



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 2019 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) 2019
- e. September 16, 2019

Section II. Executive Summary

During Fiscal Year (FY) 2019, Montgomery County Circuit Court processed close to 35,000 case filings and approximately 34,700 terminations (original and reopened) and held slightly over 37,100 hearings and 1,700 trials. In addition, the court processed over 10,650 business licenses, issued slightly over 5,000 marriage licenses, and performed over 2,300 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.¹ 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. The Court's Family Division reported that 9,822 individuals were served by the Family Law Self-Help Center (FLSHC), continued focus on the needs of self-represented litigants is also a priority.

During **FY2019**, the court embarked on several initiatives, which included but were not limited to:

Provide Access to Justice

- Continued to provide spoken-language interpreter services for individuals who qualify. During FY2019, a total of 2,625 spoken-language interpreter service requests were made in 2,256 cases (176 civil cases, 1,610 family cases (71%), 290 criminal cases and 180 juvenile cases (delinquency and child welfare cases)). During the same year, the court recorded 3,274 entries of interpreter's being sworn in at the beginning of case proceedings, of which 67% (2,194) were in family case events, followed by 866 criminal events, 115 juvenile events, and 99 civil events.
- Continued to provide ADA-related interpreter and other services for individuals who qualify for these services.
- Assignment Office provided a reference guide regarding Plea Memo policies to the State's Attorney's Office to minimize errors.

¹ See Appendix II for links to annual workload and case processing reports.

- Court Administration monitored and supported Kids Spot child waiting area serving 883 children.
- Family Division Services' continued providing extended hour services at the Family Law Self Help Center on Tuesdays until 8:00pm serving 480 clients, accounting for 5 % of individuals who received services from the center (9,822) during FY19.
- Family Division Services provided 525 cases with facilitation, set 239 cases for custody/access mediation, processed 335 orders for custody/visitation evaluations, processed 106 cases ordered for adoption investigations and/or reviews, provided co-parenting classes for 1,230 persons ordered to attend, and provided in 107 child welfare mediations.
- Law Library began a comprehensive review of library guides by evaluating them for scope, target audience, information quality, understandability, and design, as well as upkeep sustainability. Began creating a framework for efficient tracking of rules and law changes affecting existing guides.
- Law Library upgraded the library's collection of criminal law self-help materials, specifically curating resources for families of incarcerated individuals.
- Problem Solving Court completed a series of educational work sessions for the Mental Health Court team and site visits for the Drug Court team.
- Technical Services processed 3,759 audio and transcript requests from internal and external requestors.
- Family Division Services established a separate appointment system for patrons who seek assistance for their guardianship cases from the Family Law Self Help Center.

Improve Systems and Processes

- Assignment Office conducted a 'lunch and learn' session with judges' administrative assistants to review civil motions assignment policies and procedures.
- Assignment Office installed a new voice prompt system for internal and external customer calls to the office with bilingual messages to guide callers to the correct staff member.
- Assignment Office updated the Criminal Manual to include the criminal resolution postponement procedures and complex and uncommon scenarios to better aid Criminal Assignment Clerks.
- Clerk's Office initiated a project to merge exhibits with files in preparation for scanning.
- Clerk's Office participated in eReadiness sessions and requirements review.

- Completion goals for Technical Services were developed, documented, and implemented.
- Court Administration implemented random courthouse screening days and facilitated the Courthouse Security Committee quarterly meetings and action items.
- Family Division court evaluators updated the Skills/Enhancement Class with additional videos/interactive presentations.
- Family Division Services' supervised visitation center operated at full capacity with 65 families ordered to participate, resulting in 390 visits.
- Problem Solving Court implemented a Drug Court Intervention Track for lower level offenders diagnosed with a substance use disorder who would not normally qualify for Drug Court due to minimal backup time.
- Technical Services automated the Family Law Self Help Center intake process by streamlining it through electronic capture and transfer of client information.
- Technical Services completed the migration and hardware upgrade of Active Directory software, hardware, and Windows Server 2016.
- Technical Services completed 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.
- Technical Services replaced over 100 PCs for the Court's county employees and all County- and State-provided multi-functional printers with new units.
- Technical Services worked with Montgomery County to purchase and deploy Dell tablets and peripherals to all judges, thereby developing a simpler and cost-effective standard for their computing hardware.
- Technical Services researched and explored 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. Worked with the Sheriff's Office and the Department of Corrections to secure funding for a new system.
- Technical Services improved the functionality of case management databases for MAGS, SIJS, and 1F1J to assist the court's specialized management of these cases. The department also transitioned the databases from Microsoft Access to SQL server to increased provide access while improving the stability of the system.

Communicate Effectively with Stakeholders

- Court Administration hosted Emergency Preparedness Week providing presentations on weather emergencies, courthouse security, medical emergencies, workplace violence/active shooter, Speak Up Save a Life, and Internet security & scams.
- Jury Office updated information on the Jury Summons to clarify instructions.
- Law Library fostered local pro bono efforts by cohosting a virtual Advice-A-Thon event in collaboration with the Pro Bono Resource Center of Maryland and the Montgomery County Bar Association Pro Bono Committee.
- Law Library redesigned training materials for teaching legal research to public librarians state-wide on behalf of the Maryland Access to Justice Commission and the Conference of Circuit Court Law Library Directors.
- Problem Solving Court established partnership with Montgomery College to hire a Career Resource Specialist who assists the Court's clients with all employment and educational needs, including GED instruction.
- Technical Services collaborated with Problem Solving Court staff to move the Court's work product from file servers to SharePoint for easier team collaboration with external partners.
- Technical Services worked with Court Researchers and Problem-Solving Court to deploy surveys for client feedback using Microsoft Forms.
- Technical Services established a forum of technical leaders via LinkedIn/e-mail/NCSC for Maryland and other local courts.
- Trust Office conducted two training classes for newly appointed guardians during FY2019.
- Trust Office identified 26 guardianship cases that were subject to change of jurisdiction and assisted guardians with the process.
- Trust Office promoted the use of new electronic fiduciary report forms to reduce poor accounting and mathematical errors.
- Trust Office provided training for 25 family guardians (8 in group setting and 17 one-on-one).

Be Accountable

- Clerk's Office cleaned up financial data, including court costs and fines, outstanding bonds, and judgments.
- Court Administration implemented a leave policy and Sick and Safe Leave for judicial assistants.
- Court Administration managed the court's operations budget through budget allocation and monthly expenditure reports.
- Court Administration updated COOP plans and supported emergency drills. As a result, the Court achieved a 100% rating from the Montgomery County Office of Emergency Management and Homeland Security for emergency preparedness.
- Court Research and Performance administered the Employee Satisfaction Survey (CourTools #9).
- Court Research and Performance analyzed the court's case processing performance quarterly, disseminated the results to court personnel, and discussed the results at Court Administration and Clerk of the Court manager meetings.
- DCM Coordinator continued to participate in the criminal case processing analysis initiative.
- Jury Office reviewed juror summoning yield and created processes to recall self-qualified jurors who had been summoned and rescheduled their appointment but failed to appear on their service date.
- Quality Control performed 2,068 criminal and 7,828 family law case audits.
- Quality Control reviewed and provided data for numerous legislative and private data requests.
- Technical Services completed 2,852 technical services requests, including assisting to the public with courtroom technology.
- Technical Services continued to roll-out enhanced security policies on local computers.
- Technical Services monitored Help Desk client contacts to ensure timely contact, accurate notes, appropriate solutions, and timely incident closure.
- Trust Office monitored timely reports filings of 250 Inventory and Information Reports, 1,036 Annual Fiduciary Reports, 1,095 Annual Reports, and other required filings.
- Trust Office reviewed and audited 970 Annual Fiduciary Reports filed by court appointed guardians and trustees.
- Trust Office updated trust case files with 8,805 docket entries.

Be Responsive and Adaptable to Changing Community Needs

- Court Administration created three new positions - Special Juvenile Magistrate Assistant, IT Specialist II Database Administrator, and Trust Office Specialist.
- Court Research and Performance provided data analysis support the court as it continued to monitor and manage the resources available to support the Special Immigrant Juvenile Status (SIJS) docket.
- Family Division Services reviewed “follow-up” appointments in the Family Law Self-Help Center and began implementation plan for such appointments.
- Law Library revised and created new public information guides, notably updating guides on wills, free and low-cost legal services in Montgomery County, and Mutual Consent Divorce.
- Technical Services purchased and deployed *Sophos InterceptX* protection against ransomware.
- Technical Services automated intake processes at the Family Law Self-Help Center to allow for electronic capture of client information, thus eliminating the manual entry of data.
- Trust Office continued offering training classes to newly-appointed local family guardians (2-3 times/year).
- Trust Office continued recruitment of volunteers for Guardianship Liaison Program.

MDEC

Development:

- Clerk's Office and Court Administration staff participated in development scope and solution document review sessions with members of the Judicial Information System (JIS) Team and Tyler Technologies to create requirements regarding previously identified software gaps.
- Court Administration staff assisted in the design and automation of 1,533 test scenarios to validate the functionality of all new Tyler development.
 - The court developed automated testing frames for 275 functional requirements to perform regression testing on multiple releases of Tyler development software. Staff created a testing dashboard to assign tests and monitor pass/fail progress as well as capture and document keystrokes on failed tests.
- Clerk's Office and Court Administration staff participated in Agile development Sprint review sessions to evaluate new software functionality.
- Clerk's Office and Court Administration staff completed two rounds of testing for the new development code.

Data Conversion:

- Clerk's Office and Court Administration staff mapped approximately 6,700 legacy source codes to the MDEC Odyssey application.
- Clerk's Office and Court Administration staff completed four of the five data review cycles, reviewing 238 cases converted from Montgomery's legacy system to the Odyssey system during each cycle.
 - The court developed a data review plan, including creating its own checklist based on the template provided by AOC/JIS, developing a data review reporting/management structure, and preparing training materials for data reviewers. Prior to each cycle, the checklist and training materials were updated to incorporate the new development and to address issues resolved or those newly identified during prior reviews.
 - A total of close to 16,000 items were reviewed across 238 review cases (criminal, family, civil, and juvenile) during each review cycle. In addition, a finance data review was performed separately, resulting in additional 420 to 1,125 items reviewed per cycle.

- As a result of data reviews, over 300 issues have been identified.
- Clerk's Office staff cleaned up financial data; court costs and fines, outstanding bonds, and judgments.
- Prior and during the data conversion and during data review, Court Administration staff continued extensive data clean-up of the court's case management system, including attorney records, abandoned cases, duplicate party records, incorrect case numbers, duplicate respondent IDs, criminal charge codes, demographic records, case data identified as errors.
- Clerk's Office and Court Administration staff prepared courthouse data relating to offense charges for conversion to the legacy system.
- Quality Control completed numerous manual data clean-ups to assist in the conversion of HP data to MDEC.

Implementation:

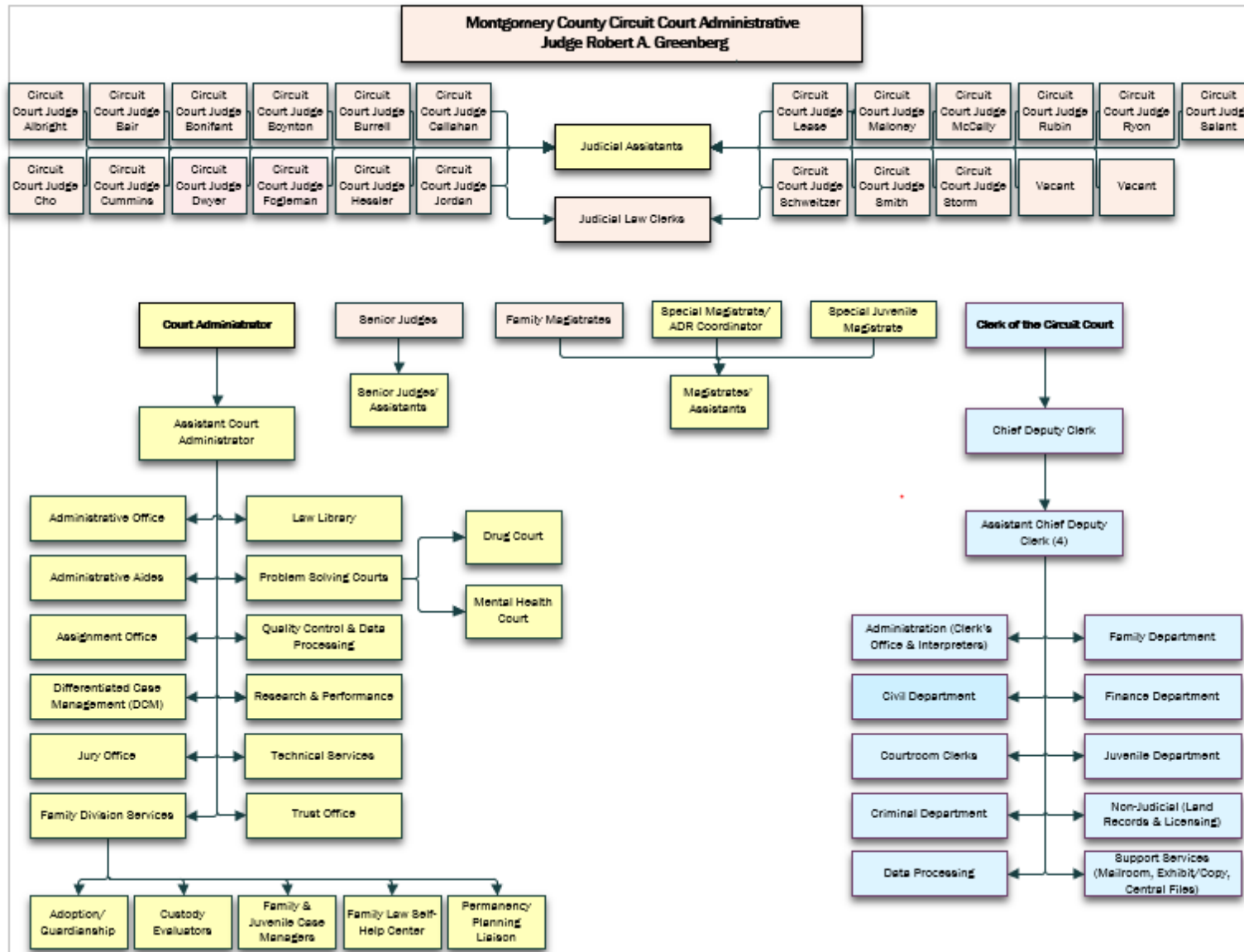
- Clerk's Office and Court Administration staff identified and organized forms, reports, and data feeds for development by JIS.
- Clerk's Office prepared courthouse staff for the launch of MDEC through the creation of communication tools such as a centralized website for all training and business process documentation.
- Clerk's Office and Court Administration staff attended 40 Consistent Court Practice (CCP) sessions to document business process decisions prior to MDEC implementation.

General:

- Clerk's Office provided staff with cross-training in each department to prepare for MDEC.
- Court Administration reclassified Data Processing and Assignment Office positions to prepare for new duties after MDEC Implementation.
- Court Administration secured funding from Montgomery County for MDEC data migration and testing resources.
- Clerk's Office and Court Administration staff reviewed the recommended training approach and updated a training matrix to prepare for MDEC on-site training.
- Court Research and Performance participated in Maryland Judiciary, Court Operations-led statewide meetings where discussions occurred on the Court Statistics Project (CSP), MDEC Reports Project, and Dashboard Project.

- Clerk's Office and Court Administration staff participated in the statewide MDEC Event Code Review Workgroup to streamline available codes in Odyssey.
- Court Research and Performance participated on the AOC-DJFS Research, Analysis and Reporting team and reviewed/validated ECRs available in Odyssey.
- Technical Services met with JIS leadership to plan for MDEC network and infrastructure needs and helped prepare statement of work for vendor bids.
- Technical Services visited Baltimore and Anne Arundel County Circuit Courts to observe MDEC in operation.

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, all managers and supervisors work with their staff to identify and document one or two initiatives on staff evaluation plan to align individual performance goal(s) with departmental initiatives. These prospective plans are identified and documented, and employees meet with their supervisors periodically 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 **FY2020**.²

Provide Access to Justice

1. Continue to provide spoken-language and ADA-related interpreter and other services for individuals who qualify for these services.
2. 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 Family Law Self Help Center (FLSHC) in collaboration with the AOC.
 - a. Continue to assess the FLSHC extended hours staffing requirements.
 - b. Allow for more productive wait times for people seeking assistance at the FLSHC.
3. Install hearing-impaired equipment for all North Tower courtrooms.
4. Increase the number of active participants in Drug Court.
5. Streamline enrollment in Mental Health Court for defendants evaluated for competency.
6. Continue offering training classes to newly appointed local family guardians twice a year.

Be Responsive and Adaptable to Changing Community Needs

1. Investigate the expansion of Kids Spot services to day-time Co-Parenting class participants.
2. Improve housing options for Mental Health Court participants as well as increase the number of life skills classes offered to Drug Court participants.
3. Expand upon therapeutic components of problem solving courts.
4. Establish a clear and easy-to-use process for disabled persons to request appointment of an attorney to obtain representation when pursuing termination of guardianship or removal of guardians.
5. Update Mutual Consent Divorce Settlement Agreement for couples with minor children.
6. Monitor and keep the Court website up-to-date.

² 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. Participate in Montgomery County's Technology Oversight, Digital Engagement, and Digital Evidence Management & e-Discovery meetings/work groups.
3. Maintain and improve a strong connection and an open line of communication among the Court's Leadership Team.
4. 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.
5. Participate in monthly Circuit Court Bench-bar meetings to share important court-related information.
6. Submit monthly Circuit Court Notes for the Montgomery County Bar Association Newsletter.
7. Implement text messaging capability for the FLSHC to enhance communication between staff and clients.
8. Restructure Problem Solving Court Community Partnership Panel to allow for more comprehensive sharing of information with program partners to directly address the needs of program participants.
9. Communicate effectively with attorneys who are guardians of disabled persons receiving long-term care to enhance consistency on claiming commissions based on the new Maryland Rule, Estates and Trusts § 13-218 (b).

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.

Improve Systems and Processes

1. Review and provide recommendations for the implementation of legislative and rule changes.
2. Collaborate on the development of forms, reports, and data feeds to support operations-related analyses.
3. Document the court's current business processes and assess how they will change or remain the same with MDEC implementation.
4. Create a series of workshops to ensure that the Mental Health Court team has a basic understanding of the services available to program participants.
5. Continue to monitor case processing performance among all cases as well as specialty cases such as Business & Technology, ASTAR, and Special Immigrant Juvenile Status, and to ensure fair and timely resolution of cases.
6. Participate in data migration and conversion for the MDEC implementation.
7. To increase efficiency in the juror check-in process on high-volume days, look into additional juror check-in processes, such as handheld tablet check-in or mobile check-in stations near court entrances and elevators.
8. 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.
9. Develop a plan to organize remaining paper files once the Court has implemented MDEC.
10. Incorporate law enforcement to problem solving court teams.
11. Conduct library-wide collections inventory, including weeding/retagging/cataloging of library materials.
12. Validate HP data in preparation for data migration to Odyssey.
13. Review and Revise DCM policy and procedures consistent with revision resulting from business process changes due to the implementation of MDEC.
14. Implement an e-mail retention policy effective October 1, 2019, whereby all e-mail will be retained in the system for 18 months unless otherwise held for litigation or other purposes.

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.
8. Maintain 99% system uptime availability/complete COOP plan.

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: 198 (Full-time – 194, Temporary – 3, Contractual – 1)

- Clerk of the Court – 13 (including 6 Staff Spanish Interpreters)
- Support Services (formerly Central Files and Exhibits) – 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: 121 (Full-Time – 117, Part-Time – 4)

- Court Administration – 4
- Special Magistrates – 2
- Family Magistrate Staff – 6
- 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 – 4
- Law Library – 4 (Full time – 2, Part-time – 2)
- DCM – 1
- Research & Performance – 2 (Partially Grant-funded)
- Senior Judges' Administrative Aide – 2
- Technical Services – 12
- Trust Office – 3 (Full time – 2, Part-time – 1)

* 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 the 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 implemented a new ransomware/malware defense solution to further protect Court assets.

FY2020 initiatives:

Provide Access to Justice

- Implement text messaging for patrons to inform Family Law Self Help Center service wait time.
- Install equipment to assist individuals with hearing impairment in all North Tower courtrooms.
- Secure upload of end-user guardianship data to OneDrive.
- Explore offering CourtSmart audio order delivery via OneDrive or thumb drive.

Be Accountable

- Ensure 75% of end-users who interact with the Help Desk are surveyed and responded to as needed.
- Implement a shared data warehouse with a customizable report engine to create on-demand report capability for end-users.
- Increase accountability of Help Desk through monitoring its activities, including timely response to/contact with clients, accurate description of issues, appropriate and timely resolution(s), and timely incident closure.

Be Responsible and Adaptable to Changing Community Needs

- Review and update the Court website to ensure content is relevant and accurate.

Assure the Highest Level of Service

- Monitored and responded to responses from Track-It (Help Desk) Surveys.
- Maintained 99% system uptime of key systems (excluding maintenance windows) as measured by SolarWinds.

Communicate Effectively with Stakeholders

- Provide post documentation and department policies via Intranet
- Develop the Problem Solving Court and Court Administration workflow for Montgomery Miracles requests
- Implement a text messaging system for the Family Law Self Help Center

Improve Systems and Processes

- Review and possibly change server management accounts
- Update all servers to Windows Server 2016 and workstations to Windows 10
- Bring *Infax* software up to date.
- Plan for retiring the OnBase document management system or possibly re-purposing it as the scanning of records is moved to shared drives, SharePoint, or OneDrive.
- Research Jury+ replacement.
- Implement Video Conference network changes.
- Engage Solutionz Inc to analyze and stabilize A/V.
- Finalize SQL databases.

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 Mindful Communication.
- Technical courses offered via Lynda.com and Pluralsight for ongoing, self-paced training in a multitude of programs/applications.
- Law Clerk training for MAGS (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, attendance at regional and national conferences 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 2020. 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 four (4) explosive-detecting trained K-9 teams and one (1) CDS detection K-9 team 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 the security of the courthouse building and surrounding areas. The committee, comprised of major Circuit Court stakeholders, 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 two (2) full screening days a month that will include individuals whose offices are in the courthouse building. Starting in July 2019 the Courthouse Security staff discontinued writing warnings for individuals illegally parked on Truck Street and within the courthouse loading dock area. Vehicles parked illegally in these areas now receive parking citations. The Administrative Judge accepted all recommendations from the committee and instituted the expanded and full 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 **FY2019**, the following security enhancements were implemented by the Sheriff's Office:

- North Tower Elevator Cameras for six (6) elevators.
- Cameras for the South Tower five (5) lockup vestibule areas.
- X-Ray machine for G-1 parking entrance.
- Two (2) Walk-through metal detectors for courthouse screening stations.

During **FY2020**, the following security upgrades are planned (pending budgetary approval), which address this focus area as well as others:

- Replace old Uninterruptible Power Supply and Electrical Feeder.
- An additional eight (8) cameras around the perimeter of the courthouse.
- Security Office Monitor.
- Stairway evacuation chair.
- X-Ray machine preventative maintenance program for seven (7) machines.
- Two (2) ETIX parking/traffic printers.
- Five (5) new Physio Control Lifepak 100 Electro Defibrillators.
- Replace all analog cameras in Circuit Court Holding Facility to IP Digital.

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. Revision to Title 17 of the Business Licensing Regulation

Title 17 of the Business Licensing Regulation has not been revised since 1957. The Clerk's, in all counties, are putting together a draft of Title 17 for Legislative review. The purpose of these revisions is to update and streamline the licensing process and regulatory burden on businesses.

Section IX. External Relationships

A. Justice Partners – Committees, Initiatives, and Concerns

Select Committees and Workgroups

1. Criminal Justice Coordinating Commission³ (Administrative Judge, Chief Deputy Clerk)
2. 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)
3. 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)
4. Montgomery County Integrated Justice Information System⁴ (Court Administrator, Director of Technical Services)
5. Court Operations Committee, Case Management Subcommittee (Court Administrator)
6. Court Technology Committee's Case Search/Data Request Subcommittee (Family Division Magistrate)
7. AOC-Education Committee's Professional Development Subcommittee (Court Administrator)
8. Specialty Courts and Dockets (Problem Solving and Business & Technology Judges, Court Administrator)
9. Problem Solving Courts Subcommittee (Court Administrator, Associate Judge)
10. AOC-Gears/CONNECT Change Management Committee (Clerk of the Court)
11. AOC-Maryland Circuit Court Clerk Workload Study Advisory Workgroup (Clerk of the Court)
12. AOC-CORE supervisors/managers workgroup (Clerk of the Court, Court Administrator)
13. Work Group on domestic Law Committee (Chief Deputy)

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

⁴ <http://www.montgomerycountymd.gov/OMB/Resources/Files/omb/pdfs/fy09/vol3/340200.pdf>

14. Maryland Judicial Council Joint Workgroup of Human Trafficking (Chief Deputy)
15. Courthouse Security Committee for Montgomery County (Associate Judge, Court Administrator, Chief Deputy)

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
 - Trial Court Researchers Grant

B. Community Outreach

- With generous donations from jurors, funds are made available to the Montgomery's Miracles organization, the Montgomery County Family Justice Center, 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 assist families involved in child welfare cases, funds cover expenses such as school supplies, sports equipment for after-school activities, summer camps, and clothing needed to attend school and stay warm in the winter. Generous Juror donations, through the Montgomery County Family Justice Center, provides funds to support services for victims of domestic violence and their children.
- The Montgomery County Circuit Court Charity Committee selects four local non-profit organizations a year that assist 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. In 2019 the charities are as follows:

1st quarter - Rockville Volunteer Fire Department

2nd quarter - Girls on the Run

3rd quarter - Montgomery Hospice

4th quarter - Special Olympics, Montgomery County

We also started doing once a quarter “supplemental fundraisers” for a morale booster and to raise extra funds for other charities. Over the last year we have held donut sales, match the baby picture to the judge or magistrate, popcorn sale, and an ice cream sale. The charities we have chosen for 2019 supplemental fundraisers are the Shepherd’s Table, The Dwelling Place, CSAAC and Bethesda Cares. We have been averaging \$440 a month in donations.

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. The court is interested in implementing features to allow jurors more efficient ways to interact with the court as well as system capabilities to enable communication via text messaging and electronic mail as well as online data input by potential jurors. Additional features the court wishes to be implemented include:

- Workflow management tools to:
 - electronically track the progress of juror information processing,
 - create various on-demand reports, including performance metrics, to be viewed online,
 - permit printing of reports in multiple formats.
- Ability to maintain and modify forms based upon operational and legislative changes.
- Enhancements to the online juror registration so jurors may check their status as they move through the process.
- Ability to create court case information, update that information and track that information for scheduling of jury trials.
- View Juror Information in Calendar Format.

B. MDEC

- ECR/Integrations: As part of MCCC-MDEC implementation, 35 ECRs and 12 integrations have been identified for Go Live development. The ability to create, test and validate all priority reports and integrations require dedicated resources from local and state partners. Most of the resources engaged in this aspect of MDEC implementation are also involved in multiple, other aspects including but not limited to development, conversion and CCPs. To the extent that a clear management approach is not coordinated and documented to monitor and track progress, risks in successful creation of these reports and integrations increase.
- Implementation: The court looks forward to the implementation of MDEC and benefitting from the convenience of electronic filing and electronic case processing as well as more robust reports and querying capabilities offered by Odyssey and File and Serve. We have

expressed concerns about the MDEC Implementation Schedule. Specific areas of concern include:

- Development testing with 25 showstopper and 37 high priority issues, currently, to be resolved and tested prior to go-live;
- Nine showstopper and 27 high priority data migrations issues to be resolved and tested before the last data extraction;
- Completion of 38 reports and 5 extracts/data feeds needed for go-live;
- Performance testing to analyze the scalability of the MDEC infrastructure and AOC resources when Montgomery's customized code, batch jobs, and additional users are added and require support;
- Ability to scan identified cases into Odyssey prior to go-live weekend;
- Length of time to process tasks using Odyssey and the impact in courtrooms and on our patrons;
- Strategy for deploying and testing future versions and the custom Montgomery version of Odyssey;

Over the past two years, our staff has been heavily engaged in MDEC development design and testing, data review, and implementation activities. It remains our belief that a successful implementation will be the direct result of the hard work, engagement, and management oversight of the AOC, Tyler Technologies, and the Montgomery County Circuit Court teams. 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, 722 SIJS case were filed with the court. The number of SIJS filings with the court in 2018 was comparable to 2016 at 585. Between January and August 2019, the number of SIJS filings has totaled 524 comparable to 2016 and 2018 with four months remaining in the calendar year. Given this volume, the court anticipates a total annual caseload of SIJS to total close to the 2017 figure. The court continues processing the cases in an efficient manner within 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 336 new cases added to the Trust Office caseloads during FY2019 of which 74 cases were SIJS cases. For FY2018, there were 401 new cases with 108 SIJS cases. The number of new SIJS cases decreased by 31% in FY2019 and expected to decrease in FY2020. Other types of guardianships are anticipated to increase consistent with prior fiscal years.

The workloads in FY2020 is expected to increase due to MDEC implementation. The Office may have additional responsibilities such as scanning active guardianship case files and indexing.

The number of the Annual Fiduciary Reports filed and audited during FY2019 increased by 5% and it is anticipated that it will continue to increase in FY2020. Based on the court's monitoring of guardianship case processing, the local court plans to consider in coordination with the Maryland Judiciary initiatives to address:

- Number of docket entries are expected to slightly increase;
- Lack of awareness of alternatives to guardianship among court patrons;
- 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 fourth 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, FY2019

Clerk of the Court

Filings, Terminations, and Clearance Rate (including original, reopened, and Register of Wills), FY2019

	Overall	Civil	Criminal	Family	Juvenile Delinquency/ Child Welfare
Filings	34,962	11,641	6,294	13,795	3,232
Terminations	34,715	11,513	6,220	13,753	3,229
Clearance Rate	99%	99%	99%	100%	100%

Spoken-language Interpreter Services: Numbers of Requests, Cases with Requests, and Swearing-in of Interpreters, FY2019*

	Overall	Civil	Criminal	Family	Juvenile Delinquency/ Child Welfare
Requests	2,625	196	366	1,773	290
Cases with Requests	2,256	176	290	1,610	180
Interpreter Sworn-In	3,274	99	866	2,194	115

* Based on the number of relevant docket entries made in the court CMS during FY2019.

- Non-Judicial Services (FY2019):
 - Processed over 10,500 business licenses
 - Issued over 5,031 marriage licenses
 - Performed over 2,300 marriage ceremonies
 - Land Records Department recorded, numbered, scanned and indexed over 95,000 documents

Court Administration

Quality Control/Administrative Aides/Juvenile Departments

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

Number of Case Audits Performed by Case Type, FY2019

	Civil	Criminal	Family	Overall
Cases audited	5,219*	2,068	7,828	15,115
% of Overall	35%	14%	52%	100%

* Estimated based on the number of original filings.

Trust Office

- FY2019 Caseload
 - 2,530 active cases by the end of FY2019
 - 468 guardianship petitions filed
 - 360 guardianships terminated; 42 guardianships terminated due to transfers to other jurisdictions
- FY2019 Workload
 - Report audits and reviews
 - Guardian Inventory Reports: 250 filed
 - Fiduciary Reports: 1036 filed, 970 audited, and 967 approved
 - Annual Reports of Person: 1095 filed and 1099 reviewed and approved
 - Trials and Hearings:
 - 18 bench trials held
 - 528 hearings held (108 generated by Trust Clerk)
 - 483 show cause ordered to appoint a guardian (137 generated by Trust Clerk)

Problem Solving Court - Drug Court

- 111 participants active at any point during FY2019
- 46 admitted to the program
- 15 graduated, 12 terminated and 2 neutral removals
- 1,760 hearings held (15.7 per client)

Problem Solving Court - Mental Health Court

- 17 active participants
- 9 admitted to the program
- 1 successfully completed, 2 terminated and 1 neutral removal
- 280 hearings held (16.5 per client)

Family Division Services

- 9,822 people were served by the Family Law Self Help Center
- 525 cases were ordered to participate in facilitation
- 239 cases were set for custody/access mediations
- 334 family cases were ordered for custody/visitation evaluations
- 106 cases were ordered for adoption investigations and/or reviews

- 65 families were ordered to participate in supervised visitation with the potential of 390 visits
- 1,230 persons were ordered to attend co-parenting classes
- 107 families were participated in child welfare mediation

Assignment Office

Hearings and Trials Set and Held, FY2019 (Register of Wills hearings are not included in the Civil figure)

	Overall	Civil	Criminal	Family	Juvenile Delinquency/ Child Welfare
Hearings					
Set	55,614	7,907	17,814	21,443	8,450
Held	37,166	2,870	13,038	14,032	7,226
Trials					
Set	7,383	1,111	2,752	1,945	1,575
Held	1,742	231	157	1,264	90

Data Processing

- Completed 820 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

Access to Justice

Department	Overall	Business Plan	Target Completion Date
Assignment Office		Make daily docket information available to customers at the Information Desk.	On going
Court Administration		Support ADA Accommodation requests.	On going
		Review Kids Spot Intake Process.	March 2020
		Investigate the expansion of Kids Spot services to day-time Co-Parenting classes.	March 2020
DCM		Monitor case flow to assure fair and timely resolution of cases.	On going
	Participate in criminal case processing performance analysis initiative focused on over standard criminal cases.		On going
Family Division Services		Continue to assess FLSHC evening hours staffing requirements.	On going
	Allow for more productive wait times for people seeking assistance at the FLSHC.		January 2020
Jury Office		Continue to provide training for Jury Office staff.	
		Maintain jury office practices and procedures.	
Law Library		Comprehensive review of public guides collection.	On going
Problem Solving Courts		Expand enrollment in Drug Court.	On going
	Streamline enrollment in Mental Health Court for defendants being evaluated for competency.		June 2020
Quality Control	Monitor the Civil, Family, Criminal and Juvenile Open		On going

Department	Overall	Business Plan	Target Completion Date
	Case, Questionable Case, Postponement Reason Questionable Case Reports to ensure processing of cases is completing in a timely manner according to our DCM plans and Maryland Case Flow Guidelines.		
		Complete FY19 case flow processing data quality checks.	September 2019
		Implement new statewide MDEC Project.	On going
Technical Services		Provide hearing impaired equipment for all North Tower courtrooms.	December 2019
	Provide secure upload of end-user guardianship data to OneDrive.		September 2019
		Explore offering CourtSmart audio order delivery via OneDrive or thumb drive.	May 2020
Trust Office		Continue offering training classes to newly appointed local family guardians twice a year.	On going
	Establish a clear and easy-to-use process for disabled persons to request appointment of an attorney to obtain representation when pursuing termination of guardianship or removal of guardians.		June 2020
Clerk of the Court		Continue to provide foreign language interpreters as needed.	On going

Improve Systems and Processes

Department	Overall	Business Plan	Target Completion Date
Assignment Office		Cross-train employees on various desk assignments.	On going
		Conduct internal group meetings according to case types to troubleshoot problem areas and discuss ideas to streamline and improve internal processes.	On going
		Consider business processes with an eye towards implementation of MDEC upgrade.	On going
		Continue to participate in MDEC meetings, CCP meetings, Data Review and Development Testing to ensure new operating system can operate at the same level as current system and look for improvements for development.	February 2020
Court Administration		Evaluate enhancement to or replacement of the court's intranet, MCCCnet, to increase use.	June 2020
		Update the court's Personnel Database.	On going
		Automate MMI Funding Request Process.	June 2020
		Create 501(c)3 for Child Welfare Services Generous Juror Donations.	February 2020
DCM		Post MDEC Go-live review of DCM case flow and business processes.	FY2020
	Review and revise DCM policy and procedures consistent with revision resulting from business process changes required by the implementation of MDEC.		FY20-FY21

Department	Overall	Business Plan	Target Completion Date
Family Division Services	Continue to assess scheduling of 'follow-up' appointments for FLSHC litigants.		January 2020
		Update website and brochures related to Family Division Services.	October 2019
Jury Office		Maintain training on any Jury+ updates that roll out.	
	Investigate the use of handheld tablets and mobile check in station for Grand Jurors and trial jurors on high volume days.		
		Communicate with other Jury offices on system issues and improvements.	
Law Library		Radically cross-train new and existing employees in high and low-level library operations.	On going
		Complete library-wide collection inventory, weeding, retagging, cataloging project.	On going
	Reorganize library's electronic files and create more dynamic spreadsheets.		Second quarter
Problem Solving Courts	Incorporate law enforcement to problem solving court teams.		June 2020
Quality Control		Validate data in preparation for data migration into Odyssey.	December 2019
		Continue to work with department to identify business processes and any changes going forward to implement MDEC.	On going
Research & Performance		Support MDEC Implementation – Reports.	On going
		Support MDEC Implementation – Training.	On going

Department	Overall	Business Plan	Target Completion Date
		Participate in service delivery improvements for FLSHC.	FY2020
	Partner with AOC/COD or organize locally a data visualization tool to monitor/view key performance metrics.		FY20/FY21
	Implement 1F1J case management database enhancements.		FY20/FY21
	Enhance user interface/access to Sentencing Guidelines Tool Database.		FY20/FY21
		Broadly support Family Division Services case management efforts.	On going
		Collaborate on Jury Office reporting and survey development.	On going
		Provide analytical support to Judges and Magistrates.	As needed
Technical Services		Review and possibly change server management accounts to enhance security.	June 2020
		Update Infax software.	October 2019
		Update all servers to Windows Server 2016 and workstations to Windows 10.	December 2019
		Implement email retention policy to mirror JIS policy settings.	October 2019
	Finalize Access to SQL database migration.		June 2020
		Determine support structure for MDEC.	December 2019
		Implement Video Conference network changes.	December 2019
		Retire or re-purpose OnBase.	May 2020

Department	Overall	Business Plan	Target Completion Date
	Research Jury+ replacement to focus on enhanced communication with jurors.		June 2020
Trust Office		Continue participating in the pre-implementation process of electronic case management system, MDEC.	February 2020
		Ensure that data in HP case screen are consistent with data in HP Trust case.	January 2020
Clerk of the Court	Create a plan to organize remaining paper files once the Court has implemented MDEC.		May 2020
		Successfully Implement MDEC.	February 2020
	Cross-train all departments in processing different pleadings.		February 2020

Communicate Effectively with Stakeholders

Department	Overall	Business Plan	Target Completion Date
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 workflow processes, e.g. civil motions.	
		Work in partnership with other departments to develop business practices, duties and roles for the new operating system.	
Court Administration	Facilitate Courthouse Security Committee.		Quarterly
DCM		Submit Circuit Court notes section for the Bar Newsletter.	On going
		Participate in monthly Circuit Court Bench-Bar meetings.	On going
Family Division Services	Present Continuing Legal Education courses to the Montgomery County Bar Association.		May 2020
		Explore implementation of outreach programs provided to the community and various stakeholders.	On going
Jury Office		Continue to communicate with courtrooms and other court personnel.	
Law Library	Develop meaningful, iterative partnerships with court departments, the Montgomery County Bar Association, and other organizations providing access to justice.		On going

Department	Overall	Business Plan	Target Completion Date
	Coordinate with vendors to provide trainings for legal databases.		Second quarter
		Present training on using library tools to calculate child support guidelines.	Third quarter
		Enhance law clerk engagement with library staff and resources.	First quarter & On going
Problem Solving Courts		Restructure Problem Solving Court Community Partnership Panel formed in 2018.	June 2020
Quality Control		Test statewide case management system (MDEC).	
Technical Services		Post documentation and TS policies for users via Intranet.	October 2019
		Create Drug Court/Admin workflow for Montgomery's Miracles requests.	December 2019
	Implement text messaging for Family Law Self Help Center patrons.		September 2019
Trust Office	Communicate effectively with attorneys who are guardians of disabled persons receiving long-term care to enhance consistency on claiming commissions based on the new Maryland Rule, Estates and Trusts 13-218(b).		June 2020
Clerk of the Court		Implement additional tools to communicate with staff about expectations for MDEC.	February 2020
		Improve customer service.	On going

Be Accountable

Department	Overall	Business Plan	Target Completion Date
Assignment Office	Continue to review work productivity by utilizing Quality Control Reports.		
Court Administration		Create policy for the administration of the Beautification Fund.	March 2020
		Transition Montgomery's Miracles accounts to QuickBooks.	January 2020
		Routinely examine case processing time against model time standards.	Quarterly
		Proactively manage the operations budget through budget allocation and monthly expenditure reporting.	On going
DCM		Provide on-going support to the Administrative Judge and the Bench on issues involving DCM policies and procedures.	
Family Division Services		Educate new Law Clerks and Judge's Administrative Assistants.	On going
		Update Family Division Bench Book.	June 2020
Jury Office	Continue to review juror surveys/ complete new juror survey.		
		Continue to take recommendations and identify any areas that need to be addressed.	
Law Library	Use the library website's News section to post on library resources, events, and surveys.		Third quarter
		Prepare library and library staff for MDEC.	February 2020, On going
Problem Solving Courts		Maintain program statistics.	September 2019
Research & Performance		Compile Case Processing Performance Report. Conduct Case Processing Performance	November 2019 Jan/Feb 2020 Quarterly

Department	Overall	Business Plan	Target Completion Date
		Feedback Sessions. Produce quarterly Case Processing Performance presentation.	
		Update the court's Statistical Digest.	May 2020
		Update the CourTools dashboard.	May 202
	Coordinate with the AOC/COD on statewide ECR development and Tyler reports as part of the Data Analysis and Statistical Reporting Workgroup.		On going
		Coordinate with AOC/DJFS on statewide data initiatives: FCCIP Timeline Measures; Reserve Case Report; Pending Caseload; Court Statistics Project.	On going
		Revisit 2018 Employee Satisfaction Survey Results.	Summer 2020
	Publish writing on criminal case processing performance within a high-performance court framework, and managing data migration.		FY20/FY21
	Conduct presentation on data visualization; SIJS case management; HPC; performance measurement and management; project management in courts.		FY20/FY21
	Continue discussions (among local and state research teams) about implementing the Access and Fairness (CourTool #1) Survey.		On going
Technical Services		Monitor Help Desk support to ensure timely contact, accurate notes, timely incident closure.	On going

Department	Overall	Business Plan	Target Completion Date
	Plan for shared data warehouse with customizable report engine to create management reports on-demand.		May 2020
Clerk of the Court	Collaborate with Court Admin to provide a tool by which key courthouse staff can review data from Montgomery's legacy system.		January 2020
		Document all business process decision.	February 2020

Be Responsive to Changing Community Needs

Department	Overall	Business Plan	Target Completion Date
Assignment Office		Continue to conduct office meetings to discuss MDEC and how it may affect our daily operations and our interactions with internal and external customers.	
DCM		Review and provide recommendations for the implementation of Legislative and Rule changes.	
Law Library	Update Mutual Consent Divorce Settlement Agreement for couples with minor children.		Third quarter
		Evaluate, update, and reorganize patron computer resources and tools.	Second quarter
Problem Solving Courts	Expand upon therapeutic components of problem-solving courts.		June 2020
Technical Services		Monitor content and keep Court website up to date.	On going
		Continue courthouse preparations for MDEC.	February 2020
Clerk of the Court	Continue to build strong connections with the public and outside agencies.		On going

Assure Highest Level of Service

Department	Overall	Business Plan	Target Completion Date
Assignment Office		Continue to use internal resources to assist non-English-speaking customers.	
	Continue to provide employees with opportunities for continuing education program.		
Court Administration		Administer a training program focusing on employee development.	February 2020
DCM		Maintain an accessible and transparent Case Management Plan as a reference for counsel, litigants, and self-presented litigants.	
Family Division Services	Utilize satisfaction surveys to monitor quality of services offered in the Division, such as mediation, co-parenting classes, FLSHC services.		December 2019
	Update co-parenting class presentation to include information on soon to be utilized Parenting Plans.		January 2020
		Encourage employee participating in training and educational opportunities, such as MAACM, on-line and in person classes offered through the County and Office of Professional Development.	On going
Jury Office		Update/Add information to the website when needed.	
		Inform staff when training courses are available.	

Department	Overall	Business Plan	Target Completion Date
		Continue to communicate with courthouse departments and staff to ensure efficiency.	
Law Library		Debut new microfilm and microfiche reader and instructional video.	Second quarter
Problem Solving Courts		Increase accessibility of educational materials for problem solving court staff.	
Quality Control	Examine case processing times against model State-wide time standards.		November 2019
		Assure accurate data for internal and external data requests.	On going
Technical Services		Monitor Track-It surveys.	On going
		Maintain 99% system uptime availability & complete COOP plan.	On going
Trust Office		Attend trainings and professional development programs to provide quality service.	On going
Clerk of the Court		Keep employees aware of all policies, procedures, and laws.	On going