In preparing this message, I asked our Court Executive Editor, LeeAnn Covac, for a sneak peek of this edition. As usual, the finished product is exceptional, but I came away with the sincere belief that PACM, as an organization, is also exceptional!

Our mission is to provide education, training, and services to advance professionalism in our Courts. This newsletter certainly confirms that we are meeting, and probably exceeding, our mission goals.

 Twice a year PACM and its Professional Development Committee put together an educational agenda that rivals those developed by both MAACM and NACM. The proof is outlined in this edition’s Highlights from the 2014 President Judge/PACM Conference which demonstrates the breadth of knowledge on cutting edge court related topics that were shared with PACM members.

I was also pleased to see the positive impact that PJ/PACM has on our president judges, as is detailed here by President Judge Furber of Montgomery County. PACM was the first organization to hold a joint educational conference with president judges, and it is good to see that the conference benefits for both president judges and court administrators are so well received.

From a personal standpoint, it is heartening to see our organization grow and to see so many of you doing such great things.

New members are our lifeblood, and if these three new members are any indication of the talent level of PACM, our courts will be well served for years to come.

Likewise, other articles highlight initiatives taken on around the state by PACM members to increase professionalism within our courts. Their work should be commended.

So whether it’s volunteering for a committee, developing a new policy or procedure to increase safety in a courthouse, preparing your court’s annual report, providing a safe haven for a ten-week-old kitten during jury deliberations, or finding a new home for an abandoned puppy—you’ll have to read the newsletter to get the details)—we as an organization are doing great things.

Please, let’s keep up the good work in all we do, and I hope to see you all later this month at our joint PACM/MAACM Conference. Best wishes!

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HIGHLIGHTS FROM THE
2014 PRESIDENT JUDGE/PACM CONFERENCE

BY: Vivian Appel, Lehigh County; LeeAnn Covac, Elk/Cameron Counties; James DeVore, Monroe County; Andrew Evertts, Franklin/Fulton Counties; Martha Fisher, Philadelphia County; Anjeza Keirstead, Philadelphia County; Gale Kendall, Franklin/Fulton Counties; Janice Meadows, Blair County; Douglas Praul, Bucks County; Laurie Sacerdote, AOPC; Roberta Webb, Chester County

33 President Judges and 130 PACM members gathered at the Nittany Lion Inn in State College, Pennsylvania, on June 1-3, 2014, for a well-planned conference focusing on “Celebrating Our 25th Anniversary by Preparing for Our Next 25.” Following are highlights of the sessions members attended.

Conference Opening

PACM President Mark Dalton welcomed everyone and highlighted the conference theme, “PACM Celebrating our 25th Anniversary by Preparing for our Next 25.” He noted the full program and variety of topics on the agenda. Mark introduced and welcomed back Pennsylvania Supreme Court Justice J. Michael Eakin as the opening speaker.

Justice Eakin joked about technology and his use of a laptop on the bench, saying, “I am the court computer justice due to my handwriting.” Justice Eakin presented information on the following topics on behalf of Chief Justice Ronald D. Castille:

1. State Court Budget - The request contained a 9% increase; however, the legislature has flat-lined the budget at this time. 86% of the judicial budget is personnel. The judicial budget is still ½ of 1% of the total state budget. The judiciary acknowledges that it is a lean time for the legislature. There has been some headway in the legislation to recognize that the judiciary is not a branch of the executive branch. Reducing the judicial budget would mean a reduction in personnel. There has already been a 10% reduction in MDJs across the state.

A collaborative project with the National Center of State Courts (NCSC) is underway to “right-size” the common pleas courts through a judicial time survey recently completed. There was a 96% rate of cooperation by judges on the surveys.

2. Collection Program – The justice system collected $455 million dollars that included $67 million dollars collected through the on-line PaE-pay program.

3. Introduced Bill - There is a legislative bill to move the Clerk of Courts and Prothonotaries to the judicial system with the goal of improved efficiencies in the court system.

4. Civil Case Backlog – There has been an emphasis for all counties to address any backlog in civil cases. Backlogs identified have been due to individual circumstances in each county. A significant indicator for civil case management backlog in a county is whether their process is attorney-driven or judge-driven. The goal is to ensure that people have their day in court in a timely way.

5. New Judicial Code of Conduct - The new code goes into effect in a month. Remarkable elements are the elimination of the practice of nepotism and that judges are no longer permitted to serve on corporate boards.

6. Elder Law Task Force – Work in this area continues to address specific issues with the aging population. PA has the 4th largest population of citizens age 65 and older in the nation.

7. Domestic Violence Issues – In some counties there are high fees to bring domestic violence issues to court and delays in getting in front of a judge. These are to be addressed on a county-by-county basis.

Justice Eakin indicated that Chief Justice Castille will be stepping down at the end of this year and that Justice Saylor will be the next Chief Justice. This change creates a transitional year with a second vacancy as well (Justice Stephens). At this time, the Supreme Court has no backlog with deciding what cases they will take. They receive for consideration 2500 cases per year. Justice Eakin closed his remarks with a thank you for the opportunity to speak, a thank you to court administration and staff for their hard work, and a wish for a great PACM conference.

CONTINUED ON PAGE 3
To end the session Mark Dalton and Tammy Lambie, PACM Membership Chair, presented awards to 26 PACM members who completed 35 hours of Educational Credits this past year. Justice Eakin congratulated each recipient, who then had an individual photo taken with Justice Eakin.

(State Court Administrator Zygmont Pines did not have the opportunity to speak at the opening session of the Conference due to traffic delays.)

Follow Me, I’m Right Behind You – How to Lead and Influence Others

On June 1, 2014, PACM attendees fortunate enough to arrive by Sunday afternoon could have attended the opening session of PACM’s 2014 Conference which was given by motivational speaker Jody Urquhart. As a keynote speaker, Jody has been presenting her motivational speeches around the world for over 13 years. She is passionate about spreading the message of fun, and meaningful work. Her mission is to inspire individuals, entrepreneurs and CEO's transform their businesses and improve the bottom line by bringing fun and purpose into the workplace.

Jody’s most striking observations and comments addressed judges and administrators of the Pennsylvania judicial districts on how to motivate and inspire employees to enjoy their jobs and be more productive. She shared that 33% of the day is spent in the soft skills of managing people. In her observation, the greatest leadership staffing challenges are: 1) cultivating emotional intelligence; 2) getting work done when you want it and the way you want it; 3) eliminating the need to check back to make sure the work has been done. The role as manager should be to help people continue to look for better ways of doing things. Managers should ask, “What is our bigger purpose and what is the bigger picture?” If individuals forget why they are in their particular line of work, they will lose their sense of focus.

Related to the idea of seeing the purpose or big picture at work is the problem of underperformance. Employees underperform because they have lost their sense of purpose and mission. And how do they stay on track? Jody suggests that one way of viewing work energy is to view oneself as having an energy bank account. The account needs to have a balance. One needs to learn to refuel the energy they give out during the day. Missing lunch or skipping a coffee break can cause people to experience burn out.

If individuals fail to see the big picture, they may also lose motivation to initiate and follow through with necessary changes in their job. Any job requires proactive change to take place. Most employees respond to change in one of three ways: 1) positive, 2) cranky or 3) indifferent. Which attitude is the most challenging to manage? Indifference. Her suggestion is that as changes occur in a department, managers should highlight how employees are making a difference. Allow the employees to become part of the changes. When they don’t own something, they don’t put in the long term effort. Allowing them to be part of the change helps employees see the big picture and creates a long term perspective in the work force. Help employees build pride and motivation by asking, “Where do you want to be in 10-15 years from now?” If people are asked, they will feel engaged.

Jody also addressed the question of why employees are leaving their jobs. The number one reason is because people don’t feel appreciated. Challenge each department to begin employee interviews with a welcome speech that informs them things are going to change. Pair this with challenging them to audition for a role on how to be positive and respectful. According to Jody’s research, the highly successful perfection of the Walt Disney Company is attributed to their number one criteria of having applicants audition for a role on how to be positive and respectful. People cannot be forced to be positive and respectful, but it can be made part of the job requirement.

Jody stated that a key part of enabling a positive attitude is managing expectations. In any human situation a person’s attitude is the quality of their experience minus one’s expectations. The solution is not to increase quality of the experience or workplace, but to manage expectations. How does an employee arrive at expectations? Expectations are based on assumptions. Create a work environment where employees have realistic expectations that are met by the employer. Train leaders to get up and address the expectations and bring them to a realistic level. Create the environment where a positive attitude is expected.

One way to create a positive atmosphere is to allow an appropriate sense of humor into the workplace. Laughter increases endorphins, improves health, decrease stress hormones, relaxes tense muscles, and is contagious. People need to learn to take themselves lightly.
Individuals have a choice of the emotional state they are in. Jody gave some practical tips on how to create an atmosphere of positive energy and laughter: she challenges everyone to “Fake it until you make it.” The body doesn’t know the difference. Humor puts someone in control and helps to control their environment. When they laugh with others, they enjoy them. Employees are difficult because they are unhappy, frustrated, and misunderstood. But employers let them get away with it. Require a positive attitude as part of the job description.

Jody’s engaging presentation launched the PJ/PACM into an inspirational and educational conference. She captured her advice in a book she wrote called All Work & No SAY. She has a website at www.ldoinspire.com.

Rolling Out UJS Data Dashboards

President Judges and PACM members were introduced to the UJS Data Dashboards that were being published by the AOPC shortly after the PJ/PACM Conference. The dashboards introduced to attendees were the financial dashboards: Collection Rate of Payments and Disbursement of Money Collected. Each dashboard contained charts, graphs, and percentages showing year-to-year comparisons for individual counties.

Those in attendance were provided with fact sheets to review and prepare themselves for potential inquires from the media and/or general public. The fact sheets explained the data contained in the financial dashboards. These provided statewide totals for collection and disbursement rates, and highlighted items that affect collection rates, such as high restitution rates, maximum fines, payment plans, and incarceration status.

Other interactive dashboards were rolled out later in June, to include civil case data, protection from abuse data, and dependency data, available for each county.

Family Court Online Forms and Instruction Project

Uniform state forms on the UJS website, along with links to each judicial district’s local procedures and filing instructions, will put Pennsylvania among the leaders of state courts providing access to family courts for self-represented litigants.

The project, under the direction of the AOPC with the assistance of PACM, is expected to be ready on October 1, 2014. Elements of the project were laid out by Rick Pierce, Judicial Programs Administrator, at the PJ/PACM Conference on June 2.

A test site (wwwtest.pacourts.us) is already available for view. The project includes custody and divorce forms, taken directly from the Rules of Civil Procedure, along with understandable instructions for completing the forms. Each pleading is in fillable form with line by line guides in plain language. The goal is to provide uniform and clear pleadings, seen as a benefit to self-represented litigants and the court.

Setting apart the AOPC project from those in other states is the plan to provide a website link to each judicial district or county website. Every court will be asked to provide information, including the name and location of the filing office, filing fees, and supplementary local filing requirements.

The AOPC site is expected to be called “Representing Yourself.” A warning of the risks of self-representation will be prominently displayed. According to Pierce, national research show that litigants who review on-line forms and instructions often recognize the pit-falls, and ultimately seek the services of an attorney. Pierce said research shows the availability of on-line forms does not increase the numbers of self-represented litigants. According to Pierce, that is driven by economics and the status of the family structure.

The forms will target only simple divorces, without property claims, and custody forms sufficient to get a litigant to the settlement level available in most courts.

Support forms will be available via a link with the Department of Public Welfare site. There will not be instructions for taking a case to trial.
The AOPC site will have forms for In Forma Paupers (IFP) petitions and a guide to service of pleadings. Finally there is expected to be an orientation video, inspired by one developed and used in Crawford County.

The project is the vision of Justice Max Baer. PACM’s involvement is two-fold: the ex officio member of the Domestic Relations Procedural Rules Committee, currently Vivian Appel, is preparing the forms and instructions, and the ad hoc Committee on Self Represented Litigants, is helping to collect the local information.

**Domestic Relations Association of Pennsylvania (DRAP) Presentation**

Lisa A. Siciliano, Edward V. Lehman, Jr., and DRAP President Ann Marie Oldani spoke about the Domestic Relations Association of Pennsylvania (DRAP). DRAP is a non-profit organization with over 1400 members from all 67 Domestic Relations Sections or Family Courts. There are four partners in the child support program: the Federal Office of Child Support & Enforcement, the State Bureau of Child Support Enforcement, the Courts and DRAP. DRAP’s success comes from the established relationship with the Bureau of Child Support.

PACSES is the shared database for the collection of child support in Pennsylvania. This database is described as being miles ahead of other state systems. This system interfaces with the IRS, allowing for the collection of federal tax refunds for child support. Information shared includes the amount and date of refund and can also be shared with other states, however, the information cannot be disclosed to judges and court officials.

Domestic Relations Sections work on Federal Title IV-D budgets. IV-D funding requires a lot of documentation on expenses justifying expenditures. Incentive funds are a second funding source from the federal government. Through this funding stream, Domestic Relations Sections work diligently to show proof of meeting 80% of five different measurable levels: paternity establishment, support order ratio, arrears ratio, cost effectiveness and established and enforced medical support. Although this requires a lot of legwork, most counties are already at the required 80% levels, as of April 2014.

Pennsylvania leads the nation overall in most of the required measurable levels. However, Pennsylvania ranks low in the area of cost effectiveness due to the cost of running these offices keeps going up, however, collections are consistent, neither moving up or down. Essentially, the cost of doing business keeps going up, but Pennsylvania has maximized on their collections and has nowhere else to move in that arena.

**Video Remote Interpreting and Language Access in the Pennsylvania Courts**

This session began with Osvaldo Aviles, Interpreter Program Administrator, AOPC, explaining the different types of remote interpreting services available, covering everything from telephone conference calls and call centers to video conference and video remote interpreting. He discussed situations when remote interpreting may be appropriate, however, stressed the importance of keeping in accordance with Pennsylvania’s rules regarding the utilization of certified interpreters through the AOPC’s Interpreter Certification Program.

Mary Keane Vilter, Esq., Coordinator - Court Access, AOPC, then spoke of Language Access in the Pennsylvania Courts, and the upcoming initiative of the Pennsylvania Supreme Court for judicial districts to develop Language Access Plans.

Elements of the Language Access Plans were introduced and detailed, including how to determine the Limited English Proficient population in a county, what to look for in identifying how language services will be provided, staff training, providing notice of services to the public, the inclusion of a grievance procedure, and identifying a process for periodic review and updating the plans.

Currently, the AOPC is working on the development of templates for the Language Access Plans, with more information to come once the templates are ready to be distributed.
PAJCIS

During the concurrent sessions at PACM, Karen Blackburn, Andrew Simpson, and Nevin Warner provided a high-level overview of Pennsylvania’s Problem Solving Adult and Juvenile Courts Information System (PAJCIS). Currently there are 99 problem solving courts in the Commonwealth with two additional courts beginning in July 2014. There is an average of 3,000 cases per year coming in and out of these problem solving courts, and caseload numbers continue to rise each year.

PAJCIS is a case-management system that was developed to help manage and track the performance of problem solving courts. It is completely web-based, which allows users to access PAJCIS anywhere they have an internet connection. The main parts of the PAJCIS system are the referral/screening process, eligibility review, client management, and discharge. The system was designed to be very flexible, giving the coordinators of each county the ability to tailor the system to meet their individual needs.

Analytics and data reports are a major component of PAJCIS. Data is easily tracked in the PAJCIS system, giving users the ability to generate important data reports. Examples of data reports that can be pulled from the system are the fee balance report, incentives report, substance abuse test report, treatment attendance report, and the sanctions report. Reports charting performance measures can be generated easily in PAJCIS. Andy Simpson states, “The PAJCIS system allows for a unified voice to chart the success of problem solving courts throughout the Commonwealth.” For more information on the PAJCIS system please contact Karen, Andy or Nevin at AOPC.

Controlling the Civil Docket

The session was constructed with the intent to provide alternative practices for judges and court administrators looking to reduce the caseload inventory while insuring cases were being processed in a timely manner.

Paula Hannaford-Agor of the National Center for State Courts assembled a panel of two highly regarded judges in the civil arena, and a presentation that gave an overview of a court-run civil process along with providing the tools necessary to run an efficient civil docket.

Judge Christopher C. Starck of the 19th Judicial District, Lake County, Illinois, began by discussing the many ways a case can be delayed in civil court. Judge Starck provided the audience with the “7 Fundamentals of Caseflow Management” which include: Leadership and Vision, Consultation with Stakeholders, Court Supervision, Standards and Goals, Control Continuances, Early Dispositions, and Information Systems. Judge Starck went on to discuss the merits of each of these steps as well as describing the time to disposition standards which helps keep the civil docket on track.

Judge Karsten H. Rasmussen of the Lane County Circuit Court in Eugene, Oregon, followed Judge Starck’s discussion on Caseflow Management with additional information for solid case management. He specifically noted the importance for an aggressive approach to docket management, listing the following issues and their importance to the court:

- Legitimate role of the courts in all the legal work of society;
- The value and importance of civil jury trials;
- Dispute resolution accessible to all;
- Legitimate dispute resolution options within trial court system;
- Elected judges in carrying out the duties of their office;
- Case law development through litigation and appeals process.

The most important statement Judge Rasmussen made was that docket management is a justice function as it impacts the access to justice of the citizens of a jurisdiction. He also stressed the “one touch” rule when it came to case processing along with the need for a calendaring system for cases within the court. Judge Rasmussen stated that having a calendaring system in which “next events” for a case are pre-determined will aid in moving cases through the court without delay.
Both Judge Rasmussen and Judge Starck spoke of the need for time to disposition standards. They stated that when the practices discussed are in place and court personnel are working towards the goal of solid case management practices, cases will pass through the court system in a timely manner, thus eliminating the appearance of a backlog of cases as well as providing equal access to justice.

**AOPC Judicial Automation Update**

The session began with information concerning the statewide Juvenile Delinquency Project. This project is already ongoing with the rollout starting in the spring and continuing through the fall of 2014. The purpose of the system is to provide standardization of delinquency court practices and enable the transfer of cases and sharing of case information between counties. The AOPC is working with JCJC on the data exchange between CPCMS and JCMS to reduce the duplicate entry and data entry errors. This reduction will occur through the increased amount of information that is being exchanged between the two systems.

The next item that was discussed was the use of PA ePay bail and the request that all counties add this functionality. The functionality has been shown to reduce prison commitments and transportation costs.

Projects coming in the future are new screens in CPCMS to aid court administrators in the management of user logins. There is also an ongoing procurement project to replace all MDJS and CPCMS owned printers in the MDJ and Common Pleas Courts. Another project discussed was providing the Magisterial District Judges remote access to the AOPC secure applications. This project is currently in the pilot stage with eight judges. There was discussion on the ongoing work between the AOPC and CCAP to provide electronic data from CPCMS to UCM which would be very beneficial to counties that have their adult probation, county jails and district attorney offices using or converting to CCAP’s unified case management system.

The last item in the session was specific to Northampton County, as the AOPC is working with the county to facilitate bank issued debit cards for restitution payments rather than issuing checks.

**Pro Hac Vice Fee Requirement for Out of State Attorneys**

One wouldn’t expect much from a session entitled *Pro Hac Vice Fee Requirement for Out of State Attorneys*. A presenter is already two strikes behind when half of her topic is in Latin. But Stephanie Libhart, Executive Director of the IOLTA Board, valiantly battled back to present a rather interesting picture of the work of the IOLTA Board. Admittedly, she had to throw in an extra topic—in English—to do it.

First, Ms. Libhart explained the nature of the IOLTA Board, which functions as a separate non-profit corporation whose board is appointed by the Supreme Court. It’s their mission is to provide civil legal assistance to financially disadvantaged individuals, mostly through grants to Pennsylvania’s legal aid organizations.

Some may be unaware that pro hac vice admissions (that is, the admission of an otherwise unlicensed attorney—usually an attorney licensed in another jurisdiction—to enter an appearance in a Pennsylvania case) is handled by the IOLTA Board. Pennsylvania is the only state which has such a process. The process is fairly simple and straightforward, but because the Board collects the fees and not the court, some people are somewhat bewildered by it. This will only be exacerbated by the extension of the pro hac vice requirements to the MDJ courts.

Ms. Libhart reminded the courts that they hold the only means of enforcing these requirements. If the IOLTA Board’s acknowledgment letter is not attached to an initial motion by an out-of-state attorney, it should be rejected.

In recent years, the IOLTA Board has fallen on hard times. Pro hac vice fees have declined from $413,000 in 2010-11 to an estimated $270,000 in 2013-14. When added to the enormous drop in IOLTA interest from MDJ and attorney escrow accounts—an annual drop of nine million dollars since 2006-7—it is easier to understand why the regional legal aid societies are suffering.
To bolster this loss of income, the IOLTA Board has approached numerous banks across the state to become “Platinum Leader” banks. These banks pledge that they will pay one percent interest on IOLTA funds they hold. This is well above prevailing rates. Courts are encouraged to place their MDJ accounts with a Platinum Leader Bank in their area.

Record Retention: Lessons Learned from Philadelphia

Imagine saving $10,975 each month! That is the monthly savings that Philadelphia County realized after implementing a Record Retention and Disposition initiative that focused on reducing the number of non-permanent personal records of the judiciary that were being stored, such as notes of testimony, presentence investigation reports, mental health evaluation reports, and copies of pleadings.

Initially, Philadelphia discovered that there was no proactive approach to periodically review, identify, and destroy eligible records. This resulted in 19,854 boxes of criminal-related records being stored that dated back to August 1866. They developed a plan of action whereby dedicated, qualified personnel oversaw the Record Destruction Project, and by utilizing CPCMS to extract reports and filter pre-identified parameters, were able to generate lists identifying eligible records for destruction. Ultimately 170,350 files have been destroyed since September 2012, and 147,000 additional files have been deemed eligible for destruction.

The action plan also called for the elimination of dual efforts and repetition, and the creation and implementation of internal retention and disposal processes and protocols. Frequently, they found multiple copies of the same document sent for storage, and by developing these new protocols, they were able to see tangible results – a room that was once used for wall-to-wall storage of boxes was able to be completely emptied and turned into a much-needed staff training center.

By assigning Records Custodians for each department and appointing a District Records Retention Officer, Philadelphia is now able to constantly review operations to ensure that retention and disposal practices are being followed.

State Court Agenda

The opportunity for examining where PACM should be headed continued at the 2014 PJ/PACM Conference. The session on the PACM state agenda followed up on a similar session at the 2013 Mid-Annual PACM Conference. The priorities established at the Mid-Annual Conference were Improving Case Management, Sustaining Excellence in Difficult Budget Times, Enhancing Public Perception and Increasing Community Collaboration, Promoting Court Leadership and Governance, Responding to Upcoming Trends and Developing Best Practices, Supporting Professional Development of Members, Providing Diverse Educational Opportunities, Collaborating with Other Professional Organizations, and Increasing Activity and Participation by PACM Members. The session on the state agenda provided an occasion for PACM members to provide feedback on the established priorities.

There was vigorous discussion in the breakout groups about which priorities should be PACM’s focus. The session provided the PACM board with valuable feedback on what the membership would like to see the organization become in the short and long term. Additional refining of priorities will occur in the coming months and years as PACM continues to engage in defining its goals. As always, input from PACM members is always appreciated.

The Big Bang: A Theory on Balancing Expectations of Delivering Services in a Diverse Future

How do judges and court administrators balance the public expectations of delivering services now and in the future?

Bazinga!!! - By learning through the best scientists! After all, it is an exact science! Right?!?!

In a delightful mix of humor, thinking outside the box, and facing reality of challenges, this session created a fun, interactive, and critical thinking atmosphere in pondering upon future problems faced by the judiciary and its leaders.
Courts will have to face the future with uncertainty of expectations, funding and ability to deliver. If that is not challenging enough, unanticipated changes and pressure will force the courts to review the internal operation, methods of delivery, and continuity of providing justice in individual cases.

Courts will have to understand, accept, and embrace the ever-changing world of technology filled with new vocabulary, instant speed of communication, and constant change. Few factors that will affect the future of the judicial system are litigant expectations, change management, court relevance, technology, and unanticipated changes and pressures. They have to face the portrayals and perceptions of the courts, defy them and stay true to the purposes and roles of the judicial system.

“I never think of the future – it comes soon enough!” While many admire the intelligence of Einstein, a court leader must be ready to challenge the future and remain within the core competencies of the courts. Surveys of professionals across the country and estimates of probabilities for different future scenarios demonstrate that almost all areas of NACM’s Core Competencies will be affected. Courts will see an increase in case complexity, will lose organizational memory, alternative work schedules will become the norm, and racial distinctions will disappear. Additionally, technology will bring about the digital courtroom, centrally stored data will be immediately available to stakeholders, and courts will redefine their relationship with the media.

Technology has become part of life and most rely on it in fulfilling work duties and daily activities. By knowing its potential, it is a court administrator’s job as a visionary to be ready for what the future may bring. Critical thinking, utilization of Mind Maps and a strong sense of reality will become critical in preparing managers and the courts for a closer link between the fast advancing technology and the historic institution of justice. The pressure of meeting litigants’ expectations will require review and adaptation of the services delivery mechanism and operational structure, all while staying true to the role of the courts.

“Imagination is more important than knowledge!” - Albert Einstein. Judges and court administrators can learn from the best scientist that they need a fine balance between present, future, and expectations. No one knows what the future may bring, but a true visionary knows that it is only around the corner, waiting to surprise everyone. It will be the challenge of court leaders to face the future with adaptability, partnership, sense of control, and acceptance that there will be risk, failures, and triumph.

“People, Purpose, and Passion: The Journey to Continued Success”

In lieu of a PACM Mid-Annual Conference in 2014, PACM has invited members to attend the MAACM Annual Conference being held in Seven Springs, PA, from September 28—October 1, 2014.

If any PACM member would like to contribute an item for the “Pennsylvania Basket” to be auctioned at the MAACM Conference, please contact Patricia Norwood-Foden at pnfoden@chesco.org. All items will be collected at the MAACM Conference.
The Honorable William J. Furber, Jr., was sworn in as Montgomery County's President Judge on January 6, 2012. Five months later, he attended his first PJ/PACM Conference in State College. Judge Furber was eager to attend PJ/PACM, as he had heard great things about the conference from his predecessors. He stated that the three-hour drive to State College passed quickly. It gave him the opportunity to have uninterrupted time with Montgomery County’s District Court Administrator, Michael Kehs, as well as to enjoy the beautiful scenery.

President Judge Furber found the Nittany Lion Inn to be extremely hospitable and comfortable—the perfect setting for PJ/PACM. The Conference began early afternoon, with Justice Eakin thanking the court administrators for their hard work and dedication. Judge Furber watched with pride as Montgomery County’s district court administrator and deputies received their certificates of achievement from Justice Eakin for completing continuing education hours. Similarly, he enjoyed conversing with his colleagues. “A fair majority of president judges were there. I appreciated the breakout sessions because it afforded us the time to discuss common issues that affect all president judges.”

One of the sessions which President Judge Furber vividly recalls was the Veterans’ Court Panel. Judge Furber presides over Veterans’ Court in Montgomery County. He is passionate about and understands the need for this problem solving court. He joins the panel in encouraging all counties to develop a Veteran’s Court. Judge Furber added that if anyone would like to speak with him regarding Veteran’s Court, he is only a phone call away!

President Judge Furber was impressed with the Association’s devotion to the educational and training sessions which he firmly believes contribute to the efficient administration of justice in all counties. He has found the educational programs to be relevant and pertinent to matters presently affecting the courts. “PACM’s Professional Development Committee is to be commended for offering all in attendance the tools necessary to assist them when they return to their home counties.” Judge Furber especially appreciated those integrative sessions where president judges and administrators alike were able to share new ideas and discuss solutions to common problems faced by all across the Commonwealth.

Judge Furber enjoyed the relaxed atmosphere of the conference. He stated that he “was struck by the camaraderie of the members of PACM and impressed by the organization’s dedication to promoting professionalism.” Judge Furber voiced this sentiment: “It is a great feeling to be among others who enjoy being with each other! I witnessed senior and retired members being very gracious about offering help and encouragement to those individuals just becoming involved in PACM. This is a special organization!”

President Judge Furber particularly welcomed the opportunity the conference afforded him to spend with his court administrator and deputy court administrators. “I genuinely mean it when I say how important the court administrator and deputies are—I could not effectively perform my duties as president judge without them.”

While the Judge enjoyed all aspects of the conference, the banquet which occurred on the last evening was especially pleasing. Montgomery County’s own Judge Thomas DelRicci delivered remarks to the organization in his capacity as President of the State Trial Judges. President Judge Furber was delighted when Carol Dillon, Montgomery County Deputy of Court Services, was presented the President’s Award! And then, it was his great pleasure to introduce and swear in Patricia Ranieri, Montgomery County’s Deputy of Civil Division as PACM’s next President! “It was thrilling for me to swear in Pat in front of her colleagues and her son, Alex! It was an exciting evening for Montgomery County.” Judge Furber was elated—and very proud! He experiences great pride as he watches his district court administrator and deputies continue to grow in PACM.

2012 was a very special year—and it certainly set the bar high for future conferences. However, President Judge Furber always looks forward to annual PJ/PACM Conferences. “I enjoy it. I really do! I come away happy and with a feeling that it was very worthwhile.”
On July 13-17, 2014, I, along with Dominic Rossi, Renee Kimball, and Mark Dalton, attended the National Association for Court Management (NACM) Conference in Scottsdale, Arizona. The conference theme was "Embracing the Courts of the Future: Blueprint for Action."

Let's get one thing straight—HOT is HOT, even when it is a dry heat! Even if you get to relax by the pool at the end of the day's session, 110 degrees feels like the inside of your oven.

Actually, the conference was exceptional. Speakers from the National Center for State Courts (NCSC), from academia, and from various court systems around the country, offered insightful information on almost every topic imaginable on court administration related topics.

Here is a sample of some of the best seminars I attended:

**Judge—Executive Teamwork in Times of Stress**
The president judge and chief operations officer at the Los Angeles Superior Court explained how they had to deal with legislatively mandated multi-year, multi-million dollar budget cuts, which ultimately required closing courthouses, consolidating or eliminating judicial assignments, and furloughing judicial personnel.

**Managing Notorious Trials in the Media Spotlight**
The judges involved in the Casey Anthony homicide trial, the Jodi Arias homicide trial, and the O.J. Simpson robbery trial discussed the techniques and approaches they used to manage the trials and the public/social media frenzies accompanying them.

**The New Core**
NACM President-Elect Stephanie Hess provided information on the updates to the original Core Competencies that focus on principles, practice, and vision that an individual needs to be an effective staff member, manager, and court leader. To learn more about The New Core, see page 12 of this newsletter.

**Why Diversity Should Matter to the Courts**
This session explored what leaders need to know and do to more effectively serve diverse populations accessing and working for the courts to help build public trust and confidence.

In addition, representatives from the Michigan State University Judicial Administration Certificate Program presented eight segments to complete the NACM Core Competency on Caseflow Management.

I also learned and saw how helpful everyone from the NCSC is. Whenever anyone has an issue dealing with court administration, a simple e-mail or phone call to them will start the process in finding a helpful solution.

Probably the best part of my experience at the NACM conference had nothing to do with the actual conference—to some degree. When I landed in Phoenix, I rented a car and headed to the conference. I learned that everyone else from Pennsylvania took the shuttle bus. Since I had a car, I suggested to Dominic that we go out for dinner one evening. When I met Dominic in the lobby, he was with a group of people I did not know, who had been invited to a dinner party for the conference speakers and organizers at the Scottsdale home of an executive for the NCSC. They needed a ride, so they invited me to the party. The host and hostess were very gracious. While mingling, I got to speak to the retired judge who presided over the O.J. Simpson trial on a more detailed basis, and got some insight for her actions. I also had the opportunity to talk with a kind, older gentleman who introduced himself to me and Dominic as Ernie Friesen.

Ernie Friesen is one of the founding fathers of modern court administration. He is 86 years young, and still sharp as a tack. His resume is both extensive and impressive, yet our conversation on the past history and future of court administration was more grandfatherly in its tone and content.

Ernie was presented with the NACM Lifetime Award of Merit at the conference. So what could I do as your President? I invited him to give the keynote address at our June 2015 PJ/PACM Conference. While he did not say yes, he did not say no either. I will keep trying.

As for all of you PACM members, keep working hard and aspire to take a leadership role within our organization. Perhaps you too can go to some pretty exceptional educational conferences, representing our great association, and get to rub elbows with some pretty neat people. Please get involved!
In 1990, the National Association for Court Management (NACM) surveyed its members to evaluate the goals, priorities, and services of the association. What emerged from that survey was a clear desire from the field for national programs that were relevant to daily practice and reflective of the full range of court manager responsibilities. The ensuing effort produced a set of core competencies, designed to provide guidance on court management skills and responsibilities that outlined specific knowledge, skills, and abilities required for effective performance and to serve as a guide for NACM educational programming.

Since that time, the field of court management has become increasingly professionalized and diverse. With increasing responsibilities, new demands of staff, and changes in the environment in which court managers work (e.g., political, economic, technological), NACM recognized a need to review the original competencies and to update them to take into account the multitude of changes that have occurred in the profession. The new Core is intended to be forward-looking to encourage not only competencies for professionals working in court administration but also to promote excellence in the administration of justice.

What Are and Aren’t Core Competencies?

Being a competent court leader means that an individual has a demonstrated capacity to carry out required responsibilities in a manner that is consistent with producing effective performance. The Core is designed to help court leaders understand what it means to demonstrate capacity in all aspects of court management. Overall, the Core is a comprehensive and detailed description of what individuals working in court administration need to know and be able to do. The Core is not intended to be static indicators of performance but rather are dynamic and adaptable to different types and levels of courts, jurisdictions, and environmental context.

Court leaders, managers, and their staff will find that the Core is organized to reflect the types of knowledge and skills needed to be effective at all levels of court management. Recognizing that the Core provides an opportunity to help both young professionals new to the field, as well as those looking to advance in the field and improve their overall performance, NACM’s approach provides a roadmap to the profession—from the foundational knowledge that every individual in court management should have to the more complex and advanced areas required to be an effective line-level manager and court leader.

As such, the Core is organized into three modules: Principles, Practice, and Vision. Within each are competencies that an individual needs to be an effective staff member, manage, and court leader, whether in his or her current position or as he/she advances to positions of greater responsibility and authority:

Principles focus on the fundamental and enduring principles that every person working in the courts should be knowledgeable of and demonstrate competency in, regardless of the individual functions or tasks he or she performs for the court. The competencies within the Principles module are relevant at all experience levels—whether as a newly hired employee, a seasoned professional moving into the courts from other disciplines or agencies, or as a long-time member of the court community.

The Practice module defines the competencies that a court leader should have to effectively perform both the day-to-day and long-term functions of the position. Although not every court leader will individually be responsible for performing each specific function, it is important that he or she understand why the function is important, critical skills needed to be effective, and how to apply the skills to their specific roles in the court.

Finally, competencies in the Vision module detail what a court leader needs to be able to do to effectively develop and manage a strategic vision for the court. Court leaders must be able to identify and address emerging issues that have an impact on the administration of justice, and they must be able to navigate changing political and economic environments. To perform these functions, the court leader must demonstrate creativity, stamina, drive, conceptual and analytical skills, and the ability to execute. These traits position the court leader to work with judicial officers and other system leaders as part of a leadership team, to assess and respond to trends, and to promote overall court capacity.

This introduction provides an overview of key definitions used in the Core and guidance on the application and use of the materials in each module.
Application and Use of the Core Competencies

As noted earlier, the Core is designed to provide a framework of the critical competencies needed to be an effective staff member, manager, or court leader regardless of the type of court in which a person works. The Core can be used in many different ways:

**For individual professional development**
- By individuals within the court administrator’s office to evaluate their own competence
- By individuals to advance their competency levels to promote individual growth and development into a court manager or court leader positions

**For staff development**
- As an orientation tool for new staff members
- As a tool for identifying areas of deficiency or gaps in competence within the office as a whole

**For personnel management**
- As a basis for establishing job descriptions
- As a basis for performance measurement

**For advancing the field of court administration and management**
- As a guide for national training programs in court administration
- As a measure of how the profession is changing over time

Regardless of how the Core is used, it has been structured to provide consistent information across all competencies. This consistent structure allows the reader to quickly define and review the indicators of competence and also to see how the competency is demonstrated in everyday work and in different types of courts/court functions. Each of the Core Competencies consists of three main components:

- Relevance: a brief description of what the competency is and the areas of court management that it addresses
- Application: the key elements of the competency and specific descriptions of how an individual should be able to apply their knowledge effectively
- Related competencies: links to other competencies in the Core that cover similar areas

In addition, a resources section provides links to relevant reports, studies, tools, and other materials that can help an individual build their competencies as court leaders.

*Editors Note:* It is important to note that The Core is still very fluid. As this is the first iteration of The Core and NACM is requesting feedback through the end of August 2014. Comments can be directed to Paul DeLosh, NACM Core Chair, at Paul@nacmnet.org. He will also be presenting an overview of the Core at the upcoming MAACM conference in Seven Springs, PA on Tuesday, September 30, 2014, at 8:30 AM.
GETTING TO KNOW...

HEIDI SHIDERLY, CRAWFORD COUNTY

Like many of her colleagues, Heidi Shiderly, Esq., Deputy Court Administrator of Crawford County, finds herself constantly coming up against questions to which she does not know the answer, despite years of experience in the justice system.

Prior to her appointment as Deputy Court Administrator of Crawford County in October 2010, Heidi served as the President Judge’s Law Clerk in Crawford County beginning in April 1998. She obtained a bachelor’s degree in International Business and German from Grove City College before receiving her Juris Doctorate from the University of Pittsburgh and her LLM at the University of Augsburg, Germany, where her thesis was Sovereign Immunity and the Commercial Activity Exception.

She enjoys that her position as Deputy Court Administrator allows her to exercise her organizational and management skills in addition to her legal knowledge, as there is ample opportunity to find ways to make things occur that work better for everyone and is conducive to keeping things organized and on track. To that end, her very first day involved taking the court calendar from book form to a computer program. She also finds working with others in the courthouse to be an enjoyable aspect of each day, especially when they are working together to make things run more efficiently or come into compliance with new rules, regulations, etc., whether it be changing processes, developing new forms, or something totally new.

Heidi joined PACM’s ad hoc pro se litigant’s committee, and really likes developing personal contacts with other PACM members so that when the need arises to ask a question or gather feedback and ideas for projects she is working on, she knows who to turn to. She appreciates PACM’s ability to keep members up-to-date on rule changes via the ex officio members of the procedural rules committees, and the overall educational platform that PACM provides.

She is looking forward to getting to know more PACM members and develop additional contacts, and fully supports President William Hare’s vision and goals for PACM’s future.

ANGHARAD STOCK, ALLEGHENY COUNTY

With over 70,000 cases filed each year, it is easy to see why the sheer magnitude of filings is one of the most challenging elements for Anghard Stock, Esq., Administrator of Pittsburgh’s Municipal Court.

Established in 2005, the Pittsburgh Municipal Court is composed of a Traffic Division, Non-Traffic Division, and Criminal Division, and Magisterial District Judges preside over the cases. As the administrator, Angharad has implemented various procedures to ensure efficient caseflow management. She assisted with the implementation of a video arraignment process whereby approximately 19,000 criminal defendants are arraigned each year. She also assisted with the creation and implementation of an online postponement system, which is frequently utilized by attorneys. Angharad relates that she works with a very good staff and enjoys working toward system improvements.

A graduate of the University of Pittsburgh and Duquesne University School of Law, Angharad spent the early part of her career as a law clerk for the Hon. Harry Montgomery of the Superior Court of Pennsylvania, and later moved on to become a Deputy District Attorney with the District Attorney’s Office of Allegheny County before being appointed to her current role seven years ago.

As a member of PACM’s Special Courts Committee, Angharad would like to see more programming specific to minor courts presented at conferences, but enjoys the opportunities that the conferences provide to share information with others and attend a variety of educational sessions.
Having been appointed to her position as Deputy Court Administrator of Berks County in December 2013, Tammy Funk is a new PACM member, but certainly not new to court administration. She started with the Berks County court system during her senior year of college as an intern in the District Court Administrator’s Office. Her first full-time position was as Jury Clerk. She moved on from that to become an Account Clerk in the Domestic Relations Section before returning to court administration as an Administrative Assistant to then Deputy Court Administrator Cathy Marburger. After that, she worked for two years as an Executive Assistant to District Court Administrator Stephen Weber before accepting her current position which became available upon the retirement of Cathy Marburger.

Tammy holds a bachelor’s degree in Business Administration from Kutztown University of Pennsylvania. Her duties include civil, criminal, and jury administration, and she enjoys the variety that each day brings, though it can sometimes be challenging to shift gears and reprioritize projects or tasks in each distinct area.

Berks County has been working on implementing an e-filing program for civil and family courts for the past few years, and Tammy has become involved in the development and implementation of that project. She is also working on furthering the electronic flow of documents with the development of a judges portal.

Though she is a very new member of PACM, Tammy has already experienced the camaraderie and support from others in PACM, and finds their knowledge and experience – not to mention their willingness to share – of great value, and hopes to become more involved with committees in the future.

Tammy and her husband have recently celebrated their seven-year wedding anniversary, and they have a three-year-old son.
A PERILOUS TRIP TO THE COURTHOUSE

INFORMATION SUBMITTED BY: PETER MORIN, MERCER COUNTY

Earlier this year, a homicide trial was taking place in Mercer County. On day 5, the jurors had been deliberating for 5 hours or so, and at about 8:00 p.m., they indicated they were not close to reaching a verdict. Several vehicles were arranged to take the jurors to a local motel, where a block of rooms had been reserved in case of this exact circumstance. The jurors were instructed to move their cars to a lot directly across from the courthouse and pick up their suitcases, etc. District Court Administrator Peter Morin walked along to the parking lot to help gather everyone. As one juror was getting out of his large SUV, he heard a sound from under the hood. He opened the hood and looked around in the fading light to find out what the sound was, only to find his family’s 10-week old kitten hunched down on top of the wheel well after having probably climbed into the engine compartment the night before. The juror left home at approximately 8:30 a.m. that day and drove 20 miles to Mercer on the interstate, at times reaching 55 miles per hour, yet his “passenger” managed not to fall or get bumped out along the way! On top of that, it was now 9:00 p.m., so the kitten had stayed in the vehicle and had not eaten in at least 12 hours. Of course, his fellow jurors were by now crowding around to see what was going on, petting the cat and giving “oohs” and “aahs” at the situation.

The juror was at a loss—his family was at home; his young children in bed by this time, so he could not have his wife pick up the pet. Not knowing what the motel’s pet policy was, but doubting that they could have left the cat in the care of the juror, Pete volunteered to take the kitten home for the night. Since he already had a cat, he had food and decided it would not be a problem.

Once the jurors arrived at the motel, Pete arranged with the front desk to have all room keys distributed, and worked with the tipstaffs and deputy sheriffs to escort everyone to their rooms. While doing all of this, he carried the kitten in his hands. Finally, he and his charge were able to go home. After explaining to his wife that he did not bring home a stray, they worked to get the kitten fed and made a bed out of an old sweater for the night.

The next day, using his pet carrier, Pete took the kitten to work, keeping him in his office as the jury continued deliberations. Of course, the kitten also made his way around the courthouse while Pete showed him to everyone and explained what happened. Later that afternoon, a verdict was reached and the jurors were dismissed. The owner was finally able to call home and tell his children.

In his 30 years in court offices, this situation was certainly a first for Pete. He was amazed that the kitten survived the drive and the many hours in the vehicle, alone and confused. Pete is convinced that if this cat has nine lives, one was used in this incident!

A HAPPY ENDING

INFORMATION SUBMITTED BY: CHAD WEAVER, JEFFERSON COUNTY

The puppy in this photo was found at the house of an alleged methamphetamine lab in Jefferson County. The occupants of the house indicated that they had no one to care for him, and in fact had recently inquired about finding a new home for him.

The drug task force team then brought the puppy into the Jefferson County Courthouse, hoping to find him a new home.

What may have started out as a questionable beginning for the puppy has resulted in a happy ending, as an adult probation officer claimed him. Now “Cooper” is out of danger, eating and sleeping well.
The Fifth Judicial District of Pennsylvania, County of Allegheny, produced its first semi-annual report for the period January 1, 1964 – June 30, 1964. Each subsequent year to date, an annual report has been published providing an operational and statistical review of the important work of the local judiciary.

The positive evolution in the production of the annual report since its inception in the 1960’s has been made possible due to progress in technology, familiarity and experience with the advancement of the publication, and persistent attention to detail. Production would not be possible without the teamwork of court administrative office management and staff and all division and department administrators and court employees who are responsible for completing the myriad number of tasks involved in this project.

Organization of the report begins each year in mid-September and concludes with a finished product in mid-June of the following year. Work on the 2014 report will begin this fall with the scheduling of the Board of Judges’ annual photo. All department administrators will be reminded in November to draft articles highlighting their respective department’s functions and accomplishments throughout the year and to produce corresponding statistical information. In addition to a court administration employee who takes multiple, various photos of employees, court buildings, and at notable events throughout the year, administrators are asked to submit pictures of special happenings, staff, and/or of other suitable occasions for use in the annual report in JPEG format with preferred pixel and resolution settings. Generally, the collection of this vast amount of information takes several months, as various statistics are not available until early the following year. A substantial amount of time is dedicated to reviewing and editing articles and statistics, as they are submitted, to ensure proper grammar, accuracy, and uniformity. The court contracts with a graphic designer early in the project who, after consultation with the report committee, sets the report content into a visually appealing format.

While the processes and methods employed in developing the court’s annual reports have been refined, the goals remain unchanged. Publication of the annual report serves a multitude of purposes. First and foremost is educating the public and other branches of government. Information contained in the report helps to justify and support funding needs, promotes transparency and accountability, and serves as a historical tool. Additionally, report information provides a quick snapshot of summary material and, to provide an example, served as a reference for preparation of the court wide multi-year strategic plan. The report is shared with public officials and agencies as well as with interpreters, college students, and teachers to provide an overview of the court organizational structure, functions, and statistics. Finally, the annual report helps to educate employees of the Fifth Judicial District regarding the business of all divisions of the court and can serve as a vehicle to recognize dedicated employees from year to year.
Courthouses have security personnel who are trained to respond to crisis, however, many courthouse employees do not receive security training and do not have the tools to sufficiently respond in an emergency situation. Court employees have expectations that the courthouse environment is a safe and secure workplace. In Chester County, the Sheriff’s office trains the deputies regularly on active shooters and other security incidents. There are no doubts that these highly trained men and women will be able to respond to a security incident in the Chester County Justice Center, however, the concern of court leaders involves the emergency response of courthouse employees, judges, and court users.

On February 11, 2013, two women were killed and two courthouse deputies were shot when a gunman opened fire in the lobby of a Wilmington, Delaware courthouse. Wilmington is only 17 miles from West Chester. Saying this is hitting close to home is an understatement. Unfortunately, this tragic event is not an anomaly. Wilmington joined a long list of recent courthouse shootings since 2011. Shootings in Texas, Oklahoma, Minnesota, and Arkansas injured a total of 12 and killed 3 (NCSC, 2013). Although considered a secured facility, courthouses are subject to violent episodes. The Administrative Office of Pennsylvania Courts reported a total of 1,536 security incidents in Pennsylvania courthouse facilities between 2005-2011. Some of the data reported to the AOPC are incidents that have occurred in Chester County.

The Chester County Court Security Committee actively pursued addressing the security concerns of the employees in 2012 by conducting a brief survey to identify what security issues concern departments in the Chester County Justice Center. This survey was sent to each department head of court and court-related departments. The survey consisted of a simple question asking the departments to prioritize concerns about major security incidents. A major security incident was defined as events such as active shooters, white powder incidents, threats, disgruntled employees, etc.

Using the results of the survey, a list of topics to address was compiled and prioritized and various strategies to deliver training information to the employees were explored. The concerns included issues such as active shooter events, bomb scares, parking lot safety, and using panic buttons. The committee decided to tackle the active shooter issue first.

At the direction of the Chester County Court Security Committee (chaired by the president judge), each department in the Chester County Justice Center created a safety plan. The Department of Homeland Security was invited to conduct a floor-by-floor site assessment of the Justice Center. A security assessment team composed of the Homeland Security consultant, the court administrator, EMS personnel, and county security personnel conducted a site visit in May of 2013 to identify secure shelter-in-place locations within each office. The information from this site visit assisted each department to create a security plan using a template developed by the court administrator. The security plans included shelter-in-place protocols and evacuation plans. The evacuation plans were not necessarily the same routes used during fire drills. Each department will be expected to train their employees on the plans and to review timely to keep the information fresh.

Once the department plans were created, the court administrator and sheriff personnel developed specialized training for employees to train them on the idea of sheltering in place and responding to security incidents occurring in the Justice Center. The training is being conducted by sheriff deputies and the court administrator. The session, lasting ½ hour, incorporates the concepts of “Lock, Block and Silence” and “Run, Hide, Fight.” An excellent video produced by the Alabama Homeland Security agency is shown as it demonstrates the concepts well. This video can be seen on YouTube at the following link: http://www.youtube.com/watch?v=qJFyTXAwkDY.

The trainers review the profile of an active shooter, decision-making in the event of a shelter-in-place activation, law enforcement response, and the individual department plan. As of July 2014, 14 court and court-related departments have been trained on sheltering in place. Training for the judges and chambers personnel is being conducted on a one-on-one basis and will continue through September. The remainder of the Justice Center personnel will be trained before the end of 2014. Feedback from the training has been positive. Although the information provided can sometimes be scary, the employees have expressed that the message is important and the training is meaningful.

In addition to the concern of an active shooter, other security concerns were addressed. Using the survey results, the court administrator pinpointed security topics that could be addressed without the need to purchase security equipment or requiring specialized security training. Recognizing that employees’ time and attention are limited, it was determined that the most efficient, effective way to provide security
information to the employees was to create an internal employee security newsletter.

The Security Bulletin is an electronic, internal employee newsletter that contains security and safety information and links to resources such as the county’s security web page. The county’s safety web page is maintained by the county Risk manager, for internal use, that incorporates information about county safety policies, information about fire drills, and bomb scare checklists. Each newsletter invites the employees to visit the county site to review materials contained there. To date, there have been four issues of the newsletter published. The topics of the issues include:

- Issue #1: Suspicious Mail/Packages and Duress Alarms
- Issue #2: Bomb Threats
- Issue #3: Weapons of Opportunities and Severe Weather Events
- Issue #4: Parking Lot Safety

The fifth issue will be addressing sheltering-in-place as a follow-up/review of the materials covered in the training sessions.

There have been too many occurrences of workplace violence, specifically in courthouses around the country, for court leaders to ignore the importance of preparing employees to respond to security situations. Yes, most courthouses have a law enforcement presence in the sheriff’s department, but in many circumstances, it is the employee that remains the first line of defense.

This project has confirmed that court employees have concerns about serious security incidents and personal safety matters. It is the responsibility of court leaders to create a change in the court culture regarding how employees assess and react to security incidents when they occur. Many employees need to re-think how they would respond to an emergency event. Employees have been trained since grade school, whenever they practiced required fire drills, to automatically evacuate a building during an emergency event. Sometimes, evacuation is not the safest course of action. Through this new training program, court leaders in Chester County hope employees will first determine what is happening and quickly ask if it is safe to evacuate or should sheltering-in-place be the appropriate response. On a daily basis, they need to become aware of their surroundings and report suspicious matters.

When employees become invested in their own personal safety awareness, and encouraged to do so by court leaders through security training opportunities, court facilities can become a safer environment because the employees are prepared to respond to emergency situations. If anyone is interested in a copy of Chester County’s training Power Point or copies of our security newsletter, please feel free to contact me at pnfoden@chesco.org.

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10-COUNTY MEETING

BY: PATRICIA NORWOOD-FODEN, CHESTER COUNTY

The bi-annual 10-County Regional meeting was held on April 24th at the Chester County Justice Center. The meeting was attended by representatives from the AOPC, Berks, Bucks, Chester, Delaware, Lancaster, Lehigh, Montgomery, York and Philadelphia Counties.

Following welcoming remarks by Chester County Judge Jacqueline Cody, the attendees participated in in-depth discussions regarding issues and programs of interest occurring in the southeastern jurisdictions of the Commonwealth. Programs discussed included Chester’s employee security training program, Philadelphia’s record retention project and cameras in courthouse facilities.

The AOPC provided updates regarding the pro-se forms project, UJS security workshops, Juvenile Delinquency project, workload study and SB 1215 (Clerks/Prothy initiative).

Chester County’s Chief Probation Officer Chris Murphy spoke about collection’s court. The collection’s court allows probation cases to be closed out, ending supervision and freeing up limited probation officer resources.

A favorite component of these gatherings, other than the breakfast spread, is the opportunity for each county to share happenings or new programs within their jurisdiction.

The next 10-County regional meeting will be hosted by Montgomery County in the Fall of 2014.
As PACM members may know, late last year PACM was informed that its previous website service provider was assumed by a new company (*YourMembership*) and that PACM needed to either find a new provider or migrate the website to a new platform with the successor company. Those who have experience with website management know how time-intensive either option can be; however, with the assistance of PACM’s Technology Committee, the Board determined that migrating the PACM website to the *YourMembership* site was cost-effective, provided a seamless transition, and increased functionality while maintaining the same reasonable cost.

The Board asked the Technology Committee, led by webmistress Randi Way, to coordinate the migration with representatives of *YourMembership*. After many conference calls, Go-To-Meetings and many hours of work, the Technology Committee recommended in early August that the new site be turned on!

Members should have received an email by now informing them about the change – and asking that each member review their profile and make changes to many data fields that were previously only modifiable by the site content manager. The main page (see below) should look familiar – the Committee duplicated the old main page as best they could. As members may have noticed, much more information about an individual member is being collected so that the Board may be able to better determine how to meet membership needs. The biographical section clearly identifies the information that will remain confidential and that which will shared with membership so that members can decide how much information about themselves they want to divulge.

PACM has only scratched the surface as far as the functionality of the new site and we will be working with the membership to add additional features in the coming months. In the meantime, please send the Technology Committee comments and suggestions.

Kudos and thanks to Randi Way (without whose help we would not have been able to get this done) as well as to members Sean Collins, Don Varley, Chris Connors, Hai Ngo and Steve Weber.
PACM Award Recipients

President’s Award

LeeAnn Covac, Assistant Court Administrator, Elk/Cameron Counties
By: Mark Dalton, Lancaster County

The 2014 PACM President’s Award was presented to LeeAnn Covac, Assistant Court Administrator, Elk and Cameron Counties. The following is a reprint of President Mark Dalton’s presentation speech given at the PJ/PACM Banquet.

“A year ago I stood here and observed that many times it is hard to see ourselves stretching out the work day a little bit more in order that we give of our time freely to take on a task or project for PACM. I also stated I worried about my place as the 25th president and what I could do to maintain the strength and integrity of this organization, and more so, to make it better for the members over the next year and the intervening years until the 50th president.

That very night, though that person had begun to take a less active role in PACM, she decided to once more step forward and help me fulfill one of the most important aspects of my role as president and that is informing the membership with regular and meaningful communication. Without it we cannot be or feel connected to one another and we cannot complete our mission of providing education, training, and services, to advance professionalism in the Pennsylvania Courts.

Early on we charted out themes that would last the whole year and that reflected what is important to PACM. And then through cajoling and at times begging, she found others who were willing to take the time to write articles that fit into those themes, and also wrote articles herself. I think you will all agree that the latest edition, which just came out last week, is the pièce de résistance, providing never before told gems of our past.

Therefore, at this time it is my distinct honor and pleasure to announce the 2014 President’s Award for her work as editor of The Court Executive, LeeAnn Covac."

PACM Exemplary Achievement Awards

Each year, PACM recognizes members who have completed 35 or more continuing education hours throughout the year by presenting them with a certificate recognizing their accomplishment. Those members who were presented with Exemplary Achievement certificates are listed below:

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<th>Julia Bagnoni, Erie County</th>
<th>Donald Heagy, Westmoreland County</th>
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<td>Vicky Bartholomew, Chester County</td>
<td>Michael Kehs, Montgomery County</td>
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<td>Roberta Brewster, Carbon County</td>
<td>Lisa Kishbaugh, Monroe County</td>
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<td>Claire Capristo, Allegheny County</td>
<td>Tammy Lambie, Fayette County</td>
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<td>Brad Cober, Somerset County</td>
<td>Janice Meadows, Blair County</td>
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<td>LeeAnn Covac, Elk/Cameron Counties</td>
<td>Peter Morin, Mercer County</td>
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<td>Linda Critzer, Warren/Forest Counties</td>
<td>Patricia Norwood-Foden, Chester County</td>
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<td>Mark Dalton, Lancaster County</td>
<td>Carolyn Perry, Bucks County</td>
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<td>James DeVore, Monroe County</td>
<td>Deborah Rivera, Monroe County</td>
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<td>Carol Dillon, Montgomery County</td>
<td>H. Gordon Roberts, Lehigh County</td>
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<td>Kelly Hamm, Carbon County</td>
<td>Lisa Siciliano, Berks County</td>
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<td>William Hare, Beaver County</td>
<td>Chad Weaver, Jefferson County</td>
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<td>Lisa Hazen, Lawrence County</td>
<td>Roberta Webb, Chester County</td>
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5 Year Membership Awards

PACM recognized the members who have achieved 5 years of membership at the annual conference by presenting them with certificates acknowledging their service to the Trial Courts and the Magisterial District Courts. Listed below are the recipients.

Vicky Bartholomew, Chester County
Nikki DiPasquale, AOPC
Lisa Herbert, Allegheny County
Carmen Thome, Bucks County
PACM Award Recipients continued

10 Year Membership Awards

PACM recognized the members who have achieved 10 years of membership in 2014 by presenting them with plaques acknowledging their service to the Trial Courts and the Magisterial District Courts. Listed below are the recipients.

Vivian Appel, Lehigh County
Robert DeEmilio, Philadelphia County
Lisa Hazen, Lawrence County
Donald Heagy, Westmoreland County

Michael Occhibone, Lawrence County
Patricia Ranieri, Montgomery County
Bobbi Jo Wagner, Butler County

20 Year Membership Awards

PACM recognized two members who reached their 20th year of membership with PACM in 2014 at the 2014 PJ/PACM Conference. Thomas Darr and Peter Purcaro were given engraved clocks acknowledging their contributions and involvement in the profession of court administration.

Thomas Darr, Deputy Court Administrator of Pennsylvania, AOPC

Thomas Darr was enthusiastically welcomed to the AOPC 26 years ago in the position of Deputy Court Administrator of Pennsylvania, as many judges at the time believed that he had been hired to work on getting a judicial salary increase. However, that was incorrect, as he was really hired to try to leverage more funding for the Judicial Computer System, which was then in its infancy.

He finds his role to be an administrator/manager and communicator working within the court system rather than a court administrator, and in such a role, Tom has been involved in numerous projects throughout his career. He led the planning for an implementation of the complex transition of court administrators to state service. He was later tasked with the lead staff position in implementing then Chief Justice Ralph Cappy’s vision to build the Pennsylvania Judicial Center, which turned out to be one of his high points of his career.

As someone who enjoys sitting down at the computer and writing, Tom has written or has had a strong editorial hand in most of the written work products for the public and the legislature from the state court system, with one of his most recognizable written works being Pennsylvania’s Judicial System: A Citizen’s Guide. The guide is an explanatory brochure explaining Pennsylvania’s court system that is often used to educate members of the general public about Pennsylvania’s court levels, as well as how exactly a case progresses through the courts in Pennsylvania.

Prior to joining the AOPC, Tom was the Deputy Secretary for Legislative Affairs to Governor Dick Thornburgh, as well as a campaign staff for him before his election. He also worked briefly as a writer for Governing magazine, and as a producer for C-SPAN.

Tom is a past-president of the national Conference of Court of Public Information Officers (CCPIO) and has represented that organization at many national forums, and has lectured a number of times on public trust and confidence in the courts.

Peter Purcaro, Director of Court Services, Lycoming County

Peter Purcaro has been the Director of Court Services for Lycoming County for the past 21 years. He graduated from Marywood University in Scranton, PA, with a Master Degree in Social Work, which led to his career as an Adult Probation Officer, and ultimately Chief Probation Officer of Lycoming County, prior to assuming his current position.

During his time with the Courts, Peter has had the opportunity to be involved with many programs and policy initiatives, with one of the biggest projects being the development of treatment courts in Lycoming County. He was a member of the original planning team, and wrote the original federal planning grant and second implementation grant.

In additional to his involvement with treatment courts, Peter has also been the facilitator for Lycoming County’s Criminal Justice Advisory Board, a point of contact for the J-NET project, and a member of the Safety/Loss Committee for Lycoming County, tasked with the oversight of safety program revisions and protocols throughout the county. In 2010, they received an award recognizing their ability to achieve AA ratings with insurance carriers, therefore achieving a safer work environment for employees and a significant cost savings for the county.

In the past, Pete has served PACM as a member of the Professional Development Committee.
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PHOTOS FROM THE 2014 PJ/PACM CONFERENCE

L to R: Dave Gomez, Bob Polluck, Nicole Coppola, Rhona Nagelberg, Carmen Thome, Thomas Stoehr, and Carllynn Perry
Bucks County
PHOTOS FROM THE 2014 PJ/PACM CONFERENCE

L to R: Gordon Roberts and Dana Heller
Lehigh County

L to R: Russell Glass and Jennifer Mutroney
Lancaster County

L to R: Sharon Whipple and Chip Bell
Clearfield County

L to R: Tami Kline, Clarion County; Linda Critzer, Warren/Forest Counties; Tammy Slike, Clarion County; Lynn Cummings-Wilson, Venango County; and Joanne Bly, McKean County

L to R: Jermaine Green, Northampton County, and Joseph Evers, Clayton Carter, and Mario D’Adamo, Philadelphia County

L to R: Amy Mader and Martha Fisher
Philadelphia County

L to R: Christina Zook and Angie Clouser,
Perry/Juniata Counties

L to R: Mary Lou Vanderpool, Bradford County (ret.), and Karen Johnson, McKean County
PHOTOS FROM THE 2014 PJ/PACM CONFERENCE

L to R: Douglas Praul, Bucks County, and Vivian Appel, Lehigh County

L to R: Karen Vinton and Linus Myers, Wayne County

L to R: Michael Shucosky, Luzerne County; Donald Fennimore, Adams County; LeeAnn Covac, Elk/Cameron Counties; and Mark Singer, Franklin/Fulton Counties

L to R: Tracy Barlett, Berks County; William Hare, Beaver County; Carol Dillon, Montgomery County; Denise Vicario, Montgomery County; Andrea Tuominen, ACPC; and Christine Sanchez, Montgomery County

L to R: Angharad Grimes Stock, Allegheny County, and Timothy McVay, ACPC

L to R: Heidi Shiderly, Crawford County, and Elizabeth Dumond, Chester County

L to R: Jennifer Mulroney, Lancaster County, and Andrew Everetts, Franklin/Fulton Counties

L to R: Kathy Sherman and Chad Weaver, Jefferson County
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