

**NATIONAL ASSOCIATION FOR PRESIDING JUDGES AND COURT EXECUTIVE OFFICERS
IN PARTNERSHIP WITH THE NATIONAL CENTER FOR STATE COURTS**

**Third Annual Court Leadership Academy and Leadership Conference
*Launching and Leading Turnarounds to Reshape and Renew Courts***

October 14 – 17, 2018

The Ritz-Carlton Hotel

St. Louis, Missouri

AGENDA

SUNDAY, OCTOBER 14	WELCOME OPENING SESSION	LOCATIONS
12Noon to 6:00 PM	<p>Registration and Conference Information <i>The Conference hotel is the Ritz-Carlton St. Louis, a premier 300-room destination property. It is located in St. Louis' Clayton neighborhood, home to the cultural arts and garden district of the City offering a variety of museums, boutiques, and restaurants. The conference room rate is \$185/night; single or double occupancy. All education activities will be held at the hotel.</i></p>	Ballroom Foyer
2:00 to 4:00 PM	NAPCO Board of Directors Meeting	Colonnade Room
5:30 to 7:00 PM	<p>Hosted Reception (heavy hors d'oeuvres; no-host bar) <i>Attire is business casual. St. Louis weather in mid-October averages 68-73° F during the day, and 48-53° F in the evening.</i></p>	Ballroom
6:00 to 6:30 PM	<p>Welcome and Opening Remarks Hon. Zel M. Fischer, Chief Justice, Supreme Court of Missouri Kathy S. Lloyd, Director, Office of the State Courts Administrator in Missouri Hon. Frederick P. Horn, NAPCO Chair, Board of Directors Hon. Douglas R. Beach, NAPCO President; Presiding Judge, 21st Circuit Court of Missouri in St. Louis County (ret.)</p>	Ballroom
7:30 PM	<p>Dinner on Your Own <i>Suggestions and directions to numerous restaurants, cafes and bistros near the hotel will be provided during the registration process by our hosts, the Circuit Court in St. Louis County.</i></p>	Clayton Neighborhood
9:00 to 11:00 PM	<p>Networking Suite <i>Join your colleagues for a glass of complementary wine or a beer Sunday, Monday, and Tuesday evenings. The suite is an informal gathering place where conferees and their guests can discuss the day's events, or just meet new friends.</i></p>	Plaza Room
By Appointment	"The Doctor Is In" Program	Location TBD

The National Center for State Courts provides a special on-site service at various national, regional and state judicial/court management conferences to speak with one or more of NCSC's court service professionals on any desired court topic regarding advice, problems, or assistance from the Center. There is no charge or further obligation. Center consultants will be available throughout the NAPCO/NCSC Conference on Monday, Tuesday and Wednesday. Prior to the Conference, merely send an email to Kent Kelly at kkelly@ncsc.org to arrange an appointment, or you may contact the Conference staff when you're at the Ritz-Carlton St. Louis to schedule a time to meet.

MONDAY, OCTOBER 15	NATIONAL CENTER FOR STATE COURTS' TRIAL COURT LEADERSHIP ACADEMY	LOCATION
7:30 AM to 5:00 PM	Registration and Conference Information	Ballroom Foyer
7:30 to 8:30 AM	Continental Breakfast	Ballroom Foyer
8:15 to 8:45 AM	OPENING CEREMONIES	Ballroom

Opening Remarks

Hon. Douglas R. Beach, NAPCO President; Presiding Judge, 21st Judicial Circuit of Missouri in St. Louis County (ret.)

Conference Agenda and Announcements

Raymond Billotte, NAPCO Vice President; Trial Courts Administrator, Arizona Judicial Branch in Maricopa County

8:45 AM to 4:30 PM	NATIONAL CENTER LEADERSHIP ACADEMY: LEADERSHIP AND "HARD CONVERSATIONS"	Ballroom
--------------------	---	----------

PRINCIPAL FACULTY...

Kellye Y. Testy, President and Chief Executive Officer, American Bar Association Law School Admissions Council (LSAC)

Rebecca E. Hollander-Blumoff, Vice Dean, Washington University School of Law in St. Louis, Missouri

Facilitators: Members of the Arizona Judicial Branch in Maricopa County (Greater Phoenix)

Special Note: We are indebted to Dean Testy, Vice Dean Hollander-Blumoff and the Arizona Judicial Branch for developing the Leadership Academy Program this year on short notice. Originally, **Jeswald W. Salacuse**, Henry J. Baker Professor of Law at the Fletcher School of Law and Diplomacy, Tufts University, was scheduled to present on the topic of leading leaders (smart, talented, powerful and autonomous people) through the power of negotiation. Unfortunately, recent health problems have prevented Professor Salacuse from serving as our Academy Day speaker. We wish him a speedy recovery and hope he may be with us at some future time. Mary McQueen, National Center President, has been instrumental in securing Dean Testy and Vice Dean Hollander-Blumoff to step-in and present Leadership Academy Day 2018. The NAPCO Officers, Board, and Membership express our heartfelt gratitude to them.

The focus of Academy Day continues to be leading and influencing others over whom a leader may have little real authority. This is true whether those leaders are in a court system or a university. Leadership in such loosely-coupled organizations is about causing others to act in desired ways for the benefit of the institution. In doing so, difficult conversations are often required; essentially telling people things they may not otherwise want to know, hear or do. Or, as Ronald Heifetz and Marty Linsky, two Harvard leadership professors, have put it: "The hope of leadership lies in the capacity to deliver disturbing news, raise difficult questions [and engage in hard conversations] in a way that people can absorb, prodding them to take up the message rather than ignore it or kill the messenger."

Dean Kellye Testy is a nationally and internationally known teacher and researcher in leadership, diversity and governance. She is the President and CEO of the Law School Admissions Council, a nonprofit corporation that provides unique products and services to ease the admission process for law schools and their applicants worldwide. Currently, 222 law schools in the United States, Canada and Australia are members of the Council and benefit from LSAC's services, including the LSAT law school entrance exam. Prior to joining LSAC in 2017, Ms. Testy was Dean and James W. Mifflin University Professor of Law at the University of Washington Law School in Seattle. She has practiced law and served as a Visiting Professor at Indiana University School of Law in Bloomington where she graduated Summa cum Laude and served as Editor-in-Chief of the Indiana Law Journal.

Vice Dean Rebecca Hollander-Blumoff is an expert on negotiation and dispute resolution. She is Vice Dean for Research and Faculty Development and Professor of Law at Washington University, where her work focuses on the intersection of law and psychology in the context of legal dispute resolution. She received her undergraduate and law degrees from Harvard University, where she has also been a visiting professor of law. Professor Hollander-Blumoff holds a Ph.D. in

social psychology from New York University. Professor Hollander-Blumoff is the past Chair of the Executive Committee of the Association of American Law Schools Section on Civil Procedure and the past Chair of the Faculty Senate Council at Washington University. She also clerked for the Hon. Kimba M. Wood of the U.S. District Court for the Southern District of New York, and practiced law at Lankler Siffert & Wohl LLP, a litigation firm in New York City specializing in white collar criminal defense. Professor Hollander-Blumoff regularly teaches courses on negotiation skills for a variety of executive and professional groups.

Members of the Arizona Judicial Branch in Maricopa County (Greater Phoenix) will assist Deans Testy and Hollander-Blumoff. They will serve as facilitators to work with the audience during the afternoon session. Table-top exercises involving scenarios and hypotheticals around common challenges court leaders face that often prompt “hard conversations” in motivating others, resolving conflicts, and building high-performing teams will be presented. Maricopa Superior Court administrators and supervisors have been engaged in special leadership curricula to improve communication skills for the past few years.

8:45 to 9:00 AM	Welcome and Introductions	Judge Fred Horn; Dean Testy
9:00 to 10:30 AM	The Art and Science of Negotiating through “Hard Conversations”	Vice Dean Hollander-Blumoff
10:30 to 10:45 AM	Break	
10:45 AM to 12Noon	The Art and Science of Negotiating through “Hard Conversations” (Continued)	Vice Dean Hollander-Blumoff
12Noon to 1:00 PM	Lunch	
1:00 to 1:20 PM	Optional “Mini-Break” Session: Accessing Justice through Online Dispute Resolution Tyler Technologies <i>Online dispute resolution, a branch of alternative dispute resolution (ADR), is a new fast-growing, innovative use of technology to settle disputes between parties. Courts are beginning to move from court-connected ADR proceedings to facilitating internet-based negotiation, mediation and arbitration either as stand-alone approaches or to augment more traditional, formal means of litigation.</i>	Ballroom
1:30 to 3:00 PM	Practical Skills Applied to Trial Court Issues	Vice Dean Hollander-Blumoff Maricopa Court Facilitators
3:00 to 3:15 PM	Break	
3:15 to 4:00 PM	Leadership Academy (wrap-up)	Dean Testy Vice Dean Hollander-Blumoff Gordy Griller, NAPCO Ex. Dir. Maricopa Court Facilitators
4:00 to 6:00 PM	WINE AND CHEESE RECEPTION <i>A special wine and cheese reception has been arranged by NAPCO where conferees can learn more about the organization and its partnership with the National Center to advance sound principles and skills in the governance and management of the nation’s courts.</i>	Ballroom Foyer

NAPCO Board Members and representatives of the National Center will be present to talk about the activities of both organizations.

7:00 PM

DINNER ON YOUR OWN

Local Restaurants

8:30 to 11:00 PM

Networking Suite

Plaza Room

SHARED INTEREST GROUP BREAKFAST DISCUSSIONS (OPTIONAL)

7:15 to 8:15 AM

“Grab and Go” Hosted Continental Breakfast

Ballroom Foyer

- **Shared Interest Group 1: Using a Campaign Approach for Strategic Planning**
Gordon Griller, Executive Director, NAPCO; Principal Court Consultant, NCSC
Arthur (Artie) W. Pepin, Director, New Mexico Administrative Office of the Courts
- **Shared Interest Group 2: An Idea to a Solution: How to Develop a Consulting Project**
Dan Hall, Vice President, Court Consulting Services, NCSC
Patti Tobias, Principal Court Management Consultant, NCSC
- **Shared Interest Group 3: Jail Overcrowding: A Court Leadership Opportunity**
Hon. Kyle A. Bryson, Presiding Judge, Arizona Judicial Branch in Pima County
Ronald G. Overholt, Court Administrator, Arizona Judicial Branch in Pima County
- **Shared Interest Group 4: Restorative Juvenile Justice: New Ways to Help Kids**
Hon. Laura Inveen, Presiding Judge, Superior Court of Washington in King County
Paul Sherfey, Chief Administrative Officer, Superior Court of Washington in King County

Amphitheater

Pavilion Room

Consulate Room

Colonnade Room

Court leaders who have effectively experienced changes in four key trial court areas will guide casual discussions over breakfast among interested attendees about these important topics. Feel free to join a group, meet fellow participants with similar interests, and gain tips from those who have “been there; done that.”

8:20 to 8:30 AM

2018 JUSTICE MANAGEMENT INSTITUTE’S ERNEST C. FRIESEN AWARD

Ballroom

Award Presenter: Tim Dibble, Vice President, Justice Management Institute
Recipient: Hon. Scott Bales, Chief Justice, Arizona Supreme Court

8:30 to 10:00 AM

KEYNOTE ADDRESS: The New Science Behind Team-Building

Ballroom

SPEAKER: Suzanne M. Johnson Vickberg, Ph.D., Deloitte Business Chemistry Systems; Rutgers University

Every team, whether two persons working together, or people engaged in a project, represent a mix of personality types. To achieve the best from teams, leaders need to understand, recognize, and effectively blend personalities, diverse work styles, and the array of human perspectives that inevitably surface about how work is best done. This plenary session will introduce you to a new and fascinating scientific approach to team-building based on neuroscience, and offer fresh insights on how court leaders can enhance their abilities in dealing with different personalities in the workplace. The program reviews the work of Deloitte, a multinational services network engaged

in consulting, audit and tax services, enterprise risk analysis, and financial advisory expertise. Deloitte has pioneered this new approach which is called “Business Chemistry” and its applicability to both private and public sectors.

The methodology is built around a combination of biology, essentially brain chemistry, that is known to condition behavior, mood, and temperament by triggering such neurological substances as serotonin, testosterone, dopamine/norepinephrine, and estrogen/oxytocin - all linked to a particular suite of personality traits - and culture which is what your upbringing teaches you to believe, do and say. These two parts of your personality are always in constant interaction.

Working with biological anthropologist Helen Fischer of Rutgers University, Dr. Vickberg led a Deloitte team that developed a list of observed and inferred traits and preferences from behaviors exhibited by professionals at work. A survey and assessment scale was then created based on neurological research and tested on 200,000 people which, in turn, allowed researchers to mathematically derive four work styles that are triggered through the interaction of brain chemistry and culture. For easy recollection, these four styles are labeled “Pioneers, Guardians, Drivers and Integrators.” Each of us, researchers maintain, is a composite of these four work styles though most people align with one or two types. Proponents of this new team-building science stress that it is superior to existing personality and work style approaches such as the Myers-Briggs Personality Inventory because it is not heavily dependent on personal introspection but verifiable science.

As part of this session, copies of Dr. Vickberg’s new book, Business Chemistry: Practical Magic for Crafting Powerful Work Relationships (2018), will be distributed to conference attendees. Dr. Vickberg’s research on the “New Science of Team Chemistry” has also been featured in the Harvard Business Review (March-April 2017).

CONCURRENT WORKSHOPS: 10:15 to 11:15 AM

- **CEOs as Strategic Advisors: Why Should the Boss (PJ) Listen to You?** **Pavilion Room**
Sarah Lindahl-Pfieffer, District Administrator, Fourth Judicial District of Minnesota in Hennepin County
Raymond Billotte, Trial Courts Administrator, Arizona Judicial Branch in Maricopa County
Jackie Bryant, Court Administrator, Second Judicial District Court of Nevada in Washoe County (Reno)
Joseph Evers, Court Administrator, First Judicial District of Pennsylvania in Philadelphia
Gordon Griller, NCSC Principal Consultant; NAPCO Executive Director (moderator)

A crucial role of an effective court executive officer is serving as a key, trusted strategic advisor and counselor to a presiding judge. How do CEOs enhance their advisory skills, earn the trust and confidence of administrative judges, and help sort out options, directions and decisions vested with top judicial leaders in the court? Doing so is exciting, intense, and often involves courtwide directions and issues as well as differing ideas and egos.

James Lukaszewski, a well-respected executive coach, consultant, and author suggests there are several critical disciplines strategic advisors must master to achieve and keep the confidence of the leaders with whom they work. They must be trustworthy, be verbal visionaries, develop a management perspective, think strategically, be a window to tomorrow, advise constructively, and show the boss how to use your advice. A “seasoned” panel of CEOs will explore how those disciplines apply to the world of courts.

- **How does Tenure and Selection of PJs Impact Trial Court Management and Direction?** **Amphitheater**
Hon. Robert Brutinel, Associate Justice, Supreme Court of Arizona
Hon. Patricia Breckenridge, Judge, Supreme Court of Missouri

Hon. Kevin Burke, Senior Trial Judge, Fourth Judicial District of Minnesota in Hennepin County
Hon. Daniel Buckley, Presiding Judge, Superior Court of California in Los Angeles County
Hon. Julio Mendez, Assignment Judge, Superior Court of New Jersey in Atlantic / Cape May Vicinages
Professor Karen Tokarz, Washington University Law School, St. Louis, MO (moderator)

The selection and tenure of presiding judges is crucial to the overall management and direction of local and state trial courts. Although there is some general agreement about key competencies for top court leaders – such as the ability to exhibit a calm but decisive temperament, to possess a strong personal and professional set of ethics, and to promote a culture of team-work and high public service - there is little or no agreement about how best to choose a presiding judge or the length of service in such a position. Is it better to appoint a PJ by a higher authority or leave it to a popular vote by the court’s judges? Does the selection method help, inhibit, or make little difference in designating the right person, at the right time, in the right place? Is there an optimum term length for a presiding judge? This Socratic panel features a discussion by judicial leaders functioning within each type of selection process as both “selectors” and “selectees,” and experiencing various tenure lengths.

- **How to Implement Discovery, Management, and Triage Reforms to Reduce Civil Delay** **Consulate Room**

Paula Hannaford-Agor, Esq., Director for Civil Justice Reform, NCSC
Hon. Todd M. Shaughnessy, Third District Court of Utah in Salt Lake, Summit and Tooele Counties
James “Dan” Wallis, Court Administrator, 22nd Judicial Circuit of Illinois in McHenry County

In 2016, NAPCO endorsed the recommendations of the Conference of Chief Justices’ Civil Justice Improvement Initiative that proposed a series of research-based approaches to reduce cost and delay in civil litigation, improve lawyer efficiencies, and bring about greater litigant satisfaction. The recommendations are crafted to work across local legal cultures and overcome the significant financial and operational roadblocks to change. Chief among them are ways to streamline discovery, create civil case management teams, and triage cases early in the caseflow by developing separate pathways based on their complexity and likely time to disposition. The presenters feature an experienced trial judge and court administrator who have put into practice these approaches, and Paula Hannaford-Agor, National Center’s expert in civil justice reform techniques and methods.

- **Are You Retiring as a PJ, CEO, Judge, or Manager in the Near Future? What’s Next?** **Colonnade Room**

Hon. Pamela Pryor Dembe, President Judge (ret.), First Judicial District of Pennsylvania (moderator)
Hon. Dennis Smith, Chief Judge (ret.), 19th Judicial Circuit of Virginia in Fairfax County
Hon. Roxanne Song Ong, Chief Presiding Judge (ret.), Phoenix AZ Municipal Court
Robert Wessels, Administrator (ret.), Harris County TX (Houston) Criminal Courts of Law
Alan Slater, Chief Executive Officer (ret.), Superior Court of California in Orange County

Ten thousand baby boomers, born between the mid-1940’s and 1960’s, are heading into retirement each day in the United States. Along with the aging of this iconic cohort comes lots of data about how they are adding tremendous value to society. Economists have found that in knowledge-based professions such as lawyers, judges, and administrators, there often is an increase in productivity with age. Then, it levels off. It doesn’t go down. Most older workers say what they really want is flexibility to work part-time or take longer periods of time off, which makes them less expensive for employers. Researchers

have also found that mixed-age teams are more productive than all young or all older workers because they benefit from the knowledge and experience of those who are older as well as the technical skill and speed of younger persons. And for many, retirement provides new ways to contribute to activities outside the justice system through volunteer work, new careers, or helping family and friends. This session will explore options, challenges, and fulfillment from a group of “seasoned court leadership professionals” who have transitioned from full-time work with trial courts.

11:25 to 11:45 AM

Optional “Mini-Break” Session: Future-proofing Your Courts Case Management System Thompson-Reuters, Court Management Solutions (Kendall Smith) Ballroom

Future-proofing your court’s electronic case management system through “best-in-class” components should be designed for the unique needs of each justice system partner in your judicial ecosystem. This session will discuss why the Application Component Model, as defined by the Joint Technology Committee established by COSCA, NACM and NCSC, is the most logical approach to implementing long-term, modern solutions in your court.

HOSTED BUFFET LUNCH & COURT VENDOR EXHIBIT

Ballroom Foyer

11:45 AM to 1:00 PM Over 20 companies that market products and services to trial courts ranging from sophisticated electronic case management systems to courthouse signage will be present. A hosted buffet lunch will be served in the Vendor Exhibit Area to permit conferees to review the products and talk with company representatives.

PLENARY PRESENTATION

1:15 PM to 2:30 PM

Jailed for Being Too Poor: The National Task Force on Fines, Fees and Bail Reform Report Ballroom

Hon. Edward Spillane, Presiding Judge, College Station Municipal Court, Texas
Keith Fisher, Esq., Senior Counsel and Principal Consultant, Domestic & International Court Initiatives, NCSC
Konstantina Vagenas, Director, National Task Force on Fines, Fees and Bail Reform (moderator)

Scott was jailed in Louisiana recently for failure to pay his fines. His story isn’t an anomaly. Recent litigation in that state revealed that as much as \$1 out of every \$5 of court revenue came from fines and fees — much of it from people whose alleged offenses stemmed from their poverty. The lawsuit resulted in a settlement in 2017, mandating that the state’s courts provide new protections to ensure poor defendants are not incarcerated simply because they cannot afford to pay court assessments. Though “debtors’ prisons” — the practice of jailing people for being too poor to pay civil debts — are illegal, criminal justice system debt that leads to jailing the poor remains widespread. Research has found that 20 percent of individuals in local jails are incarcerated because of failure to pay a fee or fine.

Early in 2018, the Atlanta City Council passed a historic bail reform ordinance. The adopted proposal, which took place 30 days after the vote, gave the Atlanta Detention Center the authority to release people if they are charged with nonviolent misdemeanors or city ordinances while they wait for their case to be heard in court.

In Polk County Iowa officials reduced the number of people jailed while awaiting trial. In January 2017, local judges began using the Public Safety Assessment, a tool to help determine whether to release or set bond for people awaiting an appearance in court following an arrest. Evaluating people for risk provides more opportunities to monitor individuals outside jail and reduce the inequity created by a

cash bail system. “Poor people should not be stuck behind bars simply because they cannot afford to pay bail while waiting for the wheels of an underfunded, overloaded justice system to turn,” a public official commented.

These examples, and many of others across the nation, have awakened courts and government policymakers to the injustices in fining and jailing the indigent and working poor. Many changes have been sparked by the National Task Force on Fines, Fees and Bail Reform, a result of the turmoil and rioting in Ferguson Missouri over draconian police and municipal court revenue practices. The Task Force has finished its work; documenting numerous strategies courts, cities, counties, and states can implement to responsibly treat impoverished and poor defendants accused and jailed for minor crimes.

2:45 to 3:00 PM

BREAK

CONCURRENT WORKSHOPS: 3:00 to 4:15 PM

- **Managing with Caseload Analytics through the Rise and Fall of Case Filings**

Colonnade Room

Dan Hall, Vice President, Court Consulting Services, NCSC

Suzanne Tallarico, Principal Court Management Consultant, NCSC

John Douglas, Principal Court Management Consultant, NCSC

For the last 10-15 years, case filings in state and local courts have been declining with a few, scattered exceptions due to demographics, local programs, or specific spikes triggered by unique circumstances such as the recent opioid epidemic or foreclosure filings during the Recession. Though the overall downward trend is clear; what is not known is why it is happening, how long it may last, or if it is the new normal. Concurrently, the National Center for State Courts has improved its workload analytic capabilities for courts and justice systems through more sophisticated multi-method approaches translating caseload to workload for judges, court staff, prosecutors, public defenders, and probation officers. The results have helped courts support budget requests, promote resource equity among courts or offices across states, and manage the distribution of judges and staff among various case types and functions within a court even as caseloads have dropped and future filings are uncertain. This workshop presents the latest data on court filings, speculates on likely demographic changes affecting court workloads now and, in the future, and examines how new caseload analytical capabilities can help court leaders manage judicial officers and court staff better.

- **Dealing Responsibly with Hurricane Harvey (Weinstein) and the #MeToo Crisis**

Pavilion Room

C. Brady Wilson, Ph.D., Douglas S. Bowers, Ph.D., Forensic Psychologists (moderators)

Sandra Lonergan, Trial Court Administrator, Eleventh Judicial Circuit of Florida in Miami/Dade County

Hon. Ivy Bernhardson, Chief Judge, Fourth Judicial District Court of Minnesota in Hennepin County (Minneapolis)

Hon. Maxine A. White, Chief Judge, Circuit Court of Wisconsin in Milwaukee County (Milwaukee)

Beth Ann Diebel, Judicial District Executive, New York State Unified Court System, Third Judicial District

David Yamasaki, Court Executive Officer, Superior Court of California in Orange County

With the “#Me Too” and “Time’s Up” movements, women and men are finding confidence to speak up – speak truth to power – as the country has gone from tolerance to suspicion to shock to disgust to anger. Stories, reports, and court cases have shown how common workplace harassment is and how harmful it can be to lives and careers. Courts are not immune

from the problems of gender and sexual harassment or abuse which too often may be hidden in plain sight. Yet, as an institution founded on the principles of equality, civility, and dignity, more is expected of the judicial branch. How can court leaders ensure their courts live up to those values? What types of programs and initiatives should PJs and CEOs put into action to strengthen a culture of respect and decency for staff and customers? Should harassment allegations or incidents occur, what are the best practices and protocols to follow in addressing and rectifying them? A panel of court leaders led by Drs. Brady Wilson and Douglas Bowers, forensic psychologists, will explore the issues with the panelists. In practice together, Wilson and Bowers have provided professional services and expertise to law firms, courts, hospitals and higher education - all loosely-coupled organizations of independent professionals - throughout the country for over 30 years. Their expertise in workplace dynamics that spawn hostile work environments, forms of discrimination, sexual harassment, and employment misconduct will provide invaluable insights for top court leaders.

- **After Ferguson: A Case for Minimum Operating Standards in Limited Jurisdiction Courts Amphitheater**

Hon. Patricia Breckenridge, Judge, Supreme Court of Missouri

Hon Douglas R. Beach, Presiding Judge, Twenty-First Circuit Court of Missouri in St. Louis County (ret.)

Hon. Jennifer Fisher, Normandy Municipal Division, St. Louis County, Missouri

Patti Tobias, Principal Management Consultant, National Center for State Courts (moderator)

Following the 2014 Ferguson Missouri riots after Michael Brown was fatally shot by a city police officer, a DOJ review of Ferguson's Police Department painted a dire picture of police enforcement and highlighted improprieties and collusion among police, city, and municipal justice officials to raise revenues through excessive fines, fees and punishments for traffic and ordinance violations. In a succession of follow-up reports by other groups, many municipal justice systems were found to be complicit in such activities. In response, the Supreme Court of Missouri promulgated a series of "Minimum Operating Standards for Missouri's Municipal Divisions (Courts)," sparking reforms in 500+ city courts throughout the state. A trailblazer in the early restructuring efforts was the Circuit Court in St. Louis County, home to Ferguson. This session reviews the development and impact of such standards, discusses the responses by municipal governments and Missouri's Legislature, reviews the actions by the St. Louis County Circuit Court, and provides a thoughtful discussion as to whether such standards may be beneficial for use in other states.

- **18 Ways Trial Courts should use Technology to Better Serve Self-Represented Litigants Consulate Room**

John Greacen, Greacen Associates, LLC

Courts have had standards for over 20 years documenting in great detail the functionality they need for their own internal electronic case management systems. But in many instances, the standards don't address what the court's customers may need. Meeting customer expectations benefit the courts by increasing understanding about procedures, helping to improve internal case processing systems, and bolstering public confidence in the justice system. A new report by the Institute for the Advancement of the American Legal System (IAALS), a civil justice research and reform consultancy based at the University of Denver, identifies 18 ways in which courts can use existing technologies to significantly improve the experience of self-represented litigants. Greacen Associates, on behalf of IAALS, authored the report and will present it publicly for the first time at the NAPCO Conference.

OPTIONAL EVENING EVENTS

4:45 PM	Transportation provided to the Evening Event Business casual attire is recommended. Conferee guests are welcome.	Ritz-Carlton Lobby
5:15 to 7:00 PM	Cocktail and Hors' d'oeuvres Reception <i>The Majestic Old St. Louis County Courthouse built in 1839 as a combination federal and state courthouse is one of St. Louis' most prominent architectural landmarks. It now serves as the Visitors' Center for the Gateway Arch. It is where ordinary Americans made civil rights history. Beginning in 1847, the enslaved Dred Scott twice sued for his and his wife Harriet's freedom. Eleven years later, the U.S. Supreme Court ruling that African-Americans were not citizens hastened the start of the Civil War and was a catalyst for the Civil Rights Act of 1866, and the 14th Amendment to the U.S. Constitution (1868), which gave African-Americans full citizenship. In 1873, St. Louis suffragette Virginia Minor and her husband filed a civil suit arguing for women's right to vote. Although the court denied them, they brought attention to the fight for voting rights for all U.S. citizens.</i> <i>The Old Courthouse is part of the Jefferson National Expansion Memorial Park which includes the Gateway Arch, a 630-foot monument celebrating the westward expansion of the United States. The Memorial Park honors the vision and fortitude of President Thomas Jefferson in promoting the exploration and settlement of the western territories and has become an internationally recognized symbol of St. Louis. It is the world's tallest arch, the tallest man-made monument in the Western Hemisphere, and Missouri's tallest accessible building. The Arch is located at the site of St. Louis' founding on the west bank of the Mississippi River.</i>	Old St. Louis Courthouse
7:00 – 9:00 PM	Dinner: "Blues, Brews and BBQ" Hosted by the Thompson Coburn Law Firm One U.S. Bank Plaza Building, Suite 3500 505 North Seventh Street, St. Louis, MO 63101	Thompson Coburn Law Firm
9:00 PM	Return transportation provided to the Ritz-Carlton Hotel	One U.S. Bank Plaza Lobby
9:30 to 11:00 PM	Networking Suite	Plaza Room

7:30 AM to 8:30 AM	Continental Breakfast	Ballroom Foyer
8:00 AM to 8:30 AM	NAPCO Board of Directors' Meeting (During Breakfast)	Ballroom

PLENARY PRESENTATION

8:30 AM to 9:45 AM	Improving the Justice System Response to Mental Illness Hon. Steven Leifman, Circuit Court of Florida in Dade County (Miami)	Ballroom
--------------------	--	----------

Judge Steven Leifman is at the forefront of a public policy movement in the criminal justice system to reduce the number of people with mental illness in jails and prisons, and to develop alternative approaches that offer treatment and support for recovery. As an Associate Administrative Judge for the Miami/Dade County Criminal Division and Special Advisor on Criminal Justice and Mental Health for the Supreme Court of Florida, he has been a passionate and tireless agent for change. Over the past few years, he has spoken widely to state and national judges' groups. He is co-chair of the Council of State Government's TAPA Center for Jail Diversion Judges' Criminal Justice / Mental Health Leadership Initiative, and a member of the National Leadership Forum of Behavioral Health.

The topic strikes a visceral chord with Judge Leifman. When he was a 17-year old intern for a prominent legislator in Miami their office received a letter from the editor of the Miami Herald about a teenager stuck in a state mental hospital. Judge Leifman, who was the same age as the patient at the time, went to visit him. "The young man was strapped to a bed and being injected with Thorazine. He was 150 pounds overweight and living in his own hell. He wasn't psychotic. It turned out that he was autistic," Judge Leifman discovered. In another part of the facility, he saw six naked men being hosed off by a guard. "Those are the men I see in my courtroom now," he said.

To improve the broken system, Judge Leifman created the groundbreaking Eleventh Circuit Criminal Mental Health Project in 2000, which consists of programs to steer people with mental illness who have committed low-level offenses from incarceration and instead into community-based care. The Criminal Mental Health Project is now in the initial phases of implementing an advanced care technology created with the help of IBM and OTSUKA, a Japanese pharmaceutical company, that would enable jails and community-based treatment providers instantaneous access to a consumer's history and other information, such as what treatments have worked best for that individual. In 2015, Judge Leifman became the first Floridian judge to receive the National Center's William H. Rehnquist Award of Judicial Excellence presented by United States Supreme Court Chief Justice John Roberts.

9:45 to 10:00 AM	BREAK
------------------	--------------

CONCURRENT WORKSHOPS: 10:00 to 11:00 AM

- | | |
|---|-----------------------|
| Limited License Legal Technicians: Non-Lawyer Professionals and the Lawyer-less
Paula Littlewood, Executive Director, Washington State Bar Association
Stephen R. Crossland, Chair, Washington Supreme Court LLLT Board
Paul Sherfey, Chief Administrative Officer, Superior Court of Washington in King County | Consulate Room |
|---|-----------------------|

Five years ago, the state of Washington began a unique program called Limited License Legal Technicians (LLLTs), non-lawyer professionals trained through law schools to provide simpler legal services directly to consumers in family law and other limited civil matters without supervision by a lawyer. Legal technicians cannot represent clients in court or negotiate with opposing parties.

The movement to create licensed, non-lawyer professionals has gathered steam in other states, too. Similar programs have been proposed in Oregon and Utah. It is a unique approach to fill an ever-growing gap in legal services for persons with lower incomes. What's the future of this new self-help approach? Should Limited License Legal Technicians be allowed into court, even to sit with a litigant? What are the upsides and downsides of the program experienced in Washington?

- **Succession Planning for PJs and CEOs**

Colonnade Room

Hon. Paula Carey, Chief Justice, Massachusetts Trial Courts
Robert Wessels, Court Administrator (ret.), Criminal Courts of Law, Harris County, TX

An essential part of an effective court leadership and governance structure is succession planning. The availability of middle-level and senior managers to tackle future justice system challenges in responsible and effective ways as a CEO is key to sustaining a high performing court management system. Should succession planning apply to top administrative judge positions? Should it apply to regional, specialized (problem-solving courts) and department level judge-leader jobs where they exist in a trial court? Are there best practice principles that embrace succession planning for selecting leaders in local and state trial courts? How should diversity in leadership be handled? What might a leadership succession strategy look like?

- **Strategies, Guides, and Protocols to Provide Justice for those with Mental Illness**

Amphitheater

Hon. Kyle A. Bryson, Presiding Judge, Arizona Superior Court in Pima County
Ronald G. Overholt, Court Administrator, Arizona Superior Court in Pima County
Donald E. Jacobson, Senior Special Projects Consultant, Arizona Supreme Court
Dr. Nicole L. Waters, Director, Research Division, NCSC (Moderator)

Improving the court's response to those with mental illness requires a comprehensive and coordinated statewide and county by county approach. Arizona court leaders will share a "Presiding Judges Guide and Protocols" as a critical strategy to lead and improve practices in civil and criminal cases filed in the Arizona courts, and even before court cases are filed. National developments and resources will also be shared during this important workshop. The workshop will build on the Conference of State Court Administrator's 2017 policy paper "Decriminalization of Mental Illness: Fixing a Broken System" and Judge Steven Leifman's groundbreaking work in Miami Florida as well as his plenary presentation immediately preceding this workshop.

- **Digital Dashboards and Business Analytics for PJs and CEOs**

Pavilion Room

Hon. Kirk Nakamura, Presiding Judge Designate, Superior Court of California in Orange County
David Yamasaki, Court Executive Officer, Superior Court of California in Orange County
Darren Dang, Chief Financial Officer, Superior Court of California in Orange County

Forbes magazine recently labeled "data" as the new "oil." Today, there is an abundance of data, but the key to success is deciphering what data is relevant and how to use that information to drive better operational decisions. Data and analytical

tools have evolved to enable robust, self-guided data discovery in easy-to-use visual environments such as Tableau and PowerBI. Although many businesses are using these methods and techniques, government has been slower to change. Over the last few years, a select few courts have begun to use data analytics more widely. This session showcases some of these advancements occurring at the Superior Court in Orange County, California.

PLENARY PRESENTATION

11:15 AM to 12:30 PM

Leading Turnaround Reforms in Courts and Justice Systems

Ballroom

Hon. John Russo, Administrative/Presiding Judge, Common Pleas Court of Ohio in Cuyahoga County (moderator)
Hon. Douglas R. Beach, Presiding Judge, Twenty-First Circuit Court of Missouri in St. Louis County (ret.)
Hon. Thomas A. Breslin, Administrative Judge, New York State Unified Court System
Arthur (Artie) W. Pepin, Director, New Mexico Administrative Office of the Courts
Hon. Michael Talbot, Chief Judge, Court of Appeals of Michigan (ret.)

Restructuring and turning-around troubled court systems or unproductive justice programs is not for the faint-of-heart. Such efforts frequently require a multi-faceted leadership approach and getting things done with limited resources in a diffuse organization structure. Courage is a defining characteristic of strategic, thoughtful leaders. Courage to confront complacent cultures and implement needed reforms. Courage to take a moral stand and act on principle. Courage to build connections with others by listening and modeling trust. Courage to put justice and community first in place of self-interest. Courage to champion diversity, civility, and collaboration in the workplace. And, courage to embrace new knowledge, inspire innovative solutions, and experiment with new, better ways to deliver justice.

Although each of our panelists have unique experiences in revamping justice systems and courts, “war stories” are not the focus of this session. Rather, their experiences provide common and transferrable insights and lessons court leaders should consider in renewing troubled courts or justice systems. An abbreviated, one-page case study on each of the real-life turnaround situations encountered by our panelists will be available on the NAPCO Conference website as an electronic “hand-out.” Among the issues explored will be... How do court leaders identify the root causes of the problems? In devising a corrective action plan how best do you review progress and make changes to the plan as needed? How do you deal with dissidents and fence sitters? What do you do to ensure transparency and communication? How do you determine if the changes are successful, and, more importantly, sustainable?

12:30 PM to 12:45 PM

CONFERENCE ADJOURNMENT AND CLOSING REMARKS

Ballroom

Hon. Douglas R. Beach, NAPCO President
Raymond Billotte, NAPCO Vice President

2019 LEADERSHIP ACADEMY AND COURT LEADERSHIP CONFERENCE • MINNEAPOLIS, MINNESOTA
HOST: FOURTH JUDICIAL DISTRICT COURT OF MINNESOTA IN HENNEPIN COUNTY
HON. IVY S. BERNHARDSON, CHIEF JUDGE | SARAH LINDAHL-PFIEFFER, DISTRICT ADMINISTRATOR
SEPTEMBER 22-25, 2019 – CONFERENCE HOTEL TBD