

National Association for Court Management

2007 Justice Achievement Award Projects Submitted for Consideration

Law Courts Education Society of British Columbia Representing Yourself in Chambers

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The website, www.courttips.ca is designed for people who are representing themselves in a Chambers hearing of a family matter in the Supreme Court of British Columbia. As a multimedia interface, Representing Yourself in Chambers combines text, graphics, sound, and video to present information in a way that relates content to the needs and interests of the SRLs. By focusing on the context of the Chambers environment that the SRLs will be entering this tool encourages SRLs to actively process and integrate the information.

Washington State Association of County Clerks Collecting Felony Legal Financial Obligations

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Legislative changes implemented in 2003, at the request of the Washington State Association of County Clerks (WSACC) transferred primary collection responsibility of legal financial obligations (LFOs) owed by offenders convicted of felony crimes away from the state Department of Corrections (DOC) and to the county clerks. This change affected felony LFOs ordered in all of Washington States's courts of general jurisdiction. Overall, the changes implemented by this legislation (ESSB 5990 and follow-up legislation) reduced the State's financial commitment to support felony LFO collections, yet yielded increased total collections, increased restitution payments to victims of crimes, increased revenues to the State and the state crime victims' compensation fund, and increased recoupment of costs to counties. Overall collections during 2006 (2006 figures are annualized projections based on actual collection data for the months of January through September, 2006) have increased state-wide by 10.2% over the previous year, or by \$2.58 million, and increased by 26.1% or \$5.64 million over 2003 collections. 2006 Restitution payments to victims of crime increased by \$1.44 million or by 16.7% over 2005 collections, and increased by \$2.15 million, or 27.1% over 2003. In fact, restitution and restitution interest payments are expected to exceed \$10 million during 2006, and comprise a larger percentage of total collections than any time prior to enactment of ESSB 5990. The clerks are continuing to make LFO collections a priority, and continue to exchange information about best practices and to conduct training sessions on those practices that are proving particularly effective.

Superior Court of Arizona Night and Saturday Court

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Program Summary: The Superior Court of Arizona in Maricopa County implemented a Night and Saturday Family Court to make it convenient for citizens to attend court hearings without having to lose time from work. The Family Court Night and Saturday Court opened in January, 2007. Family Court users can now do the following on week nights or Saturdays:

Get divorced by default	Have Family Court trials
Modify child support	Fill out Family Court forms to file
Enforce child support	Have a hearing on an order of protection
Enforce parenting time orders	Attend educational seminars
Have a conference to mediate disagreements between parents about child custody or parenting time	Have children interviewed by a mental health professional provided by the court
Exchange children in the presence of a neutral professional where necessary to avoid arguments or violence	Have a professional evaluate disagreements between parents over child custody and parenting time

Superior Court of California, County of Sacramento Legal Glossaries

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As is the case with most public agencies, California trial courts are experiencing increased challenges in providing service as their customers become ever more diverse. The goal of providing equal access to the administration of justice is continually challenged by language barriers. Courts have worked diligently to provide interpreters for these constituents. However, finding qualified interpreters who can effectively communicate in both languages not only conversationally, but also who are familiar with our legal system, and most important, the specific terminology that courts use in their day-to-day interaction with those who appear before them, is a significant problem. To address the need for qualified interpreters, and to help those simply interested in better understanding legal terminology, the Sacramento Superior Court worked with the local community to compile legal glossaries as a resource tool for those who utilize the court, including those who are interested in becoming a court interpreter. The legal glossary has been translated into eleven languages: Arabic, Western Armenian, Hmong, Mien, Mong, Punjabi, Romanian, Russian, Spanish, Urdu, and Vietnamese. These glossaries are available, free, on our Web site at www.saccourt.com so all can benefit, whether local to our court, within our state, or anywhere in the nation.

Superior Court of New Jersey, Essex Vicinage Termination Project

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The Essex Vicinage Family Division, has embarked on an ambitious program targeted at achieving permanency for the over 800 legal orphans presently in the vicinage. The Post-Termination Project, begun in January 2005, involves consolidation of all post-termination cases before one family court judge, who hears the cases in the presence of a team of stakeholders who are permanently assigned to the project. Until the inception of the Post-Termination Project, these cases were handled by the Child Placement Review Board. The success of the Project to date can be attributed largely to the four major changes it has implemented in post-TPR case processing: (1) a DYFS manager and the caseworker handling the case appear before the court; (2) the continuation of representation by attorneys for DYFS and the child until permanency is achieved; (3) the consolidation of cases previously monitored annually by the CPR Board and referred to a judge who conducted a paper review of the file until permanency was achieved; and (4) the immediate assignment after TPR to a single judge, who is able to identify patterns contribute to delay in finalization. The Judge can then bring these issues to the Model Court for resolution of the identified problems. The Post-Termination Project, with its core team of stakeholders, will continue to apply an energetic, collaborative approach to addressing the continuing challenges to achieving permanency.

Maryland Judiciary Professional Development Committee
Maryland Judiciary Certificate Programs: Court Professional Certificate
Court Supervisor/Manager Certificate

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The Maryland Judiciary Certificate Programs, consisting of the 1) Court Professional and 2) Court Supervisor/Manager Certificate Programs, have been developed over the past five years. The programs are judiciary-wide training and development programs that have had a great impact on improving the competencies, skills and knowledge of staff in the Maryland Judiciary. 200 employees have benefited from participation in the programs to date, including 80 graduates; still other staff members have benefited from opportunity to present in an area of their expertise. Participants take their new skills and learning back to the workplace, so their peers and subordinates also benefit from the program. The Mid-Atlantic Association for Court Management (MAACM) bestowed the 2006 John Neufeld Award on the program.

Louisiana Court Administrators Association
LCAA

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The Louisiana Court Administrators Association was established in 1981 while the profession of court administration in Louisiana was still in its infancy stages. Over the years, the association has grown to an active membership of 88 court leaders. LCAA has become actively involved in providing educational opportunities, not only for administrators but also for judges. Programs sponsored by LCAA have included caseload management, disaster recovery, jury innovations, jury management, courthouse security as well as procurement and public bid laws. There is an extensive networking system and communication is established via email and a yearly workshop "retreat" to include educational components and networking in an informal atmosphere. A mentoring program was established pairing seasoned leaders close in proximity and structure to those who are new to the profession. There are numerous standing committees such as technology, bylaws, juvenile justice, membership and continuing education. The Louisiana Supreme Court and the District Judges Association appoint members of the LCAA to serve on committees such as disaster recovery, state court rules, integrated juvenile justice system, advisory committee on performance audit on jury practices and delay reduction. The association sponsors and encourages the president to attend the annual NACM conference. This organization has become a vital asset to the state court system while showing vision, awareness, leadership and dedication to the administration of justice.

Superior Court in Yuma County
Court Performance Measurement System

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Superior Court in Yuma County participated in a 12-month curriculum to design and implement performance measures that reflect the progress of this general jurisdiction court. A Design Team comprised of 11 members of the court family used the methodology and templates of CourTools to define performance measures that represent the most meaningful services of the court. The Design Team and the Presiding Judge focused on the public's perception of access and fairness in the courts; case processing measures including time to disposition and clearance rates; and employees' engagement with their employer. A skilled and energetic consultant helped the Design Team maintain the momentum on this project. We were the first general jurisdiction court in Arizona

to publish 6 of the 10 CourTools Performance Measures on the internet. The data is published on a dashboard format that is easily read and understood.

Superior Court of the California, County of Los Angeles JUSTICECORPS PROJECT

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JusticeCorps presents an innovative approach toward solving one of the most pressing issues faced by courts around the country today: providing equal access to justice. JusticeCorps recruits and trains 100 university students annually to augment overburdened court and legal aid staff in the assistance of self-represented litigants in court-based self-help programs throughout Los Angeles County. These highly motivated and well trained students provide in-depth and individualized services to self-represented litigants, triaging long lines to determine needs and levels of urgency, so parties can be given clear information and options, and can then be connected quickly to the right resources; assisting litigants to complete appropriate and accurate pleadings, written orders, and judgments under attorney supervision; and proving unrepresented litigants with a better understanding of the unfamiliar court system. JusticeCorps is a collaborative project operated by the Superior Court of California, Los Angeles County, in partnership with the Administrative Office of the Courts (AOC), Los Angeles County Department of Consumer Affairs, four universities, and three non-profit legal aid agencies. AmeriCorps provides grant funding of the program and educational stipends as added incentive for the students.

Clark County Courts Administration Short Trial Program

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The Nevada Short Trial Program ("STP") alleviates trial gridlock while at the same time providing fair and complete justice, economically. The program achieves these objectives by eliminating from the regular trial docket those cases of lesser monetary value while at the same time fulfilling litigants' expectations of a prompt, full and fair hearing before a judge and/or jury – that is giving litigants a meaningful "day in court" as soon as possible. The STP is designed to get cases to trial on a fast track (eight months or less), utilizes smaller juries, completes trials in one day or less, and essentially costs taxpayers nothing inasmuch as the parties pay for all costs associated with the trial, including jurors' and presiding judge's fees, and utilize courtrooms not otherwise in use. While designed to address the adjudication of civil cases with a probable value of \$50,000 or less, virtually any civil case can be placed into the STP. The program has already saved Clark County and its taxpayers the costs of lengthy trials and is expected to save millions of dollars in trial costs and expenses in coming years.

Fairfax Circuit Court and Records Automated Data Entry for Marriage Licenses

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In a long line of initiatives to provide high tech and high quality service to its citizens, the Fairfax Circuit Court Clerk's Office determined that a more efficient, faster approach to processing marriage licenses was necessary to provide the citizens of Fairfax County with the level of service they both expect and deserve. The goals of this project were to reduce human error, to eliminate or significantly reduce manual functions, to reduce the number of petitions for marriage license corrections filed with the court, and to provide secure data-storage for the citizens. The solution uses information already available in the 2D barcode on the Virginia Driver's License and a Visual Basic utility to collect data efficiently, accurately, and quickly.

**Wisconsin Supreme Court
Wisconsin Circuit Court Access**

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The Wisconsin Circuit Court Access (WCCA) website provides the public, justice system partners, businesses, the media and others with electronic access to court records, calendars and reports at <http://wcca.wicourts.gov>. This service is freely available to anyone with access to an Internet-connected computer. On a typical day, the WCCA website receives 2.5 to 3.0 million manual page hits (total number of pages viewed by persons) as well as 250,000 to 300,000 requests from data collectors and various government agencies (computer to computer data transfers). Although WCCA has been available since 1999, the Wisconsin Court System recently made several significant changes in both the policy and technology aspects of WCCA. With input from a broadly representative advisory committee, a consensus was achieved on most of the thorny public policy issues concerning electronic access to public court records. These issues included processes for responding to identify theft, mistaken identity and concerns for personal safety. From a technology perspective, several enhancements have been added to WCCA to minimize misinterpretation and misuse of court data, particularly in criminal cases. Wisconsin Circuit Court Access, a byproduct of the statewide recordkeeping in Wisconsin's general jurisdiction trial courts, has enhanced the administration of justice and, in many respects, become part of the Wisconsin culture.

**Wisconsin Circuit Court
Wisconsin Circuit Court Statewide Jury Bailiff Orientation Initiative**

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Wisconsin has a proud history of progressive court management including the jury management area. The Wisconsin Chief Judges and its subcommittee on Juror Treatment and Selection Committee identified jury bailiff training as an area that required specific attention due to issues that had been documented in circuit courts throughout Wisconsin. Jury bailiff training and mentorship had not been well documented nor well coordinated statewide. Pursuant to this finding, a workgroup was identified to review jury bailiff training initiatives both statewide and nationwide. Based upon the direction and findings, the subcommittee completed a comprehensive curriculum that was offered to all circuit courts in Wisconsin via video conference technology. This initiative was successful due to the collaborative efforts of the local and state bar associations, the University of Wisconsin at Madison (Extension Services), local circuit courts and the Director of State Courts Office.

**Wisconsin Supreme Court
Wisconsin Consolidated Court Automation Programs'
Interactive Self-Help Family Law Forms Web Site**

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In March 2006, the Wisconsin Consolidated Court Automation Programs (CCAP) unveiled a new self-help family court website designed for use by self-represented litigants. The website directs users through an online interview process to complete necessary forms and also provides blank versions of plain-English forms. All of the forms are for actions related to separation and divorce proceedings, in which about 70 percent of Wisconsin litigants statewide act without attorneys. The website takes users through a series of questions and fills in required forms based on the answers, much like software used to complete a tax return. Blank versions of the Wisconsin statewide standardized forms are available for litigants who prefer to complete the forms by pen or typewriter. The website also provides a basic guide to legal separation and divorce actions in Wisconsin. This website is the latest in a series of steps the Wisconsin court system has taken to improve access to the courts for litigants who are representing themselves. The self-help family website may be accessed at www.wicourts.gov/services/public/prose.htm

Superior Court of California, County of Ventura QuickStart Assessment Center

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In November 2000, California voters passed Proposition 36, which was enacted into law as the Substance Abuse and Crime Prevention Act (SACPA). Adults convicted of certain non-violent drug offenses are sentenced to probation/parole and drug treatment instead of incarceration. As a result, a dedicated Proposition (Prop) 36 Court was established in June 2002 with a collaborative team approach. The QuickStart Assessment Center provides judges with the means to quickly and efficiently refer defendants for immediate mental health and substance abuse assessments to aid in making better-informed decisions regarding court orders for services or treatment needs, sanctions or incentives. The center is set in the middle of the designated "family law floor" area of the courthouse and staffed by behavioral health clinicians. Defendants are referred directly from the courtroom and seen by QuickStart staff immediately. Defendants may be referred from any court, but the majority of referrals come from the Prop 36 and Domestic Violence Courtrooms. The immediate referral of defendants to the QuickStart center eliminates many barriers that are often cited for missing scheduled appointments, such as losing court paperwork, transportation issues, or second thoughts about attending. Since beginning the QuickStart program in October 2005, the number of defendants appearing for court-ordered Prop 36 assessments has increased from 64% to 99%.

Supreme Court of Pennsylvania Accessible Data: Pennsylvania Court Enterprise Application Approach

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The Supreme Court of Pennsylvania recognized that while individual projects in a single court can be successful, technical approaches that move the state court system as a whole forward are evolutionary. At the direction of the Supreme Court, the Administrative Office of Pennsylvania Courts (AOPC) developed an enterprise approach to case management system development that is the basis for information sharing between court levels and in providing accessibility to court data for both the public and external justice agencies. The Magisterial District Judge System (MDJS) was the first step toward a unified vision of the court system, combining data from 548 minor judiciary courts. The Pennsylvania Appellate Court System (PACMS) centralized data for the three Appellate Courts: Supreme, Superior and Commonwealth Courts. The Common Pleas Criminal Court Case Management System (CPCMS) recently implemented in all 67 counties (September, 2006) combines criminal case data into a centralized application. A data hub included in this implementation provides for sharing of data between the MDJS, CPCMS and PACMS systems and creates a single source of data for web interfaces and external data exchanges including secure and public web docket sheets, calendaring/scheduling, and a secure statewide warrant inquiry, among others. A reusable message, the Court Case Event Message (CCE), was developed using GJXDM standards for use by all court systems in exchanging data with external agencies. The case management applications were designed with an event-based, table driven structure that can be configured to produce CCE messages based on changing requirements.

**Tucson City Court
Tucson City Court E-Citation Project**

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Tucson City Court and the Tucson Police Department began working with Advanced Public Safety, also known as APS, in the summer of 2005 in order to establish an Electronic Citation Management System; this would eliminate the need for Tucson Police Officers to hand-write citations. Additionally, the system would also allow the court to electronically receive the issued citations and download them into the Court's current Case Management System known as AZTEC; this would ultimately eliminate the need for court personnel to hand-enter the citations. Since going live in August 2005, 51,092 citations* have been successfully transferred from the officers' personal digital assistants, which are loaded with the electronic citation software, into AZTEC, without human intervention. As a result of this project, public trust and confidence in the court has improved by allowing our customers' quicker access to new data coming into the court, freeing up additional court staff to assist walk-in customers, increased the data quality in our Case Management System, while maintaining and improving case processing integrity.

**Superior Court of New Jersey – Essex Vicinage
Essex Vicinage Law Day Program**

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For the last ten years (1997-2007) the Essex Vicinage Law Day Committee has organized its Law Day Program. Each May, the Committee composed of court staff, members of the Essex County Bar Association and members of the community, organizes events designed to educate students in the community about the judicial branch of government and the public's role in it. These events consist of a Mock Trial Program in which judges and attorneys visit local schools to conduct a mock trial, art and writing contests and an awards luncheon. The Essex Law Day Programs are designed to enhance the public's trust and confidence in the courts through increased understanding of the judiciary. Over the last ten years that the Vicinage has presented its Law Day Programs, an estimated 45,000 students and countless teachers have been exposed to the judicial system in a positive way. In 2006, the Program was one of five programs in the country that received an Outstanding Activity Award from the American Bar Association. Each year, the Law Day Program is co-sponsored by the new Jersey State Bar Association and made possible through funding from the IOLATA Fund of the Bar of New Jersey.

**20th Judicial Circuit & Ottawa County Probate Courts
"You and the Courts"
Public Education Project**

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NACM introduced the core competency, Court Community Communication, with this one powerful statement. The "You and the Courts", outreach project addresses this core competency by educating the public about the Courts's purpose, function and available services. It is a direct result of the Court's strategic planning process and reflects an identified goal to "increase public understanding of the Courts and access to services". Through an assessment of various options a strategic planning action team determined a video/DVD could be an

effective, entertaining method to reach citizens everywhere. So the team hit the streets and paid the “man (or woman) on the street” \$1.00 to tell us what they knew about the courts; their responses along with answers to many questions are included in this educational video/DVD. The “You and the Courts” video is a flexible, outreach teaching tool that has many applications for individual, group, school, media or targeted presentation learning. It is flexible in that it can be easily customized for use in a variety of jurisdictions. The public’s response has been exciting, but ultimately, it is hoped it will increase the public’s trust thought better understanding of the Courts!

**Superior Court of California
County of Imperial
Borderland Justice Field-Guide**

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This Borderland Justice Field-Guide is one result of a twenty-four month initiative sponsored in part by the State Justice Institute and the California Administrative Office of the Courts to:

- clarify the strategic direction of the Imperial County Superior Court in light of its rapidly changing community context;
- develop a regional Court service delivery strategy and network;
- develop and implement culturally appropriate work process improvements; and
- document project results for on-going use in Imperial County and other borderland jurisdictions across the nation.

The purpose of the Borderland Justice Field-Guide is to translate the experience of the Imperial County Borderland Justice Initiative into practical tools for improving court and justice services along the United States and Mexico border. In addition, we believe that the tools presented here will also be of use to other communities across the United States with growing Latino populations of Mexican, Central and South American origins.

**Nineteenth Judicial Circuit Court
Court Annual Report on CD-Rom**

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The purpose of this program was to create an annual report that would transcend the traditional statistical abstract of court performance and transform the report into a tool that would catch the attention of the reader and inform him or her as to what the court really does in a way that they would remember. The target audience of the multi-media annual report is the citizens of Lake County and the officials of the Lake County government. The citizens benefit because this new formatted report enhances their understanding of the various programs found in the court system. Government officials benefit from this enhancement as well, which further facilitates their ability to make effective public policy and budgeting decisions.

**Nineteenth Judicial Circuit
Kids’ Korner Program**

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Kids' Korner is the children's waiting room of the Lake County Courthouse. The mission of Kids' Korner is to provide a safe and enjoyable waiting area to children in the Lake County Courthouse who are required to testify in court or whose parents or guardians are conducting court business.

Nineteenth Judicial Circuit Jr's Challenge

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Jr's Challenge, located at the Lake County Juvenile Probation and Detention Complex of the 19th Judicial Circuit, is a combination of two rope challenge courses, a low ropes course and a 30-foot high ropes course. This safe, on-site environment is designed to push individuals out of their comfort zone, build self-esteem and promote an "I can" attitude. Both delinquent youth and staff benefit from the program's approach to enable them to work effectively and cooperatively with others.

Nineteen Judicial Circuit Girls In Real Life Situations (G.I.R.L.S.) Program

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The 19th Judicial Circuit has developed a system of care to address the individual competencies and needs of delinquent girls from arrest through the sentencing process. Girls In Real Life Situations (GIRLS) is a program that consists of a network of people who have a special interest in creating a unique experience for female offenders. The goals of accountability and community safety are met through the use of community agencies and volunteers who focus on families and on the girls' individual strengths. An ongoing collaborative effort has been established between all members of the juvenile justice system and the community to provide consistent intervention and mentoring with regard to the gender specific needs of girls.

Nineteenth Judicial Circuit Adult Probation Cognitive Outreach Groups (COG)

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The Adult Probation Division's Cognitive Outreach Group (COG) program is based on the "Thinking for a Change" curriculum developed in the late 1990s by Barry Glick, Ph.D., Jack Bush, Ph.D., and Juliana Taymans, Ph.D. in cooperation with the National Institute of Corrections. The concept of the program is predicated on the belief that our thinking controls our behavior, and by taking control of our thinking we can take control of behavior and subsequently change our lives. The goals of the program were to increase the number of high risk clients who successfully completed probation, reduce recidivism, and improve clients' abilities to take control and responsibility of their thoughts, behaviors, and lives.

Nineteenth Judicial Circuit Judicial Manager's E-Tool

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In the Nineteenth Judicial Circuit, management-level employees are hired first and foremost for subject-area specialties. Such subject-area specialties include budgeting and finance, librarianship, probation, counseling, and the like. While the central requirements for the positions are subject-area related, one of the secondary requirements found in all these positions is the need for basic management and supervisory skills. These basic skills range from project management to human resource policies to financial bookkeeping and billing. To successfully ply this wide range of management skills on a daily basis, the court created a utility that garners all of the resources into one centralized toolkit, the Judicial Manager's E-Tool. A manager need only go to the E-Tool to access the tools, assistance, and resources needed to perform the management-related requirements of his or her job.

**Imperial County Superior Court
Bi-National Justice Improvement Initiative**

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Imperial County Superior Court has established a bi-national collaborative network to enhance access to justice and improve delivery of court services to self-represented litigants by serving the extended community of Imperial/Mexicali Valley divided arbitrarily by the international border between California and Mexico. This collaborative program between Imperial County, the most Southeastern rural County in California and Mexicali, the Capital of the Mexican State of Baja California with a combined population of approximately one million, has resulted in ongoing collaboration and partnerships between court systems in two nations, judicial officers, universities, professors, attorneys, students and community partners to overcome barriers of language, culture, literacy and fear of seeking assistance from governmental entities, committed to improving access to the courts with free legal services to bilingual, bicultural constituents through public education, community outreach, and an internship program for Mexican law students.

**Glendale City Court
City of Glendale Treatment Court**

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Glendale City court has designed and implemented a unique specialized problem-solving court, Treatment Court, to monitor compliance to sentencing conditions for all misdemeanor DUI and domestic violence offenders. Treatment Court is modeled after the Drug Court concept which blends judicial case processing and frequent monitoring of defendants. However, Glendale's project is likely the only alternative Treatment Court in the state operating without additional probation supervision resources. Defendants are required to appear for court every thirty to sixty days. At that time, the Treatment Court team (judge, prosecutor, treatment provider, public defender, court compliance specialist) staff each case to determine status. A reward and sanction matrix is used to consistently provide fair and swift consequences or rewards.

**United States Courts for the Ninth Circuit
Capital Habeas Corpus Case Management/Budgeting Program**

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Capital habeas corpus petitions, in which a death penalty defendant claims a violation of constitutional rights, are extremely complex and often quite costly to adjudicate. Federal courts in the Ninth Circuit have implemented a case management and budgeting system to better manage these cases, thereby reducing costs. The system includes management training for judges and attorneys, and makes use of electronic budgeting to plan for and track expenses and a database to monitor case status. It is credited with reducing the average annual cost per capital habeas representation by more than 50 percent. Since such representation is largely publicly funded, the system is estimated to have saved taxpayers approximately \$3 million per year. Costs have been reduced without compromising representation. The system was developed with input from defense counsel and has been adopted by the Defender Services committee of the Judicial Conference of the United States as the foundation for a new pilot program that will include capital prosecutions and "mega" criminal cases.

**20th Judicial Circuit & Ottawa County Probate Courts
The T.E.A.M.S. Process**

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The 20th Circuit Court & Ottawa County Probate Courts utilized the T.E.A.M.S. process to design and implement CourtStream, a web based management system within the Family Division, Juvenile Services. Although this process was used to implement CourtStream, it can be used as the basis for organizational change and implementing other programs. The T.E.A.M.S. process can be used for strategic planning, designing and implementing new programs and making organizational changes. The process empowers individuals and encourages creative thinking in dealing with seemingly insurmountable issues. This project was very unique because court staff, with little information technology experience, successfully designed and implemented the large scale software program on time and within budget. An undertaking this expansive and risky required a defined process that would decrease the typical 75% failure rate on software development projects. The team's accomplishments went far beyond implementing a successful case management system: It transformed the organization by empowering members to think creatively to find solutions that created greater efficiencies. The process transformed staff members into analysts who are now able to use their skills to tackle day to day issues.
