



2019 - 2023 Strategic Plan

Courts of Mohave County

January 2019



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Letter from Court Leadership

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Making a difference in people’s lives in the communities we serve

The Mohave County Courts and the Probation Department continue to strive to provide accessible, efficient and timely justice to the citizens of Mohave County every day. To that end a new Strategic Plan has been developed to ensure the courts continue to provide innovative and professional service in all aspects of our work. This new plan will continue to build on the efforts of the prior two 5-year plans and will ensure the courts provide equal access to all.

The court and the probation department serve as a protector of individual rights and we support the goal of ensuring all citizens are treated fairly and their rights are respected and served by a community and government that follows the law. This new strategic plan will help ensure we continue to build programs and work on strategic projects that will continue to advance the court and serve the public in a meaningful and significant manner. We believe the goals and projects listed under the 5 “Strategic Pillars” will help us to continue to move the courts forward in improving customer service and enhancing our ability to serve the public and our community. We also believe our new plan will continue to support the current goals of the strategic plan of the Arizona Supreme Court.

We express sincere thanks to those who served on the Strategic Planning Committee. We appreciated the time Supervisor Gary Watson and Chief Deputy Sheriff Dean McKie were able to afford and we are grateful for the expertise Dr. Brenda J. Wagenknecht-Ivey, President and CEO of Praxis Consulting, provided in the development of this new plan. We believe this new plan will assist in our efforts to ensure we are making a difference in the people’s lives that we serve each day.

Sincerely,

Rick A. Williams, Presiding Juvenile Judge

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2019 – 2023 Strategic Plan

January 2019

Section 1: Overview/Introduction


The strategic direction and priorities of the Mohave County Courts of Arizona, which include the Superior Court, Limited Jurisdiction Courts, and Probation Department, are presented in this updated, long-range Strategic Plan. Building on the strategic plans from 2008 and 2014, the Courts' strategic planning team embarked on a planning process in the fall of 2018. The process included:

- Refreshing the Courts' vision of the future;
- An examination of current external and internal trends and identification of likely future implications for the Courts;
- A survey of external partners, judicial officers, and employees to identify strengths and areas for improvement;
- Refreshing the Courts' strategic pillars; and
- Developing updated goals, strategies, and strategic initiatives/projects.

We are excited about our future direction and strategic priorities. We believe the improvements and priorities outlined below will continue to advance the Courts and enable us to deliver the highest quality of justice and court and probation services to the people of Mohave County.


Section 2: Mission, Vision, and Core Values

Mohave County Courts




Mission
(2014)

The Mohave County Courts deliver timely justice in an impartial, innovative, and professional manner.



Vision of the Future
(2018)

Making a difference in people's lives in the communities we serve.



Core Values
(2018)

Ethical
Accessible
Fair
Respectful
Efficient

Section 3: Trends Analysis – Future Implications

Anticipating future implications of trends on the Courts is the purpose of a trends analysis. Thus, the Strategic Planning team reviewed and analyzed external and internal trends to anticipate and prepare for the likely future effects of the trends on the Mohave County Courts.

The analysis of external trends included reviewing social/demographic, economic, technological, polity/political, and national justice system trends. The internal trends analysis included reviewing filings and dispositions, number of bench and jury trials, number of participants and graduates of problem-solving courts, collections, number of mediation and CASA participants, and staffing trends (e.g., numbers of judicial officers and staff, turnover, longevity/years with the Court).

Below is a summary of the likely, future implications of the many trends on Courts.

1. The population in the County is becoming more diverse. There are more non-English speaking people/families, more self-represented litigants, the population is aging and older on average than other communities, and poverty levels are high in some areas of Mohave County. In sum, the composition and needs of court users are changing and increasing. The Courts must be able to respond quickly and adequately to changing and growing needs. The Courts must continue to change/improve to ensure they are accessible to all people across the County. An example is the effects of the I40 corridor which will continue to pose challenges for the Courts. Crimes committed by the transient population are more labor intensive and may be costly for the Courts (e.g., interpreter costs).
2. There is growing substance use/abuse, which adversely impacts the Courts' resources as well as the lives of users, children, and family members. There also is an increasing number of people involved in the justice system with mental health issues. Additional resources are needed to address sexual assault cases (defendants and victims). The County and Courts lack the resources needed for treatment and services. More problem-solving courts may be needed.
3. Crime rates may increase due to the poverty levels and higher than average unemployment rates in the County. The entire criminal justice system will feel the effects/pressures of higher crime rates, including the Courts and probation. All justice related agencies will be competing for limited resources.
4. The make-up of the Courts' caseloads may also change in the future (e.g., increasing numbers of guardianship, probate, and mental health cases; growing number of civil cases; etc.). The Courts need to be nimble; they need to be able to shift resources within and across Courts as needed to meet changing demands/needs.
5. The Courts need to resolve disputes/legal matters in a timely manner. It's what the public expects and deserves. The Courts need to collect and monitor data to ensure a backlog is not building and implement efficient procedures and best practices to manage cases effectively (e.g., guidelines for continuances, etc.).
6. Staying ahead of and using emerging technologies will be increasing important, yet difficult, for the Courts. The Courts must continue to pursue and use existing and emerging technologies to enhance access, services, and efficiency (e.g., "e-everything", artificial/augmented intelligence -

AI). Staying current and anticipating new technologies are challenging given the pace of change and associated costs. Additionally, cyber-attacks are a continuing threat. Cybersecurity continues to be a high priority for the Courts.

7. There continues to be high competition for skilled/engaged workers. Thus, the Courts will likely continue to have difficulties recruiting and retaining a skilled workforce. The Courts currently are not able to offer competitive pay, other monetary/non-monetary incentives, and perks to recruit and retain employees. Turnover rates will likely remain high unless this trend is reversed. With high turnover, the Courts are continually training and retraining new workers making it difficult to manage cases effectively and provide high levels of customer service.
8. To compound the workforce issues, the Courts will experience a relatively large number of retirements in the next few years. Filling positions will be increasingly difficult. Once positions are filled, unless the Courts are able to entice younger workers to stay, turnover may remain high. Currently, newly hired employees are staying an average of only 3 years.
9. Increasingly judges, probation, and court staff will need specialized training to work effectively with court litigants and to handle complex cases.
10. The Courts will need to be even more innovative in the future and willing to explore non-traditional approaches to address the challenges they face. The Courts remain committed to doing so as they work to fulfill their mission and strive to achieve their vision for the future.

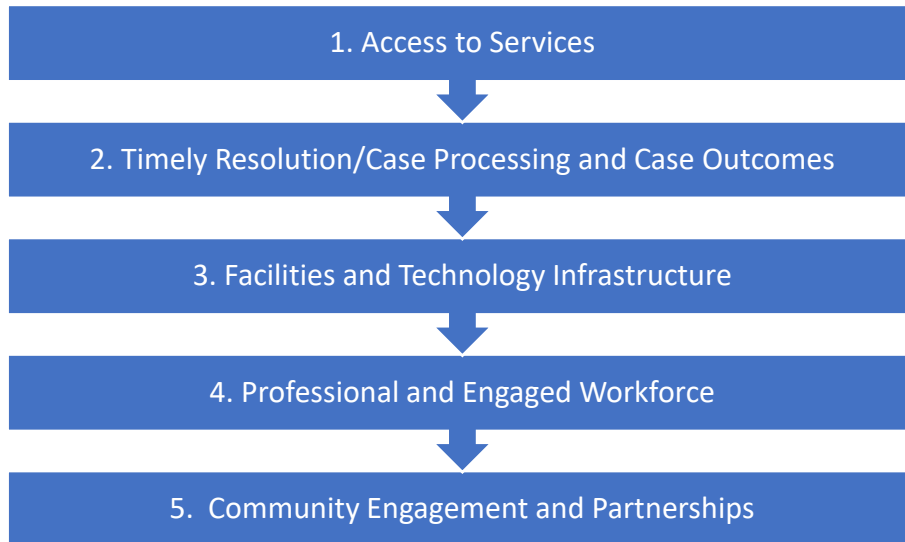
Section 4: Organizational Assessment – Summary of 2018 Strategic Planning Surveys

This section includes a summary of strengths and areas for improvement, according to the 2018 Strategic Planning Surveys. See Appendix A: Summary of 2018 Strategic Planning Survey for more information.

Strengths	Areas for Improvement
<ol style="list-style-type: none">1. Access to the Courts was rated quite high (by survey respondents)2. Security3. Parties are allowed to be heard4. Technology5. Court staff are helpful and provide timely information6. Language assistance is provided as needed7. Court users are treated equally8. Many staff report a high level of satisfaction	<ol style="list-style-type: none">9. Timely resolution and case scheduling10. Educating the public11. Internal and external communication12. Recognizing staff for good work; providing feedback13. Use of technology in some courtrooms14. Training of judicial officers and staff (e.g., opinion writing, judicial temperament, effective case management)15. Ability to provide more assistance and treatment services16. Understandability of procedures/legal terms and court process

Section 5: Strategic Pillars, Goals, and Objectives

This section presents the Courts' Strategic Pillars, long-range goals, and strategies for making continued improvements.



Pillar 1: Access to Services

Description: The Mohave Courts are committed to providing equal access to the Courts. This includes: (1) eliminating barriers to access; (2) making the Courts more accessible, user-friendly, and service oriented; and (3) providing a variety of services and resources to assist all court users.

While accessibility to the Mohave Courts was rated quite high by those that completed the 2018 strategic planning survey, areas for improvement include:

1. Easier access to case information;
2. Increasing the ability to do business with the Courts remotely/electronically;
3. Assisting courts users, especially the elderly, non-English speaking, self-represented, people with substance abuse and mental health issues, people who have undergone trauma, etc.;
4. Making the Courts more understandable and user-friendly;
5. Removing barriers to access including cost, distance to get to court, lack of transportation, and the like.
6. Collaborating with partners to enhance services.

Long Range Goals and Objectives:

Goal 1: The Courts, including court information, will be more accessible and user-friendly.

Obj. 1: Develop/enhance online resources available to court users (e.g., forms, procedures, videos).

Obj. 2: Expand remote access.

Obj.3: Provide language assistance/services to litigants and families who are not fluent in English.

Obj. 4: Enhance self-help resources and assistance.

Obj. 5: Consolidate court services in Courts across Mohave County (e.g., one-stop shop).

Obj. 6: Explore feasibility of expanding court hours to meet needs of the public.

Obj. 7: Simplify court information, forms, and processes; make all more understandable.

Goal 2: The Courts will provide services and resources to meet the individualized needs of court users.

Obj. 1: Expand use of problem solving/specialty courts (e.g., mental health and wellness, homeless, drug courts, veteran's courts, truancy courts).

Obj. 2: Analyze case trends and results/data to assess needs and effectiveness of specialty courts and treatment services.

Obj. 3: Implement innovative ways to increase legal assistance and services.

Obj. 4: Expand resources and services to children and families (e.g., CASA volunteers, foster parents).

Obj. 5: Educate/inform court users about available services and resources.

Obj. 6: Partner with community/justice system providers to fill gaps and expand resources and services.

Obj. 7: Pursue and advocate for enhanced/expanded resources/services that meet the needs of court users.

Goal 3: The Courts will provide a positive juror experience.

Obj. 1: Use innovative ways to communicate with the public/potential jurors about jury service.

Obj. 2: Improve the jury process and use juror time efficiently (e.g., reduce wait time for jurors; speed up the voir dire process).

Obj. 3: Modernize and improve jury rooms/space and enhance amenities for jurors (e.g., availability of food, work space).

Obj. 4: Enhance information provided to jurors.

Obj. 5: Promote the importance of jury service and instill pride in serving.

See the Courts' At-A-Glance Strategic Plan for a list of strategic initiatives (i.e., projects that will be completed annually to help achieve the long-range goals).

Pillar 2: Timely Resolution/Case Processing and Case Outcomes

Description: Processing and resolving legal matters in a fair, timely, and effective manner is a high priority for the Mohave Courts. Achieving effective case outcomes through compliance with court orders, successful completion of treatment programs, and reduced recidivism also are vitally important.

According to the 2018 strategic planning survey, areas for improvement include:

1. Starting court hearings on time – when they are scheduled to begin;
2. Improving the Courts' scheduling practices;
3. Resolving cases in a reasonable amount of time;
4. Completing court business in a reasonable amount of time (reducing wait times);
5. Treating all court users equally;
6. Ensuring outcome and procedural fairness (e.g., treating all court users with respect, making sure court users understand what they need to do when they leave the courtroom/courthouse);
7. Increasing specialty courts and treatment services;
8. Using evidence based/risk-needs assessment data to enhance case outcomes;
9. Collaborating with external partners to achieve effective case outcomes (e.g., diversion/prevention programs);
10. Strengthening probation/supervision services.

Long- Range Goals and Objectives:

Goal 1: The Courts will process and resolve legal matters in a fair, timely, and effective manner.

Obj. 1: Improve notification/communication to parties.

Obj. 2: Enhance scheduling and case management practices to meet case processing/disposition time standards (e.g., reduce unnecessary delay, limit continuances, judges control pace of litigation, triage cases, fewer return appearances).

Obj. 3: Use technology and other best practices/methods to process cases more efficiently and effectively.

Obj. 4: Ensure court users understand what they need to do when leaving the courtroom/courthouse.

Obj. 5: Train and update judicial officers, staff, and partners on laws, processes, and procedures.

Obj. 6: Help court users use available legal resources and understand court procedures (i.e., what they need to do procedurally to handle their cases).

Obj. 7: Standardize procedures and processes and simplify forms across courts and locations (e.g., civil and family)

Obj. 8: Improve the quality and integrity of case processing and case resolution data.

Goal 2: The Courts will make just decisions and seek effective case outcomes.

Obj. 1: Use evidence-based practices/risk needs assessment data to individualize court orders and supervision practices.

Obj. 2: Strengthen and expand existing programs to increase compliance.

Obj. 3: Implement new/innovative programs to help litigants succeed.

Obj. 4: Improve the collection and reporting of data to demonstrate progress/results.

Obj. 5: Streamline/enhance court and probation work processes (e.g., file reports and petitions timely, etc.).

Obj. 6: Collaborate with external partners to achieve compliance and successful outcome on cases.

Obj. 7: Pursue and secure program funding.

See the Courts' At-A-Glance Strategic Plan for a list of strategic initiatives (i.e., projects that will be completed annually to help achieve the long-range goals).

Pillar 3: Facilities and Technology Infrastructure

Description: The Mohave County Courts need facilities that meet the current and future needs of court users, judges, and staff. Adequate, modern, clean, and safe facilities and space are needed to build and enhance respect for the judicial branch of government.

Additionally, the Courts must have a technological infrastructure that enhances access to the Courts and information, improves service to court users, allows for data sharing/data integration, supports timely resolution, and enhances operational efficiency. Enhancing internal capacity and adding technological resources and online tools are essential in the future.

Long Range Goals and Objectives

Goal 1. The Courts' current and future facilities will be adequate to meet the needs of court users, judges, and staff.

Obj. 1: Provide adequate parking at court facilities across the County.

Obj. 2: Make existing facilities more accessible and ADA compliant.

Obj. 3: Improve and expand existing space to optimize functionality and work flow.

Obj. 4: Modernize and better maintain facilities thereby building respect for and trust in the judicial branch.

Obj. 5: Improve the safety and security of all court facilities.

Obj. 6: Build and modify facilities to address/respond to changing demographics.

Goal 2: The technology infrastructure will support existing and future/expanding needs of the Courts.

Obj. 1: Expand and enhance bandwidth/capacity of current technology.

Obj. 2: Improve connectivity in all court locations.

Obj. 3: Integrate systems/enhance access to information across all Courts.

Obj. 4: Develop and expand technological and online tools to enhance access, one-stop services, timely resolution, and operational efficiency.

Obj. 5: Advocate for system changes/enhancements that will streamline/improve data collection and reporting.

See the Courts' At-A-Glance Strategic Plan for a list of strategic initiatives (i.e., projects that will be completed annually to help achieve the long-range goals).

Pillar 4: Professional and Engaged Workforce

Description: Having a professional and engaged workforce is a high priority for the Mohave County Courts. The Courts are committed to using innovative methods for recruiting and retaining a qualified workforce and making the Courts a great place to work.

According to the results of the 2018 strategic planning survey, areas for improvement include:

1. Improving internal communication – keeping employees informed about important matters;
2. Soliciting input from employees on matters that affect them and showing them their opinions count;
3. Valuing and recognizing employees for doing good work;
4. Providing employees with timely, meaningful feedback about their progress and performance;
5. Providing competitive pay and benefits/monetary and non-monetary benefits and perks;
6. Training and development judicial officers and staff;
7. Offering career development and mobility opportunities;
8. Using alternative employment arrangements and enhancing alternative work schedules;
9. Improving the physical work space/environment; and
10. Strengthening management and supervisory practices.

Long-Range Goals and Objectives:

Goal 1: The Courts will attract and recruit highly qualified staff.

Obj.1: Advocate for and promote competitive compensations and benefits.

Obj.2: Use alternative and contemporary practices to attract qualified employees (e.g., hiring bonuses, hiring contractual/gig workers, etc.).

Obj. 3: Advocate for and promote monetary and non-monetary incentives/perks (e.g., student loan reimbursement, alternative/flexible hours, job sharing, etc.).

Obj. 4: Use innovative, contemporary/best recruitment practices for advertising and reaching potential job candidates.

Goal 2: The Courts will retain highly qualified staff.

Obj. 1: Advocate for and promote competitive compensation and benefits.

Obj. 2: Provide staff with career advancement and career mobility opportunities.

Obj. 3: Provide staff with training and development opportunities (including cross training).

Obj. 4: Enhance employee recognition and appreciation.

Obj. 5: Develop pride in the effects staff have on people's lives; promote staff are doing meaningful work.

Obj. 6: Promote and expand health and well-being opportunities and foster a healthy work environment.

Obj. 7: Modernize performance management practices and system.

Obj. 8: Improve top down, bottom up, and lateral communication within and across Courts.

Obj. 9: Involve/engage employees in making changes that enhance services and court operations.

Obj. 10: Use existing/emerging technologies to increase the efficiency and effectiveness of the Court and staff.

Goal 3: Judicial officers and leadership team/managers will be knowledgeable, well-trained, and professional.

Obj. 1: Orient and train judicial officers for their respective roles and assignments.

Obj. 2: Train and develop existing leaders/managers to enhance effectiveness.

Obj. 3: Develop the next generation of leaders (e.g., succession planning).

Obj. 4: Provide leaders/managers with career advancement and career mobility opportunities.

Obj. 5: Provide managers with feedback from staff about their performance (develop upward assessment of leaders/managers)

See the Courts' At-A-Glance Strategic Plan for a list of strategic initiatives (i.e., projects that will be completed annually to help achieve the long-range goals).

Pillar 5: Community Engagement and Partnerships

Description: Engaging the community and strengthening justice system and community partnerships are vitally important for the future of the Mohave County Courts. The Courts are committed to (1) further engaging and educating the public and (2) strengthening stakeholder, justice system, and community partnerships.

Public understanding and trust and confidence in the Courts will be enhanced through outreach, engagement, and education. Additionally, the Courts will benefit greatly by strengthening relationships and collaborating with legislative and executive leaders as well as enhancing partnerships with justice system agencies, the legal community, and community organizations.

Areas for improvement, according to the 2018 Strategic Planning Survey, include:

1. Doing a better job reaching out to and educating the public;
2. Collaborating and communicating with justice system and community partners.

Long Range Goals and Objectives:

Goal 1: The other branches of government will understand the Courts' mission, needs, and priorities.

Obj. 1: Educate and advocate for the Courts' goals, priorities, and needs.

Obj. 2: Collaborate with executive and legislative leaders to find creative and feasible solutions to the Courts' resource needs.

Obj. 3: Use and maintain data/evidence to support the Courts' needs/priorities.

Obj. 4: Be transparent about and accountable for the use of the Courts' resources.

Goal 2: The Courts will increase public understanding and confidence.

Obj. 1: Educate the public about the Courts (e.g., role, purpose, needs, priorities, etc.).

Obj. 2: Reach out and listen to the needs of the community.

Obj. 3: Be transparent and accountable – tell the Courts' story demonstrating prudence and performance/positive outcomes.

Obj. 4: Demonstrate the highest standards of ethical and professional conduct.

Goal 3: The Courts will establish new and enhance existing justice and community partnerships.

Obj. 1: Collaborate with partners to respond to court and community needs.

Obj. 2: Identify new and expand existing resources and partnerships.

Obj. 3: Evaluate, monitor, and promote outcomes achieved with/through partners.

Obj. 4: Promote information sharing among all partners.

See the Courts' At-A-Glance Strategic Plan for a list of strategic initiatives (i.e., projects that will be completed annually to help achieve the long-range goals).

APPENDIX A

2018 Strategic Planning Survey: Summary of Results

Ratings on Key Performance Categories: Comparison of Partners & Judges/Staff (in mean ratings¹)



¹ Means are based on a 6-point rating scale (6 = Strongly Agree; 5 = Agree; 4 = Agree Somewhat; 3 = Disagree Somewhat; 2 = Disagree; 1 = Strongly Disagree. 3.5 is the midpoint of the rating scale.

² Only court employees answered the Strength of the Workplace questions.

Red star=statistically significant difference between average ratings of external partners and judges/staff. The difference is due to something other than chance.

Accessibility: Individual Questions (In mean ratings¹)

Please indicate how strongly you agree or disagree with each statement.	External Partners (n=64)	Judges/Staff (n=208)
Accessibility (Average of all questions)	4.71	5.17
1. Hours of operation are adequate for court users to accomplish their court business.	4.93	5.26
2. It is easy for court users (litigants and justice system partners) to get information from the Courts about cases/matters in which they are involved.	4.42	4.98
3. The Courts do a good job of providing assistance to people who are self-represented (i.e., do not have an attorney).	4.51	5.01
4. The Courts do a good job of providing language assistance to people who are not fluent in English.	4.79	5.31
5. The Courts are accessible to persons with disabilities.	4.83	5.27

¹ Means are based on a 6-point rating scale. 3.5 is the midpoint of the rating scale. The pink shading denotes a statistically significance difference between the ratings of external partners and judges/staff. The differences are due to something other than chance.

Timeliness: Individual Questions

(In mean ratings¹)

Please indicate how strongly you agree or disagree with each statement.	External Partners (n=64)	Judges/ Staff (n=208)
Timeliness – Average of all questions	4.09	4.67
6. When at the courthouse, court users are able to complete their court business in a reasonable amount of time.	4.19	4.80
7. Court staff provide information/services in a timely manner.	4.68	5.08
8. Court hearings usually start at the time they are scheduled to begin.	3.63	4.35
9. The Courts' scheduling practices are effective.	3.78	4.56
10. In general, I believe court cases are resolved in a reasonable amount of time.	4.00	4.54

¹ Means are based on a 6-point rating scale. 3.5 is the midpoint of the rating scale. The pink shading denotes a statistically significance difference between the ratings of external partners and judges/staff. The differences are due to something other than chance.

Fairness (Procedural and Outcome):

Individual Questions (In mean ratings¹)

Please indicate how strongly you agree or disagree with each statement.	External Partners (n=64)	Judges/ Staff (n=208)
Fairness – Average of all questions	4.65	5.17
11. All court users are treated equally.	4.34	4.94
12. Court staff treat court users with respect.	4.74	5.20
13. Judicial officers treat court users with respect.	4.74	5.29
14. Court users (or their attorneys) are provided an opportunity to be heard (if applicable).	5.07	5.34
15. Judicial officers apply the court rules and procedures fairly.	4.62	5.31
16. Court users understand what they need to do when they leave the courtroom/courthouse.	4.41	4.78
17. Judicial officers are impartial in their rulings/decisions.	4.50	5.31
18. Judicial officers explain their rulings/decisions to all parties.	4.76	5.26

¹ Means are based on a 6-point rating scale. 3.5 is the midpoint of the rating scale. The pink shading denotes a statistically significance difference between the ratings of external partners and judges/staff. The differences are due to something other than chance.

Quality/Effectiveness: Individual Questions

(In mean ratings¹)

Please indicate how strongly you agree or disagree with each statement.	External Partners (n=64)	Judges/ Staff (n=208)
Quality/Effectiveness (Average of all questions)	4.33	4.66
19. I feel safe at the courthouses; the level of security at the courthouses is adequate.	4.73	4.60
20. The Courts' facilities are adequate; they meet the needs of court users, partners, judges, and employees.	3.58	4.24
21. Court staff are helpful (e.g., they answer questions, provide court users with helpful resources, etc.).	4.68	5.14

¹ Means are based on a 6-point rating scale. 3.5 is the midpoint of the rating scale. The pink shading denotes a statistically significance difference between the ratings of external partners and judges/staff. The differences are due to something other than chance.

Communication/Public Education:

Individual Questions (In mean ratings¹)

Please indicate how strongly you agree or disagree with each statement.	External Partners (n=64)	Judges/ Staff (n=208)
Communication with Partners/Educating the Public (Average of all questions)	3.86	4.58
22. The Courts keep external partners and stakeholders informed of changes that affect them.	4.15	4.79
23. The Courts collaborate effectively with external partners/stakeholders to enhance services or achieve more effective case outcomes.	4.09	4.69
24. The Courts do a good job of educating the public about the Courts.	3.42	4.41

¹ Means are based on a 6-point rating scale. 3.5 is the midpoint of the rating scale. The pink shading denotes a statistically significance difference between the ratings of external partners and judges/staff. The differences are due to something other than chance.

Barriers to Accessing/Using the Courts

(rank order by most frequently mentioned – in percentages¹)

Five Most Frequently Mentioned Access Barriers (in rank order):	% of External Partners (n=64) ¹	% of Judges/ Court Staff (n=208) ¹
Difficulty understanding procedures, processes, legal terms, court forms, or how to get answers to questions upon arriving at court.	#1 – 50%	#1 – 57%
The cost of hiring an attorney.	#2 – 45%	#4 – 35%
Distance people have to travel to get to court or difficulties getting to court.	#3 – 41%	#3 – 46%
Paying the required court filing fees and/or costs.	#4 – 25%	
An overall lack of trust and confidence in the court system.	#4 – 25%	
Difficulty speaking, reading, or understanding the English language.		#2 – 54%
The time it takes away from work or home.		#5 – 21%

¹ This was a multiple response question. Respondents were asked to select the 3 most significant barriers to accessing or using the Courts. The percentages reflect the proportion of respondents that selected each barrier.

Biggest Challenges/Emerging Issues Facing the Courts

(rank order by most frequently mentioned¹)

Five Biggest Challenges/Emerging Issues Facing the Courts in the Next 2-3 Years (in rank order):	% of External Partners (n=64) ¹	% of Judges/ Court Staff (n=208) ¹
Increasing need for/access to treatment services (e.g., drug, mental health)	#1 – 42%	#2 – 43%
Increasing need/demand for legal assistance and services (e.g., criminal, civil, self-represented)	#2 – 39%	#3 – 31%
Declining or stagnating budgets/inadequate resources	#3 – 36%	#1 – 44%
Increasing crime levels	#4 – 28%	#5 – 29%
Use of technology	#4 – 28%	
Turnover/Succession Planning		#4 – 30%

¹ This was a multiple response question. Respondents were asked to select the 3 biggest challenges and/or emerging issues facing the Courts in the next 2-3 years. The percentages reflect the proportion of respondents that selected each of the various challenges/emerging issues.

Most Wanted Changes or Improvements

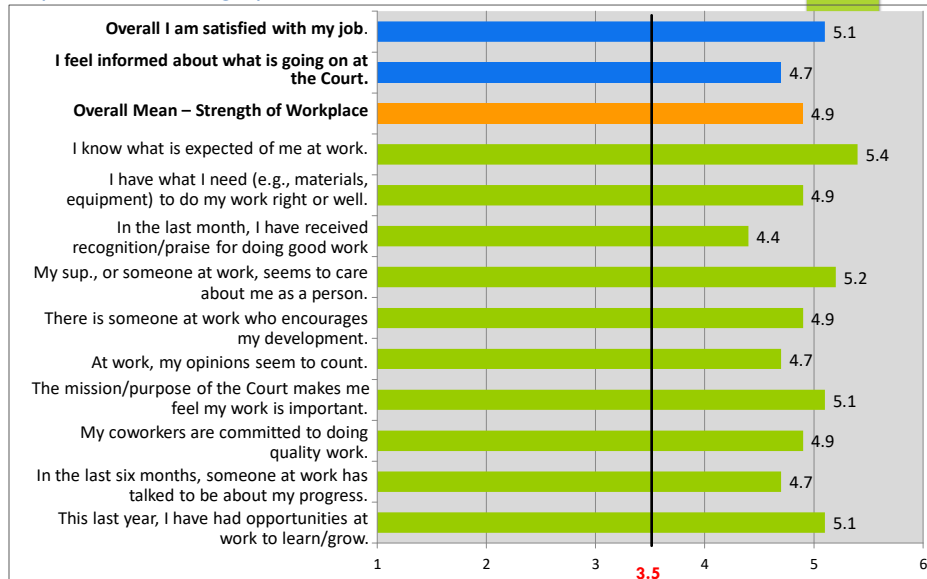
(rank order by most frequently mentioned¹)

Most Wanted Changes/Improvements (if possible) in the next 2-3 years (in rank order):	% of External Partners (n=64) ¹	% of Judges/Court Staff (n=208) ¹
Ability to do business with the Courts remotely or electronically (e.g., e-filing, pay fines/fees, access case information)	#1 – 38%	#1 – 37%
Specialty/problem-solving courts (e.g., drug, mental health, homeless, teen, elder, veteran)	#2 – 31%	#2 – 29%
Timely resolution of legal matters/issues	#3 – 30%	#5 – 22%
Diversion/prevention programs (e.g., domestic violence, underage drug/alcohol consumptions)	#4 – 25%	
Better scheduling of hearings	#5 – 23%	
Self-help/pro se assistance (e.g., forms, self-help center, pro bono legal services, online videos)		#3 – 28%
Enhance facilities (e.g., signage, space, security, parking)		#4 – 25%
Services for juveniles (e.g., eff. treatment programs, innovative programs that achieve better outcomes)		#5 – 22%

¹ This was a multiple response question. Respondents were asked to select the 3 most wanted changes/improvements (if possible) in the next 2-3 years. The percentages reflect the proportion of respondents that selected each of the various changes/improvements.

Strength of the Workplace – Court Employees Only

(in mean ratings¹)



¹ Means are based on a 6-point, agreement rating scale. 3.5 is the midpoint of the rating scale.

NOTE: There are no statistically significant differences between the average ratings of Admin/Mgrs/Sups and Court Staff.

Workplace Questions: Employees ONLY

Individual Questions by Managers And Court staff

(In mean ratings¹)

Strength of the Workplace (Court Employees Only)	All Court Staff (n=183)	Admins/ Mgrs/ Sups. (n=24)	Court Staff (n=144)
Strength of the Workplace (Average of all questions)	4.93	4.78	4.95
1. I know what is expected of me at work.	5.39	5.13	5.44
2. I have what I need (e.g., materials, equipment) to do my work right or well.	4.89	4.88	4.88
3. In the last month, I have received recognition or praise for doing good work.	4.40	4.00	4.50
4. My supervisor, or someone at work, seems to care about me as a person.	5.17	4.88	5.23
5. There is someone at work who encourages my development.	4.94	4.88	4.95
6. At work, my opinions seem to count.	4.69	4.92	4.66

¹ Means are based on a 6-point rating scale. 3.5 is the midpoint of the rating scale.

NOTE: The differences between the average ratings of Administrators, Managers, and Supervisors and Court Staff are not statistically significant.

Workplace Questions: Employees ONLY – Page 2

Individual Questions by Managers And Court staff

(In mean ratings¹)

Strength of the Workplace (Court Employees Only)	All Court Staff (n=183)	Admins/ Mgrs/ Sups. (n=24)	Court Staff (n=144)
7. The mission/purpose of the Court makes me feel my work is important.	5.08	5.00	5.07
8. My coworkers are committed to doing quality work.	4.92	4.75	4.96
9. In the last six months, someone at work has talked to me about my progress.	4.69	4.46	4.72
10. This last year, I had opportunities at work to learn and grow.	5.06	4.88	5.04
Internal Communication			
11. I feel informed about what is going on in the Court.	4.65	4.42	4.63
Overall Job Satisfaction			
12. Overall, I am satisfied with my job.	5.07	5.00	5.09

¹ Means are based on a 6-point rating scale. 3.5 is the midpoint of the rating scale.

NOTE: The differences between the average ratings of Administrators, Managers, and Supervisors and Court Staff are not statistically significant.