



FCCA

Journal

Official Publication Of The Federal Court Clerks Association

Vol. III No. 5

Winter 2005

FCCA Goes International



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articles on the FCCA Web site:

- Teleconference Board Meeting Minutes of Tuesday, August 31, 2004
- Statement of Receipts and Disbursements for the Fourth Quarter
- FCCA Treasurer's Report - FY 2004 - Fourth Quarter

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PRESIDENT'S MESSAGE

By Jeffrey A. Apperson, Clerk, Western District of Kentucky



Larry Baerman, Ralph DeLoach, Sherri Carter, Sheryl Loesch, Cam Burke, Bill McCool, Rick Weare, Nancy Mayer-Whittington and all those on the advisory groups to make sure we receive fair treatment. I want to personally thank the Chief Justice, Ralph Mecham, Chief Judge John G. Heyburn II, George Schafer and all those supporting these leaders for their efforts in informing



Congress of the dire budget circumstances we faced. Their efforts led to an appropriation that was far above what most agencies received. In my opinion, it was a great achievement! There is one other person who has been a true friend to the courts and who is retiring in February 2005, Greg Cummings, Deputy Assistant Director for Finance and Budget. He always gave his best effort to help ensure a fair spending plan for the judiciary. He is a leader respected by all. I was honored to present Greg with an appreciation plaque on your behalf at the Clerk and Chief Deputy Conference in Atlanta last October.

and the participating organizations. Your support and leadership as president of the FCCA was critical for laying the foundation for what looks to be a long and fruitful relationship.

2004 was a great year for FCCA. However, it was also an unsettling year for our membership in view of the changes the federal judiciary is undergoing. Indeed, it is difficult to separate the relationship between our employment environment and our organization. Hopefully, at our annual conference in Chicago, we will have an opportunity to help those members who attend to learn about budget and CM/ECF initiatives as well as the cost containment initiatives of the Judicial Conference. We need an association like ours to lean on during these times of adjustment. If you can't attend the conference, we will try to keep you informed about important initiatives and benefits' changes that affect you in this publication.

As to the issues we face in the workplace, I want you to know that I have been doing my best, as president, to represent your interests in Washington. While I cannot take credit for making sure budget allotments and the new work measurement formula fairly allocate resources, I have been working closely with the Administrative Office and my clerk colleagues like

I'm very excited about the training relationship we have established with Michigan State University. Maureen Conner, Director of the Judicial Administration Program, recently informed me of the partnering by the Federal Judicial Center with her program. Dr. Conner recently wrote me to thank our organization for its support in developing this new program. Her letter states:

"Dear Jeff,

What a year this has been! Launching the Judicial Administration Program was exciting for both MSU

I thank you for all that you did to help launch the Judicial Administration Program. There should never be any doubt that the FCCA is serious about the professional development of its members.

Have a fabulous holiday season.

Sincerely,
Maureen E. Conner
Director"

The international program made great strides this past year. You may have noted the picture on the cover. The photo was taken in the Supreme Court of Slovenia's conference room where the opening reception was held for the first International Conference for Court Administration. The President of the Supreme Court addressed us. The successful conference closed with a resolution that an International Association for Court Administration be created. This meeting was sponsored, in part, by the FCCA. What did

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President's Message

Continued from page 1

we accomplish? We established the foundation for conveying world-wide best practices to our international court administration colleagues. Why is this important? We are supporting the objective of improving access to justice world-wide with one of the goals, among others, of helping protect human rights. The professionalism of court administration internationally helps afford access to a more efficient judiciary. This new association, that FCCA will be part of, should foster the improvement of this important profession. I want to thank all my colleagues for paying their own way to this conference. Also, the International Judicial Relations' Committee of the Judicial Conference has recognized this effort as an important initiative. Important enough that the Chair of the Committee, Fern Smith, now invites the President of FCCA to attend their meetings in Washington.

Nominations for the offices of FCCA President-Elect, Secretary and several circuit representatives are now open. Please see the article included in this *Journal* for more details. Hopefully, in an attempt to curtail costs, we will be offering the *Journal* in an electronic format in the near future. While a current majority of respondees to our survey indicated that they would like to continue receiving it in paper format, we would like to make both formats available. Also, please note that Jane Bauer will be the new blood drive chair, Laudan Batino will be the leave share coordinator and Ginny Hurley and Maria Carpenter will be site-selection co-chairs. Yvonne Goodloe is the new chair of the finance committee.

Have a great 2005! We certainly are fortunate to be employed by the Federal Judiciary!



From the Editor



By Patricia McNutt, Clerk,
Eastern District of Tennessee

Life is good. That slogan is sweeping the country on t-shirts, sweatshirts, hats, etc. This indicates a much more positive outlook than another slogan from the recent past, "Life is short and then you die." We should be more positive about our lives and enjoy and take advantage of each and every day. If you have one of the "Life is good" t-shirts, you will notice a tag that says "Do what you like. Like what you do." I hope all of us who work for the judiciary are doing what we like and liking what we do. From my perspective, it is a great place to work. We have the good fortune to work for the best judiciary in the world, performing challenging work, helping others, and receiving good pay and benefits.

I hope in reading the *Journal* you will feel the enthusiasm of the FCCA members for their work. FCCA members are creative, enthusiastic and enjoy a challenge. The diversity of matters in which FCCA members are involved is amazing.

For starters, FCCA has gone international. Jeff Apperson and Marcus Zimmerman worked very hard to organize the first-ever International Court Administration Conference held in Ljubljana, Slovenia in September 2004. *Journal* at page 4, *Report to the Committee on International Judicial Relations*. The

conference reportedly was a great success and has led to the effort to create an International Association for Court Administration of which the FCCA will be a part. *Journal* at page 1, *President's Message*. While you may question what an international association has to do with the FCCA, please keep in mind that the world is now at our doorstep and to the extent we help our neighbors the better off we will be. Just think how great it would be if the whole world understood and embraced the concept of the "rule of law."

Another exciting project is the District Court Administration Division's (DCAD) Method Analysis Program (MAP). The DCAD has established a MAP Working Group to review current clerk's office procedures and to identify and develop more efficient procedures. *Journal* at page 30, *District Court Administration Division Launches Methods Analysis Program*. To get involved or ask questions, contact Karen Gilger at 202-502-1570.

Those who work for courts that haven't implemented CM/ECF and are looking for a new challenge may be interested in *Our Court's Incredible Journey to CM/ECF*. *Journal* at page 9. The article describes one court's successful experience in implementing CM/ECF and challenges they faced.

Speaking of challenges, is it possible to receive a perfect audit? Two courts, the District of Arizona and the District of South Carolina, did just that and have provided tips on how your court can do the same. *Journal* at page 18, *Six Steps to A Perfect Audit*, and *A Perfect Audit*. At the FJC Clerk/Chief Deputy Conference in October 2004, I heard a presentation from Rick Weare, Clerk of the District of Arizona, and Sandy Roberson, Clerk of the District of South Carolina, on how they achieved this amazing feat. I was so impressed I asked if they would write

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From the Editor

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an article for the *Journal* so that others could have the benefit of their advice. I wish I had the benefit of their advice this past summer when the auditors showed up for our court's cyclical audit. The findings were minor, but not perfect.

You may be interested in the survey conducted of FCCA members about the *Journal*. The survey responses gave me a warm feeling because most of those who responded said they like the *Journal*. Read Cheryl Sweat's article to find out members' favorite sections and members' suggestions for the *Journal*. *Journal* at page 24, *Summary of Survey Responses from FCCA Members*. The survey result on the question whether to continue the *Journal* in hard copy or go to e-mail was close. A majority favored hard copy, but many also preferred e-mail copy. To save costs, the FCCA would like to send e-mail copies to those who prefer e-mail, thus reducing the mailing costs for hard copy. A decision on this will be made by the Board in the future.

Another exciting initiative that will save time for many judges and their staffs is the Online System for Clerkship Application and Review (OSCAR). *Journal* at page 16, *OSCAR*. This is a software development initiative from a collaboration of several courts, the Court Collaboration Group, that received a grant from the Edwin L. Nelson Local Initiatives Program. Once developed, OSCAR will allow judges to receive, sort, screen, file, and respond to applicants for law clerk positions by e-mail.

A not-so-exciting-initiative, perhaps, is the AO study on sharing administrative services. After you read the article by Ronnie Honey, *Sharing Administrative Services in the District of Arizona*, however, you may conclude

that the idea has some merit. *Journal* at page 19. Ms. Honey's district has been sharing services for nine years and she reports that this has worked very well. Clearly, it is an idea that deserves a closer look.

If you are interested in furthering your education in judicial administration, read the article by Maureen E. Conner on *MSU Advancing Careers in Judicial Administration through Partnerships with FCCA and NCBC*. *Journal* at page 21. This is a great opportunity to get a certification in judicial administration or credits towards a Master's Degree. The combined FCCA/NCBC conference to be held in Chicago this year will offer courses that will be credited in the MSU program. *Journal* at page 8, *FCCA/NCBC Gear up for Chicago Conference*.

Health benefits are important to us and the judiciary plans provide good benefits. Yet, there may be some issues with coverage in special situations that could cause major problems. To learn more, read the article *Health Insurance – Understanding the Fine Print of Catastrophic Coverage*. *Journal* at page 28. Caution: This one may keep you awake at night.

Be sure to nominate someone or have someone nominate you for a national officer or circuit representative position. *Journal* at page 31. FCCA needs dedicated, enthusiastic, creative people to continue the great tradition of serving the judiciary and members of the FCCA. If you want to make a difference, here is your opportunity.

Also, be sure to nominate someone for one of the many FCCA awards. These awards are described in the article by Sue Rigan. *Journal* at page 29. Many of us know people who put forth that extra effort and are deserving of an award. Wouldn't it be wonderful if that person we know received an award and we helped make it happen? You can help make it happen by submitting a nomination.

If you or someone you know could benefit from an FCCA scholarship, encourage yourself or them to make application. Deserving people do receive scholarships. In this regard, read the article by Andrew Oyemola about receiving the Fitzgerald Scholarship. *Journal* at page 27. Life is good.

Don't forget to register for the combined FCCA/NCBC conference to be held in Chicago at the Hyatt Regency Chicago Hotel, July 4, 2005 through July 8, 2005. Information and registration materials can be found on the FCCA Web site at www.fcca.ws.

In 2006, the conference will be held in the historic town of Boston, Massachusetts. Team Boston is planning a tremendous conference and is very excited. To learn more, read Ginny Hurley's article at *Journal* page 27.

I hope you find this issue of the *Journal* interesting and inspiring. So many people in the FCCA are doing creative, interesting and challenging activities at work and after hours. I'm inspired to learn of what we, as a group, accomplish. Life is good.



Report to the Committee on International Judicial Relations

INTERNATIONAL COURT ADMINISTRATION CONFERENCE IN LJUBLJANA, SLOVENIA AND MEETING OF EUROPEAN UNION OF RECHTSPFLEGER

Establishing the International Association for Court Administration

*By Jeff Apperson, Clerk, Western District of Kentucky
and
Markus Zimmer, Clerk, District of Utah*

Markus Zimmer and I conceived an initiative for establishing an International Association for Court Administration in 2002. We had previously served on volunteer missions overseas in the areas of judicial reform and improved court administration in the emerging democracies of Central and Eastern Europe, Central Asia and Africa. In our work, financed through USAID, U.S. Department of State, Department of Justice and the Council of Europe, we learned that in many of the world's court systems, responsibility for managing and administering individual courts rests primarily with chief judges or court presidents. Frequently, procedural codes clearly specify that such functions must be performed by the chief judicial officer. When asked, many court presidents reported that the time-consuming nature of such duties intruded on their ability to complete their judicial functions, including training younger judges.

Serious work on organizing the International Association began in 2003 when association by-laws and articles of incorporation were drafted and an organizational framework was developed by Markus and myself. The International Relations Committee of the Judicial Conference received a status report outlining plans for the Association at its December 2003 meeting. Early in 2004, following consultations with the International Association of Judges, whose officers supported the concept, plans were laid in Louisville for the first International Conference on Court Administration in Ljubljana,

Slovenia, in conjunction with Ales Zalar, President and Administrator of its District Court, and Judge Charles R. Simpson III. We extended invitations on behalf of the Federal Court Clerks' Association, over which I currently preside, to some 80 chief justices around the world. Many responded, some with regrets but more with names either of key judges or administrators who would represent their judiciaries at the conference.

The conference began on Sunday, September 26, with a reception for all participants at the Supreme Court of Slovenia and a welcome by the President of the Supreme Court. The 100 conferees represented 22 countries, including India, Serbia, Russia, Ireland, Kosovo, United States, Estonia, Italy, Croatia, Jordan, Latvia, Romania, Netherlands, Rwanda, Bosnia, Sweden, Eastern Carribean, Montenegro, Finland, Slovenia and Macedonia. The conferee's positions included judges from supreme and cassation courts, a supreme court general registrar, president of an arbitration court, the President of the European Union of Rechtspfleger, U.S. district, bankruptcy and magistrate judges as well as officials of the Administrative Office of the U.S. Courts.

On Monday, the conference commenced with a series of panel discussions on contrasting models of court administration, the role of court administrators in finance and budget, the use of automated systems to enhance court administration and effective case

management systems. That evening, conference participants traveled to a beautiful alpine resort area in northern Slovenia for a special dinner at the old castle perched high on a hill and overlooking Lake Bled.

On Tuesday, the agenda began with a panel discussion on managing and administering court systems during periods of political unrest and conflict. The panelists included the President of Rwanda's High Court, Secretary General of the Supreme Court of Serbia and the Administrator of the Supreme Court of Kosovo and was moderated by Markus Zimmer. For most of Tuesday's session, the conferees discussed establishing the International Association for Court Administration. The discussion culminated in several actions being taken, including unanimous votes to proceed with establishing the Association, to adopt an organizational structure and to create both individual- and association-level memberships. When the conference adjourned around 4:00 p.m., many of the participants expressed great enthusiasm for having been able to participate and offered to assist in building and supporting the new organization. Several remarked that the new organization responds to a long-standing need to improve and promote court administration as a profession.

Special recognition must go to Judge Charles R. Simpson III, Magistrate Judge Louisa Porter, the Federal Court Clerks' Association, the National

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International Court Administration Conference

Continued from page 4

Conference of Bankruptcy Clerks, National Association for Court Management, Peter McCabe, Wanda Rubianes, Karen Hanchett and Clerks of Court DeLoach, Haas, Loesch, Wolfe and Gardner for their assistance in making this association a reality.

Invitation to Address the European Union of Rechtspfleger

For the first time in the 40 year history of the European Union of Rechtspfleger, a representative of the United States Courts was invited to speak at their annual meeting in Luxembourg City, Luxembourg, on September 30, 2004. I was invited as President of the Federal Court Clerks' Association. The European Union of Rechtspfleger represents national court administration associations of the European Union and their elective officers.

My address was primarily about the role of the Clerk of Court in the U.S., the mission of the Federal Court Clerks' Association and the formation of the International Association for Court Administration. It was resolved at this conference to cooperate with the formation of the International Association.

The other speakers were Ministers of Justice, Council of Europe Officials and Judges from the various European Courts. The agenda included considerable discussion about harmonizing the "multiplicity" of court administration issues facing the European Union with a goal of achieving uniformity. It was particularly interesting to participate in the many discussions ongoing in Europe about what amounts to the creation of a new "nation of nations." Several of the presidents and I also talked about the duplication of effort that exists in the area of court admin-

istration projects in Central and Eastern Europe between the U.S. and the E.U. It would seem that if there is no project coordination that a coordination effort might be considered. Such an effort might save money and assist the receiving countries in making decisions about court administration models to adopt.

Overall, the exchange was a success. We are committed to continuing the relationship that was formed between the Court Administration Associations of Europe and the United States.



Dinner overlooking beautiful Lake Bled



*Markus Zimmer and Jeff Apperson
About to Open the Conference*



*U.S. Magistrate Judge Louisa Porter and
Judge Karim Pharaon, Court of
Cassation, Jordan*



*Slovenia Supreme Court President Franc
Testen Opens the Conference*



*Left to Right: Ms. Sonja Prostan, Secretary
General of Belgrade District Court,
Markus Zimmer, Ms. Flora Balidemaj,
Supreme Court Administrator of Kosovo,
Ms. Natasa Rasic-Ignjatovic, Ms. Ljupka
Nikolic, Secretary General to the
Supreme Court of Serbia*



*Markus Zimmer and Tharcisse
Karugarama, President, High Court of
Rwanda*



*Ralph DeLoach Facilitates Budget and
Finance Panel*

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International Court Administration Conference

Continued from page 5



Our beautiful meeting facility at the Hotel Grand Union



The bus ride to the first dinner. Joe Haas and Karen Hanchett leading the way.



Jeff Apperson, Judge Charles R. Simpson III, Judge Ales Zalar, and Markus Zimmer at a press conference.

FCCA Leave Share

By Laudan J. Batino, Leave Share Chairperson

It Works! As the new Leave Share Chairperson, I recently received a request for a fellow FCCA member. After reviewing the request and validating the status of the member, the request was sent to the FCCA board members and circuit representatives for distribution to FCCA members. Within a day, several members contacted me and wanted to donate some of their annual leave.

The Voluntary Leave Share Program allows an individual employee, who experiences a personal or family medical emergency and exhausts all available paid leave, to receive donated annual leave from fellow employees. In order for an employee to receive donated leave, they must first meet the criteria in The Guide, Chapter 10, Subchapter 1630.2, Voluntary Leave Share Program. Once approved under the program, normally the Human Resources Specialist will send an e-mail to members of the district's court unit.

We need your help! Sometimes, the word does not get to the FCCA Leave Share Committee. If you are aware of an FCCA member who is an approved leave recipient, please send me an e-mail by cc:Mail or at lbato@ce9.uscourts.gov. Also, please send the following information: Name, Position, Title, and Grade of Employee; Type of Court and Location; number of years as an FCCA member; brief description of medical emergency situation; and leave donor forms. Leave donors must submit an Application to Become a Leave Recipient along with an SF71, Application for Leave, to their local Time and Attendance Clerk for processing. These forms are available through their Personnel/Human Resources Unit. The Voluntary Leave Share Program has helped many Judiciary and FCCA employees since its inception.

Donating leave is great way to help a fellow FCCA member in time of need. Please share your leave when-

ever you can. If you need to contact me, my phone number is 415-556-9577 and my mailing address is:

Laudan J. Batino, Human Resources Specialist
Office of the Circuit Executive - Ninth Circuit
95 Seventh Street, Room 429
San Francisco, CA, 94103

As a final note, our thanks go to Maria Carpenter for the many years she served as the Leave Share Chairperson.



Blood For Life

By Jane Bauer, Blood for Life Chairperson

I am pleased to be able to serve the FCCA as your Blood for Life Chairperson. Maria Carpenter has done an outstanding job and I look forward to badgering her with questions as I attempt to follow in her footsteps. I would also like to thank Deenah Levine (USBC-CT) for staying on as my committee member.

By the time this article is published, the hustle and bustle of the holiday season will be behind us. We all probably ate too much and spent way too much money on gifts. Have you thought about the gift of life? Giving blood is the most precious gift you can give and it doesn't cost you a dime. Maybe you have personal or medical reasons why you cannot donate. The Red Cross would love to have you organize a blood drive. Or you can help your blood drive coordinator recruit donors.

You do not need to wait for your office to hold a blood drive to donate blood or platelets. You are eligible to donate every 56 days. If you donate, please let your blood drive coordinator know so your donation can be counted.

We are beginning a new year and are all full of New Year's resolutions. As you consider your resolutions, consider donating blood.



BLOOD FOR LIFE DONORS

Date of Report:

Reporting Period: May 1, 2004-April 30, 2005
Report due: on or before May 15, 2005

U. S. Bankruptcy or District Court: _____

Address: _____

City: _____ State: _____ Zip: _____

Telephone: (_____) _____

Local FCCA Blood Drive Coordinator: _____

Total # of pints donated in this year's Blood Drive
(include **all** pints donated by your court, FCCA members *and* non-members)

Name of FCCA Donor (Please Print or Type)	Total # of Pints	Name of FCCA Donor (Please Print or Type)	Total # of Pints

Send report to: Jane Bauer
FCCA Blood Drive Chair
United States District Court
450 Main Street
Hartford, CT 06103

Telephone: 860-240-3206
Facsimile: 860-240-3211
E-Mail: Lotus Notes
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FCCA/NBCA Gear Up For Chicago Conference

By Kenneth Gardner, Clerk
Illinois Bankruptcy Court

In the summer/fall issue of the *Journal*, I discussed all the great things to do in Chicago. Now, I would like to tell you about the great educational program we're preparing.

Our education program this year focuses on Case Administration and Understanding the Court System. For those already involved, or wanting to pursue the MSU certification or masters program, we will be offering seven credit hours for "Purposes and Re-



Photo credit - Vito Pafremano

Skyline



Photo credit - Vito Pafremano

Skyline Lakeshore



Hyatt Regency Chicago

sponsibilities of the Courts," followed by eight credit hours for "Caseflow Management." This has quickly become the foundation for our conference, and I would like to emphasize that you do not need to be formally pursuing the certification or masters program to attend. These classes are open for all.

The conference begins on Monday, July 4, 2005. We will be offering classes through Friday morning, and the conference will end by noon on July 8, 2005.

The conference will be held at the Hyatt Regency Conference Hotel, in the heart of the city. The room rate is \$129

per night, a phenomenal rate for Chicago. Register early to ensure you get one of the reserved blocks of rooms at this rate.

Conference registration will only be available through the Web site. An early registration deadline has been set for **May 31, 2005**. Although the final dollar amount of registration has not been decided at the time of this printing, registrations received after this date will go up by \$25.



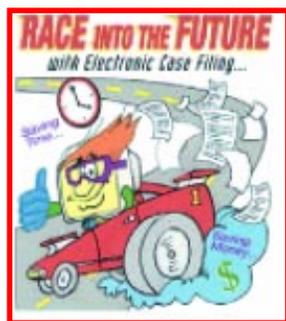
Hotel view

Registration information, the agenda, and information about attractions in Chicago will be on the Web site. Be sure to visit the Web site at www.fcca.ws.



Our Court's Incredible Journey to CM/ECF

By Pat McNutt, Clerk Eastern District of Tennessee



In 2001, the U.S. District Court for the Eastern District of Tennessee began the incredible journey to CM/ECF.

The journey was incredible because as a team we accomplished a tremendous amount of work, learned new skills, resolved difficult issues, and overcame unexpected obstacles to complete the project on schedule. We took on many new roles such as trainer, presenter, marketer, troubleshooter, graphic designer, and change agent. We met our "Go Live" date and our transition to electronic case filing was extremely smooth. The attorneys, for the most part, are enthusiastic about CM/ECF, as are the judges, chambers and Clerk's Office staff. As of January 2005, 55% of our attorney filings were docketed by the attorneys through ECF. Further, we conservatively project to save about \$8500 this year in reduced postage costs, and expect this savings to increase as we continue to move to a paperless environment. This does not include savings on paper and envelopes.

Those who are ready to embark on the CM/ECF journey should be aware that this is not a "turnkey" operation. The AO, while very helpful, does not come into your court, set up CM/ECF for you and then turn it on. This is truly a roll-up-your-sleeves, get-your-hands-dirty project. Success requires working together and communicating well with your staff, your judges, the chambers' staff, other court units, and the attorneys. As noted above, you must develop and use many new or little-used skills to make this project a success. It is a challenge, but well worth the effort.

In this article, I want to share our experience to give you ideas on how to prepare for implementation, what may ensure a successful implementation, what to expect during implementation, how to survive the unexpected and what other issues you might face. I hope that our experience with CM/ECF will encourage you as you begin your own incredible journey.

The Journey Begins - Pre-Implementation

Our journey began April 26, 2001, when we received a letter from Robert Lowney, Director of the District Court Administration Division, providing information about the CM/ECF decision package and steps to begin preparing. From this point forward, we began gathering information about CM/ECF.

In November 2001, the AO sent the Schedule Preference Form by which we could request our preferred implementation date. We formed a Pre-Implementation Team to recommend a preferred date to the judges and to prepare for CM/ECF. The Pre-Implementation Team consisted of me, the Chief Deputy, the Information Technology Manager, and the Deputies-in-Charge of our four divisions. We chose the fourth quarter of 2003 as our preferred implementation date because we thought it best to avoid implementation during holiday and summer vacations. I met with the district judges, explained CM/ECF and what benefits we expected and obtained their concurrence. We then submitted our form to the AO.

We didn't hear from the AO about our implementation date for about a year and a half. In June 2003, we received official notice from the AO that we would be in Wave 15 of the CM/ECF implementation expected to "kick off" in July 2003. Although this was not our preferred date, it actually worked to our advantage because "Go Live" occurred before summer 2004.

During the time between November 2001 and July 2003, the Pre-Implementation Team met on a monthly basis to prepare for CM/ECF. Our early goals were to: (1) Educate ourselves about CM/ECF, (2) educate staff and chambers about CM/ECF, and (3) communicate with the bar associations about CM/ECF.

To educate ourselves, the Pre-Implementation Team members read the CM/ECF District Court Quick Start Guide, the Readiness Kit (500 pages), watched the FJTN videos on CM/ECF and monitored the Court Operations Exchange for information about CM/ECF issues. Team members also made site visits to two courts who had implemented CM/ECF. These visits proved to be very valuable as they provided an opportunity to ask questions and to find out what had worked and what had not. We also gathered information from seminars on CM/ECF given at FCCA conferences and at the 2002 Clerk/Chief Deputy Conference. This latter conference was particularly helpful because several of the courts shared materials on CM/ECF which they had developed such as User's Guides and training materials.

To educate the staff and chambers, we prepared a slide show presentation about CM/ECF. We also required staff to watch the FJTN videos on CM/ECF and we placed computer-based tutorials on computers in our training rooms so that staff could train.

To educate the bar, we conducted "awareness" presentations to provide information about CM/ECF, how it works, the benefits, and the equipment required. We also made training modules available on our CM/ECF external Web site.

As we pursued our quest to learn more about CM/ECF, we found lots of great information on the FJC Web site. Transitioning to CM/ECF - Managing the People Side of Change - A

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Guide for Court Managers listed eight conditions to successful CM/ECF implementation: (1) Vision, (2) judges' support, (3) change leaders, (4) communication, (5) staff and bar involvement, (6) defined roles and responsibilities, (7) bar marketing strategy, and (8) training staff, bench and bar. We devoted several Pre-Implementation Team meetings to discussing these conditions and how to achieve them. These conditions helped us to focus on issues and questions we needed to resolve and actions we needed to take to successfully implement CM/ECF.

Conditions for Successful Implementation

Condition 1 - Vision

We decided that we wanted to be very aggressive in our implementation of CM/ECF. Our vision was to move as quickly as possible to a paperless environment. We also wanted to go live with both CM and ECF simultaneously. We wanted all cases to be subject to CM/ECF. By focusing on our vision, we were able to answer several of the questions you must decide before you implement.

Condition 2 - Judges' Support

We asked the Chief Judge to suggest judges to be "champions" of CM/ECF. Several judges, who are particularly interested in technology, volunteered to be champions. Their role was to support CM/ECF to the bar, to their staff and to their colleagues. We identified issues that chambers needed to decide before implementation, such as the format the judges would use to electronically "sign" orders, whether they would require "courtesy copies," whether ECF would be required absent a showing of good cause, who would actually file orders (e.g., clerk's office staff or chambers' staff), etc. We made recommendations on these issues consistent with our vision (e.g., paperless

environment). For instance, we suggested that chambers not require courtesy copies because this would lessen the benefit of ECF. We also recommended that electronic filing be required absent a showing of good cause. The judges agreed.

Condition 3 - Change Agents

Change agents are people in the organization who support the change to CM/ECF and encourage others to do so. We identified several members of the Clerk's Office staff and chambers' staff, either law clerks or judicial assistants, in each division who are enthusiastic about CM/ECF and who help motivate others to be enthusiastic about CM/ECF.

Condition 4 - Communication

Communication is probably the most important requirement for successful CM/ECF implementation. You must communicate with different audiences in a way to enhance their understanding and confidence in CM/ECF. You must communicate early and often. In this regard, we developed different "awareness" presentations for judges and chambers' staff and for attorneys about CM/ECF, how it works, the benefits and the equipment needed.

We began giving presentations to chambers' staff in 2002 and to attorneys in March 2003. We made several presentations a month to different organizations, including bar associations, paralegal associations, law firms, and secretaries, etc. Several of the staff in each division, who were interested in making presentations, volunteered to do so. Some of these presentations were made after hours and comp. time was given. We even had a judge join us on occasion. We held these presentations on-site and off-site. We also requested and obtained one hour of CLE credit for attorneys who attended a presentation. Soon, organizations were calling us and requesting these presentations. Before we ceased making awareness presentations and began conducting training courses, we had

made a total of 20 awareness presentations for which CLE credit was given.

In addition to the awareness presentations, we also developed a CM/ECF brochure which we handed out at the presentations, displayed at intake counters and placed in orders mailed from the court. We developed an external web page with a plethora of information about CM/ECF including links to the FJTN videos on CM/ECF, computer-based tutorials, frequently asked questions, and much more. We recently updated our Web site to make it even more user friendly. You can access our Web site at www.tned.uscourts.gov. We also wrote articles about CM/ECF for bar journals and our in-house paper, *The Crier*.

As we approached the date to begin attorney registration and training, we decided to develop a logo and theme for our CM/ECF project. We held a contest in our court for the best theme. The Communication Committee selected the winning entry, which is the logo at the beginning of this article, which says: "Race into the Future with Electronic Case Filing — Saving Time, Saving Money." We displayed our logo on flyers, banners and poster boards on easels (with racing flags to catch attention) at the intake counter of each division.

We also continued to hold regular meetings with Clerk's Office staff, chambers' staff and judges to update them on our progress. Further, we highlighted our CM/ECF progress in our monthly Clerk's Office Activity Report.

Condition 5 - Staff and Bar Involvement

As described above, the Clerk's Office staff was very involved in preparing for CM/ECF. As soon as they learned about CM/ECF, they began assisting with awareness presentations; monitoring the Court Operations Exchange for information about CM/ECF; developing informational mate-

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rial, such as brochures, fliers and the logo; and helping develop the Web site. We also had numerous committees on which personnel from each division served, including the Dictionary Committee, the Process Committee, the Training Committee, the Communications Committee, MJSTAR Committee, and Rules and Procedures Committee.

We involved the bar associations very early in the process - first by our awareness presentations and second by inviting them to attend a presentation about CM/ECF from the AO Implementation Team during their site visit to each of our divisions. The judges in each division attended the AO presentation and showed their enthusiasm for CM/ECF. Also, this gave us an opportunity to hear the issues and concerns of the attorneys so that we could begin working to resolve them.

We also involved members of the bar through several ongoing court committees, such as the Court Technology Committee and the Local Rules Advisory Committee. We asked representatives from the U.S. Attorneys' Office, the Federal Defenders' Office, chambers and the Local Rules Advisory Committee to assist in reviewing the rules and procedures for CM/ECF that we had prepared in draft. We created an e-mail box for attorneys to communicate with us about any issues on CM/ECF, although this has been infrequently used. In general, if there is an issue, the attorneys call our Help Desk number for the applicable division.

Condition 6 - Defining Roles and Relationships.

We discussed with the staff how the roles and relationships of personnel in the Clerk's Office and in chambers would change and how they would remain the same. We met separately with each chambers and reviewed the CM/ECF Chambers Handbook. We requested their input as we developed our processes for CM/ECF.

Staff from each division served on the Process Committee, which developed process maps to show how the CM/ECF process would work, in place of paper.

Condition 7 - Bar Marketing Strategy.

Our strategy was first to make the bar aware of CM/ECF, its benefits, equipment requirements, and changes to rules. We sent letters to the presidents of all bar associations in our district offering to make presentations to their membership. We also contacted other attorney and attorney-support organizations, such as the Inns of Court and paralegal societies, to offer to make presentations at their meetings. We began making awareness presentations in March 2003 and continued these presentations until our "Go Live" date of May 17, 2004.

As we approached our "Go Live" date, we developed attorney training materials, a User's Guide, and registration materials, and announced training dates. We made registration for the training classes available on-line or by calling the applicable division Clerk's Office. We also obtained CLE credit for the training classes.

Condition 8 - Training for Bench and Bar

CM/ECF training was conducted beginning about six weeks before "Go Live." We did not want to train too early on how to use CM/ECF and risk attorneys and chambers forgetting what they had learned. We conducted chambers training first beginning in late March 2004. Clerk's Office trainers met one-on-one with each judge and their staff to train them on the CM/ECF procedures and to address any processes unique to the particular chambers.

Attorney training began on April 5, 2004. We conducted approximately 25 classes per week (twice per day, four days per week, with a morning session from 9:30 a.m. to 11:00 a.m. and an afternoon session from 1:30 p.m. to 3:00 p.m. in each division). With a mini-

um of two clerks conducting each class (one teacher and at least one floater to provide individual assistance), the training was a heavy burden on the staff. The attorneys were given training materials and a copy of the User Guide. The trainer first presented information about CM/ECF and then conducted hands-on training. By August 2004, we had trained over 800 attorneys and their staff. By October 2004, attorneys seeking training had dwindled and we cut training back to one day per week in each division. By December 2004, we had trained 1200 attorneys and staff. In all, we conducted 180 awareness presentations and training courses for CLE credit (20 awareness presentations and 160 training courses).

Implementation

Some of the work described above was completed during the implementation phase of the project, but there was much more involved in implementation. The implementation phase involves forming the implementation team, planning the work, carrying it out, tracking progress and troubleshooting issues.

The first critical task of the implementation phase is to name the Project Manager. The selection of Project Manager is crucial to the success of the project. This person needs to understand operations, automation, and project management. They also need to be given the ability to devote almost full time to the project. John Medearis, Chief Deputy, had the perfect background to handle the job and we freed him up as much as possible to be the Project Manager. He did an excellent job.

The next task is to form an Implementation Team consisting of members who have the expertise to address the complex issues in CM/ECF, to understand operations and to motivate staff. Key team members include technical staff and operations staff. We were very fortunate to have excellent IT and

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operations staff who were enthusiastic about the project. IT Manager Linda Small and CM/ECF Administrator Jerry Russell provided the automation support and leadership for the Project. Both worked untold hours to make the Project a success. Also, the Deputies-in-Charge are intimately familiar with operations in their divisions, and have the ability to motivate their staff. We also were very fortunate to have a highly-motivated and enthusiastic staff.

The third task is to develop the Project Plan. This Plan lists all the tasks you must accomplish before "Go Live" and the expected amount of time to complete each task. It is, of course, important to build in some extra time in the event unforeseen problems cause delays in completion.

The Implementation Team must then form committees to assist in carrying out the many tasks on the Project Plan. The committees are listed above. Staff members from across the district either volunteered or were chosen to serve on one or more committees.

Our Implementation Team met monthly to track progress on the Project Plan, and to discuss and resolve CM/ECF issues. We also participated in biweekly telephone conferences with the AO. While this was often just a status report of our Project, it also provided an opportunity to ask the AO Team particular questions about ECF. If the AO Team could not answer our questions, they researched the issues and gave us answers as soon as possible. Our AO Team, led by Laura Buchanan, was super.

Soon after implementation kickoff, we scheduled staff to attend Applications, Editor and Dictionary training. We also scheduled the FJC to conduct on-site training to develop a CM/ECF training plan. We also had the "Train the Trainer" program con-

ducted on-site. And we conducted numerous internal training sessions on windows-based computer applications, scanner use, and .pdf.

The AO Implementation Team's on-site visit to each divisional office provided an excellent opportunity for staff, judges and attorneys to hear about CM/ECF and observe a demonstration of its use. Further, the judges voiced their support for ECF which encouraged the attorneys. We also had an opportunity to hear questions and concerns of the attorneys which we made a priority to address.

Following the recommendation of the AO, we only adopted two new local rules to address the transition to CM/ECF. The two rules are modeled after the Judicial Conference Model Local District Court Rules on Electronic Case Filing. The judges signed the local rules in late 2003. One rule says, in essence, that documents are required to be filed in ECF unless good cause is shown. The other rule addresses the redaction requirements set forth in the Judicial Conference policy on privacy.

Beginning in late 2003, the Chief Deputy and I began work on the rules and procedures that would govern the specifics of electronic filing. We chose to address the nuts and bolts of CM/ECF in a document entitled Electronic Case Filing Rules and Procedures so that these could be more easily amended, if needed. We adopted many of the procedural rules set forth in the Judicial Conference's model rules, but again we adapted them to our requirements and had them reviewed and approved by several attorneys representing different segments of the bar and by the Local Rules Advisory committee. After we incorporated comments, the judges approved them.

One of the key tasks in implementation is to develop the CM/ECF dictionary. Another key task is to map the processes in ICMS to how those processes will be completed in ECF through the dictionary event codes. Even before we began the implementation process, members of our Dictio-

nary Committee had obtained a generic CM/ECF dictionary and compared it with our ICMS dictionary to determine what events needed to be added. Once we began implementation and received our starter dictionary, the Committee began its work in earnest to compare the ICMS and the CM/ECF dictionaries and to add events. Further, the Process Committee had the very difficult job of mapping all of the processes on ICMS and mapping these processes to ECF.

After the dictionary and mapping were completed in early January 2004, Information Technology had to run numerous reports in ICMS and CM/ECF for staff to review and verify that the data had converted properly. This work often was required to be performed after hours and on weekends. In retrospect, this is an area that we wish we could have spent more time on. Errors in mapping that are not caught will continue to cause problems after "Go Live" and it will be more difficult to fix them.

As we neared the final test of the data, we began work on our training materials for chambers and attorney training. First, we developed a User's Guide. The User Guide is a very important document because the ECF users rely on it to understand how the CM/ECF system works and the steps they must take to file documents in ECF. It also includes the court's particular requirements. To create this document, we reviewed the User Guides of every district court that had posted their guide on their web page. We chose bits and pieces of different guides that we thought best applied to our circumstances, compiled them, and then rewrote them to conform to our exact requirements. It is almost impossible to use another court's materials verbatim because most courts have some differences in the way they handle CM/ECF procedures. Further, courts are on different versions of CM/ECF and each version has unique features that may need explanation in the guide.

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We also created chambers and attorney training exercises and other training material. To save time we tried not to reinvent the wheel, but to borrow from other courts who had created training material and made it available on their Web site or otherwise. Nevertheless, we customized all the materials to meet our particular requirements.

We also had to prepare our training rooms in four divisions to be able to accommodate training of attorneys. In this regard, we upgraded computers if necessary, rearranged furniture, and set up CM/ECF on the computers. We had ten training stations in each computer room. With four divisions and two classes of ten attorneys a day, we could train as many as 320 attorneys per week if all classes were full.

Plan for the Unexpected

A lesson we learned during our implementation is to prepare for the unexpected. Build additional time in your project plan to accomplish the various tasks. In March 2004, just two months before our "Go Live," we had a staffing crisis. One of our Deputies-in-Charge decided to transition to courtroom deputy, two of our staff decided to take the earlyout/buyout that was offered, and one of our staff resigned. In addition, another Deputy-in-Charge had a serious accident and was on sick leave for six weeks. Despite these difficulties, we persevered. We had built in some cushion in our project plan, which relieved some strain on deadlines. Also, staff worked extra hard to make up for our staffing shortage, and we accelerated our hiring process to fill the critical vacant positions.

Go Live and After

A few weeks before we were to "Go Live," we spoke with Larry

Baerman, Clerk of the Northern District of New York, about their CM/ECF implementation, which had occurred in January 2004. Larry recommended that we go live internally first and then externally. He said they had done this for two weeks and it was a great help. He said ideally, he would have liked to have gone live internally a month before going live externally, but didn't have the time.

Following Larry Baerman's advice, we first went live internally on May 3, 2004. This allowed the staff to get used to filing documents electronically and to using the case management system before they had to deal with issues generated by attorney filing. Like Larry, we wish we had planned to go live internally about a month before the go live for attorney filings. Nevertheless, we went live with the attorneys on May 17, and had no major difficulties.

Again, that is not to say we have had no difficulties during implementation or since going live. During implementation, issues occurred on a daily basis about how certain things then handled in paper format would be handled in ECF. For example, how would attorneys serve parties not on ECF (by mail), how would summonses be served (traditional manner), how would sealed documents be handled (filed on paper and e-docket entry noting filing of sealed documents), what to do with paper copies once scanned in (retain in chronological file until AO obtains agreement from NARA), etc. These are just a few of the many issues that came up as we worked on implementation.

Now that we are live, we continue to have issues. For instance, the documents in CM/ECF do not have a date stamp on them (the Notice of Electronic Filing has a file date, but the document, which is separate, does not). The judges would like a date stamp on the document, like they have with paper copies. This is an issue that may be resolved by Version 4. Another ex-

ample of a recent issue is how to deal with documents with private information. While we have a redaction rule, some documents must include sensitive information and it would be impractical to file all of these documents under seal. For example, when an *in forma pauperis* application is filed, how do you make the document available electronically without divulging sensitive financial and other information? We have decided to restrict access to these documents to the parties.

Another issue we dealt with recently is how to continue to increase the percentage of electronic filings made by attorneys. In October 2004, we seemed to hit a wall with about 48% attorney electronic filings. We discussed the matter with the district judges and they agreed to issue a standing order requiring all attorneys to register and to use ECF by January 10, 2005, absent a showing of good cause. Since then, electronic filings by attorneys have increased to 55% and we expect the percentage to increase as we reach January 10 and beyond.

We continue our monthly CM/ECF Committee meetings and work to resolve issues as they arise. We have now implemented all versions up through Version 2.3. I am very proud of the staff for their enthusiasm, unremitting effort, and drive to succeed in this project. It is amazing to me that we accomplished all we did without hiring any additional staff to assist us and we kept up with our routine work. Our court is very fortunate to have an excellent staff committed to its work. We are excitedly awaiting the release of Version 2.4, which we have heard may be out this winter. The journey continues.

CM/ECF is the most challenging project we have undertaken and perhaps because of that, it has been the most satisfying. We stretched ourselves as far as we could, and we succeeded. As Ralph Waldo Emerson said, "The reward of a thing well done is to have done it."



Spotlight on Members



Virginia (Ginny) A. Hurley
United States District Court for
the District of Massachusetts

Ginny Hurley was born in Boston in November 1957. Her father was a well known criminal defense lawyer, and later a judge on the bench of the Boston Municipal Court. Her mother started her career working for the Massachusetts Supreme Judicial Court before finding her real vocation as mother to Ginny and her five siblings. Ginny is the proud and doting aunt of one beautiful niece (Jennifer) and five handsome nephews (Corey, Jamie, Jonathan, Devin and Brian), all of whom have above-average intelligence and looks (of course, she is not too prejudiced). She loves to cook and garden. On holidays, her family often calls her "Martha" which she says she "thinks (hope!) is meant to be a compliment."

Ginny's current position, Learning & Development Manager, with the district court is a position she has held since 2003. She started with the court in 1976 as a "generalist," which meant she did whatever had to be done - filing, waiting on the counter, etc. Soon after, she became the Courtran Coordinator, responsible for the data entry of all criminal and speedy trial statistical information into the AO's computer. In 1988, Ginny became the Systems Administrator for the court's computer system, and then Systems Manager in 1991. Operations Manager was next, in 1997. Ginny says, "The

court has certainly come along way in the past 28 years." When she started with the Clerk's Office, staff were happy to have a copy machine and carbon paper. If someone had told her then what they would have now, she would not have believed them.

Ginny has been a district representative since 1998, and circuit representative since 2003. She is very proud to coordinate the blood drives in the district. Her district has won two awards in the last few years for donating the most pints of blood. She says, "This is an amazing feat in itself, since I grew up deathly afraid of needles and blood." Boston is the host court for the 2006 conference, and she is playing an active role in coordinating that event.

With her very busy schedule, Ginny still finds time for volunteer work. Every year, she is part of a hard working committee to support the Courthouse's Daffodil Days for the American Cancer Society.



Eileen Levine
United States Bankruptcy Court for the Eastern
District of New York

Eileen Levine's Courthouse career started in the U.S. Bankruptcy Court for the Eastern District of New York

working for Judge Joseph V. Costa and lasted for two years. She moved to the Eastern District of New York in 1979, where she worked until September, 2004. After 27 years in E.D. NY, she transferred to the Southern District of New York to work as judicial assistant and case manager to Judge Kenneth M. Karas, a newly appointed United States District Judge. While in the Eastern District, she worked as case manager for the following Judges: Honorable Joseph M. McLaughlin, (who went on to the 2nd Circuit Court of Appeals) then on to Judge Denis R. Hurley, (who moved to the divisional office in Hauppauge, Long Island), to Judge Joanna Seybert, (who also moved to a divisional office in Uniondale, Long Island) and for the Honorable Reena Raggi (who was also elevated to the 2nd Circuit Court of Appeals). In between judges, she was courtroom deputy for many of the visiting judges who sat by designation in the Eastern District: U.S. Court of International Trade Judges Gregory Carman & Nicholas Tsoucalas, U.S. District Judges Charles Wolle from Iowa and Judge Manuel Real from California.

Eileen joined the FCCA in 1980 and has attended all of the conferences from 1981 through 2004, with the exception of the first Philadelphia conference in 1982. That should make attendance in at least 23 annual conferences and more than 15 of the mid-year meetings.

She also has served on the FCCA Board of Directors as a 2nd Circuit Representative for eight years, during four separate terms. In addition, she was the FCCA E.D. NY District Representative for the past 25 years. She was on the nominations committee for several years, as well as chairing that committee.

Eileen is presently chair of the Case Management Council.

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Eileen's latest project is as chairperson of the FCCA Case Management Council, which was initiated by FCCA President Jeff Apperson during his first week in office. She is currently working with Mr. Apperson and the other council chairs to start a Listserve (bulletin board) for case management and docketing questions to be posted on the FCCA Web site. Hopefully, the questions will be answered by fellow FCCA deputy clerks around the country. She also served as co-chair of the FCCA seniors committee for 5-6 years.

In 2002, Eileen was the recipient of the FCCA Special Service award for the work that she did in organizing the New York chapter of the FCCA's 9-11 ceremony. Her court held a ceremony in the S.D. NY, which was attended by many federal and state court judges, state court officers and federal court deputy clerks. Several state court and federal judges participated in this ceremony which celebrated the lives of three New York State Court officers who were tragically lost on September 11, 2001. She is especially honored to have been chosen to receive the 2004 FCCA Ross Levy Award. Ross was a dear friend to all of us and a deputy clerk in the S.D. NY where Eileen is now working.

On the personal front, she is single and in whatever spare time she has, she enjoys the beach, traveling and entertaining FCCA friends and her family as they visit New York. She participates in a weekly racquetball league and plays beach volleyball every weekend during the summer. She also plays catcher for her gym's spring and fall softball leagues. She loves the Yankees and attends their games all over the country with friends. She is working with a charity organization called "Bat for the Cure" which helps to raise money for prostate cancer research by

hosting charity softball events with present and former professional athletes. Most important to Eileen though, is that she loves keeping in touch with her FCCA friends, who are all very close to her heart.



IMPORTANT NOTICE Regarding Submission of Articles and Photos to Editor

Articles

To ensure timeliness of each *Journal*, please submit via e-mail, preferably in WordPerfect format, by the requested deadline. If your office uses Word or Excel, the document can be e-mailed in WordPerfect or Quattro Pro.

Photos

It is preferred to submit your photo, as a separate file, in a JPEG or TIFF format or a snapshot or a photo quality copy of the picture that the typesetter can scan. Photos from the internet are unacceptable.

Other items, such as a logo, should also be sent as a separate file.

Spotlight on Members Articles

If you are submitting an article, please write it in the third person and include a photo and e-mail it to the Editor.

Members may submit articles, motivational messages, points to ponder, letters to the Editor, to:

patricia_mcnutt@tned.uscourts.gov
for publication in the *Journal*.

Luxemburg Experience

Below is a note Jeff Apperson received from Doctor Gabriele Guarda, President of the European Association of Court Administrators, that documents one of the experiences he had with him, on behalf of the association, at a Council of Europe meeting in Luxembourg. Dr. Guarda, writes:

"Dear Mr. Apperson, I was very happy to meet you in Ljubljana and to have contributed to the organization of the new International Association. I'm also very pleased that you participated in the Congress in Luxembourg. As you certainly noticed, the members of E.U.R. would like to gain some of the functions of judges. In many European States the importance of the organization in the courts has still not been fully understood. However I think that we could collaborate in order to reach our objectives. You can read all the documents about the Congress on our website. If it's possible I would like to have all the reports about the meeting in Ljubljana. Moreover I would like to know if your Association has a website.

I look forward to hearing from you. Best regards."

Gabriele Guarda



Clerks' Council Update

*By Bill McCool, Chair, Executive Board
District Clerk, N.D. Fla.*

The Executive Board of the FCCA Clerks' Council consists of seven members, including Clarence Maddox, Court Administrator/Clerk for the Southern District of Florida; Karen Mitchell, Clerk of the Northern District of Texas; Kevin Rowe, Clerk of the District of Connecticut; Geri Smith, Clerk of the Northern District of Ohio; Lance Wilson, Clerk of the District of Nevada; Jim Woodward, Clerk of the Eastern District of Missouri; and me. The Executive Board (the Board) of the FCCA Clerks' Council held its quarterly meeting on October 26 at the Clerks' Chief Deputies Conference in Atlanta, Georgia. Joining us for lunch were Jeff Apperson, FCCA President, Rick Weare, District Court Executive/Clerk from the District of Arizona, Nancy Mayer-Whittington, Clerk in the District of Columbia, Joe Haas, Past President of FCCA, and Cam Burke, Court Executive for the District of Idaho.

The group discussed several issues of importance to clerks and FCCA. Jeff Apperson noted, based upon his understanding and the information relayed at the Clerks/Chief Deputies Conference, that the Judicial Conference was making every attempt to curb spending in the courts. The Executive Committee of the Judicial Conference published a report on Cost Containment in the Judiciary, which outlines several proposals for reducing spending to meet the anticipated budget shortfalls for the next five years. The group discussed the report and concluded it is critical clerks work closely with their chief judges to educate them and provide input on the cost containment proposals.

Of course, the big topic among clerks is always the budget. I am happy to note that Congress was able to complete the Omnibus Appropriations Act for FY 2005 and President Bush signed it on December 8, 2004. The Judiciary's success in receiving a

favorable appropriation, a 4.3% increase over FY 2004, is a direct result of the work of judges across the Judiciary, Director Mecham and the staff of the Administrative Office, and the court unit executives, who took the time to inform members of Congress regarding our budget situation and the need for an increased appropriation. This was the first "call to arms" issued and the success of this effort underscores the importance of reaching out to relay our message. FCCA played a part in this process through our President, Jeff Apperson, and through several other clerks who worked through the advisory committee process and through their chief judges. The Clerks' Council was very active and has been actively involved in budget matters. We regularly give our input to the advisory council members both via telephone and in writing. Now we need to start work on the FY 2006 budget, and all indications are next year will be more difficult than previous years.

The Clerks' Council is also interested in providing meaningful educational opportunities for clerks at FCCA conferences. Last year, Sherri Carter and her staff did a tremendous job at the Anaheim Conference. We are working with the Chicago group to ensure the 2005 FCCA Conference offers similar opportunities.

Our next Executive Board conference call will be in February 2005. If you have any issues you would like the Board to address, please e-mail me at william_mccool@fld.uscourts.gov.



OSCAR

*By Laura Simon, Management Analyst
District Court for the District of Columbia*

Each September, the federal courts are flooded with hundreds of bins of mail from the U.S. Postal Service, FedEx, and UPS. Court staff are recruited and contractors are hired. Court security officers stand poised at their screening machines. Chambers' staff wait patiently for the receipt of paper, paper, and more paper! An-

other law clerk hiring season is upon us.

Over the past two years, several judges from the U.S. District Court for the District of Columbia (USDC-DC) have experimented with accepting law clerk applications by e-mail. These experiments proved successful in reducing the amount of mail processed through the court's mail room. The District Court decided to further revolutionize the electronic process by developing a local pilot project for an Internet-based Online System for Clerkship Application and Review (OSCAR). According to Nancy Mayer-Whittington, Clerk, "OSCAR will allow us to greatly reduce the massive amounts of paper entering the courthouse. With OSCAR, we will actually look forward to the fall 2005 hiring season."

In June 2004, the USDC-DC formally established the Court Collaboration Group with representatives from the U.S. Court of Federal Claims, U.S. District Court for the Middle District of Pennsylvania, U.S. Court of Appeals for the District of Columbia Circuit, and U.S. Court of Appeals for the Third Circuit. The Court Collaboration Group worked diligently to identify the functional/system requirements of OSCAR and received a grant under the Edwin L. Nelson Local Initiatives Program.

Under an expedited schedule, the Court Collaboration Group is pressing forward to have OSCAR up and running before the fall 2005 hiring season. The OSCAR system is Internet-based and will allow clerkship applicants to file their materials on-line and designate the judges to whom they wish to apply. The judges and chambers' staff can then sort and screen the information on-line and download and print only those applications that are needed. The system will support the application process by allowing resumes, cover letters, writing samples, letters of recommendation, and transcripts to be posted confidentially to applicants' files. The result will be electronic filing.



From the Deputy Clerks' Corner

By Cristina Squieri-Beeman, Chair, Deputy Clerks Council,
Central District of California

Hello fellow FCCA members! Unfortunately this will be one of my last articles as the Deputy Clerks' Council Chair. My term expires at the annual conference in Chicago. If you or anyone you know is interested in filling the position, I encourage you to contact Jeff Apperson. I have found it to be a truly fulfilling role in which I have met many wonderful people, as well as experienced many new opportunities.

As I mentioned in my last article, I have proposed an amendment to our by-laws which will be up for vote at this year's conference in Chicago. I have asked the membership to support my proposal to change Article XI, Section 4 of the FCCA by-laws so that it matches what is written in Article V, Section 4 as it pertains to the Clerks' Council. My proposal is to amend the wording so that it would state the following:

In order to provide funds for the Deputy Clerks' Council, there shall be allocated by the Treasurer of the Association an amount no less than one-third or more than one-half of the dues collected from chief deputies. The precise amount shall be determined by the Executive Board subject to confirmation by the Board of Directors of the Association. The expenditure of funds so allocated shall be under the direction of the Chairperson, subject to approval of the Executive Board, but in no instance shall any funds be disbursed for any purpose which is not consistent with the goals of the Association. Funds which are not expended during a particular year shall remain for use of the Council during succeeding years or until specifically returned to the general treasury of the association.

I want to also take this time to remind you about the various awards available through the Federal Court Clerks' Association. I invite you to check our Web site at www.fcca.ws for information regarding our awards and their deadlines. You will notice the Ross Levy Award, the Public Service Award, as well as scholarships to assist those who are furthering their education. Our scholarships have helped many colleagues throughout the country in covering many different educational expenses. Most everyone has at least one individual in their office who is attending educational classes during the off hours and most would welcome any assistance, no matter how minor, from FCCA.

Even though the membership drive has officially ended, I want to remind everyone that it's never too late to become a member. Share your copy of the *Journal* with friends and colleagues and share any personal stories you may have as a member of FCCA. If you know of someone who is still interested in becoming a member, or who would like to attend this year's conference and is not yet a member, please have them contact their district representative or visit our Web site for more information. You can always drop me an e-mail or give me a call and I would be more than happy to assist with any questions you may have, as well as signing up a new member.

As always, we have the blood drive in full force. Remember, you don't have to have a blood drive in your office to contribute. If any member donates blood on their own time that donation can go toward their district's contribution.

Remember, I have pins and lanyards for sale at \$5 each. I am also excited to report that we will be selling FCCA duffle bags at this year's conference. These fund-raising items have proven to be popular and we hope to introduce a new item every year, as well as a new edition of the pins.

Please do not forget that I am here to assist you and I would love to hear from you. If you need assistance in locating or contacting your district or circuit representative do not hesitate to contact me at the number listed below. Any questions, ideas or suggestions you may have please feel free to contact me. I am always happy to help and I am eager to hear from you.

Cristina_Beeman@cacd.uscourts.gov
714-338-4760



“ Quotes to Ponder ”

“Character is doing the right thing when no one is watching.”

<<<J. C. Watts>>>

“If you find it in your heart to care for somebody else, you will have succeeded.”

<<<Maya Angelou>>>

Six Steps to a Perfect Audit

By Rick Weare, Clerk, District of Arizona

In March of this year, Clifton Gunderson conducted a comprehensive audit of our office which covered almost a six-year time period. During the span of time covered by the audit we (1) moved into a new courthouse and completed all of the associated procurement activities; (2) served as alpha sites for both FAS₄T and CCAM and, (3) received five new district judge-ships. Although there was a considerable amount of activity during this time period, there were no findings made by the audit team.

Following are some suggestions on how to prepare your Clerk's Office for a successful audit. More important than any other factor is to have support from the top. Both the chief judge and the court unit executive must demonstrate their commitment to the court's financial systems and internal controls and insist that they be an organizational priority.

1. Update and Maintain the Internal Controls Procedures Manual

- Post it on your intranet site.
- When procedures change, update the manual to keep it current.

2. Conduct Thorough, Annual Internal Audits

- Audits are conducted in each staffed division.
- Results are specifically documented.
- Follow-up action is required and documented for all findings.
- Main office uses District Clerk Audit Guide (more comprehensive than internal audit guidelines and similar to what is used by outside auditors. Big job, but worth it).
- Emphasis is not solely on the Finance Office. Routinely review

other areas such as procurement, jury, and HRD.

- Share and discuss audit results with staff.

3. Regularly Communicate Expectations and Provide Training

- Management needs to educate itself about procedures. Ask lots of questions.
- Staff need to understand management's commitment to sound financial practices. We emphasize the importance of internal controls and encourage awareness. Set high standards and expectations – and stick to them.

- Affected staff are required to participate in available training, e.g., appropriation law, certifying officer training, managing internal controls, procurement/JP3, review of Chapter 7, etc.

- Routinely solicit internal control-related concerns from staff.

4. Establish Accountability

- Make sure that FAS₄T security profiles are regularly reviewed and updated.
- Management reviews assure appropriate controls and separation of duties.

- Require routine reviews and reports on the available FAS₄T security logs to identify suspicious system activities.

5. Assure Safety and Security of Property

- Develop and maintain a comprehensive, accurate inventory of accountable property. An automated inventory database can facilitate this process.

- Assure that the property manager performs an annual sighting of all accountable property and documents the results.

- Maintain current files on delegations of authority. These files should be reviewed and updated at least annually.

- Make sure that work areas are secured and access limited to authorized staff only.

6. Commit to Process Improvement

- Learn about and use the features in FAS₄T to improve processes and promote internal controls.

For example –

- AZ scans all purchasing information so electronic records are complete and readily accessible.
- CUEs in AZ electronically approve purchase orders. This assures that there are no improper purchases at the front end and minimizes the risk for improper payments. Budget managers are delegated certifying officer authority and can approve the payment of invoices.
- Evaluate available reports and use them to manage your budget and internal controls.



A Perfect Audit

By Sandy Roberson, Chief Deputy Clerk, District of South Carolina

The District of South Carolina recently received a perfect cyclical audit (no findings). Here are some tips your court may be able to use to reach the same result.

Audit preparation is a continuous process, not an event. Pay attention to changes in policies and procedures is-

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A Perfect Audit

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sued by the Administrative Office and be sure that your district responds to them. Recognize that these changes will likely be incorporated into your next audit.

Review your Internal Controls Manual each year and compare it with the AO's Internal Controls Handbook and to the internal controls sections of Chapter VII of the *Guide*. Be sure your internal controls sufficiently address all areas covered in those two volumes. Make revisions as necessary and verify that staff are aware of the changes by signing an acknowledgment.

Be sure that an internal audit is performed and documented annually. As long as separation of duties is maintained, portions may be delegated to knowledgeable individuals within your office.

One person should put it together so that it can be easily reviewed. The *Guide to Periodic Internal Reviews* has been replaced by the AO's new Internal Controls Handbook for the Federal Courts.

When you have a confirmed date for the audit notify administrative personnel that, absent an emergency, they should be available until the auditors depart.

Records Review Tips

There is generally enough time between notification of the audit and the arrival of the auditors to review records. Be sure that files which may be audited are in order.

Some areas of attention for this district were:

Personnel: Check a healthy sample of time and attendance and personnel files. Check all donated leave files as well as files for those who no longer work at the court.

Accountable Property: Be sure that the inventory of accountable property, (laptops, PDAs, etc.) is up to date and the items are still in the custody of the staff to whom they have been charged. Alert those individuals that they may have to produce the equipment as part of the audit.

Procurement: Review all files for orders requiring bids with a summary sheet of the competition activity and delegation of authority from the AO and place them directly behind the purchase order for each for review by the auditors. Pay particular attention to any sole source purchase files.

Finance: Check open obligations and ask procurement to close as many as possible. Confirm that transfers to unclaimed funds are up to date. Even if your district has already done these things a final clean-up is helpful. Review travel advances, if any and interim salary payments. Confirm that vault combinations were changed.

Systems: Review file of Internet use policy with monthly auditing activity. Quarterly review of PACER exemptions and documentation of that review is now a requirement. Pay particular attention to the requirements set out in the new Internal Controls Handbook in the chapter on Information Systems and Security.

When Auditors Are On Site

Provide a comfortable room for the auditors, the closer to Finance and Procurement, the better. The room should have sufficient outlets and a telephone. Set up a printer for their use if needed. Restaurant information and directions are also appreciated.

Tell the lead auditor that you or your designee will check in at the end of each day to learn of any problems, find out what they may need, where they are in the process, and ask which staff should be available for the next day.

Ask your financial manager to check with the auditors several times each day to ask if anything is needed. This provides an opportunity for auditors to ask questions and for the financial manager to provide information quickly. It is helpful to be proactive concerning potential findings rather than waiting until the end of the audit and then be reactive. The exit interview should hold no surprises.

The District of South Carolina's audit was prior to the release of the **Internal Controls Handbook For The Federal Courts**. The Administrative Office will likely require auditors to measure courts according to its guidelines so a thorough review and policy implementation as needed would increase a court's likelihood of a zero or low finding audit.



Shared Administrative Services in the District of Arizona

By Ronnie Honey, Chief Deputy Clerk
District of Arizona

With the recent emphasis on the need to consider the viability of a shared administrative services arrangement among court units, it may be helpful to hear from a court that has been operating under such a structure for the last nine years.

In 1994, the District of Arizona's Long Range Plan identified, as a priority goal, the need to streamline organizational structures and eliminate duplication of effort by consolidating administrative services among the three district court units, which included the Clerk's Office, U.S. Probation, and U.S. Pretrial Services. The common administrative services identified for consolidation were automation, space and facilities, budget and procurement,

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Shared Administrative Services

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human resources, and training. Today, administrative services in this district are organized in the following way:

Function Administrative Services Division
Automation Systems Technology Division

Budget, Facilities & Budget Division
Procurement,
Space & Facilities

Human Resources Human Resources Division
& Training

To prepare ourselves for this arrangement, the district formed a team of court staff around each of the affected operational areas and tasked them with the development of a plan for operating in a consolidated environment. Each plan included issue identification, recommended resolution, and an action plan with task lists for addressing each issue. Most of the recommendations proposed ways to better organize work and streamline procedures in each of the consolidated departments, which has resulted in improved services for all district court staff. This has been borne out by "before and after consolidation" user satisfaction surveys.

The District's first full year of consolidated administrative services was 1995. Today, staff assigned to the three divisions work closely together to serve the judges and over 500 employees located in eight offices throughout the State of Arizona. A manager was appointed to oversee each of the consolidated divisions, and while the three managers technically report to the Clerk of the Court, for all practical purposes the court unit executives act as sort of a board of directors and meet with the division managers on a bi-monthly basis to discuss priorities, resources, status of projects, and any other operational or policy matters requiring their joint attention.

Having been consolidated for nine years, we're at a point where it's hard to remember how we looked and how we operated prior to the "merger." Many people ask how much money we're saving. It's difficult to quantify actual savings because today's environment is dramatically different and cannot be easily compared to our pre-combined state. Since consolidating, we converted from DOS to Windows, implemented CPS and JMS, braced ourselves for Y2K, moved into two new courthouses in Phoenix and Tucson, implemented FAS₄T, CCAM, PACTS/ECM, and are now implementing ECF. These are just a few of the major changes we've experienced, all of which have significantly impacted our administrative services operation.

There are, however, several things to which we can point that confirm some important efficiencies and savings. For example, in the nine years since our consolidation, the district's total employee population increased by 67%, while administrative support staff increased by about half that amount. The ratio of administrative services staff to total employees supported has decreased by 21%. Prior to consolidation, there were five supervisory positions in the administrative support areas. Today there are three – one over each consolidated division. Operating costs is another area where efficiencies have been noted. In a recent survey of ninth circuit district courts, Arizona reported the lowest operating costs per authorized work unit of all respondents. We believe that these are examples of economies we have achieved because our administrative support structure has resulted in less duplication of effort, improved district-wide planning/coordination, and volume discounts. There are intangible benefits as well. Consolidated division staff typically report greater job satisfaction because they appreciate having interactions with employees throughout the organization, learning their operational needs, and finding ways to improve services to all court units.

Two of the greatest benefits to be gained from a shared administrative services structure are standardization and specialization, both of which promote the development of staff expertise, limit complexity, and result in quicker, better solutions to problems and services. For example, employees in all court units are bound by the policies set forth in one Human Resources Manual for the district. A shared IT infrastructure with one standard Windows PC image for all court units facilitates having only two Helpdesk employees effectively serve users in all locations throughout the state. Broad exposure to various needs among court units has enabled consolidated division staff members to develop strong expertise in areas such as benefits counseling, workers' compensation claims, telecommunications, furniture purchasing, maintenance contracts, drug treatment supplies, firearms program, FAS₄T, PACTS, ICMS, etc. Experience gained with one court unit can easily be applied to the benefit of all court units and fosters cost-effective joint ventures, such as shared servers, training rooms, reception areas and equipment usage. As a result, the quality and timeliness of service provided by administrative support staff are excellent. Another important indicator of the benefits of standardization and specialization was when the district's recent audit resulted in zero findings.

There are many factors to consider when contemplating a shared services structure. Obviously a good and trusting relationship among the unit heads is essential. Practical considerations include judicial support, the handling of salary expenses and shared purchases, reporting authority, salary parity among staff, space availability, cross-training, staff resistance, support for divisional and outlying offices, and commitment and cooperation by court unit executives. Large projects can take a toll on staff and may impact perceptions about equitable support. Managing expectations and priorities of

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Shared Administrative Services

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both staff and management are ongoing challenges and require strong leadership by individuals with direct supervisory authority over consolidated division staff. Ultimately, good communication on a regular basis is the key to the longevity of a successful shared services arrangement because court unit executives and staff will maintain a greater appreciation for the issues faced by the individual court units. This results in better coordination and decision making, including spending decisions, throughout the district.



MSU Advancing Careers in Judicial Administration through Partnerships with FCCA and NCBC

By Maureen E. Conner, Ph.D.
Executive Director, JERITT Project
Director, Judicial Administration Program

The Judicial Administration Program at Michigan State University (MSU) completed its inaugural year. By all accounts it was a success. That is due in no small part to the participation of the Federal Court Clerks Association (FCCA) and the National Conference of Bankruptcy Clerks (NCBC). The leaders of these two associations, seeing the benefits of affiliating with MSU for the purpose of offering credit and noncredit-bearing certificates and degree options to their respective members, became participating organizations of the Judicial Administration Program via its partner-provider network. At its June 2004 conference, FCCA offered 6.5 hours in leadership. NCBC offered 9.0 hours in human resources management at its conference in August.

Development of a Five-Year FCCA and NCBC Plan

Given the enthusiastic reception for this credential-building opportunity, FCCA and NCBC established a Joint Planning Committee. The newly established Joint Planning Committee developed a five-year plan to deliver all 60 hours of the Judicial Administration Program, which included the 2004 conferences. The two association boards solicited the five-year plan to ensure continuity in planning and delivery and to provide association members with a schedule of Judicial Administration Program courses. An "MSU" designation will appear adjacent to the courses in all conference announcements and schedules, thus allowing association members to plan their conference participation accordingly. The courses will be offered along with all of the other sessions that association members have come to enjoy and look forward to over the years. The plan, which follows, lists the courses by year along with the prescribed number of contact hours

FCCA/NCBC Five-Year Judicial Administration Program Plan

2004 FCCA Conference Leadership (6.5 hours)

2005 Combined FCCA/NCBC Conference Caseflow Management (8.0 hours) **Purposes and Responsibilities of Courts** (7.0 hours)

2006 FCCA Conference Human Resources Management (7.0 hours) **Essential Components of Courts** (5.0 hours)

2006 Combined Mid-Year FCCA/NCBC Conference Education, Training, and Development (5.0 hours)

2007 FCCA Conference Information Technology Management (6.0 hours) **Visioning and Strategic Planning** (5.0 hours)

2008 FCCA Conference Resources, Budget and Finance (7.0 hours) **Court and Community Communication** (5.0 hours)

Description of the Judicial Administration Program

An elaboration of the Judicial Administration Program is offered here for those readers who are not familiar with the program and what it has to offer. It is a unique program, and it is the first of its kind. It allows students an opportunity to gain academic credentials through attending MSU online courses or those offered by MSU partner-providers, such as the FCCA and NCBC. The Judicial Administration Program is designed to allow students to "start where they are," and build upon their existing professional skills and credentials all the way to an academic degree. Students have three options — noncredit certificate, credit-bearing certificate, and a masters degree with a specialization in judicial administration

Noncredit Certificate

Students may start and stop with the noncredit certificate. Or students can complete the noncredit certificate and apply it toward credit-bearing courses that can culminate in either a bachelors or masters degree.

Objective: To build a solid foundation of basic knowledge and skills in judicial administration that can be readily applied in the court environment.

Target Audience: There are two primary audiences — those individuals who are working in the courts or want to work in the courts and aspire to achieve positions of management and leadership; and individuals who have come to the courts with expert knowledge from other professions and want to learn the foundations of judicial administration.

Prerequisites: None

Course Requirements: The noncredit certificate is comprised of 60 contact hours of instruction and a capstone experience based on the National Association for Court Management

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MSU Advancing Careers in Judicial

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(NACM) Core Competencies. Successful completion is possible when students attend courses in the following subject matter within five years from their start date.

Core: 40 contact hours with a minimum of six contact hours in each

Caseflow Management
Information Technology Management
Human Resources Management
Leadership
Purposes and Responsibilities of Courts
Resources, Budget, and Finance

Elective: 20 contact hours in at least three

Court and Community Communication
Education, Training, and Development
Essential Components of Courts
Visioning and Strategic Planning

Capstone:

Written assignment and one-on-one conversations with a supervising MSU faculty member.

Moving the Noncredit Certificate Forward: Students who successfully complete the noncredit certificate can apply the certificate toward credit-bearing courses by adding 30 online contact hours with a MSU faculty member to their noncredit certificate, thus earning 6 graduate credits (CJ 809 and 814) that can be applied toward the credit-bearing certificate or the masters degree judicial administration specialization. They may also transfer those credits to another academic institution and apply them toward a bachelors or masters degree, if approved by the academic institution.

Cost of Noncredit Certificate Over Five Years: \$665

\$15 nonrefundable application fee
\$10 per hour for each contact hour
\$50 for the capstone experience

Credit-Bearing Certificate

If students would like to earn a bachelors degree or they are a working professional with a bachelors degree interested in earning a masters degree, they are the ideal candidate for this credit-bearing certificate.

Objective: To add to the basic knowledge and skills of judicial administration by integrating theory and practice from multiple disciplines that will challenge students to develop complex reasoning and critical thinking; broaden their exposure to multiple approaches and methods to managing and leading the courts, and deepen their understanding of the role of the courts in society.

Target Audience: Individuals who want to apply the 12 graduate credits toward either a bachelors or masters degree, or are desirous of learning more complex thinking and reasoning skills that can be applied to administering the courts.

Prerequisites: None

Course Requirements: Students must complete 12 graduate credits within six years of their first class. The required online courses are judicial administration sections of:

CJ 809 Issues Course
CJ 810 Proseminar Course
CJ 812 Management Course
CJ 814 Advanced Management Course

Moving the Credit-Bearing Certificate Forward: After completing the credit-bearing certificate, students may transfer their credits to another university or apply them toward the Masters of Science Degree in Criminal Justice, Judicial Administration Specialization. The credit-bearing certificate comprises the judicial administration specialization

of the Masters of Science Degree in Criminal Justice.

Application and Tuition: \$5715

\$15 nonrefundable application fee
\$5700 tuition for 12 graduate credits
(\$1425 per three-credit course)

Masters of Science Degree in Criminal Justice, Judicial Administration Specialization

If students have a bachelors degree, they may apply directly to the Masters Degree, Judicial Administration Specialization or do so while they are in the credit-bearing certificate program.

Objective: To build the academic credentials of the student through graduate education that specializes in judicial administration and blends theory and practice from other disciplines thus allowing the student to master complex issues in judicial administration.

Target Audience: Individuals desiring a masters degree and a career in judicial administration.

Prerequisites: Bachelors degree;
GRE test scores

Course Requirements: Students must complete, within six years of their first credit-bearing course, the courses from the credit-bearing certificate that focus on judicial administration, in addition to:

CJ 801 Crime, Causation, Prevention, and Control
CJ 811 Design and Analysis in Criminal Justice Research
CJ 887 Quantitative Methods in Criminal Justice Research
CJ 896 Policy Analysis Under Conditions of Change Focused on Judicial Administration
CJ 894 Practicum or approved elective

\$15 nonrefundable application fee for the Judicial Administration Program

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MSU Advancing Careers

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\$50 nonrefundable application fee for the MSU Graduate School

Application and Tuition: \$14,305
\$14,250 tuition for 30 graduate credits (\$1425 per three-credit course)

Expanding Partner-Provider Network

Because students can complete this program through partner-providers or MSU online courses, it makes it easy for working court professionals to build their credentials in judicial administration. Like FCCA and NCBC, other organizations are seeing the value of participating in the Judicial Administration Program. Discussions are under way with multiple courts and court-affiliated organizations across the country. Of particular interest to federal court employees are the conversations with the Federal Judicial Center, which to date have been very promising. Confirmed participating organizations in addition to the FCCA and NCBC are the National Association for Court Management (NACM), California Center for Judicial Education and Research (CJER) of the California Judicial Council, the North Carolina State Court System in cooperation with the Institute of Government at the University of North Carolina, and the Michigan Court Manager Conference.

By expanding the network of partner-providers, students will have many avenues through which they can meet the Judicial Administration Program requirements. If they do not want to meet the requirements through the partner-provider network, they can enroll directly into the program through MSU.

Philosophical Framework

The Judicial Administration Program was designed to meet the needs of working professionals through ad-

vancing the expert practice of judicial administration by developing a community of learners, scholars, practitioners, and organizations dedicated to the missions, mandates, and purposes of judicial systems across the globe. Whether the students are working in rural or urban courts, raising a family or caring for elderly parents; they can build the credentials they need and desire to advance themselves and the courts to higher levels of excellence.

Closing

The Judicial Administration Program enjoys university-wide support as well as support from the community of practice. It is guided by an advisory committee comprised of members from both groups, including FCCA and NCBC. The Judicial Administration Program was conceived of and started by like-minded people who believed that the first land grant university in the United States, MSU, could make a difference in the lives of judicial branch employees, the public who use the courts, and the quality of justice dispensed by the courts. In support of their belief, the Judicial Administration Program was born. For more information go to <http://judicialadministration.msu.edu> or call (517) 432-1716 and ask for Maureen Conner or Sharon George.



Thank You For Reaching Out

By Katherine Hasfjord, Court Operations Specialist, USDC Colorado

In 1996 I was asked to be a member of Chief Judge Matsch's Denver staff for the Oklahoma Bombing trials as courtroom deputy. Little did I realize what that decision did to me and, later on, to the duties that remain with me to this day.

One day I received a call from a courtroom deputy, Patricia Murray, from the Eastern District of Arkansas. The judge she worked for (and still does) was handling the Whitewater case regarding the now former President Clinton. She called to say that she was in a high profile case and wanted to welcome me to the "land of media." We discussed what happened with the media and the number of people in the courtroom and how different her days were structured due to that case. She wanted to let me know that there was someone out there who understood the pressures I was going to encounter.

I have always cherished that call and future calls, e-mail and Christmas cards exchanged through the years. We developed a friendship that spanned miles. We may work for different federal districts but we are all in the same business. I thank Patricia for reaching out to communicate with me and become my friend.

I would hope that other deputies throughout the court system remember that there are others out there doing what they do. "Reach out and touch someone."



2005 Dates to Remember	
March 15	Nominations for National Officers and Nominations for Circuit Reps
March 15	Submission of FCCA Journal articles due
April 15	Nominations for all awards due
April 15	Applications for Carol Fitzgerald Scholarship must be postmarked
May 15	Blood for Life Report due
July 4 - July 8	FCCA/NCBC Conference in Chicago

Summary of Survey Responses from FCCA Members

By Cheryl Sweat, Administrative Assistant,
Sixth Circuit Representative,
Eastern District of Tennessee

At the direction of the Board of Directors, we conducted a survey of members on what they liked about the *Journal*, suggestions for improvement, preference for hard copy or e-mail format. Most people who receive the *Journal*, read it and enjoy various articles written by the members.

With regard to the question of whether members prefer the *Journal* to be mailed in hard copy or sent electronically, a slight majority favored hard copy. A total of 126 members responded out of the 1231 total members. Summarized below are comments from those responding to the survey.

MEMBERS' FAVORITE SECTIONS

1. President's Message, Editor, Deputy Clerks, Spotlight on Members;
2. Articles pertaining to their daily work or that affect current workload (CM/ECF, FAS₄T, CCAM);
3. Personal interest/human interest-type articles;
4. Changes at AO, FJC and within courts that aren't received from standard J-Net resources or bulletins/memos;
5. Members' activities in other districts;
6. FCCA activities and upcoming events;
7. Budget issues;
8. Conference events, photos and host city features;
9. Bios and photos of "members/people I know personally";
10. New initiatives/procedures;
11. Changes in rules/regulations/new laws that affect operations;
12. Other courts "happenings"/how courts function;
13. Training/programs that are being implemented;
14. Educational articles dealing with procedural & operational issues;
15. Topical issues of concern to the judiciary;
16. Issues related to business of Clerk's Office (e.g., sentencing, excepted service, DCAD);
17. National and international issues;
18. "Behind the scenes" efforts.

NOTE: The overall feelings about the FCCA *Journal* were that it provides connection between courts; networking; gives insight on direction of FCCA's goals/makes people feel "in the loop" and updated.

MEMBERS' SUGGESTIONS FOR THE JOURNAL

1. Less effort advertising yearly meetings and more effort sharing information to those unable to attend conferences;
2. Feature front-line deputy clerks staff and day-to-day activities faced by employees;
3. More current events on challenges facing offices and exchange of practices & challenges/less information on annual conference;

Summary of Survey Responses from FCCA Members

4. Poll members on future conference locations;
5. More could be done at level of individual courts;
6. Letters to the Editor;
7. FCCA History;
8. Training opportunities and training resources;
9. Including members' "hip" promotional ideas;
10. Less articles written at judges' level and emphasize at deputy clerk's level;
11. Membership articles/ideas on how to get federal employees signed up;
12. What works well/problems people encounter/how they responded;
13. Modernize for GenXer/Baby Boomers;
14. Topics that relate to job functions, judiciary news;
15. Wants current news;
16. Sections which invite members to submit current procedures for review and clarification (i.e., written course on Speedy Trial, etc.);
17. "Dear Abby" column submitting questions re: ethics, etc.;
18. Add humor/thoughts of day columns;
19. Shorter articles, more about AO happenings and innovative approaches other courts are taking;
20. More of "What is FCCA Doing for Me?";
21. Articles on benefits available to members;
22. Include stories per district court or state;
23. Articles dealing with stress of new procedures being implemented;
24. Update web site with information;
25. Articles on case flow management, trends in automation;
26. Sections for sharing best practices, tips, tricks, self-help and personal development, such as financial planning, getting along with others;
27. Summary article after each conference and mid-year meeting on breakout sessions for those unable to attend;
28. Request members to submit interesting articles;
29. Add more regular sections, i.e., letters to Editor, CM/ECF news, judiciary budget update, topical sections which appear regularly with different articles each time;
30. Topics on current and national applications and new computer platforms that the AO is transitioning to all courts;
31. Include ongoing training around country including online options;
32. How do courts deal with budget problems;
33. Small sections on interesting people; "getting to know your fellow members;"

Summary of Survey Responses from FCCA Members

34. Member profiles from all over United States;
35. Regular columns on training, include articles by MSU training consultant.

Members mentioned they would like to have the option of having the *Journal* e-mailed or mailed in hard copy format. Members stated they would like to receive brief e-mail updates in addition to the normal publications (whether the final decision is for e-mail or hard copy). They don't want the issues to be stale come *Journal* time. Most members stated that they are able to receive the *Journal* at the office, and most people do not have a home e-mail address. If they received the *Journal* by e-mail, they would print a copy to read or share with other members. Some people mentioned the fact that they would only share with other **members** because that is one of the benefits of being an FCCA member.

THE COUNT

- 77 - *Journal* e-mailed. Members who choose this option said they preferred it because it would save costs on postage, paper, time, efforts and time of preparation. Also an e-mailed version may include links related to conventions, meeting sites, travel, other court's web sites, more general, interesting matters.
- 110 - *Journal* hard copy. Members who choose this option said they preferred it because a hard copy publication looks more professional, they can share it with others and read it away from the computer.

NOTE: 110+77 does not equal the total who responded and some did not respond at all. Therefore, I factored in the fact that even though some members preferred a hard copy, they also wanted the *Journal* e-mailed because it would save costs.

If Received More Often / How Often? (Some didn't respond at all or didn't have a preference.)

1. Monthly	15
2. Bimonthly (every two months)	1
3. Quarterly (4 times per year)	24
(or 2 times per year hard copy & 2 e-mail)	1
4. Semi or Biannually (2 times per year)	2
5. Current publication is fine (3 times per year)	3
6. Six times a year	1
7. Every two months	11
8. Six times a year	4
9. No preference	1
10. More Often	4
11. Whenever published	2
12. Two hard copies per year w/short e-mails	1
13. Yes - as needed	3
TOTAL	73

More Current News Affecting the Judiciary? N-37 Y-89

Fitzgerald Scholarship

By Andrew Oyemola
PC Support Team
Eastern District of Arkansas

In August 2002, I began my life-long goal to obtain a Bachelor of Arts degree in an area that interested me. I carefully thought about which scholastic track that would allow me to learn more about the world that surrounds me. I decided to pursue a degree in the area of criminal justice. I have taken twelve hours in this area, and have found the classes to be very interesting. The class that has had the most impact on the way I view criminal justice was entitled "Serial Crimes." While taking this class, I developed an understanding of how serial crimes are profiled by investigators. Investigators are able to survey a crime scene and determine many key characteristics of the offender. For example, if the crime scene seems disorganized, the investigator can determine key personal characteristics, post-offense behavior, and interviewing techniques from the observation of the crime scene. Hence, this class allowed me to understand the work that is involved in the development of a case profile.

This class and others will allow me to further my future career plans. I have a broad understanding of the computer industry, and I would like to do something that would allow me to give back to society. The ideal job for me would be working in the field of computer forensics. The knowledge that I have gained in my "Serial Crimes" class will allow me to better understand the different offenders in the criminal justice system. Obtaining my BA is going to be a slow process, but I know I will get there. Once my degree is awarded, the world of computer forensics is mine for the taking.

In May of 2000, the United States District Court Eastern District of Arkansas gave me a wonderful opportunity and I began my journey down the road to success. During my first two

years of college, I obtained a broad range of book knowledge. However, my true computer skills were acquired at the court. The court has been good to me and each day I try my hardest to give back to the court system. The court introduced me to FCCA in my second year of employment. Therefore, I was able to learn about a wonderful organization and obtain a scholarship along the way. I would like to thank the FCCA for granting me the scholastic scholarship. It is an honor to be a member and a recipient of this scholarship. The award is being used to assist someone that enjoys giving back to the community.

Editor's Note - To apply for the Carol Fitzgerald Scholarship: Information and application for the Carol Fitzgerald Scholarship is available at the FCCA Web site www.fcca.ws. Deadline to submit applications is April 15, 2005.



What Do You Know About Boston?

By Ginny Hurley

Team Boston is still at it, hard at work preparing for our conference in July 2006. As most of you know by now, we are the host city for the 2006 conference. We have chosen the Radisson hotel in downtown Boston as our headquarters for the conference week. The Radisson is a short walk, trolley, subway or cab ride away from most sights of interest in Boston.

We hope you take advantage of the wonderful historical and fun sights to see in Boston. Within our city's limits you will find everything from wonderful architecture, such as the Massachusetts State House on Beacon Hill or our own new courthouse in South Boston, historical sights such as Paul Revere's house in the North End, the 'Cheers bar (actually the Bull & Finch on Beacon Street), and the famed Green Monster at Fenway Park.

But before you come to our fair city, it's time to get the facts straight! Did you know about our Great Molasses

Flood of 1919? Or why Boston is called Bean Town? Or why Boston is called "the Hub"?

Here are the answers to those questions, and other claims to fame.

The Great Molasses Flood: Molasses was a common sweetener used in most baking in the early part of the 20th Century, so there were huge vats of it stored everywhere one could look in Boston. The tank that burst on January 15, 1919 was 50 foot tall and held 2.5 million gallons. The tank burst in Boston's North End, sending a 20-foot high wall of molasses over the area, killing 21 people. It was reported that molasses could be smelled in the area for years after the accident.

Bean Town: Speaking of molasses, Boston is called Bean Town because of our location on the trade routes. Beans were cheap, plentiful and easy store, and you know now that we were never at a loss for molasses. What a natural combination!

The Hub of the Universe: this phrase was first used by writer Oliver Wendell Holmes, who referred to the State House as the hub of the solar system. Unfortunately, it appears it wasn't meant as a compliment. But as Bostonians tend to do, we turned things around to our own advantage. Today, a plaque in the sidewalk in front of Filene's department store in downtown Boston commemorates the exact center of the universe (at least as we see it).

Did you also know that:

The oldest public park in the country is our own Boston Common?

Boston's "T" (our transit system) is the oldest in the nation?

The first free public library was founded in Boston in 1854?

Alexander Graham Bell invented the telephone in Boston?

Those are just a few of the things you can learn about Boston during your stay with us. We look forward to your visit in July 2006!



Health Insurance - Understanding the Fine Print of Catastrophic Coverage

By *Ronnie Honey, Chief Deputy Clerk,
District of Arizona*

When selecting a health insurance plan, most of us take a quick look at the catastrophic maximum, breathe a cautious sigh of relief, and think, "okay, worst-case scenario, the most I'll have to pay out of my own pocket in a single year is \$(fill in the blank)." Catastrophic maximums are generally around \$4000 to \$7000, depending on your health care plan. But if you think that this is truly all you'll ever pay in one year, you may need to think again.

Two Clerk's Office employees in the District of Arizona recently discovered that their interpretation of "catastrophic maximum" and the insurance companies' interpretation were two entirely different things. Unfortunately, these two employees learned about catastrophic coverage the hard way and are now facing exorbitant out-of-pocket medical costs. Hopefully, this article will make you aware of the limitations associated with catastrophic coverage if you were not already aware, and may prompt you to carefully review your plan's coverage for emergency services as they relate to nonpreferred or nonparticipating facilities and providers.

If you pick up your PPO plan brochure and turn to the section on catastrophic protection, the opening paragraph will likely contain some reassuring language along with the maximum out-of-pocket dollar amount for which you are responsible in a single year. If you continue reading, you may see some language that reads similar to this:

The following expenses are not included under this feature. These expenses do not count toward your catastrophic maximum and you must continue to pay them even after your expenses exceed the limits described above.

Following that paragraph is a list of exceptions, including one that reads,

"The difference between the Plan allowance and the billed amount." This may sound reasonable because, after all, if you don't go to a preferred provider you can't expect the insurance company to pay the difference. But what happens in an emergency situation when a preferred provider isn't available?

If, like one of our employees, you were to find yourself with a seriously injured child in a remote part of the state with the nearest preferred hospital about 150 miles away, you would probably get to the closest hospital and concentrate on the emergency treatment of your child. And, if you found that your injured child needed immediate, more sophisticated treatment, you would probably not object to the helicopter transport that would take your child to a preferred hospital. But, after weeks of stress, worry, surgeries, and physical therapy, you might be shocked to learn when the bills start to arrive that you owe tens of thousands of dollars in noncovered charges. Why? Because the *plan allowance* is often substantially lower than the fees charged by the non-preferred hospitals and doctors. Worse, not all doctors and surgeons who work at preferred hospitals are themselves preferred providers! As our two employees discovered, it can be very expensive to assume that emergency services physicians and surgeons are preferred providers simply because they are working in a preferred hospital.

HMOs may have similar restrictions. Plan brochures address catastrophic maximums for "covered services" but can be somewhat vague about the actual allowance for emergency services received outside of the service area, and/or by nonparticipating providers. If you have an HMO, you may want to do some careful research in this area.

Some healthcare plans have addressed coverage in the area of emergency services separate and apart from catastrophic coverage. For example, one PPO now limits the insured's responsibility for nonparticipating facilities or providers to \$5000 *per claim* as long as the services are covered and are part of emergency services. There are, however, certain exceptions that may apply in these circumstances as well, such as the type of doctor providing the service.

As you can imagine, a life threatening emergency situation is not the time to negotiate fees, question doctors about their provider affiliations, or delay treatment pending confirmation of or access to preferred providers. Consequently, we are probably most financially vulnerable during times of extreme emergency. Therefore, it really pays to understand your coverage and make decisions accordingly.

Section 113 of the Patients' Bill of Rights Act of 2004, H.R. 4628, which was introduced in the House on June 21, 2004, is titled, "Access to Emergency Care," and requires health insurance providers to cover emergency services regardless of whether the healthcare provider furnishing such services is a participating provider. While it's hard to know what, if anything, may come of this Bill, healthcare coverage is an important issue that affects every one of us. If you want to read more about this Bill, go to www.thomas.loc.gov. If you want to write your Congressman about your concerns and/or encourage his or her support of this Bill, you can do so very easily by going to www.house.gov/writerep. In the meantime, be sure you understand your health insurance coverage and, most importantly, be safe and stay healthy!



Federal Court Clerks Association Awards

By Sue Rigan, Awards Chair, W.D. Mich.

The FCCA has several award programs that recognize members who provide outstanding service to the FCCA, the courts and the community. All nominations for all awards must be received by the respective committees no later than April 15 of each year. Below is a summary of each award, briefly describing each nomination and selection process.

Angie Award

The Angie Award was created in 1982 to honor the memory of Angelo "Angie" Locascio, former Clerk of the U.S. District Court for the District of New Jersey. This award is only presented when a Clerk of a federal court has displayed, over a sustained period of time, those highly commendable qualities which Angie possessed, including: an unrelenting commitment to improving the administration of justice; fearless pursuit of his or her causes and goals regardless of their popularity; and unblemished integrity.

Any FCCA member who is a Clerk of Court and has demonstrated the unique qualities shown by Angelo Locascio, is eligible for the Angie Award. Any FCCA member may make a nomination. The nomination form can be found on the FCCA Web site. Nominations shall be submitted to the Chair of the Clerks' Council. (Editor's Note: Bill McCool, Clerk, N.D. Fla., currently is Chair of the Clerks' Council.) Nominations received after April 15 will be considered for the following year.

The Angie award is a specialized award and will not necessarily be awarded on an annual basis. The decision of whether to select an individual as the recipient of an Angie Award shall be by majority vote of the Executive Board of the Clerks' Council. The award winner will receive an Angie Award plaque at the Annual

Conference and an article will be written about the winner for publication in the *FCCA Journal*. The name of each Angie Award winner will be engraved on the original Angie Award in the courthouse of the District of New Jersey.

Ross Levy Memorial Award

The Ross Levy Award was established in memory of Ross Levy, an FCCA member whose loyalty and spirit live on after his untimely death. Its purpose is to ensure recognition and appreciation to those deputy clerks around the country whose performances both on and off the job have been exemplary and who've had an outstanding impact on the FCCA. The recipient of the award will be recognized at the Annual Conference, and will receive a plaque and a check for \$200.

The successful nominee must be a current member of the FCCA as well as a current employee of the federal courts. S/he should have been a member of the FCCA for at least five years and must have assisted the FCCA in fulfilling its mission in a significant way. The individual must have contributed considerable time and energy in developing programs and activities to benefit the FCCA's membership. The individual's performance must be of such high caliber that s/he is easily recognized and respected by the FCCA's officers and board members.

The Ross Levy Memorial Awards Program is administered by the Chair of the Deputy Clerks' Council (Editor's Note: Cris Squieri-Beeman, C.D. Cal. currently is Chair of the Deputy Clerks' Council) and two of its members. Names of nominees must be submitted to the Chair of the Deputy Clerks' Council no later than April 15 of each year. Nomination forms are available

on the FCCA's Web site. Nominations will be reviewed by the committee and the name of the successful member will be announced in the summer issue of the *Journal*.

Dwight D. Opperman Public Service Award

At the 1999 Annual Conference in Miami, the FCCA Foundation awarded the first Public Service Award. This award recognizes and rewards deputy clerks who consistently render extraordinary service to the public, thereby enhancing the image of the Clerk's Office and the court. The name of the award recognizes the generous donation by the Dwight D. Opperman Foundation of sufficient funds to endow the Public Service Award. Mr. Opperman was the Chairman and CEO of West Publishing Company. Although the FCCA Foundation has been dissolved, the award will continue to be granted whenever there is a worthy recipient and will not necessarily be made annually. S/he will be recognized at the annual conference, and will receive \$1500 and a plaque.

Nominees must be front-line employees who regularly interact with the public and consistently do so in an exemplary manner so as to enhance the image of the Clerk's Office and the courts. Such service to the public must have been over a sustained period of time (for at least a year). Nominees must be recommended by their supervisor and/or peers and endorsed by the Clerk. A nominee's last performance rating must have been at least above average, and he or she must have received the highest rating possible for that part of the rating that covers dealing with the public. Additionally, a nominee must have been a member of FCCA for at least one year.

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FCCA Awards

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Nominations are to be submitted to the President of the FCCA (Editor's Note: Jeff Apperson, W.D. KY, currently is serving as FCCA President) no later than April 15 each year. The nomination, not to exceed two pages of narrative, must include specific examples of exemplary performance and must clearly establish that the nominee meets all eligibility criteria. The President will hold all nominations and submit them in a batch to the Screening Committee by May 15. By May 15, the Screening Committee will decide whether an award will be made and will notify the Awards Chair.

Special Service Award

This award started in 1995 and is presented to FCCA members who have contributed significantly to the organization. Anyone may nominate a fellow FCCA member for this award by submitting a written narrative to the Awards Chair (Editor's Note: Sue Rigan, W.D. MI currently is serving as Awards Chair) explaining in detail why the nominee is deserving of special recognition.

The deadline for submissions is announced in the *Journal* and is April 15. Nominations are reviewed by the Awards Committee members and a recommendation is made to the FCCA President, who will make the final decision. No more than five Special Service Awards are usually given in a year. The recipient(s) do not know that they will be receiving this award until the presentation is made at the Annual Conference Banquet. They receive special recognition at the Banquet, along with an engraved gift.

Twenty-Five Year Service Awards

This award consists of a 25-year pin and a certificate. Both are presented to all FCCA members who have

been members for 25 years. Each recipient is recognized at the Annual Conference during the awards presentation.

Miscellaneous Awards

The FCCA consistently recognizes those members who dedicate themselves to the FCCA by providing their time and service. Officers and members of the Board of Directors receive special recognition at the Annual Conference along with committee chairs, committee members, and the court hosting the Annual Conference.

The 2005 Awards Committee consists of Sue Rigan, W.D. MI, Chair; and members Sheila Beauchene, D. ND; Amy Hickox, Bankr. ID; and Cindy Idema, W.D. MI. If you would like more information about the FCCA Awards, please visit the Web site, or contact any Awards Committee member, or your local FCCA representative.



Special Service Award Nominations Sought

By Sue Rigan, Awards Committee Chair

Nominations for the Special Service Award are now being taken! This award may be presented to any FCCA member who has made a significant contribution or given outstanding service to the FCCA. Any FCCA member may nominate a fellow FCCA member. No more than five Special Service Awards are usually given in a year.

You may e-mail your nomination with a brief description of the reason for the nomination, including an explanation as to the contributions your nominee has made to the FCCA, to: Sue_Rigan@miwd.uscourts.gov or you may mail them to Sue at U.S. District Court Clerk's Office, 110 Michigan Street NW, Room 399, Grand Rapids, MI 49503, or fax them to 616-456-2058. Deadline for submitting nominations is **April 15, 2005**.

Committee members Amy Hickox (District of Idaho), Cindy Idema (Western District of Michigan), and Sheila Beauchene (District of North Dakota), will be reviewing the nominations. The recipients will be presented for approval to President Jeff Apperson and winners will be given their award at the Annual Conference in Chicago, Illinois. This is a great opportunity to recognize those "special services" provided by an FCCA member. Perhaps you or someone you know will join the 29 FCCA members who have received this award since its inception in 1995!



District Court Administration Division Launches Methods Analysis Program

By Karen Gilger, IT Specialist, DCAD, AO

The District Court Administration Division has begun a major initiative to assist courts in the development of more efficient and effective case management practices. The Methods Analysis Program (MAP) identifies specific functional areas where improved procedures can save resources and improve service. The MAP effort was originally developed in 1994, under the direction of the Judicial Resources Committee. A number of functional areas including the intake process and jury administration were studied at that time and numerous better practices and procedures for clerks' office operations were shared with all district courts. The committee has recently asked the Administrative Office to rejuvenate the MAP Program in

Continued on page 31

Methods Analysis Program

Continued from page 30

light of the need to identify cost containment opportunities in the face of more austere budgets. In addition, the introduction of the CM/ECF system in more than 60 district courts has brought significant changes in operational practices and has provided courts with valuable tools in the effort to achieve greater efficiency.

In order to continue to promote efficiency and economy in district court clerks' offices, the District Court Administration Division has been working to establish a formal process for methods analysis and improvement. The Division sought court volunteers to serve on a MAP Working Group which will review current clerk's office procedures and identify and develop the most effective and efficient processes for performing every major function in the clerk's office. The Working Group will review and suggest modifications to the existing recommendations from the earlier MAP efforts, to bring them into line with current court practices, especially in the areas that are impacted by the implementation of the CM/ECF. These recommendations will be reviewed and approved by the District Clerks Advisory Group.

The MAP Working Group held its first meeting in December 2004. During the two-day meeting, court staff reviewed practices and procedures for criminal case opening, Rule 20/40 transfers, motions to vacate under 2255, and the processing of Judgment and Commitments. The review of each functional area will include the following steps:

- identification of court operations or functions that will benefit from methods analysis;
- documentation of current work processes;

- determination of required levels of court services;
- identification and evaluation of varying work practices already in use or suggested as possible improvements;
- development of an inventory of potentially better work practices;
- communication of the suggested practices to the courts;
- support for the testing and implementation of the practices; and
- monitoring of the implementation of new practices and assessment of their impact.

Development of a better practice may result in one or more of the following:

- elimination of tasks;
- transfer of tasks;
- more efficient procedures with current resources and equipment;
- new technology or enhancement of existing technology.

The new practices are currently being edited and routed through various offices for consensus. Once final approval is obtained, the participating courts will beta test the processes by implementing the new practices in their courts on a test and training platform. The new practices will be evaluated and timed, and then a cost benefit analysis will be conducted to determine savings to the courts. MAP group members are as follows:

Debbie Mackling - Nebraska
Kevin Calpin - Pennsylvania Middle
Leigh Kinzer - Kansas
Dan McAllister - New York Northern
Joe Burgess - District of Columbia
Mattie Powell Taylor - District of Columbia
Lee Womack - AO / SDS Texas
Robert Withoff - AO/ SDS Texas
Karen Gilger - AO/DCAD/Project Manager

Court staff with questions about MAP or with an interest in participating in the MAP process can contact Karen Gilger at 202-502-1570.



Nominations Are Being Sought for National Officers and for Circuit Representatives

Our Nominations Committee is looking for a few dedicated, enthusiastic members who are willing to get involved and be nominated for the national office of President-Elect and Secretary, and for Circuit Representatives for the odd numbered circuits.

If you know of someone who would like to be nominated for the above positions, please contact the individual and encourage him/her to run for one of the aforementioned positions. The individual can be from any court (District, Bankruptcy, or Circuit). If you are interested, please ask an FCCA member to nominate you. Nomination forms will be forwarded to all District Representatives by their Circuit Representatives.

Nomination criteria for national offices and the Board of Directors are:

The individuals must be active FCCA members, must have attended at least two annual conferences. Terms of office for the above positions are two years and begin at the end of the annual conference.

Duties and responsibilities for circuit representatives are:

- 1) distribute expeditiously all communications for FCCA's President and its governing body;
- 2) assist the various committees of the organization with ongoing projects, as needed;

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Nominations Are Being Sought for National Officers

Continued from page 31

- 3) coordinate the "Blood for Life" program and other local FCCA activities;
- 4) coordinate the Deputy Clerks' portion of the conference program as well as the Seniors' Reception, held at the annual conference;

- 5) coordinate the election process for their circuit (bi-annually) as well as the election of national officers (annually);
- 6) assist the Membership Committee in actively soliciting membership in the FCCA and promoting members involvement in the organization's initiatives and activities; and
- 7) appoint district representatives to assist them in the above duties.

Nominations for circuit representatives this year apply to the 1st, 3rd, 5th, 7th, 9th and 11th Circuits.

Nomination forms must be returned to the Nominations Committee Chairperson, Anne Stygles, U. S. Court of Appeals for Veteran Claims, 625 Indiana Avenue, Suite 900, Washington, DC 20004, 202-501-5970 (Ext. 1030).

Fax: 202-585-3962, before **March 15, 2005**.



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FCCA District Representatives Contact List 2005

STATE	DIVISION	CONTACT PERSON	TELEPHONE
FIRST CIRCUIT			
Maine		Diane Aube	(207) 780-3356
Massachusetts	District Court	Virginia A. Hurley	(617) 748-9166
Massachusetts	Appellate	Donna Barchard	(617) 748-9061
Massachusetts	Bankruptcy	Anita Scigliano	
New Hampshire	District Court	Pat Kelley	
New Hampshire	Bankruptcy	Nancy B. Smith	
Rhode Island		Claire Parvin	(401) 752-7225
Puerto Rico	District Court	Frances Rios de Moran	(787) 772-3011
Puerto Rico	Bankruptcy	Celestino Matta-Mendez	
SECOND CIRCUIT			
Connecticut		Maria Carpenter	(860) 240-3208
New York	Eastern Bk.	August Marziliano	(718) 260-2465
New York	Northern	Wendy Lindskoog	(518) 257-1802
New York	Northern Bk.	Jeffery Dingman	(315) 266-1106
New York	Southern	Corrine Szalay	(212) 805-0103
New York	Southern – White Plains	Lorraine Lombardo	(914) 390-4002
New York	Southern Bk.	Kathleen Farrell	(212) 668-2870
New York	Western	Kimberly Picone	(716) 332-7834
New York	Western Bk.	Michelle Pierce	(716) 551-4096
Vermont	District & Bankruptcy		
Court of International Trade		Mary Jane Mulvehill	(212) 264-1799
THIRD CIRCUIT			
Pennsylvania	Appellate	Kathy Brower	(267) 299-4932
Delaware		Marlene Warrant	(302) 573-6170
New Jersey		John P. Reilly	(973) 645-6654
Pennsylvania	Eastern	John Zingo	(267) 299-7106
Pennsylvania	Middle	Kevin Calpin	(570) 207-5601
Pennsylvania	Western	Diane Gunn	(412) 208-7515
Virgin Islands		Cynthia Romney	(340) 776-0221
FOURTH CIRCUIT			
Maryland		Bea Merez	(410) 962-3793
No. Carolina	Eastern		
No. Carolina	Eastern Bk.	Wayburn Mills	
No. Carolina	Middle	Dennis P. Iavarone	(336) 332-6012
No. Carolina	Western	Terry Leitner	(704) 350-7416
No. Carolina	Western Bk.	Cecelia Burr	
So. Carolina		Sallie Dixon	(803) 253-3676
Virginia	Appellate	Marilyn K. Beck	(804) 916-2723
Virginia	Eastern	Marge Krahn	(757) 222-7238
Virginia	Western	Deborah Mayhew	
W. Virginia	Northern	Judy Shelton	(304) 636-1445 ext. 233
W. Virginia	Southern	Rebecca A. Proctor	(304) 347-3100
FIFTH CIRCUIT			
Louisiana	Eastern	Isidore Grisoli	(504) 589-7712
Louisiana	Middle	Jimmy Purvis	
Louisiana	Western	Catherine Bacon	(337) 593-5001
Louisiana	Western-Bk.	Trelvis Dunford	
Mississippi	Northern	Billie Maddox	(662) 390-4304
Mississippi	Southern	Karen Shearer	(601) 965-4440
Texas	Eastern	Barbara Braley	(903) 590-1012
Texas	Northern	Esmeralda Henry	(214) 753-2152
Texas	Southern	Linda Lee	(713) 250-5564
Texas	Western-Austin	Nancy Fay	(210) 472-6552
Texas	Western-Waco	Mary Cunningham	(254) 750-1501

FCCA District Representatives Contact List 2005

STATE	DIVISION	CONTACT PERSON	TELEPHONE
FIFTH CIRCUIT (Continued)			
Texas	Western-San Antonio	Michael J. Simon	(210) 472-6552
Texas	Western-San Antonio	Nancy Olansky	(210) 641-7185
SIXTH CIRCUIT			
Kentucky	Eastern	Luke Blanche	(859) 233-2503
Kentucky	Eastern-Bk.	Jerry D. Truitt	(859) 233-2522
Kentucky	Western	Trish Carter	(502) 625-3542
Michigan	Eastern	Kim Grimes	(313) 234-5043
Michigan	Western	Cindy Idema	(616) 456-2376
Ohio	Northern	Ronnie Adamo	(216) 357-7030
Ohio	Northern-Bk.	Josiah Sell	(216) 522-4373, ext. 3410
Ohio	Southern	Mary Kaye Budge	(937) 512-1400
Tennessee	Eastern	Geneva Ashby	(423) 752-5285
Tennessee	Middle	Ann Frantz	(615) 736-2364
Tennessee	Middle-Bk.		
Tennessee	Western	Rita Pomtree	(901) 495-1462
Tennessee	Western-Bk.	Machelle Clark	(901) 328-3645
SEVENTH CIRCUIT			
Illinois	Appellate		
Illinois	Central		
Illinois	Northern	Bob Whalen	(312) 435-6860
Illinois	Southern		
Indiana	Northern	Karen Brickner	(574) 246-8043
Indiana	Southern		
Wisconsin	Eastern	Doreen A. Klauck	(414) 297-3372
Wisconsin	Western/BK		
EIGHTH CIRCUIT			
Arkansas	Eastern	Patricia Murray	
Arkansas	Western	John R. Stauffer	(479) 709-5419
Iowa	Northern	Jud Watkins	
Iowa	Southern	Susan Kern	(515) 284-6299
Minnesota		Karen Mack	
Missouri	Appellate	Linda Dahm	
Missouri	Eastern	Jeanne Pattrin	
Missouri	Western	Michele Nelson	(816) 512-5036
Nebraska		Jennifer Stone	(402) 661-7364
No. Dakota		Anne M. Kuschel	(701) 297-7002
So. Dakota		Jackie Meisenheimer	(605) 330-4447
NINTH CIRCUIT			
Alaska			
Arizona		Deb Lucas	(602) 322-7100
Arizona	Bankruptcy	Kathy Stull	(602) 640-5800
California	Appellate	Robert E. Rucker	(415) 556-9585
California	BAP	Nancy Dickerson	(626) 583-7906
California	Central	Dawn Bullock	(213) 894-0662
California	Eastern	Marianne Matherly	(559) 498-7257
California	Eastern-Bankruptcy	Norman Sherman	(916) 930-4400
California	Northern - San Francisco	Ian Keye	(415) 522-2003
California	Northern - San Jose	Linda Monroe	(408) 535-5378
California	Northern Bk.	Dennis Bilecki	(707) 525-8714
California	Southern	Thelma Mason	(619) 557-6418
California	Southern-Bk.	Barry K. Lander	(619) 557-5600
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Hawaii		Natalie Higa	(808) 541-1330
Hawaii	Bankruptcy	Audrey Wong	(808) 522-8100

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Nevada	Bankruptcy	Eileen Werkheiser	(702) 388-6192
No. Mariana Islands		Galo L. Perez	011-670-234-7131
Oregon		Mary Anne DeLap	(503) 326-8052
Washington	Eastern	Lee Ann Mauk	(509) 353-2150
Washington	Western	Renee Young	(206) 553-0522
		Darlene Moore	(206) 553-5598
Washington	Western-Bk.	Aurette DeLap Erickson	(206) 553-7545
TENTH CIRCUIT			
Colorado	Appellate	Ardell Schuler	(303) 844-3157
Colorado		Tom Turner	(303) 844-0603
Kansas		Evelyn Franklin	(316) 269-6321
New Mexico		Mary Lou Gonzales	(505) 348-2055
Oklahoma	Eastern	Tami Collins	(918) 687-2471
Oklahoma	Northern	Anita Caldwell	(918) 699-4706
Oklahoma	Western	Carrie McKee	(405) 231-4627
Utah		Ruth Kawashima	(801) 524-6106
Wyoming		Stephan Harris	(307) 772-2149
ELEVENTH CIRCUIT			
Alabama	Middle	Yvonne Goodloe	(334) 954-3613
Alabama	Northern	Sharon Harris	(205) 278-1717
Alabama	Northern-Bk.	Richard Mauk	(205) 714-4004
Alabama	Southern	Chuck Diard	(251) 690-2940
Florida	Middle	Sandy Howes	(407) 835-4222
Florida	Middle-Bk.	Celia Rodenmeyer	(813) 521-3532
Florida	Northern	Marilyn Holland	(850) 521-3532
Florida	Northern-Bk.	Richard Mildenberger	(850) 942-8940
Florida	Southern	Steve Larimore	(305) 523-5010
Florida	Southern-Bk.	Joe Falzone	(305) 714-1894
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Georgia	Northern	Allen G. Newman	(404) 215-1341
Georgia	Northern – Bk.	June Phillips	(404) 215-1017
Georgia	Middle	Wanda Misinco	(478) 752-3497 ext. 4458
Georgia	Southern	Kathy White	(912) 650-4031
Georgia	Southern-Bk.	Laura Corzine	(912) 650-4130
NATIONAL			
DC Circuit		Scott Atchue	(202) 216-7288
Federal Circuit		Bettina Guerre	(202) 312-5516
Court of Fed. Claims		Harold Wymbs	
District Court of DC		Regina Larry	(202) 354-3362
Court of Veterans Claims		Ginny McCray	(202) 501-5970 ext. 1035
Judicial Panel on Multi-district Litigation		Ariana Estariel	(202) 502-2800
Supreme Court		Gary Kemp	(202) 479-3029

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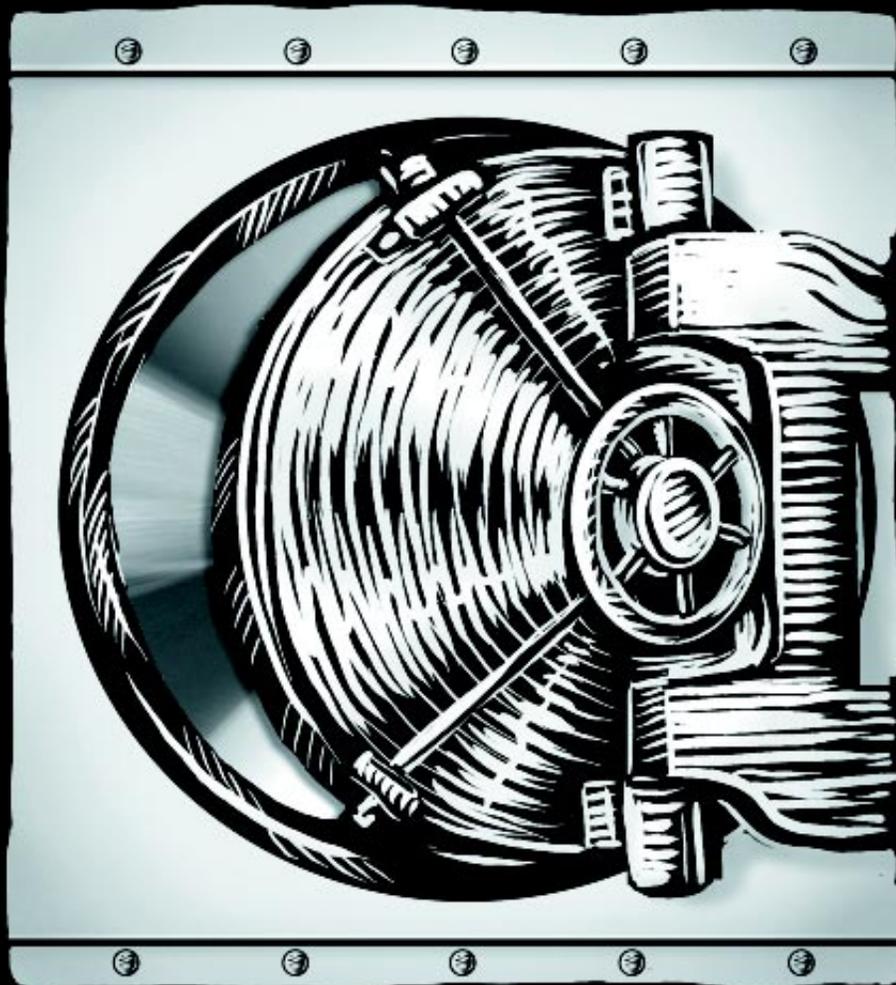
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