

# State of the Court Report

MONTGOMERY COUNTY CIRCUIT COURT

MONTGOMERY COUNTY CIRCUIT COURT | 50 Maryland Avenue, Rockville, Maryland 20850

Please accept Montgomery County Circuit Court's 2018 State of the Court Report. The court understands the valuable nature of the information contained herein. The report was completed by the court's leadership team – Administrative Judge, Clerk of the Court, and Court Administrator, and their dialog is ongoing in relation to the initiatives and activities highlighted in this report. The court looks forward to further discussion and collaboration with the Maryland Judiciary on these and other initiatives to ensure the effective and efficient administration of justice not only in the Montgomery County Circuit Court but statewide.

**Section I. Identifying Information**

- a. Montgomery County Circuit Court
- b. Montgomery County/Rockville
- c. Circuit Court
- d. Fiscal Year (FY) 2018
- e. September 15, 2018

## **Section II. Executive Summary**

During Fiscal Year (FY) 2018, Montgomery County Circuit Court processed approximately 34,700 case filings and slightly over 35,500 terminations (original and reopened) and held approximately 38,000 hearings and almost 1,500 trials. In addition, the court processed over 10,600 business licenses, issued over 5,300 marriage licenses, and performed over 2,200 marriage ceremonies.

The court continues to hold the principles of fair, efficient and effective justice for all under the judicial leadership of the Hon. Robert A. Greenberg. We strive daily to ensure that our systems and processes are accessible, innovative, and minimize delay for patrons as they navigate our court. The court regularly reviews its processes and workload to identify external and internal factors that may impact the administration of justice.<sup>1</sup> Montgomery County's demographic trends are one such factor, and the court has identified several initiatives to address the needs of a diverse and aging population, ranging from improved accommodations to assist patrons with physical and cognitive limitations to strengthening programs that assist patrons filing elder care/guardianship cases. With over 10,000 visits by the public to the court's Family Law Self-Help Center, continued focus on the needs of self-represented litigants is also a priority.

During **FY2018**, the court embarked on several initiatives, which include but are not limited to:

### ***Provide Access to Justice***

- Continued to provide interpreter services for individuals who qualify. During FY2017, a total of 2,985 spoken-language interpreter service requests were made in 2,380 cases (146 civil cases, 1,735 family cases (73%), 347 criminal cases and 152 juvenile cases (delinquency and child welfare cases)). During the same year, the court recorded 3,098 entries of interpreter's being sworn in at the beginning of case proceedings, of which 66% (2,033) were in family case events, followed by 851 events, 130 juvenile events, and 83 civil events.
- Updated the content, web standards, and mobile device responsive design for the court's website.
- Created videos to inform patrons of juror parking, Kids Spot child waiting area services, Kids Spot registration process, and access to the courthouse from Metro.
- Revised and created new public information guides, notably on the apostille process, administrative hearings and appeals, and limited scope representation.
- Worked with the library at the Montgomery County Corrections facility in Boyds to improve prisoner access to legal materials.

---

<sup>1</sup> See Appendix II for links to annual workload and case processing reports.



### ***Improve Systems and Processes***

- Updated the County Facilities Emergency Action Plan and the Judiciary COOP document. Achieved a 100% rating from the Montgomery County Office of Emergency Management and Homeland Security for emergency preparedness.
- Reviewed and modified the scheduling and postponement procedures for Track 4 criminal cases, resulting in the improved case time standard compliance and the reduced number of over-standard Track 4 Criminal cases.
- Created a joint Clerk-Court Administration New Employee Orientation Program, which is now offered monthly to new state and county employees.
- Participated in MDEC initiatives related to development scope/solution documentation, fit gap tracking, data migration planning, data/code mapping, and internal leadership planning meetings.
- Completed migration of all Exchange mailboxes, calendars, and connectors to Office 365 as well as developed and tested a new Leave Request system for county circuit court employees leveraging Office 365/SharePoint and Nintex subscriptions.
- Enrolled in ERecording in Land Records in December 2017. The staff processed a total of 8,207 documents that were accepted and 392 were rejected from 12/01/2017 to 6/30/2018
- Finance Department initiated the process of waiving court costs that were deemed uncollectible by the judges. The department continued to review outstanding issues, such as judgments, court costs associated through Parole and Probation, and costs that were docketed but never received.
- Created a database to enable the Family Department staff to track pleadings that are sent back to attorneys and provide real-time information as to why and when a document was returned to the parties.
- Offered training for judges on workplace harassment presented by Jenny Yang, former EEOC chairman.
- Provided customized Jury+ and QuickBooks configuration training for the Jury Office and Mindfulness and Change Management for Department Managers.
- Maintained nearly 100% completion for Sentencing Guideline Worksheet submissions throughout the year.
- Supported two employees' participation in the Judiciary's ICM program in the 2018 cohort, two in the 2019 cohort, and one in the 2020 cohort. A total of four current Montgomery County Circuit Court staff have completed the program. The court also supported two employees in the Court Supervisor/Manager Certificate Program and two in the Court Practice Certificate Program.

- Informed the implementation of new courthouse security procedures by analyzing the traffic volume throughout the business day and average screening time for visitors entering the courthouse.

### ***Communicate Effectively with Stakeholders***

- Established and held meetings with a Problem-Solving Court Community Partnership Panel to address unmet service areas for Drug and Mental Health Court participants.
- Conducted two training classes for family guardians and provided newly-appointed guardians with additional support services, including in-person training, instructional video and brochures, and responses to questions via text messaging. A total of 28 family guardians received the training.
- Hosted international delegations from Ukraine and the Republic of Georgia offering presentations in DCM, case flow processing, court research and analytics, court management, and court jury systems.
- Hosted two researchers from Japan studying the American juvenile justice system. The court arranged several meetings with stakeholders and provided the researchers with opportunities to observe court proceedings during their week-long stay.
- Added signage to the court's lobby area to inform self-represented litigants of the resources availability in the Law Library.
- Participated in interviews conducted by the Institute for the Advancement of the American Legal System at the University of Denver in conjunction with the National Center for State Courts regarding the procedural and operational management of domestic relations cases.
- At the request of the Administrative Judge, contacted adjoining counties to coordinate information sharing through county Bar Association publications.
- Closely working with key stakeholders, modified the scheduling and postponement procedures for Track 4 criminal cases and redesigned the Criminal Case Tracking Sheet to more accurately assign Track 4 cases and process the cases more expeditiously.
- Updated information on the juror summons, improved the juror information packet, and restructured the jury survey to improve Jury Office communication. To assist potential jurors, added new juror information to the hotline on high volume days and created instructional videos.
- Created easy-to-use electronic forms for guardian of property annual report to reduce accounting errors or missing information. Forms now automatically calculate financial data and present drop down windows to reduce user error and enhance usability.

***Be Accountable***

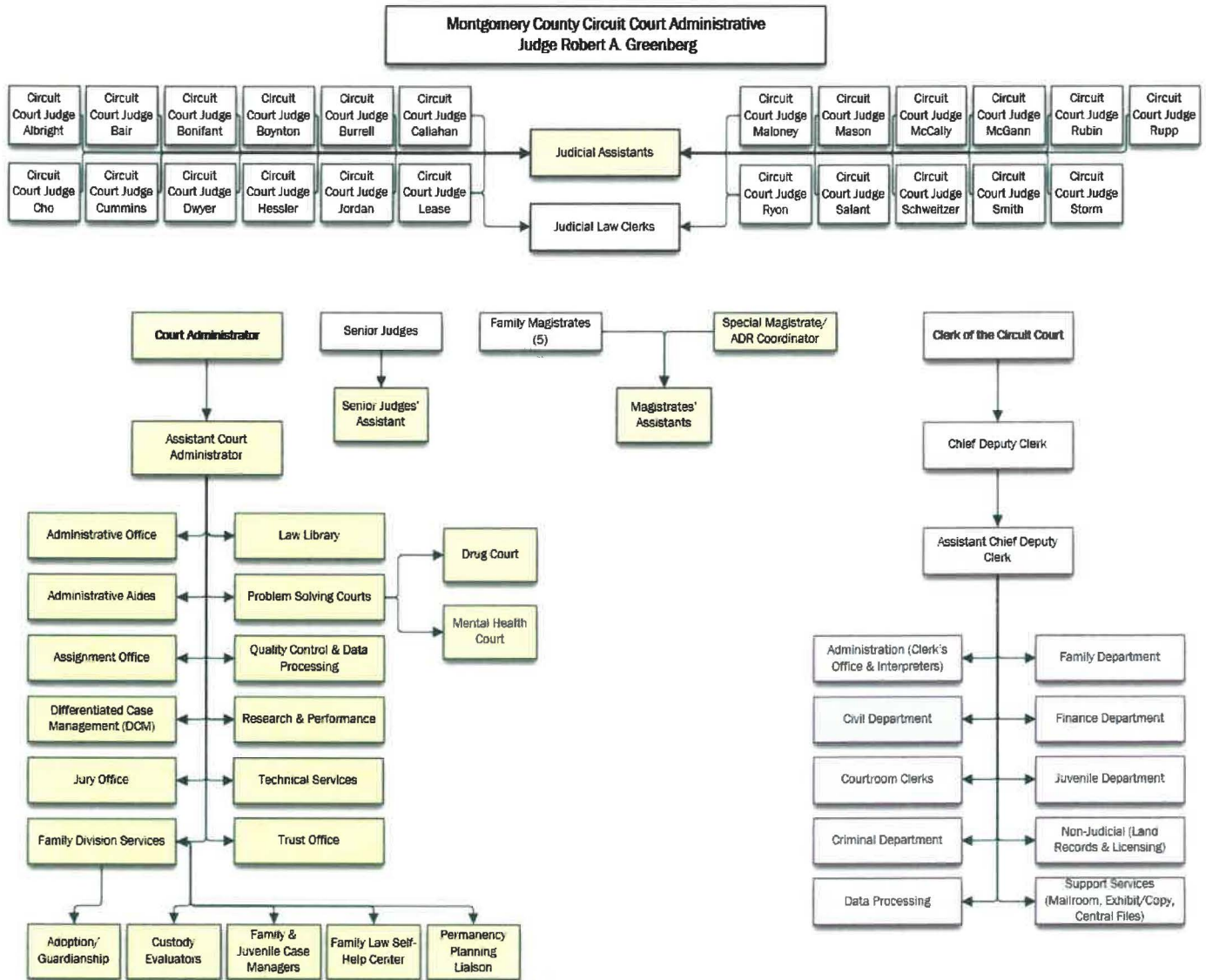
- Performed audits of 2,137 criminal, 8,016 family-law, 5,218 civil and 1,793 juvenile (originally closed) cases.
- Performed quarterly case processing performance analyses and communicated results to court personnel via e-mail and at department, administration, and judicial meetings.
- Maintained and distributed updated statistics to Drug Court judges, attorneys, case manager, treatment staff, and other key stakeholders.
- The Trust Office reviewed and audited 914 Annual Fiduciary Reports filed by court-appointed guardians and trustees. The office also monitored the filings of 252 Inventory and Information Reports, 976 Annual Fiduciary Reports and 983 Annual Reports.
- Coordinated with AOC/COD, JIS and staff from other jurisdictions on statewide data initiatives, including FCCIP Timelines Measures, CourTools (including Jury reporting), Court Statistics Project, and Case Processing Performance.
- The Finance Department continued to review outstanding court costs which were assessed through Parole & Probation. Reviewed and processed abatements through the Central Collection Unit to minimize outstanding checks and cases which are over 10 years old.
- Assignment Office reviewed various paper reports that the office had regularly received for their usefulness and the delivery method. The review resulted in either terminating some of the reports such as checklists and open motions reports, or receiving others, such as the report that lists cases with exceptions, post convictions, Coram Nobis and sentence reviews, via e-mail instead of hard copies.
- Monitored and processed all incoming NCR and Competency request for evaluations and coordinated hearing dates on evaluations with the Administrative Judge's staff to ensure compliance with time standard guidelines.
- Participated in AOC Internal Affairs Division audit of the court's Family Department, Civil Department, Finance Office, License Department, Land Records Offices, Criminal Department, Jury Office, Family Services Program, Problem Solving Court Program, and Law Library.

***Be Responsive and Adaptable to Changing Community Needs***

- Promoted the use of electronic communications with guardians by creating a database of guardians' emails and initiating electronic communications between the guardians and the Trust Office.

- Increased problem-solving court alumni participation by holding monthly group meetings and maintaining monthly contacts between Drug Court Case Managers and alumni.
- Participated in Project SEARCH Montgomery, the county government's 30-week transition-to-work program which provides job opportunities and community readiness education for young adults with developmental disability. Through the support of the intern program, the court offered full-time employment to a program participant.
- Established a Courthouse Security Committee to review current screening practices, building access policies, and other courthouse-security related policies and programs for the court. The Committee provided input and guidance to the Administrative Judge on issues involving courthouse building security.
- Participated in the state-wide project on training public librarians in basic legal research.

### Section III. Organizational Structure of the Court



#### **Section IV. Annual Goals and Objectives**

Montgomery County Circuit Court's mission is to serve the Sixth Judicial Circuit residents in the determination of serious criminal matters, substantive civil cases, family law, juvenile delinquency and child welfare/support cases while administering justice in an honest, fair, and efficient manner. The court's goals and objectives are directly aligned with the Maryland Judiciary's goals outlined in the *Strategic Plan for the Maryland Judiciary 2015 – 2020: Moving Justice Forward*. This document guides the development of the court's annual goals and objectives, which include but are not limited to:

- Ensuring access to justice;
- Being responsive and adaptable to changing community needs;
- Being accountable;
- Communicating effectively with justice system partners and other community stakeholders;
- Improving systems and processes; and
- Assuring the highest level of service.

The court's overall mission as well as its specific goals and objectives are accomplished through the daily tasks and formalized larger-scale initiatives undertaken by personnel at all levels of the organization. At the beginning of each fiscal year, department staff discuss annual tasks and initiatives tied to these goals. Each department produces a business plan that guides its work throughout the year. Each initiative in the business plan is assigned to a team lead/responsible person with a target completion date, a measure used to demonstrate success, and a listing of resources needed to accomplish the initiative. Further, Court Administration managers and supervisors document one or two initiatives on staff Annual Performance Evaluation forms to align individual performance with completion of departmental initiatives. These prospective plans are identified and documented, and employees meet with their supervisors in mid-year to discuss progress and reflect annual performance to date. Ultimately, tasks and initiatives are documented in court-level business plans that are used to guide the work of the local court, inform its annual State of the Court report, as well as advise the initiatives of the Maryland Judiciary.

## **Section V. Projects and Initiatives**

Listed below are the major projects and initiatives that will be undertaken by the court during **FY2019**.<sup>2</sup>

### **Provide Access to Justice**

1. Enhance the court's Family Division Services front-office patron intake process and customer experience by expanding the automated queuing system. Continue to explore processes that support follow-up appointments with the Family Law Self-Help Center (FLSHC). Utilize data generated by current applications and systems to inform and improve customer service.
2. Increase number of active participants in Drug Court by 10% and the number of clients served in Circuit Court Mental Health Court by 50%.
3. Broaden the scope of services offered at the FLSHC to include information and limited legal advice on certain civil matters. This expansion would include simpler matters such as landlord/tenant issues, name changes, expungement and small property issues.
4. Continue to provide spoken-language and ADA-related interpreter services for individuals who qualify for these services.
5. Continue to promote and provide self-help information at the counter of each department as well as explore expansion of the services offered by the FLSHC in collaboration with the AOC.

### **Be Responsive and Adaptable to Changing Community Needs**

- Streamline Kids Spot intake processes and offer daytime co-parenting course participants access to Kids Spot. Develop and implement a comprehensive communications plan for marketing Kids Spot to patrons.
- Continue offering training classes to newly-appointed local family guardians (2-3 times/year).
- Provide additional training to court staff about the differences between legal advice and general help so that they are comfortable with assisting court patrons.
- Develop a technical solution to facilitate job search and identify volunteer opportunities for problem-solving court participants.
- Improve housing options for Mental Health Court participants as well as increase the number of life skills classes offered to Drug Court participants.

---

<sup>2</sup> See Appendix III for the court's business plan matrix, which lists all the initiatives planned for the fiscal year.



### **Communicate Effectively with Stakeholders**

1. Provide continuing legal education to the Montgomery County Bar Association.
2. Create an orientation presentation for jurors that includes interesting and relevant facts, statistics, and information related to jury service.
3. Participate in Montgomery County's Technology Oversight, Digital Engagement, and Digital Evidence Management & e-Discovery meetings/work groups.
4. Maintain and improve a strong connection and an open line of communication among the Court's Leadership Team.
5. Create a voicemail account for the public to leave messages during busy times and after hours.
6. Conduct Emergency Preparedness Week presenting court staff information on medical emergencies; weather emergencies; bomb threats, suspicious packages & hazardous materials; internet security & scams; and workplace violence and active shooter.
7. Participate in monthly Circuit Court Bench-bar meetings to share important court-related information. Submit monthly Circuit Court Notes for the Montgomery County Bar Association Newsletter.
8. Create new informational brochures on the new scope of services of Family Law Self Help Center.
9. Use the jury management system's text messaging functionality to proactively provide information to jurors via email and/or text.

### **Be Accountable**

1. Use data to inform improvement initiatives. Examples include:
  - a. Continue performing quarterly analyses of case processing performance (across major case types) and present results to judges and department managers. Identify potential areas that need improvement. Engage in smaller group discussions to perform additional, in-depth analyses to better understand the results including any fluctuations in performance.
  - b. Analyze juror summoning yield and its components, such as failure to appear and schedule changes. Evaluate jury utilization focusing on the number of jurors who were not reached to better manage the juror pool.
2. Use data to guide the strategic direction of the court as it relates to case management processes. Draw upon clearance rates, pending age statistics, and case processing performance to assess progress of the court's caseloads.
3. Proactively manage the court's operations budget through budget allocation and monthly expenditure reports.

4. Administer, analyze, and report results from the FY2018 administration of the Employee Satisfaction Survey (CourTool #9).
5. Enhance tracking of employee errors for documentation and training purposes while holding staff accountable for their work quality.
6. Explore the possibility of creating a customer satisfaction survey for patrons of the License Department and Land Records Department.
7. Implement law library technology to capture daily, monthly, and yearly patron usage statistics to maximize staff coverage and improve customer support.

### **Improve Systems and Processes**

1. Develop and implement completion goals for technical services and data processing service tickets to improve productivity and efficiency.
2. Review and provide recommendations for the implementation of legislative and rule changes.
3. Refine the effectiveness of juvenile and family case management through, in part, the development of a case management database.
4. Collaborate on the development of forms, reports, and data feeds to support operations-related analyses.
5. Complete the automated employee leave request workflow process for administrative personnel.
6. Document the court's current business processes and assess how they will change or remain the same with MDEC implementation.
7. Create a series of workshops to ensure that the Mental Health Court team has a basic understand of the services available to program participants.
8. Implement the Sick and Safe Leave Act for Judicial Assistants.
9. Continue to monitor case processing performance among all cases as well as specialty cases such as Business & Technology and ASTAR to ensure fair and timely resolution of cases.
10. Participate in data migration and conversion for the MDEC implementation.
11. Develop a project management plan to address process, requirements, parameters, milestone and resources needed to create an operational case manager database that is highly functional for the case management of all open cases.

### **Assure Highest Level of Service**

1. Continue to encourage and make time available for employees to participate in career development.

2. Continue to provide the Court Administration-Clerk of the Court New Employee Orientation Program.
3. Create an organizational environment that fosters teamwork and professionalism among staff and improves their understanding of the court's mission and goals. Take advantage of training and professional development opportunities provided by professional organization such as the Mid-Atlantic Association for Court Management, National Association for Court Management, Court Technology Conference, and Family Online Safety Institute.
4. Encourage employee participation in training and educational opportunities offered by the County and State providers, either on-line or in-person.
5. Assure data accuracy in response to internal and external data requests.
6. Establish and support opportunities for cross-training employees within the Clerk's office.
7. Monitor the Civil, Family, Criminal and Juvenile Open Case, Questionable Case, Postponement Reason Questionable Case Reports to ensure the processing of cases is completed in a timely manner according to our DCM Plans and Caseflow Guidelines.

## Section VI. Operations

### A. Staffing

#### ***Judges and Magistrates: 29 (Full-Time – 28, Part-Time – 1)***

- Judges – 24 on the bench including Administrative Judge
- Family Magistrates – 5 (Full time – 4, Part-time – 1)

#### ***Clerk of the Court: 200 (Full-time – 194, Temporary – 5, Contractual – 1)***

- Clerk of the Court – 13 (including 6 Staff Spanish Interpreters)
- Support Services (formerly Central Files and Exhibits) – 8 (Full-Time – 8)
- Civil Department – 32 (Full-Time – 31, Contractual – 1)
- Courtroom Clerks Department – 38 (Full-Time – 35, Temporary – 3)
- Criminal Department – 15
- Data Processing – 2
- Family Department – 34
- Finance Department – 6
- Juvenile Department – 14
- Land Records / License (non-judicial) – 36

#### ***Court Administration: 119 (Full-Time – 115, Part-Time – 4)***

- Court Administration – 4
- Special Magistrate – 1
- Family Magistrate Staff – 5
- Judicial Assistants – 24
- Administrative Aides – 2
- Assignment Office – 14
- Data Processing & Quality Control – 8
- Problem Solving Courts – 3 (Non-Grant – 1, Grant – 2)
- Family Division Services – 30 (Full-time – 29 (including 20 Grant-funded), Part-time – 1 (Grant-funded))
- Jury Office – 5 (Full-time – 4, Part-time – 1)
- Law Library – 4 (Full time – 2, Part-time – 2)
- DCM – 1
- Research & Performance – 2 (Partially Grant-funded)
- Senior Judges' Administrative Aide – 1
- Technical Services – 12
- Trust Office – 2

\* Note: Court Administration contractual employees are not reflected above.

## **B. Technology**

Montgomery County Circuit Court's Technical Services and Data Processing Departments will continue to provide 100% uptime of mission-critical applications, systems, hardware, courtroom audio/visual, and network components ensuring court processes continue, without interruption, during court operating hours. The Technical Services Department's Information Technology Plan integrates and coordinates technology projects to ensure critical systems are maintained and new technology is deployed to meet the growing needs of staff and patrons alike.

To maintain the court's information security, the Montgomery County Circuit Court completed migration of all Exchange mailboxes, calendars, and connectors to Microsoft Office 365 to strengthen the security for document storage, as well as to improve the document sharing processes. The court also uses Symantec to filter in-coming messages. The court plans to re-evaluate the current information security systems and protocols and devise a new plan to protect the court's information infrastructure from any potential attacks.

**FY2019** initiatives include but are not limited to:

### **Provide Access to Justice**

- Implement text messaging for patrons to inform Family Law Self Help Center service wait time.
- Establish an appointment system for Family Law Self Help Center patrons who seek assistance for their guardianship cases.

### **Be Accountable**

- Monitor Help Desk client contacts to ensure timely contact, accurate notes, appropriate solutions, and timely incident closure.
- Implement a shared data warehouse with a customizable report engine to create on-demand report capability for end-users.

### **Be Responsible and Adaptable to Changing Community Needs**

- Assist Drug Court staff with the development of a technical solution to identify and facilitate job search and volunteer opportunities designed specifically for use by problem-solving court participants.
- Monitor and update Court website to ensure content is relevant and updated.
- Continue preparations for the court's CMS transition/integration to MDEC with Tyler/JIS to identify technology needs at all levels and acquire appropriate funding.

### **Communicate Effectively with Stakeholders**

- Post technical documentation and policies for users on the court's intranet site.
- Establish a forum of technical leaders via LinkedIn/e-mail/NCSC for Maryland and other local courts.
- Participate in the Montgomery County Technology Oversight Management Group (TOMG) meetings.

### **Improve Systems and Processes**

- Complete Phase 2 of the Leave Request Project in which the court's leave request system for county employees is populated with county payroll system data.
- Improve legacy electronic signage on the court's terrace level.
- Participate in MDEC pre-implementation and implementation tasks.
- Complete the automation of Trust Office forms.
- Investigate backup tools for Exchange Online to provide message level restoration for users.
- Upgrade to MS Office 2016 on stand-alone courtroom evidence computers.
- Complete court-wide (judges and staff) roll-out of Dell tablets, which are replacing Microsoft Surfaces.
- Research possible options for Polycom video infrastructure, which is at the end of lifecycle. The system is currently in use at the Family Justice Center, Montgomery County Correctional Facility/Department of Corrections and District Court. Work collaboratively with the Sheriff's Office and the Department of Corrections to secure funding for a new system.
- Plan to retire the OnBase document management system or possibly re-purpose it as the scanning of records is moved to shared drives, SharePoint, or OneDrive.
- Explore the replacement of court MS Word and Adobe Forms and Templates using Adobe Experience Manager (AEM), a product for creating forms from Adobe.
- Improve the functionality and utility of supplementary case management databases (such as MAGS, SIJS, and IFIJ) to assist the court's specialized management of certain types of cases. Transition appropriate databases from Microsoft Access to SQL server to provide access and features while improving the stability of the system.

### **Assure the Highest Level of Service**

- Offer technical training and employee certification programs.
- Identify and develop incentives to improve teamwork, professionalism, and a better understanding of the departments and the court's mission and goals.

- Monitor and respond to responses from Track-It (Help Desk) Surveys.
- Maintain 99% system uptime of key systems (excluding maintenance windows) as measured by SolarWinds.
- Expand the use of the Track-It change management component to ensure new features, policies, and procedures are vetted for purpose and technical soundness before implementation. This assists with delivering consistently high system uptime, staff input, and greater trust of court systems by users.



### **C. Training**

Montgomery County Circuit Court informs and invites employees to participate in Montgomery County- and Maryland Judiciary-offered training courses which focus on job skill enhancement and professional development. Additional training-related initiatives are supported by courthouse supervisors, managers, and leadership. A sample of the trainings that courthouse staff have engaged in are listed below:

- Staff/Career development: Participation in ICM Certificate Program, Court Supervisor/Court Manager Certificate Program, Change Management and Lunch'n Learn sessions.
- Technical courses offered via Lynda.com and Pluralsight for ongoing, self-paced training in a multitude of programs/applications.
- MAGS Law Clerk training (in collaboration with the Maryland State Commission on Criminal Sentencing Policy).
- Project Management Professional (PMP) training and related software applications. In addition, Court Administrator taught an introductory project management course at the Judicial College. Three staff members have obtained their PMP certification.
- Human Resources/Management-Supervisor – Montgomery County Government courses.
- Technical staff received training in the areas of: MS SQL database and configuration, Cybersecurity, CISCO ASA, SharePoint development.
- Participation in professional organizations and subscriptions to technical publications such as MAACM, NACM, CITOC, NCSC, American Evaluation Association (AEA), AAERT, AV Technology and Tech Manager Today.

## **Section VII. Facilities**

Due to cost savings, effective project management and a fiscally conservative approach to contract execution, Judicial Center Annex Project funds were available to support a Phase III of the original (two-phased) project. In FY2018, renovations have been completed for the Recording and Indexing Department, Law Library, Technical Services Offices, MDEC support space and the external Helix.

The Clerk of the Court raised a concern about the lack of storage space for case files. While moving to electronic records under MDEC will ease the storage burden, Montgomery County Circuit Court is not scheduled for the MDEC implementation until 2019. While a warehouse facility is used to prepare files for shipment to Archives or destruction, space is limited and remains as a concern.

### **A. Security**

The Montgomery County Sheriff's Office became accredited in 1995 by the Commission on Accreditation of Law Enforcement Agencies after meeting numerous stringent standards established for law enforcement agencies nationally. The Sheriff's Office continues to maintain this accreditation through rigorous on-site evaluations.

The Sheriff's Courthouse Security Team works closely with the Clerk of the Court and Court Administration to coordinate security within the courthouse. The team also ensures the safety of children and staff located at Kids Spot, prisoners in custody during transport, and all individuals present in the courtroom when an emergency evacuation occurs.

The Sheriff's Office has five explosive-detecting trained K-9 teams (five handlers and six dogs) that assist the Courthouse Security Team. The office also has a comfort dog to assist court patrons, such as individuals attending the Mental Health Court. Screening stations are present at all three public entrances and the staff parking garage entrance of the courthouse. Screening of court patrons is accomplished by magnetometers, x-ray machines and handheld wands. In January 2018, Montgomery County Circuit Court Administrative Judge Robert Greenberg established the Courthouse Security Committee with the objective of providing input and guidance on issues involving courthouse building security. The committee was tasked to review current screening practices, building access policies, and other courthouse-security related policies and programs for the court. Following a study analyzing courthouse traffic volume

entering public and employee entrances, the committee submitted six security-related recommendations including expanding the scope of screening at public entrances to include all individuals whose offices are not located in the courthouse and to institute random screening from individuals whose offices are in the courthouse building. The Administrative Judge accepted all recommendations from the committee and instituted the expanded and random screening recommendations, which have been underway since May 2018. The committee meets quarterly to actively address courthouse security concerns and remain abreast of best practices.

During **FY2018**, the following security enhancements were implemented by the Sheriff's Office:

1. Installed six new pan-tilt-zoom (PTZ) cameras on South Tower hallways.
2. Implemented access control for the two Appellate Court Judges' Chambers located in the courthouse building, as well as the Circuit Court Administrative Judge's Chambers.
3. Installed new audio and visual intercom security system for all circuit court judges' chambers in the North Tower as well as for the Sheriff's Administrative Office.
4. Installed two new walk-through magnetometers to support the court's enhanced security screening protocols.

During **FY2019**, the following security upgrades are planned, which address this focus area as well as others:

1. Install cameras for the six North Tower elevators.
2. Purchase stairway evacuation chairs for emergency situations.
3. Install cell cameras for the five lock-up vestibule areas in the South Tower.
4. Upgrade the server with an Uninterrupted Power Supply (UPS) system.
5. Upgrade all analog cameras in the Circuit Court holding facility to IP Digital.
6. Enroll the court's X-ray machines in a preventative maintenance program.
7. Enforce traffic and parking violations around the Circuit and District Court buildings, loading docks and the child support enforcement building with a mobile ticketing application and mobile data terminal vehicle docking stations.

## **Section VIII. Legislative Concerns and Recommendations**

### **A. Lien Filings by Sovereign Citizens**

Following a domestic violence hearing heard by a Montgomery County Circuit Court Magistrate, a self-described sovereign citizen filed a UCC-3 Financing Statement Amendment against the Clerk of the Court, the Magistrate who presided over the hearing and Sheriff Office personnel. The filing was false, not authorized to be filed/recorded, and it is not related to a valid existing or potential financial transaction.

Under Maryland Code, Commercial Law § 9-501.1, the Maryland Department of Assessment and Taxation may reject such filings after reviewing their veracity upon receiving an affidavit from a person identified as a debtor in the financial statement filed with the department. It is also a crime to file these false claims under Maryland Code, Criminal Law §3-808. However, they are rarely prosecuted. Thus, once such cases are filed against court officials and staff, the courts are not equipped with effective means to protect them from such claims. Montgomery County Circuit Court would like the Maryland Judiciary to communicate and collaborate with the State Department of Assessment and Taxation and the Maryland State Attorney to identify and reject false filings in the future, as well as to prosecute individuals who files false claims with the department.

### **B. Maryland Judiciary Legislative Resources**

The Circuit Court would like to have a contact person at the Administrative Office of the Courts similar to the position provided to District Court personnel, to help offer business practices and solutions for new laws.

## Section IX. External Relationships

### A. Justice Partners – Committees, Initiatives, and Concerns

#### *Select Committees and Workgroups*

- Criminal Justice Coordinating Commission<sup>3</sup> (Administrative Judge, Clerk of the Court)
- Disproportionate Minority Contact (DMC) Committee, which is responsible for developing, implementing, and monitoring local DMC reduction strategies. The DMC committee is comprised of stakeholders involved in the juvenile justice system who review local data on disproportionate levels of contact, generate ideas about underlying causes for disproportionalities, and identify potential solutions. (Juvenile Supervising Case Manager)
- Commission on Juvenile Justice, which is tasked with evaluating and making recommendations about procedures, programs, and legislation relating to youths and families involved in the juvenile justice system in Montgomery County. As part of its mission, the Commission makes periodic visits to facilities serving the county's juveniles and promotes understanding and knowledge in the community regarding juvenile needs and the effectiveness of programs. Commission members include stakeholders involved in the juvenile justice system, as well as members of the community. (Family and Juvenile Judges, Court Administrator, Juvenile Case Manager)
- Montgomery County Integrated Justice Information System<sup>4</sup> (Court Administrator, Director of Technical Services)
- Court Operations Committee, Case Management Subcommittee (Court Administrator)
- Court Technology Committee's Case Search/Data Request Subcommittee (Family Division Magistrate)
- AOC-Education Committee's Professional Development Subcommittee (Court Administrator)
- Specialty Courts and Dockets (Problem Solving and Business & Technology Judges, Court Administrator)
- Problem Solving Courts Subcommittee (Court Administrator, Associate Judge)
- AOC-Judiciary e-mail Retention Workgroup (Chief Deputy Clerk)
- AOC-Gears/CONNECT Change Management Committee (Clerk of the Court)

---

<sup>3</sup> <http://www.montgomerycountymd.gov/cjcc/duties.html>

<sup>4</sup> <http://www.montgomerycountymd.gov/OMB/Resources/Files/omb/pdfs/fv09/vol3/340200.pdf>

- AOC-Maryland Circuit Court Clerk Workload Study Advisory Workgroup (Clerk of the Court)
- AOC-CORE supervisors/managers workgroup (Clerk of the Court, Court Administrator)
- AOC-Statewide New Employee Orientation (Clerk of the Court)
- Mid-Atlantic Association Court Management (MAACM) Advisory Board (Clerk of the Court)

## **B. Grants**

- The Adult Drug Court and Mental Health Court receive two generous grants from the Rockville Rotary Club and the Montgomery County Bar Foundation. Grant funds are used, for example, to sustain and expand the GED program for Drug Court participants and to support a career placement program to identify long-term, sustained employment to assist participants with a greater likelihood of continued pro-social behavior and a reduction of repeat offending.
- The Montgomery County Circuit Court gratefully receives the following grants from the Administrative Office of the Courts:
  - Office of Problem Solving Courts – Adult Drug Court & Mental Health Court Grant
  - Family Services Grant
  - Adult Guardianship Grant
  - Trial Court Researchers Grant

## **B. Community Outreach**

- With generous donations from jurors, funds are made available to the Montgomery's Miracles organization and the Department of Health and Human Services, Child Welfare. Montgomery Miracles is a 501(c)3 organization formed to provide Drug Court and Mental Health Court participants with assistance including rent, clothing for employment, emergency medical work, and other miscellaneous needs to support their successful completion of the program. To support court-related families involved in child welfare cases, funds cover minor expenses such as school supplies, sports equipment for participation in after-school activities, summer camps, and clothing needed to attend school and stay warm in the winter.
- Every month, the Montgomery County Circuit Court Charity Committee selects a local non-profit organization that assists the needs of Montgomery County residents and supports its cause through donations from weekly 'Greens for Jeans' (donate cash for wearing jeans on Friday) and occasional special events. 'Greens for Jeans' collects approximately \$350 a month. Also, a recent ice cream charity event sponsored by the Charity Committee raised \$300 for the Montgomery County Family Justice Center.



## **Section X. Other Concerns/Issues**

### **A. AOC Support of the centralized jury management system**

The Montgomery County Jury Office joined the AOC's statewide jury management system July 2015.

- As statewide reporting of juror summoning yield and utilization becomes of increased interest to the AOC, we encourage a collaborative approach to the operationalization of such measures since results from those calculations may differ due to variations in local courts' jury business processes, thus impacting statewide averages. Accordingly, documentation related to the calculation of such metrics and the business processes of jury offices is critical when statewide results are intended to be publicly available. The court looks forward to continuing to work with the AOC on this and other accountability initiatives.
- As Jury+ system maintenance and emergency patches and upgrades occur, we request notification to test operability of kiosks and computers prior to the arrival of jurors. The court requests the consideration of a Thursday evening maintenance and release schedule to eliminate possible impacts on Monday morning juror check-in functionality.
- To streamline court processing and promote an enhanced juror experience, we support the release of Jury+ technology to provide electronic notification to jurors. We anxiously await the ability to deploy these features.

### **B. MDEC implementation in large courts**

A concern is the anticipated implementation of MDEC in a large court and particularly in Montgomery County. The court looks forward to benefitting from the convenience of electronic filing and electronic processing of cases as well as more robust reports and querying capabilities offered by Odyssey and File and Serve. We have expressed concerns about MDEC's efficient case processing capabilities, data conversion challenges and change management impacts. Specific areas of concern include:

- Length of time to process tasks and the impact in courtrooms and on our patrons;
- Loss of automation to ensure rule compliance, data integrity and accurate processing of events;
- Supporting and managing staff through the system change;
- The ability to change local configuration and create custom reports;
- Decline in the quality of customer service. Since core members of our management team are spending an increasing amount of time to support MDEC development and data

migration/conversion, they are unable to spend enough time to train newly-hired staff. We are concerned that this lack of training may impact not only workflow but also the accuracy of the court record;

- System and network availability and failover provisions;
- Access to local data to build performance reports, applications, and dashboards;
- Intensity of on-going training requirements for new staff;
- Productivity loss incurred while problems are being resolved off-site;
- Lack of understanding of how system enhancements and new features will be identified, validated, and deployed especially if requirements exist at a local court level;
- Strategy for deploying and testing future versions and the custom Montgomery version of Odyssey; and
- Scalability of AOC infrastructure and resources when additional users/courts are added and require support.

Over the past year, the court has been heavily engaged in MDEC development, migration and, more recently, conversion initiatives. It remains our belief that success with MDEC as well as with other statewide initiatives cannot be achieved by one entity alone but rather through sharing the knowledge, innovation, expertise and insights between the local courts and the AOC. We stand committed to ensuring a successful launch of MDEC in our court.

### **C. Increasing Volume of Cases with Special Immigrant Juvenile Status (SIJS) Requests**

Since 2014, Montgomery County Circuit Court has experienced an increase in the number of cases with SIJS requests. The number of SIJS case filings tripled from 178 to 569 between 2014 and 2016. In 2017, 711 SIJS case were filed with the court. The number of monthly SIJS filings with the court in 2018 has been similar to the 2017 level, and the court continues processing the cases in an efficient manner with the established case management procedures. While the court monitors case volume and discusses approaches to further promote effective and efficient case management, it might be useful for the Maryland Judiciary to host a roundtable/statewide meeting of the roles and responsibilities of attorneys, case managers, and judges in the management of these cases. Given the Maryland Judiciary will likely face ebbs and flows in this and other case types over time, having a strategic template for communicating and discussing statewide strategies for case management may be useful for internal and external court stakeholders.

### **D. Anticipated Increase in the Guardianship/Trust Caseload**

There were 2,500 active guardianship cases by the end of FY2018, which is a 6% increase from FY2017. There were 401 new cases added to the Trust Office caseload during FY2018, and it is anticipated that between 400 to 500 new cases will be added in FY2019. A total of 8,645 docket entries were entered during FY2018, an increase of 13% from FY2017. The increase is in part due to the newly-adapted Maryland Rule as to filing requirements of certificate of completion of mandatory training. The number of docket entries to be processed for FY2019 is expected to increase by 10%. Based on the court's monitoring of guardianship case processing, local courts and the Maryland Judiciary should consider initiatives to address:

- Lack of awareness of alternatives to guardianship among court patrons;
- Language barriers in Special Immigration Juvenile Status cases where guardianship is the main issue that impacts the compliance of mandatory training and filings of the Annual Reports;
- Poor accounting and financial exploitations;
- Lack of pre-screening before awarding guardianship of property resulting in unnecessary increase in caseloads that require monitoring; and
- Lack of successor guardians who are willing and able to serve.

## **Section XI. Conclusion**

Montgomery County Circuit Court takes great pride in its position as a member and a partner of the Maryland Judiciary. With the publication of the Maryland Judiciary's *Strategic Plan for the Maryland Judiciary 2015-2020: Moving Justice Forward*, an opportunity was created for trial courts to refocus judicial administration on achieving common goals; that is, fulfilling our shared purposes and responsibilities. This is the third year that the court has documented the link between its initiatives and the strategic goals and objectives of the Judiciary. This effort also aims to align local initiatives with statewide priorities.

Through completing our State of the Court report, we have a clear picture of where we have been, where we are going, and the resources needed to reach our strategic goals and objectives. The court is committed to providing fair, efficient, and effective justice for the people of Montgomery County through improving efficiencies in operations, implementing innovated solutions, and working collaboratively with our justice partners.

## Appendix I. Clerk of the Court and Court Administration Operational Statistics, FY2018

### Clerk of the Court

Filings, Terminations, and Clearance Rate (including original, reopened, and Register of Wills), FY2018 (preliminary)

	Overall	Civil	Criminal	Family	Juvenile Delinquency/ Child Welfare
Filings	34,643	11,166	6,408	14,206	2,863
Terminations	35,551	11,826	6,426	14,429	2,870
Clearance Rate	103%	106%	100%	102%	100%

Spoken-language Interpreter Services: Numbers of Requests, Cases with Requests, and Swearing-in of Interpreters, FY2017\*

	Overall	Civil	Criminal	Family	Juvenile Delinquency/ Child Welfare
Requests	2,985	181	425	2,161	218
Cases with Requests	2,380	146	347	1,735	152
Interpreter Sworn-In	3,098	83	851	2,034	130

\* Based on the number of relevant docket entries made in the court CMS during FY2017.

- Non-Judicial Services (FY2017):
  - Processed over 10,600 business licenses
  - Issued over 5,300 marriage licenses
  - Performed over 2,200 marriage ceremonies
  - Land Records Department recorded, numbered, scanned and indexed over 105,000 documents

### Court Administration

#### ***Quality Control Department***

Completed audits of originally closed civil, criminal and family cases. For juvenile cases, audits are performed on original and reopened cases:

Number of Audited Performed by Case Type, FY2018

	Civil	Criminal	Family	Overall
Cases audited	5,128	2,137	8,016	15,281
% of Overall	34%	14%	52%	100%

### ***Trust Office***

- **FY2018 Caseload**
  - 2,500 active cases by the end of FY2018 (a 6% increase from FY2017 (2,359))
  - 535 guardianship petitions filed
  - 312 guardianships terminated; 52 guardianships terminated due to transfers to other jurisdictions
- **FY2018 Workload**
  - Report audits and reviews
    - Guardian Inventory Reports: 252 filed
    - Fiduciary Reports: 976 filed, 914 audited, and 908 approved
    - Annual Reports of Person: 983 filed and 981 reviewed and approved
  - Trials and Hearings:
    - 30 bench trials held
    - 571 hearings held (92 generated by Trust Clerk)
    - 558 show cause ordered to appoint a guardian (112 generated by Trust Clerk)

### ***Drug Court***

- 102 participants active at any point during FY2018
- 30 admitted to the program
- 18 graduated, 15 terminated and 3 neutral removals
- 1,615 hearings held (16.8 per client)

### ***Mental Health Court***

- 11 active participants
- 2 admitted to the program
- 1 successfully completed and 2 terminated
- 267 hearings held (24.3 per client)

### ***Family Division Services***

- Family Law Self-Help Center: Processed 10,313 visits (a 3.6% increase from FY2017 (9,959 visits))
  - Female: 6,146 (60%), Male: 4,151 (40%), Other/Unknown: 16 (0.15%)

- African American/Black: 3,893 (37%); Hispanic/Latino: 3,812 (37%); White: 1,351 (13%); Asian/Pacific Islander: 612 (6%); Native American: 7 (.06%); Other/Unknown: 638 (6%).
- English: 6,280 (61%), Spanish: 2,950 (29%), Other/Unknown: 1,074 (10%)
- Custody/Access Mediations: 217 Referred, 146 Scheduled, 97 Held
  - Of those 97 Held: 23 (24%) fully settled, 38 (39%) partially settled.
- Domestic Violence Cases: 498 cases filed

### ***Assignment Office***

Hearings and Trials Set and Held, FY2018 (preliminary, Register of Wills hearings are not included in the Civil figure)

	Overall	Civil	Criminal	Family	Juvenile Delinquency/ Child Welfare
Hearings					
Set	57,085	7,572	18,479	21,654	9,380
Held	38,014	2,723	13,439	14,542	7,310
Trials					
Set	7,723	1,181	2,574	2,026	1,942
Held	1,479	256	197	944	82

### ***Data Processing***

- Completed 1,107 DP-related service requests (Tier 1 through 5)

## **Appendix II. Montgomery County Circuit Court Publications (samples)**

### **Differentiated Case Management Plans**

The court's criminal, civil, family, and juvenile differentiated case management (DCM) plans are available online by accessing the following link:

<http://montgomerycountymd.gov/cct/departments/dcm.html>

### **National Center for State Courts (NCSC) CourTools Dashboard**

The court developed a CourTools dashboard in 2009 to assess how well the court performs in relation to 10 national recognized metrics. The dashboard is accessible via the following link:

<http://montgomerycountymd.gov/cct/Statistics.html>

### **Statistical Digest**

On an annual basis, the court tracks and reports workload metrics as well as examines the impact of external factors (such as demographic trends) on its workload. The annual statistical digest may be accessed using the following link:

<http://montgomerycountymd.gov/cct/Statistics.html>

### **Case Processing Performance**

The court examines its case processing performance quarterly, as well as annually, and publishes its annual report on its website, which is accessible using the following link:

<http://montgomerycountymd.gov/cct/Statistics.html>



**Appendix III. Montgomery County Circuit Court FY2019 Business Plan Matrix**

<b>Access to Justice</b>	<b>Overall</b>	<b>Department</b>	<b>Target Completion Date</b>
<b>Administrative Aides</b>		Strive to have a 100% completion rate of Sentencing Guidelines Worksheets.	
		Provide training/assistance to incoming Law Clerks.	
		Continue to update/clean out forms in the shared drives.	
<b>Assignment Office</b>		Engage in training with Information Desk personnel.	
		Make daily docket information available to customers at the Information Desk.	
<b>Court Administration</b>		Support ADA Accommodation requests.	On-Going
<b>Data Processing</b>		Data Migration and Conversion for the MDEC Initiative.	November 2019
<b>DCM</b>		FY18 Case Flow Processing Data.	September 2018
		Continued Monitoring of Case Flow to assure fair and timely resolution of cases.	On-Going
		Criminal Case Processing Performance Analysis Initiative.	On-Going
<b>Family Division Services</b>	Explore expansion of scope of services offered by the Family Law Self Help Center in collaboration with the AOC.		June 2019
	Broaden the scope of services offered at the FLSHC to include information and limited legal advice on certain civil matters.		
		Continue to assess FLSHC evening hours staffing requirements.	On-Going

Access to Justice	Overall	Department	Target Completion Date
<b>Jury Office</b>		Continue to provide training for jury office staff.	
		Keeping up with jury office practices and researching studies through NSCS.	
<b>Law Library</b>		Devise new trifold on the Exception to the Magistrates Report.	April 2019
		Reorganize user guides and handouts.	On-Going
		Improve DC and Virginia collections.	January 2019
<b>Problem Solving Courts</b>	Increase enrollment in Problem Solving Courts in FY19.		June 2019
<b>Quality Control</b>		Monitor the Civil, Family, Criminal and Juvenile Open Case, Questionable Case, Postponement Reason Questionable Case Reports to ensure the processing of cases is completed in a timely manner according to our DCM Plans and Case Flow Guidelines.	On-Going
		FY18 Case Flow Processing Data Quality Checks.	August 2018
<b>Technical Services</b>		Statewide MDEC Project.	On-Going
		Family Law Self-Help Intake Technology Improvements.	December 2018
		Implement and garner feedback on fillable Trust Forms.	November 2018
<b>Trust Office</b>		Continue offering training classes to newly appointed local family guardians twice a year.	On-Going
		Provide hands on trainings to guardians on the new electronic Report forms.	June 2018

Access to Justice	Overall	Department	Target Completion Date
Clerk of the Court	Continue to provide interpreter services for individuals that qualify for services.		
	Continue to promote and provide self-help information at the counter of each department.		
		Encourage self-represented litigants to access the tools available for their use.	
		Ensure that information sharing at the top levels of the Circuit Court remains consistent and free flowing in all directions.	
		Sharing information with employees as changes occur.	
		Added signage to lobby area directing self-represented litigants to the Law Library as a resource.	
		Established a procedure for cases handled between implementation of PH and the “old books”.	

Be responsive to changing community needs	Overall	Department	Target Completion Date
Administrative Aides		Provide impeccable customer service.	
		Provide telephone access at all times.	
		Provide literature regarding Court procedures.	
Assignment Office		Establish committee of Assignment Office Lead Workers and discuss and outline how E-Filing and operating system changes will affect our interactions with external customers and other offices or agencies related to the court.	
Court Administration	Streamline Kids Spot intake process and offer daytime co-parenting course participants access to Kids Spot. Develop and implement a comprehensive communications plan for marketing Kids Spot to patrons.		
DCM		Review and provide recommendations for the implementation of Legislative and Rule Changes.	On-Going
Family Division Services		Create ability to schedule "follow-up" appointments for FLSHC litigants.	October 2018
		Ability to automate the scheduling of "follow-up" appointments (both in person and remotely), for FLSHC litigants, and integrate it with the Court's web site and Lavi Queuing system (if Goal #1 above demonstrates clear need for appointment-based services).	June 2019

Be responsive to changing community needs	Overall	Department	Target Completion Date
Jury Office		Continue to focus on providing highest quality of service to jurors.	
		Consider any changes/ideas from jurors to improve jury lounge.	
Law Library		Develop one public program on Everyday Law.	April 2019
		Weed and recycle Maryland Reporter collection.	January 2019
Problem Solving Courts	Increase number of life skills classes offered to Drug Court participants.		June 2019
	Improve housing options for Mental Health Court participants.		On-Going
		Expand upon Problem Solving Court Community Partnership Panel established in FY18.	On-Going
Quality Control		To all Court Staff by providing access to the new CMS for answering questions and/or concerns concerning the new system.	On-Going
Technical Services	Assist Drug Court with development of job search website for businesses and applicants.		April 2019
		Monitor and keep Court website up to date.	On-Going
		Continue preparations for MDEC.	November 2019
Trust Office	Continue offering training classes to newly-appointed local family guardians (2-3 times/year).		On-Going
		Develop a strategy to track and obtain the addresses of Wards relocated out of Montgomery County and guide the guardians to transfer those cases to the appropriate local jurisdictions (Guardianship of Property cases).	On-Going

Be responsive to changing community needs	Overall	Department	Target Completion Date
Clerk of the Court	Continued training for staff so they understand the difference between giving legal advice and giving information about the processes of the court.		
		Hold enhanced discussion on feedback from stakeholders with the hope of applying it in analysis of processes that may benefit from modification of processes.	
		As the Community needs change the various Departments stay up-to-date with the potential issues that may affect their office. The staff can help customers with professionalism and empathy.	

Communicate Effectively with Stakeholders	Overall	Department	Target Completion Date
Administrative Aides		Have open communication with State, Public Defender's Office, Private Counsel, Judges, all Court Staff, Sentencing Guidelines commission, and the public.	
Assignment Office		Collaborate with Clerk's offices based on group meetings to ensure accurate and efficient workflow.	
		Provide Law Clerk's with training in various work flow processes, e.g. Family 101.	
		Work in partnership with Clerk's offices to develop business practices, duties and roles for the new operating system.	

<b>Communicate Effectively with Stakeholders</b>	<b>Overall</b>	<b>Department</b>	<b>Target Completion Date</b>
<b>Court Administration</b>	Conduct Emergency Preparedness Week.		October 2018
<b>Data Processing</b>		Contacting Court personnel regarding work order requests for guidance and clarification.	On-Going
<b>DCM</b>	Continued Submission of the Circuit Court Notes Section for the Bar Newsletter.		Monthly
	Participation in the monthly Circuit Court Bench-bar meetings.		Monthly
<b>Family Division Services</b>	Continuing Legal Education presentation to the Montgomery County Bar Association.		March 2019
	Create informational brochures.		On-Going
<b>Jury Office</b>	Continue to provide important information to jurors during orientation program.		
	Deploy Jury + text messaging functionality to provide information to jurors via e-mail or text messages.		
		Give incoming Law Clerk orientation and go over procedures for better communication.	
		Continue to communicate with Courthouse staff/State's Attorney's for daily trials and IJD's.	
<b>Law Library</b>		Devise improved version of the mid-year financial report.	October 2018
<b>Problem Solving Courts</b>		Arrange site visits and trainings for service providers and partnering agencies.	June 2019



<b>Communicate Effectively with Stakeholders</b>	<b>Overall</b>	<b>Department</b>	<b>Target Completion Date</b>
Technical Services	Establish a technical leaders forum via LinkedIn/e-mail/NCSC for MD and other local courts.		April 2019
	Participate in County Technology Oversight (TOMG) committee meetings.		On-Going
		Post documentation and TS policies for users via Intranet.	January 2019
Trust Office		Promote the use of the new electronic Report forms to guardians to reduce poor accountings and mathematical errors.	On-Going
Clerk of the Court	Keep lines of communication open with the court, employees and outside stakeholders.		
	Created a voicemail account for the public to leave messages during busy times and after hours.		
		Collaborated with Technical Services to ensure all staff members have a phone at their desk.	
		Notify outside agencies of form changes when they will be impacted.	
		Communicate with staff, public or attorneys of our procedures and provide them with information and answer questions asked.	
		Use of on staff Spanish interpreters to help when needed in the offices. At times we have called upon our employees to translate information as well.	



<b>Improve Systems and Processes</b>	<b>Overall</b>	<b>Department</b>	<b>Target Completion Date</b>
<b>Administrative Aides</b>	<b>Monitor the request for placing cases on the Business &amp; Technology and Astar Tracks.</b>		
		Assist with the Senior Judges Office when necessary.	
		Assist with the Administrative Judges Chambers Manual.	
		Review Criminal Mental Evaluations and Extension Requests.	
		Monitor criminal cases to ensure that trials are being held within 180 days. If not, that appropriate rules (i.e. waivers and good causes) are properly made.	
<b>Assignment Office</b>		Have various employees switch desk assignments temporarily for cross training.	
		Continue with internal group meetings according to case types and trouble shoot problem areas and discuss ideas to streamline and improve internal processes.	
		Consider business processes with an eye towards implementation of E-Filing and new operating system.	
		Participate in MDEC meetings to ensure new operating system can operate at the same level as current system and look for improvements for development.	
<b>Court Administration</b>	<b>Implement the Sick and Safe Leave Act for Judicial Assistants.</b>		October 2018
		Create policy and procedures for building access, judicial safety, and designated security initiative.	On-Going
		Updates to Employee Handbook.	November 2018
		Updates to Personnel Database.	TBD

<b>Improve Systems and Processes</b>	<b>Overall</b>	<b>Department</b>	<b>Target Completion Date</b>
<b>Data Processing</b>		Validating data in preparation of data migration to the Statewide CMS (MDEC).	November 2019
		Continue to process Track-It! Requests to maintain the HP Case Management System.	On-Going
<b>DCM</b>	<b>Review and provide recommendations for the implementation of Legislative and Rule Changes.</b>		On-Going
		Review and input on scope, solution and design documents as a member of the Project Team for the Odyssey Case Management system.	November 2019
<b>Family Division Services</b>	<b>Creation of new database for case management.</b>		On-Going
		Streamline front end processes for the Family Law Self Help Center and its litigants.	December 2018
<b>Jury Office</b>		Update Family Division Bench Book.	December 2018
		Maintain training on Jury + / continue learning for future updates.	
		Consider a possible handheld tablet to check-in jurors more efficiently on high volume days.	
<b>Law Library</b>		Develop program to cross-train new employees in library operations.	April 2019
		Develop new employee orientation program with Technical Services (TS).	January 2019
		Retagging project to increase security for library collections.	On-Going

<b>Improve Systems and Processes</b>	<b>Overall</b>	<b>Department</b>	<b>Target Completion Date</b>
Problem Solving Courts	Create a series of workshops to ensure the entire Mental Health Court team has a basic understanding of the services available to program participants.		June 2019
Problem Solving Courts (Continued)		Develop website to assist with job search and volunteer services designed specifically for use by problem solving court participants.	June 2019
Quality Control	Validating data in preparation for data migration to Odyssey.		October 2018
		Continue to work with Departments to document business processes.	On-Going
Research & Performance	Collaborate on the development of forms, reports, and data feeds to support operations-related analyses.		
	One Family/One Judge (1F1J) Case Management Database Enhancements.		FY2019
		Enhanced User Interface/Access to Sentencing Guidelines Tool Database.	FY2019
		Support Family Division Services Case Management Efforts (broadly).	On-Going
		Service Delivery Improvements for Family Division Services - Family Law Self-Help Center.	FY2019
		Jury Office Reporting and Survey Development.	On-Going
		Judicial/Magistrate Needs.	On-Going
		Support MDEC Development Efforts.	FY2019, On-Going
		Manage MDEC Conversion Efforts.	FY2019, On-Going

Improve Systems and Processes	Overall	Department	Target Completion Date
Technical Services	Develop and implement completion goals for technical services and data processing service ticket to improve productivity and efficiency.		
	Leave Request Phase 2.		
		Establish support contract and bring Infax software up to date.	December 2018 March 2019
		Investigate backup tools for Exchange Online to provide message level restoration.	December 2018
		Upgrade to Office 2016 on standalone courtroom evidence pcs. Possible hardware replacement in North Tower for AV pcs.	December 2018
		Find a A/V company with solid references and experience to assist with Judicial Conference Room and Courtroom 3E stabilization.	June 2019
		Complete tablet roll-out and replace Surfaces with Dell tablets.	December 2018
		Come up with solution for end of life Polycorn video infrastructure at FJC, MCCC/MCDC, and District Court. Work collaboratively with Sheriff and Corrections for funding.	September 2018
		Review Court Word and Adobe Forms and Templates for potential replacement using AEM.	March 2019
		Plan for OnBase retirement or re-purposing.	September 2018

<b>Improve Systems and Processes</b>	<b>Overall</b>	<b>Department</b>	<b>Target Completion Date</b>
Clerk of the Court	Continue to look at business processes for all Departments in preparation for MDEC.		
		Changes to the HP system that allows the Civil Department to change the order of Defendants and/or Plaintiffs if needed.	
		Finance Department is updating processes to accommodate the changing needs of the courts.	
		Created a program to track mistakes or the need for corrections in the Family Department, helping to track productivity.	

<b>Be Accountable</b>	<b>Overall</b>	<b>Department</b>	<b>Target Completion Date</b>
Administrative Aides		Complete all tasks (Administrative Aides) on a daily basis.	
		Complete all Civil/Criminal Audit files on a daily basis.	
Assignment Office		Continue to review work products via Quality Control reports.	

<b>Be Accountable</b>	<b>Overall</b>	<b>Department</b>	<b>Target Completion Date</b>
<b>Court Administration</b>	Proactively manage the operations budget through budget allocation and monthly expenditure reports.		On-Going
		Create policy for the administration of the Beautification Fund.	March 2019
		Transition Montgomery's Miracles accounts to QuickBooks.	January 2019
		Create an Investment Policy Statement Montgomery's Miracles, Inc.	Fall 2018
		Routinely examine case processing time against model time standards.	Quarterly
<b>Data Processing</b>		Be accountable to the Administrative Judge, Court Administrator and other judicial officers by continuing to maintain the current and fallover case management systems efficiently.	On-Going
		Be accountable to all Court Staff by resolving all CMS Track-It! requests.	On-Going
<b>DCM</b>		Continue to meet on a Bi-Weekly basis with the Court Administrator to provide up-dates for ongoing initiatives.	Bi-Weekly
<b>Jury Office</b>		Continue to review juror exist surveys / Feedback from court staff.	
		Correct any issues on jury summonses / Jury+.	
		Identify and correct any area that may need to be addressed.	
<b>Law Library</b>	Implement law library technology to capture daily, monthly, and yearly patron usage statistics to maximize staff coverage and improve customer support.		January 2019

<b>Be Accountable</b>	<b>Overall</b>	<b>Department</b>	<b>Target Completion Date</b>
<b>Problem Solving Courts</b>		Maintain updates statistics for Drug Court.	January 2019
<b>Quality Control</b>		To the Administrative Judge, Court Administrator and other judicial officers by preparing for the transition of the Court to the new Statewide Case Management System – MDEC.	
		To the Clerk of Court and the Public by assisting in maintaining the integrity of the Court's records by ensuring the quality of the data in the current case management system.	
		To all Court Staff by assisting them with current CMS questions and problems and helping them to prepare for the new CMS.	
<b>Research &amp; Performance</b>	<b>Case Processing Performance Report.</b>		November 2018
	<b>Case Processing Performance Feedback Sessions.</b>		January/February 2019
	<b>Quarterly Case Processing Performance.</b>		Quarterly
	<b>Administer, analyze, and report results from 2018 Employee Satisfaction Survey (CourTool #9).</b>		November 2018
		Statistical Digest.	May 2019
		CourTools Dashboard.	May 2019
		Administer, analyze, and report results from 2019 Judge/Magistrate Administrative Assistant Satisfaction Survey.	January-February 2019
		Criminal Case Processing Performance Analysis.	FY19/FY20
<b>Research &amp; Performance (Continued)</b>		Coordinate with the AOC on statewide data initiatives: FCCIP Timelines Measures; Reserve Case	On-Going

Be Accountable	Overall	Department	Target Completion Date
		Report; Pending Caseload; Court Statistics Project.	
		Publications.	FY19/FY20
		Presentations.	FY19/FY20
		Continue discussions (among local and state research teams) about implementing the Access and Fairness (CourTool #1) Survey.	On-Going
		AOC-DFJS Research, Analysis and Data Team Workshop.	November 2018
Technical Services		Help Desk monitors and holds itself accountable for timely contact, accurate notes, timely incident closure.	On-Going
		Plan for shared data warehouse with customizable report engine to create reports on-demand by end-users.	March 2019
Clerk of the Court	Enhanced tracking of employee errors for documentation purposes when holding staff accountable for unsatisfactory work quality. Each employee will have an error log maintained by their Supervisor and Lead Worker. Problems that are identified, addressed, and persist will be subject to disciplinary actions in accordance with Judiciary policy.		
	License Department and Land Records Department interested in creating a customer satisfaction survey.		
		Keeping staff apprised of case statuses and how they impact case time standards.	



<b>Be Accountable</b>	<b>Overall</b>	<b>Department</b>	<b>Target Completion Date</b>
<b>Clerk of the Court (Continued)</b>		Ensure that the Criminal Department is consistently meeting established time standards.	
		The Clerk's Office continues to strive for excellence in the delivery of customer service for internal and external customers.	
		The Finance Office provides monthly reports on county bank accounts to the Administrative Judge and Court Administrator.	
		Hold all employees to the same standards and expectations.	
		The Civil Department and the Land Records and License Departments hold monthly or bimonthly informal meetings to make certain that employees know where they stand about productivity, unscheduled personal leave and sick leave usage.	

<b>Assure Highest Level of Service</b>	<b>Overall</b>	<b>Department</b>	<b>Target Completion Date</b>
<b>Administrative Aides</b>		Strive to improve processes to keep Criminal and Civil cases within court time standards.	
		Strive to improve processes to keep Criminal and Civil cases within our DCM guidelines.	
		Provide adequate training and assistance to all new employees and interns.	
		Develop incentives to improve work flow.	

<b>Assure Highest Level of Service</b>	<b>Overall</b>	<b>Department</b>	<b>Target Completion Date</b>
<b>Assignment Office</b>		Continue to use internal resources to assist non-English-speaking customers	
		Develop a manual that will assist Front Counter Clerk with basic information for Family, Criminal, Civil and Juvenile.	
		Continue to provide employees with opportunities for continuing education programs.	
<b>Court Administration</b>	Administer a training program focusing on employee development.		February 2019
<b>Data Processing</b>	Identify and develop incentives to improve teamwork, professionalism, and a better understanding of the departments and the Court's mission and goals.		On-Going
<b>DCM</b>		Maintain an accessible and transparent Case Management Plan as a reference for counsel, litigants and self-represented litigants.	On-Going
<b>Family Division Services</b>	Encourage Employee Participation in Training and Educational Opportunities, such as MAACM, on-line and in person classes offered through the County and the Office of Professional Development.		On-Going
<b>Jury Office</b>		Keep staff informed on any training opportunities.	
		Continue to communicate with other courthouse Staff / Departments to ensure efficiency.	
<b>Law Library</b>		Register all staff members as Notaries.	September 2018

<b>Assure Highest Level of Service</b>	<b>Overall</b>	<b>Department</b>	<b>Target Completion Date</b>
<b>Quality Control</b>	Assure accurate data for internal and external data requests. Monitor the Civil, Family, Criminal and Juvenile Open Case, Questionable Case, Postponement Reason Questionable Case Reports to ensure the processing of cases is completed in a timely manner according to our DCM Plans and Caseflow Guidelines.		On-Going
		Examine case processing times against model Statewide time standards.	November 2018
<b>Technical Services</b>		Monitor Track-It Surveys.	On-Going
		Maintain 99% system uptime availability.	On-Going
		Implement change management plan	November 2018
<b>Trust Office</b>		Attend trainings and professional development programs to provide quality service.	On-Going
<b>Clerk of the Court</b>	Continue to deliver the Court Administration-Clerk New Employee Orientation Program. Cross-training of staff.		
		Keeping current on the motion waiting periods.	
		Training for the staff so that they can deal with customers that are experiencing high stress levels while at court.	