs such as problem solving courts and improve services, the acquisition and management of court resources has become more complicated and more critical. Difficult economic times and shifts in public financing approaches can “change the rules” for courts. This session will explore some advanced concepts regarding resources, budget and finance, including revenues, inter-branch fiscal relations, and managing resources. Participants will share their experiences and lessons learned. This is not a session on the basics of resources, budget and finance.

Presenters: **John Hudzik**, Michigan State University, East Lansing, MI and **Alan Carlson**, Justice Management Institute, Kensington, CA

Host: **Dennis Jones**, Reno, NV

Reporter: **Warner Hassell**, Nashville, TN

- **“Human Resources – Basic”** (Advanced at 10:15 am)

Location: Grapevine A

Courts need good people, people who are competent, up to date, professional, ethical, and committed. Effective Human Resource Management not only enables performance, but also increases morale, employee perceptions of fairness, and self-worth. People who work in the courts are special. Their jobs and the work of the courts are not too small for the human spirit. With proper leadership court Human Resources Management contributes to meaning and pride over and beyond the reward of a paycheck. It reflects the enduring purposes and responsibilities of courts. Excellent Human Resources is unlikely in an otherwise mediocre court.

Presenters: **Terry Curry**, Michigan State University, East Lansing, MI

Host: **Sarah Brown-Clark**, Youngstown, OH

Reporter: **Aurora Zamora**, Uvalde, TX

- **“Caseflow Management – Advanced”** (Basic at 10:15 am)

Location: Grapevine 2-3

Caseflow Management is the process by which courts move cases from filing to disposition. This includes all pre-trial phases, trials, and increasingly, events, which follow disposition to ensure the integrity of court orders and timely completion of post-disposition case activity. Effective caseflow management makes justice possible, not only in individual cases but also across judicial systems and courts, both trial and appellate. It helps ensure that every litigant receives procedural due process and equal protection. Properly understood Caseflow Management is the absolute heart of court management.

Presenter: **Barry Mahoney**, Justice Management Institute, Denver, CO

Host: **Andrea Holland**, Sullivan, MO
Reporter: **Mark Weinberg**, Daytona Beach, FL

- **“Information Technology – Basic”** (repeat of 1:00 pm)

Location: Ft. Worth 1-2

Presenter: **Larry Webster**

Host: **Jane Martin**, Atlanta, GA

- **“Education, Training and Development – Basic”** (repeat of 1:00 pm)

Location: Ft. Worth 3-4

Presenters: **Jan Bouch**

Host: **Connie Vilelli**, Dayton, OH

- **“Self and Organizational Assessment Tools– Basic”** (follow up to session on How to Use the Core Competency Curriculum Guidelines at 1:00 pm)

Location: Grapevine 1

The ten Core Competencies website links to self assessment exercises both for individuals and for courts and professional organizations. These exercises are intended to be used by courts and professional organizations to set priorities and build relevant educational curricula and by individuals for self-improvement. The workshop will present these and expanded online assessment tools currently under development and the ways in which they can be used. An assessment will be conducted in the session using wireless keypad technology, demonstrating how an assessment can lead to the development of curricula and guide educational programs.

Presenter: **Tim Dibble**, AEQUITAS, Jenkintown, PA

Host: **Rick Lewis**, Centennial, CO

Reporter: **Suzanne Stinson**, Benton, LA

4:15 – 4:45 pm

Plenary: Conference Close—NACM 2004 Conferences and NACM Strategic Plan

Location: Grapevine C

Presenters: NACM newly elected President and President-Elect

Host: **Collins Ijoma**, Newark, NJ

Reporter: **Tara van den Bosch**, Phoenix, AZ

7:00 pm – Midnight

Closing Dinner and Dance

Location: Grapevine D

FRIDAY, July 16, 2004

9:00 am – 12:00 pm

NACM Board of Directors Meeting

Location: Palomino 3

NACM ASSOCIATION SERVICES OFFICE HOURS

Grapevine Registration Desk

(The Association Services Office will serve as the message center for the conference)

Sunday, July 11	11:00 am to 6:00 pm
Monday, July 12	8:00 am to 5:00 pm
Tuesday, July 13	8:00 am to 5:00 pm
Wednesday, July 14	8:00 am to 5:00 pm
Thursday, July 15	8:00 am to 5:00 pm

HOSPITALITY SUITE

Location available in the Association Office
NONSMOKING

Sunday, July 11	9:00 pm to midnight
Monday, July 12	9:00 pm to midnight
Tuesday, July 13	7:00 pm to midnight
Wednesday, July 14	7:00 pm to midnight
Thursday, July 15	5:00 pm to 6:45 pm and 9:00 pm to midnight

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A “Special Thanks” to the following for assistance in planning the conference:

VENDOR SHOW

CANDIA FRIESEN, Dallas, OR

SOCIAL ACTIVITIES

ERIC SILVERBERG, Dallas, TX

FUN RUN/WALK

JOHN WARREN, Dallas, TX

KNOWLEDGE FAIR

TOM DIBBLE, Trenton, NJ

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JOHN SLEETER, Olympia, WA

HOSTS AND REPORTERS

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