

Monday, July 14

Keynote Address: Partnering, Alliances, Relationships, and Connections

The keynote is being presented by Ed Rigsbee, a renowned speaker and author of three books and 1,500 articles concerning strategic alliance development in the private, not-for-profit, and public sectors.

Problem Solving Courts I: The Essence and the Challenge is Partnering

A focus on collaboration is one of the innovations at the heart of the problem-solving enterprise. Problem-solving courts (drug courts, mental health courts, community courts, domestic violence courts, and others) all rely, to one degree or another, on forging new and unusual partnerships. This includes attempting to knit together an often fractured criminal justice system. It also includes reaching out to unconventional partners, including community groups, treatment providers, business associations, and ordinary citizens. This panel, which features a range of experienced court administrators and practitioners, will look at both the big picture and the nuts and bolts of forging new partnerships. Along the way, the panel will seek to touch on the following questions: Why is partnership so crucial to the problem-solving model? How can court managers win over skeptical potential partners in the executive branch and legislative branch? What are some of the challenges that come along with managing an interagency coalition? What happens when a partnership goes bad? And how can courts meaningfully involve the public in the business of “doing justice”?

The Planning and Design of Courthouse Space: Partners, Processes, Opportunities

The key issues in the planning and design of courthouse space, and the kind of partnership of court and design professionals required to achieve a successful result, are the focus of the workshop. Part I describes the facility planning processes, from the initial needs assessment stage on, and the crucial role of the court manager throughout the process. Part II describes the main functional components of a court facility, noting the major planning and design challenges and opportunities associated with each component, as well as what has to be done to organize the components into an effective whole. Attendees will learn how court professionals and design professionals can work together to generate high-quality space that supports both the court's enduring purposes and operational goals.

Lessons Learned About Technology Partnering (FACT Sponsored)

The California Administrative Office of the Courts (AOC) and Deloitte Consulting will present lessons learned about the planning, development, and deployment of the new statewide California Court Case Management Systems (CCMS0). This multi-year, multi-phase initiative is a collaboration of the AOC, California's Superior Courts, several executive branch agencies, justice partners, and Deloitte Consulting to develop and deploy a single statewide court case management system for use by all 58 superior courts in the state. CCMS also

addresses data sharing and integration between the courts and their justice partners, Internet access to members of the public, and statewide data aggregation and reporting for the judicial branch. This presentation and discussion will focus on the lessons learned that have shaped each phase of California's CCMS program and that are relevant to large jurisdictions pursuing similar initiatives.

Managing Change: Making Your Courthouse Safer

Participants in this interactive session will learn how to make sustainable changes to improve security for their court and courthouse. In the area of court security, sustainable change is only possible with the assistance and cooperation of partners from the justice system and other branches of government. Learn about the five elements of sustainable change and how they can impact your efforts to make the courts safer for the public and all who use the court or work in a courthouse.

Learning Objectives: *As a result of attending this session, participants will be able to:*

- 1. Identify and manage the five key elements of sustainable change*
- 2. Design a set of goals to improve court security*
- 3. Explain the benefits/incentives of improved court security to staff, the public, and stakeholders from within the justice system and other branches of government*
- 4. Describe the skills that are, and will be, necessary to make your courts and courthouse safer*
- 5. Create the type of partnership that can bring new resources into the effort*
- 6. Prepare a plan to bring about sustainable change*

Voices from the Mainstream: Good to Great—Implications for Judicial Administration and Court Leaders

Jim Collins is one of today's most well-respected management experts. He studied 1,500 companies as well as countless government and nonprofit agencies to discover the secrets about why some organizations achieve greatness and last, while others struggle and never reach their true potential. His conclusion and suggestions for improving leadership and organizations' success have relevance for trial courts. As with other organizations, three principles are crucial in moving courts from mediocre to good, and from good to great. First, a court must have the right self-motivated, self-disciplined, and compulsively driven people in key positions. How do you do that? Where do you start? Second, court leaders must be fastened to a vision or cause. What can your court be the best at doing? What are your core values? Third, a court must be able to say "no" to things that detract it from its core values, its vision. Disciplined action requires consistency. Consistency over time is the hallmark of a great court. In following these truths, court leaders may be surprised to learn that celebrity leaders ("hero" presiding judges, our court managers), long-term strategic planning, technology, motivating people, and the circumstances of the moment (budget cutbacks, rising case volumes) are not the secrets to making a court great over the long haul.

Essential Components I: Introduction: Purposes and Objectives of Essential Components (MSU #1)

Learn what constitutes the essential components of a court and the need for the alignment of essential components with the roles and the purposes of the judiciary and the mission and vision of your court.

Keynote Follow Up: Applying the Concepts

This follow up to the keynote is being presented by Ed Rigsbee, a renowned speaker and author of three books and 1,500 articles concerning strategic alliance development in the private, not-for-profit, and public sectors.

Partners in Case Management: A Court Management-School of Social Work Collaborative Model to Maximize Court Resources and the Administration of Justice

This session introduces court managers to a cost-effective resource that can assist with social issues and other matters that are not primarily germane to the court but tend to compromise effective management of court caseloads. The presenters offer a model and rationale for a court management-school of social work partnership to develop internships that can 1) contribute immediate case management resources to handle such matters with minimal impact on court budgets and 2) advance the future benefit of preparing social workers to be more effective partners in the administration of justice.

Essential Components II: Scope and Parameters of Essential Components (MSU #2)

Examine the organizational elements of essential components as an aid to their design, implementation, management, and operation.

Problem Solving Courts II: Good Courts That Work: The Latest Data

In recent years, an array of specialized "problem-solving courts" has emerged throughout the country in an effort to address the underlying problems of defendants, victims, and communities. This session will review that we now know regarding the effectiveness of these models, paying particular attention to adult drug courts and domestic violence courts. The presentation will also report on which specific problem-solving techniques produce better or worse outcomes, exploring the role of the judge, case management, sanctions for noncompliance, legal consequences of graduation and failure, and defendant perceptions of how fairly they were treated during their court experience.

What is Going On with NACM and Member Open Mike

Here is your opportunity to provide input, get more involved, and contemplate a leadership role in your association. The NACM President-Elect and Vice President will present and update on the National Agenda as we progress toward a National Symposium in 2010. They will then outline the current

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NACM activities and describe how to get more involved toward a leadership role. Finally, we seek your input and suggestions as to the future of our association.

**Essential Components III: Operation and Evaluation of Court Programs
(NOTE: WILL CONTINUE UNTIL 5:30 PM TO COMPLETE MSU REQUIRED
HOURS) (MSU #3)**

Overview of ways to monitor the operations of essential components and to evaluate their effectiveness.

Open Discussion of Shared Interest Groups at the 2009 Annual Conference

In 2009, the NACM Board plans to begin scheduling breakout sessions where conference attendees who do similar work may gather with those from other courts for a roundtable conversation about their shared interests. This interactive planning session is designed to review the proposal and make suggestions for implementation

Tuesday, July 15

Keynote: Caseflow Management Excellence: A Challenge to Court Managers

What have we learned about caseflow management in the past 30-plus years? Are court managers mere survivors and bystanders or true partners with leadership judges? Marcus Reinkensmeyer will moderate responses to the Friesen challenge from Maureen Solomon and John Clarke.

Managing Civil Caseflow in Large Courts

Can a large metropolitan court, described in the literature as 'pathologically delayed,' find a solution to backlog and delay that allows it to emerge as one of the premier caseflow management success stories of the '90s? Come find out. The Circuit Court of Wayne County (Detroit), Michigan, faced classic problems of backlog and delay just as many urban courts do today. Under the leadership of the court administrator, Kent Batty, and Chief Judge Richard Kaufman, this court developed a detailed strategy to enlist the bench in solving the problem and designed innovative techniques to dispose of the backlog while at the same time applying early judicial intervention and differentiated case management to incoming cases. At this session, you will learn how they did it and how you may be able to apply these same strategies in your own court.

Using Technology to Support Caseflow Management

Timely case processing is achieved through a combination of leadership, solid caseflow management practices, and using the right technology. This session will examine the effective use of technology to promote caseflow management in various court jurisdictions, including case management systems, Web-based collaboration with stakeholder agencies, video and teleconferencing, jury management applications, self-help programs, document imaging, e-filing, integrated information exchange, and more. The session will also cover related issues such as management information, backlog control, performance measurements, and data definitions.

Partnering to Improve Overloaded Traffic Court

In 2003, the newly appointed police chief in Nashville immediately made traffic enforcement a high priority and, as a result, the traffic dockets grew 40 percent in almost a two-year period. The courtrooms were quite small, and on some days the traffic courtroom capacity was in violation of the local fire codes. To address this issue, the court "partnered" with the clerk's office, the court's traffic school, the local IT department, and the National Safety Council. This partnership resulted in streamlined case processing procedures, automated traffic school enrollment and revenue collection, and an online traffic school.

It's Like Ernie Said – What You Count, Counts!

Participants in this interactive session will learn how a complex and high-tech incident reporting system works. They will learn how to prepare their court and justice system partners for the commitment required to make incident reporting an integral activity of their court's operation. Learn how to better prepare your court for emergencies and identify the benefits of having good data to support both resource requests and allocations.

Learning Objectives: *As a result of attending this session, participants will be able to:*

- 1. Learn how an automated incident reporting system works*
- 2. Prepare the court and other stakeholders to use incident reporting systems effectively*
- 3. Prepare the court to effectively communicate with other stakeholders and the community in the event of any emergency*
- 4. Identify the benefits of having readily available court security data*

Performance-Based Criminal Case Processing and Decisions

Continuous improvement is the hallmark of effective court case management strategies. It is one attribute of a high-performing court. Today, though, many courts struggle with measuring their performance and translating that knowledge into action. How do you improve the performance of an individual court? How can the discovery of "best practices" be shared among courts to improve performance of the court system? How does an individual court know which cases are outside of established standards? How were the standards developed in the first place? What do courts need to know to support management of individual cases, a court caseload, decision making and continuous process improvement? Why is it critical to report and compare individual court performance? What can you learn from attorney performance to improve the management of individual cases? Why is it important to manage from arrest? How can this impact jail population? This session will focus on the application of "court business intelligence" to the management of criminal cases and continual improvement of system performance.

Problem Solving Courts III: Good Courts That Effectively Process Cases and Achieve Due Process

This session will look at the myths, misconceptions, and realities of practicing in a problem-solving court environment from the perspective of a former defense attorney who has practiced in both traditional and problem-solving courts. Participants in this session will be encouraged to share their observations, experiences, and concerns of working in a problem-solving court.

The Impact of Delay on Justice (MSU # 1)

This session will examine the history of delay in the American federal and state courts and how that delay defeats the purposes of courts. We will look at the early efforts to combat delay and the seminal research in the field of caseflow management and delay reduction.

Learning Objectives: *As a result of attending this session, participants will be able to:*

- 1. Recall and summarize early delay reduction research*
- 2. Describe the negative impacts of delay on the quality of justice*
- 3. Synthesize the effects of delay on the purposes of courts*

Evaluating and Improving Criminal Caseflow Management

Achieving effective caseflow management in criminal courts is a major challenge. This session will examine the Tarrant County, Texas Circuit Court felony calendar and the implementation of Differentiated Case Management that resulted in reduced case processing time and a substantial impact on jail overcrowding. The court won an impressive National Association of Counties award for the program. Presiding Judge Sharen Wilson and Mary Sammon from the Institute for Court Management (of the National Center for State Courts) will be interviewed by Chris Crawford of Justice Served to debrief why calendar changes were needed, how the project got started, and how the project was implemented. This will be a highly interactive session in which ample Q&A from the audience is expected.

Trial and Error: Failure and Innovation in Criminal Justice Reform

It is human nature to shout about new ideas that have succeeded – while failure is discussed in hushed whispers, if at all. Criminal justice literature is full of “best practices,” but in truth, we know that it is impossible to have trial without error, and nearly every criminal justice agency has attempted projects that have fizzled or failed to meet expectations. If we want to encourage criminal justice officials to test new ideas and challenge conventional wisdom, we need to create a climate where failure is openly discussed so we can learn from our failures (and partial successes). In this session, the Center for Court Innovation, which has been working with the U.S. Bureau of Justice Assistance on an in-depth inquiry into failure and criminal justice reform, will lead a panel discussion with “failure experts” to identify causes – and lessons – of failure.

Designing, Building, and Renovating Courthouses and Justice Facilities II – Supporting Caseflow Management Excellence

In an interactive four-part presentation highlighted by project case studies and examples, an integrated team of architects, planners, and court management specialists will highlight a wide range of process improvement issues and ideas from U.S. and international projects – then present a series of tips and examples for incorporating ideas into your court facility renovation or new construction projects. This session also will present design concepts and ideas regarding recent research and ideas for high-performance courtroom and court-related office design, including the importance of natural light and ergonomically – and functionally – appropriate work station planning and design.

Caseflow Management in Limited Jurisdiction Courts: Managing a Photo Enforcement Program Via Partnership

Governments and law enforcement agencies, and by extension, courts, are considering the implementation of photo enforcement programs. This type of program is a specialized docket and a case study in partnering for service. This workshop will address elements of case processing within a photo enforcement program, review challenges and lessons learned in collaborating with policy leaders, law enforcement, the local prosecutor, and the photo enforcement program vendor. Key points will include: the use of technology, the role and visibility of the court, dealing with the media, program oversight and management, and implications for court staff and court program performance statistics.

The Keys to Successful Caseflow Management (MSU # 2)

This session will explore results of research into effective caseflow management and the key elements of successful caseflow management systems. The components covered in this session are leadership and commitment, communication and consultation, and standards and goals.

Learning Objectives: *As a result of attending this session, participants will be able to:*

- 1. List the key elements of successful caseflow management systems*
- 2. Describe leadership and commitment necessary for success*
- 3. Identify stakeholders and their role and interests in caseflow management*
- 4. Uncover the unspoken impediments to full participation by stakeholders*
- 5. Assess and adapt standards and goals for consideration by their court*

ADR Benefits for Litigants, Lawyers, and the Courts

A workshop exploring options for litigants, lawyers, and the courts in maximizing the use of mediation, arbitration, and other methods of resolving conflicts through alternative dispute resolution (ADR). This workshop will elaborate on the alternatives for use in a local criminal and/or civil jurisdiction.

The Keys to Successful Caseflow Management (MSU # 3)

This session will continue the exploration of the keys to successful caseflow management systems. We will cover the areas of court supervision of case progress, meaningful events and time schedules, firm and credible event dates, and monitoring and information systems.

Learning Objectives: *As a result of attending this session, participants will be able to:*

- 1. Articulate the criticality of the court's acceptance of responsibility to supervise caseflow*
- 2. Define meaningful events and negotiate appropriate time schedules*
- 3. State the impact of continuances on case delay and calendar management*

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- 4. Describe the basic measurements for the evaluation of caseload management*

Wednesday, July 16

Calendar Structures and Emerging Issues (MSU #4)

This session will explore different calendar structures and their integration into successful caseload management programs. It will also look at the emergence of problem-solving courts and how they fit into effective caseload management.

Learning Objectives: As a result of attending this session, participants will be able to:

1. Explain the dominant calendaring systems
2. Assess how the meaningful events identified in a caseload model are integrated into a chosen calendar structure
3. Contrast problem solving courts with traditional caseload models

The Art and Practice of Court Administration

This session will be led by Alex Aikman, deputy state court administrator for program operations in Oregon, who has 35 years' experience in court administration.

From Frontierland to Tomorrowland: A multi-agency Discussion on County-wide Integrated Law and Justice

A panel session presented by members of the Integrated Law and Justice Agency of Orange County (ILJAO) to provide an overview of intra-county justice information sharing. Topics covered by this panel include how the multi-agency organization was formed, its charter, funding, and a sampling of key ILJ projects and lessons learned along the way. This session is a 'best practice' in multi-agency integrated law and justice governance and management.

Accessing the NCSC Web Site and Knowledge and Information Services Database

Join NCSC staff to learn how to navigate the NCSC Web site and discover the services offered by Knowledge and Information Services and how NCSC can be of help to you.

Implementing a Successful Caseload Management Program (MSU #5)

This session will explore the essential steps in implementing a successful caseload management program in your court. It will focus on the players and the strategies to bring system stakeholders to the table to craft a sustainable and mutually accountable system for eliminating and preventing delay.

Learning Objectives: As a result of attending this session, participants will be able to:

1. Identify the key components for successful caseload management implementation
2. Prepare and define a caseload outcome and expectations diagram

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- 3. Propose a minimum of two ways to encourage each stakeholder to come to the table and participate in a caseload management system*

Thursday, July 17

Desperately Seeking Service

In this program, Greg will take you through a series of funny and thought-provoking real world service experiences and look at them through the eyes of the customer. Along the way, you'll be challenged to look at the external and internal customer service you're providing and learn why "satisfaction" is yesterday's goal.

Customer Service In the Courts is GREAT! Except When It Isn't.

The problem isn't that your people lack the tools or resources to deliver exceptional customer service, it's that some of them lack the will. What an unhappy, unproductive employee needs is the skill to succeed at more than their job. They need the skill to succeed at leading a happy, purposeful, contributing life. In this workshop we'll expose the irrational (and often unconscious) beliefs that we all harbor and present tools to challenge and change those old tapes that hold us back. Thinking rationally rather than emotionally isn't simply a Polly Anna view through rose-colored glasses – it is a skill set that can be learned and practiced.

Voices from the Mainstream – First Break the Rules: Implications for Judicial Administration and Court Leaders II

Haven't you always wanted to break the rules? To live outside the box? This Voices from the Mainstream session reviews the book "First, Break All the Rules" by Marcus Buckingham and Curt Coffman. The authors review their findings from a massive in-depth study of great managers across a wide variety of situations. Come learn how you can break the rules to become a better manager in the court environment.

Direct Service, Self Service and Self Sufficiency: Models for a New Reality

Budget shortfalls, resource constraints, workforce recruitment and retention, and increasing demands for services have created a new reality for most trial courts in the United States – a reality of being asked to do more while faced with the challenges of a diminishing capacity. Doing more with less is no longer a viable option for many court managers. To address these challenges, court services must be re-evaluated and courts must develop new models to address constituent needs. Privatization, service networks, contracting-out, and creating user self-sufficiency are just a few of the models that will be explored in this workshop. Practical examples of how courts are re-inventing service delivery, a framework for analyzing existing models, and an interactive discussion on new service delivery models will provide attendees with fresh ideas for addressing the realities facing today's courts.

How Do We HELP the People Who Need Our HELP Without Needing HELP Ourselves?

We have all experienced encounters with court users who are upset by the situation in which they find themselves, frustrated by their experience with the legal system, and confused by the entire process. Despite these circumstances, court employees must continually maintain a high degree of professionalism without allowing themselves to succumb to the anxiety and/or anger they see in others. Some employees are naturally prepared for these daily stresses while other employees struggle in the face of them. This presentation offers a fast-paced, light-hearted, and informative approach to keeping your wits about you while others are losing theirs and blaming you. By exploring the principles of quality service and the personal components on which they are based: emotions, character traits, and motivation, we will examine how to deal successfully with people who are upset, frustrated, and confused.

Designing, Building, and Renovating Courthouses and Justice Facilities III: Courts Planning and Design for Service Excellence

Service excellence in court facilities is a concept that seeks to create public perception of courts as nimble and effective in delivering services, attuned to the specific concerns of the public and economical with demands on people's time. The standard of "excellence" has rarely been applied to evaluation of the performance of public institutions, and as such requires a transformation in culture if it is to be achieved. Its implications for the planning and design of courts facilities are profound, as new and renovated facilities cannot simply replicate traditional models, but should be based on a new vision of customer focused service. The process by which one can define, build support for, and plan facilities to house court programs that embrace this new way of doing business are well-established in the private sector and have direct relevance to the planning and design of court facilities. They include visioning workshops, an inclusive consensus-based approach to planning and design, and a willingness to let go of institutional prerogatives in favor of a new spirit of effective delivery of service. The panel presentation will first illustrate the process by which an appropriate balance can be struck between innovation and tradition, and then present case studies that cast light on the successes and lessons learned in new construction and renovation projects across the country. Areas of specific focus include the "first impression" gained in the lobby information and security screening, jury spaces, public counters, pro-se work spaces, the arraignment process, and access to judges.

Technology: The How and Why of Web Services for Self-Represented Litigants

The Internet is fast becoming a usable tool to reach the self-represented litigant population. More and more people represent themselves today in a system that continues to grow in complexity. Declining and over-stretched resources have led courts and other agencies to look for alternative methods for providing information and service. Come hear how two courts and a department

of child support have met the demand for services by using the Internet. In this session you will learn what tools are being used to provide services over the Web, such as interactive forms, tutorials, and self-help applications. There will also be a discussion on risks and benefits.

Planning for Pandemic/Public Health Emergencies: Issues and Strategies

Pandemic preparedness/public health emergency planning has been a major BJA initiative during the past several years, and considerable attention has been given to the implications of a public health emergency on the capability of courts to operate and to ensure the continuation of the rule of law. This workshop will highlight 1) the critical internal and interagency issues and tasks for the courts to consider in planning for a public health emergency to ensure the continued and constitutional operation of the judicial system and 2) special issues that need to be addressed in regard to public health emergency planning that might not otherwise be part of general court COOP planning. The session will build on the task force report "Guidelines for Pandemic Emergency Preparedness Planning: A Road Map for Courts," issued in March 2007.

Don't Leave Anaheim Without One: A Plan to Involve Stakeholders and Partners in Your Court Security Improvement Effort

Participants in this interactive session will learn how to involve stakeholders and partners from the very first step in their effort. You will be able to apply a step-by-step, from the ground-up approach when you get back to your jurisdiction. You will be able to form the type of multi-disciplinary team that has been proven successful in other jurisdictions.

Learning Objectives: *As a result of attending this session participants will be able to:*

- 1. Involve stakeholders and partners from the very first step in their effort;*
- 2. Apply a step-by-step from the ground-up approach to improve your likelihood of success when working with partners; and*
- 3. Form the type of team you need to obtain resources and achieve tangible improvements regarding making your court safer and more secure.*

KEYNOTE FOLLOW UP – The 93 Percent Rule

Studies have shown that when others listen to us, only 7 percent of what they "hear" is words. That means 93 percent of what they "listen" to is our tone of voice and body language. In this program, Greg takes a look at some common applications and misapplications of "The 93 Percent Rule" in personal and professional interaction.