REENGINEERING AMERICA’S COURTS

ANNUAL REPORT 2009

National Center for State Courts
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To promote the Rule of Law and to improve the administration of justice in the state courts and courts around the world.
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In early 2009, the National Center for State Courts, NCSC, commissioned a survey, *Separate Branches, Shared Responsibilities: A National Survey of Public Expectations on Solving Justice Issues*, to learn the public’s opinions about how the three branches of government work together on public policy issues that affect judicial administration. The survey was conducted by Princeton Research Associates and funded by the NCSC, the Pew Center on the States, and the State Justice Institute.

The key findings of this survey offer some encouragement for courts. Consider:

- 74 percent of the respondents express “some” or “a lot” of confidence in the courts
- 68 percent believe that the courts have the appropriate amount of power or should be awarded more
- 83 percent of those with “high knowledge” about government have “some” or “a lot” of confidence in courts
- 74 percent believe that regular meetings between the three systems of government to discuss justice system issues should be mandated by law

It’s good to know that even in a time of partisan politics and tight state budgets, courts still command the respect of most of the public.

But it’s those same tight budgets that threaten public trust and confidence in the courts. The current budget crisis has forced courts to enact tough, unpopular measures to cut costs, such as reducing court hours, furloughing staff, or even closing some court locations altogether. Yet the public’s need to seek court action increases during hard times, and this is not so encouraging. Reduced hours and shuttered courtrooms project a poor public image, at best.

But crisis creates opportunity. The state courts have weathered hard times before and have come out stronger by improving not just their bottom lines, but also their operations and service. This is an opportunity for courts to reengineer how they do business — to become “high-performance courts.”

The National Center for State Courts has been helping courts to improve their operations for nearly 40 years in many areas, such as caseflow management, jury management, and technology. NCSC also is doing its part to help courts rethink and reengineer the administration of justice — to keep the wheels of justice turning smoothly. This *Annual Report “Reengineering America’s Courts,”* both highlights what NCSC and the courts have accomplished in 2009 and offers a glimpse at what they will be doing in the future to improve public trust and confidence in the justice system.
The Center on Budget and Policy Priorities predicted that the state budget shortfalls of 2009 will be as big, if not bigger, in 2010. Forty-seven states faced budget deficits in 2009, and state governments asked all branches and agencies to share the pain — including the courts. NCSC responded by providing a number of resources and services dedicated not only to helping states weather the economic storm, but also to improving their operations now and in the future.

NCSC’s Court Budget Resources

In 2009 NCSC surveyed the administrative offices of the courts (AOCs) in all states and territories to determine the extent of the state court budget crisis and how each state was responding. The results of this survey, along with continuous updates of latest court budget news, can be found online in the NCSC’s Budget Resource Center (BRC) at www.ncsc.org. The BRC has become a vital resource for the courts, the public, and academics who study the effects of funding on court operations.

NCSC’s Future Trends in State Courts 2009 took up the court budget crisis as its major theme, with sections detailing “How State Courts Are Weathering the Economic Storm,” “Court Innovations to Consider in a Tight Economy,” and “Improving Outcomes and Services in a Tight Economy.” NCSC also launched a free, monthly e-newsletter, State Courts and the Economy, which provides national budget news to the court community.

Courts are not the only users to find NCSC budget resources valuable. California State University, Sacramento, uses NCSC’s budget resources as required reading in a course: “Emerging Issues in Judicial Administration.” The syllabus requires students to “review the information provided in the budget resource center, including the NCSC newsletter ‘State Courts and the Economy’ …, and come to class to actively discuss … the impact of the economic downturn on court systems … and responses of the courts to the budget reductions.”

“Future Trends in State Courts is a publication we rely upon heavily in identifying trends and other critical issues impacting the operations and administration of the court system.”

—SHELLEY CYRULIK, POLICY ANALYST, WISCONSIN SUPREME COURT

From left, Chief Justice of Oregon Paul De Muniz and Kim M. Brunner, executive vice president and general counsel of State Farm Insurance Companies and co-chair of the NCSC’s General Counsel Committee engage in discussion about state courts.
Through compiling information from all states, the NCSC has learned that state courts have responded to the economic downturn by:

- Enacting hiring and salary freezes
- Encouraging judges and staff to accept salary reductions, or imposing such reductions
- Mandating furloughs of court staff
- Reducing court hours or closing some courts altogether

NCSC’s Office of Government Relations has assisted courts by:

- Notifying states about stimulus dollars for which state courts are eligible
- Providing states with information on federal and private grants through the biweekly Federal Funding Report
- Advocating for new legislation to provide federal funding to state courts, such as the Child Support Protection Act of 2009 and the Crime Victim Restitution and Court Fee Intercept Act
- Advocating for reauthorization and increased state court access to existing federal funding streams, such as the Court Improvement Programs for automation and education and Violence Against Women Act

“The world in which the judiciary operates has changed... The economy, credit collapse and state budget woes have all altered the way in which we will build the judiciary of the 21st century.”

—Chief Justice Eric J. Magnuson of the Minnesota Supreme Court

Judge Barbara Mundell of Maricopa County, Arizona Superior Court.

From left, Judge Dale Koch of Oregon; James P. Schaller, Jackson & Campbell; Edward Mullins, Nelson, Mullins Riley & Scarborough; and Frank Steeves, senior vice president & general counsel, Emerson Electric Company, discuss the status of civil litigation in state courts at the Annual Justice Roundtable.
When the National Center for State Courts analyzed the information from states on how they were responding to the economic crisis, NCSC researchers realized that traditional methods for dealing with financial shortfalls were not going to help courts recover for the long term. More systematic methods and unconventional thinking were going to have to come into play, if courts were going to be more effective, efficient, accessible, and open when the recession is behind them. The answer: NCSC is helping a number of states to reengineer their court systems. Reengineering involves retooling all court operations: automation, centralization, regionalization, and standardization of processes. The goal is to significantly improve efficiency while maintaining or improving the court’s level of service to the public. The challenge: reengineering needs buy in from all branches of government.

Reengineering in state courts requires:
- Strong executive commitment, starting with the supreme court and state court administrator
- Recommendations based on clear principles that embody the goals of the project
- All aspects of court operations to be “on the table”
- A high degree of transparency

A close up look at NCSC’s reengineering efforts in one state
The Vermont legislature directed the Vermont Supreme Court to appoint a Commission on Judicial Operation to address a number of areas, including consolidation of staff and regionalization of administrative functions. This commission represented all three branches of state government, as well as the citizens of Vermont. NCSC was called in to help the courts build a sustainable system based first on values and second on reduced costs.

With the assistance of NCSC, the commission adopted a plan to restructure the Vermont Judicial Branch. The plan’s essential elements were:
- Unification of the judicial system
- Consolidation of the trial courts into one superior court with four divisions

Two NCSC Vice Presidents are Spearheading Reengineering Efforts in States

“The courts recognize that things aren’t going to get back to whatever ‘normal’ is and that there will be less revenue in the future, and they are preparing for that.”
—DAN HALL, VICE PRESIDENT, NCSC COURT CONSULTING SERVICES

“The goal of court reengineering projects is to literally do more with less: maintain or improve the current level of services with significantly less resources.”
—THOMAS CLARKE, NCSC VICE PRESIDENT, RESEARCH & TECHNOLOGY
NCSC is helping to reengineer court systems in the following states:

- Alabama
- Florida
- Iowa
- Michigan
- Minnesota
- Nebraska
- New Hampshire
- Rhode Island
- Utah
- Vermont

“NCSC used their knowledge about restructuring efforts in other court systems to advise the Vermont Judiciary on best practices for a Commission-driven effort. As a result, the Commission delivered a well reasoned, evidenced-based proposal for restructuring the Vermont Judiciary, and the NCSC staff delivered well-received testimony to the legislature in support of the restructuring bill. There is no doubt that the assistance provided by the NCSC was critical to enabling our Commission to meet its charge within the legislated deadlines.”

—BOB GREEMORE, STATE COURT ADMINISTRATOR, VERMONT

Robert Peck, president of the Center for Constitutional Litigation, participates in the NCSC’s Annual Justice Roundtable.
Budget cuts imposed on courts have highlighted the need for courts to continue to do more with less. Courts regularly are called on to improve practices and performance because they are held responsible for the character of justice in our society.

With this in mind, the NCSC has developed the High Performance Court (HPC) Framework, which builds on previous efforts in court excellence and introduces new ideas about what makes for the delivery of high-quality justice.

The Framework provides a comprehensive set of organizing concepts that describe what a high-performing court seeks to accomplish — demonstrating how a court’s objectives are affected by the context of its culture, identifying measurable categories of administrative performance, and suggesting guidelines on how to collect and use performance information for institutional improvement. The Framework helps court leaders understand how to shape these improvements and is organized into four perspectives on what courts are trying to accomplish.

- The customer perspective
  – How should courts treat cases and all participants in the legal process?

- The internal operating perspective
  – What does a well-functioning court do to excel at managing its entire caseload?

- The learning and innovation perspective
  – How can court personnel learn to adapt to new circumstances and challenges?

- The social value perspective
  – What is a court’s responsibility to the public and funding bodies?
and educational opportunities help court leaders excel

Educational Courses to Help Court Leaders Understand and Implement These Improvements

NCSC’s Institute for Court Management has developed a new curriculum on High Performance Courts. As with many other NCSC initiatives in 2009, this course is intended to help courts improve their “business practices” as a means to improving access to and the quality of justice in a time of reduced resources. Using many existing court performance measurement tools and new research about how highly performing courts work, the course is designed to help court leaders move beyond measurement to improving court performance.

The overall course objectives are to:
- Implement the appropriate management processes for a high performance court;
- Carry out practical steps to lead a court through times of organizational stress; and
- Maintain the legitimacy of courts as an institution.

The HPC course is one of 12 new and updated ICM Court Management Program (CMP) courses that are being developed with the assistance of a seven-state consortium. The consortium’s work will culminate in a new two-tier CMP, which will be fully implemented beginning in January 2011.

Distance Learning

ICM remains committed to expanding its online courses to provide education without the need to travel. In 2009, ICM added a third online CMP course that can be used to attain CMP certification. Managing Court

Financial Resources, which was created with financial assistance from the State Justice Institute, is now available, in addition to Fundamental Issues of Caseflow Management and CPS: CourTools. ICM’s goal is to have all six CMP “Certified Court Manager” courses online in the near future.

Preparing court staff for the challenges to come

- Twenty-two people became Fellows of the Institute for Court Management in 2009. Graduation was held at the Supreme Court of the United States, and Chief Justice John Roberts participated in the event.
- In 2009, 194 people completed ICM’s Court Management Program (CMP) and were certified as Court Managers. CMP worked with 1,157 participants in 44 classes held nationally and in partnerships. Participant evaluations rated both the content and the faculty for these courses 4.5 on a 5-point scale.
COURT TECHNOLOGY NCSC is No. 1 in court technology solutions

For years, courts have turned to technology to reengineer their processes, improve their customer service, and reduce costs. The court budget crisis makes it more crucial than ever for courts to use technology wisely. NCSC’s technical assistance, seminars, and national conferences help courts to make the right technology choices to improve their performance.

Court Technology Conference (CTC) 2009

More than 1,500 judges, court administrators, and court technologists from around the world participated in CTC 2009, held September 22-24 at the Colorado Convention Center in Denver. National Public Radio’s Ari Shapiro kicked off CTC with a talk about how courts can use technology to more effectively reach the public and how technology has changed the way reporters cover the courts. A number of the educational sessions underscored the need for courts to improve their use of technology in the face of budget cuts — for example, “How to Get eCourt Project Funding in Tough Times,” “Technology that Enables Self-Help Centers: Solutions to Increasing Demands in Times of Austerity,” and “Court Technology on a Tight Budget.” CTC 2009 also looked at how trials will be conducted a decade from now and how technology can be used to keep track of neglected children under court supervision.

E-Filing Survey

NCSC, the Court Information Technology Officer Consortium, and the Joint Technology Committee conducted a survey of court e-filing adoption and practices. The participation of state and local court administrators, court clerks, and IT professionals will help NCSC develop support and assistance for courts in various phases of e-filing.

Online Resources

- NCSC launched its new Web site in September 2009: www.ncsc.org. In addition to NCSC research projects and state-by-state court information, the redesigned site contains new courses, career opportunities, and NCSC experts.
- The Jury Managers’ Toolbox is an online diagnostic tool that helps courts to improve their jury management procedures. The toolbox was developed by NCSC’s Center for Jury Studies under a State Justice Institute grant and with the cooperation of the Arizona, Indiana, Maryland, Missouri, Ohio, Oregon, and Pennsylvania judicial systems.

“If it is in the public interest to be informed about and understand what is happening in the courts, then it should be in the courts’ interest to facilitate that. Our goal, then ... yours and mine ... should be to make the work of the courts transparent and understandable to people who want to know about it.”

—ARI SHAPIRO, ADDRESSING COURT LEADERS ABOUT NEW TECHNOLOGY AT CTC 2009

Ari Shapiro, justice correspondent for National Public Radio, tells CTC 2009 attendees that courts need to use technology to their advantage when working with media.
• The online “10 Tips Series” of NCSC’s Center for Elders and the Courts provides a variety of training videos related to court interactions with the elderly, such as “Creating an Effective Elder Court,” “Judicial Training on Elder Abuse,” and “Working with Adult Protective Services.”

• Gavel to Gavel — www.gaveltogavel.us — a weekly legislative summary that monitors attacks on judicial independence, helps to identify trends in legislative activity, and provides a national overview of bills and resolutions introduced in state legislatures that affect state courts.

• Jur-E-Bulletin is NCSC’s weekly e-newsletter that informs its nearly 2,000 subscribers about the latest jury news from around the world. It now includes a bulletin board to field questions from jury managers.

**Paper on Demand**

NCSC is working in conjunction with the Court Information Technology Officers Consortium (CITOC) on a **Paper on Demand (POD) project**, drafting four case studies for the Joint Technology Committee (JTC) that will be published as a series of articles. The articles will outline for the justice community how to get rid of paper effectively and move to e-everything:

- e-filing
- e-payments
- e-juror
- e-citation

Paper on Demand has been identified as one of the Joint Technology Committee’s top priorities for 2010. NCSC is focusing efforts on educating the courts on the cost-saving advantages of POD, in addition to how POD can leverage the benefits of technology during tough times, such as:

- Benefitting from the “green value” of not using paper
- Eliminating storage needs for paper tickets, and eliminating the need to transport tickets to court
- Eliminating laptop costs when law enforcement cars are equipped with computers
- Increasing revenue because fewer people will be required to come to court and less money will be handled in person
YEAR IN REVIEW: 2009 HIGHLIGHTS

- Teams from 46 states, the District of Columbia, and Puerto Rico participated in the Third National Judicial Leadership Summit for the Protection of Children. The Conference of Chief Justices and Conference of State Court Administrators sponsored the summit. NCSC cohosted the summit with the Supreme Court of Texas and the court’s Permanent Judicial Commission for Children, Youth, and Families. Topics included expanding collaboration to the education community to improve services for children; addressing the disproportionate representation of children of color in the child protection system; and safely reducing the number of children in foster care.

- NCSC received a grant of $2.2 million from the Children’s Bureau of the Administration for Children and Families. NCSC will serve as a partner in two national child welfare resource centers. NCSC is also a member of the Child Protection Collaborative.

- NCSC is involved in an $8 million program to strengthen judicial independence and citizen access in Lebanon, including a $750,000 project to rehabilitate the Beirut Executions Court. This program is funded by the U.S. Agency for International Development.

- NCSC’s Court Statistics Project has released version 1.3 of the State Court Guide to Statistical Reporting. This version includes a new section for Appellate Court Statistical Reporting.

- Court Security and Emergency Preparedness Affects all Areas of Court Operations. Operating a court building today and ensuring everyone’s

Chief Justice Madhat Al-Mahmood of Iraq visited NCSC headquarters in Williamsburg, Va. on September 28, 2009 to learn about how NCSC helps courts deliver justice more effectively. He also took part in a question-and-answer session with professors and students at the College of William and Mary’s Law School and attended CTC 2009 in Denver. NCSC had also hosted a delegation of Iraqi judges earlier in the year.

NCSC participated in a four-day workshop in Cairo, Egypt that trained nongovernmental organizations, NGOs, in how to reach and educate Egyptians who are victims of human rights violations and how the courts can help them. The project “Enhancing Access to Justice for Women in Egypt through NGO Representation and Public Outreach,” was developed in partnership with Johns Hopkins University’s Protection Project and the Suzanne Mubarak Centre in Alexandria, Egypt.
safety can be a challenge. In an effort to assist courts in the development and implementation of effective measures for court building security, the NCSC has developed Steps to Best Practices, which sets forth guidelines for what constitutes best practices in various areas of court building security. These steps build on NCSC's Guidelines for Implementing Best Practices in Court Building Security. Another vital aspect of court security is developing a continuity of operations plan, COOP, to ensure that courts know what to do if an emergency threatens the continuation of normal operations — usually natural or manmade disasters. The NCSC helps courts develop COOP plans that establish effective processes and procedures to quickly deploy pre-designated personnel, equipment, vital records and supporting hardware and software to an alternative site to sustain organizational operations for up to 30 days. It also covers the resumption of normal operations after the emergency has ended.

- NCSC published the results of a public opinion poll, Separate Branches, Shared Responsibilities: A National Survey of Public Expectations on Solving Justice Issues. This is the first-ever nationwide survey to measure public perceptions of how the three branches of government work together on public policy issues that affect the administration of justice. The survey was unveiled at the ABA’s Justice as the Business of Government summit in Charlotte, NC in May 2009.

NCSC and the College of William and Mary’s Law School and Thomas Jefferson Program in Public Policy created the Jane M. Bolin Fellowship, which provides tuition and a paid internship for minority students enrolled in the joint master of public policy/juris doctorate program. This fellowship is named for the first female African-American judge in the United States. Bolin Fellows, Ashley Heilprin, left, and Krystle Cadogan, with NCSC President Mary C. McQueen, center.

NCSC published the third in a series of graphic novels to help educate the public about the courts. Justice Case Files 3: The Case of Jury Duty follows an 18-year-old called for jury service in a case about underage drinking and driving. Lesson plans have been developed for teachers and courts.
NCSC’s achievements would not be possible without the individuals, companies, law firms, and foundations that help make it all happen. Each plays a critical role in strengthening and broadening NCSC’s reach. Through their support and commitment, NCSC and the justice system continually improve. In the following pages, we recognize those who have made a difference in NCSC’s past and future through leadership, service, and financial support.

Each year, the NCSC hosts a series of events and programs in Washington, D.C. to honor those who have made extraordinary contributions to improving the administration of justice.

**2009 William H. Rehnquist Award for Judicial Excellence**

Chief Judge Timothy Evans of Cook County, Illinois received the 2009 Rehnquist Award for Judicial Excellence. Chief Justice of the United States John G. Roberts Jr. presented the award, which is given annually to a state court judge who exemplifies the highest level of judicial excellence, integrity, fairness, professional ethics, and sound judgment. More than 200 judicial, business, and bar leaders from across the United States attended the ceremony held in the Great Hall of the U.S. Supreme Court.

Chief Judge Evans was selected for his “innovative leadership in spearheading advancements in the administration of justice in Illinois,” said NCSC President Mary C. McQueen. Chief Judge Evans has administrative authority over the circuit’s approximately 430 judges, an annual budget of nearly $204.9 million; nine courthouses; and more than 2,800 employees who work in 13 nonjudicial offices providing probation and other court-related services.

“I promise you here tonight that we will continue to pursue that quest for “perfect justice” with courage, honesty and integrity. And that we will not rest until all who seek justice in our court system, have equal access to it.”

—CHIEF JUDGE TIMOTHY EVANS, IN HIS SPEECH AT THE U.S. SUPREME COURT TO ACCEPT THE WILLIAM H. REHNQUIST AWARD.
Justice Roundtable

State court chief justices, judges, general counsel, and attorneys gathered in November 2009 to discuss the challenges facing civil litigation at the NCSC’s Annual Justice Roundtable event held at the Mandarin Oriental Hotel in Washington, D.C. At the roundtable, Civil Justice Reform: A De Novo Review, the more than 100 participants explored the longstanding complaint that civil litigation takes too long and costs too much.

A panel of experts representing various perspectives discussed the principles proposed by the American College of Trial Lawyers regarding the procedural reforms that could reduce delay and makes courts a more economically viable option.

Annual Recognition Luncheon

More than 125 leaders of the court and business community attended the NCSC’s Annual Recognition Luncheon at the Mandarin Oriental Hotel in Washington, D.C. The luncheon recognizes those who have made significant contributions to improving the justice system. During the luncheon, four new members were inducted into the Warren E. Burger Society, seven corporations were recognized for 30-years of support to the NCSC, two corporations and one law firm were honored as 20-year contributors and the John H. Pickering Award was presented. In addition, the G. Thomas Munsterman Award for Jury Innovation was presented to the 26th Judicial District of North Carolina (Mecklenburg County), for its sustained and comprehensive commitment to improving jury service through its efforts to extend the privilege of jury service to all eligible citizens.

Tony Mauro, legal correspondent for Legal Times, addressed the audience about the ramifications of the U.S. Supreme Court’s recent decision in Caperton v. Massey, in which the Conference of Chief Justice submitted an amicus brief.
Wisconsin Chief Justice Receives Harry L. Carrico Award for Judicial Innovation

Chief Justice of the Supreme Court of Wisconsin Shirley S. Abrahamson received the 2009 Harry L. Carrico Award for Judicial Innovation, which honors a sitting state court chief justice or justice who has inspired, sponsored, promoted, or led an innovation of national significance in the field of judicial administration. The award is named after retired Virginia Chief Justice Harry L. Carrico, who was instrumental in founding the NCSC in 1971.

Chief Justice Abrahamson has served as a national leader on issues such as protecting judicial independence, improving interbranch relations, and expanding outreach to the public. She was the first woman appointed to the Wisconsin Supreme Court in 1976 and has served as Chief Justice since 1996. In 2004, she served as president on the Conference of Chief Justices and Chair of the National Center for State Courts Board of Directors.

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The John H. Pickering Award recipient Hank Barnette of counsel in the Washington, D.C. office of Skadden, Arps, Slate, Meagher & Flom. The award is named after Mr. Pickering, who was a founding member and former chair of the NCSC’s Lawyers Committee. Mr. Barnette, chairman emeritus of Bethlehem Steel Corp., has been a steadfast advocate and tireless supporter of the NCSC. With the National Center, Mr. Barnette served as a member of the Board of Directors from 2001 to 2007 and served on the Lawyers and General Counsel committees. In 2000, he was inducted into the Warren E. Burger Society.
The National Center for State Courts honored four people who have made significant contributions of service and support to the NCSC by inducting them into the Warren E. Burger Society at the Annual Recognition Luncheon in Washington, D.C. in November 2009. Chief Justice of Utah Christine Durham, chair of the NCSC Board of Directors, hosted the lunch, and attorney Donna D. Melby, member of the NCSC Board of Directors and chair of the NCSC’s Development Committee, introduced the inductees. Leonora Burger, Chief Justice Burger’s daughter-in-law, attended the luncheon and assisted with the presentations.

Membership into the Society is commemorated by a presentation of a limited-edition print of the final portrait of the late Chief Justice Warren E. Burger, who helped found the NCSC in 1971. Each print is signed and numbered by artist Fran Di Giacomo. The portraits are a gift from Texas attorney Charles M. Noteboom, who commissioned the original portrait that hangs in the NCSC’s headquarters in Williamsburg, Va.

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**Young Lawyers Section**

From left, Justice Annette K. Ziegler, Supreme Court of Wisconsin; Chief Justice of Puerto Rico Federico Hernandez Denton; and Deborah Platt Majoras of Procter & Gamble Company, participate in the Annual Justice Roundtable in Washington, D.C.

*I really enjoyed the recent National Center for State Courts meeting in DC. It was indeed a great networking and learning opportunity. I certainly believe this is a worthwhile organization and am willing to help in the future."

—PAtrICk S. NOLAN
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QUARLEs & BRADY

**2009 Restricted Projects Funding**

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<th>Foundations</th>
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<td>The Asia Foundation</td>
<td>U.S. Department of Health and Human Services</td>
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<td>Bill and Melinda Gates Foundation</td>
<td>Children’s Bureau</td>
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<td>Open Society Institute</td>
<td>American Bar Association, Children and the Law</td>
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<td>The Pew Charitable Trusts</td>
<td>Child Welfare League of America</td>
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<td>The Retirement Research Foundation</td>
<td>U.S. Department of Justice, Office of Justice Programs</td>
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<th>Government</th>
<th>U.S. Department of Transportation</th>
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<td>Administrative Office of the U.S. Courts</td>
<td>National Highway Traffic Safety Administration</td>
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<td>Social Security Administration</td>
<td>Other</td>
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<td>State Justice Institute</td>
<td>Akin Gump Strauss Hauer &amp; Feld LLP</td>
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<td>America-MidEast Educational &amp; Training Services</td>
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<td>American Probation and Parole Association</td>
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<td>Booz Allen Hamilton, Inc.</td>
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<td>Justice Solutions</td>
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<td>PAE-HSC Joint Venture</td>
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<th>Product Liability Advisory Council</th>
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<td>Roscoe Pound Institute</td>
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<td>National Drug Court Institute</td>
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SUMMARY OF INCOME AND EXPENSES

The National Center for State Courts received 43 percent of its support in 2009 from federal grants and contracts. Funds from state assessments and consulting services provided another 43 percent. Remaining funds came from conference and tuition fees, private support, and association service fees. Total income from operations in 2009 was $32,350,000.

Program expenses include the cost of providing services to the state courts through consulting, research, education, information sharing, government relations, association services, and international programs.

The accounting firm of Raffa, P.C. audits NCSC’s financial statements. A copy of the 2009 audited financial statements and auditors’ reports may be obtained from NCSC’s chief financial officer.

**2009 Income ($ in millions)**

- Federal Grants & Contracts: $13.9
- State Assessments & Consulting: $14.0
- Conference & Tuition Fees, Private Support, Association Service Fees: $4.4

**2009 Expenses ($ in millions)**

- International Program Services: $12.9
- Consulting & Research Services: $4.3
- Education & Information Services: $3.8
- External Affairs, Government Relations & Association Services: $10.2
- Program Support Services: $2.9

NCSC works with court leaders every day through such organizations as the Conference of Chief Justices (CCJ), the Conference of State Court Administrators (COSCA), and the National Association for Court Management (NACM). NCSC supports the agendas of these organizations by helping to identify issues, getting out information about issues that impact the courts, and assisting with training and education.

In addition to CCJ, COSCA, and NACM, NCSC provides executive secretariat services to the following associations:

- American Judges Association
- Conference of Court Public Information Officers
- Council of Chief Judges of the State Courts of Appeal
- Court Information Technology Officers Consortium
- Judicial Family Institute
- National Association of State Judicial Educators
- National Association of Women Judges
- National College of Probate Judges
- National Conference of Appellate Court Clerks
- National Conference of Metropolitan Courts
- National Consortium on Racial and Ethnic Fairness in the Courts
2009 NCSC Staff Awards

Each year, the National Center for State Courts presents awards that recognize employee excellence.

STAFF EXCELLENCE AWARD
Valerie F. Hansford
Conference Services Manager

The Staff Excellence Award recognizes an employee whose work has significantly contributed to the fulfillment of the National Center’s mission and enhanced the organization’s reputation through demonstrated expertise, professionalism, and commitment.

JEANNE A. ITO AWARD
Michael J. Sweikar
Program Manager

The Jeanne A. Ito Award recognizes an employee who embodies the standards set by the late Jeanne Ito, who in only five years with the National Center developed a reputation for innovation, initiative, enthusiasm, and the highest standards of ethical behavior.

FLORENCE MCCONNELL AWARD
Matthew Kleiman
Senior Court Research Associate

The Florence McConnell Award recognizes an employee who, like the late Florence McConnell, interacts with the courts and fellow employees in a way that creates an atmosphere of trust and respect.

DALE A. SIPES MEMORIAL PRESIDENT’S AWARD
Stacey A. Smith
Executive Assistant to the President/Exhibit and Sponsorship Coordinator

The Dale A. Sipes Memorial President’s Award recognizes an individual or team responsible for an extraordinary project or activity that improved service to the state courts and enhanced the reputation of the National Center.

ROBERT W. TOBIN ACHIEVEMENT AWARD
Kosovo Justice Support Program Staff

The Robert W. Tobin Achievement Award recognizes an individual or team responsible for the best National Center product developed during the past year.

KATHERINE T. WILKE MEMORIAL SCHOLARSHIP
Amber L. Britton
Human Resources Specialist

The Katherine T. Wilke Memorial Scholarship is presented to an employee who is pursuing higher or continuing education and who, like the late Katherine Wilke, demonstrates a constant effort to improve professionally.

2009 Distinguished Service Awards

Each year, the National Center for State Courts honors those people who have made longstanding contributions to improving the justice system and have supported the organization’s work.

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Retired Trial Court Administrator, Eleventh Judicial Circuit of Florida

ATTORNEY OR OTHER INDIVIDUAL NOT EMPLOYED BY THE COURTS
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Partner, Bose McKinney & Evans LLP

CURRENT OR FORMER INTERNATIONAL JUDGE OR COURT EXECUTIVE
The Honorable Christine A. Wheeler
Retired Justice, Court of Appeal, Supreme Court of Western Australia

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