

ADMINISTRATIVE OFFICE OF THE COURTS

Key Accomplishments



The Administrative Office of the Courts is proud to present key accomplishments from 2017 for each internal and external goal. We thank each and every one of you for your hard work and dedication to meet and exceed these goals.





INTERNAL GOAL

Attract, develop and retain a diverse, professional high quality work force.

★ KEY ACCOMPLISHMENTS OF 2017 ★

ADMINISTRATIVE SERVICES DIVISION

- Hired the Superior Court Judges' Association's (SCJA) first Senior Policy Analyst.
- Participated in both the U.S. Department of Health & Human Services' annual Court Improvement Program conference and the Casey Family Program's National Data Leaders Conference.

COURT SERVICES DIVISION

- Promoted several outstanding staff members to higher level positions that were available due to new project positions, retirements, or transfers.
- Added a highly qualified legal analyst and experienced educator to the AOC team.
- Two Judicial Information System (JIS) educators attended the National Association of Court Management in Portland.
- Provided faculty development training for internal AOC staff to enhance their ability to present material effectively.

INFORMATION SERVICES DIVISION

- Hired 11 new and returning employees to the ISD Division.
- Provided technical training opportunities for IT staff throughout the year.
- Provided funds for staff to attend learning conferences including Information Professionals Management Association (IPMA) Agile Leadership, Instant Impact 2017, Washington Digital Summit, and the 2017 Spring Seminar hosted by International Systems Audit and Control Association (ISACA) for ISD's Security team.

MANAGEMENT SERVICES DIVISION

- Hired several new employees.
- Engaged several full- and part-time externs to mitigate the workload in the Office of Guardianship and Elder Services.
- Continued to provide training opportunities for staff.
- Finalized the AOC emergency plan and refined emergency evacuation procedures.
- Led the acquisition and scheduling of active threat training for AOC staff.
- Successfully negotiated a contract for the expansion of AOC's Plum Street facility including the purchase of furniture at a substantial discount and move of staff from our Quince Street facility.
- Financial Services continued to cross-train staff in order to provide educational opportunities as well as to ensure continuity of services during position vacancies.
- Provided information, recommendations, and solutions that resulted in salary adjustments for several staff.
- Provided training and education for staff to ensure a smooth transition as current managers leave the workforce.



INTERNAL GOAL

Ensure that AOC's services and products are aligned with its mission, as well as its stakeholder and community needs.

★ KEY ACCOMPLISHMENTS OF 2017 ★

ADMINISTRATIVE SERVICES DIVISION

- The Board for Judicial Administration (BJA) Policy and Planning Committee is reviewing the mission, vision and Principal Policy Goals of the branch. They are surveying all the court level organizations and judicial branch agencies as to what they are currently working on and creating a chart to determine how to better work together.

COURT SERVICES DIVISION

- Organized and participated in a BJA Court Education Committee (CEC) retreat focused on refining a vision for the future of judicial branch education which was attended by about 40 key stakeholders.
- Revised standard education program evaluations to provide richer information to help improve future programming.
- Created a comment tool on the Pattern Forms web page for court users and others to make suggestions for improvements.

INFORMATION SERVICES DIVISION

- Successfully completed two disaster recovery exercises.
- Completed the move of the CLJ-CMS Project Team to AOC's Plum Street offices.
- Successfully implemented the Business Intelligence Tool (BIT) upgrade replacing the old product known as BOXI.
- Launched annual cyber security awareness training for all staff.
- Evaluated rules needed for the JIS Standardized Data Elements in order to create a statewide standard data quality rule for elements that are common between court data systems.

MANAGEMENT SERVICES DIVISION

- Improved the JIS-Link payment system by allowing customers to pay the current balance rather than the amount invoiced, reducing the volume of overdue accounts receivable.
- Procured a new large-scale copy machine with more features at a lower cost, resulting in improvements to large batch scanning, copying, collating and other functions.
- Submitted several grant proposals to establish a guardian monitoring program.
- Completed the process to reconcile and submit Internal Revenue Service W-2 information for staff and judges of the Supreme Court, AOC, superior courts, Court of Appeals, State Law Library, Office of Public Defense and Office of Civil Legal Aid.
- Participated in a statewide workgroup with the responsibility of developing the business needs and requirements for the accounting, budgeting, procurement and performance measurement systems that will be used throughout state government.
- Staff completed the Certified Professional Guardianship Board's Annual Grievance Report that provides statistics on the grievances filed against professional guardians.
- Developed a revised cost recovery model for data and research requests made by non-court entities in accordance with RCW 2.68.040.
- Negotiated 1,000 additional vendor hours, free of charge, from the SC-CMS vendor. Also negotiated a substantial reduction in the vendor costs associated with SC-CMS Event 8.



INTERNAL GOAL

Align roles and responsibilities to promote greater collaboration, shared expertise and enhanced communications with AOC, stakeholders and justice partners.

★ KEY ACCOMPLISHMENTS OF 2017 ★

ADMINISTRATIVE SERVICES DIVISION

- Published quarterly “Full Court Press” publication highlighting innovations, changes, and improvements to the operations of Washington’s judiciary.
- Created and updated a web page and listserv devoted to the landmark “McCleary” education case.
- The BJA Court Education Committee continued work on strategic priorities.
- The BJA Policy and Planning Committee collected information from courts/associations/committees about their purpose, priority areas, planning process, and committee work. The Committee then compiled and shared that information in the hopes of identifying future collaboration efforts.
- Shared expertise with AOC/ISD workgroups developing the Expedited Data Exchange/Electronic Data Repository on topics of data quality and rules development, standardized coding of data elements, and approaches to person matching.
- Provided consulting, training and development of AOC staff on topics related to collecting, managing, and analyzing information.

COURT SERVICES DIVISION

- Reorganized roles for the Expedited Data Exchange project to add focus to court business processes and needs. A new project-funded Court Business Coordinator position was established in the Court Business Office (CBO) to lead the business team.

INFORMATION SERVICES DIVISION

- Completed a re-casting of the Expedited Data Exchange (EDE) Program.
- Hosted a meeting with CIOs and deputies from Washington State Patrol (WSP) and Washington State Department of Licensing (DOL), an effort based on the shared need to improve communication and coordination of major system implementations and technical production issues.
- The Policy and Planning and Quality Assurance teams began working with ISD and CSD business analysts and educators on release note process improvement to streamline the process from start to finish.

MANAGEMENT SERVICES DIVISION

- Continually analyzed and, when necessary, adjusted staff workload priorities to ensure resources are aligned with the highest priorities.
- An interdivisional team successfully developed a process to address a 2008 request from the Certified Professional Guardianship Board (CPGB) to provide the ability to track professional guardians by CPG number statewide in the case management system.
- Led the development and submittal of the 2018 supplemental budget request.
- Closed and submitted the financial disclosure forms for the biennium ending June 30, 2017, for the AOC, Supreme Court, Court of Appeals and Office of Civil Legal Aid. Provided expertise and leadership regarding the closure and completion of the financial disclosure forms to the State Law Library and Office of Public Defense.



INTERNAL GOAL

Strengthen leadership and management effectiveness within AOC to support a high performing organization and a satisfying work environment.

★ KEY ACCOMPLISHMENTS OF 2017 ★

INFORMATION SERVICES DIVISION

- Sponsored three ISD staff to attend the Information Professionals Management Association (IPMA) Leader Path for IT Managers for the 2017-2018 session.
- ISD Leadership and the Project Management team participated in multiple Organizational Change Management meetings hosted by ISD's Change Management Coordinator.
- Continued to actively update staff and the court community on changes and emerging issues throughout the year in e-mails, newsletters, and communication with court associations.

MANAGEMENT SERVICES DIVISION

- Provided the time and resources necessary to meet manager training and education needs.
- Revised accounts receivable and grant agreement application guidelines to ensure all potential costs and resource needs are identified prior to submitting applications for funding.
- Staff spent innumerable hours reworking travel guidelines to minimize potential audit findings.
- All staff have up-to-date "desk manuals" and many are cross-trained in order to maintain continuity.



EXTERNAL GOAL

Support the judiciary in its efforts to ensure safe and accessible courts for all who need to resolve disputes.

★ KEY ACCOMPLISHMENTS OF 2017 ★

ADMINISTRATIVE SERVICES DIVISION

- Helped with the adoption of GR 36, Trial Court Security.
- The BJA readopted a court resolution in support of language access services in court.
- Conducted a comprehensive survey of security in the superior courts.
- Released the 2017 Judges of Color Directory which recognizes and celebrates judges of color who serve in Washington State courts, federal courts, tribal courts, and administrative courts.
- Released the Model Language Access Plan Deskbook (LAP). The LAP is a comprehensive guide for courts helping them create and update their language access plans to ensure that all individuals have equitable access to the courts.
- Over 200 interpreters enrolled to take the written examination to become court interpreters. Washington also saw its first Oromo and Yoruba interpreters take the oral examination to become credentialed court interpreters.
- Provided 17 different education trainings to judicial officers on various topics related to fairness and diversity, promoting equity in the courts for women, minorities, and people who need interpreters to access the courts.
- Translated all of the domestic violence and sexual assault protection order pattern forms into four languages: Spanish, Russian, Korean and Vietnamese. The forms are now available online on the Inside Courts Web site.
- Successfully sought the passage of HB 1285, which removes the requirement that court interpreters take an oath every two years. Now interpreters will only need to take their oath one time upon initial qualification. This helps parties and witnesses by reducing the time spent by interpreters and the court to administer the oaths.
- Created a Judicial Independence Fire Brigade to address concerns regarding municipal court closings by city officials.

INFORMATION SERVICES DIVISION

- Implemented a new information security feature within the “Enterprise Patch Management” tool that blocks installation of unauthorized software. This new control provides a powerful way to keep cyber criminals from installing code to escalate their attacks.
- Completed extracts for the superior court caseload reports, courts of limited jurisdiction reports, and the National Center for State Courts (NCSC) Annual Report.

MANAGEMENT SERVICES DIVISION

- Held the kick-off meeting between AOC and the National Center for State Courts to begin the lay guardian training redesign.
- Participated on the Supreme Court Security Committee.



EXTERNAL GOAL

Support core services for the Washington courts.

★ KEY ACCOMPLISHMENTS OF 2017 ★

ADMINISTRATIVE SERVICES DIVISION

- Coordinated daily e-clipping service for more than 1,200 subscribers.
- Helped plan annual statewide drug court conference.
- Successfully sought the passage of HB 1140, which extended the Judicial Stabilization Trust Account and its funding for four additional years.
- The BJA created Adequate and Sustainable Funding of Court Education and Funding for Interpreter Services task forces as a result of their 2017-2019 strategic goals.
- Performed monthly, quarterly, and yearly data extracts for Children's Administration (CA)/AOC data merge, Interactive Dependency Timeliness Report (IDTR) updates, and 2016 Dependency Timeliness Report.
- Provided data and reporting products for a statewide multidisciplinary work group formed to address timely permanency for children in out-of-home care. Three permanency summits were held.

COURT SERVICES DIVISION

- Provided numerous informal ethics analyses for the court community, supported the Ethics Advisory Committee's work, and published three formal Ethics Advisory Opinions.
- Prepared and published updates to 139 pattern forms. Processed 71 submissions of annual local court rules per GR 7. Approved seven notices of infraction for local jurisdictions per IRLJ 2.1.
- Supported the Firearms Reporting Extract for the Extreme Protection Order resulting from Initiative 1491.
- Conducted numerous hands-on JIS training programs.
- Created several short video vignettes on specific areas of the new Business Intelligence Tool.
- Reviewed and approved several new notices of infraction and city parking infraction forms.
- Produced the following: Annual Conference; Judicial College; an Institute for Court Management program; Institute for New Court Employees; Faculty Development; and Judicial Assistance Services Program peer counselor training.
- Created BJA Court Education Committee brochures, materials, and talking points.

MANAGEMENT SERVICES DIVISION

- Led the process to change the biennial branch budget development and submittal process.
- Worked with research partners regarding the proper use, sharing and destruction of court data as identified in our data share agreements.
- Presented the differences between Odyssey Portal and JIS-Link to the Washington Alliance of Legal Investigators at their annual conference.
- Completed over 300 judicial impact statements during the 2017 legislative session.
- Processed over 12,000 invoices with 97% paid within five business days of receipt.

INFORMATION SERVICES DIVISION

- Provided ongoing Odyssey technical support to the courts after their go-live events, including data replication corrections from Odyssey to the Superior Court Management Information System (SCOMIS).
- Conducted Odyssey training, webinars, and dedicated one-day End User Training.
- Successfully implemented Judge Edition 2017 statewide to all Odyssey DMS Courts.



EXTERNAL GOAL

Promote court innovation and continual improvement through research and best practices.

★ KEY ACCOMPLISHMENTS OF 2017 ★

ADMINISTRATIVE SERVICES DIVISION

- The Supreme Court commissions provided over 40 different educational trainings across the state for judicial officers, court staff, justice system partners, and the legal community. Trainings were on various topics related to fairness and diversity, and promoted equity in the courts for women, minorities, and people who need interpreters to access the courts.
- Initiated a research partnership — Center for the Study and Advancement of Justice Effectiveness — with the University of Washington and Washington State University.
- Prepared analysis and reporting on the needs, challenges, and intervention outcomes of girls entering probation in Washington.
- Presented results of the study of juvenile recidivism to the Washington Association of Juvenile Court Administrators (WAJCA) Executive Board.
- Aided the Misdemeanant Corrections Association to sort through the choices for a new risk screener to help guide community-based supervision of adult offenders.

COURT SERVICES DIVISION

- Legal staff wrote analyses on numerous issues, including legal best practices regarding restricted access to court records in Odyssey.
- Staff co-chaired the National Association of State Judicial Educators Curriculum and Education committees that are developing a core competency and curriculum in the area of ethics.
- Staff served on the Working Group on Transparency, Governance and Structural Form as part of the National Task Force on Fines, Fees, and Bail Practices.

INFORMATION SERVICES DIVISION

- Successfully converted the Appellate Court Record and Data System (ACORDS) to use JAVA Web start. This change was required to ensure the system meets security requirements.
- The Expedited Data Exchange (EDE) Program completed, released, and implemented its simplified version of the Enterprise Data Repository (EDR); JIS to EDR Person Integration went live.
- Hosted several meetings with judicial data exchange partner agencies to discuss the EDE Project, needed changes to our data exchanges, and to coordinate activities.

MANAGEMENT SERVICES DIVISION

- The Certified Professional Guardianship Board approved a diversion process proposed by staff to address the grievance backlog and to mitigate the increase in new grievances.
- Assisted with the development and revision of the National Center for State Courts records access policy.
- Prepared an annual report for the Certified Professional Guardianship Board that provides grievance statistics.
- Staff completed the review of the UW Guardianship Certificate Program. Recommendations were incorporated into the 2017-2020 contract in order to improve the program.



EXTERNAL GOAL

Strengthen trust and confidence through transparency, accountability and reliable information.

★ KEY ACCOMPLISHMENTS OF 2017 ★

ADMINISTRATIVE SERVICES DIVISION

- Informed the public, media and policy makers about the state of the judiciary and accomplishments.
- Educated community organizations and the public about the judicial branch, legal principles and operations of the court system with social media channels such as Twitter, Facebook, YouTube, and Flickr.
- Continued redesign and improvements to the Washington Courts Web site which receives an average of 250,000 visits by the public daily.
- Planned, organized and staffed the Bench-Bar-Press Committee Event.
- Supported the Statewide Mock Trial Championships, Judges in the Classroom program, and assisting in the creation of additional youth courts statewide.
- Coordinated activities for the Civics Learning Initiative, with Summit One held earlier this year, and Summit Two in 2018.
- Coordinated communications, media activities and assistance for 22 courts throughout Washington celebrating National Adoption Day.
- Launched the Legal Financial Obligations (LFO) Stakeholder Consortium.
- Launched the Pretrial Task Force to look at bail and pretrial practices in Washington.
- Convened two statewide multi-stakeholder workgroups looking at domestic violence risk assessment and perpetrator treatment.
- Sponsored four Youth and Justice Forums across the state in Spokane, Seattle, Chelan, and the Tri-Cities; also helped sponsor the first Color of Justice event in Pierce County.
- Provided timely and accurate information throughout the 2017 legislative session to legislators, staff, judicial partners, and members of the judiciary. Updated the Legislator's Guide to the Legislature. Held the Law School for Legislators Luncheon with the Supreme Court.
- Adopted the 2018 Branch Legislative Agenda.
- Created a new, easy-to-use tool to assist in tracking performance regarding dependency timeliness measures and reporting.
- Produced the first annual statewide detention report.
- Reported on the utilization and outcomes of state-funded evidence-based programs delivered to youth under local probation supervision.

COURT SERVICES DIVISION

- Updated and published the first major section of the Courts of Limited Jurisdiction Manual and facilitated posting the Criminal Caselaw Notebook on the AOC Web site.
- Created a Formatting Guide for Local Court Rules Submissions.
- Translated the Certificate of Restoration of Opportunity (CROP) court brochure, instructions, and forms into five languages.

INFORMATION SERVICES DIVISION

- Updated project information for both the SC-CMS and the CLJ-CMS replacement projects online, along with the QA reports for both projects, to keep everyone informed.
- Worked with the QA vendor, Integrated Solutions Group, to assess and report on the activities and status of the EDE project with King County.

MANAGEMENT SERVICES DIVISION

- Regularly met with legislative fiscal staff to explain budget request proposals or to answer questions.
- Staff successfully led County Clerk and Access to Justice representatives through a process whereby self-represented litigants will receive access to court information and court documents.



EXTERNAL GOAL

Provide technical assistance and support to all judicial officers, county clerks, court administrators, and staff to better serve the public.

★ KEY ACCOMPLISHMENTS OF 2017 ★

ADMINISTRATIVE SERVICES DIVISION

- Provided ongoing training and technical assistance to all juvenile courts in regard to the Case Management Assessment Process (CMAP) and worked with the Washington Association of Juvenile Court Administrators (WAJCA) to advance quality assurance protocol and adherence to the CMAP.

COURT SERVICES DIVISION

- Managed the implementation of Asotin Municipal Court, the merger of Sunnyside and Toppenish municipal courts, and the transition of Mabton cases from Sunnyside to Yakima County District Court.
- Worked with officials in Garfield and Columbia counties to facilitate an appointment by the Chief Justice of an interim judge for Garfield County District Court following an abrupt resignation by the sitting judge.
- Conducted business process reviews, configured Odyssey, and provided extensive onsite training and go-live support for all new Odyssey implementations while supporting counties that went live in previous years and preparing the next set of counties for implementation.
- Visited 131 local CLJ-CMS courts and probation offices across the state to learn more about unique business processes, spread information about the project, and develop relationships with court personnel and judges.
- The EDE project team worked to simplify the JIS data standards, in part presenting a more court business-centric view of the data rather than a technical implementation.
- In response to a request from the Spokane County Board of County Commissioners following a judicial retirement, staff worked with the district court presiding judge and court administrator to gather information about the court's workload to complete an assessment of judicial needs. A final report was provided to Spokane County recommending no change.
- Provided end-user training and facilitated electronic Q&A sessions for juvenile court staff for SC-CMS counties.

INFORMATION SERVICES DIVISION

- Successfully implemented all seven SC-CMS Event 5 counties simultaneously with Odyssey Case Manager; and all seven SC-CMS Event 6 counties.
- Successfully implemented and continued support of AC-ECMS Release 1 of the OnBase document management system to the four appellate courts.

MANAGEMENT SERVICES DIVISION

- Led the CLJ-CMS contract negotiation process with the apparent successful vendor. Developed the recommendation to terminate further negotiations and presented the recommendations to the CLJ-CMS Project Steering Committee and the Judicial Information System Committee (JISC). Both groups unanimously approved the recommendation.
- Staff provided additional training to the Yakima County Clerk's staff on accounting procedures and Odyssey financial processes.
- Provided technical support to Thurston County Superior Court and the Thurston County Clerk's staff for the development of a defensible and measurable methodology for estimating the disproportionate costs associated with mandated civil filing requirements as well as the disproportionate impact associated with civil cases being filed in Thurston County due to ease of filing or close physical proximity.
- Led the coordination, data gathering, document review and response regarding a school notification audit being conducted by the State Auditor's Office.



EXTERNAL GOAL

Improve data quality and strengthen public safety through modern statewide information technology systems.

★ KEY ACCOMPLISHMENTS OF 2017 ★

ADMINISTRATIVE SERVICES DIVISION

- Focused on juvenile detention data development by working with internal and external partners to increase access to data and improve data quality.
- Sent a variety of messages to the District and Municipal Court Judges' Association (DMCJA) membership encouraging them to contact their local legislators about the CLJ-CMS project and to discuss issues impacting the DMCJA.

COURT SERVICES DIVISION

- The Person Management Team completed about 5,000 complex merge and unmerge scenarios every month to ensure the integrity of statewide case and criminal history data.
- Customer Services staff worked 4,000–5,000 calls and service incidents every month, assisting courts and clerks with accounting, data entry, and case management practices.
- Retroactively fixed party address data on approximately 38,000 party records in Odyssey.
- Business Analyst and Senior Integrator from the Web Team were crucial staff for the implementation of the new Appellate Court Electronic Content Management System (AC-ECMS), including the development of a web portal and training and documentation.
- The Web Team worked with the Office of Guardianship and Elder Services and the National Center for State Courts to support the new lay guardian training module and incorporate it into AOC's current Adobe Connect structure.
- Upgraded all websites to run under ColdFusion 2016.

INFORMATION SERVICES DIVISION

- Finalized and implemented the Data Quality Issue Process for use in identifying, logging, and processing data quality problems or issues with court data. The process will also be used to help establish standard statewide rules for use by business and IT integrators on various projects.
- Completed a Defendant Case History records extract for an ongoing University of Washington study.
- Contributed to the creation of the yearly Court Local Revenue Report (GASB) by providing data/spreadsheets.

MANAGEMENT SERVICES DIVISION

- Staff led the development of a complete revision to the data dissemination policy. All recommended changes were approved by the JISC.
- Participated in a Violence Against Women Act (VAWA) workgroup that is examining the confidentiality of domestic violence victim records.
- Prepared Statement of Work for Data Sharing Agreement between Office of Public Guardianship (OPG) and Washington State Department of Social and Health Services (DSHS). OPG and DSHS are collaborating to perform a cost-benefit analysis on guardianship services.