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Denver Office

ATTACHMENT A

November 2, 2021

City of Fernley
595 Silver Lace Blvd.
Fernley, NV 89408

Hon. Lori Matheus
Fernley Municipal Court Judge
595 Silver Lace Blvd
Fernley, NV 89408

The National Center for State Courts (NCSC) is pleased to submit this proposal to the City of Fernley, the Fernley Municipal Court, located in Lyon County, Nevada, to the east of Reno. In response to a request, the proposal provides a technical assistance efficiency study and evaluation of the Fernley Municipal Court and the Fernley City Court Prosecutor. The evaluation will include recommendations for improvement and operational efficiencies based upon national court and prosecutor practices.

Background

The Fernley Municipal Court functions as the limited jurisdiction court for the City of Fernley, Nevada. The Court averages just over 3,000 cases filed per year, which includes approximately 400 criminal cases and approximately 2,600 traffic filings. Court operates one full day each week and conducts trials once a month. In-custody hearings are conducted two times a week. The Court anticipates the influx of civil traffic filings in the future. A City Prosecutor provides attorney services for the criminal filings, public defense services are available via attorney contracts, and local law enforcement functions, including services for dispatch and detention, are provided by the County Sheriff's Department for Lyon County.

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The Court operates jointly from the City Council chambers location, and with the benefit of technologies for remote service and access, has been operating virtually since the onset of the pandemic, with the exception of bench trials which have remained as in person proceedings. The Municipal Court Judge has been on the bench for nine years, and the Court functions with one court administrator and three court clerks. Of note, the Municipal Court Judge has also served for three years as the Justice of the Peace for the Canal Township Justice Court. Staffing and general operations for the Justice Court remain separately funded and functional. The Justice Court is NOT included in this evaluation.

The City has initiated requests for proposals for an efficiency study of selected City departments and wishes to also have an efficiency study conducted for the Court and City Prosecutor functions. The Municipal Court Judge, recognizing that national court and justice system experience and knowledge would benefit the study, requested that the NCSC provide a proposal for an efficiency and performance evaluation for the Court and Prosecutor. It is anticipated that the evaluation will be targeted to occur after the 2021 holidays.

This project contemplates consulting services used to do the following: observe, review, and document operational findings for the Court and Prosecutor; provide information about national best practices; and provide a written report with the findings and recommendations for operational improvements.

Specific consulting tasks are outlined below.

- I. Project Kickoff and Introduction. Consultants will convene a kick-off meeting with Court and City representatives to a) introduce City representatives and the consultants, b) outline consulting services to be provided including steps and actions that comprise the consulting engagement, c) identify the designated local project contact point and individuals to be interviewed during the evaluation, d) answer and clarify any questions, and e) confirm target timelines and next steps.

- II. Research and Review. Project consultants will review the current operational situation and status. It will include review of prior studies, reports, directives/standard operating procedures, or orders on court operations, and prosecutor functions. Research will include review of related documents, caseflow or operational plan documents, materials, and policies for both the Court and Prosecutor. As available from data reports, reviews will include case filing, caseflow and workflow data, and performance metrics.

- III. Site Visit and Interview of Court and City Representatives. Project consultants will meet with and interview important system participants, including the Judge and Prosecutor, court administrator, Court and Prosecutor staff, and designated justice system stakeholders (pro tem judges as indicated by the Judge, public defense attorneys, designated law enforcement and detention/in custody representatives, City officials such as the Mayor and City Manager, and professional providers that may play a role in or contribute services for Municipal Court cases and Prosecutor operations. Areas anticipated to be included will be Court and Prosecutor processes, customer and litigant access, and justice system partner interactions. A two-day on-site visit is anticipated for meetings, observation, and interviews. However, based on the pandemic status, interviews and communication may occur in person during a site visit or via virtual meetings, or using both methods.
- IV. Report Draft Preparation. Consultants will prepare a draft report for review by the Court in which findings and recommendations are noted. The report will include information and materials to indicate and substantiate best practices and improvements that can be applied by the Court and Prosecutor.
- V. Report Review and Revision. The Court and City will be invited to comment on any corrections, revisions, or clarifications needed, via the local contact representative. A final report will be prepared.
- VI. Submission of Final Report. A final report with recommendations and best practices for the Court and Prosecutor will be submitted electronically.

Organizational Qualifications

The NCSC is an independent non-profit corporation with the mission to improve the administration of justice through leadership and service to state courts and to justice systems around the world. Founded by the Conference of Chief Justices in 1971, the NCSC is the pre-eminent judicial reform organization in the United States and a national and global leader in helping courts improve the administration of justice and delivery of services. The NCSC is governed by a diverse Board of Directors of 26 members elected by the state chief justices and state court administrators. Its professional and administrative staff of 150 employees is located at the organization's headquarters in Williamsburg, Virginia, and in offices in Denver, Colorado, and Arlington, Virginia. The NCSC's annual operating budget is approximately \$63 million, including revenues from assessments paid by the state court systems, government and private grants and contracts, tuition and user fees for education programs, conferences, and other services, sales of publications, and private contributions.

The NCSC provides its programs and services through six divisions:

- Court Consulting Services
- Research and Technology Services
- Strategic Development/Knowledge and Information Services
- International Programs
- Institute for Court Management
- Association Services/Government Relations Office

The NCSC has been providing research, education, information, technology, and direct consulting services to state and local court systems for 50 years. The NCSC brings a broad range of resources to justice system studies, including an expert staff, a history of work with diverse jurisdictions nationally and internationally, and institutional links to other national court-related organizations. The NCSC's familiarity with the unique nature of courts and justice systems enhances its ability to work effectively and efficiently with judicial officers, administrators, court personnel, and representatives of court-related agencies

The NCSC is dedicated to modernizing court operations and improving justice at the state and local level throughout the country. By functioning as an extension of the state courts, the NCSC acts as a focal point for judicial modernization, serves as a catalyst for implementing standards of fair and expeditious judicial administration, and helps determine and disseminate solutions to the problems of individual courts and state judicial systems.

The NCSC's work includes providing information, technical assistance, and consulting services to courts and other interested parties, and conducting research and evaluations in all areas of operation of the courts. The NCSC provides direct court consulting services to courts in order to improve court management performance across a broad spectrum of topical areas, including not only strategic planning, but also court leadership, caseload management, financial management, technology management, human resources, facilities, court security, jury management, and access to justice as well. No organization in the nation is more knowledgeable about how courts work and the application of modern management principles to court leadership, organization, and operations than the NCSC.

Through its involvement with CCJ and COSCA, and through its own consultancy projects and civil justice research, the NCSC has been a leader in the judicial branch movement to recognize that public trust and confidence in the courts are intertwined with access to justice. Additionally, the NCSC has been a leader in providing language access consulting services, including the oversight of national court interpreter exam activities for state and federal court interpreter certification processes and direct assistance to states in implementing language access plans and

programs. In turn, the NCSC has supported courts in their efforts to take proactive steps to increase equal access, including removing barriers to self-representation wherever possible. The NCSC has completed policy development work and consultancy projects in the areas of equal access and self-represented litigants, including:

- **Assessment of the Peoria Municipal Court, Peoria, AZ**
Contact Name: Christine Nickel
Title: Human Resources Director
Email: Christine.Nickel@peoriaaz.gov
Phone: (623) 773-7100
- **Innovation and Efficiency Study of the Phoenix Municipal Court, Phoenix, AZ**
Contact Name: Jeff DeWitt
Title: Director of Finance Department
Email: Jeff.dewitt@phoenix.gov
Phone: (602) 262-6033
- **Technical Assistance Review of the Littleton Municipal Court, Littleton, CO**
Contact Name: Phil Cortese
Title: Deputy City Manager
Email: pcortese@littletongov.org
Phone: (303) 795-3732
- **Arvada Municipal Court, Court Structure Assessment, Arvada, CO**
Contact Name: Linda Haley
Title: Director of Human Resources
Email: lhaley@arvada.org
Phone: (720) 898-7567
- **Evaluation of Kansas City Municipal Court Case Management System and Operational Efficiencies, Kansas City, MO**
Contact Name: Megan Fuller Pfannenstiel
Title: Court Administrator
Email: megan.pfannenstiel@kcmo.org
Phone: (816) 513-2700
- **Eugene Municipal Court Case Management Assessment, Eugene, OR**
Contact Name: Kristie Hammitt
Title: Executive Director, Central Services
Email: Kristie.a.hammitt@ci.eugene.or.us
Phone: (541) 682-5524

Staff Qualifications

Janet G. Cornell will serve as the Project Director. Janet has over 40 years' experience in courts and court system leadership. She is a consultant, presenter, and author with local, state, federal and international experience in engaging, educating, and consulting with judges, court staff, and justice system professionals. She is currently a contract consultant and faculty for the National Center for State Courts in Williamsburg, VA, and faculty with the National Judicial College in Reno, NV. Prior consulting has included clients from the United States Aid to International Development (USAID), and the United States Courts-Office of the Circuit Executive, Pacific Islands Judicial Programs. From 2002 to 2013 she was the Court Administrator for the Scottsdale (Arizona) City Court. From 1998 to 2002 she was a criminal justice staff consultant with the Maricopa County (Phoenix, AZ) I.T. Department. Previously, she was Judicial Administrator-Maricopa County Superior Court (civil, criminal, family court, probate, court interpreters, and court facility), Court Administrator with the Maricopa County Justice Courts (traffic, landlord tenant and limited value civil cases) and Operations Manager with the United States District Court for the District of Arizona. Areas of expertise include administration, management, and leadership; court governance; caseload and calendar management; process improvement and reengineering; access for self-represented litigants; operational efficiency assessments; and accountability and court performance measurement.

Consulting and presentations have been conducted at courts and organizations in: Alabama, Arizona, California, District of Columbia, Florida, Georgia, Guam, Illinois, Kansas, Kentucky, Maryland, Missouri, Nevada, New Jersey, New Mexico, Ohio, Oregon, Pennsylvania, Tennessee, Texas, Virginia, and Washington; and internationally with Australia, Brazil, Guyana, Micronesia, Palau, and Serbia.

Memberships include the National Association for Court Management and International Association for Court Administration. She is a Past President of the National Association for Court Management, the Arizona Courts Association, and the Arizona Limited Jurisdiction Court Administrators Association. Janet has a Masters of Public Administration and Bachelor of Arts-Arizona State University, is a Graduate Fellow-Institute for Court Management-National Center for State Courts, Williamsburg, VA., and has certificates from the Leadership Institute for Judicial Education-University of Memphis, TN., and the Leader Coach Institute-Scottsdale, AZ.

Volunteer engagements have included work with the Phoenix Children's Hospital Emily Auction; serving on the Arizona Citizen Review Panel, for the Arizona Department of Child Safety and Arizona State University-Center for Child Wellbeing (two years as a Panel Co-Chair); and as a volunteer Airport Navigator at the Phoenix Sky Harbor International Airport. Janet operates a web site on court leadership topics at www.courtleader.net.

Michelle O'Brien, JD, will serve as Project Consultant. Ms. O'Brien is a Principal Court Management Consultant with the National Center for State Courts. Prior to working with NCSC, Ms. O'Brien was the Executive Director of the Illinois Center of Excellence for Behavioral Health and Justice (2012-2018) where she provided statewide and local training and technical assistance

for jurisdictions working with persons with behavioral health disorders involved with the criminal justice system to improve program designs, policies, and case processing. She was also the Specialty Courts Administrator for the 17th Judicial Circuit Court, Illinois (2009-2012), and a Winnebago County Assistant State’s Attorney (1993-2009). Ms. O’Brien helped develop the mental health court for Winnebago County and served as the prosecutor from its inception in 2005. With over 25 years of experience in the criminal justice system, Ms. O’Brien has specialized in the effective administration of courts using evidence-based principles to guide initiatives from implementation to long-term impact sustainability. Her background includes resolving issues and creating effective solutions for individuals, agencies, and systems from diverse backgrounds and disciplines. Ms. O’Brien is a current board member of the Illinois Association of Problem-Solving Courts, the past president and past board member of the Mental Health Court Association of Illinois and past board member of the Illinois Association of Drug Court Professionals. She is the past president of the Winnebago County Bar Association. Ms. O’Brien is co-author of a chapter in *The Sequential Intercept Model and Criminal Justice*, contributor and editor to the Illinois Department of Human Services Forensic Handbook, and a peer reviewer for the National Association of Drug Court Professionals’ *Adult Drug Court Best Practice Standards, Volume II*. She is a trainer for the Substance Abuse and Mental Health Services Administration’s *How Being Trauma-Informed Improves Criminal Justice System Responses* and is a trainer for the Council of State Governments’ *Mental Health Court Curriculum*. Ms. O’Brien received her JD from Drake University Law School and received a BA in Criminal Justice from Simpson College.

Timeline

Tasks	Months					
	1	2	3	4	5	6
I. Project Kickoff Consultation and Introduction	X					
II. Research and Review		X	X			
III. Site Visit and Interviews				X		
IV. Draft Report					X	
V. Report Review and Revision					X	X
VI. Final Report						X

Budget

The total estimated cost of the project will be a firm fixed price \$33,000. The project cost includes all professional and administrative time, travel, and indirect costs. An example of some of the costs included in NCSC’s indirect cost rates are equipment, supplies, telephone, printing/photocopying, postage, and audits. The indirect costs are based on approved labor category rate chart used for all contracts.

Task	Estimated Hours	Estimated Cost	Estimated Travel
I. Project Kickoff Consultation and Introduction	14	\$2,306	
II. Research and Review	22	\$5,804	
III. Site Visit and Interviews	32	\$13,770	2 Consultants / 2 days
IV. Draft Report	20	\$4,260	
V. Report Review and Revision	20	\$4,260	
VI. Final Report	14	\$2,600	
Total	188	\$33,000	2 Consultants / 2 days

Thank you for the opportunity to submit this proposal and participate in this project. We look forward to working with you. If I can provide any further information, please contact me at (303) 308-4301 or lklaversma@ncsc.org.

Sincerely,



Laura Klaversma
Court Services Director