Sarah Lindahl-Pfeiffer and Krista Sandhoefner receive the NACM Technology awards on behalf of the Fourth Judicial District.

Lindahl-Pfeiffer is the Deputy District Court Administrator for the Fourth District, overseeing the operational areas. Sandhoefner is the supervisor of the Centralized Contact Center in the Fourth. (Story on Page 2)
Hennepin County District Court received two awards from the National Association of Court Managers. The awards were given for the pooled digital reporting and online chat initiatives.

In 2015, the Fourth worked with a vendor called Bold Chat to install a chat feature on the public website. Staff from the Centralized Contact Center now answer chat message for all of the operational areas on the public website.

Also in 2015, the centralized digital recording system utilized by the Fourth enabled them to create a user interface so a Judge or their staff can contact the Court Reporter Unit (CRU) for audio of a hearing. This audio can be provided within minutes via a link to a SharePoint site and contains specified user permissions, the hearing audio, and the hearing annotations. This link is easily accessible, downloadable, and can be shared simultaneously with the Judicial Officer and clerks who may be working on a case.

Both projects represent innovative thinking and problem-solving, which contributes to the Mission and Vision of the Fourth Judicial District and their core value of innovation.

Read the full NACM Press Release.

New NACM Publications Available Online

A Message From the NACM President Scott Griffith:

We are pleased to provide NACM’s latest offerings to the court community – the 2016 Guide, Creating a User-Friendly Court Structure and Environment and the revised edition of The Court Administrator Guide.

Each year NACM endeavors to present its members with a publication that will lead court professionals through the challenges of conceptualizing and implementing relevant projects. In the 2016-2019 Strategic Plan, NACM determined it would provide educational resources to its members and the court community that are useful and reflective of emerging issues.

The User-Friendly Guide discusses current challenges courts face in preserving the austerity of the judicial branch and the system of justice while improving efficiencies and delivering respectful and competent service to court users.

(Continued on Page 3)
A Message From NACM President
(Continued From Page 2)

The Court Administrator Guide revision offers a detailed look into the field of court administration to provide a better understanding for judicial officers, court professionals, and other interested parties. It describes the history and significance of professional court administration and the role of the court administrator, including the qualifications and resources for selecting court administrators.

A special thanks is owed to the individuals and peer organizations that assisted with the development of the Guides. We hope you find both resources valuable. To learn more about other resources and the many other member benefits your Association has to offer, please visit our website - nacmnet.org.

Sincerely,

Scott Griffith, NACM President

Click below:
Dear MACM Members,

It was [and remains] an honor and pleasure to serve the Minnesota Association for Court Management during the past two years as your president. Thank you for entrusting me to serve as your president from 2014-2016. I appreciated the opportunity to meet our new members, work with committees, officers, and board, and to hear from all members. The profession of court management is in our hands. We are the leaders of the courts in Minnesota and MACM is that organization that focuses with emphasis on court management.

It takes a team of dedicated members to deliver the exceptional conferences that we experience. It takes a dedicated team of officers and board members to lead the organization. Thank you to every member for your contribution to our organization.

“You are today where your thoughts have brought you; you will be tomorrow where your thoughts take you.” ~James Allen

A Message from Past President, Annette Fritz
November 2, 2016
Greetings MACM Members,

It’s an honor to write to you as the newly elected MACM President. I’m looking forward to working with all of you over the next two years, to continue to strengthen MACM and the Minnesota Courts System.

I want to take this opportunity to introduce our new officers to those of you who were not able to make it to the MACM Conference in September, where the elections were held at our annual business meeting.

Pictured Left to right: David Goeddertz, Annette Fritz, John Hultquist, Monica Tschumper, Aaron Williamson, Vanessa Jeske, Jennifer Miller – photo by Susan Love
I’ll start off by telling you a little bit more about myself:

**President**

*Aaron Williamson, Criminal Court Projects Manager, Hennepin County, Fourth Judicial District*

I was previously the MACM Third Vice President and the Membership Services Committee Chair (2014-2016). Prior to that, I was chair of the First Vice President and the Legislative & Outreach Committee Chair (2012-14). I am the Projects Manager for the Criminal Court Division in Hennepin County. Previous positions with the court include Court Operations Supervisor, Hearing Officer, and Senior Court Clerk. I have worked for the Branch since 2005. I am a Certified Court Executive and I am currently in the ICM Fellows Program, graduating in May of 2017 (hopefully!). I have participated in the Fourth District’s Emerging Leaders Network (ELN) Program, the ELN Graduate Program, and the Management EDGE and Merging Minds Programs through SCAO. I grew up in Rapid City, SD, and moved to Stillwater before starting high school. I studied English, political science, and Latin-American studies at St. Olaf College, where I also has the privilege to sing with the St. Olaf Choir at the White House, Carnegie Hall, and all over Norway (to name a few).

I am eager to lead MACM into the future. I have gained so much leadership experience from being on MACM Committees and eventually chairing them that I want to make sure that MACM stays strong and relevant for court managers. I have made so many friends and professional contacts through MACM that I want to really encourage other people to get out there and get involved. These deep connections that we share across the state are what makes our Minnesota Judicial Branch a leader in this country.

I’m also passionate about court education, and I think through our grass-roots efforts, we do a great job of bringing top notch educational opportunities to our members. The content of those educational opportunities is also relevant to what’s going on around our state and what we need to sustain ourselves as managers. I would like to follow in the tradition of past MACM leaders to bring us into the next two years of our organization.

**First Vice President (Legislative Committee Chair)**

*John Hultquist, Drug Court Coordinator, Hennepin County, Fourth Judicial District*

John Hultquist is the Hennepin County Drug Court Coordinator and a manager in the criminal division in the Fourth Judicial District. He has held this position since May 2014.

(Continued on Page 7)
Previously, Mr. Hultquist served as a Committee Administrator and Research Analyst with the Minnesota House of Representatives in public safety and judiciary policy and budget development. Prior to working for the Legislature, he was the Director of Judicial and Board and Commission Appointments in the Office of the Governor for 20 years, serving three different administrations. Mr. Hultquist joined MACM shortly after starting with the courts and joined the Legislative Committee at the fall conference in 2014. He has been an active member of the Committee, and a mentor for the Committee’s Day at the Capitol the past two years.

John says, “I think MACM is important because it provides court managers with an opportunity for professional growth and development and an ability to network with other court managers from around the State to exchange information and ideas on how to improve court operations. In addition, getting actively involved in a committee allows MACM members to further use their background and talents to advance the great work that MACM does.”

Second Vice President (Education Committee Chair)

Monica Tschumper, Court Administrator, Wright County, Tenth Judicial District

Monica Tschumper has served as the Wright County Court Administrator for the last year and a half. Prior to that she was the Isanti County Court Administrator. A position she held for five years. In total she has worked for the Minnesota Judicial Branch for 23 years. This is Monica’s second term as the Second Vice President and Education Committee Chair and has also served on the Membership Services Committee for the past six years. She is a recent Fellow of the Institute for Court Management.

Monica says that MACM is important because of all of the opportunities that are offered. She said, “The opportunity to listen and learn together, the opportunity to share ideas and processes, the opportunity to get involved in committee work or the Executive Board functions. Lots of opportunities for growth and development!”

Third Vice President (Membership Services Chair)

Vanessa Jeske, Court Operations Supervisor, Goodhue County, First Judicial District

Vanessa has been a supervisor since 2008. She currently supervises 13 staff covering all divisions. In addition to supervising, Vanessa also processes the informal probate and terrors filings in Goodhue County. (Continued on Page 8)
Vanessa has served as co-chair of the First District Labor Management Committee for the last three years. She also chairs the First District Supervisor and Manager Team meetings. Vanessa recently became a Certified Court Executive in the Institute for Court Management program. In 2014, she was honored with the MACM Early Career Excellence Award. She has served on the MACM Membership Services Committee for the past two years.

Vanessa says that, “Coming from a smaller county, I wanted to get involved in MACM to further my involvement with the Judicial Branch. Being a part of MACM and the Membership Committee will allow me to meet new people who I can network with and be part of something that involves the whole state. The Membership Committee provides scholarships, education experience, a newsletter and helps put on the yearly MACM conference.”

Treasurer

David Goeddertz, Accountant, Ninth Judicial District

David Goeddertz is the accountant for the Ninth Judicial District, a position he has held since September 2009. He has worked for the Judicial Branch since 2004, starting as an accounting officer before moving into his current position. David has participated in the Merging Minds mentoring program and is a graduate of the very first Management EDGE program. David has achieved Certified Court Manager status through the National Center for State Courts, and also serves on MACM's Membership Services Committee.

David said: “I think MACM is important because I feel my work for the Judicial Branch is important. I believe that a part doing good work is collaboration with others. MACM promotes collaboration through networking and personnel connections. Continuing education is another important factor of good work. MACM promotes learning and I am excited to use my skills to support MACM.”

Secretary

Jennifer Miller, Court Operations Manager, Hennepin County, Fourth Judicial District

Jennifer Miller began her career in the court out of college 14 years ago. She has worked as a Senior Court Clerk, Court Clerk Leadworker, Court Operations Supervisor and now as a Court Operations Manager. For the first 12 years, she worked in the criminal division. For the last two years, she has been in Probate/Mental Health. Learning different case types and diving into the challenges of a specialty division has been extremely rewarding for Jennifer. She also had the opportunity to work on various projects and attend several leaderships programs both local and through SCAO. Jennifer values our organization and is proud to work with many amazing people who are dedicated to public service. She has been a member of MACM since 2010 and has attended the yearly conferences and other MACM events.

Jennifer said that, “MACM is a great organization of court leaders that has consistently provided opportunities for education and outreach, beyond the normal scope of our jobs. I ran for Secretary to play a more active role in this organization.”
The 2016 Annual MACM Fall Conference in Bemidji was another successful conference with engaging plenaries, informative breakout sessions, and the opportunity for all attendees to participate in varying levels of fitness activity.

The Legislative and Outreach Committee provided MACM members with the opportunity to contribute to two different local charities in two unique ways:

♦ **HOPE HOUSE** in Bemidji is a comprehensive community-based support program for persons with serious and persistent mental illness. MACM members generously made cash contributions totaling $841 to help support HOPE HOUSE’s mission;

♦ **The Ultimate Pajama Party** is a charity that collects unused women’s and children’s pajamas and distributes them to women and children affected by domestic violence. MACM members filled a large decorated box with pajamas to the point that it was overflowing. The donated pajamas were given to the Northwoods Battered Women’s Shelter in Bemidji and Community Health Services, Inc. in Crookston.

**Thanks** to the many MACM members who donated money and/or pajamas and a special appreciation to Annette Fritz and Julie Welt for coordinating the charities and to Dave Goeddertz and Alyssa Nefstead for delivering the pajamas to the local charities.
Legislative and Outreach Committee Updates
Continued from Page 9

At the business meeting, the Fourth Judicial District was awarded the Committee’s Legislative Award, which is given to the judicial district or county that had the most legislative contacts related to court administration business, best participation by MACM members, most improved in the amount of contacts made and outreach efforts, and had creative outreach ideas and innovations. Deputy District Administrator Sarah Lindahl-Pfieffer accepted the award for the Fourth District.

Officers presenting the Legislative Award Plaque to John Hultquist and Sarah Lindahl-Pfieffer from the Fourth District.

(Continued on Page 11)
New MACM officers were also elected at the business meeting. It was an honor for me to be elected to serve as your Legislative and Outreach Committee Chair for the 2016 – 18 term. I look forward to working with Committee members to help continue to build upon the great work of past Chair Wendy Van Duyne. On behalf of the Committee, I also want to thank Wendy for the tremendous amount of energy she put into the Committee the past two years. Wendy’s personal efforts resulted in many great accomplishments and we appreciate her hard work.

The final Legislative and Outreach Committee item that Wendy oversaw as chair was to review the 2017 legislative proposals and make recommendations to the Legislative Advisory Workgroup (LAW). The Committee reviewed 18 proposals at our September meeting and forwarded our recommendation to LAW. LAW will review the proposals at their upcoming meeting and forward their recommendations, along with MACM’s recommendations, to the Minnesota Judicial Council for their consideration.

The Legislative and Outreach Committee is a fun group of people who engage in a variety of meaningful committee work, which includes reviewing court legislative proposals, interacting with legislators to tout the great work that court administration does every day, planning and promoting outreach activities (such as Law Day), and coordinating local charitable giving opportunities. It is my pleasure to announce that two MACM members recently joined the Legislative and Outreach Committee: Sonja Kruger is the Cottonwood and Murray Counties Court Administrator in the Fifth Judicial District and Krista Anderson is a Court Operations Supervisor in Wright County in the Tenth Judicial District and the District Representative on the Executive Board.

We welcome new members, so please contact me at john.hultquist@courts.state.mn.us if you would like to join us.

Respectfully submitted,
John Hultquist
MACM 1st Vice President and
Chair of the Legislative and Outreach Committee
We just completed our 2016 annual conference, which was held September 28-30 in Bemidji. We had a great turn out with 206 members attending. The committee worked hard to provide a rewarding experience to our members and from the comments we have received to date, it sounds like we were successful! We take planning our annual conferences very seriously as we realize that your time is valuable. We want to make good use of your time by ensuring that we are providing relevant content and providing opportunities to network and share ideas in our ever changing world. We are in the process of exploring a new Court’s Facility Building project in Wright County, so I appreciate that I was able to learn of a few potential contacts through our attendees at the conference who have also experience a new project fairly recently.

Our conference in 2017 is slated to be in the Southern part of the state. We have been investigating potential locations and look forward to making our selection. As those of you at the conference a few weeks ago heard, the larger we get, the more limited our conference location options become. We are not complaining - we hope our numbers continue to increase! We will always work hard to find a suitable location no matter what part of the state we are in. More to come!
The New Member Mixer event at the annual conference was a big success. New MACM members and first-time conference attendees had a chance to meet the MACM Officers and Board of Directors members. Although it was a little chilly above the ice rink, the good company kept everyone warm.
Strategic Thinking in the Age of eCourtMN

Presenter: Jeff Shorba, State Court Administrator

On Wednesday, September 28, State Court Administrator Jeff Shorba spoke at the 2016 Minnesota Association for Court Management’s Annual Conference in Bemidji. A copy of his presentation – “Strategic Thinking in the Age of eCourtMN” – is posted on CourtNet.

The printing press (Gutenberg), the phonograph (Edison), the simple engine design, are early inventions. Wasn’t it fast enough to go 12 miles per hour by horse. It was not fast enough for some and thus the invention of the internal combustion engine. These are early examples of solving problems and cultural shift that transforms an invention and how to use it.

The history of the Minnesota Judicial Branch, the past five years have transformed how we do business with technology in an “on demand world”. We understood we need to be efficient and effective to meet the public’s expectation to keep public trust and confidence.

We [Minnesota] have succeeded in building an electronic case record. Now that it is built, we need to consider how best to use it.

**Five Goals were presented and include:**

**Cultural shift.** Our system was built on paper. We need to do more strategic thinking about how we would build a court system today from scratch. What would it look like? How will we turn it into a modern, efficient, and successful court?

**Think big.** We need strong leadership to get us through change. The enemy of change is inertia. Examples of change that Minnesota Courts have experienced include CPC and central citations. Change navigation will start by helping staff and judges get over the change curve (different stages of change). We need focus on the way things should be. Help judges and staff understand and embrace the eCourt mission. Embrace the cultural shift.

**Produce more timely and accurate service for customers.**

**Change leadership.** Make the best court system in the country even better.

**Challenge:** Step back from today:

- Look at everything in eCourt and think about what could be.
- Think about the organization as a whole and what would be best for the whole.
- Keep the customer in mind. Focus on **customer**.

Thank you for your leadership, it is crucial.

Imagine, if there was no court today, you had all the electronic capabilities currently in place, if you could build the court of the future what would it look like?

Submitted by Annette Fritz
Our opening plenary with Dr. Jermaine Davis was an energetic and engaging dialogue about gratitude, the power of choice, and putting yourself first. He reflected on many challenging family events, losing his mother, and sharing wisdom with his young son. He explained that there is often a gap between knowing and doing; information plus application is transformation. To solve the knowing and doing gap, we must create change by implementing.

He shared advice he received from his dying mother who had not always put herself first. The age-old advice of: “When you take care of yourself, you are taking care of others” rang true to him. He could give of himself when he took care of himself. His reminders to recharge, refresh, renew, and replenish ourselves emphasized that we must all honor our baseline – who you are at your most relaxed state of being. Stressors in life cause us to move way from our baseline. Individuals who operate within their baseline operate more effectively.

He also pointed out that if you have one person you connect with at work, you can persist in a toxic environment. As humans, we all have a threshold for mental, emotional and physical pain. Individuals who thrive are aware of their baseline. Honoring this baseline helps us to protect your brand – your personal and professional reputation within your professional community. In other words, communication is irreversible. Our brand can open up doors for us or close doors for us. Are you contributing or are you contaminating? Is your focus optimism or pessimism? Attitude is everything. The antidote to negative thinking is an attitude of gratitude. Optimists look for solutions, pessimists dwells on the negative/problem.

Submitted by: Sarah Lindahl-Pfeiffer
In the follow-up break out session to his energetic and thought provoking plenary presentation Dr. Davis had those in attendance focus on using our Inclusive lens as leaders. In order to do this leaders must be prepared to add diversity and inclusion to our core competencies as leaders. In doing this we must be prepared to be comfortable with being uncomfortable. This means we must be prepared to have dialogues that are honest, open, and transparent. These are not to be a onetime interaction but instead a leader must be constantly taking the temperature of their organization to lead inclusively.

In order to truly focus on leading through an inclusive lens one must develop a climate of inclusion. The creation of such an environment requires a leader to have a place where individuals feel respected and their voices and experiences are valued. In order to create such an environment we must ask “What behavioral practices should your organization adopt to build a more inclusive workplace?” To find out which of these we should adopt we must make sure we are going to listen, know, appreciate, and always admit our faults and errors.

Dr. Davis suggests to use the method of where you sit is where you stand! That will allow you to understand others from their perspective. Also try and truly practice deep listening and build a bridge of communication by doing this we will be able to focus on our practices that are directly impacting those we work with.

The two questions you must ask;

1. Employees: What do they want me to know about their seat that I do not get?
2. Myself: What do I want them to know about my seat?

If you answer these questions then you will be able to bridge any gap that exists.

Finally, Dr. Davis asked us to focus on our BAPS.

- Biases
- Assumptions
- Prejudices
- Stereotypes

Once we adopt all of these ways of viewing through our lens we can start moving towards Inclusiveness. We must look at what diverse talent can provide when you welcome those talents.
Ninth District Chief Judge Paul Benshoof, who is personally affected by hearing loss, discussed how hearing-impaired persons are impacted in the courtroom. He discussed the signs of hearing loss and how the courts can help ensure that persons with hearing loss can hear and understand court proceedings. Hearing loss is the most common physical handicap, affecting approximately 30 million people – or one in six – many of whom are unaware of their own hearing loss. Hearing loss results in a difficulty understanding what is being said because of gaps in comprehension, so people attempt to fill in those gaps. Courtrooms exacerbate the problem because they are often large rooms with bad acoustics and large distances between the people who are speaking. Courtrooms are also intimidating places and people tend to not interrupt judges, even when they cannot hear what is being said.

Because people may not be aware of their hearing loss or are embarrassed by it, they may not notify anyone in advance. Therefore, judges and court staff need to be vigilant for the signs of hearing loss. The signs include turning slightly to get the good ear facing the speaker, appearing confused, cupping an ear, bending forward, asking the speaker to repeat what is being said, and asking someone else to explain what is being said. Be patient with hearing-impaired people. Speak slowly and clearly and look directly at the person when talking.

The courts can assist people with hearing loss by posting signs indicating that assistive listening technology is available, making sure it is working, batteries are fully charged and it is visible to the public. Sheriffs’ deputies should be asked to identify persons in custody who are hearing-impaired in advance of the court hearing. At the start of a court hearing, we should ask if anyone has difficulty hearing and when someone in the courtroom is hearing-impaired, the person should be encouraged to use assistive listening technology. During the hearing, speak directly to the person, make eye contact, and keep your mouth and face visible when speaking; facial expressions also convey information.

Courts have been sued for not making accommodations for the hearing-impaired, so it is important to do what we can to make accommodations.

Submitted by John Hultquist
Kristen Trebil-Halbersma, Carver Court Administrator and the Hon. Kevin Eide spoke to us about a case in their courthouse that is getting world attention. Normally high profile cases do not span across the globe for Minnesota Trial Courts.

Kristen and Judge Eide spoke at length of lessons learned regarding the Prince Probate case. Judge Eide noted that it is very rare to have a high profile case be in Probate. There have been five hearings already in the case along with 68 orders issued and 638 documents have been filed to date. Carver County receives an average of 27 documents per week. The requests for information were so great that a specific public website was established to meet the demand. The dedicated website ensured everyone was getting the same information at the same time.

The planning, preparation and lessons learned have been extensive and required collaboration with many entities including the county, media, Tyler, SCAO Legal, IT, the Court Information Office, and local law enforcement among others.

Kristen and Judge Eide went into detail on the planning and preparation. It took coordination on so many levels and in so many areas. The work included things like how to handle the media, how to get the regular work done, overall logistics and security access to the courthouse and offices, create talking points, standard information request forms, and more.

**Overall Lessons Learned:**

- Test conference call equipment
- Cancel/reschedule other projects
- Lean on others
- Know your resources and use them
- Prepare, prepare, prepare
- Develop a team
- Communicate with all – over communicate
- BREATHE

Kristen and Judge Eide made it look so well organized and seamless. They have offered their support to any of you who are dealing with a high profile case. Their extensive planning and preparation has created a wealth of tools and resources to help get you through.
Ona provided an engaging and humorous look into the differences in our age diverse workforce, noting that we have people from age 18-80 working today. The challenges range from impatience with learning, to keeping everyone engaged and challenged, to appealing to all generations with retention strategies. While there are many differences within the generations, there are also commonalities. Everyone wants to feel valued, but each may want that expressed in a different way. She made four points to encourage MACM Members’ effective leadership:

1. Don’t dwell on the differences - avoid labels and don’t make assumptions.
2. Build collaborative relationships.
3. Study your employees - survey them, observe them, and follow up on issues.
4. Consider all life paths and value each person’s path.

Ona’s encouragement to be an authentic leader with the five generation workplace acknowledged the stereotypes and added an entertaining twist to being effective. Great presentation, Ona!

Submitted By:
Sarah
Lindahl-Pfieffer
Sara started us off Thursday morning with her plenary session on self-represented litigants. Sara is the Manager of the Self Represented Litigant program for the Minnesota Judicial Branch. One of her session goals was to make sure MACM members were well informed about the services they provide, as well as providing us with effective tools we can use when communicating with our SRL’s. Many of us previously referred to this population as pro se’ or unrepresented. There has been a change in terminology from these terms to self-represented litigants (SRL’s) as they are in a role of representing themselves.

Sara indicated the number of SRL’s is going up and that there were 5,000 points of assistance provided statewide last year. While many states have limited numbers of forms available, Minnesota has a plethora of forms accessible through our public website. Sara discussed the other tools we have in place, such as a co-browsing tool which is used to assist customers who are not internet savvy. There are over 40 help topics available to customers on our public website. The help topics are meant to be a starting point for customers looking for resources. There are several videos available and more are being produced to assist customers with the legal process.

Sara provided some useful tips that we and our staff can utilize when communicating with SRL’s. She suggested we focus on what we can do to help them and not what we can’t do. It is helpful to rephrase a customer’s need to ensure we are accurately hearing what they are trying to relay. Sara recommended that we view the course on Halogen regarding legal advice versus legal information. Having a sound background and understanding the difference between legal advice and legal information will better prepare staff for assisting SRL’s.

Submitted by: Monica Tschumper

Find the Legal Advice vs Legal Information On Demand training in Halogen by searching for “legal advice” or course code: ALLEE-000-LAVLI-00
Judge Kappelhoff shared two key questions with us: 1. How did we get here? and, 2: What are some of the solutions? He highlighted three undercurrents to this situation: our nation’s complicated history with to race and relationships, race laws in the legal system, and stories of police encounters. We have made progress. In the American criminal justice system there are 2 million people incarcerated. We have 5% of world’s population but account 25% of all people incarcerated. Roughly 60% of those incarcerated are people of color; there’s a clear disparity. In Minnesota, people of color make up 6% of the state population, make up about 1/3 of the prison population. These are the experiences of the communities of color. Add in the stories of police encounters and this becomes a perfect storm.

Ferguson

Judge Kappelhoff described Ferguson as almost a poster child for all of these factors that launched a national conversation with the shooting of Michael Brown. Within minutes of his shooting, unrest broke out in Ferguson. Why would this shooting of a young teenager by a three year police veteran spark the unrest? There were two investigations launched: a criminal investigation on violated rights and a civil investigation to examine whether or not police used a pattern of disparate process. The criminal investigation conclusion was that Officer Wilson did not violate rights of Brown.
Police department and municipal court were housed in the same building with the fines and fees collection in the municipal court. They found that the police department was issuing tickets by the hundreds. In five years the number of tickets issued tripled - tripling the revenue and accounting for 24% of the city’s budget. This had a huge impact on the community. Cases doubled for traffic and low level criminal in the five years, which amounted to a ratio of five tickets per person. This practice was widely encouraged and made a part of police officer performance evaluations. Non-compliance could result in discipline. In an email uncovered in the investigation, the police chief was asked by city leaders to deliver a 10% increase in tickets and fill the revenue pipeline. The investigation uncovered shocking ticket volumes with one individual receiving 14 tickets during one stop. There were 75 incidents in which people were given more than 4 tickets at a time and 73 of those 75 incidents, the defendants were African American. To make matters worse, none of these offenses were payable and required a court appearance, resulting in lines outside the courthouse door of hundreds of people trying to resolve these minor infractions. One woman had received a parking ticket, with a fine of over one hundred dollars. Unable to pay, she received six days in jail and an overall fine of over $560 for the parking ticket. The investigation uncovered that it was common practice to jail individuals for not paying parking tickets and low level crime fines, and for the fines to double or triple with nonpayment.

**Friends and Family Plan**

Judge Kappelhoff then described additional findings in their review of city and court emails. There were several examples of friends asking for the clerk of court to fix, dismiss, or “work her magic” to make their parking tickets disappear. They found her eagerly responding to these requests to dismiss friends’ tickets. These unfair practices only worsened the corrosive impact on the people of Ferguson. The African American population got disproportionate violations of “manner of walking” and “failure to comply” violations, while also being the subject of 100% of police dog bites. The culture had permeated the entire city government. The community needed one spark and then Michael Brown was shot.

**Recommendations**

The recommendations for addressing these issues included training on implicit bias, procedural justice, de-escalation, accountability, and community engagement. While one may guess it is a favorable outcome that increases one’s sense of fairness, it is actually the perception of court customers that their case was handled through fair procedures that has the most profound impact on satisfaction. Giving defendants a voice, demonstrating the neutrality of system, showing respect, and having trustworthy authorities were also highlighted as important steps towards improvement. People are more likely to accept court decisions if there is perceived fairness. Judge Kappelhoff then spoke candidly with us about the role of court administration in this sense of fairness. He encouraged us to be aware of our impact on the public and our contact with them. We can work to help shape the perception of procedural fairness and make processes more transparent. We can help them navigate buildings and processes by providing complete and accurate information. We can have payable offenses and appropriate fines collection. We can ensure due process compliance. We can also modify bail amounts and jail detention to be sure the system is holding the right people in jail.

Judge Kappelhoff closed with questions and emphasizing how being aware of these challenges can help us improve customer service and the justice system.
On Thursday, Lynn Wagner and Susan Love livened up the afternoon with their presentation called “Navigating Cultural Intersections – When Individual, Organizational, & Team Culture Collide.” They expertly took a day training and condensed it into 75 minutes! This engaging, fast paced training session began with all of us participating in a fun, interactive activity to find out what was unique about each of us. With the uniqueness of all of us in mind, the session continued into learning about workplace, individual and community cultures and how they collide. The presentation showed how inside these cultures there exists visible and invisible dimensions. Some examples discussed regarded physical dimensions in the court work culture included technology, security and physical appearance. A few invisible dimensions presented were fairness, stakeholders working or not working well together and fear created from the need to have security. The session concluded with exchanging information on healthy and unhealthy work cultures. As a leader, the role for creating a healthy culture can include providing education to staff and hiring staff with the right skills. On the other hand, unhealthy work culture can include employee misconduct and can encompass leaders condoning or participating in employee misconduct. There can also be fear that keeps co-workers from speaking up about inappropriate behaviors of a colleague. The dialogue had to conclude because time had run out. Thank you Lynn and Susan for a great presentation!

Submitted By: Sue Portugue
Breakout: Nurturing the Employee Life Cycle:

Presenters: Martha Rosenquist and Sara Kujawski

Martha Rosenquist, Human Resource Specialist, from the Fourth District and Sara Kujawski, Human Resources and Development Manager, Minnesota Judicial Center, teamed up to provide an interactive session on the employee experience. Their presentation included best hiring practices, methods to identify and develop employee potential, and tips for employee engagement.

Did you know? 295 employees are expected to retire from the branch in the next five years; 200 positions were hired from within the branch for FY16; and the most filled position was a Senior Court Clerk. Wow!.....

(Continued on Page 26)
The lifecycle of an employee in a nutshell is: **Vacancy, Selection, Onboarding, Engagement & Development, Off-boarding.**

**Vacancy**

Vacancies are part of a business and we need to make sure we are ready for them. This can be done by keeping your local processes documented and cross training of staff. Always ask “What can we do differently this time vs last time?”

**Selection**

The Selection process is like recruiting and marketing. Be sure to build a strong posting. Doing this informs the candidates and helps narrow the pool. You want to attract qualified candidates. Currently, there is a pilot in place to have the Senior Court Clerk candidate perform an assessment as part of the interview process. The goals for this are to save time and money, gather additional detailed information, increase efficiency for hiring managers, increase productivity by having the right people in the right jobs and reduce employee attrition. Applicants are tested before the interview process. Connect with Sara Kujawski if you want to know more about this pilot.

Be sure to ask experience based questions in your interview process. Every part of the process matters about the candidate, i.e. how they email, how they follow-up, interactions when you bring them into an email exchange. Do not be afraid to do second interviews!

**Onboarding**

Onboarding of the employee involves what you do with the employees in each phase of their probation. This includes interactions and processes on the first day, first month, first three months, and six months from when an employee starts. Statistics show that 70% of employees are not engaged and only 30% of employees are highly engaged in their jobs. If you have an engaged employee, they work harder and provide better customer service. Show you care about their well-being and their job.

We need to think of what we can do to increase employee engagement. Some thoughts on creating a culture of engagement in our organization would be to clarify roles, recognize achievements and offer exciting projects. Look for individuals with positive attitudes. Skills and knowledge can be learned.

**Employee Development**

This is such an important piece of the employee life cycle and sometimes we forget about this piece. There are many resources already on this. Be sure to point new employees to the SharePoint site for them to check out. Do employee check-ins when they are first learning. Assign a mentor who they can go to if needed.

Some thoughts on developing actively disengaged employees would be to encourage them to be on a project; showing by example; rewarding and recognizing their team; mandate some development and have them report out on it.

Be sure to have 1 on 1 conversations with those employees who are showing signs of struggling. Have coaching sessions and document, document, document.

**Off-boarding**

Guess what – everyone leaves their job at some point. Best case scenario would be that it is not a surprise for the employer. There are times when an employee leaving can be a positive for you and your team even though you thought it wouldn’t be.
Many of us have heard about the new initiative from State Court Administration for analyzing court administrations work but Dawn Torgersen, Karen Mareck, Katie Schurrer and Deb Daily presented more overview and specifics to bring this topic into better focus for court management. JAD discussed and decided in January of 2016 to go forward with this broad undertaking. As a result it was determined that this should not be a simply staffing study but instead a more holistic approach was needed so that we could have the correct data to drive the policy decision about staffing the courts.

There are three tracks for the IW1:

1. **Business Track** - Collaborate with the courts to define optimal practices and share success stories across the state. A catalogue of these practices will be developed.
2. **Data Track** - Identify and define categories of work through measurement and analysis.
3. **HR Track** - Support the transformation of court jobs by reviewing the classification and compensation structure which will allow for job design and position rebranding to be completed that better fits the eCourt environment.

Overall, the goal is to develop a dynamic workforce plan and budget allocation process for an innovative and effective court system. The local courts role will be one to provide constant and proactive feedback during the process in order to allow for this initiative to truly capture the full breath and scope of the work done on a daily basis. Site visits are presently under way to determine in the post eCourt world.

Discussion will include:

- What went away? What is new? Optimal Practices. Other previously undocumented categories of work.

This is potentially local court managements chance to impact the reengineering process that we will undergo in the post eCourt environment.

For more information on the Innovative Workforce Initiative, check out the [SharePoint site](#).
Breakout - Penology 101: Punishment, Discipline, and Corrective Actions

Presenter: Dr. Beth Hagensen

This breakout explored how and why we punish in our daily lives and in the courts. Punishment is a response and it is innate; each of us does it. It is a response and an emotion.

Punishment ranges from gestures and words to physical and emotional. Punishment can happen at the workplace, personal and societal levels. The response of punishment tends to be more physical for men and passive aggressive for women. As we age, punishment becomes more complex and formalized.

Just punishments vary within/between people and cultures and change over time. Suffering is not a punishment, it is a result of punishment.

This breakout included activity on Punishment Typology. I have attached this activity (page 29-30), if you missed this session and would like to see where you fall in Punishment Typology.

Submitted By,
Brenda Koenig, Court Operations Manager, Dakota County Court Administration
Punishment Typology Activity

Think about how you react when someone does something wrong or bad, or breaks a law, rule or policy. Of the two options provided, which better reflects your views?

1. When someone harms another person,
   A. They should suffer a harm in return.
   B. They should be punished so they don't do it again.

2. Punishment should
   A. Be painful.
   B. Limit the ability or stop an offender from committing more crime.

3. Criminals should be
   A. Locked up.
   B. Kept in the community provided they address the issues resulting in the criminal behavior.

4. Consequences for bad behavior should be
   A. Help fix the harm caused.
   B. Unpleasant.

5. Punishment is an opportunity to
   A. Transform an offender into a better person.
   B. Strengthen a community.

6. A responsible punishment should
   A. Be painful enough to at least change someone's mind about committing the crime in the future.
   B. Given an offender the opportunity to address the issues causing the crime.

7. The ultimate goal of a punishment should be
   A. Create strong community.
   B. To prevent future crimes.

8. Punishment should
   A. Focus on what is causing the criminal behavior.
   B. Fit the crime committed.

9. First and foremost, when considering immediate consequences for a bad act, society should
   A. Ensure the offender is not able to commit similar crimes.
   B. Ensure the victim of the crime is involved in the process.

10. A real punishment
    A. Works for the greater good of society.
    B. Removes bad influences.

   Tally your results on the next page to find out your punishment typology.
### Punishment Typology Scoring Worksheet

Instructions: Circle your responses as indicated on the Punishment Typology Activity.

When you finish circling your responses, indicate the number of your responses for each column (located at the bottom.) Your highest score in a column will indicate your typology.

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On Friday, September 30, Renee Rongen, award winning humorous and inspirational speaker, spoke at the 2016 Minnesota Association for Court Management’s Annual Conference in Bemidji.

Change, leadership, and transparency. People do not typically plan for the change they experience that bring them to court. They don’t plan to get divorced, they don’t plan to have an accident, or plan for their child to do drugs.

Each morning we put on our face [to look good] because that is what we want to present. But on the inside some people are icky. They are joy suckers which are negative, complainer, and like to give advice.

We put on our attitude every morning, like we do our makeup or clothes. We don’t have a section in our closet to pick an attitude such as joy or happy.

Tom Terrific is Renee’s husband. He looks in the mirror every day and says, “It’s going to be a terrific day”.

When we pick our attitude – hire a good one. Find something good about everyone, it makes a difference, be transparent, choose your attitude, humor is good.
Tough situations may make us want to run and hide. But, life goes on. We don’t die. As leaders we can laugh at ourselves, show them who we are. It will make our employees relax. It is ok to admit we do not have all the answers and it is ok to laugh.

Go all in, commit 111%. Change – we want it to be over and fast. When we feel we must do it. Sometimes change just happens, we do not get to pick. Go all the way in.

Renee shared a story of her mother who is very ill and needs a caregiver. Renee’s sister is the one who normally provides personal care assistance to her mother. But one day Renee was on her way to a fun night out with her longtime friends and stopped for a visit with her mom and dad. Her mom was not feeling well and needed a shower. This is not something that Renee normally does; it is out of her comfort zone. She was all dressed up to go out with her friends but her mom needed a shower. Renee’s heart was telling her the right thing to do was to help her mom. So she helped her mom. To give the shower, Renee got all wet, her clothes and makeup got all messed up. Her mom was sitting there, tired, weak, looking down, and she stops and looks up at Renee and says, “I don’t think I’ve seen you more beautiful.” Sometimes we don’t get to pick when we make someone feel good, sometimes it just happens when it is not expected.

Humor is good. A smile goes a long way. Share your smile, people may not get another one. Make someone’s day. It might be the only one that they get. It might be the last one they get. Make them feel [like a boy forever]. Renee shared a story of stopping to fill her car with gas at a station in North Dakota and said “hello boys” to three gentlemen that were also filling their vehicle. She shared a smile and conversation. One of them was Stanley. She learned they had served in the military together, were in their 80s and their bucket list included going to a select spot in Canada to fish. She went in the station, paid for her and their gas. Said good bye. One of them had gone home from that trip so happy and shared with his wife the story of the gas station where they were called boys and that made him smile. They had gotten her information and sent her a thank you and she later learned that one of them had passed and that his wife was thankful for the smile that Renee had put in him.

It is not what you take but what you leave behind. Use what you have and don’t leave it behind [unused]. There are a lot of Stanley’s out there.

Submitted by Annette Fritz
Mary Dalbec, Nicole Korby, Lisa Lane, and Marcy Podkopacz receive 2016 Minnesota Association for Court Management (MACM) Awards

The Minnesota Association for Court Management announced the recipients of its 2016 awards at its annual meeting in September, 2016.

EARLY CAREER EXCELLENCE AWARD:
Mary Dalbec, Court Operations Manager, Criminal – Division V, Fourth Judicial District/Hennepin County Court Administration

The recipient of the 2016 Early Career Excellence Award has been with the Judicial Branch since 2008; all of her years have been with the Fourth Judicial District. She started her career as a senior court clerk and has repeatedly promoted through the ranks including lead worker in 2013, supervisor in 2014 and manager in 2015. She currently is the Court Operations Manager in the Criminal Division over the Violations Bureau, eFiling Unit, Criminal Centralized Unit and Hearing Office in Hennepin County.

In the words of those who nominated her: Mary Dalbec is an "all-in" team player who knows how to get the job done. As you can see from Mary’s rapid career acceleration since 2013, she is invested in her personal growth as a leader and is a huge asset for the Fourth District.

Mary was promoted to Court Operation Manager in January of 2015 and in her first year as a manager led her team through two major initiatives. She inherited the 2/4 project (ViBES to MNCIS) and in January of 2016 led her team through the transition to MNCIS. On top of that, Hennepin County was a pilot county for eFiling and on July 1, 2015 it became mandatory to eFile in Hennepin County. Mary and the unit she is responsible for were heavily involved in the transition from paper to pixels.

(Continued on Page 34)
Mary took all this change in stride, asked a lot of questions, gave important feedback, but most importantly led her team with confidence.

Through all the craziness that 2015 brought Mary’s area, she always kept a positive attitude. This is one of her strongest assets as a leader. She comes to work with a smile, is very approachable, she doesn’t get down when things get difficult. She invests in herself and in her team. The Fourth District is proud of Mary and is fortunate to have her working on their team!

COACH/MENTOR OF THE YEAR:
Nicole Korby, Court Operations Supervisor, Carlton County

The recipient of the 2016 coach/mentor of the year award has been with the Judicial Branch since 2006. She started as a senior court clerk in Carlton and St. Louis County-Duluth and in 2012 was promoted to Court Operations Supervisor of the civil, family and criminal divisions in St. Louis County-Duluth and is currently a Court Operations Supervisor in Carlton County.

In the words of the person who nominated her: Nicole Korby has mentored countless Minnesota Judicial Branch employees. She has been a resource for mentees as they have made the transition from staff to supervisor. She coaches and mentors staff by making it a point to meet with new staff on a regular basis to check in with them and to identify any training needs. Nicole is approachable to her staff and on many occasions has coached her staff through difficult personal issues.

She has also been great at identifying employees with leadership potential and she has recommended them for programs such as Development in Action. Two of Nicole’s direct reports have been promoted to Court Operations Supervisor in the last year alone.

Nicole also served as a mentor in the 2016 Merging Minds Program. Her mentee was promoted while in the Merging Minds program and Nicole was a great resource for her mentee during this transition.

In sum, Nicole has an indescribable way of lifting up her staff. She is approachable, encouraging, and trustworthy. She encompasses all that it means to be a mentor. She focuses her energy on coaching staff for success, giving equal attention to employees who are excelling and those who are struggling. Her knowledge and experience make her a trusted confidant. The impact she has had on others is just one of the many reasons why she was selected as the recipient of this award.

CHAMPION OF CHANGE AWARD:
Lisa Lane, Court Operations Manager, Civil Court - Fourth Judicial District/Hennepin County Court Administration

The recipient of the 2016 champion of change award has been with the Judicial Branch since 1997; all of those years have been in the Fourth Judicial District. She is currently a Court Operations Manager of the Civil Division but since 1997 has held various positions such as: judicial clerk, acting court specialist and court operations supervisor. Even more impressive is that she has worked in multiple lines of business from juvenile to criminal/traffic to civil.

In the words of those who nominated her: Lisa Lane has always demonstrated a clear vision through her commitment to preserving the integrity of the court through accurate case records and an eye for ensuring processes best reflect responsible use of resources while creating better outcomes for customers and stakeholders.

She is patient yet persistent. Instead of asking “why should we do it this way?” Lisa asks “Why can’t we?” and “What if?” Just a simple rephrasing of questions has made a lot of impact when soliciting feedback and recommendations. With this approach, she has demonstrated herself to be open-minded, supportive, genuinely interested in what others think and that she has the courage to question the status quo when it means making things better.

(Continued on Page 35)
MACM Awards (Con’t)

Lisa has implemented many initiatives across all four lines of business in the Civil Division in only 18 short months. One change of great significance is her work on the Housing Court Expungement Process which led to a nomination for a Fourth District Award due to the significant budget and time savings it created. Customers and staff have saved significant amounts of time by only having one, instead of three as formerly required, interactions to complete and schedule a motion for expungement. In 2014, there were 406 expungements heard. In 2015 due to legislative changes, there were 673 hearings, or a 60% increase. The initiative implemented by Lisa has allowed staff to maintain reasonable processing times without additional resources. It also directly relates to the strategic plan of the MN Judicial Branch to improve customer service by providing equal treatment and improved customer access to services. Lisa asks tough questions. She is very resourceful and is well versed in statutes, rules, case law and state and local policy. She knows where to find the answers and encourages others to do the same. Because of her approach, she helps the person seeking support become more independent, more self-sufficient and self-reliant or builds relationships and creates collaborative opportunities as the situation warrants. One of the valuable by-products of her approach has been to increase the self-esteem of those she works with, and help them develop into resources for others.

She demonstrates a winning and positive attitude. She has exceptional technology skills and is willing to share them. While she may see things from a different perspective, she doesn’t mandate changes. She asks for feedback and sincerely listens to her staff. Lisa is a Champion of Change because she has fostered an environment where the process towards good change is safe, collaborative and exciting.

DISTINGUISHED SERVICE AWARD:
Marcy Podkopacz, Director of Research and Business Practices Divisions, Fourth Judicial District/Hennepin County Court Administration

In the words of those who nominated her: Marcy is a valued and highly trusted contributor to the Fourth Judicial District and the Minnesota Judicial Branch. As the Director of Research in the Fourth Judicial District, Marcy’s extensive work with the court’s data has been instrumental in the development and implementation of Court Access and fairness studies, by surveying the attitudes of court users and using that information to improve services to the public. She has also been involved with studies gauging the satisfaction of jurors, helping to improve the experience of those doing their civic duties. Marcy serves on committees and panels composed of various justice partners and agencies looking to create solutions to criminal justice problems, such as those seeking alternatives to traditional models for detention for juveniles and adults.

The Fourth District judges actively solicit the input of the Research and Business Practices Units before new initiatives are put into place, which is a testament to the faith that the bench has in Marcy and the department she created and has oversight. Marcy feels strongly about transparency, whereby all studies written by her and/or the Research Department are publicly available online for viewing. Her institutional knowledge and wealth of experience ensures that she can bring important context to numbers and statistics, helping judges and administrators gain better understanding. She has worked with different lines of business to develop ways to effectively measure, monitor, and enhance employee performance. Marcy has been very instrumental in promoting the move toward eCourt in the judicial branch and is always a champion for the new and better way of doing things. She was on the forefront of bringing research and evidence-based practices to district courts and she has helped other district courts set up research departments and select proper candidates.

She is self-motivated and dedicated. Her recommendations and decisions always have the best interests of the Courts and justice system in mind. Her work product is stellar and she is highly productive. When work demands are excessive, she rises to the occasion and is able to focus and produce what is required. Marcy is very knowledgeable and takes responsibility for raising issues and pointing out the impact of changes and decisions. Finally, Marcy has worked tirelessly and within unreasonable timeframes to provide data, analysis and recommendations regarding our justice system. She has consistently demonstrated a strong commitment to the Fourth Judicial District Court and the MN Judicial Branch.
Prince Case Keeps Court Staff Active

By: Richard Crawford, Managing Editor, Southwest News Media

Although the visitors and tributes to Paisley Park are slowing down, the work sorting out Prince’s estate is just amping up. Just ask Carver County Court Administrator Kristen Trebil-Halbersma, who is in charge of tracking and coordinating legal issues surrounding the pop music icon’s estate.

Trebil-Halbersma, who has been the court administrator in Carver County for about 18 months, said the Prince estate case is by far the biggest case in that time. “We are still very early in the case,” she said. Sorting out the Price estate is more complex than many probate matters because no will has been identified and numerous people have submitted claims as potential heirs. All that has contributed to numerous legal filings that have kept the 15-member department busy.

Broad Responsibilities

The court administrator staff is in charge of filing and tracking all the legal paperwork associated with the case, as well as setting court schedules and coordinating court calendars with all the parties involved in the case. Most court cases involve two or three attorneys, Trebil-Halbersma said. The Prince case has close to 20 attorneys involved. There are also some attorneys from out of state who are not as familiar with Minnesota court rules. In addition to accommodating the legal representatives, Trebil-Halbersma said her office also has had to dedicate extra time handling media requests. “For a while we had a couple media outlets camped out in front of our office,” she said. Media inquiries have come from local, state, national and international organizations, she said. The state court information office has assisted with creating a media website portal to keep media members apprised of the latest information on the case, she said.

Keeping Pace

Trebil-Halbersma said the office has been able to keep pace with the extra workload by expanding the hours of one probate clerk to full-time and by receiving support from court staff from elsewhere in the First Judicial District, which includes seven counties. Trebil-Halbersma said it is not uncommon for the district to share staff at times of heavy workload. She said the staff has been “doing a phenomenal job, working incredibly hard with a great attitude. I think that, as an office, we have come together very much as a team and are able to manage a case like this due to their professional skills.”

The court administrator’s office also works with the Carver County Sheriff’s Office to ensure the safety of visitors coming to legal hearings. Trebil-Halbersma said it’s difficult to estimate how long legal hearings could continue regarding the Prince estate. Judge Kevin Eide is assigned to the case.

(Original article published on June 15, 2016. Reprinted with permission.)
LeSueur County Moves Forward with New Justice Center

By: Joanne Kopet, LeSueur County Court Administrator

In 2015, the Le Sueur County Commissioners hired BKV Group to do a Facilities Assessment Study. The study was commissioned because of space limitations at the current courthouse facility. Three concepts were presented to the Commissioners. Two of the proposed concepts provided for remodeling and additions onto the current courthouse facility. The third proposed concept provided for an off-site Justice Center.

On August 2, 2016, the Le Sueur County Commissioners voted to approve a new off-site Justice Center. The proposed Justice Center will be located on the south side of State Hwy 99. The estimated cost to construct the new Justice Center is $19 million and soft costs of approximately $4.6 million. According to Darrell Pettis, Le Sueur County Administrator, if all goes as planned, construction on the new Justice Center would begin in Spring 2018 with completion in Spring 2019.

Le Sueur County has begun the process to select an architect for the project and hopes to have that done by Fall 2016. Once an architect is on board, the process will begin to put together the space for the new justice center. The center will house court administration, sheriff’s office (Administration and Dispatch), county jail, probation, possibly Department of Corrections and Emergency Management, along with space for the county attorney.

Once the new Justice Center is completed the county will begin remodeling the existing courthouse, specifically the 2nd floor where court administration and probation currently have office space and the courtrooms. Once remodeled, the 2nd floor space will house other county offices.
International Visitor Leadership Program

Through the International Visitor Leadership Program, Goodhue County had the privilege of meeting 5 Judges from the country of Bahrain which is next to Saudi Arabia.

While in the United States, these Judges have observed the Supreme Court, Federal Court and State Court. This program has allowed these newly-trained Bahraini judges to observe the U.S. legal system with a focus on how courts intersect with the police, detention facilities, prosecutors, defense lawyers, media, and community groups.

They will examine how the United States’ independent judiciary system supports democracy and human rights, and how alternative sentencing and diversion programs can be used to prevent recidivism.

Participants will connect with their American peers to develop a professional network for future cooperation.

Learn more about Bahrain:
We’ve had a number of substantive personnel changes within our management team in the past few months. Wendy Van Duyne (former Court Operations Supervisor in Ramsey County) has become the Winona County Court Administrator. Shannon Asselin (former Court Operations Supervisor in Blue Earth County) has become the Waseca County Court Administrator. Wendy and Shannon bring new ideas and perspectives to our leadership team and we’re excited to have them on board!

Marie Cramer, Rice County Court Operations Supervisor, retired after 43 years of dedicated court service. Over the years Marie has been instrumental in many transitions, implementations and rollouts. Most recently, she was an integral part of the web-based Task Manager pilot in Rice County. Although Marie will be missed, her retirement created an opportunity for Lisa Kuhlman (former Rice County Lead Worker) to advance her career and become Rice County’s new Court Operations Supervisor. Congratulations to Wendy, Shannon and Lisa for their promotions!

The Supreme Court heard oral arguments at the Albert Lea High School in Freeborn County on October 6. Students were riveted throughout the argument - you could have heard a pin drop in the school auditorium. Students also had many well thought-out questions to ask the justices after the arguments. Over 150 people from the community dined with the justices the evening before. It was a wonderful outreach event that clearly demonstrated we are fortunate to have these seven justices on the Court.

An open house event was held on Friday, September 16 at the Dodge County Courthouse. Over 300 area residents took advantage of the opportunity to take a behind-the-scenes tour of the newly-renovated Dodge County Courthouse and the Government Services Building in Mantorville. As part of the open house event, the public was also invited to attend a rededication ceremony for the remodeled courthouse, featuring Minnesota Supreme Court Associate Justice G. Barry Anderson, Dodge County District Court Judge Jodi L. Williamson, and the Dodge County Board of Commissioners. The event was held to help mark Constitution Day, a federal day of observance during which Americans reflect on the rights and freedoms granted to them through the signing of the United States Constitution.

Submitted by:
Shelley Ellefson
Third Judicial District Administrator
Twitter Pilot Project at the Hennepin County District Court

By: Katrina Zabinski, 4th Judicial District Website Lead & Project Manager

American courts, legal organizations and government entities around the world now use social media to engage with their stakeholders and to deliver information faster and more effectively than ever before. Social media sites are free digital communication tools that anyone can easily use to create and distribute information on a limited or worldwide basis. Unlike traditional one-way “push” communications, social media allows for two-way interactive, real-time communication. Popular sites include Facebook, Twitter, LinkedIn, YouTube, and Pinterest. People from all backgrounds use social media, and it’s not just young people. In 2014, 52% of online adults in the United States were actively using two or more social media sites (71% on Facebook and 19% on Twitter). And in 2015, 71% of online teens were using two or more social media sites (71% on Facebook and 33% on Twitter.)

Recognizing that the public increasingly uses social media to find government information, the 4th District leadership requested and received approval from JAD and the Judicial Council to use Twitter on a pilot basis to expand timely access to court information and increase public engagement with the court’s mission. We created the site @HennepinCourt and started tweeting in May 2016. The site is open to the public, which means even people who don’t have a Twitter account can see the tweets. There are 170 “followers” so far, and that number continues to grow.

The Judicial Council and JAD also approved Twitter pilots for the Branch @MNCourts (managed by the State Court Information Office) and for the 6th District @MN6DistCourt, who is partnering with us on our project team. The Districts tweet local court news and information, and the State Court Information Office tweets about the Branch’s statewide news and initiatives.

This social media pilot is an initiative of the 4th District’s 2017-18 Strategic Plan, and is intended to help achieve the goals of expanding and improving communication with the public, and increasing public trust and confidence in the court. Our project team identified priority topics to tweet about that align with the court’s mission and goals, including:

- Access to justice,
- Court news and notices,
- Education about the court,
- Updates on forms and procedures,
- Career Opportunities, and
- Innovative use of technology in the court.

(Continued on Page 41)
The images below show a few examples of recent tweets on @HennepinCourt:

The pilot will proceed in stages, and the project team will periodically report to the 4th District leadership and the State Court Information Office on the results of using Twitter. At the conclusion of the pilot, the team will also present a final report with recommendations about integrating social media on an ongoing basis into the court’s strategic communications.
Violations Bureau and Criminal eFilings Reopen Behind Weapons Screening

By: Nancy Peters, Communications Specialist, Fourth Judicial District Court

Criminal Court staff have settled in their new work environment behind weapons screening at the Hennepin County Government Center. Customers pass through weapons screening before proceeding to the Violations Bureau and Criminal eFiling on the skyway level.

The Violations Bureau and eFiling teams switched to a temporary space in June and moved to their new space on September 14, 2016. Staff is pleased with their ergonomic work stations, windows offering privacy as well as natural light, and space for customers to wait in line.

Criminal Court Operations Manager Mary Dalbec commented, “It’s a relief to have the Violation Bureau and Criminal eFiling teams behind weapons screening. Aside from having the VB and criminal eFiling in one central location together, both teams now feel more safe and secure being in their new location. There is also more security presence and quicker response time from security than before as well. The teams are more comfortable doing their day to day tasks knowing that all parties go through weapons screening.”

“Our new space is aesthetically pleasing and more importantly allows us to do our job in a safer environment.”
- Rob C, VB/eFiling Lead Worker

(Continued on Page 43)
Violations Bureau and Criminal eFilings Reopen Behind Weapons Screening (Con’t)

Construction immediately started the following day to create a new Hearing Office behind weapons screening on the skyway level. Hearing officers moved into their new space on December 2nd. Meanwhile, work continues on the new Scheduling/Interpreters Office and Jury Office. They anticipate moving by the end of the year to the top (24th) floor of the Government Center.

Locating court business counters within the security envelope is a high priority identified in the Fourth Judicial District Strategic Plan.

Everyone’s cooperation and patience throughout the various project phases is appreciated as we make great strides in bringing all court divisions within a court secured environment.

2015 Steven A. Pihlaja Justice Partner Award Recipient

By: Kate Fogerty, Fourth Judicial District Administrator

It is my pleasure to announce the recipient of the 2015 Steven A. Pihlaja Justice Partner Award, the Volunteer Lawyers Network (VLN). The VLN was one of three very worthy nominees considered by the Executive Committee at the meeting on September 12. The plaque presentation occurred at the full Bench meeting on October 3.

The dedication, commitment, and selfless support provided by the VLN and its volunteer attorneys are vital components to the success of our court. Please join me in congratulating the Volunteer Lawyers Network on the award and thanking them for their service. It is especially noteworthy as the organization is celebrating its 50th year of providing free legal advice to those needing assistance.

(Continued on Page 42)
2015 Steven A. Pihlaja Justice Partner Award Recipient (Con’t)

Sara Gonsalves submitted the nomination:

VLN has been a consistently professional and critical partner with the Fourth Judicial Dis-
trict court over the years. VLN assists us with the day-to-day realization of our vision state-
ment. Specifically, VLN continued to coordinate the delivery of free, brief legal advice to
thousands of Fourth Judicial District court customers in 2015. VLN recruited, trained,
scheduled and supported volunteer lawyers at the following legal clinics:

- Legal Access Point clinic at Government Center Self Help Center (VLN coordinates this
  clinic in conjunction with the Hennepin County Bar Association);
- Family Law Clinic at Family Justice Self Help Center;
- Legal Access Point clinic at Brookdale;
- Housing Court clinic; and
- Conciliation Court clinic.

More details about these clinics are located here: http://www.mncourts.gov/Find-Courts/
Hennepin.aspx at Self Help Center, Legal Advice Clinics. In some cases, VLN has coordi-
nated the full representation for customers referred to these clinics.

The delivery of free, brief legal advice is crucial for a couple of reasons. First, free, brief le-
gal advice on-site at our courthouses practically expands access to justice for self-
represented litigants. Because Self Help Center staff are prevented from providing legal ad-
vise, we rely on VLN and the volunteer attorneys they recruit to help us educate self-
represented litigants about their options and to go a step further and advise potential liti-
gants about their chances for success. Second, VLN’s services improve the efficiency of
the courts. Access to free, brief legal advice and in some cases free representation ensures
that litigants are well-informed of their options, educated about their likelihood of success,
and better prepared for court. This results in fewer frivolous or incomplete filings, fewer con-
tinuances, and improves customer satisfaction.

VLN has always been willing to examine, with input from the Self Help Centers, the success
of current services and re-evaluate how services are delivered.

Congratulations to the Volunteer Lawyers Network on this well-deserved honor!
School Supply Drive

The Sixth Judicial District AFSCME Labor Management Committee (LMC) meets quarterly and was excited to sponsor a school supply drive this fall.

The LMC promotes two charitable donation drives each year. As a group, we discuss charities and causes that Sixth District staff can give back to. We enjoy supporting our communities and take our roles as public servants seriously.

Fall seemed a perfect time to collect and donate school supply items. The LMC members discussed how best to coordinate a school supply drive in each of our six locations and it was determined that an LMC delegate would lead the drive in their respective locations. Within each location, local staff were eager to help and our donation boxes filled quickly! In some instances, cash donations were secured and LMC members shopped for and delivered supplies to the schools of their choosing.

The school supply drive was a huge success!
Northern Assignment Area Court Administrator

By: Tim Ostby

I am pleased to inform you that Kim Sundbom has been appointed as the Court Administrator for the Northern Assignment Area in the Eighth Judicial District. This includes the counties of Big Stone, Grant, Pope, Stevens, Traverse and Wilkin. Kim currently serves as the Waseca County Court Administrator in the Third Judicial District. She has over 22 years of experience in court administration. She has worked as a senior court clerk, Court Operations Supervisor and MNCIS Business Systems Coordinator in the Ninth Judicial District prior to her appointment in Waseca County. Her references are excellent and we are extremely happy to have Kim coming to the Eighth Judicial District. A start date has not yet been determined and is dependent upon Kim’s relocation details.

Kim’s appointment is due to the retirements of long-time Court Administrators Diane Fox and Sandee Tollefson. Diane will retire on May 31st from her duties as the Court Administrator for Grant, Traverse and Wilkin Counties. Sandee will retire on June 30th from her position as the Court Administrator for Big Stone, Pope and Stevens Counties. They both have long and distinguished careers in the Eighth Judicial District and we wish them the very best as they begin this next stage in life. Thank you for your service!

(Continued on Page 47)
Northern Assignment Area Court Administrator (Con’t)

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**Current position** – Court Administrator, Northern Assignment Area: Big Stone, Grant, Pope, Stevens, Traverse, Wilkin Counties – 8th Judicial District

**Years with MN Judicial Branch and positions held?** I have worked for the Judicial Branch for 22 years. I started as a senior court clerk in Roseau County, promoted to supervisor (county funded position). Training Coordinator for 5 years in the 9th judicial district, Court Operations Supervisor for Hubbard/Clearwater counties. Court Administrator for Waseca County for 1 year prior to transferring to the 8th

**Background/Education/Work History?** I went to one year of vocational school for Medical Assistant in 1982. I worked at Marvin Windows for 6 years. I attended some college through online courses. I am a Certified Court Executive through the NCSC.

**Please tell us about your family?** I have two beautiful daughters, Alyssa and Kayla, two wonderful sons-in-law- Jamin and Lee and four grandchild - Morgan, Oliver, Kelsey and Theodore. I raised my family in Roseau, MN.

**Was it a professional goal to become a Court Administrator?** When I started working in Roseau, I had a great mentor, Teresa McDonnell. She was always so professional and kind as a person and Court Administrator, that I have aspired to be the same type of person and court administrator she was (she retired this fall).

**Please describe your thoughts about your appointment and your goals for your organization.** I am very excited to be appointed to this position. I see this position as an opportunity to use all of the technology that is available to share work across county and district lines. I also would like to see more specialization in my counties. I have two counties that have only one staff person and four counties that have two staff members, so specialization would enable staff to be more specialized/efficient in case processing of a few areas for all 6 of the counties that are in my assignment area.

**What are your initial priorities for your organization?** My initial priorities were to develop the 2017 calendar for all 6 counties. Next priority is to work with all 6 counties to ensure staff are following the ECAPS and processing everything the same.

**Since your appointment, what have you found the most rewarding as a Court Administrator?** I enjoy working with people, being the Court Administrator for 6 counties, I get to work with six different sets of justice agency partners (law enforcement, county/city attorneys, county boards, DOC and public defenders)

**Likewise, since your appointment, what have you found the most challenging as a Court Administrator?** The most challenging piece has been to coordinate when I should be in each county.

**What is your most “memorable/proud of” event in your career thus far?** I have lots of memorable moments working for the courts. My appointment as Court Administrator for the “NAA” in the Eighth District is my proudest memory so far.
Tenth District ENE and Litigant Services Professional

By: Sherilyn Hubert

The Tenth Judicial District welcomes Miriam Friesen as their new ENE/Litigant Services Professional. Miriam was an Associate Attorney with Cooper Law, LLC working in the family law area. Prior to that she was a Judicial Clerk for Chief Judge Edward J. Cleary, Minnesota Court of Appeals. She earned her Juris Doctor at the University of Kansas School of Law. Miriam is currently working with the Tenth District to provide continued ENE program improvements, providing other litigant services in the District, and assisting with the State ECM/ENE program. You may have met Miriam at the recent MACM conference where she conducted a round table on behalf of the State ECM/ENE Program on Early Case Management: Win-Win Solutions for Courts and Families.

Tenth District Conservator Account Review

By: Lori Meyer, Anoka County Court Administrator

The Tenth Judicial District welcomes Annette Winrick as their new Conservatorship Account Technician. Annette was the Accounts Payable Manager for a Texas construction company. Prior to that she handled accounting and HR/Benefits for a consulting company and accounting for a manufacturing company. She earned her Bachelor of Science in Business Administration/Marketing from Kansas State University and will receive her MBA in May, 2017 from Kansas State University. Annette is currently working with the Tenth District to conduct account reviews on the conservatorship cases during the years that the State CAAP group does not complete an official audit as well as county cases that do not require CAAP audits. Please join us in welcoming Annette Winrick to the 10th District.
Criminal Operations Manager in Anoka County

By: Jan Krupicka

Karina has been working for the Minnesota Judicial Branch off-and-on since November 2005, for a cumulative total of almost eight years. She has worked in Traffic, Family, and now Criminal. Karina started in Anoka County as the Criminal Court Manager on May 16, 2016. Prior to joining Anoka County Court, she was the supervising attorney of the Family Court Self-Help Service Center in Ramsey County.

Karina lives in St. Paul with her husband, Tony, and their two dogs, Ruben and Monte. In her spare time, she plays volleyball and softball in several adult women’s and coed recreation leagues.

Family and Juvenile Supervisor in Washington County

By: Kris Cunningham, Chief Deputy Court Administrator

Catherine Knutson was promoted this past June to the Family and Juvenile Supervisor for Washington County. Catherine replaced Sue Halpern who retired after over 30 years with the Branch and is enjoying every minute of her retirement! Catherine has been with Washington County Court Administration since October of 2006. She has worked in the court records division, the civil division as well as the court scheduling division, so she has a very good overall background with the Courts.

Catherine has a Bachelor’s Degree from the University of MN in Sociology – Law, Criminology and Deviance. She also graduated from the Development in Action program through State Court Administration. Right after Catherine was promoted she got married so she has had a pretty exciting summer!
### 2016 MACM Board of Directors

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<tr>
<th>Position</th>
<th>Name</th>
<th>Court/Office/Title</th>
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<tr>
<td>President</td>
<td>Aaron Williamson</td>
<td>Project Manager, Hennepin County Criminal Court</td>
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<td>Secretary</td>
<td>Jennifer Miller,</td>
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<td>AnnMarie O’Neill</td>
<td>Clerk of Appellate Courts</td>
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**Bylaws Committee Chair**
- Lisa Lane
  - Court Operations Manager, Hennepin County Civil Court

**Second Vice President, Education Committee Chair**
- Monica Tschumper
  - Wright County Court Administrator

**Third Vice President, Membership Services Committee Chair**
- Vanessa Jeske
  - Court Operations Supervisor, Goodhue County Court

**Past President**
- Annette Fritz
  - Washington County Court Administrator

**First District**
- Chris Channing
  - Goodhue County Court Administrator

**Second District**
- Gwen Upton
  - Ramsey County Criminal Court Administrator

**Third District**
- Darlene Larson
  - Houston County Court Administrator

**Fourth District**
- DeAnn Halberg
  - Hearing Office Supervisor, Hennepin County Court

**Fifth District**
- Vicky Driscoll
  - Faribault County Court Administrator

**Sixth District**
- Susan Roerig
  - Court Operations Manager, St. Louis County Court

**Seventh District**
- Cheryl Woehler
  - Benton/Mille Lacs County Court Administrator

**Eighth District**
- Susan Stahl
  - Renville County Court Administrator

**Ninth District**
- Sean Jones
  - Itasca/Lake of the Woods/Koochiching County Court Administrator

**Tenth District**
- Krista Anderson
  - Court Operations Supervisor, Wright County Court