



**SUPERIOR COURT OF ARIZONA
COCHISE COUNTY
OFFICE OF THE COURT ADMINISTRATOR**

July 23, 2015

Mr. Jonathan Mattiello
Executive Director
State Justice Institute
11951 Freedom Drive, Suite 1020
Reston, Virginia 20190

Re: Cochise County Superior Court Law Library Self-Represented Litigant Services

Dear Mr. Mattiello:

The Cochise County, Arizona, Superior Court (Court) requests a \$50,000 Technical Assistance grant to obtain the services of the National Center for State Courts (NCSC) to help us explore options and develop a plan to evaluate and re-design the self-represented litigant services of our existing law library functions to assure that it is delivering optimal service to our Court's users.

BACKGROUND

The Cochise County Superior Court is a rural Arizona court that serves a population of approximately 130,000 people. The Court conducts its business in two primary locations: Bisbee, the county seat, and Sierra Vista. Court functions also occur at six additional remote locations and court services are provided for both Superior Court (general jurisdiction) and Justice Court (limited jurisdiction) operations. The law library is in a historic courthouse in Bisbee, which is near the Mexican border and approximately 25 miles from Sierra Vista. The library also houses the Court's Interpreter's Office and serves as a source of public information about the Court and its services. The Court does not have the expertise or the resources to re-design the library's current functions and provide the necessary mix of in-person and on-line services to maximize its benefit to the residents of the County. We also recognize that court user needs may not be accommodated by a single mode of access. Additionally, the library's 1,200 square feet was designed many years ago and the court must consider whether continued use of this facility as a center to provide court access is appropriate.

Because of its great experience in helping courts maximize the utility of their facilities and services, the NCSC will be able to provide the expertise required to develop a feasible service design that will meet the needs of our Court. Just as important, this project will enable the Court to continue to implement the strategic plan it developed in 2013 with the State Justice Institute's (SJI) generous assistance.¹ This project fits squarely within SJI's priority investment areas, and will produce practical, tangible outcomes.

NEED FOR FUNDING

The court is unable to pursue this project without the funding and technical expertise to identify best practices from across the broad court community and to assess their appropriateness for a small economically challenged county. The court has shown a remarkable ability to bring stakeholders together to implement change. This is very much a tipping point project. We court will effectively leverage the Consultants' expertise by engaging local stakeholders. Through this process, we will jointly develop and implement enduring cost-effective change.

It may well turn out that economic stress is the true mother of invention. Eventhough, Arizona Superior Court in Cochise County is a state court, it receives the bulk of its operating budget from the local county, the County of Cochise. Cochise County is a rural, agricultural county. Top employers include Border Patrol and local government. The largest employer is Fort Huachuca. Over the past several years, the post has reduced the number of soldiers and civilian contractors who work there. This has caused the economy and population to decline. So far, the economic recovery has not arrived in Cochise County.

Accordingly, the court's staffing and budgets have also been reduced. Economic challenges was a significant motivator for the court's first strategic plan which was adopted in 2013. This process correctly identified that the Law Library was an area in need of significant improvement. Not only is our current service model expensive, it does not appear that it provides services that the public actually needs.

Library funding has been a contentious issue between the Court and the County. The dedicated revenue stream provided by statute, only provides about 25% of the library's current budget. The remainder of the budget is provided by the County Library District. The library's funding stream was adequate until the economic downturn. The County has cut their library system and cut the court's library function as well. I have been informed that the court should expect future

¹ Cochise County Strategic Planning Project, SJI-12-T-170. Strategic Focus Area 1 of the plan was "Access and Services," which included upgrading and expanding technologies for increased electronic access and the conduct of business remotely; expanding court services to meet the growing expectations of self-represented litigants; enhancing physical access to the court (and court services); and providing understandable and user-friendly information and resources.

cuts. This is an ideal time to reengineer and redefine and redefine the role and services of the current Law Library.

When this project is successful, we will have a plan to move forward to provide the right mix of services/resources in a cost effective manner. This project will serve to educate the local stakeholders about what can be done. Through their participation and engagement, we can locally determine what **will be done**. This process will also help to inform our funders that a Law Library is not a luxury or non-essential function. It is a vital and essential part of how many citizens access the court. Without this function, the court will not be able to fulfill its constitutional mandate.

PROJECT DESCRIPTION

Under this project, the Court and the NCSC will:

- (1) Review and evaluate the Court's current provision of services to self-represented litigants.
- (2) Assess how Court access is structured and how law library and informational materials are provided.
- (3) Consider benchmarking and re-engineering practices in order to leverage limited funding and better serve litigant needs.

Task Plan

The project work plan will be developed with the collaboration and assistance of local Court staff, Court participants, and the NCSC. Before the grant-supported project begins, the Court will appoint a project steering committee (PSC) to guide the project and work with the NCSC's project team, staff, judges, and various stakeholders (including members of the public) as needed. The Court will also appoint a Project Liaison to be a contact person with the NCSC project team and arrange all logistics (accommodations, meetings, schedules, etc.) for the project.

Task 1: Kickoff Meeting

The NCSC project team of Janet Cornell and Gregory Langham will meet by teleconference or webinar with the PSC and the Project Liaison to initiate the project. The Court expects the meeting to include the following agenda items:

- (1) Definition of the project's specific objectives.
- (2) Identification of the Court's current public access locations and practices.
- (3) Discussion of feasible strategies to enhance court access to self-represented litigants (SRLs) in all of the current locations.

- (4) Methods for developing the support and understanding of local government leadership and Court stakeholders about the importance of implementing enhanced public access methods to Court services.
- (5) Identification of available cost-effective resources (including staffing and facility space) that are available to provide greater public access to the Court.
- (6) Potential development of a Court and/or public needs survey to assist with the development of enhanced access.
- (7) Discussion of how Court interpreters might be better used to enhance public access.

Task 2: Data Gathering and Analysis

The Court will provide the NCSC all available data concerning the public's utilization of each of its two primary locations, the additional remote locations, the six judicial divisions, and the law library; the number of litigants who are represented by lawyers and the number who represent themselves; the resources used by SLRs and the additional resources that SLRs have identified as desirable; and other items requested by the NCSC project team at or after the kickoff meeting.

Following receipt of this data, the NCSC project team will prepare a draft analysis of the key issues and its recommended plan for how to best meet the project's goals, including desired meetings and observations to be conducted under its site visit (Task 3). The NCSC will provide the Project Liaison with an electronic copy of the draft analysis to distribute to the members of the PSC. After the PSC members have a reasonable time to review the draft, the NCSC project team will convene a teleconference or webinar to discuss the draft with the PSC. After revising the draft as warranted by the discussion, the NCSC project team will send an electronic copy of the final plan to the Project Liaison for distribution to the PSC.

Task 3: Site Visit

Ms. Cornell and Mr. Langham will travel to Cochise County for three days in order to collect data, meet with Court personnel and members of the public, and observe the functions of the Court and the law library, as provided in the plan approved in Task 2. The Court expects that the approved plan will include the NCSC project team's review of existing public access methods (including local Court and State Judicial Administrative Office websites), examination of court-authorized forms, meetings with Court staff currently involved with SRLs and/or focus groups, and observations of courtrooms and other facilities and equipment available for use by those seeking access to the Court across the county.

At the end of the site visit, Ms. Cornell and Mr. Langham will meet with the PSC to present and discuss their preliminary findings.

Task 4: PSC Meeting

After returning from the site visit, the NCSC project team will continue to consult by e-mail and telephone with members of the PSC, other Court officials and stakeholders, and the Project Liaison to analyze existing access operations and discuss feasible options for implementing new methods of public outreach and service.

Following those consultations, Ms. Cornell and Mr. Langham will meet with the PSC by teleconference or webinar to discuss the feasibility of obtaining additional suggestions of local Court users or national subject matter experts, as appropriate, to help review current access methods, provide data, or otherwise assist the PSC in determining the impact of recommended future access enhancements.

Task 5: Final Report

After assessing all the information acquired during the previous tasks, the NCSC project team will send a draft report to the Project Liaison for electronic distribution to the PSC. The draft report will analyze the Court's current access methods, discuss the possible advantages of new approaches, and recommend specific practices that align with the Court's existing strategic plan. Specifically, the report will present sound recommendations to enhance Court access services, including a menu of applicable access options and modes that support the effective use of staff, space, and electronic and hardcopy media. It is envisioned that the report will be provided within an appropriate time frame to accommodate consideration of resource or funding needs in the Court's budget discussions with Cochise County budget officials.

The NCSC will afford the members of the PSC a reasonable time to review and comment on the draft report before convening a teleconference or webinar to discuss any member's concerns or suggestions. After amending the draft report as warranted by the discussion, the NCSC will disseminate a final report to the Project Liaison for distribution to the PSC and such other persons as the Court directs.

Task 6: Follow-up Meeting with the PSC

Within 90 days after the distribution of the final report, Ms. Cornell and Mr. Langham will travel to the Court and meet with the PSC and designated representatives or stakeholders to hear how implementation of the report's recommendations is proceeding and offer guidance on how to best resolve any problem areas that have arisen.

Task 7: Ongoing Consultation

Ms. Cornell and Mr. Langham will remain available for the balance of the grant period to discuss issues pertaining to the project and recommend potential solutions via telephone or e-mail.

Project Timeline

The Court anticipates the following project timeline:

Task	Months from Project Start											
	1	2	3	4	5	6	7	8	9	10	11	12
1. Kickoff Meeting	X											
2. Data Gathering and Analysis		X										
3. Site Visit			X									
4. PSC Meeting					X							
5. Final Report					X							
6. Follow-up Meeting with the PSC							X	X				
7. Ongoing Consultation									X	X	X	X

NCSC Qualifications

The NCSC is a non-profit corporation with the mission to improve the administration of justice through leadership and service to state courts and to justice systems around the world. Founded by the Conference of Chief Justices in 1971, the NCSC is the pre-eminent judicial reform organization in the United States and a national and global leader in helping courts improve the administration of justice and delivery of services.

The NCSC is dedicated to modernizing court operations and improving justice at the state and local level throughout the country. It functions as an extension of the state courts, working with them and providing an effective voice in matters of national importance. The NCSC thus acts as a focal point for judicial modernization, serving as a catalyst for implementing standards of fair and expeditious judicial administration, and helping to determine and disseminate solutions to the problems of individual courts and state judicial systems.

The NCSC's work includes providing information, technical assistance, and consulting services to courts and other interested parties, and conducting research and evaluations in all areas of operation of the courts. Through its Denver office, the NCSC provides direct court consulting services to courts in order to improve court management performance across a broad spectrum of topical areas, including court leadership, caseload management, financial management, technology management, human resources, facilities, court security, and enforcement of court sanctions. No organization in the nation is more knowledgeable about how courts work and the application of modern management principles to court leadership, organization and operations than the NCSC.

Key Staff

Janet Cornell is a court consultant, facilitator, and educator with a background in general and limited jurisdiction courts. From 2002 to 2013, Ms. Cornell was court administrator for the Scottsdale (Arizona) City Court; from 1998 to 2002 she was a criminal justice staff consultant with the Maricopa County (Phoenix) Information Technology Department. Ms. Cornell also served as senior judicial administrator with the Maricopa County Superior Court, administrator with the county justice courts, and operations manager for the U.S. District Court in Phoenix.

Ms. Cornell has a long history of consulting for local, federal, and international audiences in areas including caseload management, court administration, customer service, leadership, re-engineering, and court performance measures. She has published numerous court-based articles and is a past president of the National Association for Court Management, the Arizona Courts Association, and the Arizona Limited Jurisdiction Administrators Association.

Gregory Langham will also serve on the NCSC project team. Mr. Langham recently retired from the position of Clerk of Court for the United States District Court for the District of Colorado, where he served since 2003. He is a consultant on a periodic contract basis and is an expert in court management. In his role as Clerk, he managed federal court operations for the State of Colorado, including budget expenditures, court personnel, paper and electronic records, court facilities, court security, strategic planning, and technological applications.

As the District Administrator for the Eighteenth Judicial District in the State of Colorado, Mr. Langham managed state court operations and oversaw court personnel, court records, caseload assignments, budget expenditures, and use of court facilities in urban and rural areas within the State of Colorado (1981-2003). In addition, he served as a Court Management Consultant for the NCSC (1997-2002).

Budget

The total cost of the project will be a firm fixed price of \$75,000. The Court is requesting \$50,000 in SJI funds and will provide a cash match of \$5,000 and an in-kind match of \$20,080. A line item budget (Form C) and budget narrative are attached, as well as a letter from the NCSC affirming its participation.

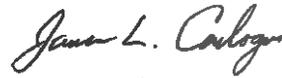
LIKELIHOOD OF IMPLEMENTATION

The Cochise County Superior Court remains committed to the strategic plan developed with NCSC and SJI support, and is equally committed to carrying out the critically important goals of this project. I assure you that I will provide the leadership and guidance necessary to achieve positive project outcomes.

Mr. Jonathan Mattiello
State Justice Institute
July 23, 2015
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If you need any further information about our proposal, please contact Eric Silverberg, our Court Administrator, at esilverberg@courts.az.gov or (520) 432-8500. Thank you for your consideration of this request.

Sincerely,

A handwritten signature in cursive script that reads "James L. Conlogue".

James Conlogue
Presiding Judge

STATE JUSTICE INSTITUTE APPLICATION

1. APPLICANT a. Organization Name <u>Arizona Superior Court in Cochise County</u> b. Street/P.O. Box <u>204</u> c. City <u>Bisbee</u> d. State <u>Arizona</u> e. Zip Code <u>85603</u> f. Phone Number <u>520-432-8500</u> g. Fax Number <u>520-432-5835</u> h. Web Site Address <u>www.cochise.az.gov</u> i. Name & Phone Number of Contact Person <u>Eric Silverberg, 520-432-8505</u> j. Title <u>Superior Court Administrator</u> k. E-Mail Address <u>esilverberg@courts.az.gov</u>	2. TYPE OF APPLICANT (Check appropriate box) <input checked="" type="checkbox"/> State Court <input type="checkbox"/> National organization operating in conjunction with State court <input type="checkbox"/> National State court support organization <input type="checkbox"/> College or university <input type="checkbox"/> Other non-profit organization or agency <input type="checkbox"/> Individual <input type="checkbox"/> Corporation or partnership <input type="checkbox"/> Other unit of government <input type="checkbox"/> Other _____ (Specify) _____
5. APPLICANT FINANCIAL CONTACT a. Organization Name <u>Arizona Superior Court in Cochise County</u> b. Street/P.O. Box <u>P.O. Box 204</u> c. City <u>Bisbee</u> d. State <u>Az</u> e. Zip Code <u>85603</u> f. Phone Number <u>520-432-8500</u> g. Fax Number <u>520-432-5835</u> h. Web Site Address <u>www.cochise.az.gov</u> i. Name & Phone Number of Contact Person <u>Regan Appelo, 520-432-8504</u> j. Title <u>Justice Court Administrator/Executive Budget Director</u> k. E-Mail Address <u>rappelo@cochise.az.gov</u> l. Organization EIN <u>86-6000398</u>	3. PROPOSED START DATE _____ <u>October 1, 2015</u> 4. PROJECT DURATION (months) <u>12</u> 6. IF THIS APPLICATION HAS BEEN SUBMITTED TO OTHER FUNDING SOURCES, PLEASE PROVIDE THE FOLLOWING INFORMATION: Source _____ Date Submitted _____ Amount Requested _____ Disposition (if any) or Current Status _____ 7. a. AMOUNT REQUESTED FROM SJI \$ <u>50,000.00</u> b. AMOUNT OF MATCH Cash Match \$ <u>5,000.00</u> In-kind Match \$ <u>20,080.00</u> c. TOTAL MATCH \$ <u>25,080</u> d. OTHER CASH \$ _____ e. TOTAL PROJECT COST \$ <u>75,080</u>
8. TITLE OF PROPOSED PROJECT <h2 style="text-align: center;">Cochise County Superior Court Law Library Self-Represented Litigant Services</h2>	
9. CONGRESSIONAL DISTRICT OF: <u>Martha McSally, District 2</u> <small style="display: flex; justify-content: space-between;"> Name of Representative; District Number Project location (if different from applicant location): Name of Representative; District Number </small>	
10. CERTIFICATION On behalf of the applicant, I hereby certify that to the best of my knowledge the information in this application is true and complete. I have read the attached assurances (Form D) and understand that if this application is approved for funding, the award will be subject to those assurances. I certify that the applicant will comply with the assurances if the application is approved, and that I am lawfully authorized to make these representations on the behalf of the applicant. <div style="display: flex; justify-content: space-between; align-items: flex-end;"> <div style="width: 30%;">  SIGNATURE OF RESPONSIBLE OFFICIAL (For applications from State and local courts, Form B - Certificate of State Approval, must be attached) </div> <div style="width: 30%; text-align: center;"> Presiding Judge _____ TITLE </div> <div style="width: 30%; text-align: right;"> <u>July 24, 2015</u> DATE </div> </div>	

STATE JUSTICE INSTITUTE PROJECT BUDGET (TABULAR FORMAT)

Applicant: Arizona Superior Court in Cochise County

Project Title: Cochise County Superior Court Law Library Self-Represented Litigant Services Re-Engineering

For Project Activity from 10/01/2015 **to** 09/30/2016

Total Amount Requested for Project from SJI \$ 50,000.00

ITEM	SJI FUNDS	STATE FUNDS	FEDERAL FUNDS	APPLICANT FUNDS	OTHER FUNDS	IN-KIND SUPPORT	TOTAL
Personnel	45,067.00			5,000.00		20,080.00	70,147.00
Fringe Benefits							0.00
Consultant / Contractual							0.00
Travel	4,933.00						4,933.00
Equipment							0.00
Supplies							0.00
Telephone							0.00
Postage							0.00
Printing / Photocopying							0.00
Audit							0.00
Other (specify)							0.00
Subtotal, Direct Costs	50,000.00	0.00	0.00	5,000.00		20,080.00	75,080.00
Indirect Costs							0.00
Grand Total	50,000.00	0.00	0.00	5,000.00	0.00	20,080.00	75,080.00

Remarks:

BUDGET NARRATIVE

Cochise County Superior Court Law Library Self-Represented Litigant Services Re-Engineering

OVERALL BUDGET

The total cost of the project is a firm fixed price of \$75,080. The Cochise County Superior Court (Court) is requesting \$50,000 in SJI funds. The Court will provide a cash match of \$5,000 and an in-kind match of \$20,000.

The budget is based on the following:

Total Budget:		\$75,080
SJI Request:		\$50,000
Court Cash Match:		\$5,000
In-kind Match:		\$20,080
Project Leadership time (2 person X 70 hours X \$46/hour)		\$6,440
Project Steering Committee members' time (10 people X 15 hours X \$55/hour/average)		\$8,250
Site visit participants' time (14 people X 4 hours X \$40/hour)		\$2,240
Stakeholder Consultations (70 hours with at least 10 people at \$45)		\$3,150
Consulting Personnel Costs:	\$50,067	
Travel:	\$4,933	

Task 1: Kickoff Meeting	\$1,984
Task 2: Data Gathering and Analysis	\$10,728
Task 3: Site Visit	\$10,629
Task 4: Project Steering Committee Meeting	\$3,968
Task 5: Final Report	\$10,728
Task 6: Follow-up Meeting with the Project Steering Committee	\$8,192
Task 7: Ongoing Consultation	\$8,771

Travel:

Site Visits 1 trip with 2 consultants, 4 days/3 nights (Task 3)
 1 trip with 2 consultants, 3 days/2 nights (Task 6)

*Note: Travel expenses include airfare, hotel, per diem, and ground transportation and are based on the National Center for State Courts policy that utilizes federal policies as guidelines. The travel days include travel time.



A nonprofit organization improving justice through leadership and service to courts

Mary Campbell McQueen
President

Daniel J. Hall
Vice President
Court Consulting Services
Denver Office

July 23, 2015

Mr. Jonathan Mattiello
Executive Director
State Justice Institute
11951 Freedom Drive, Suite 1020
Reston, Virginia 20190

Dear Mr. Mattiello:

The National Center for State Courts (NCSC) would be pleased to work with the Cochise County, Arizona, Superior Court (Court) to help the Court explore options and develop a plan to evaluate and re-design the self-represented litigants services of its existing law library functions.

The Court is asking for a technical assistance grant in order to retain the NCSC to (1) review and evaluate the Court's current provision of services to self-represented litigants; (2) assess how Court access is structured and how law library and informational materials are provided; and (3) consider benchmarking and re-engineering practices in order to leverage limited funding and better serve litigant needs. As part of the project, the NCSC will provide the court with a report that will analyze the Court's current access methods, discuss the possible advantages of new approaches, and recommend specific practices that align with the Court's existing strategic plan. Specifically, the report will present sound recommendations to enhance Court access services, including a menu of applicable access options and modes that support the effective use of staff, space, and electronic and hardcopy media. To help ensure the success of this project, the NCSC will provide ongoing consultation throughout the Court's implementation of recommendations contained in the NCSC's report.

With the assistance of the State Justice Institute in funding, the Court and the NCSC will utilize the experience and expertise of Janet Cornell and Gregory Langham as the project consultants. Ms. Cornell has a long history of consulting for local, federal, and international audiences in areas including caseload management, court administration, customer service, leadership, re-engineering, and court performance measures. Mr. Langham recently retired from the position of Clerk of Court for the United States District Court for the District of Colorado, a position in which he managed federal court operations for the State of Colorado, including budget expenditures, court personnel, paper and electronic records, court facilities, court security, strategic planning, and technological applications.

We look forward to the opportunity to assist the Court with developing a plan to evaluate and re-design its self-represented litigant services to assure that it is delivering optimal services to Court users. If you have any questions or concerns regarding this proposal, please do not hesitate to give me a call. Thank you.

Sincerely,

Laura Klaversma
Court Services Director

Headquarters
300 Newport Avenue
Williamsburg, VA 23185-4147
(800) 616-6164

Court Consulting
707 Seventeenth Street, Suite 2900
Denver, CO 80202-3429
(800) 466-3063

Washington Office
2425 Wilson Boulevard, Suite 350
Arlington, VA 22201-3326
(800) 532-0204

STATE JUSTICE INSTITUTE

Certificate of State Approval

The Arizona Administrative Office of the Courts has reviewed the application entitled Cochise County Superior Court Law Library Self-Represented Litigant Services Re-Engineering prepared by the Arizona Superior Court in Cochise County
Name of Applicant

and approves its submission to the State Justice Institute, and

- agrees to receive and administer and be accountable for all funds awarded by SJI pursuant to the application;
- hereby requests consideration of a reduction in cash match as requested by the applicant (**NOTE: only applicable to Project Grant applications**);
- designates Arizona Superior Court in Cochise County
Name of Trial or Appellate Court or Agency

as the entity to receive, administer, and be accountable for all funds awarded by SJI pursuant to the application.



Signature

July 24, 2015

Date

Dave Byers

Name

Director, AOC

Title