

MONTGOMERY COUNTY FY2017 STATE OF THE COURT REPORT



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

Please accept Montgomery County Circuit Court's 2017 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) 2017
- e. September 15, 2017

Section II. Executive Summary

During Fiscal Year (FY) 2017, Montgomery County Circuit Court processed slightly over 35,000 case filings and terminations, as well as held almost 41,000 hearings and 1,500 trials. In addition, the court processed over 10,000 business licenses, issued over 6,000 marriage licenses, and performed over 2,000 civil ceremonies.

The court continues to hold the principles of fair, efficient and effective justice for all under the new judicial leadership of Hon. Robert A. Greenberg who assumed the position of the Sixth Circuit and County Administrative Judge on August 1, 2017. 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. With over 9,000 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 **FY2017**, the court embarked on several initiatives, which include but are not limited to:

Provide Access to Justice

- With Family Division Services staff, initiated extensive review of operation of the Family Law Self-Help Center to improve the center's service delivery and customer experience. This effort resulted in the centers' providing extended hours of services once a week. Two attorneys and one front desk assistant keep the center open until 8:00 pm every Tuesday to provide the same service to those who are not able to come during regular business hours. During the first six months of operation since March 7th, 2017 when the center started the service, the program received 278 visits, averaging 11 visits per week.
- Redesigned the court's website to enhance the user experience and to improve the ease of navigation by incorporating responsive system design. The updated website is organized by topic, rather than by department, and includes features that make it simpler for visitors to quickly find what they are looking for. In addition, most documents available from the site have been made ADA-accessible.
- Installed an integrated digital audio/video system in Courtroom 3E (Administrative Judge's courtroom in the North Tower). The system closely mirrors the capabilities in the South Tower

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

courtrooms and is controlled by a touchscreen at the Judge and Clerk bench. The system can receive input from the attorney tables and a podium, and can show pictures and documents on touchscreens, the attorney tables, and/or wall hung gallery monitors. Other features include teleconferencing and videoconferencing capability, a witness annotation monitor, and equipment for hearing impaired and spoken-language translation.

- Continued to provide interpreter services for individuals who qualify. During FY2017, a total of 2,985 spoken-language interpreter service requests were made in 2,378 cases (145 civil cases, 1,734 family cases (73%), 346 criminal cases and 153 juvenile cases (delinquency and child welfare cases). During the same year, the court recorded 3,097 entries of interpreter's swearing-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.

Improve Systems and Processes

- Initiated various activities to prepare for the court's transition to MDEC/Odyssey preparation, including identifying gaps between the court's current CMS and Odyssey, working with Tyler and JIS to analyze the identified gaps, having key personnel for the MDEC transition attend CCPs, developing requirements and data mapping, holding a number of information sessions for court staff to get acquainted with the new application, and documenting current business processes, which will be reviewed and modified upon the introduction of the new case management system.
- Established and implemented specialized case management processes and developed a database, which generates reports and forms, to effectively and efficiently manage Special Immigration Juvenile Status (SIJS) cases.
- Redesigned the court's 1F1J program implementation with new designation criteria, reduction/realignment of cases assigned to judges, and the new protocol that clarified the designation of 1F1J cases, scheduling of events, and handling of emergency motions. Also developed a 1F1J workload reports by judges for Family Division to keep track of 1F1J caseload.
- Trained Finance Office staff on the processing of the RCS registers used by Land Records and License Departments to enable Finance Office to assist Lands Records and License Department verify the deposits associated with land records and/or business/marriage licenses and other documents made by the patrons on the previous day.
- Purchased and began implementing Office 365 throughout the courthouse simultaneously upgrading Office 2016 software.
- Installed CourtSmart Chat to allow Assignment Office staff to better communicate with the courtrooms on docket availability.

- Installed a touchscreen computer at the Technical Services' front counter that allows customers to submit their online Transcript and Audio CD requests.
- Trained courthouse staff on project management principles including the Celoxis project management software application.
- Offered a three-day dependency mediator training to expand the pool of mediators and ensure that quality mediation services are provided for patrons in child welfare cases.
- Conducted a feasibility study of video remote interpreting.
- Revised the judicial and law clerk Differentiated Case Management (DCM) orientation to provide greater emphasis on caseflow and motions procedures.
- This year, the Court Administrator completed the NCSC's Institute for Court Management (ICM) Fellows program. Currently, the court boasts five graduates of the Judiciary's ICM program, with two expected to graduate from the program in FY2018 and another two in FY2019.

Communicate Effectively with Stakeholders

- Held a joint District Court/Circuit Court judges dinner to discuss issues impacting both courts and coordinate overlapping concerns.
- Expanded Drug Court from a two-hour evening docket to an entire day docket.
- Conducted two training classes for family guardians and provided newly-appointed guardians with additional support services, including in-person training, instructional video, brochures and Q & A via text.
- Published a research article on the evolution of the court's Special Immigrant Juvenile Status (SIJS) case/court management.
- Participated in the Administrative Office of the Courts (AOC) Foster Care Court Improvement's Workshop on the monitoring of court performance metrics in child welfare cases.
- Developed family law continuing legal education presentations to the Montgomery County Bar Association, which is scheduled to be held in early 2018.
- Hosted visiting delegations offering presentations in DCM, case flow processing, court research and analytics, court management, and court jury systems.

Be Accountable

- Performed audits of 2,110 criminal and 8,024 family-law (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.
- Updated financial processes as requested by the Budget and Finance Office of AOC and which were deemed necessary by the Clerk of the Court.

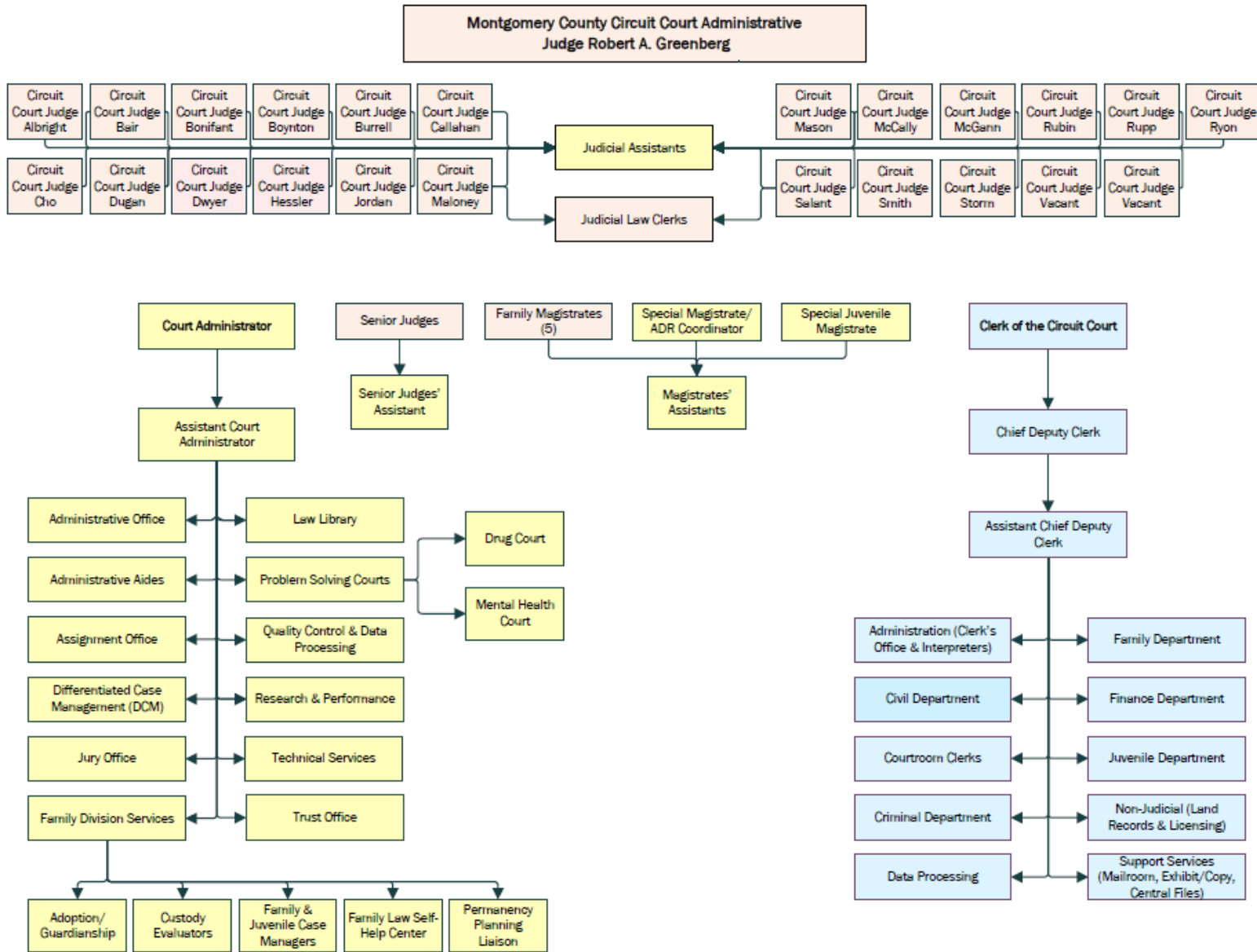
- Modified the Business License renewal process by staggering the mailing of renewal notices, which provided staff sufficient time to verify license information before mailing.
- Developed a database of all subpoenaed records for the courtroom clerks to track these records more efficiently.
- The Trust Office reviewed and audited 953 Fiduciary reports filed by court-appointed guardians and trustees. The office also monitored the filings of 241 Inventory reports, 986 Fiduciary reports and 835 Annual reports.
- Performed an analysis of monetary judgements awarded in Civil Track 2 and Track 3 Auto-Negligence cases to inform settlement conferences.
- Coordinated with the Maryland Judiciary's Court Operations Department (AOC/COD) on the development of requirements for the statewide reserve case report and for Maryland Rules 8-505/8-507 report.
- To prepare for the MDEC/Odyssey transition, cross-walked the court's DCM plans to the statewide version based on the request from AOC/COD.
- Coordinated with AOC/COD, JIS and staff from other jurisdictions on statewide data initiatives, including FCCIP Timelines Measures, CourTools (including Jury reporting), Reserve Case Report, Pending Caseload, Court Statistics Project and Case Processing Performance.

Be Responsive and Adaptable to Changing Community Needs

- Opened the Montgomery County Circuit Court Mental Health Court on December 2, 2016.
- Created and posted to the court's website sample petitions that are commonly needed to assist self-represented guardians.
- Created a database of guardians' email addresses to initiate electronic communications between these patrons and Trust Office personnel.
- Installed a computer at the Family Division Services front counter to provide the public with the links to the court's website and the Maryland Judiciary's Case Search website.
- Developed a manual for Assignment Office employees to assist with the customer service provided to self-represented litigants.
- Developed a comprehensive communication plan to increase the visibility of Kids Spot, the court's child waiting area, via multiple venues including videos.
- Created a telework policy for court administration personnel, and updated the judicial leave policy.
- Participated in Project SEARCH Montgomery, the county government's 30-week transition-to-work program to provide job opportunities and community readiness education for young adults

with developmental disability. The court has employed two SEARCH interns, one who is currently working in the Technology Services Department and the other in Criminal Department who completed her internship with the department in June 2017.

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 work throughout the year. Each initiative in the business plan is assigned 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 mid-year with their supervisors 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 **FY2018**.²

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.
2. Explore processes that will 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.
3. Create a "Fast Facts" brochure on processing name change requests.
4. Increase the number of active participants in Drug Court by 10% and achieve an average client count of 10 participants in Mental Health Court.
5. Continue to provide spoken-language and ADA-related interpreter services for individuals who qualify for these services.

Be Responsive and Adaptable to Changing Community Needs

1. Streamline Kids Spot intake processes, offer daytime co-parenting course participants access to Kids Spot, and provide an informational video on Kids Spot services.
2. Provide phone-based assistance to self-represented litigants in the Family Law Self-Help Center and allow the patrons to schedule follow-up appointments with the center without visiting.
3. Continue offering training classes to newly-appointed local family guardians (2-3 times/year).
4. Provide additional training to court staff so they are informed and comfortable with the differences between legal advice and general help.
5. Team with Montgomery College to support the college's Paralegal Studies program by providing the students in the program with access to the court's Law Library legal research materials to support their needs.

Communicate Effectively with Stakeholders

1. Establish lines of communication between the Juvenile Department and the Assignment Office staff to discuss and resolve issues that interfere with the effective scheduling of juvenile cases.
2. Create an Ombudsman program for courthouse staff.
3. Continue to support the Circuit Court Notes section for the Bar Newsletter.
4. Present continuing legal education to the Montgomery County Bar Association.
5. Create an orientation presentation for jurors that includes facts, statistics, and information related to jury service.

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

6. Digitize, index, and make available a database of Montgomery County Circuit Court opinions.
7. Form volunteer panels of state, county and private organizations to address the varied needs of problem-solving court participants.
8. Participate in Montgomery County's Technology Oversight, Digital Engagement, and Digital Evidence Management & e-Discovery meetings/work groups.
9. Maintain and improve a strong connection and an open line of communication among the Court's Leadership Team.

Be Accountable

1. Use data to inform improvement initiatives. Examples include:
 - a. Perform quarterly analyses of case processing performance (across major case types) and present results to judges and department managers. 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 2018 administration of the Employee Satisfaction Survey (CourTool #9).

Improve Systems and Processes

1. Monitor the request for placing cases on the Business & Technology Track.
2. Support the implementation of emailed bench warrants and body attachments from the Sheriff's Office.
3. Review critical court functions and update sections of the Continuity of Operations Plan (COOP) and Facilities Emergency Action Plan (FEAP).
4. Develop and implement completion goals for technical services and data processing service tickets to improve productivity and efficiency.
5. Review and provide recommendations for the implementation of legislative and rule changes.
6. Refine the effectiveness of juvenile and family case management through, in part, the development of a case management database.

7. Review admission documents and manuals for Mental Health Court.
8. Implement paperless audits.
9. Collaborate on the development of forms, reports, and data feeds to support operations-related analyses.
10. Replace courtroom touchscreen computers with tablet computers.
11. Complete the automated employee leave request workflow process for administrative personnel.
12. Install and configure Microsoft SQL Server 2016.
13. Evaluate the court's current business processes and assess how they will change or remain the same with MDEC implementation.
14. Review the court's collection of all fines and costs to ensure that best practices/model processes are in place.

Assure Highest Level of Service

1. Continue to encourage and make time available for employees to participate in career development.
2. Deliver a comprehensive Employee Orientation Program targeted for newly-hired employees (i.e., those with zero to three years of service).
3. Create an organizational environment that fosters teamwork among staff and professionalism 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.

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 – 12 (including 6 Staff Spanish Interpreters)
- Support Services (formerly Central Files and Exhibits) – 10 (Full-Time – 8, Temporary – 2)
- Civil Department – 32 (Full-Time – 31, Contractual – 1)
- Courtroom Clerks Department – 38 (Full-Time – 35, Temporary – 3)
- Criminal Department – 15
- Data Processing – 3
- Family Department – 33
- Finance Department – 6
- Juvenile Department – 14
- Land Records / License (non-judicial) – 37

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

- Court Administration – 4
- Special Magistrate – 1
- Special Juvenile Magistrate - 1
- Family Magistrate Staff – 5
- Judicial Assistants – 24
- Administrative Aides – 2
- Assignment Office – 14
- Data Processing – 4
- 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/Case Management – 5
- 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 recently introduced Microsoft Office 365 to its staff to strengthen the security for document storage, as well as to improve the document sharing processes. The court also uses Symantec to filter incoming 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.

FY2018 initiatives include but are not limited to:

Provide Access to Justice

- Complete the court's website redesign and create a maintenance plan.
- Ensure the court's website contains current information and is ADA compliant.

Be Responsible and Adaptable to Changing Community Needs

- Install additional Wi-Fi access points in the Law Library and Jury Lounge to ensure sufficient coverage for all visitors.
- Automate the Jury Exit Survey.

Communicate Effectively with Stakeholders

- Participate in the Montgomery County Technology Oversight Management Group (TOMG) meetings.
- Participate in the Montgomery County Department of Technology Services' Digital Engagement Group Meetings.
- Participate in the State of Maryland's Judiciary Information Technology Control Board.
- Ensure Technical Services policies and procedures are publicly posted and contain current information.
- Regularly meet with personnel as part of the court's internal Information Technology Advisory Board (ITAB).

Improve Systems and Processes

- Provide the court's case managers and evaluators with tablet computers.
- Participate in Maryland Electronic Courts (MDEC) pre-implementation and implementation tasks.
- Automate Trust Office forms.
- Investigate the storage of archived courtroom/hearing room audio DVDs to a digital file structure (SAN) or in the cloud.
- Purchase additional environmental monitoring hardware.
- In collaboration with Family Division Services, identify automated solutions for the Family Law Self-Help Center intake process.
- Continue maintenance and support agreements on mission-critical systems.
- Install new Microsoft Windows Server 2016 Active Directory Servers and upgrade domain functionality level to 2016.
- Implement Sophos Intercept X anti-ransomware product.
- Implement encrypted email or a file transfer procedure for transmission of court documents.
- Install a redundant network connection back to the State of Maryland's (JIS) network.
- Improve the functionality and utility of supplementary databases (such as ones for MAGS, SIJS, and 1F1J) 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 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.
- Take advantage of the enhancement tools related to Help Desk/TrackIT requests and service delivery, such as a data dashboard and various reports, to keep track of the department's activities and its customer service.

Use Resources Wisely

- Identify with Court Administration and Clerk of the Court Departments which job functions require *CourtSmart* access and either reduce or increase the number of licenses accordingly.

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:

- Employee 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.
- MDEC preparation meetings (technical & quality control staff).
- Human Resources/Management-Supervisor – Montgomery County Government courses.
- Technical staff received training in the areas of: MS SQL database and configuration, Cybersecurity, CISCO switch configuration and programming, A+ Help Desk Certification, MS Office Applications, SharePoint and Nintex for SharePoint.
- Participation in professional organizations and subscriptions to technical publications such as CITOC, NCSC, JTC, 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 3 of the original (two-phased) project. In FY2017, several improvements to courthouse facilities were completed and some remain ongoing. Renovations to the Assignment Office, Civil, Appeals, License, and Criminal Departments are complete, and the new spaces offer a more welcoming and functional environment. Ongoing renovations are being made to the Law Library, Recording and Indexing Departments for Land Records, and Technical Services Department as well as to facility garages.

The Clerk of the Court raised a concern about the lack of storage space for case files. While moving to electronic records will ease the storage burden, Montgomery County Circuit Court is not scheduled for MDEC implementation until 2019. While a warehouse facility is used to prepare files for shipment to Archives or destruction, space remains limited and 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 designation 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 explosive-detecting trained K-9 teams that assist the Courthouse Security Team. Screening stations are present at all three entrances of the courthouse. Screening of court patrons is accomplished by magnetometers, x-ray machines and handheld wands.

During **FY2017**, the following security enhancements were implemented:

- Upgraded outdated camera systems providing security to North Tower judges' chambers.
- Upgraded locks on several doors to the court's computer room to better track and limit access.
- Replaced several faulty cameras in the court's computer room.
- Began updating and replacing equipment in the CCTV bank and Sheriff's Office server room in the courthouse. The server room is the backbone to the court's security system

and a failure would be catastrophic. Completion of this initiative is anticipated to occur by January 2018.

- Completed security enhancements to judges' chambers on the ninth and third floors of the North Tower, including installation of an updated access control system/audio visual intercom.
- Installed additional panic buttons in several court departments including Family, Land Records and Central Files.

During **FY2018**, the following security upgrades are planned:

- Implement security enhancements to judges' chambers on the sixth through eighth floors of the North Tower including installation of an updated access control system/audio visual intercom.
- Install swipe access for the chambers of Chief Judge Barbera and Special Appeals Court Chief Judge Woodward.
- Install cameras in the court's North Tower elevators as well as in the South Tower hallways.
- Enhance exterior lighting around the court.

Section VIII. Legislative Concerns and Recommendations

A. Concerns regarding the impact of the Maryland Justice Reinvestment Act

With recent passage of the Maryland Justice Reinvestment Act, substantial changes are expected to the Clerk of the Court's business processes. It would be useful to have a point of contact at the Administrative Office of the Courts who can provide guidance and insight on business practices and solutions related to the implementation of this legislation.

The court is also concerned about the amendment of Criminal Procedure § 16-210 under which persons seeking public defender representation are interviewed by the commissioner. The court is arranging this month to meet with stakeholders such as correctional officials, the State's Attorney, the Public Defender, the Sheriff, and others to coordinate policies and procedures ensuring prompt interviewing of indigent defendants.

Section IX. External Relationships

A. Justice Partners – Committees, Initiatives, and Concerns

Select Committees and Workgroups

- Criminal Justice Coordinating Commission³ (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 juveniles 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. (Juvenile Supervising Case Manager)
- Integrated Justice Information System⁴ (Technical Service Chief)
- Joint Technology Committee established by the Conference of State Court Administrators, the National Association for Court Management, and the National Center for State Courts to promote the use of technology to improve the effectiveness and efficiency of justice nationwide.⁵ (Coordinator, Research and Performance)
- Court Operations Committee, Case Management Subcommittee (Administrative Judge and DCM Coordinator).
- Court Technology Committee's Case Search/Data Request Subcommittee (Family Division Magistrate).
- Education Committee's Professional Develop Subcommittee (Court Administrator).
- Specialty Courts and Dockets (Problem Solving and Business & Technology judges and Court Administrator)
- Problem Solving Courts Subcommittee (Court Administrator and Associate Judge).

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

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

⁵ <http://www.ncsc.org/about-us/committees/joint-technology-committee.aspx>

- Maryland Judicial Council- Joint Workgroup on Human Trafficking (Chief Deputy Clerk)
- AOC-Gears/CONNECT Change Management Committee (Clerk of the Court)
- AOC-Video-Remote Interpreting Work Group (Clerk of the Court)
- AOC-Forms Work Group (Clerk of the Court)

Concerns

- The Circuit Court continues to focus on sustaining the key relationships with its justice partners built over the years through mutual support and assistance. Concerns only exist due to the potential impacts of MDEC on interfaces currently established to share data among justice partners. The court remains committed to strong justice partner relationships to ensure efficiencies exist among the organizations.

B. Grants

- The Adult Drug Court receives two generous grants from the Rockville Rotary Club and the Bar Association of Montgomery County. Grant funds are designated for sustaining and expanding the GED program for Drug Court participants as well as the support of 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 – Drug Court Grant
 - Family Law Grant
 - Adult Guardianship Grant
 - Trial Court Researchers Grant

B. Community Outreach

- With generous donations from jurors, funds are made available to the Montgomery 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 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 also provide assistance for minor expenses to support children such as school supplies, sports equipment for participation in after school activities, 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 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 centralized jury management system July 2015. As statewide reporting of juror summoning yield and utilization becomes of increased interest to the Administrative Office of the Courts, 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.

B. MDEC implementation in large court system

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:

- Loss of functionality in the areas of differentiated case management and centralized scheduling;
- Length of time to process tasks and that impact on court performance metrics;
- Loss of automation to ensure rule compliance, data integrity and accurate processing of events;
- Supporting and managing staff through the system change;
- 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 future versions of Odyssey; and

- Scalability of AOC infrastructure and resources when additional users/courts are added and require support.

It is 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. DHMH resources to support Mental Health Court participants

As mentioned in last year's report, with the establishment of a Mental Health Court in Montgomery County, the court continues to remain concerned with capacity at the state's forensic hospitals. Inmates continue to wait in county detention facilities awaiting transfer for treatment in a mental hospital. These county facilities were not designed to meet the needs of mentally ill inmates. Progress has recently been made to move the mentally ill into treatment facilities sooner, and the court remains optimistic that this trend becomes a long-term approach to this pressing problem.

D. 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 and, if the current trend continues, the caseload is expected to quadruple in 2017 exceeding 700. The number of SIJS case closures has been more variable with the court unable to close as many cases as filed during certain time periods (e.g., during months when filings spike). While the court monitors case volume and discusses approaches to 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.

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, FY2017

Clerk of the Court

Filings, Terminations, and Clearance Rate (including original, reopened, and Register of Wills), FY2017 (preliminary)

	Overall	Civil	Criminal	Family	Juvenile Delinquency/ Child Welfare
Filings	35,484	10,950	6,565	14,868	3,101
Terminations	35,073	11,112	6,517	14,428	3,016
Clearance Rate	99%	101%	99%	97%	97%

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	2,378	145	346	1,734	153
Interpreter Sworn-In	3,097	83	851	2,033	103

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

- Non-Judicial Services:
 - Processed over 10,000 business licenses
 - Issued over 6,000 marriage licenses
 - Performed over 2,000 civil ceremonies
 - Provided 3,254 notary services
 - Processed 392 passports
 - Land Records Department recorded, numbered, scanned and indexed over 120,000 documents

Court Administration

Quality Control Department

Completed 100% audits of originally closed civil and criminal and 97% of family cases required to be audited:

The Number and Percent of Originally Closed Cases that were Audited by Case Type, FY2017

	Civil	Criminal	Family	Overall
Overall Terminations	5,279	2,110	8,237	15,626
Cases audited	4,974	2,110	8,024	15,108
% audited	94%	100%	97%	97%

Trust Office

- FY2017 Caseload
 - 2,359 active cases by the end of FY2016, which is a 6.5% increase from FY2016 (2,214 cases)
 - 579 guardianship petitions filed
 - 300 case terminations; 26 case transfers to other counties
- FY2017 Workload
 - Report audits and reviews
 - Guardian Inventory Reports: 241 filed
 - Trust Clerk Reports: 953
 - Fiduciary Reports: 986 filed and audited 953
 - Annual Reports of Person: 835 filed and reviewed 834
 - Trials and Hearings:
 - 20 bench trials held
 - 686 hearings held (80 generated by Trust Clerk)
 - 579 show cause ordered to appoint a guardian (72 generated by Trust Clerk)

Drug Court

- 104 participants active at any point during FY2017
- 22 admitted to the program
- 9 graduated, 5 terminated and 3 removed due to an expiration of their probation (categorized as a neutral discharge) from the program
- 1,553 hearings held (14.9 per client): 1,516 review hearings; 31 graduations or phase promotions; 2 Phase demotions; and 3 Coordinator meetings

Mental Health Court

- 9 active participants
- 9 admitted
- All still enrolled
- 115 hearings held (12.8 per client) all review hearings

Family Division Services

- Family Law Self-Help Center: Processed 9,959 visits
 - Female: 5,964 (60%), Male: 3,978 (40%), Other/Unknown: 17 (0.002%)
 - African American/Black: 3,681 (37%); Hispanic/Latino: 3,711 (37%); White: 1,319 (13%); Asian/Pacific Islander: 610 (6%); Other/Unknown: 626 (6%)
 - English: 5,860 (59%), Spanish: 2,868 (29%), Other/Unknown: 1,231 (12%)
- Custody/Access Mediations: 280 Referred, 142 Scheduled, 95 Held
 - Of those Held: 41% were settled and 18% partially settled.
- Domestic Violence Cases: 466 filed

Assignment Office

Hearings and Trials Set and Held, FY2017 (preliminary, Register of Wills hearings are not included in the Civil figure)

	Overall	Civil	Criminal	Family	Juvenile Delinquency/ Child Welfare
Hearings					
Set	59,125	8,585	18,353	22,092	10,095
Held	40,787	3,667	13,473	14,739	8,908
Trials					
Set	8,130	1,054	2,727	2,081	2,268
Held	1,504	253	204	939	108

Appendix II. Montgomery County Circuit Court Publications (sampling)

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 FY2018 Business Plan Matrix

Access to Justice	Overall	Department	Target Completion Date
Administrative Aides	Strive to have a 100% completion rate of Sentencing Guidelines Worksheets.		
		Provide training/assistance to incoming law clerks.	
		Update/remove forms in the shared drives.	
Assignment Office		Continue with cross training staff.	
Court Administration		Support ADA Accommodation requests.	Ongoing
Data Processing		Perform data migration to support MDEC implementation.	2019
		Compile FY17 case processing data.	August 2017
		Data migration to the development server.	2017
DCM	Continued monitoring of caseflow to ensure fair and timely resolution of cases.		Ongoing
	Quarterly monitoring of over-standard cases to identify trends resulting in case flow delays.		Quarterly
Family Division Services	Enhance front-end automation with the Queuing System. Explore processes that will support follow-up appointments with the Family Law Self-Help Center (FLSHC). Utilize data generated by the queuing system to improve front-end processes for litigants and staff.		December 2017
		Continue to assess FLSHC evening hours staffing requirements.	Ongoing
Jury Office		Continue to obtain and provide training to jury office staff, courtrooms, and law clerks.	October 2017

Access to Justice	Overall	Department	Target Completion Date
		Continue to bring in and receive training that will assist all jurors in having a great experience.	Ongoing
Law Library	Create “Fast Facts” brochure on processing name change requests.		
	Conduct a new Everyday Law program for the public.		
Problem Solving Courts	Increase number of active participants in Drug Court by 10% and achieve an average client count of 10 participants in Mental Health Court.		
Quality Control	Monitor the Civil, Family, Criminal and Juvenile Open Case, Questionable Case, Postponement Reason Questionable Case Reports to ensure the processing of cases is timely per the DCM Plans and Time Standards Guidelines.		
		Hold monthly Quality Control meetings.	Ongoing
		Cross-training within the Quality Control office.	June 2018
		Hold Lunch ‘n Learn presentations.	Ongoing
		Prepare for MDEC implementation.	2018-2019
		Conduct FY17 case processing data quality checks.	August 2017
Technical Services	Maintain the court’s website redesign to incorporate a responsive system design.		September 2017
	Ensure the court’s website contains current information and is ADA compliant.		Ongoing
Trust Office		Convert the annual Fiduciary Report form to be fillable in pdf format.	

Access to Justice	Overall	Department	Target Completion Date
Clerk of the Court	Continue to provide interpreter services for individuals who qualify.		
	Continue to work closely with all stakeholders to ensure maximum efficiency of all court filings and hearings.		
	Open communication with the Administrative Judge and Court Administrator to ensure all court personnel are kept informed of changes to policies and procedures.		
	Cross-train Clerk personnel.		
	Preserve the integrity of all cases and maintain public trust.		

Focus on the needs of Self-Represented Litigants, Juveniles & Adult Guardianship	Overall	Department	Target Completion Date
Administrative Aides		Provide impeccable customer service.	
		Ensure telephone customer service is available at all times.	
		Provide literature regarding court procedures.	
Assignment Office	Train staff on the efficient processing of juvenile cases.		
Court Administration	Streamline Kids Spot intake processes, provide the child care service to daytime co-parenting course participants, and provide an informational video on Kids Spot services.		January 2018
Data Processing		Continue to provide programming to assist in the processing of cases for	Ongoing

Focus on the needs of Self-Represented Litigants, Juveniles & Adult Guardianship	Overall	Department	Target Completion Date
		self-represented litigants, juveniles, and adults in guardianship.	
DCM		Continue participation in the Pro-bono/Low-bono/Self-Represented Litigant committee and the Lawyer Referral Service.	Ongoing
Family Division Services	Provide phone-based assistance to self-represented litigants in the Family Law Self-Help Center (FLSHC).		December 2017
	Create ability to schedule follow-up appointments for FLSHC litigants.		March 2018
Quality Control		Continue to provide assistance to litigants calling the main court number.	Ongoing
Trust Office	Continue offering training classes to newly appointed local family guardians (2-3 times/year).		June 2018
Clerk of the Court	Help self-represented litigants as much as possible, without giving legal advice, by referring them to the law library or various web-sites for information.		
	Ensure pamphlets and information packets are current.		
	Provide additional training to court staff so they know the difference between legal advice and general help.		

Communicate Effectively with Stakeholders	Overall	Department	Target Completion Date
Administrative Aides		Assist the new Administrative Judge and his staff with their transition.	
		Have open communication with the State Attorney's Office, Public Defender's Office, private counsel, judges, all court staff and the public.	
Assignment Office	Partner with the Juvenile Department to discuss issues that occur frequently that interfere with the scheduling of juvenile cases.		
	Create a new process for the critical review files.		
		Require employees to participate in at least one Montgomery County class related to communication and/or customer service during their next review cycle.	Ongoing
Court Administration	Create an Ombudsman Program for courthouse staff.		April 2018
Data Processing		Prepare for Maryland Electronic Courts (MDEC).	Ongoing
		Compile FY17 case processing data.	August 2017
		Contact court personnel regarding work order assignments for clarification.	Ongoing
DCM	Continue to support the Circuit Court Notes Section for the Bar Newsletter.		Ongoing
		Participate in the monthly Circuit Court Bench-Bar meetings.	Monthly
Family Division Services	Present Continuing Legal Education to the Montgomery County Bar Association.		March 2018
	Create informational brochures for court patrons.		Ongoing

Communicate Effectively with Stakeholders	Overall	Department	Target Completion Date
Jury Office	Create an orientation presentation for jurors that includes facts, statistics, and information related to jury service.		September 2017/January 2018
Law Library	Develop a database to digitize, index, and make available Montgomery County Circuit Court opinions.		
	Review and implement courthouse intranet improvements.		
Problem Solving Courts	Form volunteer panels of state, county and private organizations to address the various needs of the problem-solving court participants.		
		Identify and engage county and state organizations willing to provide guidance to Drug Court.	
		Identify and engage private, local organizations to provide direct services to participants of Drug Court.	
		Utilize lessons learned by the first several months of program operation to develop a panel of state, county and private organizations to request assistance with filling service gaps for the Mental Health Court.	
Quality Control		Prepare for Maryland Electronic Courts (MDEC)	Ongoing
		Perform FY17 case processing data quality checks.	August 2017
		Assist Data Processing with managing work order assignments.	Ongoing

Communicate Effectively with Stakeholders	Overall	Department	Target Completion Date
Technical Services	Participate in County Technology Oversight, Digital Engagement, and Digital Evidence Management & e-Discovery meetings/work groups.		
		Participate in Maryland Judiciary's IT Control Board.	Ongoing
		Ensure Technical Services policies and procedures are publicly posted and contain current information.	Ongoing
		Schedule and host regular meetings with the Information Technology Advisory Board (ITAB)	Ongoing
Trust Office	Continue obtaining guardians' email addresses and promote the use of electronic communication.		Ongoing
Clerk of the Court	Build a strong connection and maintain an open line of communication among the Court Leadership Team.		
	Obtain more information about other departments within the courthouse to better understand how each department works.		

Improve Systems and Processes	Overall	Department	Target Completion Date
Administrative Aides	Monitor the request for placing cases on the Business & Technology Track.		Ongoing
		Assist with the Senior Judges Office when necessary.	Ongoing
		Assist with updating the Administrative Judge's Chambers Manual.	
Assignment Office	Support the implementation of emailed bench warrants and body attachments from the Sheriff's Office.		Ongoing
		Support employee cross training.	Ongoing
		Inventory and streamline AO reports.	
Court Administration	Review critical court functions and update sections of the COOP and FEAP.		December 2017
		Market and promote the court's intranet site.	Ongoing
		Plan and hold quarterly wellness events.	Quarterly
Data Processing	Implement target completion goals for service tickets to improve productivity of the department.		October 2017
		Validate data in preparation of data migration into MDEC.	Ongoing
		Support MDEC initiatives.	Ongoing
		Continue to work with court departments to improve processes.	Ongoing
		Update the Case Management System Operations Manual.	Ongoing
		Implement time standards for completing service ticket requests to improve the productivity of the department.	October 2017
DCM	Review and provide recommendations for the		Ongoing

Improve Systems and Processes	Overall	Department	Target Completion Date
	implementation of legislative and rule changes.		
	Review over-standard cases and provide recommendations for improved compliance with case time standards.		Quarterly
Family Division Services	Refine the integration of juvenile and family case management.		December 2017
	Create a new case management database.		June 2018
	Streamline front-end processes for the FLSHC.		March 2018
		Update Family Division Bench Book.	December 2017
Jury Office	Learn all aspects of Failure to Appear enforcement and reporting options in Jury +.		Ongoing
		Staff training.	Ongoing
Law Library	Coordinate new training initiatives for judges' administrative assistants and law clerks to improve updating and completeness of chambers collections.		
	Schedule Lexis training for courthouse staff to maximize new content.		
Problem Solving Courts	Review admission documents and manuals for Mental Health Court.		
		Finalize Policy and Procedure Manual for Drug Court.	
Quality Control	Implement paperless audits.		November 2017
		Validate data in preparation for MDEC data migration.	Ongoing
		Add new juvenile FCCIP codes for FY reporting.	October 2018

Improve Systems and Processes	Overall	Department	Target Completion Date
		Continue to work with court departments to improve processes.	Ongoing
Research & Performance	Develop report and enhance SIJS database to improve case management.		FY2018
	Develop a One Family/One Judge case management database.		FY2018
	Enhance user interface/access to Sentencing Guidelines Tool database.		FY2018
	Collaborate on the development of forms, reports, and data feeds to support operations-related analyses.		Ongoing
		Support Family Division Services case management efforts (broadly).	FY2018
		Collaborate with Family Division Services, FLSHC to identify possible initiatives to improve service delivery to self-represented litigants.	Ongoing
		Assist Jury Office in the use of reports to manage operations.	Ongoing
		Support MDEC implementation (change management efforts).	2018-2019
		Provide analytic support to inform judicial/magistrates Needs.	Ongoing
		Explore guardianship metrics and systems to support management and monitoring of Trust Office cases.	Ongoing
		Consult with Family Division Services on revisions to mediator surveys.	
Technical Services	Replace judges and magistrates' touchscreen computers in the courtrooms/hearing rooms with tablet computers.		March 2018

Improve Systems and Processes	Overall	Department	Target Completion Date
	Complete the automated employee leave request workflow process.		December 2017
	Automate Trust Office forms.		March 2018
	Investigate the storage of archived courtroom/hearing room audio DVDs to a digital file structure or in the cloud.		March 2018
	Install and configure Microsoft SQL Server 2016.		Ongoing
	Implement anti-ransomware product.		
	Implement encrypted email or file transfer procedure for transfer of Circuit Court documents.		
	Consolidate Cisco core network switch.		December 2017
	Install redundant network connection to the State of Maryland's JIS network.		December 2017
		Provide case managers and evaluators with tablet computers.	December 2017
		Complete Office 365/Office 2016 implementation.	June 2018
		Participate in MDEC pre-implementation and implementation tasks.	Ongoing
		Support the restructuring of Technical Services staff's assigned duties.	FY2018
		Purchase additional environmental monitoring hardware to monitor all South Tower A/V and network closets.	June 2018 (subject to funding)
		Automate FLSHC intake process.	March 2018
		Provide ongoing updates to Technical Services core	Ongoing

Improve Systems and Processes	Overall	Department	Target Completion Date
		responsibilities and systems applications document.	
		Continue maintenance and support agreements on mission-critical systems.	Ongoing
		Install new Microsoft Windows Server 2016 Active Directory Servers and upgrade domain functionality level to 2016.	June 2018
		Offer training and employee certification programs.	Ongoing
		Identify and develop incentives to improve teamwork, professionalism, and a better understanding of the departments and the court's mission and goals.	Ongoing
Trust Office		Search and identify appropriate software of ShareFile to securely exchange confidential financial documents with guardians.	March 2018
Clerk of the Court	Attend and actively participate in all training and information about MDEC.		
	Assess all current processes and see how they will be changed or kept the same for MDEC implementation.		
	Look at the collection of all fines and costs and ensure we have the best processes in place.		
	Have managers review all current manuals and update as needed.		

Be Accountable	Overall	Department	Target Completion Date
Administrative Aides		Complete all tasks in a timely manner.	
		Complete all Civil Audit files daily.	
Court Administration	Routinely examine case processing performance against statewide time standards.		Quarterly
	Proactively manage the court's operations budget through budget allocation and monthly expenditure reports.		Ongoing
		Produce Annual Report and State of the Court reports.	Fall 2017, Fall 2018
		Research leave model for Judicial Assistants.	April 2018
Data Processing		Maintain the current and failsafe case management systems efficiently.	Ongoing
		Fulfill current CMS service ticket requests efficiently and effectively.	Ongoing
		Run bi-weekly productivity reports and pending items lists from Track-It! to measure performance as a team and as individuals.	Ongoing
DCM		Continue to meet on a bi-weekly basis with the Court Administrator to provide updates for ongoing initiatives.	Ongoing
Jury Office	Visit other Maryland jury offices to observe operations for possible improvement ideas and efficiencies.		July 2018
		Participate in Jury+ training on reports.	September 2017
Law Library	Arrange two public programs with local bar and Peerless Rockville and a new Everyday Law program.		
Problem Solving Courts	Maintain updated statistics to ensure an annual overview of recidivism, length of stay, and program completion for Drug Court.		
	Establish measurable data points for Mental Health Court.		

Be Accountable	Overall	Department	Target Completion Date
Quality Control		Prepare for MDEC implementation.	2018-2019
		Assist in the maintenance of the integrity of the court's records by ensuring the quality of the data in the current case management system.	Ongoing
		Assist court personnel with current case management system questions and problems.	Ongoing
Research & Performance	Produce case processing performance reports, quarterly case processing performance analyses, Statistical Digest, and CourTools dashboard.		Ongoing
	Administer, analyze, and report results from the 2018 Employee Satisfaction Survey (CourTool #9).		November 2018
	Coordinate with the AOC on statewide data initiatives: FCCIP Timelines Measures; CourTools (including Jury reporting); Reserve Case Report; Pending Caseload; CSP; Case Processing Performance.		Ongoing
		Publications.	FY2018/FY2019
		Presentations.	FY2018/FY2019
		Continue discussions (among local and state research teams) about implementing the Access and Fairness (CourTool #1) survey.	Ongoing
Clerk of the Court	Implement trainee progress reports for all new trainees.		
	Consistently monitor time standards.		Ongoing
	Hold the Clerk's Office personnel to the same standards.		Ongoing

Assure Highest Level of Service	Overall	Department	Target Completion Date
Administrative Aides		Strive to improve processes to keep Criminal and Civil cases within court time standards.	Ongoing
		Strive to improve processes to keep Criminal and Civil cases within our DCM guidelines.	Ongoing
		Provide adequate training and assistance to all new employees and interns.	Ongoing
		Develop incentives to improve work flow.	
Assignment Office	Continue to encourage and make time available for employees to participate in career development.		Ongoing
		MDEC preparation.	2018-2019
		Conduct regular process improvement meetings.	Quarterly
Court Administration	Deliver a comprehensive Employee Orientation Program.		November 2017
	Administer a training program focusing on employee development targeted for employees with one to three years of service.		February 2018
	Conduct team building activities.		Ongoing
Data Processing	Identify and develop incentives to improve teamwork, professionalism, and a better understanding of Data Processing and the court's mission and goals.		Ongoing
DCM	Maintain an accessible and transparent Case Management Plan as a reference for counsel, litigants, and self-represented litigants.		Ongoing
Family Division Services	Encourage employee participation in training and educational opportunities offered by the		Ongoing

Assure Highest Level of Service	Overall	Department	Target Completion Date
	County and State providers, either on-line or in person.		
Jury Office	Investigate improving the Juror Exit Survey.		February 2018
	Update and continue to improve the juror information on the court's website.		Ongoing
Problem Solving Courts	Increase the number of Drug Court graduates completing the program.		Ongoing
Quality Control	Examine case processing times against statewide time standards.		Ongoing
	Assure accurate data for internal and external data requests.		Ongoing
		Ensure that the data used for Administration to produce & distribute monthly statistical reports is accurate.	Ongoing
Technical Services	Offer training and employee certification programs.		Ongoing
	Identify and develop incentives to improve teamwork, professionalism, and a better understanding of the departments and court's mission and goals.		Ongoing
Trust Office	Attend training classes offered to employees on customer service and professional improvement.		June 2018
Clerk of the Court	Communicate and support an open door policy with the Clerk of the Court.		Ongoing
	Encourage continuing education and training for employees.		Ongoing
	Keep all clerks informed of new policies and procedures.		Ongoing
	Cross-train employees within the Clerk's office.		Ongoing

Assure Highest Level of Service	Overall	Department	Target Completion Date
	Review all current policies and procedures and make sure we are doing things in the most efficient way.		Ongoing