
Cochise County Superior and Justice Courts

2013-2014 Strategic Projects

Companion to the 2013-2016 Strategic Plan

August 1, 2013



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2013-2014 Strategic Projects

Overview

The Courts of Cochise County, with input from attorneys, justice system partners, and stakeholders, completed a long-range Strategic Plan in May, 2013. The 2013-2016 Strategic Plan sets forth a direction and priorities for the future. This document, a companion to the Strategic Plan, presents the Courts' strategic projects for 2013-2014. Working on these priority projects will assist the Courts in achieving our long-range goals in five, strategic focus areas, which are:

1. Access and Services
2. Court Programs
3. Case Processing and Timely Resolution
4. Workforce and Work Environment
5. External Relations and Public Education

Mission, Vision, and Core Values

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

Mission of the Cochise Courts:

(May 2013)

We provide fair, impartial, and timely justice in all matters brought before the Courts.

Vision:

Our vision is to enhance the public's trust and confidence in the Court by being accessible and understandable and providing the highest quality of services.

Core Values – We are:

Honest

Innovative

Collaborative

Efficient and effective

Courteous and service-oriented

Strategic Focus Areas, Goals, Objectives, and 2013-2014 Strategic Projects

Below are the long-range goals and objectives for each of the strategic focus areas. They provide a context for the 2013-2014 strategic projects, which also are presented below.

Strategic Focus Area #1: Access and Services

<u>Goal 1: The Courts will be accessible to all.</u>	
Objectives:	<ol style="list-style-type: none"> 1. Upgrade and expand technology and the Website to increase electronic access and enable court users to do business with the courts remotely. 2. Expand the services provided and cases heard at court locations. 3. Enhance physical access to court facilities.
<u>Goal 2: The Court's services will meet the current and future needs of court users.</u>	
Objectives:	<ol style="list-style-type: none"> 1. Provide court users with understandable information and user-friendly resources. 2. Expand services and assistance to self-represented litigants. 3. Use technology/automation to improve and expand services.
<u>Goal 3: The Courts, in partnership with the AOC and County IT, will have and use available and emerging technology to enhance access and services to court users, the public, and staff.</u>	
Objectives:	<ol style="list-style-type: none"> 1. Strengthen partnerships with the AOC and County IT and develop short and long-term plans with the AOC and County IT to sustain and enhance the Courts' technology applications. 2. Implement available and emerging technologies to meet the growing expectations and needs of court users, public, and court staff.

SFA #1: Access and Services 2013-2014 Strategic Projects (Team Leader – Pamela Housh)	
Strategic Projects:	Lead Person
1. Redesign and update the website to provide more information and to make it easier to Navigate	Pamela
2. Add updated/revised family law forms to the website in English and Spanish	Casey
3. Expand Juvenile Court Hearings to Douglas	Judge Beumler
4. Provide self-help workshops through Legal Aid/local bar	Eric
5. Translate JP forms into Spanish	Judge Knoblock

Strategic Focus Area #2: Court Programs

Goal 1: The Courts’ programs will meet the current and future needs of court users and the community.

- Objectives:
1. Expand and enhance ADR services.
 2. Enhance language assistance throughout the County to ensure compliance with Title VI requirements.
 3. Develop and sustain specialty courts to meet community needs.
 4. Provide pre-trial services consistent and in collaboration with the County’s Strategic Plan and priorities.
 5. Enhance juvenile and family services.
 6. Use evidence-based and promising practices to achieve the best results in criminal and juvenile matters.
 7. Strengthen programs for court participants.
 8. Pursue fiscal and other resources needed to add and strengthen the Courts’ programs.
 9. Collaborate with other criminal justice and treatment organizations as they strengthen court-related programs.

SFA #2: Court Programs 2013-2014 Strategic Projects (Team Leader – Eric Silverberg)	
Strategic Projects:	Lead Person
6. Pilot remote court interpreter services using AV conferencing in Bowie and Willcox justice courts and determine feasibility of expanding to all courts	Regan
7. Pilot an integrated Family Drug Court in Sierra Vista and build a partnership to sustain it	Judge Irwin
8. Assign a judge to oversee and improve Superior Court Arbitration process and serve as liaison to the bar and other stakeholders	Pamela/ Judge Elledge
9. Implement a Veteran’s Court in Justice Courts	Judge Knoblock
10. Add 3 community members to the core group of the Juvenile Detention Alternatives Initiative (JDAI)	Delcy

Strategic Focus Area #3: Case Processing and Timely Resolution

Goal 1: The Cochise Courts will manage and process cases effectively and resolve legal matters in a timely manner.	
Objectives:	<ol style="list-style-type: none"> 1. Streamline case processing and workflow. 2. Process paperwork in a timely manner. 3. Use technology/case management system to more efficiently and effectively manage and process cases. 4. Collaborate with the AOC to troubleshoot and enhance the AJACS case management system. 5. Improve scheduling/calendaring practices. 6. Increase timely appearances of all parties. 7. Reduce unnecessary delay (e.g., too many continuances, etc.) 8. Start court hearings on time.

SFA #3: Case Processing and Timely Resolution 2013-2014 Strategic Projects (Team Leader – Casey Streater)	
Strategic Projects:	Lead Person
11. Revitalize the local court AJACS Reporting Group (e.g., define charge, set 2013-2014 agenda, improve the quality of case management reports, etc.)	Judge Conlogue
12. Reengineer/streamline document process between Clerk’s Office and Divisions in preparation for e-filing (e.g., change paper process to replicate e-filing process, prepare people, etc.). Document these best practices in manuals to facilitate training.	Judge Conlogue
13. Develop a master calendar of all regularly scheduled court hearings throughout the County (from a macro level, showing the types of hearings – arraignments, pre-trial hearings, etc. – typically heard on a given day)	Thelma Munoz

Strategic Focus Area #4: Workforce and Work Environment

<u>Goal 1: The Courts will recruit and retain a qualified and motivated workforce.</u>	
Objectives:	<ol style="list-style-type: none"> 1. Use innovative recruitment practices to attract a diverse and skilled workforce. 2. Work with the County and others to provide competitive and market-based salaries, benefits, and other perks. 3. Educate, train, cross-train, and develop staff including the next generation of court leaders. 4. Reward and recognize staff for excellent performance. 5. Reinforce the mission of the Courts and the significance of employees’ work/jobs.
<u>Goal 2: The Courts will maintain a quality – positive and engaging – work environment.</u>	
Objectives:	<ol style="list-style-type: none"> 1. Educate, train, and develop supervisors and managers. 2. Strengthen the Courts’ performance management and feedback system. 3. Foster a respectful and healthy work environment. 4. Strengthen teamwork and collaboration within and across the courts. 5. Improve communication throughout the courts. 6. Provide employees with the resources (e.g., equipment, space, technology, etc.) to do their jobs well.

SFA #4: Workforce and Work Environment 2013-2014 Strategic Projects (Team Leader – Tracey Romero)	
Strategic Projects:	Lead Person
14. Develop an employee development instrument for court-wide use (i.e., applicable to all positions across the court and with a purpose of providing employees with feedback to further develop and enhance employees’ performance). The goal of the system is to make all employees excellent performers.	Tracey
15. Revise and improve job descriptions.	Eric/Dept Heads/Tracey
16. Expand Court-wide Training Offerings	Tracey
17. Hold Regional Court social events	Tom

Strategic Focus Area #5: External Relations and Public Education

<p><u>Goal 1: The Courts will have and maintain positive relations with justice system partners and stakeholders.</u></p> <p>Objectives: 1. Work to enhance relationships with justice system partners and stakeholders (local and state). 2. Improve communication with partners and stakeholders. 3. Facilitate improved cooperation and collaboration among partners and stakeholders. 4. Develop and speak with a unified voice among all Cochise Courts.</p>
<p><u>Goal 2: The public will better understand and have trust and confidence in the Cochise Court System.</u></p> <p>Objectives: 1. Inform and educate the public about the court system and judicial branch of government using multiple media. 2. Conduct public outreach with civic groups, schools, community groups, etc. 3. Enhance the Courts’ reputation for providing quality services and effective court programs. 4. Consistently demonstrate transparency and accountability.</p>

SFA #5: External Relations and Public Education 2013-2014 Strategic Projects (Team Leader – Judge Conlogue)	
Strategic Projects:	Lead Person
18. Plan and host 2014 Law Day in Douglas	Eric Silverberg and others
19. Present Strategic Agenda to Board of Supervisors at a public hearing (planned for October 2013)	Eric Silverberg Judge Conlogue
20. Evaluate all Court-Public-Community-School events; make recommendations to strengthen public education	Joseph Conrad
21. Hold at least 2 joint meetings each year with Superior Court and Justice Court judges	Judge Conlogue
22. Conduct at least one joint Court/Clerk’s Office Community Outreach/Public Education	Judge Conlogue Mary Ellen Dunlap