

**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
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 Mary Campbell McQueen, NCSC President Hon. Douglas R. Beach, NAPCO President; Presiding Judge, 21st Circuit Court of Missouri in St. Louis County</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

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
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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

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: LEADING LEADERS	Ballroom
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PRINCIPAL FACULTY...

Jeswald W. Salacuse, Henry J. Baker Professor of Law at the Fletcher School of Law and Diplomacy, Tufts University

Mary Campbell McQueen, Esq., President, National Center for State Courts

Jeswald W. Salacuse, a prominent teacher and author of numerous books and articles on leadership, will lead NCSC's Academy Day. He has collaborated with the Center over the past few years on developing curricula for court leaders based on two of his recent books, "Leading Leaders: How to Manage Smart, Talented, Rich, and Powerful People" (2006) and "Real Leaders Negotiate! – Gaining, Using, and Keeping the Power to Lead through Negotiation" (2017). Professor Salacuse's work focuses on loosely-coupled organizations where leaders cannot rely on authority alone to promote change but instead must depend on diplomacy, awareness, and tact in the search for common interests and mutual gains. The day will focus on analysis of real-life judicial leadership challenges found in both every-day and crisis situations. Skills will include conflict resolution, motivation, setting direction, and how to handle difficult conversations.

Research by others substantiates that leaders who often make the biggest and most lasting contributions to history, humanity, and organization life generally are not those who are perceived to be authoritarian or controlling. Instead, they tend to be the ones who collaborate, delegate, and negotiate – and recognize that no one person can or should have all the answers.

A Task Force of judges, state court administrators, and trial court executives, including NAPCO Board Members, from all levels of courts have been instrumental in assisting Professor Salacuse in tailoring examples and scenarios to court situations. Participants will receive some preparatory materials in advance of the conference to review. Although optional, it is also recommended that conferees obtain and read Professor Salacuse's book, "Leading Leaders."

Professor Salacuse has a wealth of experience in managing complex initiatives and working in challenging environments. Prior to his current position, he served as Dean of Fletcher School of Law at Tufts University and Dean of the Southern Methodist University Law School. His teaching and research interests include international negotiation, law and development, and international investment law. With a J.D. from Harvard University, Salacuse has been a lecturer in law at Ahmadu Bello University, Nigeria, a Wall Street lawyer, professor and research director at the National School of Administration, Congo, the Ford Foundation's Middle East advisor on law and development based in Lebanon, and later the Foundation's representative in Sudan. He has been a visiting professor in the United Kingdom, France, and Spain and held the Fulbright Distinguished Chair in Comparative Law in Italy. He has also served as a Visiting Professor of Law at Harvard Law School.

Mary C. McQueen, has served as NCSC President since August 2004. In those 14 years, she has promoted the growth of leadership knowledge and proficiency at all levels of courts. NCSC's recent Harvard Executive Development Program for State Court Leaders in the 21st Century, funded by the Bureau of Justice Assistance and the State Justice Institute, is an example of that commitment. McQueen's experience in working with judicial and court leaders prior to joining the National Center has enhanced her abilities to identify and promote needed, new strategic initiatives, develop and empower teams to improve and grow those projects, and diplomatically advance organization and justice system interests over personal or parochial ones. Prior to joining the Center, she was Washington State Court Administrator from 1987-2004 and Director of Judicial Services for the Washington State Office of the Administrator for the Courts, 1979-1987. McQueen has served as president of the Conference of State Court Administrators (1995-96) and is a former chair of the American Bar Association / Judicial Administration Division. She is a member of the Washington State Bar Association, and a recipient of the American Judicature Society's Herbert Harley Award (2004). McQueen has participated in the program for senior executives in state and local government sponsored by the John F. Kennedy School of Government at Harvard University. She holds a bachelor of arts degree from the University of Georgia and a juris doctorate from Seattle University Law School.

8:45 to 9:15 AM	Introduction: The Power of Negotiation in Leading Courts and the Justice System	
9:15 to 10:30 AM	The Seven Daily Tasks of Leadership	
10:30 to 10:45 AM	<i>Break</i>	
10:45 AM to 12Noon	The Seven Daily Tasks of Leadership (continued)	
12Noon to 1:00 PM	Lunch	
1:00 to 1:20 PM	Optional "Mini-Break" Session: TBD	Location TBD
	Sponsored by TBD	
	<i>Court-annexed online dispute resolution (ODR) is fast becoming a viable, new solution for litigants involved in low-value civil cases. This Mini-Break Session introduces Tyler Technologies latest ODR tools and shows them in action, backed by statistics and user feedback from an ODR platform recently launched by the courts in Clark County, Nevada (Las Vegas). The presenters will share key lessons learned, what went well (as well as what didn't go well), and practical implementation tips and advice.</i>	
1:30 to 3:00 PM	TBD	
3:00 to 3:15 PM	<i>Break</i>	
3:25 to 4:30 PM	TBD	
4:30 to 6:00 PM	WINE AND CHEESE RECEPTION	Ballroom Foyer
	<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. NAPCO Board Members and representatives of the National Center will be present to talk about the activities of both organizations.</i>	

7:00 PM

DINNER ON YOUR OWN

Local Restaurants

8:30 to 11:00 PM

Networking Suite

Plaza Room

TUESDAY, OCTOBER 16

COURT LEADERSHIP WORKSHOPS

LOCATIONS

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
Hon. Judith K. Nakamura, Chief Justice, New Mexico Judiciary
- **Shared Interest Group 2: State Justice Institute Grants and How to Develop Proposals**
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. Janet Barton, Presiding Judge, Arizona Judicial Branch in Maricopa County
Raymond Billotte, Court Administrator, Arizona Judicial Branch in Maricopa 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

Location TBD

Location TBD

Location TBD

Location TBD

Court leaders who have effectively experienced changes in five 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

2017 JUSTICE MANAGEMENT INSTITUTE’S ERNEST C. FRIESEN AWARD

Ballroom

Award Presenter: Elaine Borakove, President, Justice Management Institute
Recipient: Announced at the NAPCO Conference

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, which has pioneered this new approach called “Business Chemistry,” and is applicable 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?** **Location TBD**
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? Location TBD**
 Hon. Robert Brutinel, Associate Justice, Supreme Court of Arizona
 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 Location TBD**
 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? Location TBD**
 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. Frederick Horn, Presiding Judge (ret.), Superior Court of California in Orange 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: TBD
Sponsored by TBD

Location TBD

"User-centered design" has become a buzzword among lawyers, but in the tech industry, it is a long-established and highly valued skillset. What is it, and why does it matter to court leaders? This short interactive session will highlight some design thinking basics and give examples of its application to the courts.

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** **Location TBD**
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 and staff better.

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

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 and 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** **Location TBD**
 Hon. Patricia Breckenridge, Judge, Supreme Court of Missouri
 Hon Douglas R. Beach, Presiding Judge, Twenty-First Circuit Court of Missouri in St. Louis County
 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 the 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.

OPTIONAL EVENING EVENTS

4:45 PM	Transportation provided to the Evening Event Business casual attire is recommended. Conferee guests are welcome.	Ritz Carleton Lobby
5:15 to 7:00 PM	Special Tour and Reception at the Gateway Arch	Downtown St. Louis

The Gateway Arch is a 630-foot monument celebrating the westward expansion of the United States and officially dedicated to the “American People.” It is the centerpiece of the Jefferson National Expansion Memorial, honoring 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, as well as a popular tourist attraction. Clad in stainless steel and built in the form of weighted catenary arch, it is the world's tallest arch, the tallest man-made monument in the Western Hemisphere, and Missouri's tallest accessible building. It was completed in October 1965, at a cost of \$13 million dollars, and opened to the public in June 1967. The Arch is located at the site of St. Louis' founding on the west bank of the Mississippi River.

5:15 to 6:00 PM	Tour	Arch National Park Memorial
6:00 – 7:00 PM	Cocktail and Hors'deuvres Reception	Arch View Cafe
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 Carleton 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
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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
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CONCURRENT WORKSHOPS: 10:00 to 11:00 AM

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| Limited License Legal Technicians: Non-Lawyer Professionals and the Lawyer-less | Location TBD |
| Paula Littlewood, Executive Director, Washington State Bar Association | |
| Paul Sherfey, Chief Administrative Officer, Superior Court of Washington in King County | |

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**

Location TBD

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 for a CEO or a PJ?

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

Location TBD

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, Acting 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**

Location TBD

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 to quickly identify challenges and opportunities in modify internal business and caseflow practices through interactive visual dashboards. 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. Janet DiFiore, Chief Judge, New York State Unified Court System

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

Hon. Judith K. Nakamura, Chief Justice, New Mexico Judiciary

Hon. Michael Talbot, Chief Judge (ret.), Court of Appeals of Michigan

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 and embrace 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 is 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
OCTOBER 2019 – SPECIFIC DATES TBD**