2014 ANNUAL REPORT

DELAWARE JUDICIARY: MEETING THE CHALLENGES OF THE FUTURE

Transition – The Changing Supreme Court

Judicial Branch Initiatives Focused on Innovation:

INVOLVING THE BAR AND OUR CONSTITUENTS
in setting the agenda for the future

Meeting the business world's need for **COST-EFFECTIVE AND TIMELY DISPUTE RESOLUTION**

LONG-TERM PROCESS IMPROVEMENT APPROACH
throughout the courts and justice partners

INVESTING IN OUR EMPLOYEES
– they are our key capitol

DIGNIFIED AND SAFE COURTHOUSES
are essential to justice

SMART USE OF TECHNOLOGY

Increasing **ACCESS TO JUSTICE** for all Delaware Citizens

ADDRESSING WORK-LIFE BALANCE ISSUES FOR ATTORNEYS

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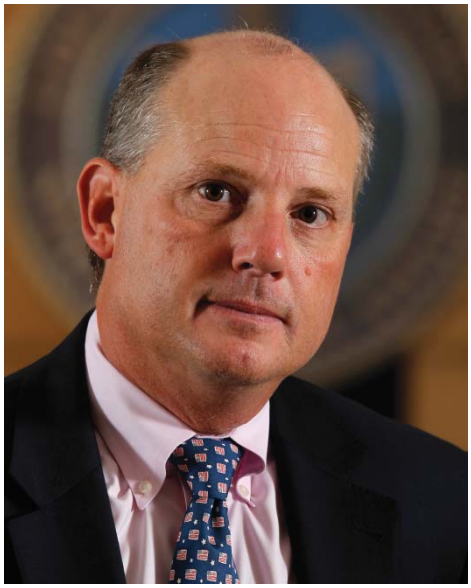
MESSAGE FROM CHIEF JUSTICE LEO E. STRINE, JR.

In this, my first Annual Report message as Chief Justice, I want to stress how comforting it is to succeed an outstanding leader, Myron T. Steele. Chief Justice Steele's passionate and effective leadership leaves us with the happy task of trying to make a strong judicial system an even better one. And the state of our judiciary is sound. Our cases are usually disposed of in a timely manner, the relationship between the Delaware Bar and our courts is excellent, and entrepreneurs and business executives around the world continue to view Delaware as the domicile of choice for business entities.



Chief Justice Leo E. Strine, Jr.

Our Judiciary's expert resolution of corporate and commercial disputes is an important reason for the success of what is now Delaware's most important industry – entity formation and the larger legal industry.

But, our continuing ability to effectively handle cases that are vital to Delawareans – matters like criminal cases, sensitive family disputes, will contests, and neighborhood disputes – is every bit as important to the high regard in which our courts are held.

But we did not get to where we are today by contentedly accepting accolades. We got here because our predecessors prepared us to meet the challenges of the future they faced. We must do the same. The legacy they left us comes with the corresponding responsibility to act as stewards for future generations. During my first six months as Chief Justice, I focused on talking with as many people – judges, attorneys, and justice system partners – as possible, to get their insights into the most important future challenges facing our Judiciary. Through those conversations – and continuing discussions – the following goals for the Judiciary have emerged:

- Involving the Bar and the Courts' constituents in setting and implementing our agenda
- Meeting the business world's need for cost-effective and timely dispute resolution
- Maximizing the use of limited resources
- Identifying flexible funding solutions for Judicial Branch needs
- Investing in court employees, infrastructure, and the smart use of technology
- Improving access to justice for all Delaware citizens
- Addressing work/life balance issues for attorneys

Bench and Bar collaboration is a hallmark of Delaware's legal tradition, and Bar Presidents Greg Williams and Yvonne Saville and the courts have pledged to make that collaboration even more effective.

To kick-start that effort, the Delaware Chapter of the American College of Trial Lawyers (which is composed of our State's finest trial lawyers) and the Delaware State Bar Association (DSBA) (which has identified practice leaders from other key areas such as Family Law and Administrative Law) are in the process of conducting a survey to give attorneys and community members the chance to provide confidential input about how the court system is doing in key practice areas and to suggest systemic changes. The survey process, and resulting recommendations, are expected to be completed by the summer of 2015.

Maintaining and growing Delaware's reputation for being the premier venue to address the business world's need for cost-effective and timely dispute resolution is a top priority. Our immediate focus is on addressing business needs for mediation processes - and appropriate physical space for mediations - in the Court of Chancery. In addition, the Judicial Branch has been working closely with the Executive Branch and the Corporate Law Section of the DSBA to develop a new approach to providing businesses with a rapid, efficient, and cost-effective method for dispute resolution. We anticipate that legislation implementing this approach will be brought up for consideration by the General Assembly and the Governor in 2015.

Another key on-going challenge we face is the likelihood that state revenue growth will continue to be modest. For our Judiciary, that means that we must expect to do the important work entrusted to us with, at best, stable resources. We must be open to new ways of doing business by rethinking old processes and using technology wisely. Consistent with the Judiciary's recognition that we must use taxpayers' dollars judiciously, we have established a partnership with the University of Delaware's Alfred Lerner College of Business and Economics to commit to a single, high-quality approach to process improvement for at least a decade. Leadership training for high-level Judicial Branch managers and representatives from the Governor's Office, Attorney General, Public Defender, Department of Correction, and Division of Youth Rehabilitative Services, was completed in the fall of 2014. Training for staff at all

levels on process improvement techniques has begun and is slated to continue. This approach will help us promote openness to innovation, delivery of high quality services, and invest in our employees. The ability to streamline and rethink old processes is a critical first step in our efforts to implement a single electronic case filing system for all criminal and civil cases in Delaware courts by the end of 2016. Our plan to implement one, high quality e-filing system for our civil and criminal caseloads will improve the ease of practice for litigants, minimize archiving and staff costs, and maximize the sharing and accessibility of information, while allowing us to take full advantage of related technology.

Another initiative to help us manage our limited resources more effectively is the Criminal Justice Council for the Judiciary, which was established in October 2014 under co-chairs Superior Court Judge William Carpenter and President Judge Jan Jurden, to establish consistent, statewide standards for operations in problem-solving courts based upon objective criteria, and to recommend ways to effectively deploy scarce treatment resources to reduce recidivism. This group is also charged with addressing the proliferation of an unwieldy, overlapping group of criminal justice commissions, committees and boards of many names. The group's goal is to identify smaller groups of effective bodies to make better and more timely policy decisions.

We have also been working on a number of initiatives to enhance the overall effectiveness of justice system operations. For example, a new videophone protocol was adopted in the Court of Common Pleas downstate in September 2014, which resulted in a 55% increase in videophone usage in Kent and Sussex Counties during its first few months of operation. This is producing substantial cost savings for the Department of Correction – and an average of 50 less inmates being transported from the prison to those courts each month.

We are committed to investing in our employees and our infrastructure. Remaining mindful of the State's fiscal realities contrasted with our critical resource needs, we are seeking more autonomy and flexibility with Judicial Branch funding and looking for ways to fund initiatives without increased reliance on the General Fund. Most important to our operations are our employees, who have suffered from increasing workload demands, limited resources, and compensation rates that have fallen far behind inflation. And a long-standing inequitable situation must be addressed: almost half of Judicial Branch employees receive less take-home pay than other similarly situated employees solely because they work in the City of Wilmington. Those employees must pay for parking, unlike state employees who work outside of Wilmington and do not have to pay for parking. The typical $1,500 annual cost of parking in downtown Wilmington represents a material drain on resources that could otherwise be available to employees and their families, especially because many court employees make $35,000 or less per year. We recognize that this inequity affects all state employees who work in Wilmington and are working in partnership with the Attorney General and the Public Defender in trying to eliminate this unfairness. We stand ready to work with the other branches of government to address this unfair treatment through the budget process.

We also need to address our deteriorating technology and capital infrastructure. Some of our basic technology hardware, such as servers and switches, are far beyond their projected "end of life," placing court operations potentially at risk. An example of the dysfunction, inefficiency, and excess cost that results from a lack of stable funding for technology is our existing storage area network, which was more than five years past its end of life and close to maximum utilization when we were finally able to replace it. Because we currently do not have an on-going source of sufficient funding to replace outdated technology, the Judiciary is forced into a cycle of intermittently needing large sums of money to replace entire systems. This is not how well-run businesses fund their use of technology. Private sector businesses plan for replacement of technology to achieve cost-savings by purchasing technology in a careful way, taking advantage of scale. We continue to look for all opportunities to address our technology needs.

Safe and dignified courthouses are essential to doing justice. Some aspects of our capital infrastructure – specifically the downstate Family Court facilities – are woefully inadequate. To be blunt, the Kent and Sussex Family Court facilities were built in very different times. They are unsafe. They are undignified. They are unworthy of our state's reputation for having an excellent judicial system. The Court Facilities Improvement Working Group, which convened in the fall of 2014 to consider solutions to the downstate Family Court facilities issues, determined that the need to address existing security and operational inadequacies in Family Court's Kent and Sussex Courthouses is critical. The Group's report, issued in January 2015, analyzed four options to addressing that need, and indicated the Group's preliminary support for plans providing for two new courthouses – one in Dover and one in Georgetown. In addition, now is also the time to secure the ability to cost-effectively address the needs of the New Castle County Courts for the long-term. Long-term fiscal responsibility requires foresight and prudent current investments, including in real property.

In considering access to justice, we must view it in the larger sense of making sure that our nation's promise that each of us is endowed with certain fundamental rights and entitled to equal respect is honored. It is in that context that the Delaware Access to Justice Commission was established by the Delaware Supreme Court to identify any barriers to access to justice that may exist, and to develop recommendations designed to improve access to justice for the citizens of Delaware. To increase its accountability, the voting membership of the Commission is comprised entirely of private citizens – outstanding community and business leaders, lawyers, and other professionals from across the state, who have the flexibility to make whatever

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A MESSAGE FROM THE CHIEF JUSTICE

Bryan Stevenson, Executive Director of the Equal Justice Initiative and author of *Just Mercy*, addresses the Delaware Access to Justice Commission at the Kick-Off meeting on December 15, 2014 at Arsht Hall, University of Delaware.

policy recommendations they believe will be best for Delaware. We wanted to make sure that the Commission was not merely another high-falutin' sounding body committed to all generalized good things, but is instead one that gets real things done that help real people. Consistent with deepening the involvement of the Bar, Greg Williams and Yvonne Saville are chairing this important Commission. Working through subcommittees, its initial focus is on four important access to justice needs in Delaware: the efficient delivery and adequate funding of legal services to the poor; Judicial Branch coordination in helping pro se litigants; the need to increase the pool of legal advisors to help litigants of limited means; and fairness in the adult criminal justice system. The Commission held its kickoff meeting on December 15, 2014, and its subcommittees have hit the ground running since then. The subcommittees will conduct research, hold public hearings and make recommendations throughout the two year period allotted for the Commission's initial work. A vital aspect of the Commission's work will fall under its Subcommittee on Fairness in the Adult Criminal Justice System, which was created in recognition of the fact that approximately 22% of Delaware citizens are black, but nearly 60% of the male prisoners held in Delaware prisons are black. That subcommittee will study the causes of disparity between the percentage of Delawareans who are black and the percentage of those incarcerated in Delaware's prisons who are black, and recommend measures to reduce any inequities not based upon sound criminal justice policy.

Because of the courts' overarching relationship with access to justice, we may be brought into areas beyond our typical daily duties. For example, in 2014, the Administrative Office of the Courts and I were involved in efforts to ensure that unaccompanied immigrant children, who arrive in the United States alone, have legal representation as they seek immigration relief to allow them to lawfully live and remain in the United States. Delaware Senator Tom Carper brought this need to our attention and we assisted Catholic Charities, Delaware Volunteer Legal Services, Community Legal Aid Society, Inc., and others, in obtaining and training attorney volunteers to assist these children in seeking immigration relief. I am immensely proud of the exceptional response of the Delaware Bar -- more than 145 Delaware attorneys volunteered to help and participated in the training. Efforts continue to match these children with volunteer attorneys and arrange for interpreters, when needed.

Finally, I am aware that if courts can help lawyers to strike a better work-life balance, we can improve the legal practice overall and lessen the need for lawyers to make stark choices between professional success and personal and parental fulfillment. We are considering Judiciary-wide initiatives to advance that goal including ways judges can help such as by abstaining from the issuing of opinions in most non-expedited cases after 5 p.m. from Monday through Thursday and after 2 p.m. on Fridays.

Fiscal Year 2014 has been a year of transition for all of us. We have focused on developing a set of concrete goals to guide our efforts in the coming decade. The next steps are harder. We must take the information we will obtain through our ACTL survey, ATJ Commission, the Criminal Justice Council of the Judiciary and process improvements to develop specific plans to achieve these goals.

We are grateful for the support of the other branches of government and the Bar in helping us achieve our goals. I think all of us are united in understanding that the Courts play a fundamental role in ensuring Delaware's vitality – to provide an efficient and effective forum for its citizens – and for the broader business world to resolve disputes. I am honored to have the ability to help the judicial system move towards that vision and meet its challenges head on.

Chief Justice Leo E. Strine, Jr., and other members of the Subcommittee on Fairness in the Criminal Justice System listen as concerns are discussed about racial disparity in Delaware's prison population.

MESSAGE FROM THE STATE COURT ADMINISTRATOR

FY 2014 was an eventful year for the Administrative Office of the Courts (AOC). Chief Justice Leo E. Strine, Jr. joined the Court in early 2014 followed by the appointments of Justices Karen B. Valihura and James T. Vaughn, Jr., who took the place of two long-serving Delaware Supreme Court Justices, Jack Jacobs and Carolyn Berger. The AOC is (and I am personally) grateful for the wonderful guidance and dedication of those who have left us, and we are excited for the new opportunities that lie ahead.

Chief Justice Strine brought a new approach and "call to action" for the Judicial Branch to meet the challenges for the future. Initiatives begun in the second half of 2014 include: the establishment of the Supreme Court's Access to Justice Commission; a survey of attorneys and others about the court system conducted by the Delaware Chapter of the American College of Trial Lawyers, in conjunction with the Delaware State Bar Association; the formation of the Criminal Justice Council for the Judiciary, created by Administrative Directive 186 signed by Chief Justice Strine on October 15, 2014, to review the efficiencies of Delaware's problem-solving courts, rethink ways to deploy scarce treatment resources to reduce recidivism, and recommend ways to enhance the effectiveness of the criminal justice system; and the Court Facilities Improvement Working Group, which was set up to consider solutions for the long-standing serious inadequacies with Family Court downstate facilities. We are privileged to have the AOC serve a key role in working with, and staffing, all of these initiatives.

A new initiative aimed at increasing the court's efficiency and doing more with limited resources, was instituted in October 2014 when the Delaware Judiciary entered into a long-term partnership with the University of Delaware's Alfred Lerner College of Business and Economics, along with the Division of Professional and Continuing Studies, to bring proven private sector methods and management techniques to the court system. Specifically, the collaboration will institute the Lean Six Sigma management program (a well-validated tool in process improvement) to maximize the Judiciary's and the justice system's efficiency, and manage growing caseloads with limited staff resources. Additionally, we will leverage our technology to aggregate and analyze information in order to improve the judicial process and better serve litigants. Over the next several years, training will be provided to Judicial Branch employees at all levels to develop skills in process improvement techniques. This partnership between the courts and the University of Delaware will focus on installing a common management culture that encourages all managers and employees to look for ways to serve those who use the judicial system – litigants, the Bar and the public – more effectively, promptly and conveniently.

Honorable Patricia W. Griffin

The fine-tuning of court operations through process improvement will support our efforts to implement one high quality e-filing system for all court (civil and criminal) processes. AOC, through its technical division, the Judicial Information Center, is charged with leading this effort. In addition to the e-filing initiative, other technology enhancements, including efforts to strengthen our technological infrastructure by replacing outdated hardware and software, are in process and will take precedence for the next few years. Those projects will focus on improving court opera-

Participants from the Judiciary sponsored Process Improvement Champion Training. Faculty from the University of Delaware led a class that included Court Administrators from Justice of the Peace Court, Court of Common Pleas, Family Court and Superior Court, as well as representatives from the Attorney General's office, office of the Public Guardian, Department of Correction, Division of Youth Rehabilitative Services and from the Governor's office.

Photo provided by the University of Delaware

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tions' efficiency and ease of practice for litigants, minimizing archiving and staff costs, and maximizing the ability of the Judiciary and policymakers to analyze information.

In addition to focusing on new downstate Family Court facilities, the vision for long-term facilities established by Chief Justice Strine includes addressing critical space needs faced by the four courts in the New Castle County Courthouse (NCCCH), and locating all of the Wilmington Supreme Court Chambers together with the AOC in close proximity with the trial courts. To that end, in August 2014 the Administrative Office of the Courts relocated its offices from the 11th Floor of the NCCCH to join the Chief Justice's Chambers at the Renaissance Centre across the street from the NCCCH. This move opened up space in the NCCCH, which will enable the relocation of the Register in Chancery, and the expansion of the Court of Common Pleas (CCP)'s Clerk's Office, in the NCCCH. Those renovations will address serious space deficiencies in the NCCCH, including in CCP's Clerk's Office, and the need for conference rooms to accommodate mediations in the Court of Chancery.

In a more high-profile renovation serving as a part of the Judicial Branch's security initiative from the previous year, security upgrades and major changes to the lobby of the New Castle County Courthouse were completed in the summer of 2014. These upgrades and renovations stemmed from long-recognized critical security needs of the Judiciary, and the new awareness of those needs which was raised with the tragic NCCCH shooting in February 2013. These changes to the lobby were the final part of the broader security action plan that also boosted the number of Capitol Police assigned to the Judicial Branch facilities, increased the number of cameras and intrusion devices at courthouses across the state, installed additional ballistic and Kevlar materials at various facilities, and created courthouse security committees and a statewide emergency notification system, as well as enhanced training for court security officers.

Delaware's First Lady Carla Markell returned to present the keynote address for the second annual Sisters in Success Conference on May 12, 2014 at Baylor Women's Correctional Institution. First Lady Markell, a long time advocate of volunteerism, added her voice to the team of professional women from the local community who came together to offer a series of workshops designed to provide women who have been incarcerated with the skills necessary to make a successful transition back into the community. The theme for the 2014 conference, which was sponsored by a number of agencies including the Administrative Office of the Courts, was "Find Your Voice" and focused on a range of topics related to expressing yourself for success.

The Administrative Office of the Courts also provided support, at the request of United States Senator Tom Carper, for arranging pro-bono legal assistance for the unprecedented wave of unaccompanied minors that had crossed into the United States from Mexico and ended up in the custody of the U.S. government. More than 160 children, many of whom were fleeing crime and violence in Mexico and Central America and crossed the border alone, ended up being placed in Delaware, often with family members residing in Delaware, only to face pending deportation proceedings. The AOC helped arrange a training session in November 2014 for close to 150 attorneys who were interested in providing free legal help to these unaccompanied immigrant children to see if they were entitled to relief under U.S. immigration laws.

In addition to supporting these new initiatives, the AOC continued its work on many different fronts this past year. The AOC's on-going responsibilities include: court collections (the Office of State Court Collections Enforcement is in the process of implementing court judgment payment kiosks at Division of Motor Vehicles locations); staff training; NCCCH court filing and payment services; court security; NCCCH facility operations; court language access services statewide; grant implementation (including the Office on Violence Against Women grant to support the Victim Awareness and Safety Enhancement Project in the New Castle County Superior Court Mental Health Court and the Court of Common Pleas Trauma Informed Probation Court); community outreach programs, such as the Delaware High School Mock Trial Competition and the Miracle on 34th Street programs; media relations for the Judicial Branch; the Summer Volunteer Youth Program; oversight of the Judiciary's budget and financial initiatives, and human resources policies; acting as liaison to the legislature and the executive branch; preparation of the Judiciary's annual report and semi-annual Dockets; and staff support for different committees and initiatives, including the Mental Health and Criminal Justice Task Force.

And finally, on a personal note, I had the honor this year to join the Board of Directors of the National Center for State Courts, a non-profit organization that aims to improve the administration of justice through leadership and service to the nation's state courts. I will serve a four-year term on the board. In addition, I was humbled to be elected Vice President of the Conference of State Court Administrators, an organization that was established in 1955 to provide a national forum to assist state court administrators across the country in developing a more just, effective and efficient system of justice. I am the first state court administrator from Delaware to serve in either position and am in line to assume the position of President of COSCA in August 2016.

LEGISLATION

The Judiciary's legislative team brings together representatives of the courts and the Administrative Office of the Courts to enhance the effectiveness of the Judicial Branch's relationship with the General Assembly by serving as the main Judicial Branch contact for legislative matters and by monitoring and analyzing legislation for impact on the judiciary. The following legislation affecting the Judicial Branch was passed during FY 2014 by the 147th session of the General Assembly:

BILL NUMBER	DESCRIPTION
SB 136	Removes a defunct reference to a repealed provision of the Code.
SB 169	Authorizes the Justice of the Peace Court to conduct drug testing of its uniformed services employees.
SB 260	Creates incentives for DUI defendants to enter the Court of Common Pleas' DUI Court Treatment Program.
HB 227	Guardians no longer have to be appointed in all cases involving minors who receive money or property through settlements, bequests, or other transfers as long as the amount falls below a certain threshold and the funds are deposited in court approved financial instruments. The Court of Chancery and the Superior Court, with the approval of the Supreme Court, have the discretion to set the dollar threshold below which a guardian of a minor's property need not be appointed.
HB 243	Clarifies that the Justice of the Peace Court has exclusive jurisdiction over agricultural lease matters.
HB 244	Clarifies that portable storage containers are not storage warehouses and that the property located within a portable storage container is not exempt from levy and sale.
HB 392	Exempts court security positions in the Court of Common Pleas and uniformed services supervisors in the Justice of the Peace Court from the State of Delaware Merit Rules.

FISCAL OVERVIEW

SUMMARY OF JUDICIAL BUDGETS - FISCAL YEARS 2013-2015			
GENERAL FUNDS - State Judicial Agencies and Bodies			
	FY 2013 Enacted Budget	FY 2014 Enacted Budget	FY 2015 Enacted Budget
Supreme Court	$ 3,296,800	$ 3,411,100	$ 3,368,200
Court of Chancery	3,081,700	3,164,500	3,196,700
Superior Court	23,431,500	24,791,600	25,018,400
Family Court	20,052,800	20,581,200	20,940,100
Court of Common Pleas	9,725,100	9,947,900	10,120,000
Justice of the Peace Court	17,682,500	18,125,900	18,294,500
Administrative Office of the Courts (AOC)	3,612,100	3,668,700	3,687,200
AOC Custodial Pass Through Funds*	3,043,700	3,043,700	3,023,700
Office of State Court Collections Enforcement	541,000	553,400	560,900
Information Technology	3,662,600	3,730,700	3,758,600
Law Libraries	463,600	467,600	469,600
Office of the Public Guardian	537,600	637,400	642,400
Child Placement Review Board	521,300	532,000	562,400
Office of the Child Advocate	898,200	917,600	922,100
Child Death, Near Death, and Stillbirth Commission	420,500	429,600	433,200
DE Nursing Home Residents Quality Assurance Commission	59,800	61,000	61,800
TOTAL	**$ 91,030,800**	**$ 94,063,900**	**$ 95,059,800**

* These programs are included in AOC funding but are shown separately because they are pass through funds. They include the Court Appointed Attorney Programs, Interpreters, Victim Offender Mediation Program, Elder Law Program, and other similar funds.

Source: Administrative Office of the Courts

FISCAL OVERVIEW

COURT GENERATED REVENUE* - FISCAL YEAR 2014					
SUBMITTED TO THE STATE GENERAL FUND					
	Fees & Costs	Fines	Interest	Miscellaneous	Total
Supreme Court	$ 101,300	$ -	$ -	$ -	$ 101,300
Court of Chancery	7,700	-	-	379,100	386,800
Superior Court	3,069,300	323,700	800	297,100	3,690,900
Family Court	253,500	32,300	-	11,900	297,700
Court of Common Pleas	2,347,900	500,500	-	134,700	2,983,100
Justice of the Peace Court	2,559,700	2,164,600	-	2,700	4,727,000
OSCCE - DOC Fees**	696,600	-	-	-	696,600
State Total	**$ 9,036,000**	**$ 3,021,100**	**$ 800**	**$ 825,500**	**$ 12,883,400**
SUBMITTED TO COUNTIES AND MUNICIPALITIES					
	Fees & Costs	Fines	Interest	Miscellaneous	Total
Superior Court	$ 122,900	$ 43,500	$ -	$ -	$ 166,400
Court of Common Pleas	1,000	491,200	-	-	492,200
Justice of the Peace Court	-	3,137,000	-	-	3,137,000
Counties and Municipalities Total	**$ 123,900**	**$ 3,671,700**	**$ -**	**$ -**	**$ 3,795,600**
GRAND TOTAL	**$ 9,159,900**	**$ 6,692,800**	**$ 800**	**$ 825,500**	**$ 16,679,000**

* Figures represent only revenue actually received, not the total amount of fines and costs assessed.

** OSCCE collected supervision fees on behalf of the Department of Correction (DOC).

Source: Administrative Office of the Courts

FISCAL OVERVIEW

COURT GENERATED REVENUE - FISCAL YEAR 2014			
RESTITUTION - FISCAL YEAR 2014			
	Assessed	Collected	Disbursed*
Superior Court	$ 6,018,700	$ 2,290,100	$ 2,247,500
Family Court	58,000	194,400	198,400
Court of Common Pleas	761,900	692,000	696,800
Justice of the Peace Court	41,500	41,000	31,100
Office of State Court Collections Enforcement**	-	57,200	67,100
RESTITUTION TOTAL	**$ 6 ,880,100**	**$ 3,274,700**	**$ 3,240,900**

ASSESSMENTS AND COLLECTIONS FOR THE TRANSPORTATION TRUST FUND		
	Assessed	Collected
Superior Court	$ 334,200	$ 101,300
Family Court	9,200	6,600
Court of Common Pleas	723,400	416,000
Justice of the Peace Court	2,942,700	2,555,600
TRANSPORTATION TRUST FUND TOTAL	**$ 4,009,500**	**$ 3,079,500**

COLLECTIONS BY THE OFFICE OF STATE COURT COLLECTIONS ENFORCEMENT ON BEHALF OF COURTS AND AGENCIES***	
	Total
Superior Court	$ 2,817,100
Family Court	57,200
Justice of the Peace Court	123,000
Department of Correction	696,600
OSCCE - TOTAL COLLECTIONS	**$ 3,693,900**

*The amount disbursed is greater than the amount collected Family Court, Court of Common Pleas, and the Office of State Court Collections Enforcement because some funds collected in FY 2013 were disbursed in FY 2014.

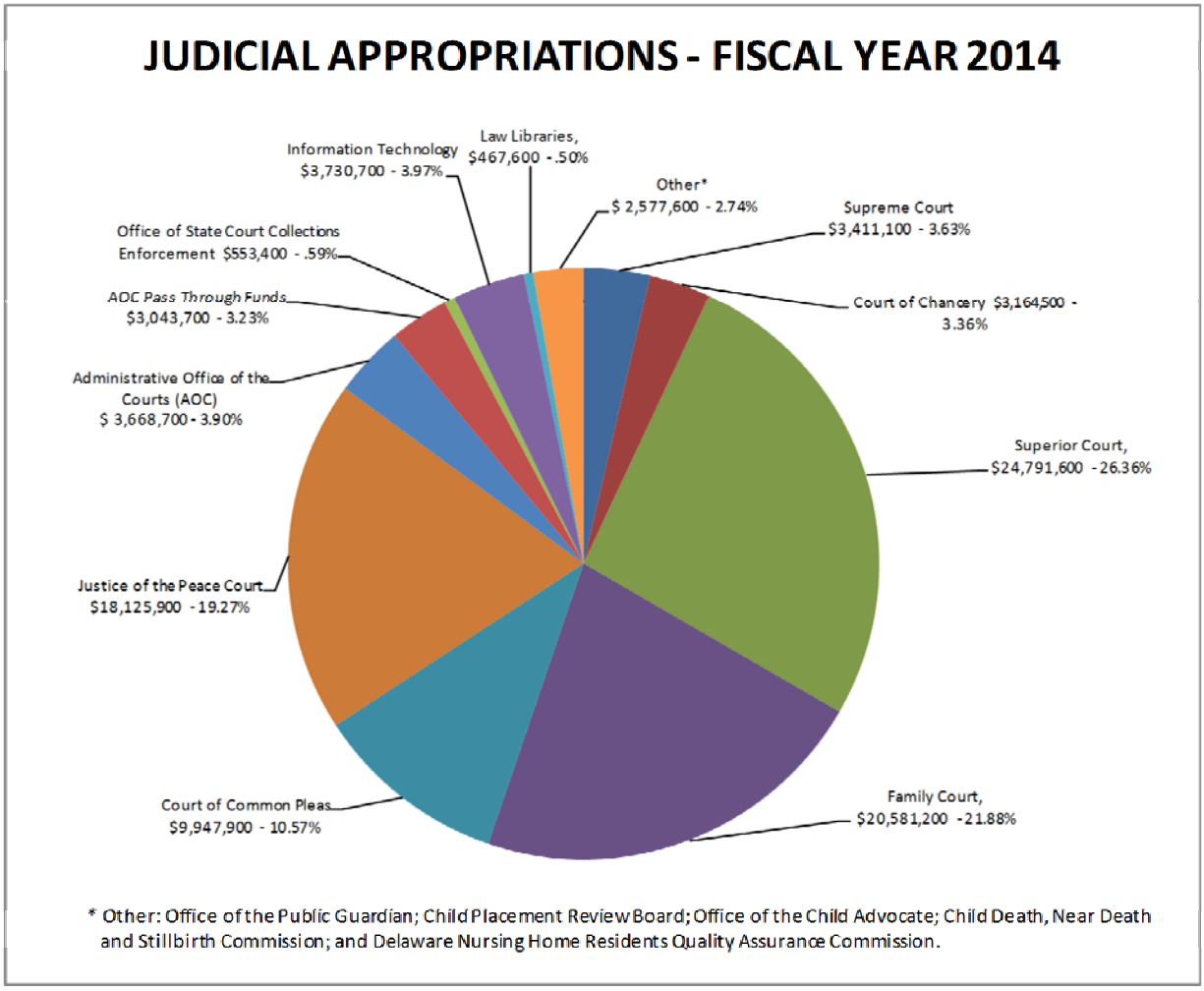
**The figures shown in this table for the Office of State Court Collections Enforcement (OSCCE) reflect restitution only for cases that have been closed by Family Court. OSCCE also collects restitution on current cases for Superior Court and the Justice of the Peace Court. Amounts collected by OSCCE on behalf of those courts are included in the restitution figures for those courts.

***In FY 2014, OSCCE collections included amounts submitted to the general fund, amounts submitted to non-general fund recipients, and restitution. Amounts collected by OSCCE on behalf of all courts, except Family Court, are also included in general fund and restitution figures for those courts.

Source: Administrative Office of the Courts

FISCAL OVERVIEW

GENERAL FUND APPROPRIATIONS - FISCAL YEAR 2014		
Public Education	$ 1,217,757,500	32.75%
Health and Social Services	1,089,592,700	29.30%
Correction	269,680,100	7.25%
Higher Education	227,606,200	6.12%
Children, Youth and Their Families	153,708,000	4.13%
Safety and Homeland Security	146,376,600	3.94%
Judicial Branch	**94,063,900**	**2.53%**
All Other	519,365,900	13.98%
TOTAL	**$ 3,718,150,900**	**100%**



Source: Administrative Office of the Courts

INTRODUCTION TO THE DELAWARE COURT SYSTEM

The Delaware Judicial Branch consists of the Supreme Court, the Court of Chancery, the Superior Court, the Family Court, the Court of Common Pleas, the Justice of the Peace Court, the Administrative Office of the Courts, and related judicial agencies.

In terms of interrelationships among the courts, the Delaware court system is similar to a pyramid. The Justice of the Peace Court represents the base of the pyramid and the Supreme Court the apex of the pyramid. As a litigant goes upward through the court system pyramid, the legal issues generally become more complex and thus, more costly to litigate. For this reason, cases decided as close as possible to the entry level of the court system generally result in cost savings in resources used to handle the matters and in speedier resolution of the issues at hand.

The Justice of the Peace Court, the initial entry level into the court system for most citizens, has jurisdiction over civil cases in which the disputed amount does not exceed $15,000. In criminal cases, the Justice of the Peace Court hears certain misdemeanors and most motor vehicle cases (excluding felonies) and the Justices of the Peace may act as committing magistrates for all crimes. Appeals from the Justice of the Peace Court may be taken to the Court of Common Pleas.

The Court of Common Pleas has jurisdiction in civil cases where the amount in controversy, exclusive of interest, does not exceed $50,000. In criminal cases, the Court of Common Pleas has jurisdiction over all misdemeanors except certain drug-related offenses. It also handles motor vehicle offenses (excluding felonies). In addition, the Court is responsible for preliminary hearings in felony cases. Appeals may be taken to the Superior Court.

The Family Court has exclusive jurisdiction over virtually all family and juvenile matters. All civil appeals, including those relating to juvenile delinquency, go directly to the Supreme Court while criminal cases are appealed to the Superior Court.

The Superior Court, Delaware's court of general jurisdiction, has original jurisdiction over criminal and civil cases except equity cases. The Court has exclusive jurisdiction over felonies and almost all drug offenses. In civil matters, the Court's authority to award damages is not subject to a monetary maximum. The Superior Court also serves as an intermediate appellate court by hearing appeals on the record from the Court of Common Pleas, the Family Court (in criminal cases), and various state agencies, boards and commissions. Appeals from the Superior Court may be taken on the record to the Supreme Court.

The Court of Chancery has jurisdiction to hear all matters relating to equity. The litigation in this tribunal deals largely with corporate issues, trusts, estates, other fiduciary matters, disputes involving the purchase of land, and questions of title to real estate, as well as commercial and contractual matters. The Court of Chancery has a national reputation in the business community and is responsible for developing case law in Delaware on corporate matters. Appeals from the Court of Chancery may be taken on the record to the Supreme Court.

The Supreme Court receives direct appeals from the Court of Chancery, the Superior Court, and the Family Court. As administrative head of the courts, the Chief Justice of the Supreme Court, in consultation with the other justices, sets administrative policy for the court system.

The Administrative Office of the Courts, including the Judicial Information Center and the Office of State Court Collections Enforcement, provides services to the Delaware Judiciary that are consistent with the statewide policies and goals for judicial administration and support operations established by the Supreme Court.

Other state agencies associated with the Delaware Judicial Branch include: Child Placement Review Board; Law Libraries; Office of the Public Guardian; Office of the Child Advocate; Child Death, Near Death, and Stillbirth Commission; and the Delaware Nursing Home Residents Quality Assurance Commission.

THE DELAWARE COURT SYSTEM

Supreme Court

- Court of last resort.
- Final appellate jurisdiction for criminal cases in which the sentence exceeds certain minimums, and in civil cases as to final judgments, certain orders of the Court of Chancery, the Superior Court, and the Family Court and court designated boards.
- Issuer of certain writs.
- Jurisdiction over questions of law certified to the Supreme Court by other Delaware Courts, U.S. Supreme Court, a U.S. Court of Appeals, a U.S. District Court, a U.S. Bankruptcy Court, U.S. Securities & Exchange Commission, or the highest appellate court of any state.

Court of Chancery

- Equity court.
- Hear/determine all matters and causes in equity (typically corporate, trust, fiduciary matters, land sale, real estate, and commercial/contractual matters).

Superior Court

- Law court.
- Original statewide jurisdiction over criminal and civil cases (except equity cases).
- Exclusive jurisdiction over felonies and drug offenses (except marijuana possession and most felonies/ drugs involving minors).
- Involuntary commitments to Delaware Psychiatric Center.
- Intermediate appellate court from the Court of Common Pleas, Family Court (adult criminal), and various state agencies, boards and commissions.

Family Court

- Extensive legal and equitable jurisdiction over all domestic relation matters, including divorce, custody, guardianships, adoptions, visitation, child and spousal support, and property division.
- Jurisdiction over intrafamily misdemeanors, misdemeanor crimes against children, and civil domestic violence protective orders.
- Jurisdiction over all juvenile offenses except certain serious offenses.

Court of Common Pleas

- Statewide jurisdiction in civil actions that do not exceed $50,000.
- All criminal misdemeanors (except certain drug-related offenses) and motor vehicle offenses (except felonies).
- Responsible for preliminary hearings.
- Appeals from the Justice of the Peace Court, Alderman's Courts, and the Division of Motor Vehicles

Justice of the Peace Court

- Statewide jurisdiction over civil cases that do not exceed $15,000.
- Jurisdiction over certain misdemeanors and most motor vehicle cases (except felonies).
- May act as committing magistrate for all crimes.
- Jurisdiction over landlord/tenant (possession) disputes.

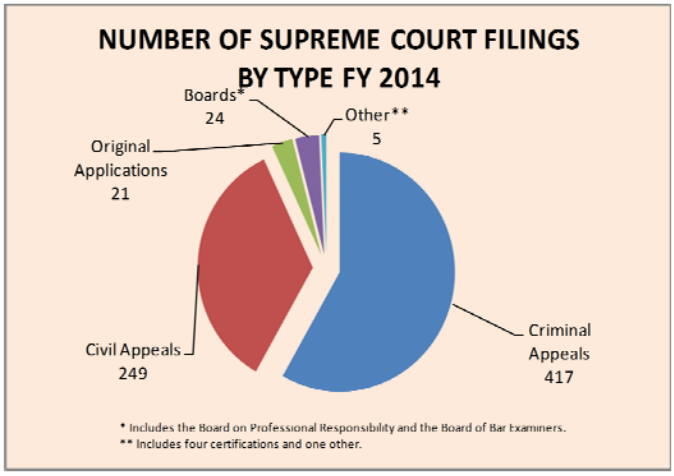
SUPREME COURT

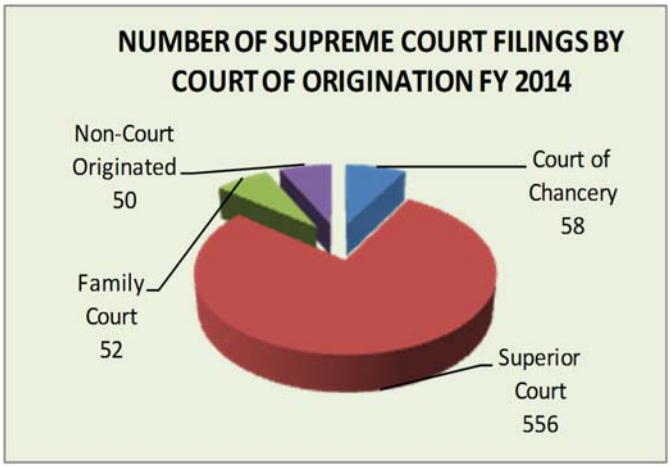
This past year has been a period of transition for the Delaware Supreme Court, beginning with Chief Justice Myron T. Steele's retirement on November 30, 2013, and followed by the retirement of other members of the Supreme Court who had long and distinguished careers in public service.

During the last year the Supreme Court has seen the retirement of three Justices with a collective judicial service of over 90 years.

Justice Jack B. Jacobs and Justice Carolyn Berger retired in 2014, and Justice Henry duPont Ridgely announced his retirement in 2014 and left the bench in early 2015. The distinguished Justices will all be missed, both on a professional and a personal level. These dedicated public servants have graced our state with their service and set a high standard of judicial excellence.

Likewise, a long-serving member of the Supreme Court family, Court Administrator Steve Taylor, retired on January 1, 2015 after 37 years with the Supreme Court. There will long be a void with the departure of Steve's vast knowledge, wise counsel, and subtle humor.

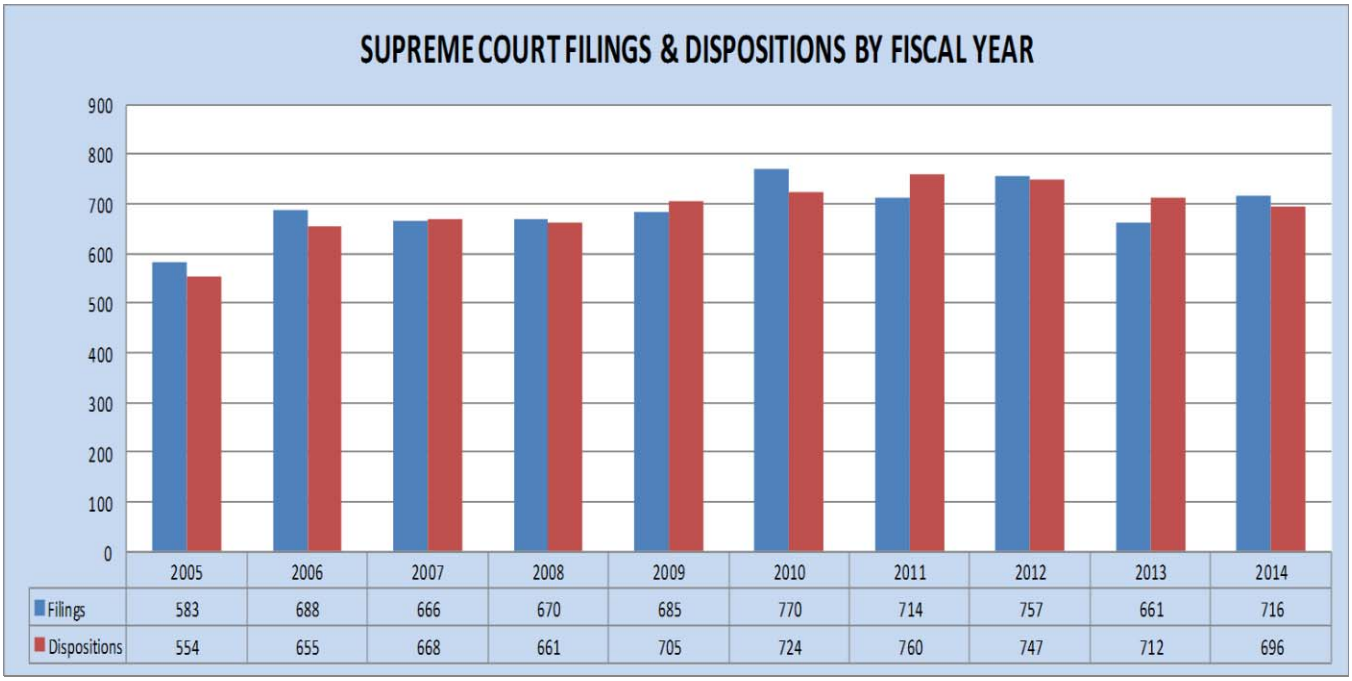




Despite these changes, the Court was able to manage its caseload without delay due, in material part, to the hard-working trial judges who stepped up to serve on Supreme Court panels during the transition, and to the Justices and staff, who stepped up to keep court operations running smoothly. We are grateful that Governor Markell and the General Assembly acted quickly to fill the judicial vacancies. As a result, any issues that might have arisen because of this transition were avoided.

I had the honor of becoming Chief Justice on February 28, 2014. Following a distinguished career as a partner at Skadden, Arps, Slate, Meagher & Flom, Justice Karen L. Valihura joined the Supreme Court on July 25, 2014, succeeding Justice Jacobs. My newest Supreme Court colleague is Justice James T. Vaughn, Jr., who took the oath of office on Oct. 28, 2014, as Justice Berger's successor. Justice Vaughn brings his many years of trial court experience on the Superior Court, and as President Judge, to the Court. A successor for Justice Ridgely has not yet been chosen. Finally, William S. Montgomery, who previously served as Chief of Staff for Wilmington Mayor James Baker,

SUPREME COURT



	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Filings	583	688	666	670	685	770	714	757	661	716
Dispositions	554	655	668	661	705	724	760	747	712	696

became Court Administrator for the Supreme Court – following in Steve Taylor's footsteps – at the beginning of January, 2015.

Through all this process, Justice Randy Holland helped me and the other new Justices get acclimated and keep the wheels of justice spinning true.

This is illustrated by the Courts' performance against the standards it uses to ensure that the Court handles its case load with alacrity. The standards were set by the Court in 2005 and are based on the American Bar Association's Standards Relating to Appellate Courts.

In Fiscal Year 2014, the Delaware Supreme Court received 716 appeals and disposed of 696 appeals by opinion, order or dismissal. The appeals were decided an average of 28 days from the date of submission to the date of final decision. In 98.9% of the appeals decided in FY 2014, the Court met the standard of the Delaware Judiciary for deciding cases within 90 days of the date of submission. This Court also met its performance measure for the disposition of 75% of all cases within 290 days of the date of the filing of the notice of appeal, exceeding this objective by disposing of 91.2% of all cases within the 290 day timeframe. The Court also met its performance measure for the disposition of 95% of all cases within one year of the date of the filing of the notice of appeal.

Considering the Supreme Court's historical record of timely resolution and the change we experienced, we are proud that FY 2014 ended up being a strong year for the Court in meeting, and exceeding, national timeframes for appellate court dispositions. In FY 2014, the Court had a lower average number of days between the date of submission and final decision, and a higher percentage of appeals decided within 290 days, and also within one year, of the filing of the notice of appeal than it had in the previous four years.

Not only that, during the period of change, the Court has also launched several important Branch-wide initiatives to work with the Bar, our trial court colleagues, the General Assembly, the Executive Branch, and our community generally to make our system of justice even better. The efforts are described elsewhere in the annual report and result from a cooperative effort of all the Justices, our staff, and colleagues throughout the Judicial Branch.

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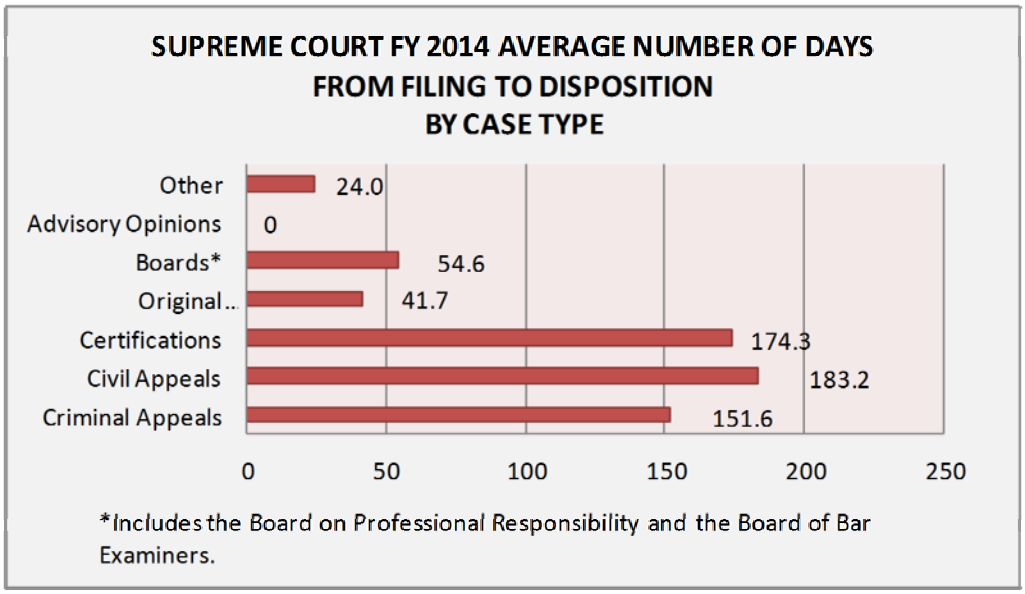
SUPREME COURT



Supreme Court Justices

Standing left to right:

Justice Karen L. Valihura
Justice Randy J. Holland
Chief Justice Leo E. Strine, Jr.
Justice Henry duPont Ridgely
Justice James T. Vaughn, Jr.

COURT OF CHANCERY

This past year marked a sea of change in the venerable history of the Court of Chancery as Chancellor Leo E. Strine, Jr., left the Court after sixteen years of exemplary service to become our new Chief Justice of the Delaware Supreme Court. During his tenure with Chancery, first as a Vice Chancellor for thirteen years and then as Chancellor for the past three years, Chancellor Strine issued over 400 written decisions and built a jurisprudential legacy for the ages.

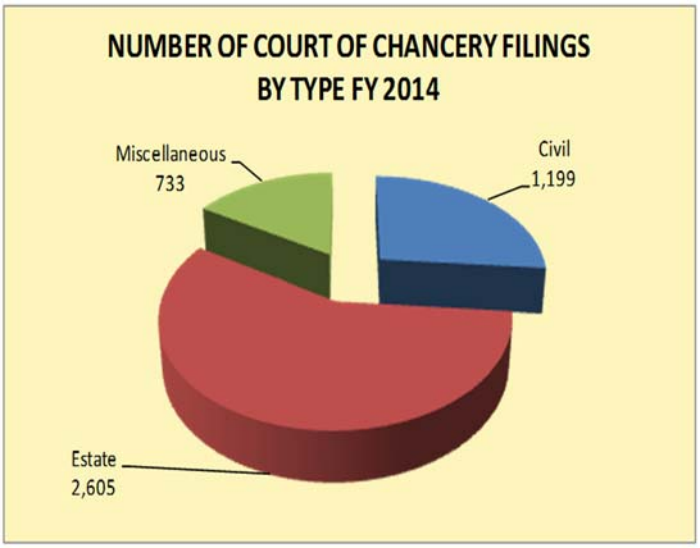
Chancellor Andre G. Bouchard

Less known to many, our former Chancellor also implemented numerous improvements to the functioning of the Court. These initiatives included, among others, leveraging the capabilities of the Court's e-filing system to better monitor the Court's operations, adopting new internal case management procedures, and implementing a uniform set of best practices shared by all members of the Court (the Guidelines for Practitioners) that are available on the Court's website.

As it has in the past, our Court remains committed to delivering timely, cost-effective justice in the face of increasing caseloads. In Fiscal Year 2014, total filings increased by 9% over the previous year. Despite this increase, the Court was able to resolve 4% more cases than it did in Fiscal Year 2013.

The Court of Chancery has long recognized the importance of innovation and has strived to maximize efficiencies through the use of technology. During Fiscal Year 2014, the Court celebrated its tenth year of electronic filing. The use of e-filing has reduced the need for paper files and, relatedly, eliminated many paper intensive tasks, enabling the Register in Chancery's office to reallocate staff time to other tasks.

Continuing with the goal of innovation, the Court of Chancery reporters have enhanced their ability to provide real-time trial transcripts through the use of wireless technology in most of our courtrooms. Software enhancements were made to enable court reporters to wirelessly transmit testimony to judges, attorneys and law clerks during trials. This allows for immediate re-view of testimony, central-



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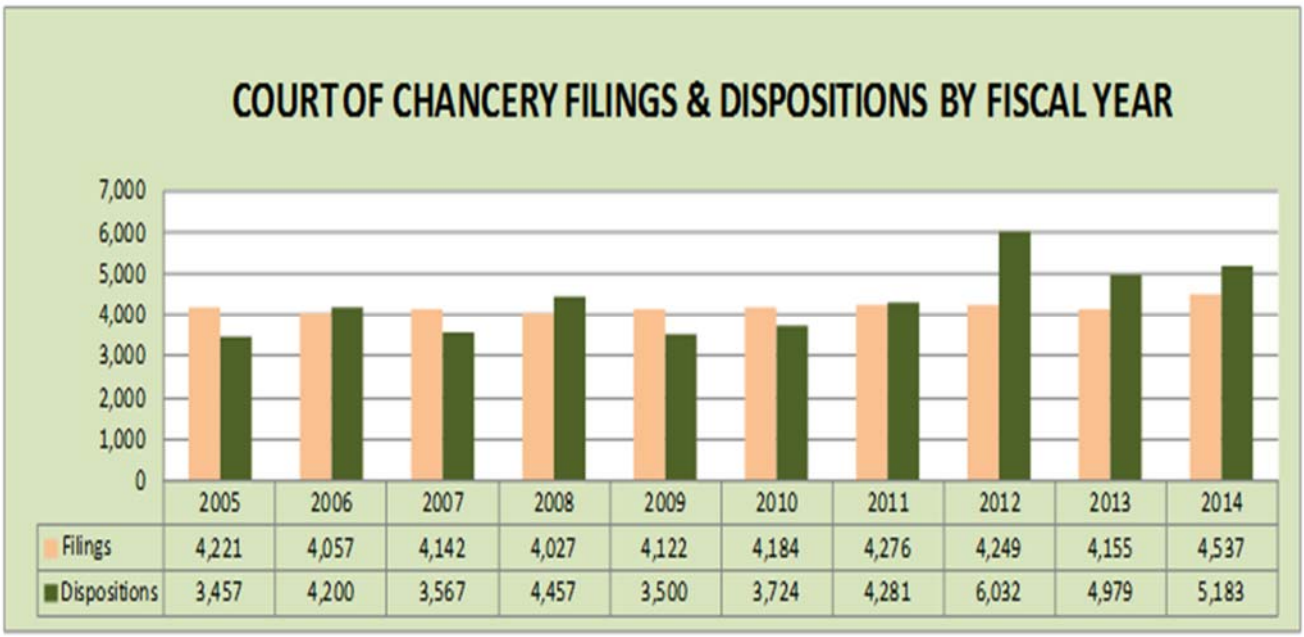
COURT OF CHANCERY



	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Filings	4,221	4,057	4,142	4,027	4,122	4,184	4,276	4,249	4,155	4,537
Dispositions	3,457	4,200	3,567	4,457	3,500	3,724	4,281	6,032	4,979	5,183

ized error correction, and annotation by the reviewer. The wireless software eliminates the disruption of the real-time transmissions caused by the use of electronic devices in the courtroom, which often occurred with the hard-wired real-time connection used previously.

Following an extensive, two-year review undertaken by a subcommittee of our Rules Committee, working closely with Master Kim Ayvazian and Master Abigail LeGrow, a series of revisions to our Rules was recently approved to address outdated procedures concerning guardianship, trust and estate matters. These revisions, which became effective on January 1, 2015, will supersede and eliminate various standing orders that have been implemented over the years, providing greater clarity and transparency to the Court's procedures in these important areas of practice.

In a related initiative, the General Assembly passed legislation allowing the Court to set dollar thresholds on new minor guardianship cases. As an alternative to establishing a guardianship, funds can now be placed in a Uniform Transfers to Minors Act (UTMA) account if the amount involved falls below a specified threshold. It is expected that the implementation of this legislation will reduce the number of smaller property guardianship cases requiring Court oversight while maintaining appropriate protections for the benefit of minors, so that members of the Court and the staff in the Register's office can concentrate their resources more effectively on cases involving guardianships over disabled adults and large property settlements awarded to minors.

As the Court moves forward into the new fiscal year, its goal will continue to be what it has been in the past: to provide prompt, expert judicial resolution of cases falling within the Court's jurisdiction. Consistent with that tradition, the Court will continue to innovate to meet new challenges to best serve the citizens of Delaware and all of the other constituencies who appear before us on a daily basis.

COURT OF CHANCERY

Court of Chancery

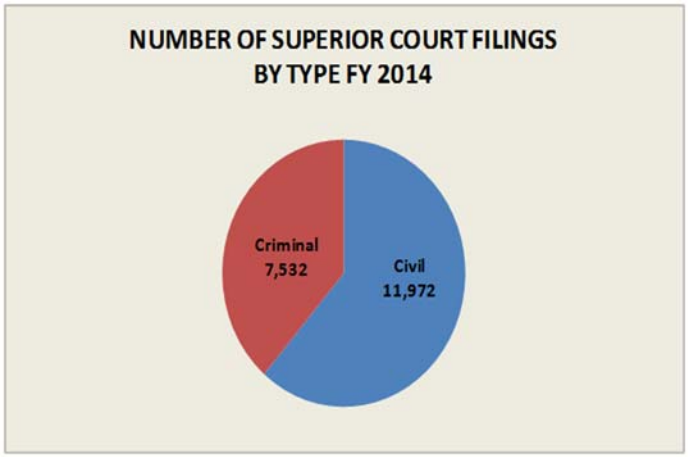
Standing left to right
Vice Chancellor J. Travis Laster
Vice Chancellor John W. Noble
Chancellor Andre G. Bouchard
Vice Chancellor Donald F. Parsons, Jr.
Vice Chancellor Sam Glasscock III

SUPERIOR COURT

Established under the Constitution of 1831, the Superior Court of Delaware turned 183 years old during Fiscal Year 2014. We are proud of our rich heritage, from the time of the Civil War to the ever changing time of the present. Our judicial officers and staff are among the best to be found in any court, anywhere. The judicial officers work hard to maintain our standards of legal excellence in both civil and criminal cases. Our staff works hard to assist the judges and to provide excellent customer service to our clientele.

President Judge James T. Vaughn, Jr.

In an effort to improve efficiency among all three counties in FY14, the Superior Court began a review of the many codes used for docketing criminal cases. In the past, the three counties did not use the same code for the same docket entries, creating state-wide inefficiencies. A code review session was held, at which all three counties were represented by their in-house subject matter experts. During the negotiations, the representatives from each county agreed to streamline and standardize the criminal docketing codes. Among other actions, they agreed to drop codes that duplicated a court action, replace multiple codes with just one code that worked for everyone, or trade in two codes for one. As a result of this code review, far fewer codes are used and docketing is easier and more efficient.



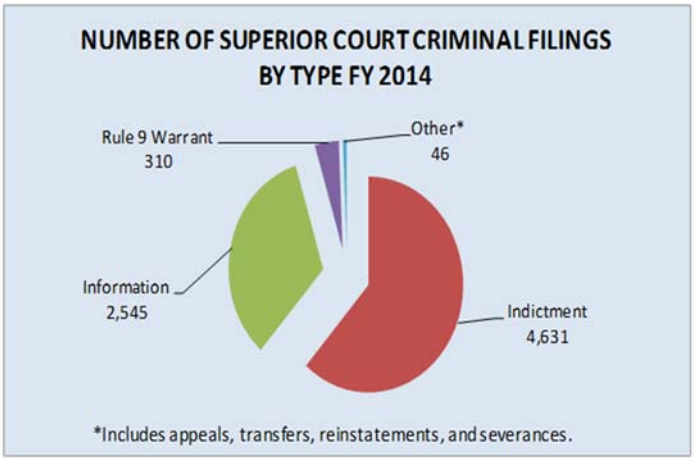
The Superior Court said goodbye to the Honorable Charles H. Toliver, IV, on May 3, 2014 when he officially retired from the Superior Court bench after 24 years. Judge Toliver left the Superior Court to go into private practice.

Also in FY14, the Honorable Ferris T. Wharton was appointed by Governor Markell to the Superior Court and began service on June 5, 2014. Judge Wharton came to the Court from the Office of the Public Defender, where he held the position of Assistant Public Defender. Prior to that, Judge Wharton served with distinction in the Delaware Department of Justice.

In FY14, the Honorable Jane M. Brady transferred her residency from New Castle County to Sussex County. She now maintains offices in both courthouses. Three vacant New Castle County staff positions were transferred along with Judge Brady to the Sussex County Prothonotary's criminal division to assist with the increased criminal caseload in that county.

As a Court of general jurisdiction, Superior Court handles both civil and criminal cases. FY14 was a busy year for the Superior Court. Statewide, the

SUPERIOR COURT



Court handled 11,972 civil filings and 7,532 criminal filings.

The potential Murder First Degree trials numbered 43 statewide in FY14. Our Violation of Probation (VOP) cases statewide numbered 5,376 filings, 4,310 dispositions, and 748 cases with pending charges.

Jurors are summoned by this Court for service in Superior Court's civil and criminal trials in all three counties. This year 138,372 jurors were summoned for all three counties, and 32,725 jurors appeared for service at the New Castle, Kent, and Sussex County Courthouses.

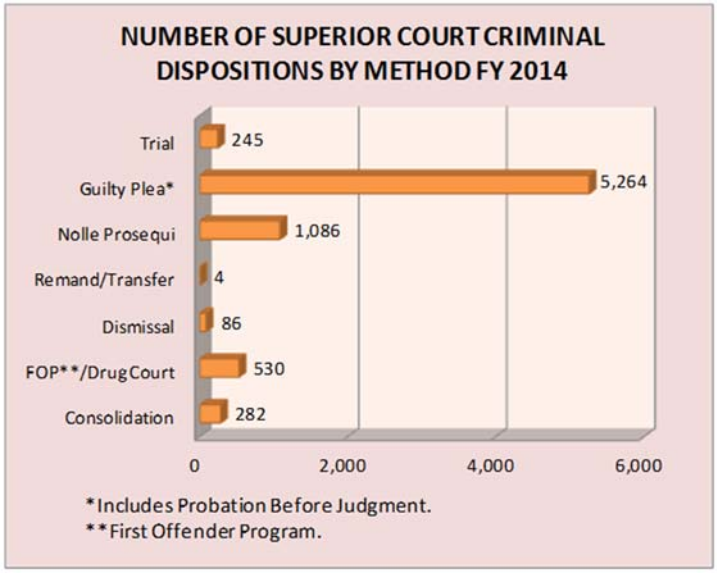
Trials, with or without juries, are not the only way of disposing cases. Our Problem Solving Courts exist to help resolve cases in each of the three counties.

Seventeen years ago, Superior Court's Drug Court became the first statewide Drug Court in the United States. This year, the statewide Superior Court Diversion Drug Court had 512 entries, 153 terminations, and 288 graduates. Pursuant to a special part-time appointment, retired Superior Court Judge Jerome O. Herlihy currently presides over the New Castle County Drug Court.

New Castle County's Reentry Court targets repeat offenders who have been incarcerated at least one year and have a community service obligation as a condition of their release. At the end of FY14, there were 53 entries and 12 successful graduates from Reentry Court. Reentry Court is presided over by Judge Charles E. Butler and Judge Vivian L. Medinilla.

Instituted in 2008, Superior Court's Mental Health Court (MHC) resides in New Castle, Kent, and Sussex Counties. This collaborative project is designed to identify persons involved in the criminal justice system as a result of serious mental health issues. It provides them with intensive services and support to guide them to recovery and self sufficiency. It is an alternative to repeated incarceration for violations of probation or commission of new offenses. The presiding judges in MHC are Judge Jan Jurden in New Castle County, Judge Robert Young in Kent County, and Resident Judge T. Henley Graves in Sussex County. Statewide for Superior Court this year, there were 570 participants, 181 graduations, 34 neutral terminations, and 81 terminations in MHC.

Through a grant from the Office on Violence against Women (OVW), the New Castle County MHC and the Court of Common Pleas' Trauma Informed Probation Court joined forces with the Administrative Office of the Courts and Survivors of Abuse in Recovery, Inc. (SOAR) to create the Victim Awareness and Safety Enhancement (VASE) Project. The VASE Project's goals are to provide trauma-informed care to victims of domestic violence, sexual assault, dating violence, or stalking who have been convicted of a crime and to target recidivism by addressing the trauma and victimization that may have led to involvement with the criminal justice system. VASE



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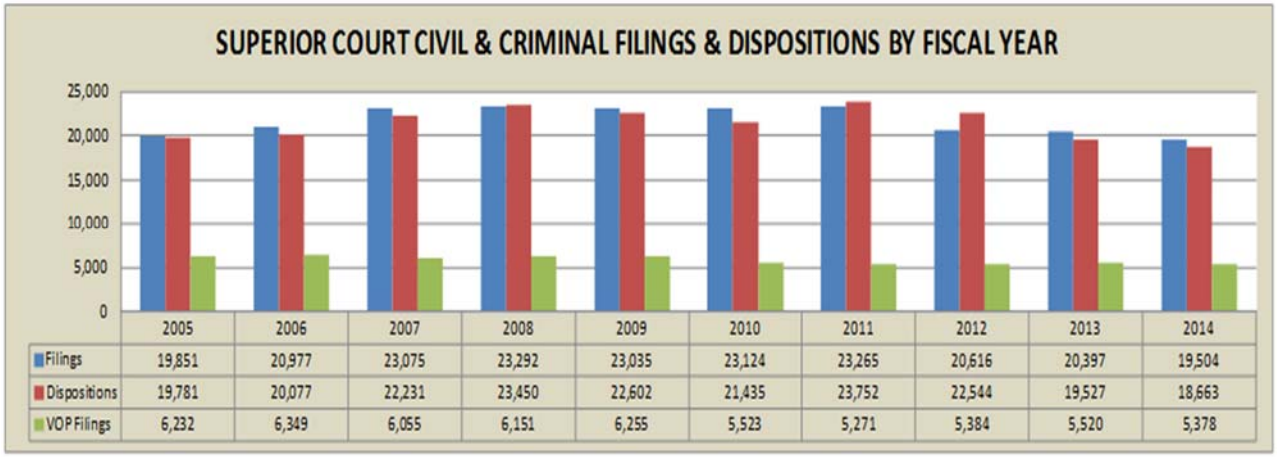
SUPERIOR COURT



	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Filings	19,851	20,977	23,075	23,292	23,035	23,124	23,265	20,616	20,397	19,504
Dispositions	19,781	20,077	22,231	23,450	22,602	21,435	23,752	22,544	19,527	18,663
VOP Filings	6,232	6,349	6,055	6,151	6,255	5,523	5,271	5,384	5,520	5,378

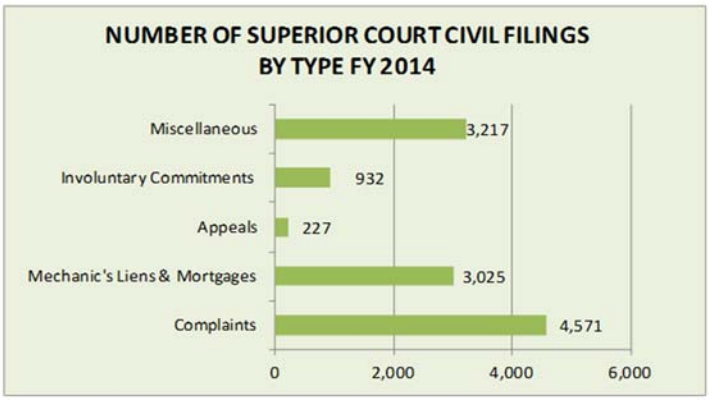
services include education, referrals to appropriate community resources, individualized safety and crisis management plans, and coordination of care.

The Veterans Treatment Court (VTC) was initiated as a pilot project in Kent County in February 2011. Since that time, Resident Judge William L. Witham, Jr., a former member of the armed services, has presided over this Court. Sussex County veterans are referred to Kent County. New Castle County's VTC began on January 2, 2013. Judge Jan R. Jurden, also a former member of the armed services, presides over this New Castle County VTC. The program is designed to assist justice-involved veterans with mental health and substance abuse issues to obtain necessary services and reduce recidivism.

New this year is the volunteer Peer Mentor Program launched to enhance the Veterans Treatment Court. The volunteers help court participants get to appointments and deal with daily challenges. Because the mentors are also veterans, they understand the stress of military life and can offer assistance and support through the recovery phase of the VTC participants. Statewide, the Veterans Treatment Courts had 121 participants, 3 neutral terminations, 6 terminations, and 79 graduations.

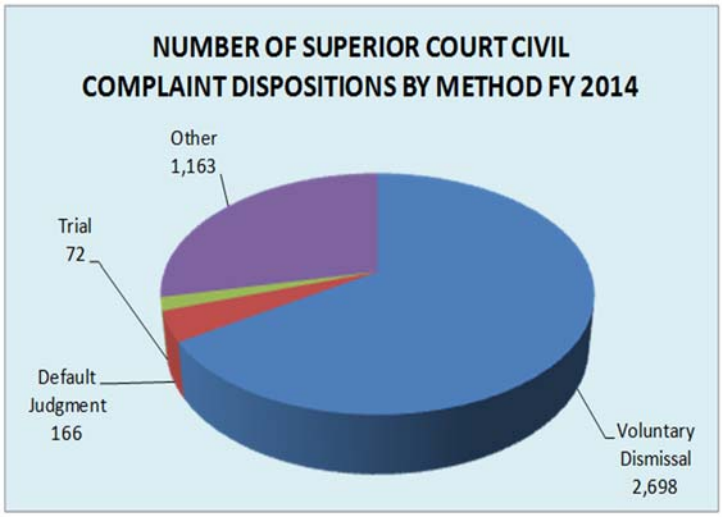
Programs to assist the disposition of civil cases are also available to our constituents. This year, 1,823 mediations were filed statewide through our Residential Mortgage Foreclosure Mediation program. The ongoing Project Rightful Owner held 18 hearings this year, processed 15 orders, and disbursed $305,059.11. The total amount disbursed since the beginning of this project is $6,014,954.49. The Court's Complex Commercial Litigation Division (CCLD) also assists in the disposition of civil cases. To qualify, cases must include a claim asserted by any party (direct or declaratory judgment) with an amount in controversy of $1 million or more (designated in the pleadings for either jury or non-jury trials). Cases that involve an exclusive choice of court agreement or a judgment resulting from an exclusive choice of court agreement, or is so designated by the President Judge, also qualify for assignment to the CCLD.

The Notifind system is an important part of a judiciary-wide initiative for Living Disaster Recovery Planning/Continuity of Operations Planning. This system serves as the emergency notification for the Court. Superior Court Web Master Margaret Derrickson completed the task of loading all of Superior Court staff's necessary data into the system. Notifind was particularly helpful with the winter we experienced in



FY14. Each time it was used, the system improved through input from judicial officers, court administrators, and staff. Should a disaster hit Delaware, all judges and staff will receive notice and instructions.

Superior Court's website reflects our goal of providing excellent service to the public and to the legal community. Our innovative iCourtClerk™ continues to grow in number of queries from the public and from outside criminal justice agencies seeking information. In FY14, over 1,912 public queries received a response, which is a 33.4% increase over last fiscal year. We are proud that over 16% of our users take the time to reply with a "thank you" and express how timely the answers are.



Non-iCourt Clerk queries numbered 1,108 this year, a 34.4% increase regarding jury service, forms, fees, records, procedures, ADR, and orders and opinions, among other requests. This year, 659 orders and opinions were processed. Superior Court continues to publish orders and opinions available for free public access.

Listserv information service is ever expanding. During this fiscal year, 572 new members (an 18% increase) signed up to receive information. Currently, 19 separate Listservs are maintained with 3,768 total members. These Listservs provided 192 instant notifications to its members for a 17% increase over the previous fiscal year. Members include attorneys, state officials, insurance companies, research utilities, and universities.

Our intranet-only document database is maintained and updated on a regular basis. This database is only for those who work in Superior Court. It holds directives, orders, plans, memos, and information about each department, e-payment, jobs, benefits, and other useful links for searching. The intranet also houses all editions of Hearsay, the Court's newsletter, dating from its original publication in 1998.

The future of Superior Court is to move our civil and criminal cases in an expedient, efficient manner, while maintaining fairness in the courtrooms. It is vital that the people who come to our court feel as though they were treated fairly and respectfully when they leave. If they do not, the communities we serve get a negative opinion of the Court, which then reflects badly on the Judiciary as a whole.

Case processing 183 years ago consisted of a pen and paper, and there were probably the same complaints from attorneys and the town folk regarding the timeliness of the outcome of their cases. People are the same, no matter whether they live in the 19th or 21st century. In this century, however, technology changes at a very swift place. As soon as the latest cutting-edge software or hardware is on the market it is already outdated. This Court embraced technology early on. In 1991, Superior Court had one of the only statewide case management and e-file systems in the nation, called the Complex Litigation Automated Docket (CLAD). CLAD was a success for the Court for its time. However, in 2003 CLAD cases were converted to Lexis Nexis™ (now File & Serve Express™). This is the system we use today for civil cases.

Criminal case e-filing is not yet available in Superior Court, but it is a goal for us and the other trial courts. Superior Court does have an Automated Sentencing Order Program (ASOP). The ASOP application enables the Court to issue sentencing orders simultaneously with a judge's pronouncement. Sentencing data is electronically filed and transferred within minutes to prisons and other agencies and criminal histories also are updated for future court proceedings. It used to take days to disseminate the information to all criminal justice agencies and it now happens almost sim-

Continued on next page

SUPERIOR COURT

ultaneously. Also, ASOP allows defendants to receive a complete copy of their sentencing order before they leave the courtroom.

While it has been a tremendous asset over the last fifteen years, ASOP first arrived on the scene in March 2000 and is quickly becoming outdated. No new sentencing forms can be inputted and new coding often results in system crashes. Keeping ASOP alive is our first priority in our FY15 budget, as we lack the necessary funding in the Court's budget line.

Superior Court is committed to providing a safe environment in which the people in all three counties are treated with fairness and respect. In FY13, the Courts used their security funds to secure our state's courthouses and our people. For FY14, we have been committed to providing timely and efficient case processing for our civil and criminal cases and to finding the means to make this happen.

SUPERIOR COURT JUDGES

Front row (sitting left to right)
Judge Charles H. Toliver, IV (retired May 3, 2014)
Judge Jerome O. Herlihy (retired May 18, 2013)
President Judge James T. Vaughn, Jr. (appointed Supreme Court Justice October 29, 2014)
Judge T. Henley Graves (SC Resident Judge)
Judge Richard R. Cooch (NCC Resident Judge)

Second row (standing left to right)
Judge Mary M. Johnston
Judge Jan R. Jurden (appointed President Judge January 13, 2015)
Judge Richard F. Stokes
Judge William C. Carpenter, Jr.
Judge Fred S. Silverman
Judge William L. Witham, Jr. (KC Resident Judge)
Judge E. Scott Bradley
Judge Calvin L. Scott, Jr.

Back row (standing left to right)
Judge Vivian Medinilla
Judge Eric M. Davis
Judge Diane Clarke Streett
Judge M. Jane Brady
Judge Robert B. Young
Judge John A. Parkins, Jr.
Judge Charles E. Butler
Judge Paul R. Wallace

Not Pictured: Judge Andrea L. Rocanelli
Judge Ferris W. Wharton

Standing (left to right)
Commissioner Michael P. Reynolds (retired September 1, 2014)
Commissioner Alicia B. Howard
Commissioner Mark S. Vavala
Commissioner Andrea Maybee Freud
Commissioner Lynne M. Parker

Not pictured: Commissioner Bradley V. Manning

FAMILY COURT

Family Court remains committed to its goal of providing equal access to justice for the families and children under its jurisdiction in a manner that is fair and efficient and that maintains the public's trust and confidence in an independent and accountable judiciary.

In Fiscal Year 2014, Family Court received more than 35,000 civil filings, more than 5,100 juvenile delinquency filings, and over 3,900 criminal filings. During this same period, the Court disposed of more than 36,000 civil matters, more than 5,200 juvenile delinquency cases, and over 3,600 criminal matters.

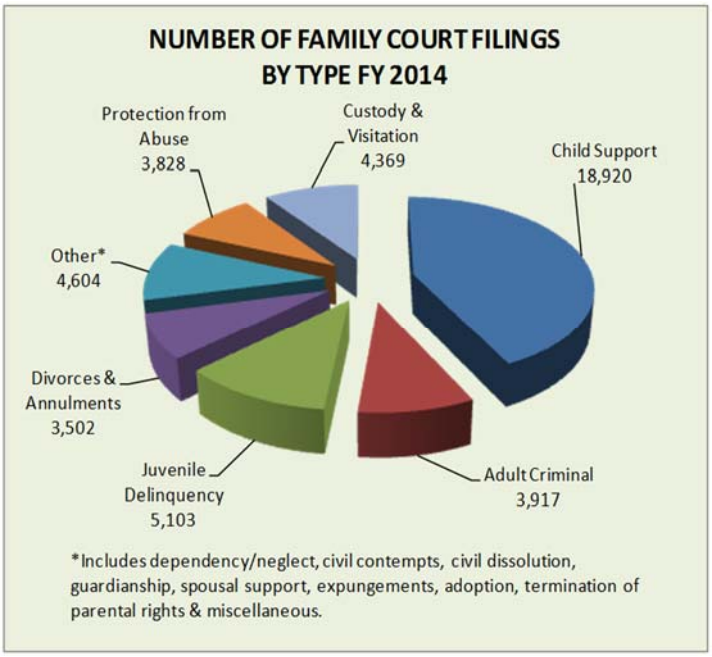
Chief Judge Chandlee Johnson Kuhn

Approximately one third of Family Court's civil cases were scheduled for mediation hearings facilitated by court employed mediators. The mediation process recognizes the importance of empowering individuals to make decisions regarding their families in a non-adversarial setting. In FY14, 12,522 matters were scheduled for mediation statewide and a majority of those cases were resolved without the need for a hearing with a judge or commissioner.

In the delinquency area, Family Court offers arbitration for eligible first time juvenile offenders. Arbitration allows eligible juveniles that accept responsibility for their conduct and who comply with specific conditions to have their charges dismissed. Family Court continues to preside over several specialty courts designed to meet the special needs of the populations they serve. These specialty courts include Gun Court, Juvenile Drug Court, and Mental Health Diversion Court.

The Court Appointed Special Advocate program continued its efforts in FY14 to recruit, train, and assign volunteers to represent the best interests of children in the child welfare system. In partnership with the Office of the Child Advocate, all children in the Delaware child welfare system have either an attorney guardian *ad litem* or a Court Appointed Special Advocate (CASA) representing his or her best interests during the pendency of Family Court's case.

In a continuing effort to promote efficiency while maintaining public trust in an independent and accountable Family Court bench and staff, Family Court pursued and was awarded sev-



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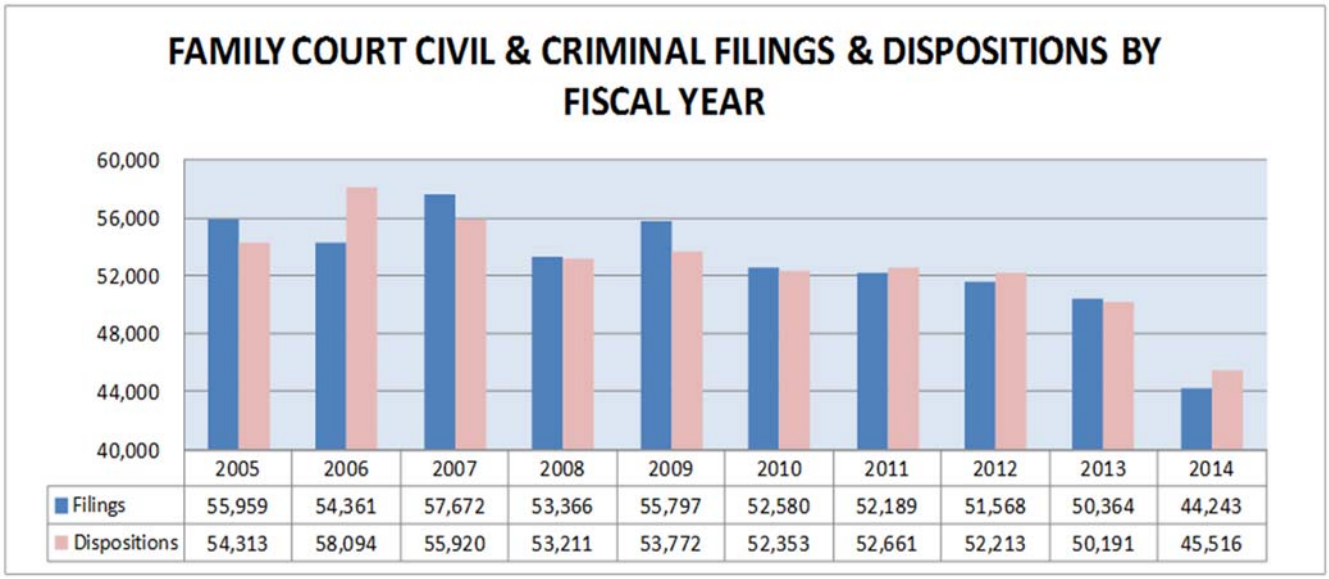
FAMILY COURT



	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Filings	55,959	54,361	57,672	53,366	55,797	52,580	52,189	51,568	50,364	44,243
Dispositions	54,313	58,094	55,920	53,211	53,772	52,353	52,661	52,213	50,191	45,516

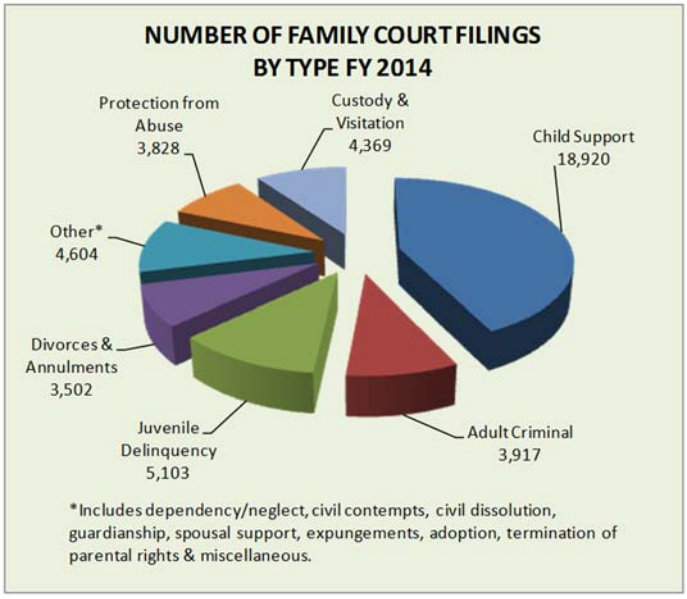
eral grant opportunities in FY14 aimed to improve its response and handling of the complicated matters within its jurisdiction.

In November 2013, the Family Court of the State of Delaware was one of 16 sites selected for the National Council of Juvenile and Family Court Judges (NCJFCJ) project "School Pathways to the Juvenile Justice System." NCJFCJ is providing training and technical assistance to help Family Court judges and commissioners develop efforts with our partners to reduce referrals of youth to juvenile courts for school-based misbehaviors.

The U.S. Department of Justice's Office on Violence Against Women, in collaboration with NCJFCJ, selected the Family Court as one of only four sites to participate in the Family Court Enhancement Project. The goal of the Enhancement Project is to improve custody and visitation decision-making for families that have experienced domestic violence. The Project launched in April 2014 with a collaborative meeting of stakeholders and partners to evaluate the Family Court's current laws, rules, and procedures related to child custody decisions and domestic violence. During the two year project, with the assistance of national domestic violence and court improvement experts, Family Court's multidisciplinary team will identify best practices and recommend and implement improvements designed to keep victims and children safe.

The quadrennial Ad Hoc Committee for Child Support Formula Review convened in FY14. The Committee's charge is to review and, where appropriate, revise the State's child support formula guidelines to ensure that application of the formula results in the determination of appropriate child support amounts. Chaired by the Honorable Michael K. Newell, the Committee's report and recommendations will be voted on by the Family Court Judges for implementation on January 1, 2015.

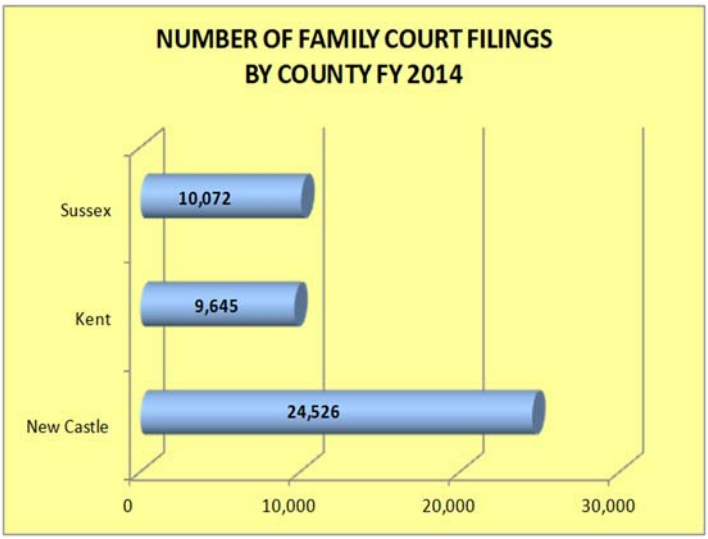
Fiscal Year 2014 brought several new faces to Family Court's bench and administration.



FAMILY COURT

In April 2014, Family Court welcomed two new Commissioners to its bench, following the retirement of the Honorable Lester Blades and the resignation of the Honorable Dawn M. Williams. Commissioner Angela M. Fowler was appointed as a Commissioner serving in Kent County, having served as a hearing officer for the Industrial Accident Board, a Deputy Child Advocate for the Office of Child Advocate and a Deputy Attorney General for the Delaware Department of Justice. Commissioner Para K. Wolcott was appointed as a Commissioner serving in New Castle County, having served as a Deputy Attorney General for the Delaware Department of Justice. Both Commissioner Fowler and Commissioner Wolcott previously served as law clerks in the Family Court at the beginning of their legal careers.

In addition, Family Court welcomed two new members to its Administrative Team - Addie Asay, Esquire, as the Director of Legal Affairs and Eric Stephenson as Family Court's new Director of Training. Five additional law clerks were added to the Court's complement of law clerks in FY14. The addition of these clerks brings the Court closer to meeting the recommendations of the 1999 report issued by the Special Committee on Family Court Internal Operating Procedures that each judge be assigned a full time law clerk in order "to ensure that all matters within the Family Court jurisdiction are resolved as expeditiously as possible commensurate with the obligation of the Courts of this state to provide its citizens with the highest quality of justice feasible."



COMMISSIONERS:

Front row (standing left to right)
Para Wolcott
Sonja Wilson
Mary Ann Herlihy
Chief Judge Kuhn
John Carrow
Mary Much

Second row (standing left to right)
Loretta Young
Janell Ostroski
Susan Tussey
Louann Vari
Angela Fowler

Third row (standing left to right)
James Maxwell
Pamela Holloway
Andrew Southmayd
Jennifer Mayo
M. DeSales Haley

Not pictured: David W. Jones

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FAMILY COURT

FAMILY COURT JUDGES

Front row (standing left to right)
Judge Aida Waserstein
Judge Arlene Minus Coppadge
Judge Kenneth M. Millman
Chief Judge Chandlee Johnson Kuhn
Judge William M. Nicholas
Judge Barbara D. Crowell

Second row (standing left to right)
Judge Mardi F. Pyott
Judge Mark D. Buckworth
Judge William J. Walls, Jr.
Judge Peter B. Jones
Judge Paula Ryan

Third row (standing left to right)
Judge Joelle P. Hitch
Judge Alan N. Cooper
Judge Robert B. Coonin
Judge Michael K. Newell

Not pictured: Judge William Chapman
Judge Jay H. Conner

COURT OF COMMON PLEAS

Fiscal Year 2014 was a busy and challenging year for the Court of Common Pleas. The number of cases that are transferred to, and filed in, the Court of Common Pleas contributes to it burgeoning high volume. While criminal and civil caseloads have slightly declined from prior years, the complexity and the number of cases proceeding forward to trial continue to increase. This places an ever increasing demand on the resources of both the Court and the Court's partners. In order to continue to administer first-rate service to the public, notwithstanding these increased demands, the Court of Common Pleas has implemented several innovations, initiatives and reforms in FY14.

Chief Judge
Alex J. Smalls

Court Innovation

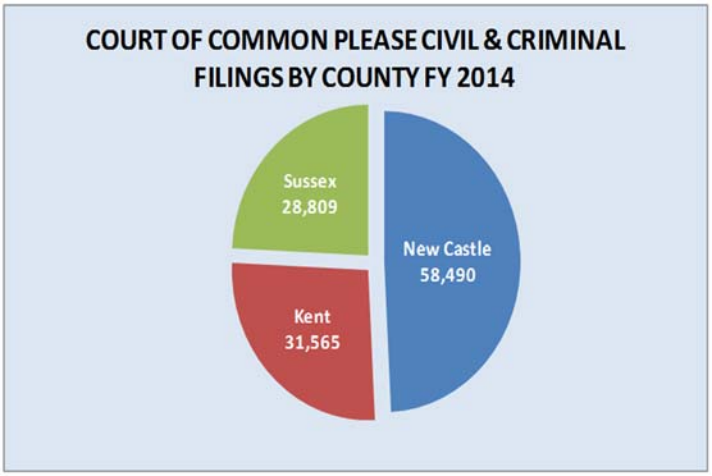
During FY14, the Court enhanced reporting metrics and developed a reports folder on the Court's intranet site for electronic access to the Court's statistical information.

This year, the Court received funding to pilot the Interactive Voice Recognition Project (IVR). The IVR will be programmed to make available basic court information, such as locations and operating hours, to provide up-to-date case information, and to accept credit card payments. The information made available by the IVR will reduce the number of incoming phone calls that must be answered by the Court's case processing staff. This will allow the staff to focus on critical case processing duties.

In an effort to improve the workflow, encourage cross training, and make operations more efficient the Court restructured the Clerks' Office by reclassifying two judicial case managers to judicial operations managers. This enabled the Court to merge the existing customer service section with the cost and fines section as one larger customer service section. Additionally, the Court merged the criminal intake section and the criminal scheduling section into a larger, more flexible criminal section.

The Court will be providing iPads to all court reporters in order to enhance communication while in the courtroom. In addition, the Court has taken initiatives to improve security and ensure the safety of our staff by installing ballistic glass in all public access areas in all three counties.

With the assistance of the Judicial Information Center, the Court completed an enhancement to its archiving program. The enhancement allows the merger of Excel spreadsheets with our existing case management system and provides the missing data elements needed for transfer of boxes of case files to archives. This enhancement replaces the time consuming process of Court clerks manually entering data elements into an Excel spread sheet.



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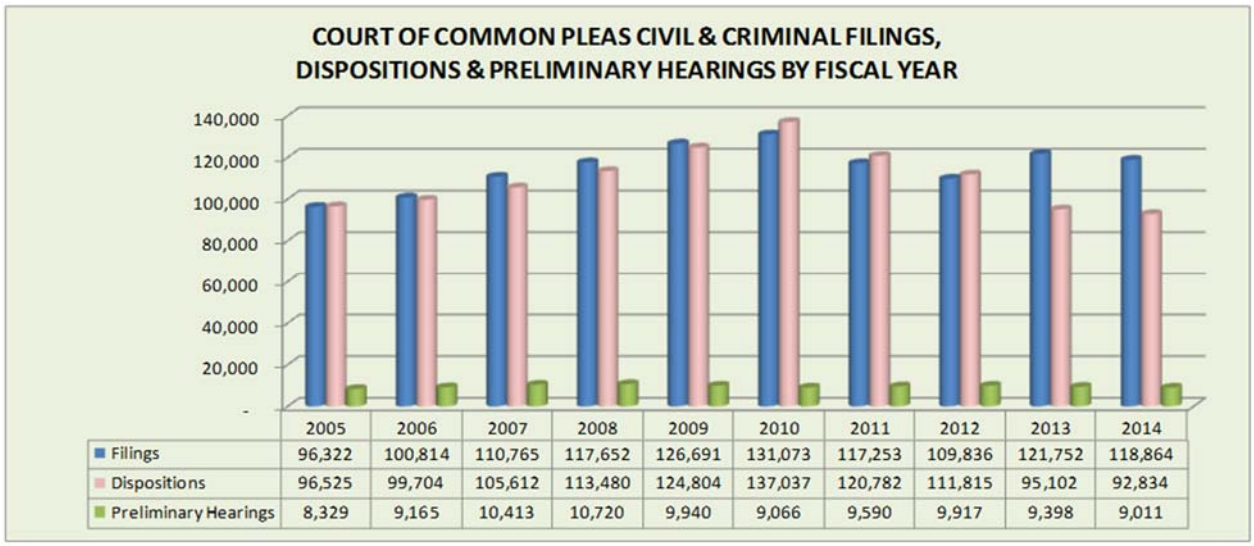
COURT OF COMMON PLEAS



	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Filings	96,322	100,814	110,765	117,652	126,691	131,073	117,253	109,836	121,752	118,864
Dispositions	96,525	99,704	105,612	113,480	124,804	137,037	120,782	111,815	95,102	92,834
Preliminary Hearings	8,329	9,165	10,413	10,720	9,940	9,066	9,590	9,917	9,398	9,011

The Court also made improvements to its case management system, which now allows for more efficient processing of expungements of those cases that were transferred from the now defunct Wilmington Municipal Court.

Civil Initiatives

Judge Sheldon K. Rennie was sworn in to the Bench in July of 2013, filling the vacancy left when Judge Andrea Rocanelli was appointed to the Superior Court. Judge Rennie's strong civil background has been helpful in addressing the increase in complex civil cases that are being filed in New Castle County.

For example, the Court of Common Pleas received 4,677 new civil complaints in FY14. Though this number reflects a drop in the civil caseload from prior years, the cases are of greater complexity which results in more extensive motion practice and more trial time.

There has also been an increase in the amount of cases filed under the Special Election and Expedited Docket of the Court. In FY11, the Court of Common Pleas adopted Administrative Directive 2010-3, creating the Court's SPEED Docket (**SP**ecial **E**lection and **E**xpedited **D**ocket) available in all civil cases filed where the amount in controversy is between $10,000 and $50,000, excluding consumer debt cases and appeals on the record. Special scheduling rules are applied to SPEED cases which ensure an expedited resolution. Additionally, the cases are specially assigned to a judge who handles all matters in the case until it is resolved. A scheduling conference is scheduled within 30 days of the filing of the answer or a motion by any party and the trial is scheduled within five months of the scheduling conference. In FY14 there were 23 SPEED cases filed with the Court of Common Pleas.

Likewise, there was an increase in the amount of consumer debt collection cases filed in the Court. In FY11, the Court of Common Pleas also adopted Administrative Directive 2011-1 pertaining to Consumer Debt Collection cases. This directive was rescinded and replaced with Administrative Directive 2012-2 following the Delaware Bar Committee study and report. The directive set forth procedural guidelines in consumer debt collection cases, with the goal of ensuring fairness to all litigants and improving efficiency in the administration of justice. There were 3,050 consumer debt cases filed with the Court in FY14.

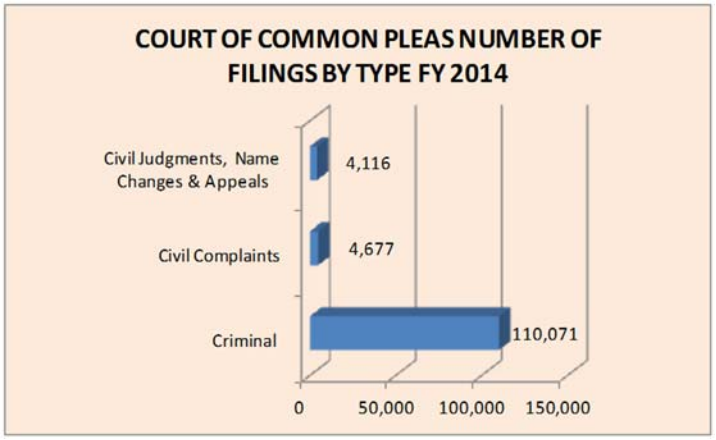
Criminal Initiatives

The number of criminal misdemeanor filings in the Court of Common Pleas in FY14 was 110,071 with 9,011 preliminary hearings filed. The Department of Justice continues to aggressively review felony arrests at preliminary hearings and, as appropriate, resolve those in the Court of Common Pleas. This has a positive effect on the entire criminal justice system because it eliminates the need for these cases to be handled twice in the Court of Common Pleas and once in the Superior Court, which occurs when felony charges are reduced to misdemeanors and returned to the Court after being bound over at preliminary hearings.

Mediation

Since 2001, the Court has referred over 13,085 cases for mediation, with 1,485 referrals made to the program in

COURT OF COMMON PLEAS



FY14. Mediation provides an alternative to criminal prosecution, assists the Court in the management of its busy calendars, and leaves participants with an increased sense of satisfaction with the justice system. In FY14, the Court's mediation program had a success/satisfaction rate of 90 percent.

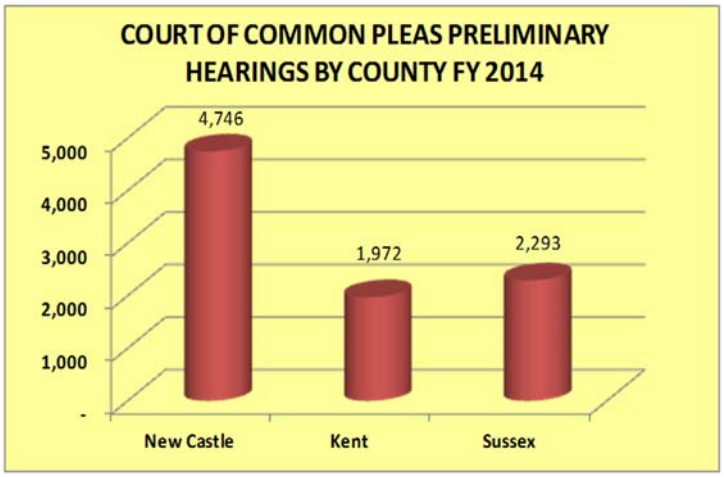
In recent years, the Court of Common Pleas extended its successful criminal mediation program to include civil cases. This option has been well received by civil litigants and has been responsible for the successful settlement of an increasing number of cases. The Court has also adopted a Community Mediation Program, which receives referrals regularly from the New Castle County Police Community section and municipalities seeking mediation assistance with minor neighborhood disputes. The use of this mediation program reduces the need to refer matters for criminal or civil litigation. In addition, the increased demand for this program is reflective of the positive relationships that the Mediation Program has been able to establish throughout the community at large.

Treatment Courts

The Court continued to operate its highly successful court-supervised comprehensive Drug Diversion Program for non-violent offenders. The Court's Drug Diversion program is now under the direction of Judge Robert Surles who was appointed to the Court in 2013. This voluntary program includes regular appearances before a judge, participation in substance abuse education, drug testing, and treatment. The Drug Diversion Program represents a collaborative effort between the Court of Common Pleas, the Department of Justice, the Office of the Public Defender, the private bar, treatment providers, and the Treatment Research Institute (TRI) at the University of Pennsylvania. (The TRI program is limited to New Castle County.) Collaboration with the TRI program has provided the basis for observation, research, and analysis to launch scores of other drug diversion programs throughout the United States and internationally. The Court has served more than 6,478 participants since its inception in 1998.

To address the needs of all participants, the New Castle County Drug Diversion Court introduced a new tool on July 1, 2010. The tool referred to as the "RANT Assessment," a web-based placement tool developed by the Court's partners at the Treatment Research Institute. RANT is an acronym for **R**isk **a**nd **N**eeds Assessment **T**riage. The assessment tool is used to assess each client's risks and needs. Based upon the results, a defendant is placed into one of four quadrants: low risks/low needs; low risks/high needs; high risks/low needs; and high risks/high needs. Identifying these risks/needs groups allows treatment to be tailored to meet the individual needs of the client, promote successful program completion, and reduce recidivism.

In 2003, the Court of Common Pleas established Delaware's first Mental Health Court in New Castle County. It was modeled on the concept of a problem solving court, which incorporates the judge into the rehabilitative process as an authority figure able to provide positive feedback and impose sanctions for negative behavior to participants in the program. The Mental Health Court in New Castle County is supervised by Judge Carl C. Danberg. In 2012, the Court of Common Pleas received federal funding to expand its Mental Health Court to the other two counties. These programs are supervised by Judge Anne Hartnett Reigle in Kent County and Judge Kenneth S. Clark, Jr., in Sussex County. All three Mental Health Courts effectively serve the special needs of individuals suffering from mental illnesses, substance abuse, and co-occurring disorders through continuous judicial oversight



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and intensive case management. This approach has reduced recidivism and the program participants' contact with the criminal justice system. Since its inception, approximately 117 defendants have entered the Court of Common Pleas Mental Health Court statewide.

The Human Trafficking Court is a voluntary, treatment-focused program that began in January 2012. The target population is comprised of offenders who have experienced significant trauma in their lives and are caught in a cycle which typically manifests itself as an accumulation of prostitution, loitering, possession of drug paraphernalia, or other misdemeanor charges, combined with substantial addiction issues. This program is designed to offer a support system and helps to connect these probationers with drug treatment, mental health counseling, trauma services, housing options, and educational and/or employment training. During FY14, the Human Trafficking Court added 23 probationers to the program. During that same period of time, seven women graduated from the program, bringing the total number of graduates since the program's inception to 23.

DUI Court

House Bill 378 was signed into law by Governor Markell on July 18, 2012 and authorizes the Department of Justice to transfer certain Driving Under the Influence (DUI) cases to the Court of Common Pleas from the Justice of the Peace Court. Additionally, the statute tasked the Court of Common Pleas with establishing the state's first impaired driving court aimed at targeting hardcore DUI offenders. Senate Bill 260 was signed into law by Governor Markell on July 31, 2014 and allows offenders charged with DUI offenses to participate in the Court of Common Pleas' DUI Treatment Program. The Program began accepting participants in December 2014 and is being piloted in New Castle County. The Court of Common Pleas received 2,709 DUI cases in FY14.

In order to make the DUI Court as effective as possible, the Court has collaborated with multiple stakeholders, including representatives from the Attorney General's Office, the Office of the Public Defender, the Department of Correction, Police Agencies, TASC, Brandywine Counseling, and the University of Pennsylvania. Additionally, in March 2014 the Court submitted a grant request to the Department of Highway Safety to fund training for the multi-disciplinary team. The grant was approved in July 2014, and the team attended training in Athens, Georgia in October 2014. The Court has also submitted a federal grant application to the Bureau of Justice Assistance's 2014 Adult Drug Court Discretionary Grant to help fund the operation of the DUI Court. DSAMH, working in conjunction with TASC and the University of Pennsylvania, submitted the SAMSHA Behavioral Health Treatment Court Collaborative Grant application in April 2014 to obtain funding for treatment resources for DUI Court participants and a case management TASC Program manager.

Grant Funded Initiatives

The Court continues to work aggressively to manage its caseload in spite of great demands on Judges and staff. Additional calendars and the application of aggressive case management techniques have reduced the time to disposition in most case categories. The Court received funding in FY14 from a Byrne Justice Assistance Grant to provide resources for the expansion of the Mental Health Courts in Kent and Sussex Counties. Additionally, the Court received grant funding, from the Office on Violence Against Women, for a part-time coordinator to staff the Human Trafficking Court calendar.

Enforcement of Court Orders

In FY14, the Court of Common Pleas collected approximately $6,888,917 in fines, costs, and assessments. The Court returns more than 44 percent of its operating budget to the State's General Fund. A significant portion of the Court's collections also represents restitution and compensation payments for victims of crime.

Conclusion

Notwithstanding the challenges of managing a large and increasingly complex caseload, the Judges and staff of the Court of Common Pleas remain committed to employing ingenuity and innovation to the administration of justice so that the people and institutions of Delaware will continue to have a neutral forum to resolve their everyday problems and disputes and more complex legal matters in a fair, professional, efficient, and practical manner.

COURT OF COMMON PLEAS

COMMISSIONERS:

Abby L. Adams
Mary McDonough

COURT OF COMMON PLEAS JUDGES:

Front row (standing left to right)
Judge John K.Welch
Chief Judge Alex J. Smalls
Judge Rosemary Betts Beauregard
Judge Kenneth S. Clark, Jr.

Second row (standing left to right)
Judge Sheldon Rennie
Judge Robert H. Surles
Judge Charles W. Welch, III
Judge Anne Hartnett Reigle
Judge Carl C. Danberg

JUSTICE OF THE PEACE COURT

The loss of critical administrative team members and seasoned judges over the last fiscal year and end-of-year adjustments to the baseline budget forced the Court to take more time to examine processes and re-tool in ways that resulted in cost savings and operational efficiencies. At the same time, the Court successfully met statutory mandates and took steps to give meaning to one of its core values – fair and just treatment for all. Among the accomplishments of the Court this year are: the development and implementation of a Risk Assessment Instrument for bail decisions, application of the principles of procedural fairness to judicial and staff interactions with the public, and improving processes for the delivery of better service at a lower long-term cost.

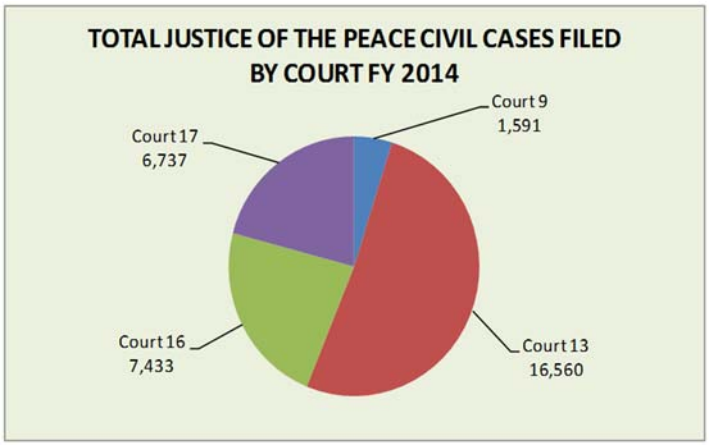
Chief Magistrate Alan G. Davis

Risk Assessment Instrument

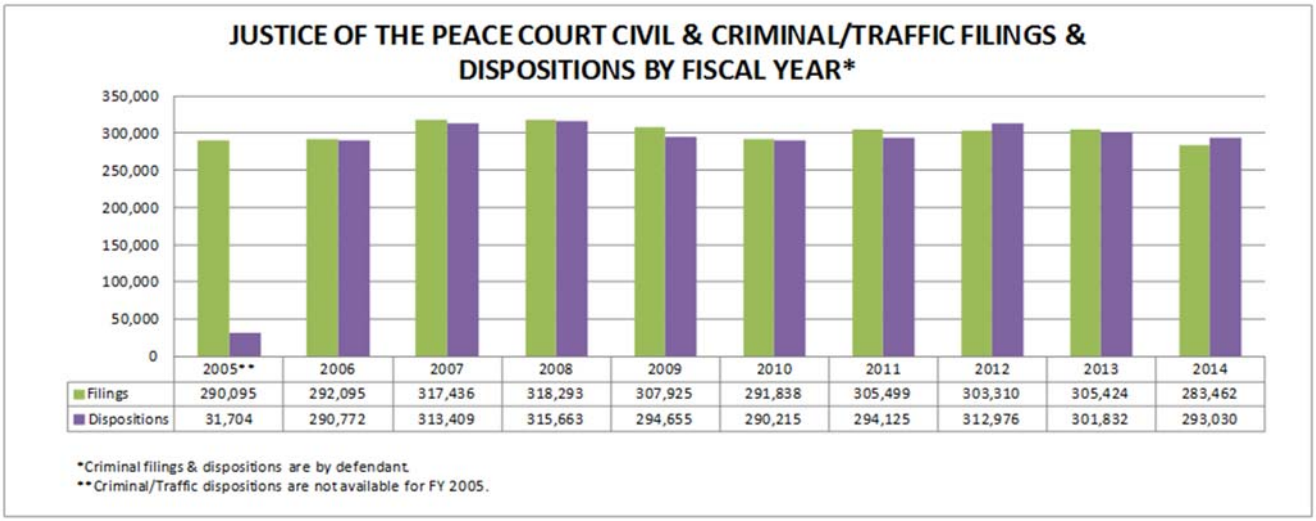
With the passage of Senate Bill 226 w/SA 1 in the 146th General Assembly, the legislature mandated that all bail decisions be made with the assistance of a risk assessment instrument. These instruments are intended to provide greater consistency in bail decisions and to ensure that information critical to making reasoned decisions about the risk of an alleged offender to appear in court and re-offend is available to a judge in one place. They are not intended to replace judicial discretion in bail decisions, but to provide an extra tool for the judge to use in reviewing objective criteria about the defendant's current situation and recent past.

The first part of the fiscal year was spent in preparation for implementation of the instrument. Development of the document itself and programming changes were already underway by the beginning of the fiscal year. Operational considerations and tweaking of the instrument dominated the efforts. Significant training followed for judges in particular.

Actual implementation took place on December 31, 2013, and the hard work of preparation paid dividends in the form of very few technical glitches and wholesale adoption by the members of the Court. The remainder of the fiscal year was spent assessing the first pieces of data and ensuring compliance. As we go forward, the instrument will need to be validated, to assure that the risks of flight and to community safety are being properly assessed by the instrument.



JUSTICE OF THE PEACE COURT



	2005**	2006	2007	2008	2009	2010	2011	2012	2013	2014
Filings	290,095	292,095	317,436	318,293	307,925	291,838	305,499	303,310	305,424	283,462
Dispositions	31,704	290,772	313,409	315,663	294,655	290,215	294,125	312,976	301,832	293,030

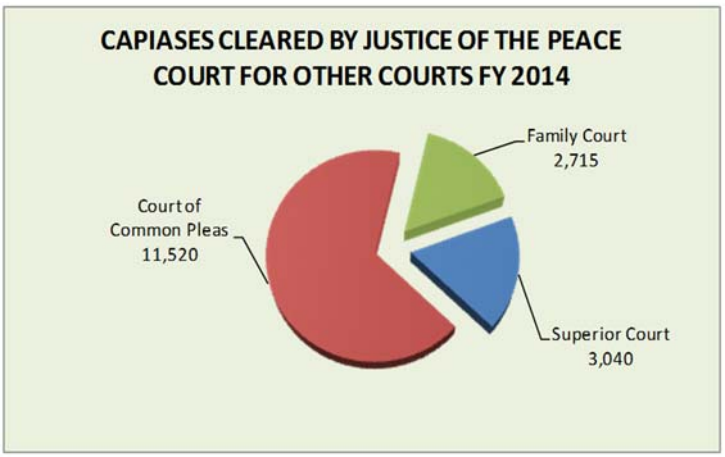
*Criminal filings & dispositions are by defendant.
**Criminal/Traffic dispositions are not available for FY 2005.

Procedural Fairness

On March 26, 2014, the Justice of the Peace Court held a training for judges, managers, and police officer liaisons on the topic of procedural justice. Entitled "Enhancing Procedural Fairness," the program consisted of a one-day training including curriculum developed as a part of the Bureau of Justice Assistance's (BJA) Improving Courtroom Communication Project (the "Project"). As a part of the Project, the BJA, the Center for Court Innovation, and the National Judicial College sought proposals from courts interested in receiving the training to help judges and court personnel enhance communication practices in order to improve perceptions of fairness by litigants. Three sites were selected nationally for the training, including the Delaware Justice of the Peace Court.

In conjunction with being selected as a site, the Justice of the Peace Court participated in several pre-training meetings with faculty in order to craft a program designed to meet the specific needs of the Justice of the Peace Court. In addition, all participants viewed a brief online training regarding the basics of procedural fairness prior to the full day program. The faculty included the Honorable Alex Calabrese, an acting Supreme Court Justice of the State of New York and the Presiding Judge of the Red Hook Community Justice Center; the Honorable Jeffrey Kremers, Chief Judge of the Milwaukee County Circuit Court; Kelly Tait, a judicial branch communication consultant; and the Honorable Chad Schmucker, President of the National Judicial College. Emily Gold and Aubrey Fox from the Center for Court Innovation assisted in coordination, planning, and presentation.

The curriculum included training on both verbal and non-verbal communication, considering special populations, first-hand experiences from the bench and the development of an action plan moving forward. Participants engaged in group exercises as well as lively discussions as they were encouraged to look at their physical court buildings and their interaction with the public in new and different ways. One of the most powerful exercises was making a video recording of one of the judges conducting an arraignment and then critiquing that judge's performance based upon what had been learned throughout the day. Justice of the Peace Court judges conduct hundreds



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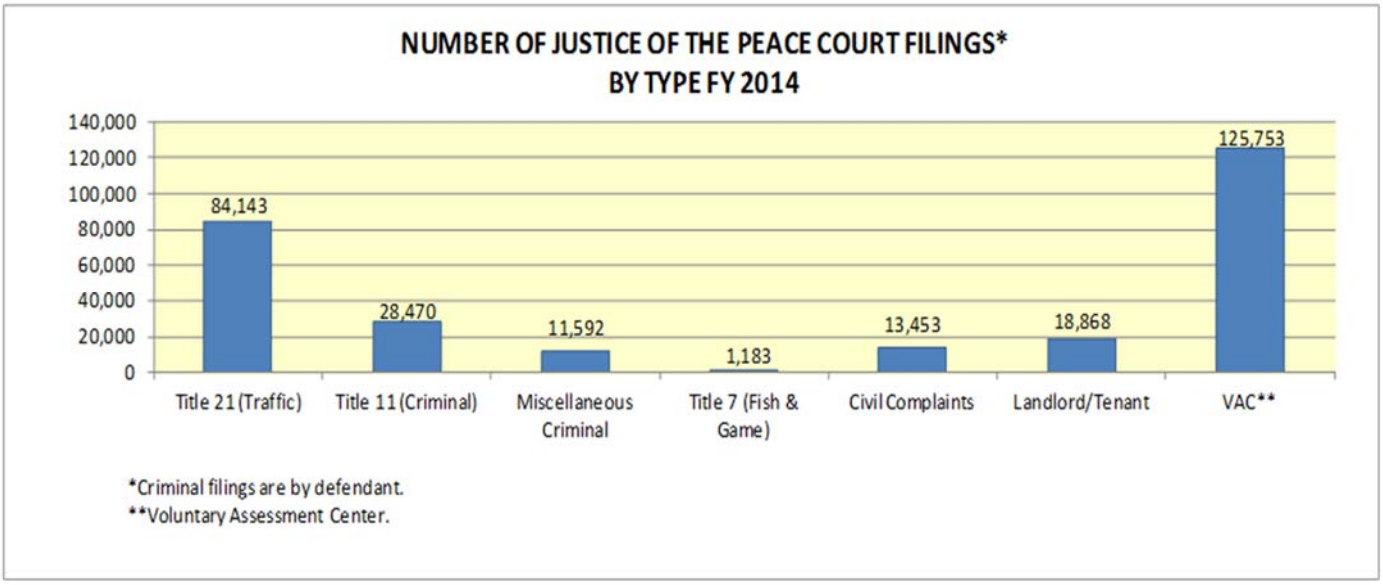
JUSTICE OF THE PEACE COURT



of arraignments every week and the process can become very routine, which is dangerous from a procedural justice perspective. This was intended to be a starting point in an ongoing series of training in the area of procedural fairness. It is a subject that impacts every single case we have and touches every litigant that walks through our doors. These skills have the potential to impact not just the way people perceive the court, but compliance and recidivism as well.

Participants took a survey both before and several weeks after the training to gather data about the effect of the training upon their knowledge base and interactions with the public. In addition, the Justice of the Peace Court continues to work with the Center for Court Innovation on critiquing the training and making improvements for the other two sites that will receive the same curriculum. The Justice of the Peace Court, which is committed to having a procedural fairness component in every training for both judges and court staff, continued this work at the Fall Judicial Education Retreat. Jody Huber, Justice of the Peace Court Staff Attorney, is also conducting branch-wide trainings on the topic in each county.

Process Improvement

This year the Court also undertook a number of seemingly minor process changes that were geared toward long-term cost savings and better service to the public. Below is an abbreviated list of changes the Court accomplished and the impact of each item.

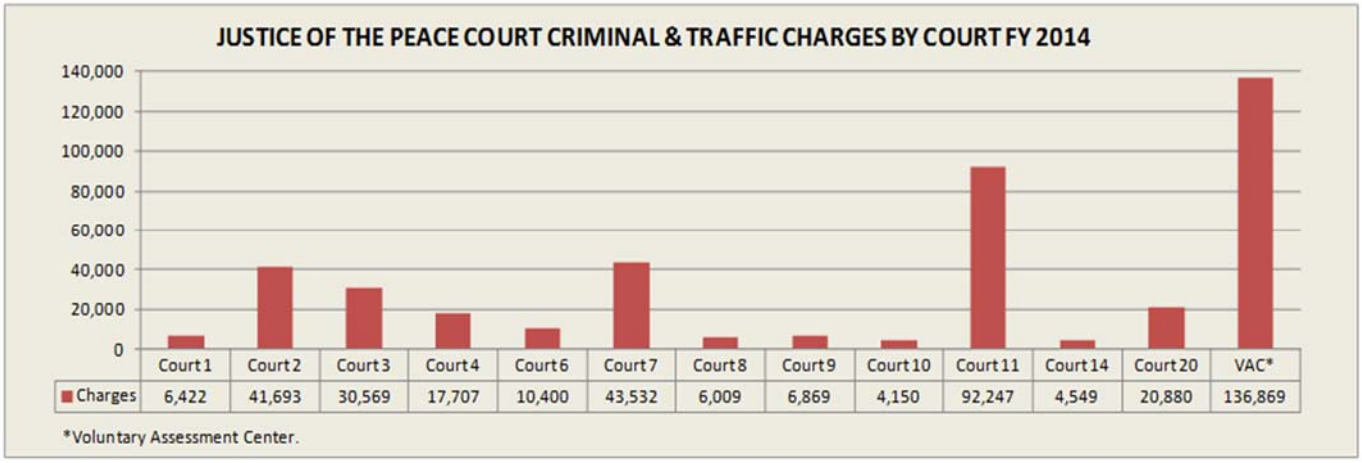
- Provided Spanish translation of call of the calendar and traffic case written explanations. Translation of forms and informational literature, while not a new effort for the Court, is critical for our diverse clientele. These particular informational documents are among the most used in our arraignment processes.

- Combined both criminal and civil traffic offenses on one charging document. Prior to this change, civil offenses, such as cell phone violations, had to be written on a separate ticket to ensure proper transfer and appeal processes. This alteration followed authorizing legislation and has provided relief for police, court personnel and the public in general.

- Worked with DELJIS to create standard automated processes and documents for sealing of warrants. This was a fully manual process prior to implementation and the resulting changes mean that warrants approved for sealing cannot be inadvertantly released by other court locations.

- Eliminated automatic printing of daily/monthly batch reports. While these reports are critical for the effective functioning of the individual court locations, this modification makes them available

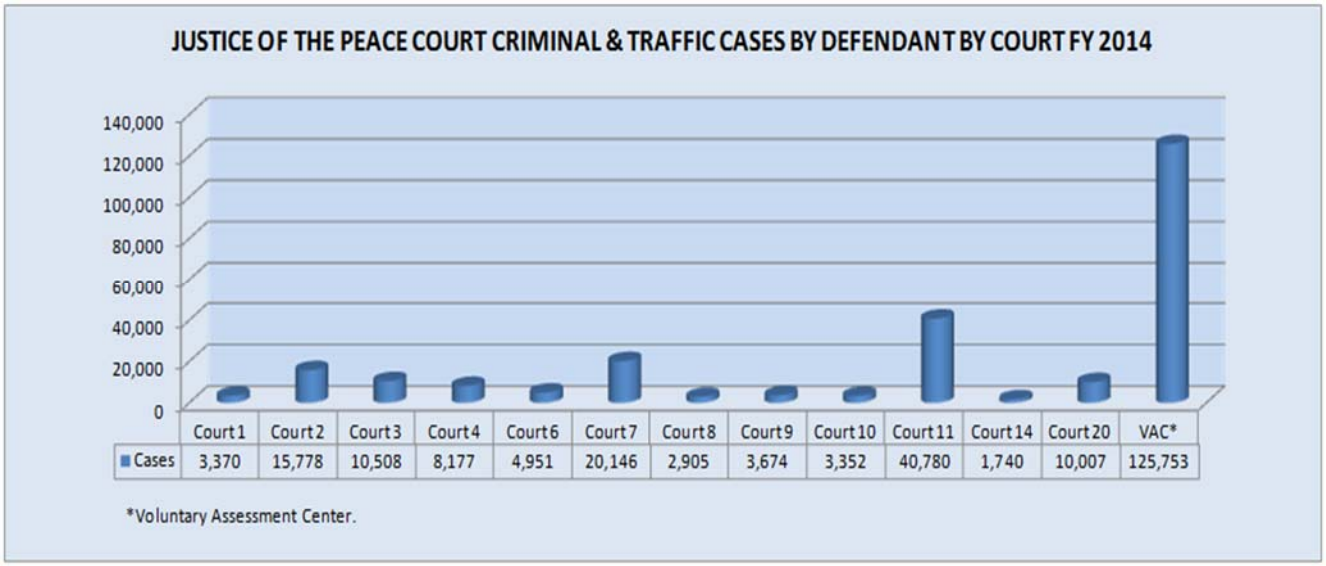
JUSTICE OF THE PEACE COURT



for viewing online by necessary personnel rather than forcing the printing of documents, wasting paper, and providing opportunity for the reports to be misplaced.

- Introduced viewing criminal histories online (DELJIS Web Portal) to judges. Getting the judges comfortable with relying on the Adjudication Summary Sheet and going online to see full criminal histories is critical to saving thousands of pieces of paper each day.

While no enormous changes marked FY14 for the Justice of the Peace Court, it remained a period of solid incremental improvement for our core functions. Enhanced information for bail setting, training to improve relations with the public we serve, and minor process improvements to streamline our daily operations all combined to make the year one of steady progress, while still handling hundreds of thousands of cases in a fair and efficient manner.



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JUSTICE OF THE PEACE COURT

NEW CASTLE COUNTY JUDGES

Starting at the bottom (back to front):
William Young, III
Vernon Taylor
Nina Bawa
Thomas Brown
Christopher Portante
Susan Ufberg
Bonita Lee, DCM
Cheryl Stallman
Rosalie Rutkowski
David Skelley
William Moser
Cheryl McCabe-Stroman
Katharine Ross
James Tull
Sean McCormick
Beatrice Freel
Nancy Roberts
James Hanby, Sr.
Deborah McNesby
Kathy Gravell
Susan Cline
Marie Page

Not pictured:
Donald Callender, Jr.
Thomas Kenney
Vincent Kowal
Marilyn Letts
Roberto Lopez
Kathleen Lucas
Paul J. Smith
Terry L. Smith

JUSTICE OF THE PEACE COURT

KENT COUNTY JUDGES

Starting at the bottom (back to front):

Alexander Montano
D. Ken Cox
Cathleen Hutchison
William J. Sweet
Dana Tracy
James Murray

Not Pictured:
Ernst Arndt, DCM
Pamela Darling
Dwight D. Dillard
W.G. Edmanson, II
Debora Foor
Michael Sherlock

Continued on next page

JUSTICE OF THE PEACE COURT

SUSSEX COUNTY JUDGES

Starting at the bottom (back to front):
Stephani Adams
John Martin
Herman Hagan
James Horn
Rochelle Knapp
Richard Comly
William Boddy
Jana Mollohan
Larry Sipple
Nicholas Mirro
Sheila Blakely, DCM
John Adams
Michelle Jewell
John McKenzie
John Hudson
Christopher Bradley
Deborah Keenan
William Wood

Not pictured:
Jeni Coffelt

IN MEMORIAM
THE HONORABLE JOSEPH T. WALSH

Justice Joseph T. Walsh served in the Delaware Judiciary for 31 years, starting with his appointment to the Superior Court in 1972, followed by his appointment as a Justice on the Supreme Court, where he served from 1985 until his retirement in 2003. While on the Court, he authored over 300 opinions in areas of civil, criminal and corporate law, and previously served on both the Superior Court bench and the Court of Chancery.

Justice Walsh was a tireless advocate for equal access to justice for all Delawareans and co-founded both the Carpenter-Walsh Delaware Pro Bono American Inn of Court and the Annual Rubenstein-Walsh Seminar in Professionalism and Ethics. He received numerous awards during his judicial career for his outstanding service to the community, including the Order of the First State, the highest state government honor, which he received in 2003 from Governor Ruth Ann Minner.

*"I was privileged to get to know Justice Walsh when I was a very young Counsel to the Governor and he was Chairman of the Courts' Long-Range Planning Committee. It would be difficult to identify a better role model. Despite being such a distinguished judge -- heck, he was on Chancery for barely a year and decided both Moran and Revlon! -- he was entirely about the mission, and not himself. A regular guy in the best sense of that term whose contribution to the cause of justice and commitment to those in need was extraordinary."— **Supreme Court Chief Justice Leo E. Strine, Jr.***

*"Justice Walsh embodied all of the exemplary qualities that are wanted in a jurist during his long and distinguished service on the Superior Court, the Court of Chancery and the Delaware Supreme Court. It was my honor to appear before him in all three courts when I was an attorney and to serve with him on the Delaware Supreme Court for 18 years. He established the gold standard for Delaware judges. Throughout his professional life he was a tireless advocate for indigent parties and established the first Pro Bono American Inn of Court to provide free legal services. I have no doubt that the Delaware Bench and Bar will continue to be inspired by his example for many years to come." — **Supreme Court Justice Randy J. Holland***

Many thanks to the Presiding Judges, Court Administrators and others in the Courts, and the Administrative Office of the Courts for their efforts in preparing this annual report.

http://courts.delaware.gov (Delaware Judiciary)

http://courts.delaware.gov/AOC/AnnualReports/FY14 (2014 Annual Report, Statistical Report of the Delaware Judiciary and additional Delaware Courts background information)

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