



## **2010 – 2015 Strategic Plan**

**FINAL**

**(November 2009)**



---

## Table of Contents

Acknowledgments. . . . .	ii
Letter from Presiding Judge & Court Administrator . . . . .	iii
Section 1: Introduction . . . . .	1
Section 2: Mission, Vision, and Values of the San Luis Obispo Superior Court . . . . .	1
Section 3: Trends Analysis & Implications . . . . .	3
Section 4: Organizational Assessment (SWOT Analysis) . . . . .	10
Section 5: Strategic Issues, Goals, and Objectives . . . . .	14
Strategic Issue #1: Facilities . . . . .	15
Strategic Issue #2: Access to Justice . . . . .	18
Strategic Issue #3: Case Management & Workflow Efficiencies . . . . .	20
Strategic Issue #4: Governance . . . . .	23
Strategic Issue #5: United & Effective Workforce . . . . .	25
Strategic Issue #6: Collaborative External Relationships . . . . .	27
Appendix:	
A – Trends Data – Graphs and Charts . . . . .	31

---

## ACKNOWLEDGEMENTS

The Superior Court of San Luis Obispo acknowledges the following entities and individuals for their valuable contributions to the Court's 2010-2015 Strategic Plan.

The Court is indebted to the State Justice Institute. Without the Institute's financial support, this strategic planning process would not have been possible.

The Court sincerely appreciates the work of Dr. Brenda J. Wagenknecht-Ivey, President of PRAXIS Consulting, Inc., who helped develop a strategic planning approach that met the Court's needs and guided the Court through the strategic planning process.

Deep gratitude goes to San Luis Obispo Superior Court's judicial officers and staff for sharing their ideas thus giving direction to this long-range roadmap for the Court.

Finally, the Court recognizes the hard work and dedication of the members of the Strategic Planning Committee who vigorously and thoughtfully engaged in the planning process to ensure its success.

All of the above named entities and individuals were instrumental in helping the Court develop a long-term strategic direction and establish priorities to better serve the residents of San Luis Obispo County.



This document was developed under grant number SJI-09-T-002. The points of view expressed are those of the authors and do not necessarily represent the official position or policies of the State Justice Institute.

---

Dear Friends of the San Luis Obispo Superior Court,

We are pleased to present our 2010-2015 Strategic Plan. This Strategic Plan will guide us in upcoming years as we strive to address the challenges that lie ahead while continuing to provide the highest quality of service to our community.

Included in this Strategic Plan are the Court's vision of the future, significant long-term issues that must be addressed, long-range goals, and strategies for meeting the current and evolving challenges of delivering quality justice in a new era marked with fiscal constraints. Guided by the Court's mission to "*Uphold the Law and Provide Equal Justice for All*", the 2010-2015 Strategic Plan affirms our pledge to deliver superior and meaningful services to our community, our commitment to collaborate with justice partners, and our assurance to support a dedicated workforce.

We look forward to partnering with you as we work on achieving our ultimate goal of excellence in the administration of justice in a democracy.

Sincerely,

Hon. Martin J. Tangeman  
Presiding Judge

Hon. Charles S. Crandall  
Assistant Presiding Judge

Susan Matherly  
Court Executive Officer



---

## Section 1: Introduction

---

The San Luis Obispo (SLO) County Superior Court embarked on a strategic planning process in May 2009 with grant assistance from the State Justice Institute. The purpose of the planning process was to develop a strategic direction – a roadmap and priorities – for the Court in the upcoming years. The Court’s judicial and executive leadership believes the strategic plan, which is presented below, will help the Court stay focused on its highest priorities in the years ahead allowing the Court to continue to provide the highest quality of judicial and court services to the SLO community as well as meet the changing needs, demands, opportunities, and challenges ahead.

The planning process included: (1) an all judge, manager/supervisor, and court staff survey conducted in May/June 2009; (2) a half-day judges’ retreat in July 2009; and (3) four, day-long meetings beginning in July and ending in October 2009 with the Court’s Strategic Planning Team, which consisted of the Presiding Judge, Assistant Presiding Judge, and the Court’s Senior Management Team.

The Court’s Strategic Plan includes the following:

1. Revised mission, vision, and core values;
2. A summary of the trends analysis;
3. A summary of the organizational assessment (i.e., strengths, weaknesses, opportunities and threats);
4. The Court’s six strategic areas; and
5. Goals and objectives for each of the six strategic areas.

The Court’s 2010 strategic projects/initiatives (or its Operational Plan) are summarized in a separate companion document entitled “2010 Strategic Initiatives: Projects for Moving the Court Forward.” This document will be updated annually to reflect the Court’s short-term priorities in following this Strategic Plan.

---

## Section 2: Mission, Vision, and Values of the San Luis Obispo Superior Court

---

A *mission statement* expresses the fundamental purpose of an organization. It explains why the Superior Court of San Luis Obispo County exists. A mission statement should reflect the reasonable expectations of the Court’s customers and stakeholders, as well as its mandates. A clear and concise mission statement helps a court focus on what is truly important; it serves as a reference point for establishing organizational priorities.

A *vision statement*, on the other hand, defines a preferred future of an organization. It describes what the Court desires to become (or do) in the future: what it will be at its best. A vision statement should be compelling, bold, inspirational, and convey a sense of urgency to all organizational members. It also should be believable and achievable.

*Organizational values* describe what an organization stands for, believes in, and considers acceptable in its quest to achieve its mission and vision. Core values are carefully

---

composed declarations of an organization’s beliefs, ethics, and code of desirable behavior intended to guide decision-making and day-to-day activities. Core values describe the behaviors, attitudes, and thinking that a court wants to reward.

The mission, vision, and core values of the Court are as follows.

**Mission**

(August 2009)

Uphold the law & provide equal justice for all.

**Vision of the Future**

(August 2009)

The Court will resolve disputes fairly, in a manner that promotes public trust and confidence. We will be innovative, efficient, and provide equal and meaningful access to justice. Judicial officers and employees will stand together with a united court culture, where all are able to achieve their very best to serve the needs of the Court and the community.

**Core Values**

(August 2009)

We will accomplish our mission and vision with

***P R I D E!***

***P****rofessionalism*

***R****esponsibility*

***I****ntegrity*

***D****edication*

***E****fficiency*



---

## Section 3: Trends Analysis and Implications

---

A *trend* is a series of related events or activities that appear to have a demonstrable direction over time. There are many types and categories of trends such as continuation, cyclical, or emerging as well as social, economic, political/policy, and technological trends. Conducting a trends analysis is an important step in a strategic planning process. It helps (1) identify the nature, magnitude, and sources of demands likely to be placed on a court and (2) assess the potential implications of the demands on the structure and operations of the court.

Below is a summary of the trends analysis conducted by the Court's Strategic Planning Team. The trends listed below represent the Team's best prediction of the trends that will most significantly impact the Court in the future. Also included are the potential implications of the trends on the Court, which emphasize how important it is for the Court to be proactive, identify its strategic priorities, and work to shape a desired future.

### Social and Demographic Trends

*Social trends* describe the changes in the composition, order, and structure of interactions among individuals within society. In large part, they define the size and nature of the justice system client population. A few of the most significant social trends likely to impact the Court in the future are as follows.

1. Increase in population.
  - The population of San Luis Obispo County increased 9 percent between 2000 and 2008, and is forecasted to increase 23 percent between 2008-2035.
2. Population growth projections - shifting population centers.
  - North County is projected to experience the largest growth in population, a trend that is forecasted to continue through at least 2035.
  - The population in North County is forecasted to increase 8 percent between 2010 and 2015; South County's population growth is forecasted to increase 4 percent during the same time period; and Central County is expected to experience little to no growth in population between 2010 and 2015.
  - Between 2008 and 2035, the population growth forecasts are as follows: population in the North County is forecasted to increase 36 percent; the forecast for South County is for population to increase 23 percent; and Central County's population is forecasted to increase 11 percent.
  - The city of Paso Robles is expected to experience the largest population growth in the years ahead. Population is forecasted to grow 11 percent in Paso Robles between 2010 and 2015, and 42 percent between 2008 and 2035. SLO's population is expected to remain flat (little to no growth) between 2010 and 2015 and increase 7 percent between 2008 and 2035. Grover Beach's population also is expected to remain flat (little to no

---

growth) between 2010 and 2015, and is forecasted to grow 9 percent between 2008 and 2035.

3. Increasing racial, ethnic, and culturally diversity.
  - Hispanics and Asians are the two fastest growing racial/ethnic groups in SLO County, although still considerably below the proportions that make-up the State of California’s population. The Hispanic population in SLO County increased 32 percent between 2000 and 2007 and the Asian population increased 18 percent during the same time period.
5. Age of Population in SLO County.
  - The age of the population of SLO County is both “younger” and “older” than the State of California’s population. That is, SLO has a greater proportion of its population that is between 15-24 years of age (nearly 18 percent); between 45-54 years of age (15 percent); and between 55-64 years of age (12 percent), than the state as a whole.

Additional social trends likely to impact the Court in the future are as follows:

6. Continued alterations in family composition.
7. Continued break-up of traditional families.
8. Greater expectations placed on organizations/service providers (e.g., customers demanding better services; more informed consumers).
9. Increasing demand for institutional and organizational accountability.

## Economic Trends

*Economic trends* describe the changes in the relationships among individual well-being, the nature and composition of work and the work force, and societal prosperity. Economic trends directly affect the composition of caseloads, shape the basic resource foundations of the courts and justice system, and shape basic societal conditions. Below are a few of the most significant economic trends likely to impact the Court in the upcoming years.

10. Employment centers.
  - 17 percent of the County’s population lives in SLO but SLO has 43 percent of employment. Next highest is Paso Robles with 11 percent of the population and 14 percent of employment.
11. Unemployment rate.
  - Mirroring the unemployment rate for the United States, SLO’s unemployment rate jumped from 5 percent in 2007 and 2008 to 9 percent in 2009.
12. Earnings.
  - Between 2003 and 2007, earnings for County residents have trended from being significantly above the national average to being significantly below

---

the national average. Earnings include gross wages and salaries, supplements to wages and salaries, and proprietors' income.

13. Workforce occupations.
  - The two largest workforce occupations in SLO County are: (1) State and local government (21 percent) and (2) hospitality and leisure (15 percent).
14. Median home prices.
  - The median home price in SLO County in 2000 was \$253,300, compared to the median home prices nationally and in California, which were \$132,000 and \$224,350 respectively.
  - The median home price in SLO County peaked in 2006 at \$591,000. The median home prices nationally and in California in 2006 were \$239,000 and \$531,000 respectively.
  - In 2009, the median home prices in SLO County, nationally, and in California have fallen to \$413,000, \$186,500, and \$320,900 respectively.

Additional economic trends that will likely impact the Court in the future include:

15. Increasing stratification between higher and lower incomes.
16. Increasing use of part-time, temporary, and contractual employees.
17. Continued demands on employers to provide employees with benefits and conditions other than money, such as increased participation in managing work, control over work assignments, training/educational benefits, flexible work schedules, and telecommuting.
18. Increase in e-commerce/e-business.

## Technological and Scientific Trends

*Technological and scientific trends* describe changes in the composition, application, and broader social effects of tools and scientific developments and breakthroughs. Technological trends shape the types of demands confronting service organizations and hold the potential for dramatically altering the way organizations do their work or serve customers. Scientific trends shape new litigation areas and the need for specialized expertise. A few of the most significant technological and scientific trends that will impact the Court in the future are listed next.

19. The wireless revolution.
20. Continued developments/rapidly developing telecommunications and information technology.
21. Continued need for networking of information.
22. Greater demands and expectations for access to information from remote locations.
23. Greater demands for service 24 hours a day, 7 days a week (24X7).
24. Increasing numbers of home-based operations and work arrangements (telecommuting).
25. Growth in "security" technology.

- 
26. Increase in distance learning.
  27. Increase in the use of the Internet.
  28. Increasing genetic/health related breakthroughs (e.g., cure for cancer, transplantation, genetic replacements).
  29. More genetic solutions to disease.

## Policy and Political Trends

*Policy and political trends* describe the structure, receptiveness, responsiveness, priorities, and effectiveness of forums for collective, public decision-making and resource distribution. They also describe preferred responses to societal problems and the appropriate roles of individuals in developing, implementing, monitoring, and modifying actions to group responses. Below are some of the policy and political trends that will likely impact the Court in the upcoming years.

30. Changes in expectations for government solutions (e.g., public expectation that courts will solve all problems).
31. More tension between local control and regionalization of services.
32. Increasing polarization among the major political parties.
33. Increased scrutiny on how public tax dollars are spent.
34. Increasing pressure to help the organizations suffering from economic downturn- e.g., airlines, banks/financial institutions, automobile companies
35. Continuing debate over health care reform.
36. Increase in homeland security and fighting terrorism at home and abroad.
37. Increasing politicization of the judiciary and/or attacks on judicial independence.
38. Increase in legislation for specific crimes.
39. Increase in unfunded mandates.

## Justice System & Caseload/Workload Trends

A few of the most significant justice system trends occurring within the judicial branch are as follows.

40. Increasing numbers, and the changing composition, of court users (e.g., more non-English speaking and self-represented court users/litigants).
41. Increasing and changing caseloads/workloads (e.g., increase in some types of cases, increasing demand for greater customer service and assistance, more complex cases, more fee waiver requests, more inability to pay/defaults).
42. Declining budgets/funding at both the state and local levels.
43. Increasing number of litigants with mental health and/or addiction problems.
44. Increase in the use of alternative dispute resolution (e.g. mediation, arbitration).
45. Increasing need/demand for the use of technology to enhance access and allow for doing business remotely/electronically (e.g., e-filing, online payments, video arraignments/hearings, access to case information, access to information via website).
46. Declining court infrastructure (e.g., facilities, technology, security).

- 
47. Decreasing trial court autonomy and more state court control.
  48. Increasing public scrutiny and criticism of the judicial branch generally.

A few of the most significant caseload, workload, and staffing trends of the Court are as follows.

49. Unlimited civil, limited civil, traffic infractions, PC 2960 petitions, mental health, civil harassment, and juvenile delinquency filings are increasing (trending upward) since 2000.
50. Family law filings (including domestic violence), non-traffic infractions, juvenile dependency, probate, and felony filings are decreasing (trending downward) since 2000.
51. Collections cases are increasing due to the economy and changes in bankruptcy laws.
52. There are more fee waiver requests and more people defaulting on the payment of fines and fees.
53. The complexity of workload and training needs/requirements are increasing due to outdated case management systems and new legal noticing requirements.
54. Slightly more than a third of the staff has been employed by the Court only 1-5 years.
55. 42 percent of the Court's workforce will be eligible to retire within 10 years.
56. The Court's turnover rate is down from 17 percent in 2007 to 13 percent in 2008.

## **Implications of Trends on the Court**

The trends noted above will *not* occur independently. Rather, they will occur simultaneously, interacting in a myriad of ways. The impact of all of the aforementioned trends on the Court will likely be great. A few of the most significant implications on the Court are as follows.

1. Demand to improve and expand services and programs. The demographics of the Court's users are expected to change in the future. For example, a greater proportion likely will be non-English speaking, elderly, more racially and ethnically diverse, and self-represented. Additional innovations, services, and assistance will be necessary to make the Court accessible, user-friendly, and understandable to these court users.

In addition, the public will increasingly expect the Court to be more user-friendly, accessible, and customer serving. This includes being more understandable, being ADA compliant, having the ability to do court business electronically, resolving legal matters in a timely manner, offering expanded hours of operation, and being more accountable and transparent. The community also will increasingly expect the Court to provide improved and expanded court and community/treatment programs and services such as child care, collection of fines/fees/restitution, alternative dispute resolution, drug treatment, mental health services, and rehabilitation services.

---

In sum, the needs and expectations of court users and the community will likely be greater in the upcoming months and years at a time when the Court may have to scale back and/or eliminate programs and services because of fiscal constraints.

2. Ongoing funding challenges and the need to be more transparent/accountable. The Court will continue to experience funding shortfalls and challenges in the near term as there are no easy or imminent solutions to California's suffering economy and budget shortfalls. Likely to be most adversely affected are the Court's facilities, technological innovations and improvements, court services and programs, community services/treatment programs, staffing levels, and the like. Finally, the Court will continue to experience pressure to be more efficient and effective with existing or declining resources, and to be more transparent, responsible, and accountable in the future.
3. Need to more effectively manage cases and workflow. Some case types appear to be trending upward (increasing caseloads) and some appear to be trending downward (decreasing caseloads) all while court funding and staffing levels are declining. In addition, cases seemingly are more complex (e.g., multiple issues and parties, multiple appearances) and the work of courtroom and counter staff is more complicated (e.g., new laws, new requirements, court users need more assistance, multiple continuances and hearings).

These and other changes will necessitate that the Court use its limited resources more effectively and better manage the caseload/workload in the future. Consequently, improvements in caseflow management practices (e.g., scheduling), judicial officer assignments, staff assignments and coverage, training and cross-training, work processes, etc. may be needed. Additionally, the Court needs more effective technological solutions to assist in this area including: (1) effective case management systems to track and monitor cases; (2) simplified and streamlined data entry; (3) consistent, accurate and understandable data; (4) digitized records; and (5) more system integration and sharing of information with justice system partners.

4. Need to improve and expand court facilities and use existing space more effectively. Existing facilities are inadequate to meet the *current* needs of the Court yet alone its *future* needs. Additionally, SLO County's population is expected to increase significantly in the next couple of decades, with the largest growth projected in the North County. The Court will need to make strategic decisions about the placement of a new courthouse in the county as well as the types of cases that will be heard in facilities throughout the county. Technological innovations as well as safety and security issues will need to be addressed at all court locations as the need and demand for both increase in the future. The Court will need to better use and improve its existing space in the future as additional resources and expansions are unlikely anytime soon. Working and communicating effectively with the California Administrative

---

Office of the Courts as well as local officials will be critically important to making these and other needed improvements.

5. Need to develop and maintain positive relationships with state and local leaders and justice system partners. Continued collaboration with the AOC, legislators, city and county officials, local justice system partners, and the community will be even more important in the future. Collaboration is needed to ensure adequate resources, make facility and technology improvements, build a new courthouse, improve case management practices, better serve and provide programs to court users and the community, and remain connected and responsive to the local community.
  
6. Need for a stable and competent workforce. A large proportion of the Court's workforce (judicial officers and staff) is eligible to retire in the next 10 years. The Court must begin preparing now for the time when many judicial officers, managers, and staff will retire. In addition, a relatively large proportion of the Court's workforce was hired in the last 5 years. Providing educational training and development, cross-training, and advancement opportunities to staff are essential in the years ahead to ensure a competent workforce and to help retain the Court's talented staff. The Court also will need to orient and train new judicial officers in the future. Finally, the Court will increasingly need to evaluate its staffing needs and requirements, and recruit staff with the appropriate educational backgrounds and other skills (e.g., bilingual) needed to meet the future needs of the Court.

---

## Section 4: Organizational Assessment

---

The purpose of an *organizational assessment* is to help an organization evaluate its capacity both now and in the future to fulfill its purpose and move toward its vision in light of the demands it likely will experience in the years ahead. A “SWOT” analysis is a process of identifying the organization’s strengths, weaknesses, opportunities, and threats (i.e., SWOT) given its mission, vision, and the implications of a variety of trends. This step of the strategic planning process helps an organization critically assess its ability to do its business better and differently in the future.

Below is a brief summary of the strengths and areas for improvement of the Court in the following areas. Following the strengths and areas for improvement are the most significant opportunities and threats facing the Court in the future.

1. Court Governance, Administrative Structure, Leadership/Management
2. Use of Resources (e.g., money, judicial/staff)
3. Case Management & Internal Operations (work processes, policies/procedures, availability/use of data)
4. Infrastructure (facilities, technology, human resources, accounting/finance)
5. Work Environment/Work Attitudes (morale, work habits, teamwork, internal communication)
6. External Relations
7. Access to & Quality of Services

1. Court Governance, Administrative Structure, Leadership/Management. The Court is continually striving to strengthen its governance and administrative structures and the leadership and management practices of the Court. To that end, the Court is transitioning from an ad hoc structure that served the Court well when it was smaller to a more formal structure now that the Court has become a medium-sized court. Other strengths include: the Bench is supportive, the Court’s leadership and management share information openly with staff, the unions, etc; and the management team works well together.

Areas for future improvement include: (1) clarifying roles, responsibilities, and authority of judicial leadership, court administrative leadership, and committees; (2) strengthening the governance structure and policy and decision-making practices (e.g., consider an Executive Committee, be more proactive and less ad hoc and reactive; be less personality driven; have less interference by the bench); (3) developing and communicating clear long-term goals and priorities; and (4) communicating and adhering to a clear chain of command.

2. Use of Resources (e.g., money, judicial/staff). The Court continues to strive to use its resources efficiently and effectively. For example, the Court has done some cross-training of staff; it remains committed to providing high quality customer service despite funding challenges; the Court traditionally has demonstrated a conservative fiscal approach; and it continues to look for ways to save resources without adversely impacting case management and court services.



---

Continuing to seek savings/reduce costs (e.g., court security; travel between branch courts); using all judicial officer and staff time more effectively (e.g., more efficient scheduling and coverage); doing more training and cross-training; and providing more training and procedural manuals are areas for continued improvement in the future.

3. Case Management & Internal Operations (work processes, policies/procedures, availability/use of data). Overall, the Court does a good job of managing and tracking its cases and achieving good outcomes. Calendaring practices are effective in some areas of the Court, most cases are disposed of/adjudicated within the time standards, many cases are settled (i.e., the Court has a relatively low trial rate), and most court users feel they are treated well and receive fair treatment, according to court user feedback.

The Court, however, must continue to improve case management and internal operations in the years ahead in light of the budget constraints as well as to continue to provide the highest quality of services and to achieve good outcomes. Areas of continued improvement include: (1) scheduling, calendaring, and caseflow management practices; (2) more streamlined workflow processes; (3) better technology and data to manage cases; (4) evenly distributed caseloads and workloads among judicial officers and staff; (5) more cross-training and consistent procedures across courtrooms and branch courts; (6) more collaboration with criminal justice system partners to improve efficiency and effectiveness; and (7) more digital and less labor intensive records management and storage.

4. Infrastructure (facilities, technology, human resources, accounting/finance). Strengths related to the Court's current infrastructure are as follows: (1) the Paso Robles facility is the most modern/newest of the Court's facilities; (2) the IT staff and the services/assistance they provide; (3) fiscal reporting; and (4) a willingness to be innovative (e.g., wireless Internet access).

Despite the aforementioned strengths, there are many inadequacies in the Court's current infrastructure. In general, the Court's facilities are inadequate, technology improvements and innovations are sorely needed, the finance systems are aging, and human resources must continually update its practices to attract, hire, train, and retain talented staff. Specific areas for improvement include: (1) facilities in all court locations need improvement (e.g., lack of space for judicial officers, court staff, and court users; not ADA accessible or compliant; do not meet future growth needs; safety/security issues; need modernizing/updating); (2) the Court needs improved, reliable, and integrated case management systems to better manage and track cases; (3) the Court wants, but is unable, to implement technological innovations to improve access and services (e.g., e-filing, online payments, improved website); and (4) more training and cross training are needed.

5. Work Environment/Work Attitudes (morale, work habits, teamwork, internal communication). Strengths in this area include: (1) transparency and availability of the Court's leadership and management (e.g., willing to share information, open-door/approachable); (2) good benefits and work hours; (3) regular meetings; (4) good

---

relationship with the union; and (5) transitioning to an innovative/changing organizational culture.

Areas for improvement include: (1) adherence to formal lines of communication; (2) more consistent management of staff; (3) more consistent and effective communication from managers/supervisors; (4) more involvement/engagement of staff related to making needed changes; (5) and the existing organizational culture is resistant to change.

6. External Relations. The Court currently has positive external relations with most state and local leaders and justice system partners. Specifically, the Court has a positive relationship and communicates effectively with the AOC, other courts, the union, probation, bar groups, and county agencies and leaders.

Although the Court has many strengths in this area, improvements are needed in the following areas: (1) working collaboratively and communicating effectively with justice system partners to solve local problems such as jail overcrowding, direct filings, calendar management issues (e.g., district attorney, public defender, private bar, law enforcement); (2) working collaboratively with and communicating more effectively with the AOC on the Court's needs related to facilities, technology, etc; (3) more information needs to be available on the Internet/Website; and (4) staying connected to the community through community outreach and public education efforts.

7. Access to & Quality of Services. Judicial officers and court staff are dedicated and hard working, and they are committed to providing excellent customer service to all court users. Self-help services also were identified as one of the Court's greatest strengths.

Areas of improvement include the need to expand services and programs to all court locations (e.g., self-help services); outdated technology; lack of space for self-help and other programs; lack of informational materials; inconsistent posting of decisions/rulings; lack of sufficient language assistance/interpreter services; and counters and courtrooms are not ADA compliant.

### **Opportunities/Threats:**

Opportunities facing the Court in the future include:

1. Being a role-model court (e.g., working collaboratively with the AOC and other state and local partners; other courts will come and visit SLO Court).
2. Creating a model self-help center.
3. Creating a bilingual courthouse (e.g., counters, information desk, telephones).
4. Improving facilities including safety and security (e.g., MOU, cost savings, improve handling of in-custody defendants).

- 
5. Improving the technology infrastructure (e.g., internal support and external services).
  6. Balancing workloads and more efficient and effective case/work flow management.
  7. Using staff more effectively (e.g., providing incentives/opportunities for growth and value; increasing cross training; more effective scheduling/coverage).
  8. Improving management and supervisory practices (e.g., using contemporary management and leadership practices; more engagement of staff; improving performance feedback and management system, showing appreciation, valuing staff contributions).
  9. Doing succession planning (e.g., having a pipeline of talented staff throughout the Court groomed for advancement).
  10. Creating and implementing a clear and improved governance structure (e.g., judicial structure – PJ, APJ, Supervising Judges/Committees; Judicial Leadership with Executive Management) and clear policies for decision-making.
  11. Increasing collaboration with local and state partners and stakeholders.

Several of the biggest, future threats to the Court are:

1. Declining budgets and increasing costs (e.g., pension, security).
2. Loss of local control and autonomy.
3. Retiring staff/judicial officers.
4. Lack of improvements to facilities.
5. Lack of improvements to technology.
6. Technology failures.
7. Prison release/reform policies – revamping parole.
8. Unfunded mandates/new laws.
9. Increasing workload and losing sight of strategic priorities.
10. Losing ground – going backwards in provision of services.
11. Lack of consensus and collaboration among bench, leadership, and management.

---

## Section 5: Strategic Issues, Goals, Objectives, & Strategic Projects

---

*Strategic issues* are internal or external issues that are fundamentally important to the organization over the long-term. They are often the underlying or more encompassing issues of what superficially appear to be numerous unrelated or loosely related problems that significantly impact the long-term success of the organization. They are what an organization must focus on over the long-term to ensure progress and success. Because of their magnitude, strategic issues must be addressed over the long-term in order for the organization to move toward its vision and fulfill its mission.

*Strategies* are comprehensive, institutional responses to the strategic issues. Strategies include (1) several complementary long-range *goals*, which are broad statements that define the desired, end targets that the organization will strive to achieve over the next 3-5 years, for each of the issue areas, and (2) several objectives for each of the goals. *Objectives* are general statements that describe the manner in which the end result – or goal – will be achieved. *Strategic or priority projects* are the shorter-term (1 year) strategic and operational priorities of the organization. As they are completed, the organization will be making progress on accomplishing the long-range goals and responding effectively to the strategic issue areas.

**San Luis Obispo Superior Court:  
Strategic Issues  
(August 2009)**

1. Facilities
2. Access to Justice
3. Case Management & Workflow Efficiencies
4. Governance
5. United & Effective Workforce
6. Collaborative External Relationships

---

## Strategic Issue #1: Facilities

*Overview:* Safe court facilities with sufficient and functional work space are essential to providing the highest quality of justice and enhancing trust and confidence in the Court. Inasmuch as the San Luis Obispo County Superior Court's existing facilities are outdated and undersized to meet the current and future needs of court users, the Court is committed to improving its facilities in the years ahead. Additionally, the Court must now make critical and strategic decisions about its need for and location of new facilities to serve the growing population across the county.

*Detailed Description:* Currently, the San Luis Obispo Superior Court has five court sites located in San Luis Obispo, Paso Robles, and Grover Beach. Additional facilities include two satellite offices and two storage facilities in San Luis Obispo. In response to the strategic planning survey administered in June 2009, judicial officers, members of the management and supervisory team, and staff cited aging court facilities, the lack of adequate work space, along with safety and security concerns as some of the biggest challenges facing the Court in the years ahead. And, upgrading and expanding facilities were among the improvements survey respondents would most like to see the Court make in the next three years. In sum, the Court's facilities simply do not meet the current needs, yet alone the future needs, of court users, justice system partners, judicial officers, and court staff. Thus, aggressive action and a long-term plan are needed now to begin improving the Court's facilities across the county.

Some of the specific shortcomings of the Court's facilities are as follows. These shortcomings are particularly prevalent for the Grover Beach facility, the Juvenile Services Center, and the Criminal Operations area of the main courthouse in San Luis Obispo.

1. Existing space is insufficient and not user-friendly: Specifically, (a) offices, service and meeting areas, courtrooms, jury rooms, and waiting areas are too small; (b) there is a shortage of staff break-rooms; (c) there are not enough chambers and courtrooms; and (d) there is not enough room for technology and exhibits in the courtrooms.
2. Renovations, cleaning/maintenance, and modernizing are needed in the public areas, courtrooms, jury deliberation and assembly areas, and staff offices.
3. The technological infrastructure is cumbersome and antiquated. The server room is inadequate for providing the Court's computing services. Solutions to replacing the County mainframe must be found to provide better support to current-day and future technological needs.
4. Close and affordable parking for staff and court users is lacking, especially at the main courthouse in San Luis Obispo. Future expansion and/or the change of case types heard in Grover Beach and Paso Robles will cause the current street parking at those locations also to be inadequate.

- 
5. Not all buildings and space are ADA accessible, meet fire code, and have been retrofitted for earthquakes. Not all facilities meet ADA standards: public counters and courtrooms are not wheelchair accessible and acoustics in courtrooms are poor. Some areas are not compliant with the fire code and parts of the main courthouse in San Luis Obispo have not been retrofitted for earthquakes.
  6. Safety issues and courthouse security needs improvement. For example: (a) only the main courthouse in San Luis Obispo has a holding area and it is in need of improvements; (b) the lack of lock-ups at other court sites precludes in-custody proceedings; (c) the Grover Beach court location is not equipped with entrance screening devices; and (d) the increasing cost of security may result in reductions in perimeter and courtroom security at other locations.

In addition to improving existing facilities, the Court must make key decisions and begin to plan now for its future facility needs. According to the trends analysis, the greatest population growth in the last four years has been in the North County. Population projections are for that trend to continue with nearly 8 percent growth in the North County by 2015. The population in the South and Central parts of the County is projected to increase 4 and a 0.5 percent respectively by 2015. The long-term population growth projections (e.g., to 2035) are similar; the largest percentage increase in population is projected to be in the North County.

While the Court is committed to making improvements in the years ahead, doing so is especially challenging and complicated in California because of: (1) the need to work with and through the California Administrative Office of the Courts as well as local county/city leaders; (2) the economy and California's dire budget situation; and (3) the need to balance the facility needs of the San Luis Obispo County Superior Court with the facility needs of other courts across the state.

Finally, there are many key decisions that must be made and pressing issues that must be addressed related to planning for and building a new court facility. They include determining the location of the facility, acquiring land, securing funds, gaining the cooperation and assistance of the AOC, collaborating with local officials, and building support in the community.

### *Goals, Objectives, & Projects*

Goal 1.1: The Court will have and be implementing a long-term plan for a new courthouse in SLO County (by 2015).

Objective 1.1.1: Build support in the community for a new courthouse.

Objective 1.1.2: Build support among key state and local entities for building a new courthouse.

Objective 1.1.3: Develop strategies to fund a new courthouse.

Objective 1.1.4: Select a site/location to build a new courthouse.

---

Goal 1.2: The Court’s existing facilities will meet the current and future needs of court users and the workforce.

Objective 1.2.1: Improve physical access to existing facilities.

Objective 1.2.2: Improve, modernize, and expand space including courtrooms, chambers, jury areas, meeting rooms, waiting areas, staff offices/work areas, self-help, etc.

Objective 1.2.3: Build support in the community for improving existing facilities.

Objective 1.2.4: Build support among key state and local entities for improving existing facilities.

Objective 1.2.5: Improve the safety and security of all court facilities.

Goal 1.3: The Court’s facilities will be equipped with state-of-the art technology that supports the work of the Court and meets the future needs of court users and the workforce.

Objective 1.3.1: Update and expand the technology infrastructure in all court facilities.

Objective 1.3.2: Continually update the Court’s technology to meet future needs.

Objective 1.4.3: Pursue alternative funding sources to support technological innovations.

The Court’s annual strategic projects/initiatives related to this area are presented in a separate, companion document.

---

## Strategic Issue #2: Access to Justice

*Overview:* The Court is committed to providing equal and meaningful access to justice. This includes making the Court more accessible, understandable and user-friendly, and providing the highest quality of services to all people. Indeed, the Court sees many opportunities to continue to enhance access and the quality of services in the years ahead especially in response to the changing demands and needs of court users.

*Detailed Description:* There are several key trends affecting the Court's decisions related to access and service improvements. They include:

1. Population growth is projected to be the largest in North County.
2. The population of SLO County is becoming increasingly diverse.
3. Hispanics and Asians are the two fastest growing racial/ethnic groups in SLO County.
4. SLO County has a higher proportion of people 45 years of age and older than the state as a whole.
5. The number of people coming to court without legal representation continues to increase and thus, the number of self-represented litigants continues to increase.
6. There continues to be a growing demand to be able to do business with the Court from remote locations, via the Internet, and 24 X 7.
7. There are increasing complexity, costs, and requirements within the legal system.

Currently the court provides some self-help information and assistance but wants to improve and expand these services at all court locations. Specifically, self-help services are presently provided in San Luis Obispo and Paso Robles, but not in Grover Beach. In addition, self-help services are provided to people without representation in family law, guardianship, civil harassment and name change cases but not in landlord/tenant or other civil case types, for example. Space, technology, and staffing for self-help centers also are in need of improvement. Currently, space is provided for self-help in the Paso Robles courthouse but there is no dedicated, self-help space in the San Luis Obispo or Grover Beach Courthouses. Finally, the Court lacks staff and/or volunteers needed to increase assistance and expand services to all branches.

The Court also recognizes the need to improve and expand language assistance and interpreter services in light of SLO County's increasingly diverse population. While in-court interpretation is provided, there is not enough bilingual staff available in the clerk's offices in any of the three branches. Finally, while Spanish is by far the most frequently used foreign language in SLO County, there is a growing need to expand language assistance in American Sign Language, Vietnamese, Tagalog, Mixteco, and other languages spoken in SLO County.

Better educating and informing court users about court procedures and the Court generally as well as improving access to this information are high priorities for the Court in the years ahead. Additionally, the Court wants to maintain a more open, yet safe, environment where courtrooms are more accessible and where court users can get questions answered. Finally, the Court wants to improve its services and accommodations for the disabled and aging populations, and provide



---

greater opportunities to do business with the Court using a variety of technologies from remote locations, through the Internet, and via the website.

*Goals, Objectives, & Projects*

Goal 2.1: The Court will provide improved and expanded services to self-represented litigants.

Objective 2.1.1: Expand self-represented services to additional case types.

Objective 2.1.2: Expand self-represented services to additional branch courts/court locations.

Objective 2.1.3: Collaborate with justice and community partners to provide assistance and information to self-represented litigants.

Objective 2.1.4: Improve and expand resources and information available to self-represented litigants.

Goal 2.2: The Court will be understandable and user-friendly to all court customers.

Objective 2.2.1: Use technology to improve access to information and court services.

Objective 2.2.2: Expand language and interpreter services.

Objective 2.2.3: Make court processes and information more understandable to all court customers.

Objective 2.2.4: Make the Court more accessible, open, and helpful to all court customers.

The Court's annual strategic projects/initiatives related to this area are presented in a separate, companion document.

---

### **Strategic Issue #3: Case Management & Workload Efficiencies**

*Overview:* Effective case management practices and efficient work processes are at the heart of resolving cases fairly and expeditiously, ultimately providing equal justice for all. In response to the current and likely future caseload of the Court and its limited resources, in the future, the San Luis Obispo County Superior Court sees the need to: (1) manage its cases more effectively and efficiently; (2) streamline, standardize, and simplify case processing and workflow procedures; and (3) more effectively use its limited resources (e.g., judicial officers, staff, technology, space/courtrooms).

*Detailed Description.* A few of the most significant findings from the trends analysis related to case management and workflow are as follows:

1. Unlimited civil, limited civil, traffic infractions, PC 2960 petitions, mental health, civil harassment, and juvenile delinquency filings are increasing;
2. Family law filings (including domestic violence), non-traffic infractions, juvenile dependency, probate, and felony filings are decreasing;
3. Collections cases are increasing due to the economy and changes in bankruptcy laws.
4. There are more fee waiver requests and more people defaulting on the payment of fines and fees.
5. The complexity of workload and training requirements are increasing due to outdated case management systems and new legal noticing requirements.
6. Slightly more than a third of the staff has been employed by the Court only 1-5 years.

Continued improvements are especially needed in the following areas:

1. Calendaring and scheduling practices;
2. Work processes and work flow including streamlining and eliminating redundancies and simplifying counter and court processes;
3. Technology to better track and monitor cases and provide more accurate data/information to evaluate the status of cases, backlogs, etc. (e.g., improved case management system);
4. Technology to increase efficiencies (e.g., reduce labor intensive work processes, reduce dependency on paper; improve records management);
5. Balancing the caseloads of judicial officers and the workloads of staff;
6. Cross-training judicial officers and staff to more effectively use limited resources and provide back-up coverage as needed;
7. Usage and scheduling of interpreters, court reporters, and bailiffs;
8. Use of courtrooms;
9. Improve juror scheduling and utilization practices to enhance juror satisfaction;
10. Consistent, written procedures including more standardization across courtrooms and court locations;

- 
11. Working with justice system partners to improve filing practices, jail overcrowding, efficient communication, and the sharing of case information via integrated case management systems.

Continuing to improve case management practices and workflow processes are essential for the Court to excel. Making improvements in the aforementioned areas, however, will not be easy. They will require strong judicial and executive leadership, assistance from the Administrative Office of the Courts, support from judicial officers, receptivity of court staff, and collaboration with local justice system partners.

*Goals, Objectives, & Projects*

Goal 3.1: The Court's caseload management practices will be effective and consistent.

Objective 3.1.1: Improve calendaring and scheduling practices throughout the Court.

Objective 3.1.2: Use technology to improve case management.

Objective 3.1.3: Track, measure, and monitor the court's performance to ensure timely resolution of disputes.

Objective 3.1.4: Balance caseloads and workloads across the Court.

Goal 3.2: The Court's processes and procedures will be efficient, streamlined, and simplified.

Objective 3.2.1: Collaborate with justice partners to make court processes and practices more efficient and effective.

Objective 3.2.2: Eliminate redundancies, and streamline and simplify internal work processes and practices.

Objective 3.2.3: Use technology to streamline and standardize work processes, procedures, and practices.

Goal 3.3: The Court will be prepared for and aligned with the State's CCMS.

Objective 3.3.1: Collaborate with partners to enable exchanges of appropriate case data.

Objective 3.3.2: Change work processes and practices to be compatible with CCMS.

Objective 3.3.3: Educate court staff, judicial officers, and partners about the anticipated changes to case processing.

Objective 3.3.4: Collaborate with other courts to develop efficient and effective case management practices.

---

The Court's annual strategic projects/initiatives related to this area are summarized in a separate, companion document.

---

## Strategic Issue #4: Governance

*Overview:* The San Luis Obispo County Superior Court is transitioning from a relatively small court to a medium-sized court with 15 judicial officers and approximately 160 court employees (in 2009). With this growth come challenges and necessary changes. In the years ahead, the Court sees the need to clarify and strengthen its governance – policy and decision-making – and administrative structures including leadership and management practices to continue to improve court performance.

*Detailed Description.* There are many strengths of the Court’s current governance – policy and decision-making – and administrative structures. For example, the bench is very supportive of court administration, there is flexibility in decision-making, the Court can be responsive to internal needs, and the current leadership and executive management are transparent (e.g., they share information openly with staff, the unions, the Administrative Office of the Courts, and the public).

As growth occurs, however, there is an increasing need for the Court to add structure and formalize practices to strengthen the leadership and management of the Court. Specifically, there is a need to:

1. Clearly define judicial leadership (i.e., PJ, APJ, team leaders, committees) and executive management’s roles, responsibilities, and boundaries;
2. Clarify, strengthen, and formalize policy-making and decision-making parameters and practices;
3. Clarify and improve the chain of command for judicial officers as well as the executive/management team;
4. Set clear goals and establish and communicate priorities;
5. Be more proactive; and
6. Formalize internal procedures (e.g., how things get done, be less personality driven).

The Court will reap many benefits from improved governance and administrative structures and leadership and management practices. Examples include: (1) improved communication and trust between the judicial leadership and executive management; (2) the ability to make needed changes and decisions quickly and effectively; (3) less duplication of effort and gaps in responsibilities; and (4) improved, streamlined, and consistent processes and practices through coordination and teamwork resulting in a more efficient, transparent and effective organization.

### *Goals, Objectives, & Projects*

Goal 4.1: The Court’s judicial and administrative governance structures will be clear and effective.

Objective 4.1.1: Clearly define, clarify, and agree on the policy-making and decision-making roles, responsibilities, and authority of the Court’s judicial leadership (e.g., PJ, APJ, team leaders, and judge committees).

---

Objective 4.1.2: Clearly define, clarify, and agree on the roles, responsibilities, and authority including the decision-making parameters and processes of the Court’s CEO, ACEO, and other directors/managers.

Objective 4.1.3: Improve and formalize policy-making and decision-making policies and practices.

Objective 4.1.4: Communicate the governance responsibilities and authority to all judicial officers and court staff.

Goal 4.2: The Court’s judicial leadership and the executive management team will lead and manage the Court effectively.

Objective 4.2.1: Improve and expand communication and information sharing processes and forums.

Objective 4.2.2: Build mutual commitment to and remain focused on the priorities of the Court.

Objective 4.2.3: Strengthen relationships between judicial leadership and Court management.

Goal 4.3: The management team will manage court operations and services in a cohesive and united manner.

Objective 4.3.1: Foster open communication, strengthen relationships, and build trust among team members.

Objective 4.3.2: Develop a unified and consistent approach to managing and communicating with judicial officers and court staff.

Objective 4.3.3: Improve decision-making practices.

Objective 4.3.4: Enhance leadership and management skills of team members.

Objective 4.3.5: Identify innovations and changes to improve court operations and services, and to make the Court a more satisfying place to work.

The annual strategic projects/initiatives related to this area are presented in a separate, companion document.

---

## **Strategic Issue #5: Unified and Effective Workforce**

*Overview:* The future success of the Court depends in part on a unified and effective workforce. That is, the Court cannot improve its overall performance, provide the highest quality of services to the SLO community, use its limited resources efficiently and effectively, and respond proactively to changing demands unless judicial officers, managers, and staff alike: (1) are committed to the same goals; (2) work together effectively; (3) are receptive to needed changes; and (4) have the knowledge, skills, and abilities to do their respective jobs/responsibilities well. In addition, the Court must continue to foster a positive and innovative work environment and prepare now for future staffing shortages and resource challenges.

*Detailed Description:* The trends analysis revealed several significant staffing trends:

1. 42 percent of the Court's workforce will be eligible to retire within ten years;
2. The Court's turnover rate is down from 17 percent in 2007 to 13 percent in 2008; and
3. Slightly more than a third of staff has been employed by the Court only 1-5 years.

In addition to the trends, the survey findings reflected that while the Court has many strengths in this area, there also are areas for improvement. Specifically, according to judicial officers, managers, and staff, there is a need:

1. For more and consistent communication at all levels and across all divisions and branches;
2. To identify clear goals and implement ways to measure overall court and individual performance;
3. To improve and expand training and cross-training;
4. For more effective and consistent management and supervisory practices across the Court;
5. To show employee appreciation and improve recognition programs;
6. For more teamwork and coordination between departments, branches, and levels of staff;
7. For better relations between judicial officers and staff;
8. To foster an organizational culture and attitudes that embrace change and innovation;
9. To provide advancement/promotional opportunities to interested and dedicated staff and develop the next generation of managers;
10. To attract, hire, and retain highly qualified, competent, and talented staff; and
11. To be more proactive and plan for the future.

Strengths cited in the survey results that the Court can leverage in the future included: (1) judicial officers, managers, and staff are hard-working, dedicated, and committed to customer service; (2) build on and expand existing training and development programs for judicial officers, managers, and staff; (3) expand cross-training throughout the Court; (4) continue to maintain positive relations with the union; and (5) work to preserve job security, good pay, and good benefits.

---

Indeed, the Court will benefit greatly from having a more unified and effective workforce. It is committed to working toward this end in the years ahead.

*Goals, Objectives, & Projects*

Goal 5.1: The Court's workforce will be skilled and motivated.

Objective 5.1.1: Improve and expand the training and cross-training provided to court staff.

Objective 5.1.2: Provide court staff with up-to-date resources and equipment.

Objective 5.1.3: Promote a satisfying and rewarding work environment.

Objective 5.1.4: Improve and strengthen the skills of the Court's executive team, managers, and supervisors.

Objective 5.1.5: Provide development and advancement opportunities for court staff.

Goal 5.2: Judicial officers and court staff will foster an organizational culture that embraces innovation.

Objective 5.2.1: Encourage teamwork, and enhance coordination and communication, among departments.

Objective 5.2.2: Clearly communicate and build support for common goals.

Objective 5.2.3: Strengthen collegiality among all levels of the workforce.

Objective 5.2.4: Seek input from and involve all levels of the workforce in making changes and identifying and implementing innovations.

Objective 5.2.5: Supervise/manage effectively and consistently across the Court.

The annual strategic projects/initiatives related to this area are presented in a separate, companion document.



---

## **Strategic Issue #6: Collaborative External Relationships**

*Overview:* Developing and maintaining positive and collaborative external relations is critically important to the Court's future. Specifically, collaborative external relations with many state and local partners and stakeholders are needed to ensure that the Court's short and long-term needs are met and that the Court is able to provide the highest quality of services to court users and the SLO community. It also is critically important in the future for the Court to: (1) educate the public and community about the judicial branch; (2) stay connected to and involved with SLO local and community leaders; and (3) be environmentally proactive to safeguard the environment for future generations. Increasingly it is important for the Court to reach out to, be involved with, and inform local leaders and the public about the Court's purpose, goals, priorities, needs, services, and to discuss other areas of mutual concern.

*Detailed Description:* The Court has positive and collaborative relations with many of its external partners and stakeholders currently. Nonetheless, it is committed to strengthening these partnerships and relationships in the future. In short, the Court sees many opportunities to work even more effectively together and to address areas of mutual concern with local justice system partners (e.g., prosecutors, public defenders, private attorneys, law enforcement, treatment providers), local city and county leaders, community leaders, the California Administrative Office of the Courts, legislators, and the media. Some specific opportunities include:

1. Beginning a dialogue with criminal justice system partners to identify and eliminate problems in the criminal court system;
2. Communicating and sharing information more effectively with local justice system partners to enhance services and overall performance;
3. Working with local city and county leaders to improve existing, multi-use facilities and enhance the Court's level of service;
4. Communicating the Court's needs, goals, and priorities to local city and county leaders as well as state court and legislative leaders; and
5. Communicating and collaborating with the California Administrative Office of the Courts to improve the Court's budget, facilities, technology, financial services, and labor relations.

In addition to the above, the Court understands the need to more proactively educate and inform the public about the judicial branch including the role and purposes of trial courts and the services the Court provides. Doing so will not only increase the public's understanding of the Court but also will increase the public's trust and confidence in the Court, according to statewide public opinion research. In sum, as the public's trustee of the justice system and to preserve the rule of law, the Court needs the active support and confidence of the public we serve.

Finally, the Court has a long-standing history of being responsive to and involved with the SLO community. In keeping with and furthering this tradition, the Court sees the need to continue to improve in this area. Opportunities include:

1. Bringing more positive attention to the Court by emphasizing its role in society, its services, and its accomplishments;

- 
2. Continuing to reach out to and being actively involved in the local community thereby reducing the isolation of the Court, increasing understanding of varying perspectives about issues of mutual concern, and educating/informing others about the Court and the services it provides;
  3. Doing more public education including education targeted at children and youth;
  4. Building positive media relations; and
  5. Being environmentally proactive by joining with County agencies, local businesses, and county residents to preserve the natural beauty of the Central Coast, the community's most valuable treasure.

The Court is doing a lot in this area currently, however, many of the activities are ad hoc in nature. Developing an organizational approach as well as formalizing and better tracking of these activities will greatly improve the Court's effectiveness in this area.

In sum, the Court will be well-served in the future by developing and maintaining positive and collaborative external relations, informing and educating the public about the judicial branch and the Court, and building the trust and confidence of the SLO community.

#### *Goals, Objectives, & Projects*

##### Goal 6.1: The Court will be respected and supported by the SLO community.

Objective 6.1.1: Reach out, listen, and be responsive to the needs of the community.

Objective 6.1.2: Educate the community about the Court and the judicial branch.

Objective 6.1.3: Build and maintain positive relationships with the government agencies, local bar, and community leaders.

Objective 6.1.4: Improve media relations.

##### Goal 6.2: The Court will develop and maintain collaborative relationships with state and local partners and stakeholders to enhance services and performance.

Objective 6.2.1: Communicate the Court's needs, goals, priorities, and accomplishments to state and local leaders/partners.

Objective 6.2.2: Promote effective, ongoing dialogue with community partners to identify and eliminate problems and improve efficiency.

Objective 6.2.3: Interact with state and local leaders/partners to advocate for needed resources and assistance.

##### Goal 6.3: The Court will be environmentally sensitive.

Objective 6.3.1: Use technology to eliminate the use of paper.

---

Objective 6.3.2: Implement programs that encourage judicial officers and staff to be environmentally sensitive.

Objective 6.3.3: Educate judicial officers, court staff, and court users on being “green.”

The Court’s annual strategic projects/initiatives related to this area are presented in a separate, companion document.

---

[Note: This page was left blank intentionally.]

---

# **Appendix A:**

## **Trends Data – Graphs and Charts**