APRIL 2020 A monthly newsletter for employees of the Clerk of the Superior Court's Office

Gene Yamamoto selected as the Employee of the Year

Gene is the 4th person to be selected for the Office's highest honor

Gene Yamamoto, the Office's Facility Coordinator, was named this month as the **"Employee of the Year"** (EOY) for 2019. He was selected among 12 candidates who were an "Employee of the Quarter" honoree. Gene began serving in the Office in 2017. During his short tenure, he has

made a significant impact on the Office in his work and in his positive, professional attitude. In his role, he handles and/or oversees facility issues, as well as serves as a backup courier and even helps the Mailroom when needed. In recognition of his EoY honor, the *Record Times* conducted a brief interview with Gene.

How do you feel about winning the "Employee of the Year" award? Shocked!!! I also feel very humbled and honored for the recognition.

What are a few things you do in your position? Among my responsibilities are dispatching service requests from staff to inspect or repair items with the work areas. I also oversee or perform the actual work that will help improve or increase work flow in the Office staff areas. Most of all, I ensure staff has a safe and clean area in which to work.

What do you enjoy about your job? The ever-changing tasks.

What has been your favorite work project? I can't think of a particular project that stands out because each one has its own challenges.

What do you think makes good customer service? Treat customers the way you would want to be treated.

What are important qualities an employee should have? Positive attitude, listen and think before speaking, and be accountable for your own actions.

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The Employee of the Year



Gene Yamamoto

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What advice would you give a new employee? Don't stress, be open to learning new things, and most of all don't be so hard on yourself. Give yourself time to adjust to your work environment.

What did you do prior to coming here? Delivery driver/warehouse clerk for a plumbing, heating, and air conditioning wholesaler.

What are some of your interests outside of work? Refinishing wood or metal furniture or other items and giving them new life.



GENE'S NOMINATION

During the past year, our Office has depended quite significantly on Gene to directly complete or serve as the point person on a multitude of projects. Impressively, he is able to balance the workspace requests that come from 600+ employees spread out over 200,000 square-feet in a dozen different buildings. In addition to the day-to-day work orders that come from all directions, Gene has been the backbone behind a series of facility improvement and modification projects, many of considerable scope. For example, last April we identified the need for a dedicated computer lab for RFR training. With only a couple weeks notice, Gene had a File Room with 70+ shelving units converted into a furnished training lab. Beyond all the effort he poured into clearing out the space, disassembling and reassembling workstations, getting a projector installed; he also had to coordinate moving parts with several other departments within and outside of the Office. Of Gene's many positive characteristics, one of the more discernible is his ability to build relationships and get people aligned to work together.

During the past year, Gene was also instrumental in overseeing a sequence of modifications to our space at DJC, moving out a veritable forest of unneeded shelving from the lower level of CSC, coordinating clerk moves during judicial rotations, creating a new media lab, and converting multiple dead spaces into functional work areas. Gene is really there for everyone in the Office and his contributions are visible throughout.



QUOTE ABOUT GENE FROM DEPUTY DIRECTOR MIKE NIMTZ

"Gene is very well-deserving of this great honor for all that he has done for our Office. Much has been put upon him, and he has met each challenge with a positive attitude, a great work ethic, dedication, and excellence in his work. He is very knowledgable, remains flexible to any changing needs, conscientious, and has a friendly demeanor that is appreciated by many. Congratulations Gene!"



"Thinking Outside the Box" - Where does this phrase come from and how has it been applied in the Office during COVID-19



During this unprecedented time of the COVID-19, the well known phrase, "Thinking outside the box" has become essential in maintaining operations. The phrase itself means to think differently, unconventionally, and/or from a new perspective. People have used the term to describe creative, innovative thinking, and its value is clear: sometimes we have to look for new approaches, dismiss what has always been done a certain way before, and not repeat the

same old strategies This type of thinking has become extremely crucial during the pandemic. Dealing with the coronavirus has meant rethinking operations, limiting public interactions, rethinking service delivery, increasing telecommuting, and assessing work assignments. Many examples of the Office "thinking outside of the box" as a result of COVID-19 are listed below in this article.

But before showing those examples, first here's a quick look at the phrase itself of "Thinking outside the box." So, where did it come from? Although its origin is uncertain, it seems to spring from a simple puzzle popularized by management consultants in the late 1960s. In the puzzle, nine dots are arranged in three rows of three. The challenge is to connect all the dots with four lines while not lifting one's pen or pencil off the paper.

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The problem seems unsolvable at first glance, because most people • • • instinctively stay within the confines of the "box" – the square created by the nine dots. But when you draw lines beyond the area of the square, a person can solve the puzzle. You have to go outside of the box.

Examples of how the Office has been "thinking outside of the box" during COVID-19:

- Additional computers were purchased to equip staff and increase teleworking throughout the office.
- Rotational schedules developed for those who can't telework based on their job functions.
- To limit the amount of people congregating in facilities, passport application services were suspended and marriage licenses issuance was limited to appointment only. Later, marriage licenses are also made available by mail.
- Closure of SE-A to the public, staff remain in the building to process documents filed in the external depository box.
- Social distancing both in public lobbies and within work areas.
- Successfully holding team meetings and collaboration through "GoToMeeting."
- To reduce health risks, public record terminals were turned off at CSC, NE, NW and SEA.
- A COVID-19 website page was developed.
- Signage created and posted to provide information about alternative methods of service.
- Courtroom Clerks are able to appear and fully participate in remote hearings.
- Adobe Pro will soon allow clerks to electronically mark exhibits, file documents and conform copies.
- Creation of an internal process which allows electronic submission and movement of exhibits for use in essential/non-essential hearings.
- Ingenuity in Meeds, (discovered by Wendy Thompson), allowing clerks to accept and distribute form of orders and minute entries with electronic judicial signatures without printing or scanning.
- Training for new clerks continues and veteran clerks are able to participate in self-led cross-training in the remote environment.
- Casual days were permitted every work day to help increase morale.





Office Executives share their thoughts on COVID-19



The Office's three Deputy Directors and Chief Technology and Innovation Officer recently took time to share their thoughts about the impact COVID-19 has had on the Office and their areas and how staff has responded.

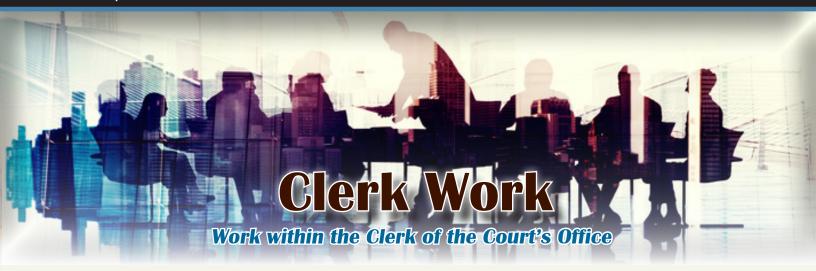
Nancy Rodriguez - I think one of the things I've noticed during this situation has been the level of understanding that our staff have of the importance of what they do every day and how committed they all are

to providing the public service that is so vital to our community. I'm so impressed by the fact that our employees continue to come to work every day, during trying times, with positive attitudes and professionalism. Another thing that has impressed me is the level of innovation that has been demonstrated by so many of our employees, from line level up through the supervisory chains. With so many of our folks temporarily converting to a teleworking environment, we've had to redesign many of our processes to accommodate remote workers. There has been tremendous collaboration, both internally within our own organization, and with our justice partners, to create processes that work for everyone involved. I believe that this level of communication and collaboration is unprecedented and so inspiring to see and participate in. I'm so incredibly proud to work in such a great organization, with such remarkable people!

Rich McHattie - The main effect on my division has been the increased need to support the office with an abrupt shift to working from home. Many of our applications are not web-based applications, so staff are unable to just access those from the Internet. The need to establish a secure connection to our critical applications created a significant need, along with a supporting effort from our Desktop Team, to work with OET to issue employees VPN licenses for connecting to the County network and Clerk applications.

Mike Nimtz - This crisis has challenged all areas of our Office, but without exception, each team has stepped forward with energy, innovation, and dedication to our many essential functions. While we have worked diligently to migrate as many people to work from home, not all positions are available for teleworking. Our immediate and ongoing focus for the foreseeable future will be to expand remote process capability and improve the work environment for those employees performing onsite, both of which need to be done with sustained urgency. As difficult as this period will be, we will benefit from the fast-forward button being hit on a multitude of critical initiatives.

Valerie Clark - The recent challenges of COVID-19 have been met by a determined CRS management team and an exceptional group of courtroom clerks who continue to perform with the greatest professionalism. The technological improvements created new perspective for the meaning of "appearance" for courtroom clerks in the virtual and physical courtroom. As well, the opportunity for courtroom clerks to work from home and train from home continues to pave new pathways for future development, improvements and opportunities.



Now offering Chat-urday service

There seems to be one new Clerk assistant (named Cleo) who recently began serving in the Office and has not been impacted by any measures resulting from COVID-19 – that's because Cleo is the new chatbot assistant (an artificial intelligence service agent). Cleo was launched on March 24 to interact with customers through website chat, text message, and voice first technologies including Amazon Alexa and Google Assistant. In Cleo's first week of operation, it had 1,042 conversations through web chat. The most common topics customers had with Cleo were marriage licenses, locations and hours, and child/spousal support.

Seventy percent of the conversations during that first week were completely handled by Cleo. In the cases of the other 30 percent of inquiries that Cleo was not able to fully answer, the customers were transferred to the Live Customer Experience Agents of **Michelle Figueroa** and **Mark Savin**.



Get reimbursed for a special kind of clean "bill" of health



The Office's Management Resources Department has announced a program that allows employees to be reimbursed for purchasing hand sanitizer and disinfectant wipes for the Office. The program was established due to the supply shortage of these items as a result of COVID-19. The Office has been in constant contact with the vendors on pending orders for these supplies and is seeking alternate channels, but the inventory and prioritization issues at the manufacturer level has prevented orders from being filled. Therefore, the new reimbursement program has been established that allows employees to assist if they are able or interested. To date, the Office has had 13 reimbursements.

To participate, an employee must present to their supervisor an itemized receipt along with the products purchased. The supervisor will scan a copy of the receipt

to <u>COCManagementResources@Maricopa.Gov</u>. The employee will then receive reimbursement through the subsequent payroll cycle. This only applies to hand sanitizer and disinfectant wipes. For questions, you may email the Management Resources at the address above.

Timely Service

Timely Service - A section of recent email messages, note cards, phone calls, and letters about Clerk employees who provided *timely service*.



About: Courtroom Services Non-Criminal Leadership Team

From: Debora Wells-Guevara

"I want to give a special thank you to the entire CRS Non-Criminal Leadership Team. Managers Linda Berger, Leslie Wilkins, Supervisors Tracy Henninger, Kris Gilmet, Wendy Thompson, April Cannon, Susan Morris, Tracy McMillian, and Shannon Stulz. Their tireless effort, work ethic, and countless hours beyond regular schedules they contributed throughout March to address the very fluid nature of the COVID-19 pandemic, have been nothing short of remarkable."

About: Downtown Courtroom Services Non-Criminal Team

From: Leslie Wilkins

"I would like to thank the entire **DT CRS Non-Criminal Team** for their efforts during the COVID-19 changes. The specialists and clerks demonstrate their hard work every day, in addition to being adaptable and patient with all of the changes. The leads have persevered with excellent training during unique circumstances. The supervisors have been non-stop schedulers, communicators, problem-solvers, technological advisors and supporters to their teams. It is an honor to work with this amazing team!"

About: Leslie Wilkins

From: DT Non-Criminal Supervisors

"The DT Non-Criminal Supervisors would like to give a big 'THANK YOU' to our Manager **Leslie Wilkins** for all the work she has put into getting an alternate work schedule in effect for the DT Non-Criminal Courtroom Services Team to help ease the concerns of staff. She put many hours into creating a handbook with a step-by-step guide for the courtroom clerks so they could be on a rotating teleworking schedule and then she went the extra

mile to ensure we supervisors could also follow a rotating teleworking schedule. She then comes to work each day with a smile and encouragement."

About: Patrick Alvarado

From: DT Non-Criminal Supervisors

"We wish to give recognition to **Patrick Alvarado** of ITG for helping clerks get set up on VPN at home when OET was backlogged and unable to assist. His kind and patient assistance enabled many of the courtroom clerks to get set up at home with a minimum of stress. Great customer service!"

About: Dave Rosenthal & ITG staff

From: Diane Berkland

"I want to give a shout-out to **Dave Rosenthal** and the **ITG staff,** who are getting so many of us set up to work remotely and fielding the SOS calls! I'm sure it takes a lot of patience to deal with those of us who may be a bit tech/computer challenged. So ... thank you!"

About: ITG Desktop Support Team and the Help Desk Staff

Thank you

From: Rich McHattie

"I would like to call out the **ITG Desktop Support Team and Help Desk** for leading heroic efforts in response to the Covid-19 situation. In short order, the team had to develop and implement a strategy for providing Work from Home (WFH) computers for hundreds of employees.

The team, led by **James Towner**, worked all weekend to prepare WFH equipment for employees, given the urgent nature of the pending Shelter in Place order from the Governor.

Many at ITG have chipped in to assist, with the core team of **James Towner**, **Adrian Roberts**, **Veronica Lama**, **Eugene Parker**, **Tiffany Braiker** and our Help Desk Coordinator **Patrick Alvarado** leading efforts to ensure employees have the capability to work from home."

Timely Service

Timely Service - A section of recent email messages, note cards, phone calls, and letters about Clerk employees who provided *timely service*.



About: Patrick Alvarado, Courtroom Services Leaders, and Jeff Fine

From: Toni De Raddo

"I want to thank several people – first ITG's **Patrick** Alvarado for all of the help he has given the courtroom clerks over the past several weeks. There is so much confusion over our lives due to the COVID-19 pandemic. We have never had to experience this type of situation in our lives, and many of us are afraid of being exposed to the virus. We clerks are all scrambling to figure out how to get on the VPN computer app and the other phone apps in order to work from home. It is very confusing to a person who is not tech savvy. Patrick is great! He answers all of his calls with such caring and consideration with each and every clerk. He is patient and walks us through each step with how to do whatever it is we are working on, and does not get frustrated. He is smart and knows what he is doing and can quickly troubleshoot problems and get all of us back on track.

I want to thank our leaders, who have worked tirelessly to make all of this happen for the clerks. Leslie Wilkins, Debora Wells-Guevara, Shannon Stultz, Tracy McMillian, April Cannon, Susan Morris and everyone else who has worked on this ever-evolving project to keep us safe and working from home as much as possible. This was not an easy task, and involved so many steps. They all kept their composure, performed their regular duties and worked on this project that seemed to come out of nowhere. I am thankful for all of their work.

Again, the Clerk's Office is very lucky to have these women on our team. And I also thank **Jeff Fine** for his tireless work in keeping in constant contact with the Presiding Judge and our supervisors while also monitoring the news outlet for the latest news regarding the virus and the newest instructions from the CDC, and in assisting everyone in this entire endeavor."



CUSTOMER COMPLIMENTS

About: SEA File Counter Staff

From: SEA Security (Via Nikki Swiss)

"I want to pass along a compliment from the Security Staff at SEA. File Counter staff have been going out to check the depository every 30 minutes, since we have been closed to the public, and often encounter customers outside. Security has mentioned how professional, polite and helpful staff have been in assisting those customers when they are out there retrieving the depository items! Way to go SEA staff!"

About: Kathy Ballard

A judge recently wrote a note of appreciation to Courtroom Clerk **Kathy Ballard**. The judge said, "You do great work Kathy. I love working with you. Thanks much!"

About: Sherri Ortega, Desiree Henderson, Betty Lopez-Mori, and Margaret Brickman

Commissioner Abramson sent an email this month expressing her appreciation for four Courtroom Services' employees. She said, "I just wanted to say thank you so much to all of you and all of the clerks who have been helping these past few weeks. Everyone has been wonderful - Sherri, Desiree, Betty, and Margaret."

How many people visited the courts

The Superior Court has provided some statistics showing how many visitors came to the Downtown Court Complex as well as the Regional Centers last fiscal year. Many of these visitors most likely utilized a Clerk of the Court service or had contact with a Clerk employee in some way, whether it be at a file counter or through the courtroom with a courtroom clerk. The following shows the number of people who visited the court facilities last fiscal year:

- **Downtown** (includes Justice Courts, Adult Probation, and Juvenile Probation) 2,005,315 visitors
- Southeast Adult 498,717
- Northeast 254.434
- Durango Juvenile 233,118
- Northwest 149,005
- **Southwest 101,592**

court statistics:

344,668 jurors were summoned to Superior Court, which is a 13.4 percent



decrease from the previous fiscal year; and 29,474 court intrepretations and translations were provided, which is a eight percent increase from the previous fiscal year.

A few numbers showing the impact of COVID-19

In looking at the impact of COVID-19, the following are a few statistics as of early April:

Qmatic transactions are down between 50 to 60%

In addition, here are some other interesting

- In-Person public records requests are down 53% since March 16
- The Office is offering Marriage Licenses by mail from April 1 April 16, 259 were issued.

Comparison of eFiling statistics at the beginning of the past three years

This chart shows a comparison of the Office's eFiling statistics at the beginning of the past three years during the month of January.

	Civil	Criminal	Family Court
Jan 2020	17,601	58,090	15,311
Jan 2019	17,401	53,413	15,137
Jan 2018	16,965	45,280	13,592



All in a days Clerk work

On average, each day (prior to COVID-19) the Clerk of the Court's Office – processed 14,461 documents; has 35,725 pieces of paper filed; processes \$602,778 in funds; and has 9,133 transactions through the Cash Management System.



EMPLOYEES of the QUARTER



The Honorees For January - March 2020

Overview of the Employee of the Quarter Program

The Office provides an **Employee of the Quarter Program** (EOQ) to recognize employees who perform above and beyond their normal duties and/or for those who provide a boost and make a positive impact to their team's work environment. The EOQ allows employees to nominate any co-worker who demonstrates these attributes to honor their efforts and enhance the overall Office operation.



Nomination: Danielle started working for us in September and since that time, she has excelled with every court type that has been thrown at her. Danielle has trained and learned to cover EDC, RCC, IPTC, Not Guilty Arraignment, Bond Forfeiture, and Judge's calendars. I can't express enough how remarkable it is for a courtroom clerk at four months to begin covering on their own with these often difficult and voluminous calendar types. Danielle is extremely dependable, efficient, and positive. For this quarter, Danielle has covered each of the above-listed calendar types almost daily, while issuing the sixth most minute entries out of all of the courtroom clerks. Meanwhile, Danielle does it all with a smile on her face and never hesitates to cover when needed. Additionally, when she is done with her work, Danielle takes online COJET classes; to date she has already earned 24 hours of COJET credit. When Danielle is done with her work and not taking classes, she can be seen studying the online manual.

Finally, Danielle has been a crucial piece to our coverage schedule during the chaos that is COVID-19. Based on all of the above, she is highly recommend to be considered for Employee of the Quarter.



ANGELA ROMERO / Downtown File Counter

Nomination: You have a great employee in Angela Romero. I have reached out to Angela in person, at her window, via email request payment confirmation, and over the phone. No matter the question or situation where we may need her assistance or guidance, she is always so helpful and kind. In addition, she is simply a fun person to work with. Angela is an awesome person and it is awesome that she works for the Office.

Employee Spotlight

This Month: Wendy Thompson

Job Title: Courtroom Services Supervisor

How Many Years Have You Worked For The Office: 14.5 years

Something You Enjoy About Your Job: I like the variety. Never a dull

moment around here.

What Are Some Of Your Responsibilities: Supervision of courtroom clerks and leads; training and scheduling courtroom coverage.

Your First Job: A Library Page // Hometown: Tacoma, Washington What Is Something Memorable That You Have Done: I gave my grandmother's eulogy.

A Hobby/Special Collection or Favorite Activity: I'm pretty artsy-craftsy and shouldn't go to the Michael's store unaccompanied because I probably already have it and don't need two, but my favorite activity is being at the beach. // Something You Are Proud Of: My resilience

Best Vacation Spot: Anywhere I have a beach chair and a beverage.

Where Would You Like To Travel To Next: Anywhere I haven't been yet.

Favorite Meal: Steak and grilled veggies. // Favorite Sports Team: The Seattle Seahawks

Someone You Would Like To Meet: Queen Elizabeth I // Favorite TV Show Growing Up: Scooby Doo

Favorite TV Show or Movie: The Vietnam War documentary series on Netflix

What Would You Like To Be For A Day: An entourage member of a touring band

Something On Your Bucket List: Celebrate a holiday in another country.

Nobody Would Believe It If They Knew: I lost 80 lbs almost seven years ago.

An Interesting Job You Have Had: I worked graveyard shift at a Kmart store hanging all the signage and restocking back in the days when employees were locked in overnight.

What Advice Would You Give A New Employee: Relax and do your best with what you know today. Everything is fixable and next time will be different.

What Do You Like Most About This Office: There is always a challenge to learn from.

A Favorite Quote: "You can't talk your way out of situations you behaved yourself into."

What Do You Like To Do In Your Spare Time: Be happy.

What Is An Ability You Wish You Had: I want to eat whatever I want and have my pants still fit.

What Is Your Dream Car: A fully-loaded Tesla, Model X or Model S

A Favorite Animal: Elephants

Who Would You Like To See In Concert: Yes, please! I love live music and would see anyone.

A Pet Peeve: Anything involving the word "Can't."

An Influential Person In Your Life: My grandmother. She understood who I was and was able to influence me to use my powers for good.

Two Important Business Skills: The ability to communicate productively and the ability to establish relationships that encourage trust.

Any Hidden Talents: I can sing...but I won't.

Best Advice Someone Has Given You: Timing is everything.



The Inside Track on Employee News

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OFFICE ANNIVERSARIES

The following Clerk of Court employees celebrate a milestone anniversary with the Office in April: **25 YEARS - Alyson Moore** and **Ruby Davison**

20 YEARS - Nina Parmar

15 YEARS -Beverly MacDonald

5 YEARS - Monica Mogel and Britt Silvernail

NEW EMPLOYEES

The Clerk of the Superior Court's Office welcomes the following new employees:

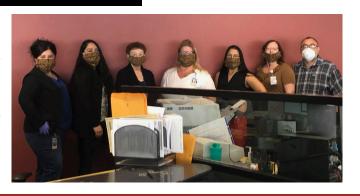
- Accounting Specialist Lynn Paquette
- Courtroom Clerk Lisa Ball
- Durango Juvenile Operations Jasmin Jones
- EDM Program Manager Ryan Madonald
- Mailroom Keiya Lutcher
- RCC/EDC Criminal File Counter Supervisor Terra Owen

EMPLOYEE RECOGNITION CEREMONIES

- Angelique Rodriguez was promoted to become the new Process Server Coordinator. She
 was serving in Courtroom Services as a Lead.
- Jane Soberano was promoted to Courtroom Clerk Lead from Courtroom Clerk.
- Naomi Marruffo was promoted to Court Operations Specialist to Lead at Northeast.

CO-WORKER KINDNESS

The Customer Service Center's Marriage License and Passport Office staff were especially grateful for the act of one of their co-workers and her mother during COVID-19. They said, "We want to thank our co-worker **Cynthia Ferriegel** and her mother for their efforts in making us masks to wear at work for our safety during COVID-19. We truly appreciate their time, thoughtfulness, and concern, to make sure that we are well taken care of."



Special Features

Where in the world has the Record Times been?



Art-felt moment with the newsletter taken last year

For more than 20 years, employees have been invited to submit photos of themselves with the newsletter while they were on vacation. Last month, the newsletter was seen with an employee who was sky high at 13,114 feet in Colorado. This month, it is seen with an employee who was among the sky rises on trip she took several months ago.

Pictured to the left is CR Courtroom Clerk **Samantha Morris**, who was in Downtown Austin, Texas (last October) standing by the statue of Cannon Lady Angelina Eberly. Samantha went to Austin to complete a 65-mile bicycle ride. After finishing the course, she took time to explore the Texas capitol city.

After COVID-19, you may submit a photo of yourself with the *Record Times* at any time. To submit a photo:

1) Print the newsletter front page; 2) Take a photo(s) with the page during your outing; 3) Email the photo

to Len Keso with your name, department, and a photo description, along with any interesting details of the photo. Anyone who submits a photo, will receive a Maricopa County lapel pin (pictured to the right).



The All-Time Best Photos Ever Taken As Voted On By Employees

In February, a contest was held allowing employees to vote on what they thought were the best photos ever taken of staff with the newsletter going back to 1998 when this photo feature began. The top 30 photos were organized into six categories for employees to make their selections. The contest results are being released in phases in issues of the *Record Times*. Below are the top five photos voted on from the category "The Best-Ever Eastern United States" photos.

This Month's Category: The Best Eastern United States Photo



Where: New York City Who: Former staff, Marti Ackerman When: 2004



Where: NASA -Florida Who: Current staff, Nina Parmar When: 2017



Where: Disney World, Florida Who: Former staff, Merriel Reynolds When: 2014



Where: The US Supreme Court Who: Former staff, Steve Weston When: 2007





Where: - Super Bowl XLIII - Arizona Cardinals vs. Pittsburgh Steelers
Who: Former staff, David Griego
When: 2009

PAUSE-itive Pics

Various Office photos taken during the work pause created by COVID-19







Using social distancing, customers await to enter the Central Court Building.

Administrator Vonda Culp (in background) works with Court Security in admitting customers to the File Counter. Inside the building, Manager Angelica Mejia (via walkie-talkie) lets Security know how many customers to admit. In the foreground, is a "sandwich" sign the Office made to instruct customers and provide alternative methods of service.

File Counter's Maye Patterson displays a stylish mask she made herself to wear at work. She

says the mask is reversible as well.





A training session is taking place at the Northeast Office. (From left) Naomi Marruffo is performing work while Reta Sneddon is instructing her on the steps. Leslie Groeneveld and Sonja Olmos watch and participate in the training.