

SUPERIOR COURT, TULARE COUNTY

2023 – 2027 Strategic Plan

Learning from the Past,
Preparing for the Future



SUPERIOR COURT OF CALIFORNIA
COUNTY OF TULARE

September 2023

Table of Contents

Letter from Presiding Judge / CEO	ii
Strategy Planning Committee	iii
Section 1: Overview	1
Section 2: Vision, Mission, and Core Values	2
Section 3: Trends Analysis: Implications and Future Scenario	3
Section 4: Organizational Assessment	6
Section 5: Strategic Focus Areas (SFAs), Goals, and Strategies	11
SFA1: Improve the Court User Experience	12
SFA 2: Prepare for a Workforce of the Future	14
SFA 3: Enhance Court Infrastructure	16
SFA 4: Build Public Trust and Confidence	18
APPENDICES	19
APPENDIX A: Positive Future Scenario	20
APPENDIX B: Strengths and Areas for Improvement	21

Additional Strategic Planning Materials available via link or upon request at administration@tulare.courts.ca.gov or (559) 730-5000, ext. 1110.

- External Trends: [2023 - External Trends](#)
- Internal Trends: [2023 - Internal Trends](#)
- Survey Report Results and Findings: [2023 - Strategic Planning Survey Results](#)

Letter from Presiding Judge / Court Executive Officer

Tulare County Superior Court is pleased to present its 2023-2027 Strategic Plan, *Learning from the Past, Preparing for the Future*. The Strategic Plan represents our continued commitment to **public service, promoting trust and confidence, while providing fair equal justice for all**. The Strategic Plan sets forth the Court's mission, vision, the values by which it will be guided, and the goals we intend to achieve.

The initial planning efforts began in January 2023 and continued throughout the year. The Court enlisted services from Brenda Wagenknecht-Ivey, CEO of PRAXIS Consulting, Inc., to design the planning process and facilitate the hybrid planning sessions. A Strategic Planning Committee was **formed consisting of judges, administrators, directors, and key court staff**. The Committee embarked on a strategic planning process to develop and formulate the 2023-2027 Strategic Plan. In the development process the Committee collaborated with justice and community partners to assist in fostering the plan. The Strategic Plan aligns with the statewide goals as outlined by the Judicial Council of California.

Through the dynamic strategic planning process, the Committee revamped the mission, vision, and core values. The newly defined strategic focus areas are of great importance and reflect the Court's priorities. With the strategic focus areas defined we have set the path for the court to ensure long-range goals are achieved. The result of these efforts is a plan that will serve as the foundation for providing enhanced services to our community.

In the coming months, the Tulare County Superior Court will be developing an Operational Plan to move forward with the strategic focus areas. The Court will update the plan regularly to ensure goals are achieved and emerging opportunities are identified. Tulare County Superior Court will continue the commitment to excellent service to the people we serve in Tulare County.



Juliet Boccone
Presiding Judge



Stephanie Cameron
Court Executive Officer

Strategic Planning Committee

Hon. Juliet Boccone Presiding Judge	Hon. Nathan Ide Assistant Presiding Judge
Hon. Tara James Supervising Judge, Family Law	Hon. Nathan Leedy Supervising Judge, Criminal
Hon. Hugo Loza Presiding Judge, Juvenile	Hon. Anthony Fultz Supervising Judge, Criminal
Stephanie Cameron Court Executive Officer	Hon. John Bianco, Civil
Valerie Velasquez Director of Human Resources	Sophia Almanza Court Financial Officer
Sherry Pacillas Director of Court Operations	Deon Whitfield Director of Information Technology
Angela Rodd-Terry Director of Family Court and Special Services	Deanna Jasso Director of Court Administration
Hon. Natasha Moiseyev Commissioner	Dr. Brenda J. Wagenknecht-Ivey CEO, PRAXIS Consulting, Inc./ Consultant, Denver

2023 – 2027 Strategic Plan

September 2023

Section 1: Overview

The Superior Court, County of Tulare (Court) embarked on a comprehensive strategic planning process in 2023. A strategic planning committee, comprised of the Court’s judicial and administrative leadership, directors, and managers, convened regularly over six months and developed the Court’s 2023 – 2027 Strategic Plan. The Plan lays out a 4–5-year roadmap for the Court.

The planning process, which was facilitated by Dr. Brenda J. Wagenknecht-Ivey of PRAXIS Consulting, Inc., included:

- Updating the Court’s mission, vision, and values.
- Analyzing external and internal trends and anticipating future implications and opportunities.
- Reviewing strategic planning survey results (from external partners, court users, judicial officers, and staff).
- Identifying strategic focus areas, long-range goals, and strategies for making improvements.
- Identifying annual implementation priorities.

The Strategic Plan outlines four key areas the Court will focus on in the coming years. All of the key area are aligned with the [Strategic Plan for California's Judicial Branch](#), developed by the California Judicial Council. The Court’s four strategic focus areas are:



The Court will transition from planning to implementation in January 2024. Success in following-through on the Strategic Plan will require the continued collaboration and leadership of the strategic planning committee and the involvement and cooperation of judicial officers and court employees. It also will include continued collaboration with the Court’s many justice and community partners.

The Court’s 2023 – 2027 Strategic Plan is presented below. See the Court’s Annual Operational Plan for a list of strategic priorities/projects.

Section 2: Vision, Mission, and Core Values

MISSION, VISION, AND CORE VALUES

Mission:

The Court provides fair and timely justice by ensuring equal access for all people, resolving disputes, upholding the laws, and protecting rights guaranteed by the Constitutions of California and the United States.

Vision:

The Court aspires to provide the highest quality services, be innovative and forward-thinking, and build the public's trust and confidence.

Core Values:

- 
- **Accessible:** We are user-friendly and responsive to the needs of court users.
 - **Timely:** We provide timely, efficient, and effective services to all who use the Court.
 - **Unbiased:** We are impartial, fair, and treat all people equally.
 - **Professional:** We are helpful and treat all people respectfully and courteously.
 - **Collaborative:** We work well with each other and our justice and community partners.
 - **Accountable:** We are an independent branch of government, transparent in the use of public resources, and responsible for our performance.



SUPERIOR COURT OF CALIFORNIA
COUNTY OF TULARE

Section 3: Trends Analysis: Implications and Future Scenario

The Strategic Planning Committee reviewed external trends including social/demographic trends, economic, political/policy, technological, and justice system trends. Below is a summary of the likely implications of the many trends on the Court. See Appendix A for a plausible, positive future scenario.

The Strategic Planning Committee also analyzed internal trends. Caseload, workload, fiscal, and human resource trends were among those analyzed. Opportunities/ areas for improvement related to the analysis of internal trends are provided at the end of this section.

Implications of External Trends

1. Growing and Increasingly Diverse Population: Tulare County's population is growing and becoming increasingly diverse. The Court must be proactive and adapt accordingly to meet the needs of a growing and changing population.
2. Economic Impact/Strain on Resources: Current economic conditions (e.g., inflation, gap in wages/pay, cost of housing) will likely pose significant challenges for the Court. There could be more crime, more filings, less revenue, less money for programs, and less jail time for offenders. All will present a strain on resources and could impact public safety.
3. Access: Providing easy and equitable access for all will continue to be a challenge for the Court. To avoid reduced access, the Court must respond to the growing and evolving needs of court users (e.g., enhance physical, virtual, and language access; reduce barriers to access; provide resources and assistance to self-represented litigants, etc.).
4. Customer Service Expectations: Customer service expectations are increasing. Court users expect timely / fast service, and they want to be able to do business with the Court in-person, virtually (e.g., hearings and court services), online, and 24x7. They expect/want the Court to be more accessible, convenient, and user-friendly.
5. Increasing Caseloads/Demands for Justice: Tulare County's population is growing; the amount and **types of crime are also changing**. There is a concern about more violent crime including gun violence. **Caseloads and workloads will continue to increase**. The Court will face increasing backlogs and slower times to resolution/disposition if it does not proactively pursue adequate resources, reallocate resources to meet needs, streamline processes, and use effective and innovative case management and case resolution practices.
6. Revenues: Revenues will decrease. Court users will not be able to pay fines and fees; there will be more requests for fee waivers.
7. Funding: The increasing service demands and costs of doing business will put a strain on the Court's budget.
8. Hybrid/Flexible Work: Hybrid work (combination of in-person/onsite and remote/virtual) is here to stay. Many employees want flexible work arrangements including opportunities for hybrid

work (combination of onsite/in-person and remote). The Court will need to explore new ways to provide flexibility and options while maintaining excellent service standards.

9. Staffing: The Court is facing staffing challenges. It needs to make changes/improvements that will help attract, hire, and retain talented staff. The Court may need to reallocate staff and/or restructure to meet needs.
10. Technology: The Court will need to continue to stay abreast of technological innovations including cyber security. Security concerns and potential threats will continue to increase.
11. Courthouse Safety and Security: Safety and security protocols will need to be continually enhanced to ensure all people are safe in court locations. The increase in gun violence is concerning.
12. Respect for Courts/Public Trust/Confidence: Trust in governmental institutions is decreasing. The Court will need to build the public's trust and confidence. The Court needs to preserve decorum and respect / demeanor in courtrooms. More education is needed to inform the public about the Court and judicial system.

Opportunities/Areas for Improvement - Internal Trends

Filings and Dispositions

1. Judges need to continue to be diligent in closing out/resolving cases. Practices need to be put into place that discourage taking cases off calendars where they can languish and age.
2. The Court needs to prepare for an uptick in behavioral health (mental health and substance use) cases.
3. There is an opportunity to track the CARE Courts in other counties – e.g., the number of referrals by health care professionals.
4. The Court has an opportunity to critically review and improve the use of judicial resources.

Diversion Programs and Specialty Courts

5. The Court needs to prepare for the expansion of and growing need for diversion programs, specialty courts, and treatment programs/services.
6. The bench needs to be informed/educated about available programs and the requirements for participation so participants/litigants/families can be referred to the proper program – e.g., CARE Court.
7. Opportunities exist to implement uniform procedures across newly created programs - i.e., required progress, completion time frames, etc.
8. Programs and services need to be strengthened / improved in the future to increase success rates.

Family Court Services and Self-Help Services

9. There may be a need to increase voluntary services in the future. Additional staffing may also be needed.
10. To better serve and educate court users, the Court may need to offer more workshops such as guardianships, adoptions, DVO, Divorce in a Day, etc. The Court might also explore innovative methods for educating court users with repeating workshops (e.g., on demand videos, virtual workshops, etc.).

Fiscal

11. Continue to invest in IT; strengthen access to good data to improve programs, services, and decision-making.

HR/Personnel

12. Many people in key positions / classifications are eligible to retire around the same time. The Court needs to prepare in advance for turnover in these positions by developing successors and the next generation of managers and leaders.
13. The workforce will benefit from training and development opportunities to prepare them for changing jobs, roles, and positions at the Court. Upskilling and re-skilling are essential for the future.
14. Recruitment efforts need to be modernized (e.g., rebrand employment at the Court, use social media, etc.).
15. Other human resource and management practices also need to be modernized to ensure the Court is a desirable – diverse, inclusive, engaging – place to work (e.g., make employee wellbeing a priority, develop a welcoming culture, implement hybrid and/or flexible work arrangements, etc.).

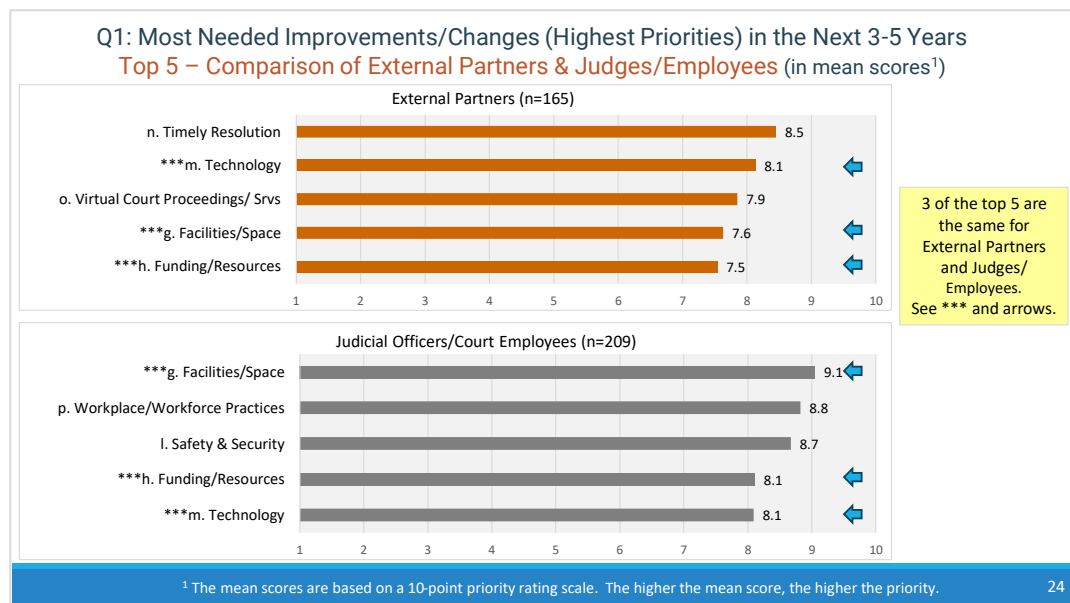
Section 4: Organizational Assessment

The Strategic Planning Committee reviewed the results of the strategic planning surveys at the July virtual meeting. Below is a summary of the survey results. See Appendix B for a table summarizing strengths and areas for improvement.

Strategic Planning Surveys: Findings

1. Most Needed Improvements/Changes in the Next 3-5 Years

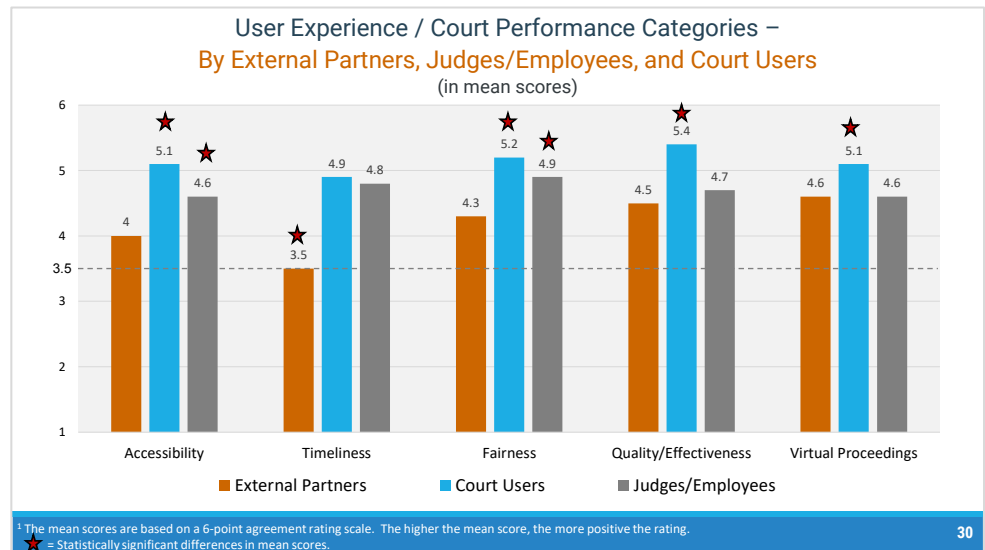
- Three of the top five highest priority improvement areas were the same for external partners and judges/staff. The three areas were: (1) Facilities/ Space; (2) Technology; and (3) Fundings/Resources.
- Timely Resolution and Virtual Court Proceedings/Services were the other two top priorities for external partners, with Timely Resolution taking the top spot.
- Workplace/Workforce Practices and Safety and Security were the other two top priorities for judges/staff. Facilities/Space was rated the top priority by judges/staff with improvements to the Workplace/Workforce Practices taking the second spot.



2. Court User Experience / Court Performance Categories

This question rated the experience of court users on five court performance categories, which were: (1) Accessibility; (2) Timeliness; (3) Fairness; (4) Quality/Effectiveness; and (5) Virtual Proceedings/Services. Each of the categories included several questions related to important aspects of each.

- Court users rated the five performance categories significantly higher than External Partners and Judges/Staff on all court performance categories except Timeliness.
- External partners rated the Virtual Proceedings performance category the highest and Quality/ Effectiveness second highest out of the five areas. External partners rated Timeliness significantly lower than Court Users and Judges/Staff. Accessibility was rated second lowest by External Partners.
- Judges and staff rated the Accessibility and Fairness performance categories significantly higher than external partners.



3. Court Performance Categories

Accessibility

- The highest rated question in this category was the ease of getting information from the Court about cases in which court users (which includes litigants, family members, the public, jurors, victims/witnesses, and justice partners) are involved.
- The distance court users (which includes all court users such as litigants, family members, the public, jurors, victims/witnesses, and justice partners) had to travel to get to the courthouse/court location was rated the lowest in this category.

Timeliness

- This was the lowest rated performance category by Court User and External Partner survey respondents. Court events starting on time and the reasonableness of the overall time it took/takes to resolve legal matters and/or complete court business were the lowest rated questions.
- Wait times for scheduling and/or conducting hearing/trials, and for appointments with the Court for other Court services were also rated lower by survey respondents.
- The ratings of external partners were significantly lower than judges/staff and court users on all questions.

Fairness

- The highest rated questions in this category were: Court staff and judicial officers treat court users with respect.
- The lowest rated questions in this category were: Court users understand what they need to do when they leave the courtroom, courthouse, or virtual hearing/meeting and judicial officers are fair (and perceived as fair) in deciding cases/legal matters.

Quality/Effectiveness

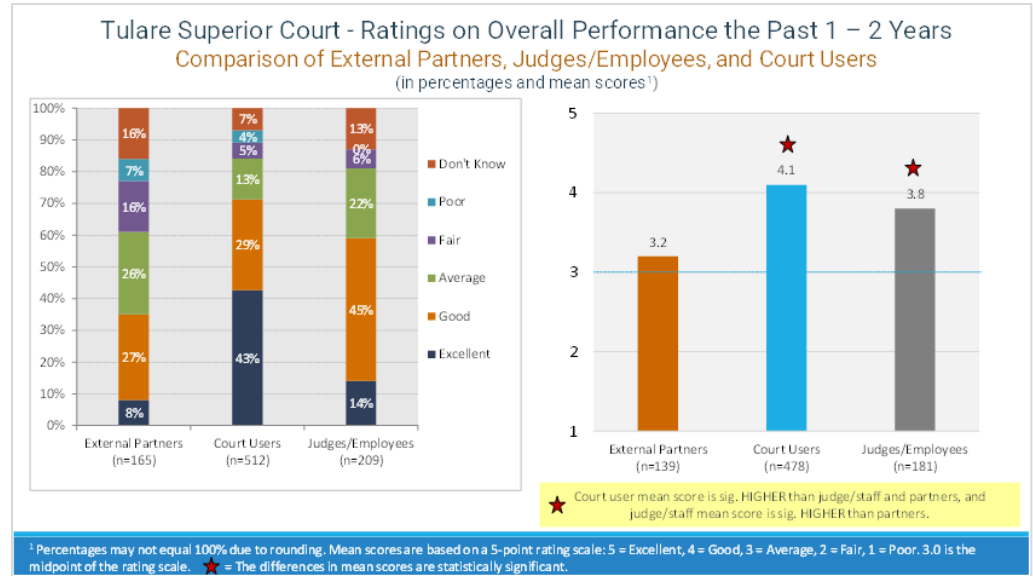
- The highest rated question in this category was: Court employees are helpful; they answered non-legal questions, provided information/resources, etc.).
- The lowest rated question in this category was: The Court's facilities are accessible and accommodating.
- Court users and external partners reported feeling safe at the courthouse. Feeling safe and secure was rated lowest by judges/staff.

Virtual Proceedings/Services

- The highest rated questions in this category were: Virtual court proceedings are an effective method for handling some types of legal matters/hearings and given overall experiences with virtual proceedings/virtual court services, respondents recommend the Court continue/expand in the future. Judges/staff rated the second question significantly lower than court users and external partners.
- The lowest rated question in this category was: Court users understand how, or are provided with the assistance they need, to participate in virtual hearings or virtual meetings. Court User survey respondents rated this question significantly higher than other survey groups.

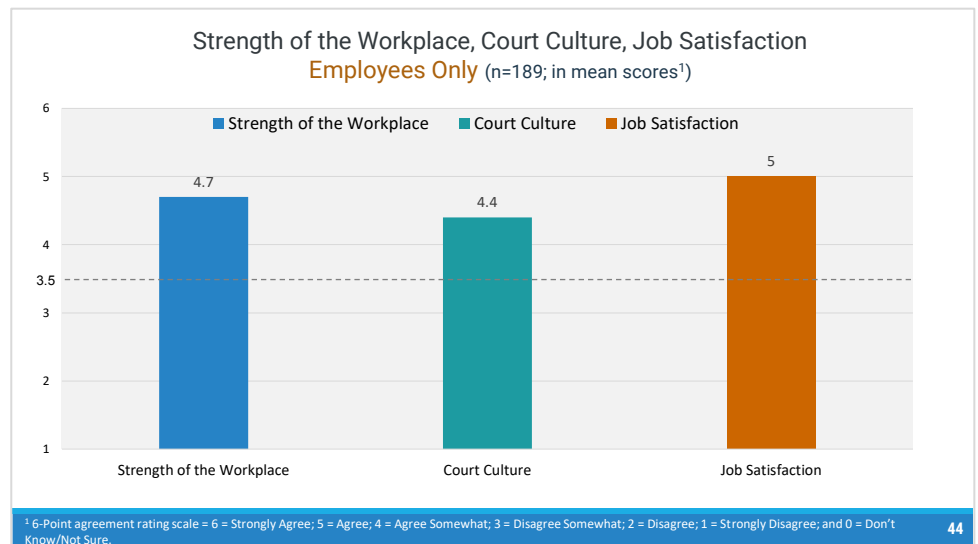
4. Overall Court Performance

- Court user survey respondents gave significantly higher ratings on overall court performance than Judges/Staff and External Partners. 72% of Court User survey respondents rated the Court as Excellent or Good.
- External Partners rated the Court significantly lower on overall court performance than Judges/Staff and Court Users. 35% of External Partner survey respondents rated the Court as Excellent or Good.
- 59% of Judges/Staff rated the Court as Excellent or Good on overall performance over the past 1-2 years.



5. Strength of the Workplace, Court Culture, and Job Satisfaction (Employees Only)

- The single question asking employees their level of job satisfaction was rated the highest in the set of questions. The Court Culture set of questions, which included questions about communication, belonging, diversity, and wellbeing, was rated the lowest.
- Strength of the Workplace: Knowing what is expected of staff at work and having what staff need to do their work well



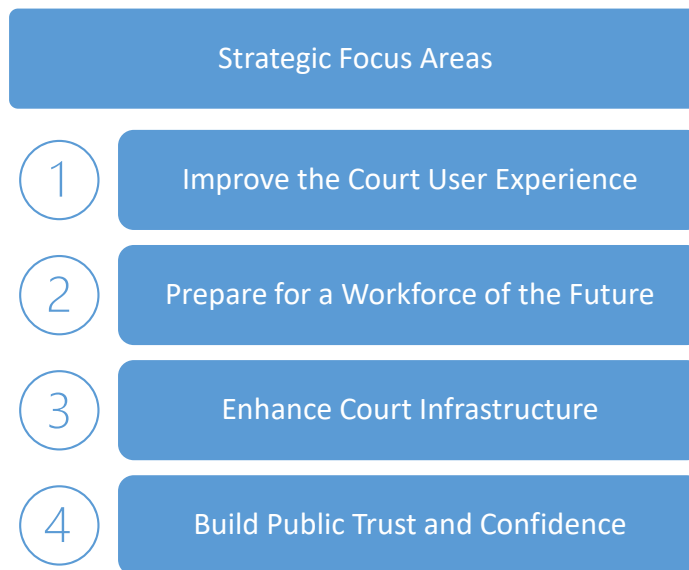
or right were the two highest rated questions in this set. Receiving recognition or praise for doing good work, feeling like their opinions count, and someone talking to staff about their progress over the last six months were the lowest rated questions in this set.

- **Court Culture, Communication, and Connection:** The highest rated question in this set was: Diversity (of race, ethnicity, age, opinions, experiences) is valued at the Court. The lowest rated question was Employee wellbeing is a high priority at the Court.
- **Job Satisfaction:** All employee groups rated this question highly. While not statistically significant, the 18–29-year-old age cohort rated this question the highest.

Section 5: Strategic Focus Areas (SFAs), Goals, and Strategies

Strategic focus areas (SFAs) are large, looming issues or areas that are vitally important to future success. They are areas of strategic importance. SFAs typically present as either challenges that must be addressed and/or overcome, and/or opportunities that should be seized.

The Court's four SFAs are below. Brief descriptions of each along with long-range goals and strategies are included in this section.



SFA1: Improve the Court User Experience

The Court is committed to improving the court user experience from initial contact to completion of court business. This includes making the Court more accessible (in-person, online, and virtually); helping court users navigate the Court and understand what they need to do to complete their court business; strengthening court services and programs; ensuring timely services and timely and fair resolution; and collaborating with justice system and community partners to improve services and operational efficiency.

Long-Range Goals and Strategies

Goal 1: The Court will be easily accessible and user-friendly to all court users.

Strategies:

- a. Improve access for disabled and non-English speaking court users.
- b. Expand services and assistance outside of traditional hours.
- c. Increase self-help information and resources (e.g., videos, procedural flowcharts)
- d. Improve information and resources on, and functionality of, the Court's website.
- e. Expand personal assistance provided to court users including employ staff that are knowledgeable and bilingual in all court processes.
- f. Increase availability of English and multi-lingual resources to assist all court users.
- g. Expand and enhance digital/virtual access.
- h. Improve digital signage/wayfinding in all court locations.
- i. Educate staff so they are knowledgeable about the Court's services, programs, etc., and are able to assist court users.

Goal 2: The Court will provide services and programs that meet the needs of court users and achieve successful justice-related outcomes.

Strategies:

- a. Expand the use of evidence-based practices.
- b. Work with judicial partners to ensure that programs are provided regardless of language background/barriers.
- c. Create a one-stop shop to access programs.
- d. Collaborate with justice partners.

-
- e. Expand programs (e.g., behavioral health) in collaboration with partners.

Goal 3: The Court will resolve all cases/legal matters in a fair and timely manner.

Strategies:

- a. Collaborate with justice partners to improve scheduling, on-time hearings, and timely resolution of cases/legal matters.
- b. Improve scheduling responsive to users' and partners' needs.
- c. Build support and willingness to make changes among the bench.

Goal 4: The Court will maintain positive relations and increase collaboration with justice and community partners.

Strategies:

- a. Improve regular and transparent communication with justice and community partners.
- b. Collaborate with partners to enhance services to court users and improve court operations.



Prepare for a Workforce of the Future

SFA 2: Prepare for a Workforce of the Future

Preparing for a workforce of the future is a high priority for the Court. The Court's short and long-term success depends on its ability to recruit and retain a diverse, talented, motivated, and satisfied workforce. The Court will begin preparing now for a workforce of the future recognizing the transformations that have taken place in the world of work since the pandemic. The expectations of employees have changed. The Court will work to strike a balance between being accessible and serving the people of Tulare County and meeting the changing and evolving needs and expectations of the present and future workforce.

Long-Range Goals and Strategies

Goal 1: The Court will be an employer of choice, sought after by job candidates interested in public service.

Strategies:

- a. Maintain competitive pay and benefits.
- b. Promote opportunities for growth and career advancement.
- c. Encourage staff to grow, develop, and become the next generation of leaders and managers.
- d. Increase opportunities for flexible and/or hybrid work environments.
- e. Educate the public regarding employment opportunities in the judicial branch.
- f. Enhance / expand / conduct targeted recruitment to tap the talent in local colleges, vocational schools, and high schools.

Goal 2: The Court's work environment will be inclusive, welcoming, equitable, and satisfying.

Strategies:

- a. Increase communication throughout the Court including between branches.
- b. Promote a positive work environment/culture.
- c. Ensure court employees feel valued, supported, and connected to the Court mission.
- d. Pursue work-life balance/flexible schedule for staff.
- e. Build relationships and camaraderie among staff and judicial officers.
- f. Modernize/update policies and procedures to meet the needs of the workforce.

-
- g. Solicit feedback from court staff to identify areas of operational improvements.

Goal 3: Court staff will be skilled/competent to perform at the highest levels.

Strategies:

- a. Provide leadership and growth/self-improvement training opportunities for court staff.
- b. Promote tuition reimbursement opportunities for continuing education.
- c. Conduct ongoing division specific training to reinforce uniform day to day operational procedures.
- d. Conduct periodic collaborative meetings between bench, managers, courtroom staff, clerks and or relevant personnel.

SFA 3: Enhance Court Infrastructure

The Court needs an infrastructure – facilities, technology, security, data – that will enable it to fulfill its mission and achieve its vision for the future. The Court’s facilities need to be accessible, safe and secure, and provide space and an environment that is conducive to conducting court business and promotes trust and confidence in the branch. Securing a new courthouse in Visalia is a high priority for the Court as is ensuring other facilities are maintained and remain a safe, professional, and welcoming environment for all who use and work at the Court.

The Court also needs a technological infrastructure that supports operations; expands virtual access, services, and hearings; and provides reliable data and reports to inform administrative and operational **decision making**. Additionally, the technological infrastructure must be safe and secure; it must be protected from cyber threats and safeguard confidential cases and employee information.

The Court will continue to collaborate with State and County partners to strengthen the Court’s infrastructure in the coming years.

Long-Range Goals and Strategies

Goal 1: Tulare County Superior Court will build a new courthouse in Visalia.

Strategies:

- a. Aggressively advocate and use political influence to improve courthouse replacement priority.
- b. Identify location that is suitable for new courthouse.
- c. Identify construction prerequisites to expedite the construction process.
- d. Encourage landowners and developers to include court development in their strategic plans.
- e. Engage with local government and landowners to assist the court in acquiring property/land.

Goal 2: The Court’s current/existing facilities and space will be safe, professional, and well maintained.

Strategies:

- a. Remodel – modernize and upgrade – existing court facilities.
- b. Improve building maintenance of existing facilities.
- c. Continually maintain facilities to ensure longevity.

-
- d. Work with the county to make necessary infrastructure improvements to existing facilities.
 - e. Educate the county on the importance of having state-of-the-art facility for its residents.

Goal 3: The Court's technological infrastructure will support and improve access, services, and court operations.

Strategies:

- a. Update, modernize, and standardize courtroom technology to improve the end user experience.
- b. Increase network connectivity to allow for more tech devices.
- c. Continuous review and replacement of end of life (EOL) systems to ensure that all systems are current, and vendor supported.
- d. Improve virtual appearance to allow for a more immersive experience.
- e. Improve the judicial user experience of electronic case files.
- f. Educate and advertise available system access to the public.

SFA 4: Build Public Trust and Confidence

The Court recognizes the importance of building the public's trust and confidence in the third and independent branch of government. This includes ensuring the public understands the role, function, and significance of the judicial branch. Building the public's trust and confidence also includes being open and transparent, reaching out to and listening to all communities, and building partnerships with justice and community organizations. The Court will work to improve perceptions of the Court and the judicial branch by sharing the Court's successes, promoting accurate information, correcting misinformation, and educating the public about the Court's priorities, processes, procedures, and needs.

Long-Range Goals and Strategies

Goal 1: The public will understand the purpose and priorities of the Court.

Strategies:

- a. Develop programs/outreach to educate the community regarding the judicial branch.
- b. Create or expand partnerships and connections with community leaders/organizations.
- c. Provide informational materials (flyers - newsletters) to the public.
- d. Use social media to disseminate accurate information, news bulletins, positive stories.
- e. Ensure the website is current and accurate.

Goal 2: The Court will have a positive image and be trusted by the public.

Strategies:

- a. Develop communication channels that provide accurate information from the court through trusted sources.
- b. Establish bench/bar coalition to correct information and provide accurate answers / information to the public.
- c. Share successes / the good work of the Court.
- d. Be open / transparent about court processes and proceedings.

APPENDICES

APPENDIX A: Positive Future Scenario

Below is a positive future scenario for the Court developed by the Strategic Planning Committee.

Scenario 1: Positive Outlook

- **Funding:** The Court is fully funded. Court funding is stable and sufficient to meet public needs/ demands and operate effectively.
- **Facilities:** The Court's facilities are new, modern/state of the art, and safe. The Court has ample space to **provide needed services**. The Court has **re-purposed its space; it is using existing space optimally**. The facilities build trust and confidence in the institution.
- **Technology:** The Court is keeping pace with technological developments and advancements (e.g., virtually inclusive courtroom, real time interpreter services, texting reminders, artificial intelligence, online dispute resolution, etc.). Courtrooms and court programs/offices are technologically equipped, and information is secure. Judges and staff are trained in and are confident using the new technologies. There is statewide uniformity in electronic filing systems across California.
- **Programs and Services:** The Court has expanded its services and programs to meet the needs of court users (e.g., navigational, self-help, language, etc.).
- **Diversity:** The bench is diverse. The composition of the bench reflects the demographics of Tulare County, which improves perceptions of fairness, trust, and confidence.
- **Competence:** Judicial officers are well-trained, knowledgeable, and effective in their assignment. All possess a mindset and engage in practices that build the public's trust and confidence.
- **Staffing:** The Court, after modernizing its policies and practices, is attracting, hiring, and retaining talented staff, especially in hard to fill positions. The Court has redesigned and updated jobs based on the current times.
- **Satisfied and Engaged Staff:** Staff are well-trained and satisfied. Diversity of all types (race, ethnicity, gender, age, experiences, thoughts) is embraced and employee well-being is a priority. Staff feel that they belong and feel valued and informed. The Court has developed an optimal approach / the right balance for flexible and/or hybrid work arrangements all while maintaining the highest levels of customer service and productivity.
- **Collaboration with Partners:** State and local partners and the Court are collaborating effectively. Relationships have been strengthened, common goals have been established, and limited resources are being used efficiently and effectively.
- **Public Education and Feedback:** The Court is actively educating the public about the Court's programs and services and the judicial branch of government (it has a presence in the media including social media). It also routinely gathers feedback from the public.

APPENDIX B: Strengths and Areas for Improvement

Below is a summary of strengths and areas for improvement after an analysis of the Strategic Planning Survey Results.

Strengths	Areas for Improvement
1. Customer service is improving – judges/staff are trying hard to do a good job and be pleasant. 2. Court users rated the Court’s performance the highest; they believe they are treated fairly and see the Court is trying to serve the community. 3. Customer satisfaction - a lot of hard work paid off; used to be a long line; self-help is paying off. 4. Every courtroom works in teams - this is a positive experience for the court users. 5. How customers view services: the ratings are very high; court users are treated politely/respectfully. 6. Court staff are doing good work. 7. Staff are satisfied overall. 8. The Court has a younger bench - more diverse & representative of the community. 9. Partners and court users appreciate and recommend expanding remote appearances and remote services. 10. There is a lot of teamwork; people work well together and solve problems/get things done.	1. Need to embrace virtual proceedings and virtual services; consistent practices are needed/wanted. 2. Telephone service/access – need to improve. 3. Employee support – need to enhance the work culture; need to build a coaching / supportive culture; show staff are valued and appreciated; give positive feedback and reinforcement; celebrate hard work and performance. 4. Timely resolution – need to: reduce wait times for scheduling hearings / appointments; improve scheduling – e.g., staggered calendars; start hearings on time; reduce the time it takes overall to dispose/resolve cases; reduce backlogs; etc. 5. Public education and outreach are needed. 6. Communicate positive stories about the Court; change / strengthen the public’s perception about the third branch of Government; increase public understanding. 7. Need to better educate, engage with/ involve communities – town hall meetings. 8. Need to be mindful/aware of implicit bias. 9. Need to improve/update facilities. 10. Need to improve communication with justice and external partners; need to work with them to improve efficiency and effectiveness. 11. Need improvements/updates to facilities.