



Judicial Branch of Arizona, County of Maricopa
BUILDING ON THE PAST, DESIGNING THE FUTURE

2022 Strategic Planning Surveys: Results and Findings

(Judicial Officers, Employees, & External Partners)

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1 SURVEY OVERVIEW

Survey Overview

1. Purpose: to gather information from external partners, judicial officers, and employees to help develop a Strategic Plan – strategic direction and priorities – for the Judicial Branch of Maricopa County.
2. Surveys were administered in late September 2022.
 - Presiding Judge Joseph Welty and Branch Administrator Ray Billotte invited key partners and stakeholders as well as judicial officers and employees to complete the surveys.
 - Invitations were sent to 14 partner/stakeholder organizations (see the next slide for a list).
 - Reminders were sent to all invitees.
 - The survey deadline was extended to give invitees more time to complete the survey. The extension resulted in increased response rates.
 - Dr. Brenda Wagenknecht-Ivey (PRAXIS Consulting, Inc) maintained the survey data base and analyzed and summarized the survey results.



Survey Overview (cont.)

3. **Survey #1 External Partners/Stakeholders**: Partners and stakeholders from the following organizations were invited to complete the strategic planning survey:

- County Attorney's Office
- Public Defender Services
- Attorney General's Office
- Maricopa Sheriff's Office
- County Clerk's Office
- County Correctional Health Services
- Valleywise Health
- County Board of Supervisors
- County Manager's Office
- County Facilities Maintenance Office
- Office of Enterprise Technology
- County Recorder's Office
- County Budget and Finance
- County Human Resources Department

Survey Overview (cont.)

4. **Survey #2 – Judicial Officers/Employees:** Judicial Officers and employees of the Maricopa Judicial Branch were surveyed: Superior Court, Adult Probation/Pre-Trial, and Juvenile Probation/Detention.

Surveys	Total Surveyed ¹ (N=)	# of Responses: (n=)	Response Rate (in %s)
Judicial Officers	165	68	41%
Superior Court Employees	1,035	390	38%
Adult Pre-Trial / Probation	1,000	341	34%
Juvenile Probation / Detention	600	95	16%
Did not answer/skipped question	--	144	--
TOTAL	2,800	1038	37%

¹ Staff numbers are estimates. The counts include filled positions only; the counts excludes current vacancies (unfilled positions).

Overview – Survey Questions

1

Biggest Challenges/Issues Facing the Branch in 2-4 Years

(1 question with 16 options; select top 5 choices)

2

Most Important Changes/Improvements

(1 question with 14 items; rate all – level of priority – 10-point rating scale)

3

Overall Performance

(1 question for each area of the Branch – rated on 4-point excellence scale)

4

Branch of the Future: Innovative Ideas/
Goals to Pursue in the Future

Narrative/Open-Ended Questions

5

Demographic Questions

(5 questions for partners and judges/
employees – see next slide)



Overview – Survey Questions (cont.)

5

Demographic Questions

External Partners (n=157)

1. Area of Branch Work With Most
2. Group/Office - Relationship to the Branch
3. Race
4. Ethnicity
5. Gender

Judicial Officers/Employees (n=1038)

1. Primary Work Area
2. Current Position/Role
3. Race
4. Ethnicity
5. Gender



2

DATA ANALYSIS & INTERPRETATION

GUIDE TO
UNDERSTANDING THE
SURVEY RESULTS



Overview: Data Analysis & Interpretation

1. $n = ___$: the number of respondents or responses.
2. The “n” sizes may vary because some respondents did not answer the question or answered Don’t Know/Not Applicable.
3. The survey results are presented in either proportions (i.e., percentages) or mean ratings (i.e., averages).
4. Percentages may not equal 100% due to rounding.
5. 2 ratings scales were used: a 4-point excellence scale & a 10-point priority scale (see next slide)

Overview – Two Rating Scales

10-POINT LEVEL OF PRIORITY

10 = Highest Priority
1 = Lowest Priority
Don't Know/Not Sure

Midpoint: 5.5

4-POINT OVERALL PERFORMANCE

4 = Excellent
3 = Good
2 = Fair
1 = Poor
Don't Know/Not Sure

Midpoint: 2.5

Interpretation: The higher the mean score, the higher the priority or the more favorable the views on overall Branch performance. The midpoint of the 10-point scale is 5.5. The midpoint of a 4-point scale is 2.5. Means above the midpoint are higher priorities and more favorable views of Branch performance. Means below the midpoints are lower priorities and unfavorable views of Branch performance.

Statistical Differences & Interpretation

Testing for Statistical Differences

6. Two common statistical tests were used to test for significant differences between and among mean ratings:
 - Tests for differences in means (t tests) – look for differences between 2 groups
 - Analysis of Variance (ANOVA) – looks for differences among multiple groups
7. Statistically significant differences are reported at the .05 or 95% confidence level (common for social science research)
8. Interpretation:
 - *A difference in mean score is statistically significant if there is a less than 5% probability that the difference could have occurred by chance alone (significant at the .05 level)*
 - Statistically significant differences in mean scores are noted with a red star symbol:





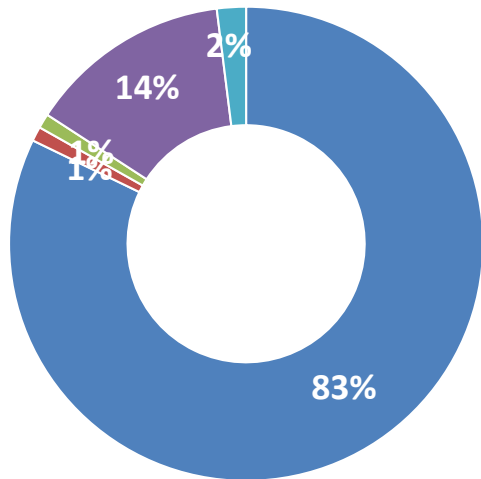
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CHARACTERISTICS OF SURVEY RESPONDENTS

WHO ANSWERED THE
SURVEY

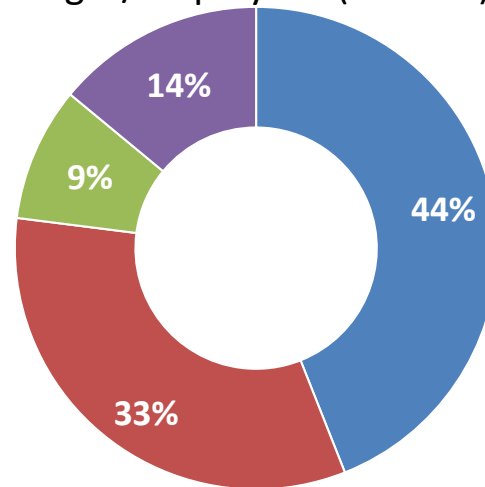
Survey Respondents by: Organization Most Familiar With/Branch Organization Work With Primarily (in percentages)

External Partners (n=157)



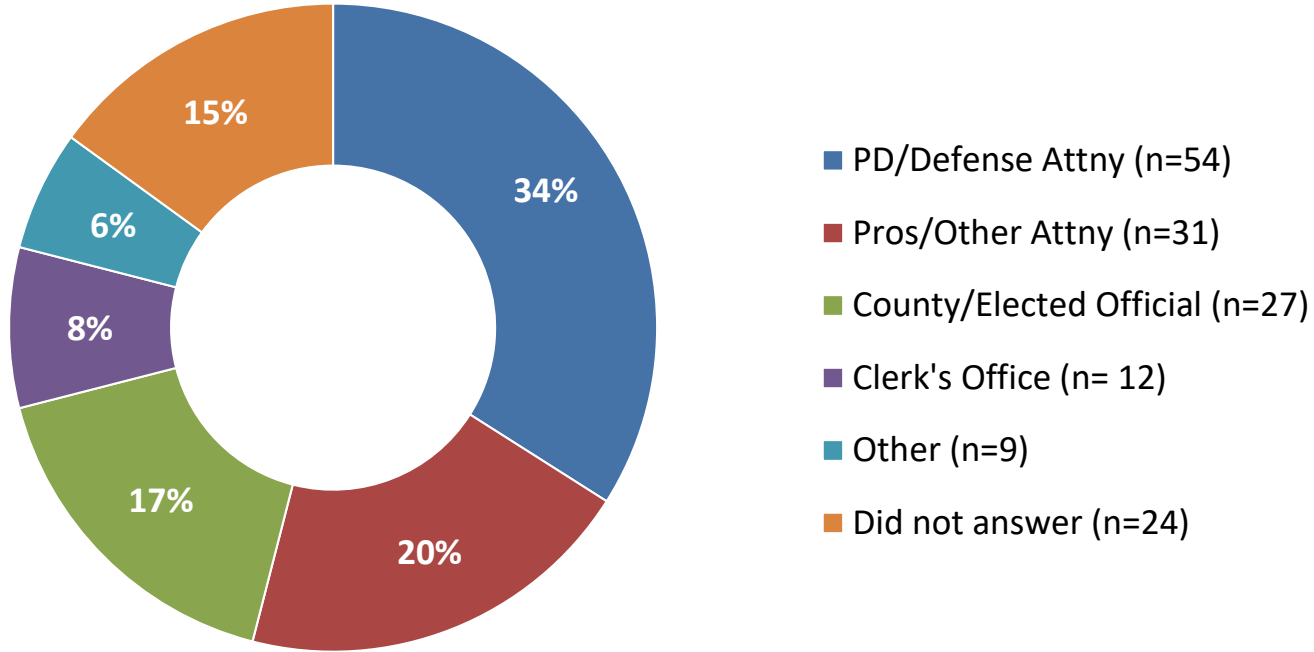
- Superior Court (n=131)
- Adult Probation (n=1)
- Juvenile Probation (n=1)
- > 1 / All Entities (n=21)
- Other/Did not answer (n=3)

Judges/Employees (n=1038)



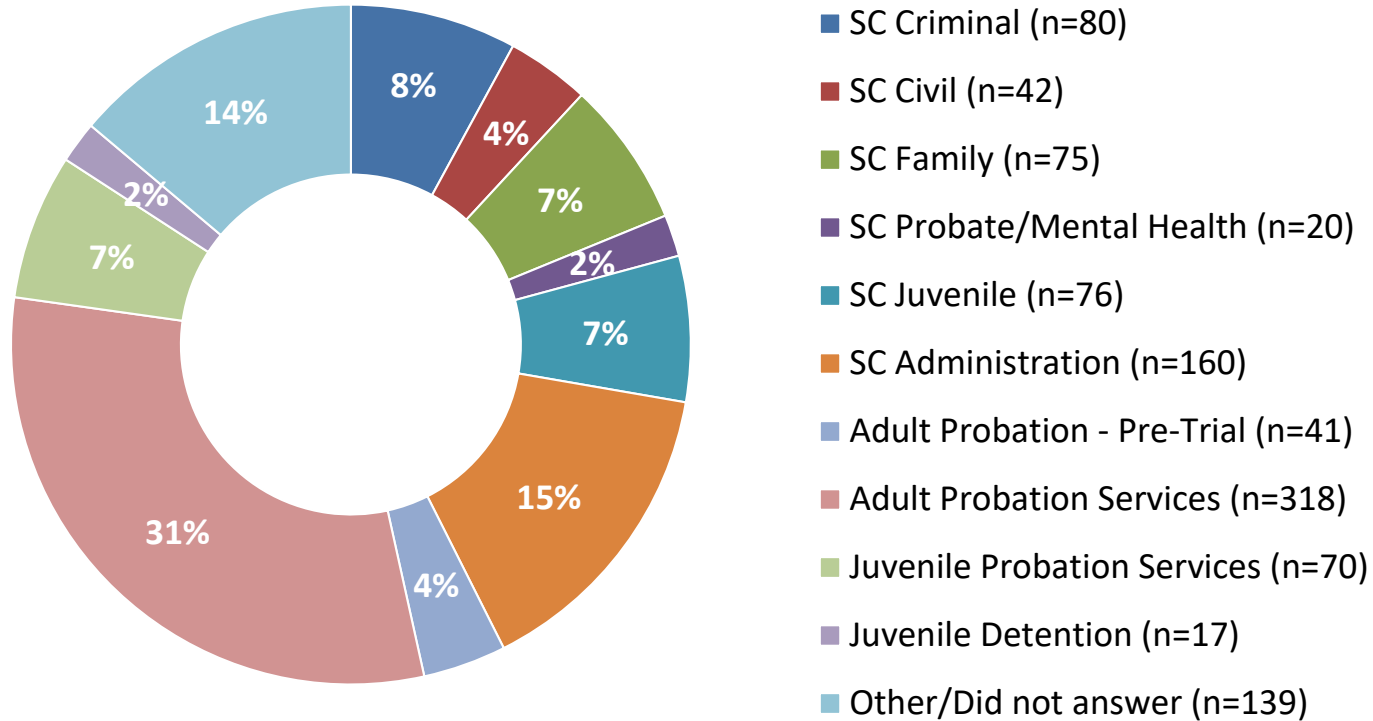
- Superior Court (n=458)
- Adult Pre-Trial/Prob. (n=341)
- Juv. Prob./Detention (n=95)
- Other/Did not Answer (n=144)

External Partners: By Relationship to the Branch (Office/Group) (in percentages; n=157)

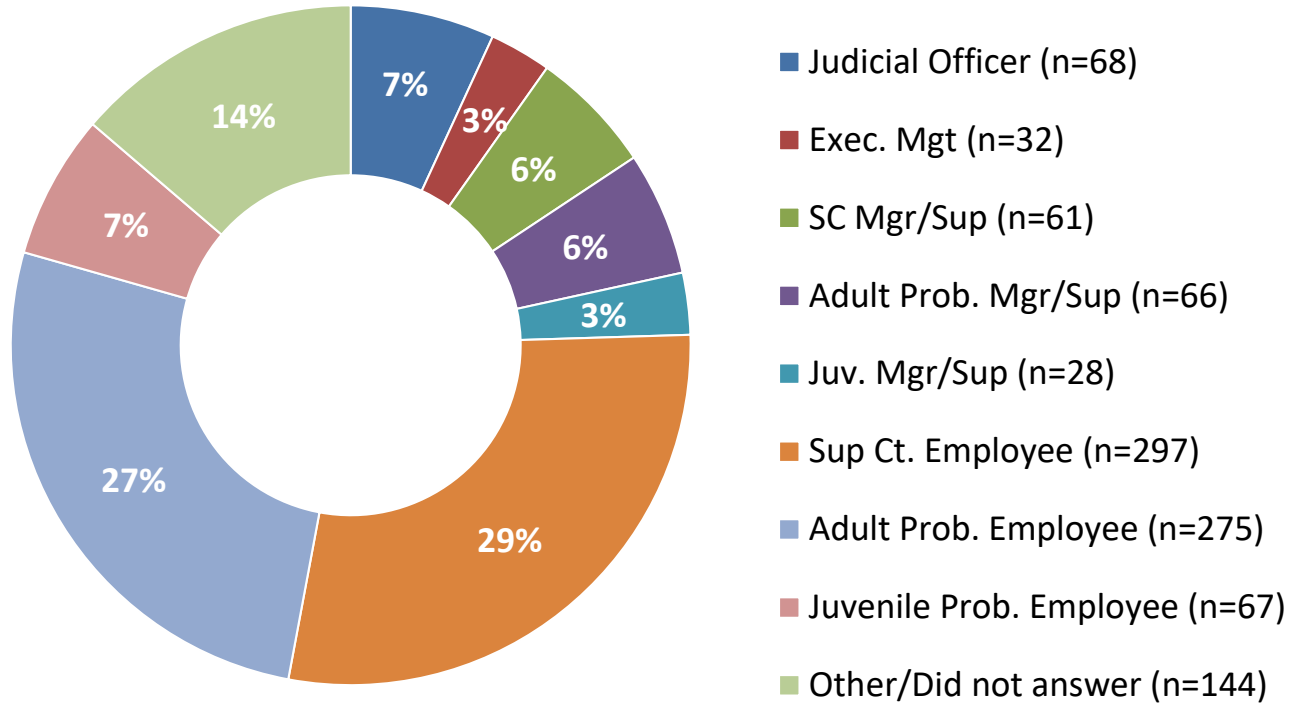


Other includes Law Enforcement, Treatment Provider, Stakeholder.

Judicial Officers / Court Employees: By Area of the Branch Primarily Work With (in percentages; n=1038)



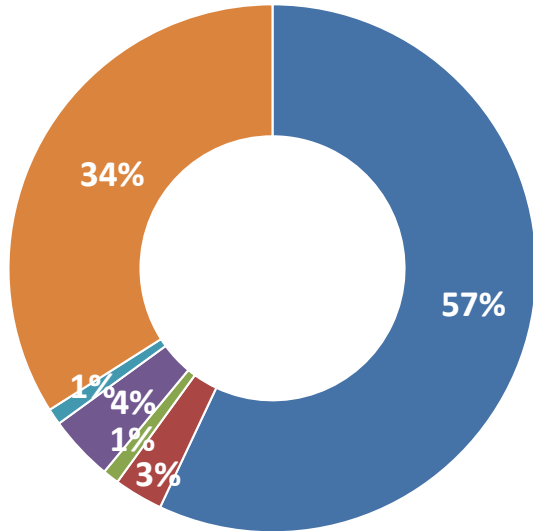
Judicial Officers / Employees: By Current Position/Role within the Branch (in percentages; n=1038)



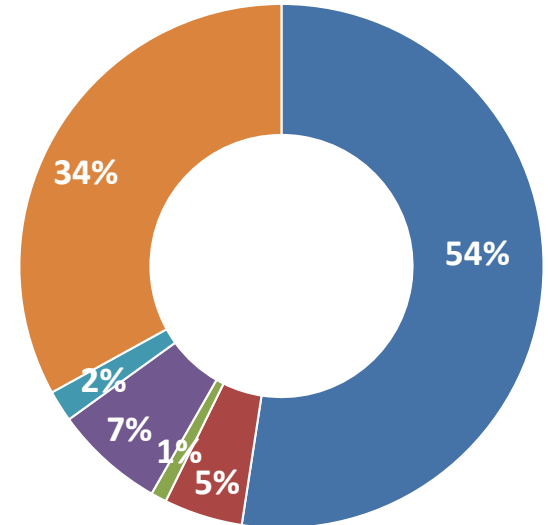
Survey Respondents by Race¹

(in percentages)

External Partners (n=157)



Judges/Employees (n=1038)



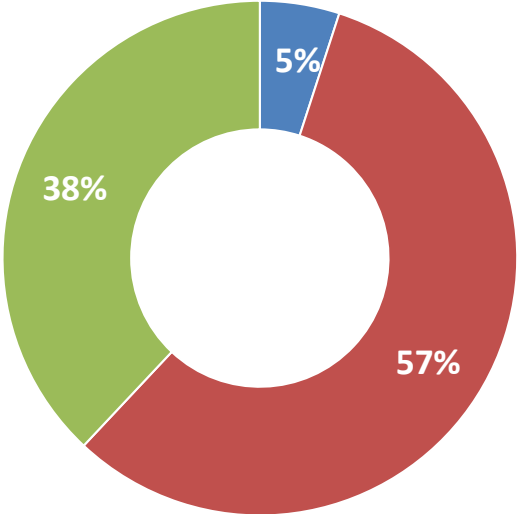
- White
- Black/African American
- Asian
- 2 or more races
- Other
- Prefer not to/did not answer

¹ The racial composition of Maricopa County according to the US Census Bureau (2020) is: 74% of the population is white, 6% is Black/African American; 2% is American Indian/Alaskan Native, 4% is Asian, 7% identify as two or more races; 7% identify as Other.

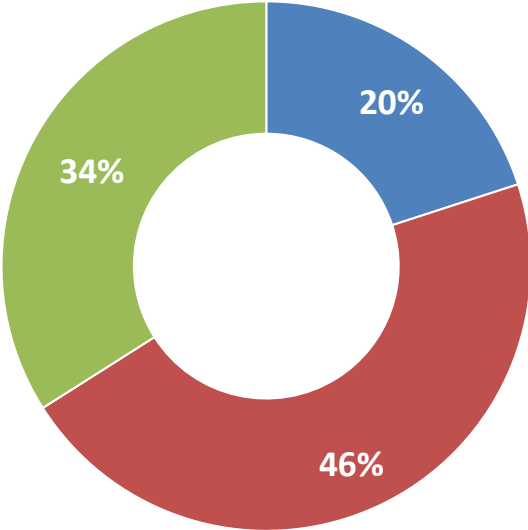
Survey Respondents by Ethnicity¹

(in percentages)

External Partners (n=157)



Judges/Employees (n=1038)

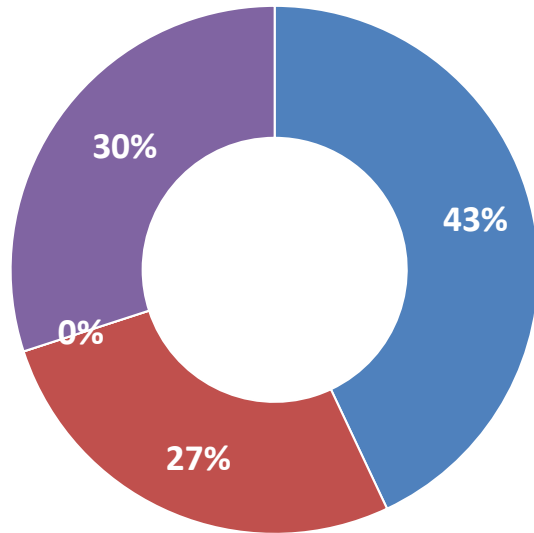


- Hispanic/Latino/Latina
- Non-Hispanic/Latino/Latina
- Prefer not to / did not answer

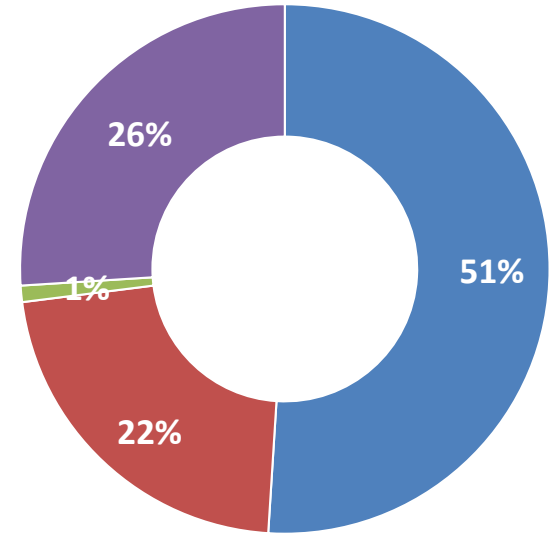
¹ 31% of the population in Maricopa County, and 43% of the population in the city of Phoenix, is Hispanic/Latino, according to the US Census Bureau (2020).

Survey Respondents by Gender/Gender Identity (in percentages)

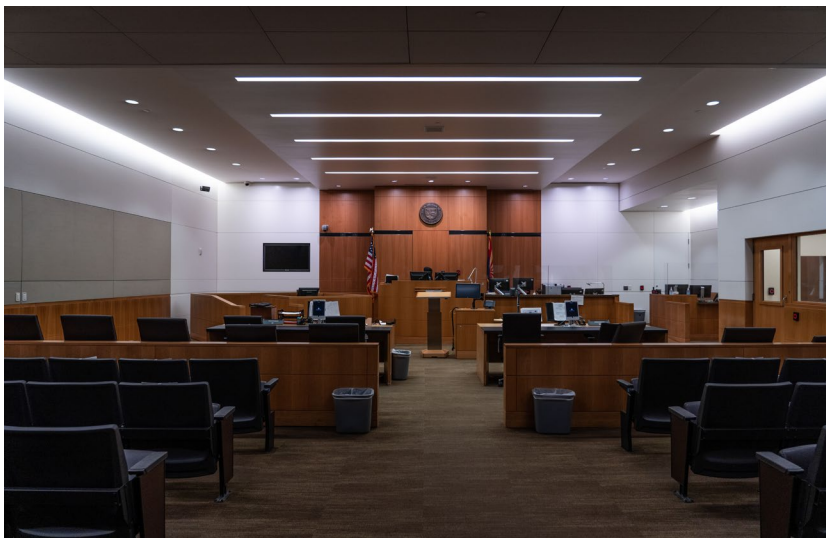
External Partners (n=157)



Judges/Employees (n=1038)



- Female
- Male
- Other
- Prefer not to/did not answer



4

RESULTS / FINDINGS



Q1:

Biggest Challenges/
Issues Facing the
Branch

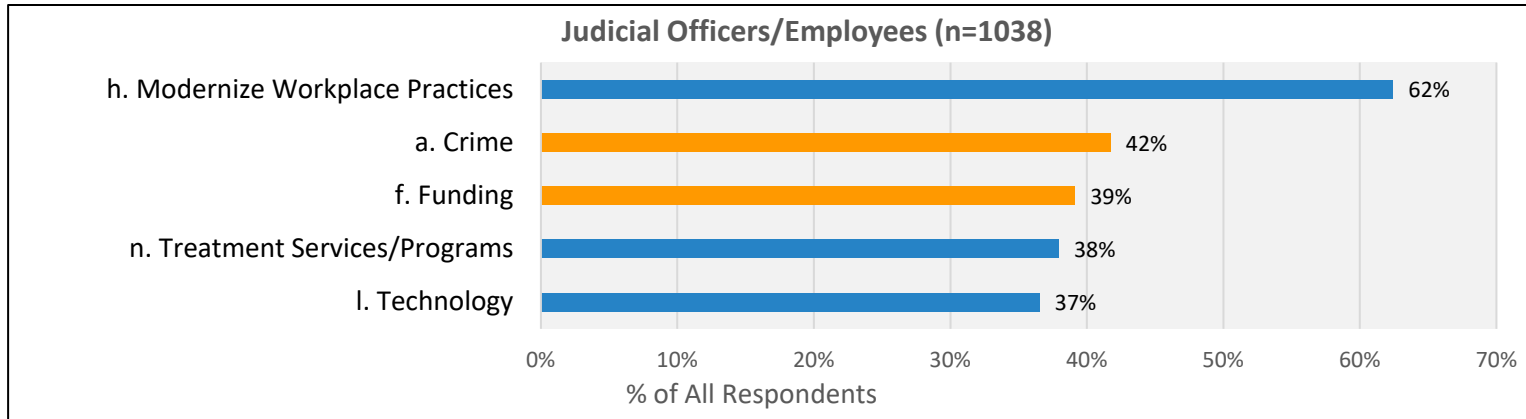
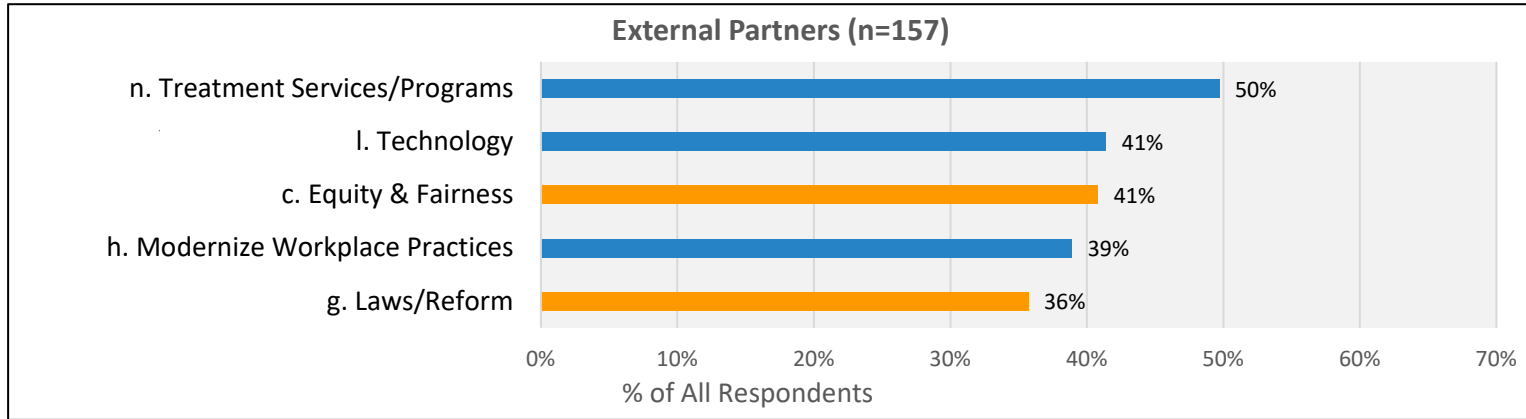
Q: What are the five biggest challenges/issues facing the Maricopa County Judicial Branch in the next 2 – 4 years? *(Select your top 5 only)*

Below are the descriptions included on the survey. Refer to this list to understand the results (presented on subsequent slides).

- a. Crime: increasing levels or changing types of crime.
- b. Digital Divide: closing the gap between those who do and do not have ready access to computers, mobile devices, and the Internet, and the knowledge to use them.
- c. Equity & Fairness: promoting racial and social equity, ensuring all individuals involved in the justice system are treated fairly.
- d. External Relations/Partnerships: building positive relations with external organizations (e.g., other branches of govt) & strengthening & forming new justice system & community partnerships.
- e. Facilities: addressing the physical building/environment; facilities, space, parking, modernization, maintenance, cleaning, etc.
- f. Funding: having sufficient funding to provide quality services to the public and operate the Branch.
- g. Laws/Reform: implementing new legislation, policy changes, & regulatory &/or justice system reform (civil, crim., & juv. Justice).
- h. Modernize Workforce Practices: addressing staffing/workforce challenges & opportunities (e.g., recruitment, turnover/retention, redesigning jobs to meet needs, prof. dev., employee wellbeing, DEI initiatives, hybrid work, engaging branch culture)
- i. New Service Delivery Methods: developing new ways of delivering judicial, court, & probation services that are responsive to the changing environment & meet the evolving needs & expectations of court users.
- j. Population Changes: increasing population, shifting population centers, changing demographics (e.g., aging, more diverse).
- k. Safety/Security: ensuring the personal safety (physical, health) of all who work in & use the courts; keeping buildings safe/secure.
- l. Technology: staying current with emerging technologies, expanding uses of technology, improving data/reporting, strengthening cyber security.
- m. Timely Resolution/Backlog Reduction: resolving legal matters/cases in a timely manner; reducing backlog.
- n. Treatment Services/Programs: increasing justice system & community-based treatment services (e.g., substance abuse, mental/behavioral health).
- o. Trust: building public trust & confidence in the court/judicial system.

Q: Biggest Challenges/Issues Facing the Judicial Branch in the next 2 – 4 Years¹

Top 5 – Comparison of External Partners and Judges/Employees



3 of the top 5 challenges/issues are the same for External Partners & Jud. Officers/ Employees.

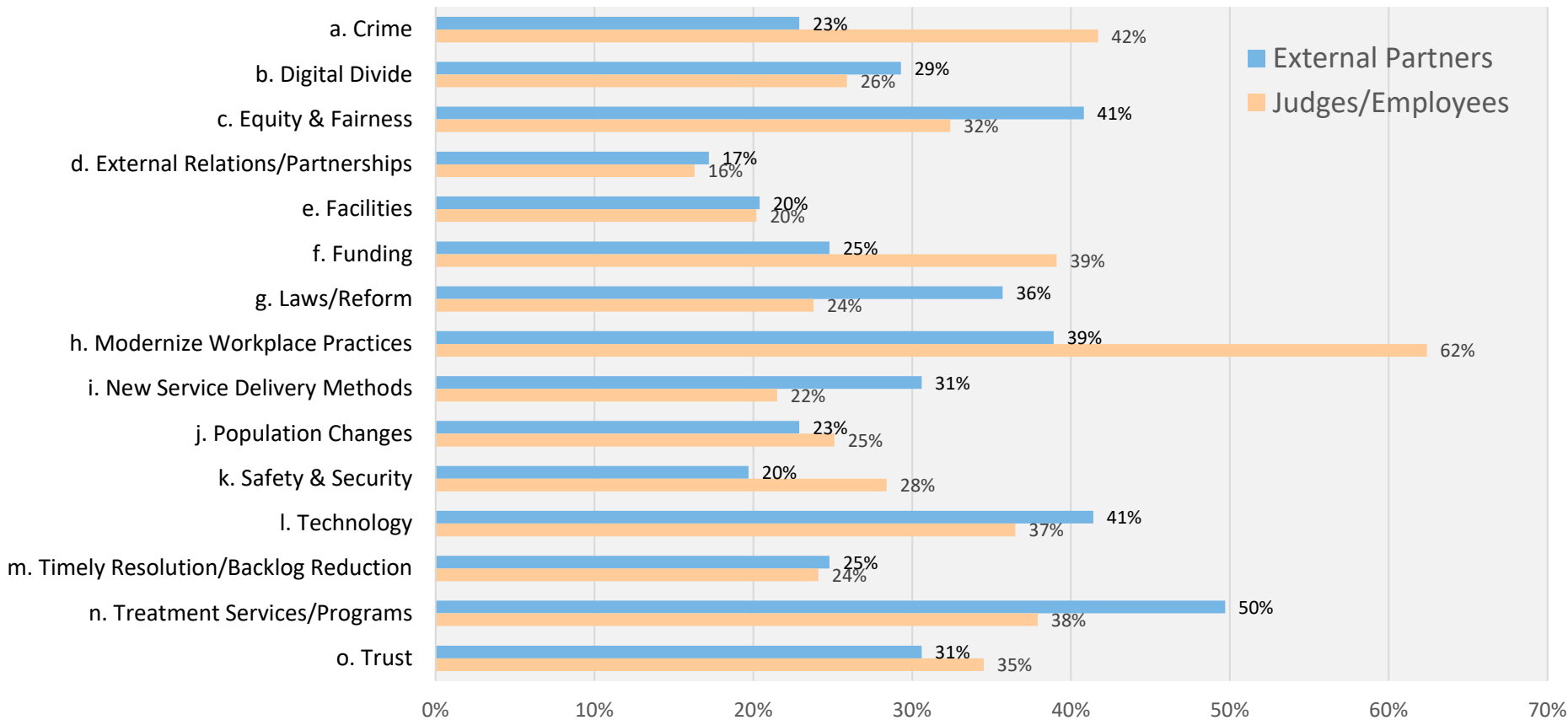
The blue bars show the top-rated challenges that are the same between the 2 groups.

The orange bars show the top-rated challenges that are different.

¹ This was a multiple response question; respondents were asked to select their top 5 choices from a list provided in the survey.

Q: Biggest Challenges/Issues Facing the Judicial Branch in the Next 2 – 4 Years¹

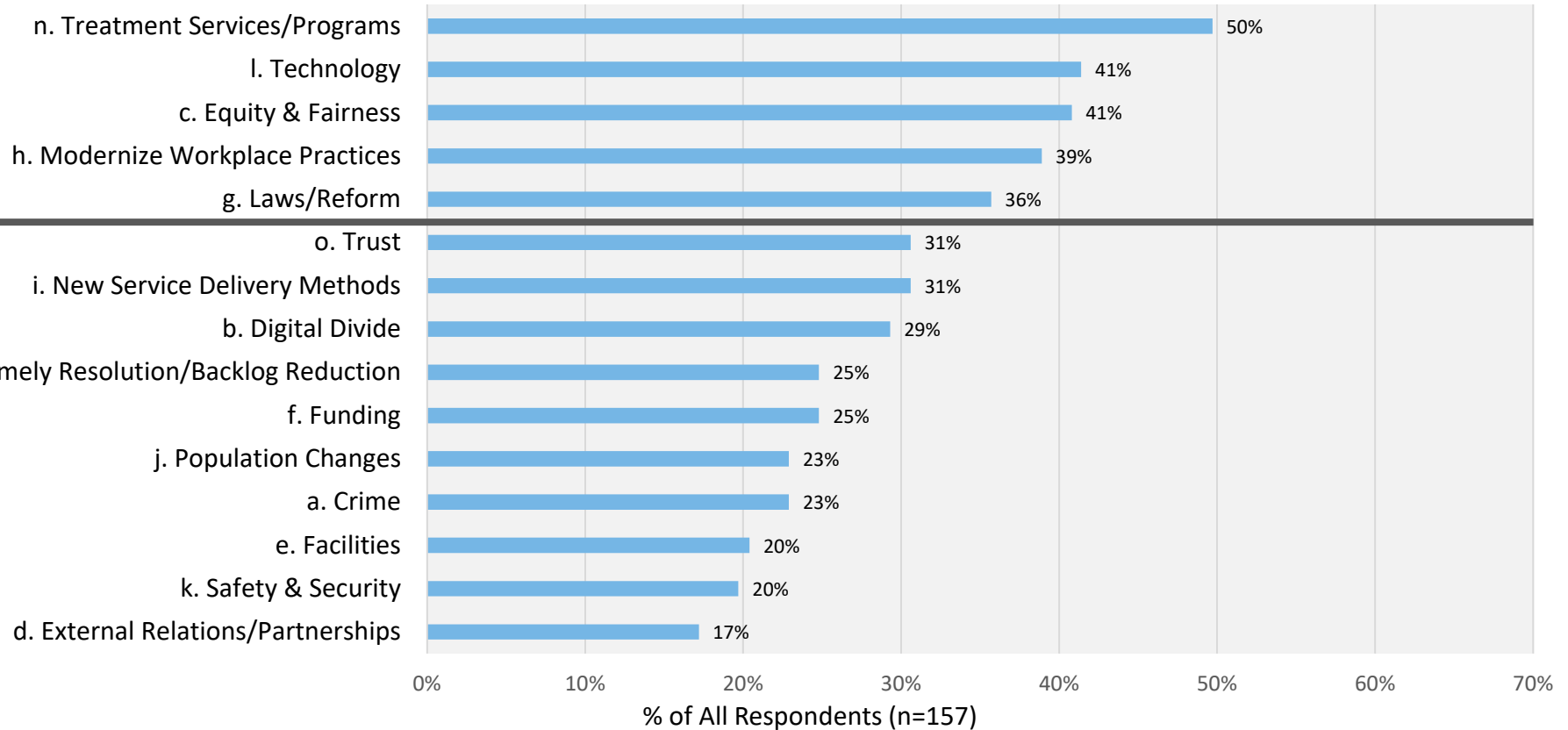
Comparison of External Partners & Judicial Officers/Employees



¹ This was a multiple response question; respondents were asked to select their top 5 choices from a list provided in the survey.

Q: Biggest Challenges/Issues Facing the Judicial Branch in the Next 2 – 4 Years¹

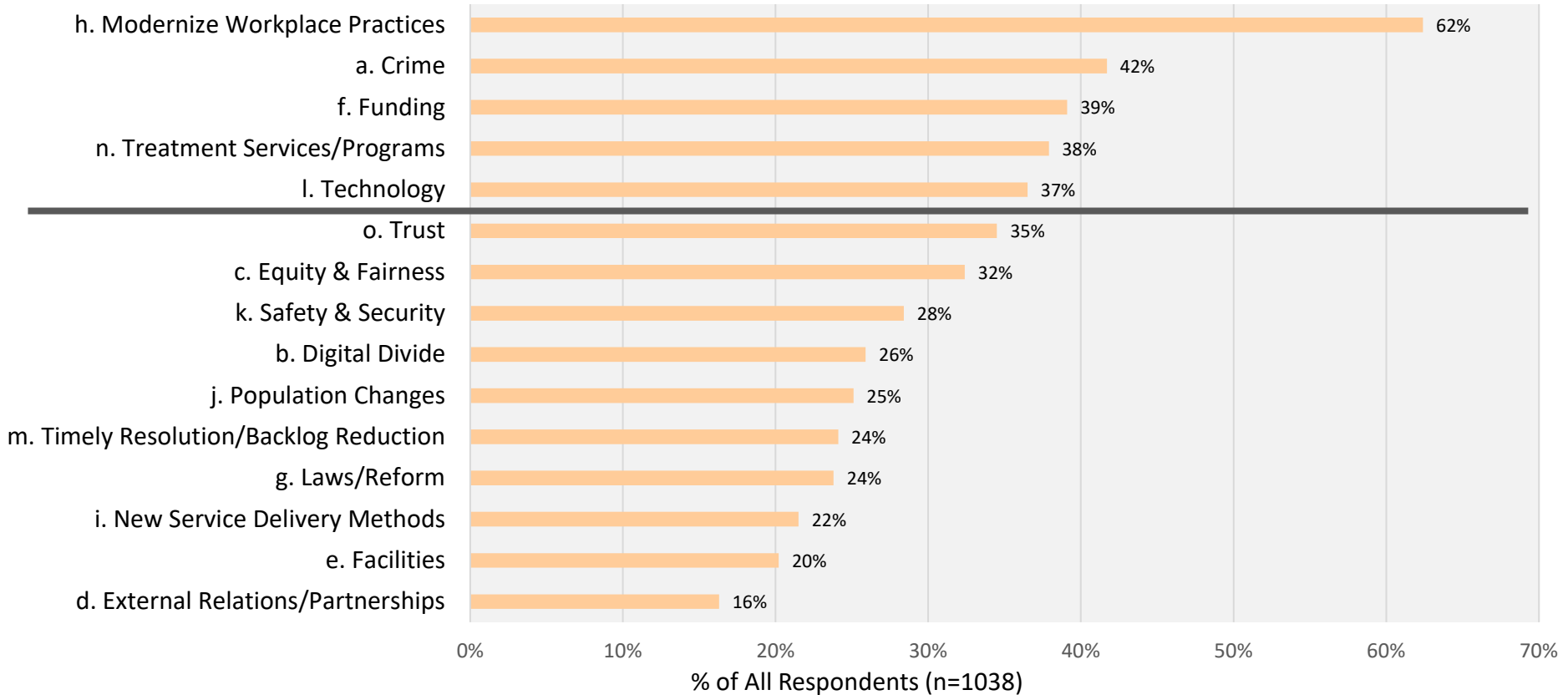
External Partners (n=157)



¹ This was a multiple response question; respondents were asked to select their top 5 choices from a list provided in the survey.

Q: Biggest Challenges/Issues Facing the Judicial Branch in the Next 2 – 4 Years¹

Judicial Officers/Employees (n=1038)



¹ This was a multiple response question; respondents were asked to select their top 5 choices from a list provided in the survey.

Q2:

Highest Priorities:
Most Important
Changes/Improvements

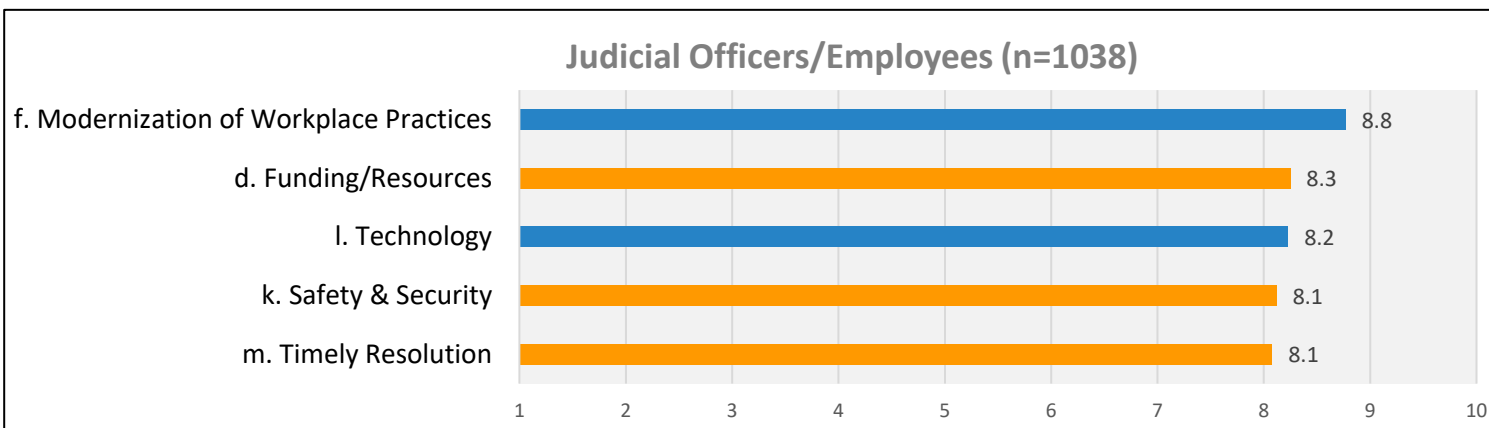
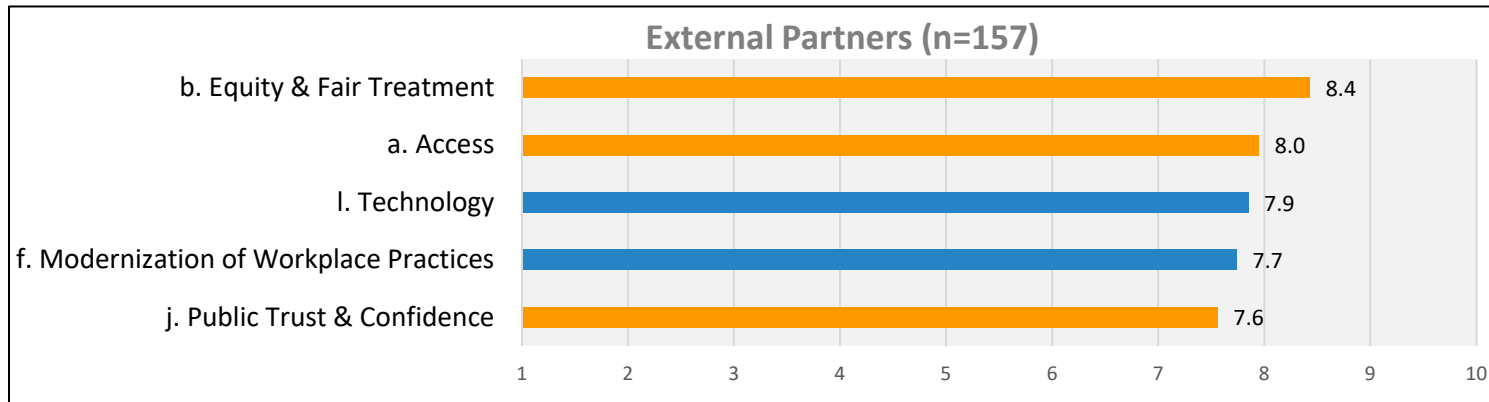
Q: What improvements/changes to the Judicial Branch in Maricopa County are MOST needed – are the highest priority – in the next 2 – 4 years? *(Rate each on a 10-point priority scale)*

Below are the descriptions included on the survey. Refer to this list to understand the results (presented on subsequent slides).

- a. Access: ensure access for all people (e.g., expand virtual access, eliminate access barriers).
- b. Equity and Fair Treatment: ensure all people are treated fairly; eliminate practices that disadvantage people of color and marginalized groups.
- c. Facility/Space: improve, expand, modernize facilities/infrastructure; reduce or expand footprint as needed; improve maintenance/cleaning.
- d. Funding/Resources: pursue adequate funding/resources to meet existing & evolving needs; realign/reallocate existing resources.
- e. Juror Improvements/Participation: increase the diversity & inclusiveness of juries; increase participation rates.
- f. Modernization of Workforce Practices: improve recruitment/hiring practices; prioritize employee wellbeing; implement hybrid work arrangements; provide prof. dev. opps; provide comp. pay/benefits; implement DEI initiatives; build welcoming/engaging culture, etc.
- g. Personal/Legal Assistance: enhance/expand personal & virtual assistance provided to court users (e.g., court navigators, virtual / in-person self-help services; legal/procedural assistance).
- h. Programs/Services: re-evaluate & improve services & programs offered to court users.
- i. Public Education: educate the public about the judicial branch & available resources.
- j. Public Trust/Confidence: build trust/confidence of the public in the Court/justice system.
- k. Safety/Security: ensure the personal safety (health, physical) of all who work in/use the courthouse; improve building & technology/data security.
- l. Technology: invest in/use existing & future technologies that will enhance access, services, & court operations.
- m. Timely Resolution: ensure the timely resolution of all legal matters; meet time standards for resolving cases.

Q: Most Needed Improvements/Changes (Highest Priorities) in the Next 2-4 Years

Top 5 – Comparison of External Partners & Judges/Employees (in mean scores¹)



2 of the top 5 are the same for External Partners and Judges/Employees.

The blue bars signify the priorities that are the same between the 2 groups.

The orange bars show the priorities that are different between the 2 groups.

¹ The mean scores are based on a 10-point priority rating scale. The higher the mean score, the higher the level of priority.

Q: Most Needed Improvements/Changes (Highest Priorities) in the Next 2-4 Years: Comparison of External Partners & Judicial Officers/Employees (in mean scores¹)



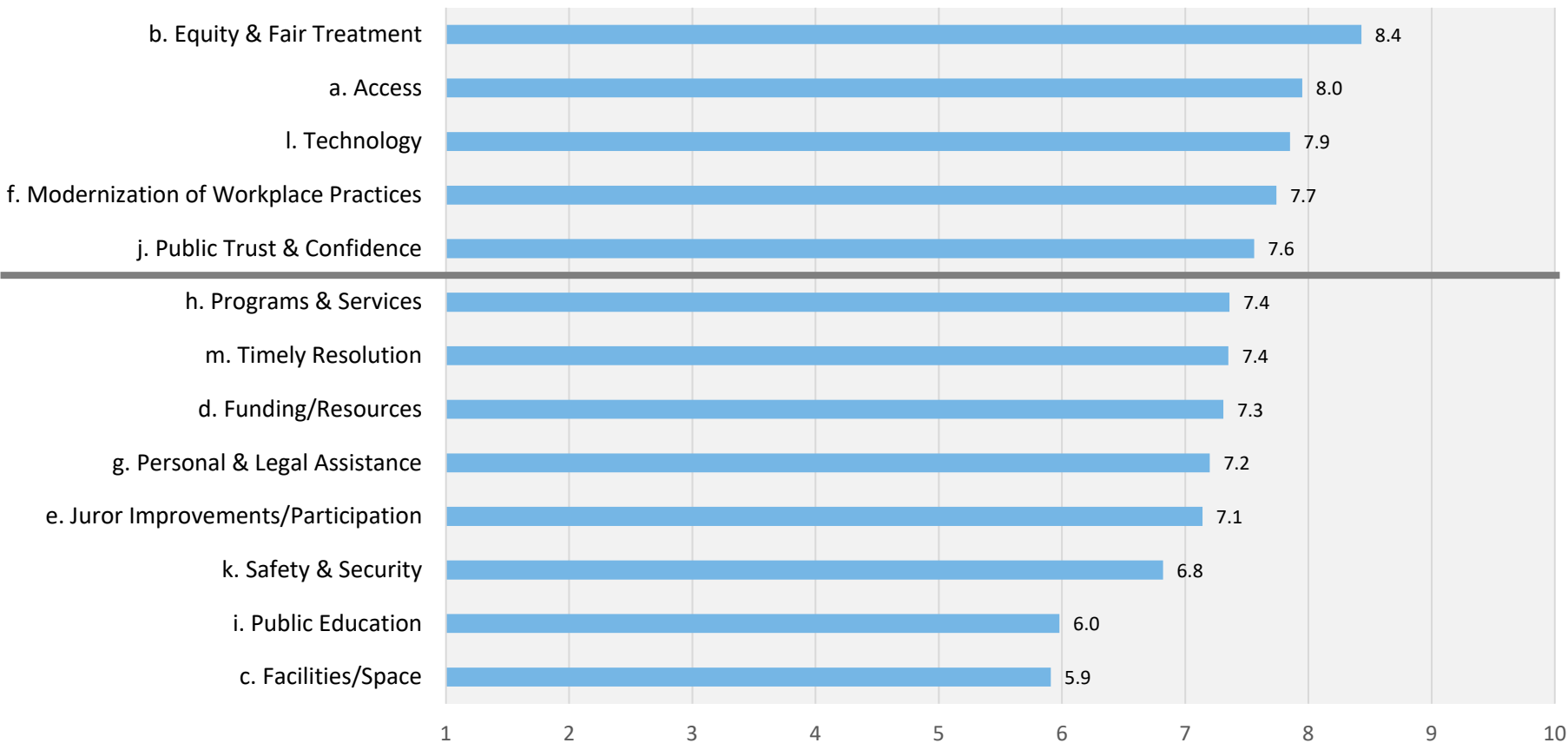
There are significant differences between the mean scores of partners and judges/staff on **ALL BUT 2** of the items (i.e., 11 out of 13 are significantly different).

The **BLUE STARS** show the 2 that are **NOT** significantly different.

¹ The mean scores are based on a 10-point priority rating scale. The higher the mean score, the higher the priority.

Q: Most Needed Improvements/Changes (Highest Priorities) in the Next 2-4 years:

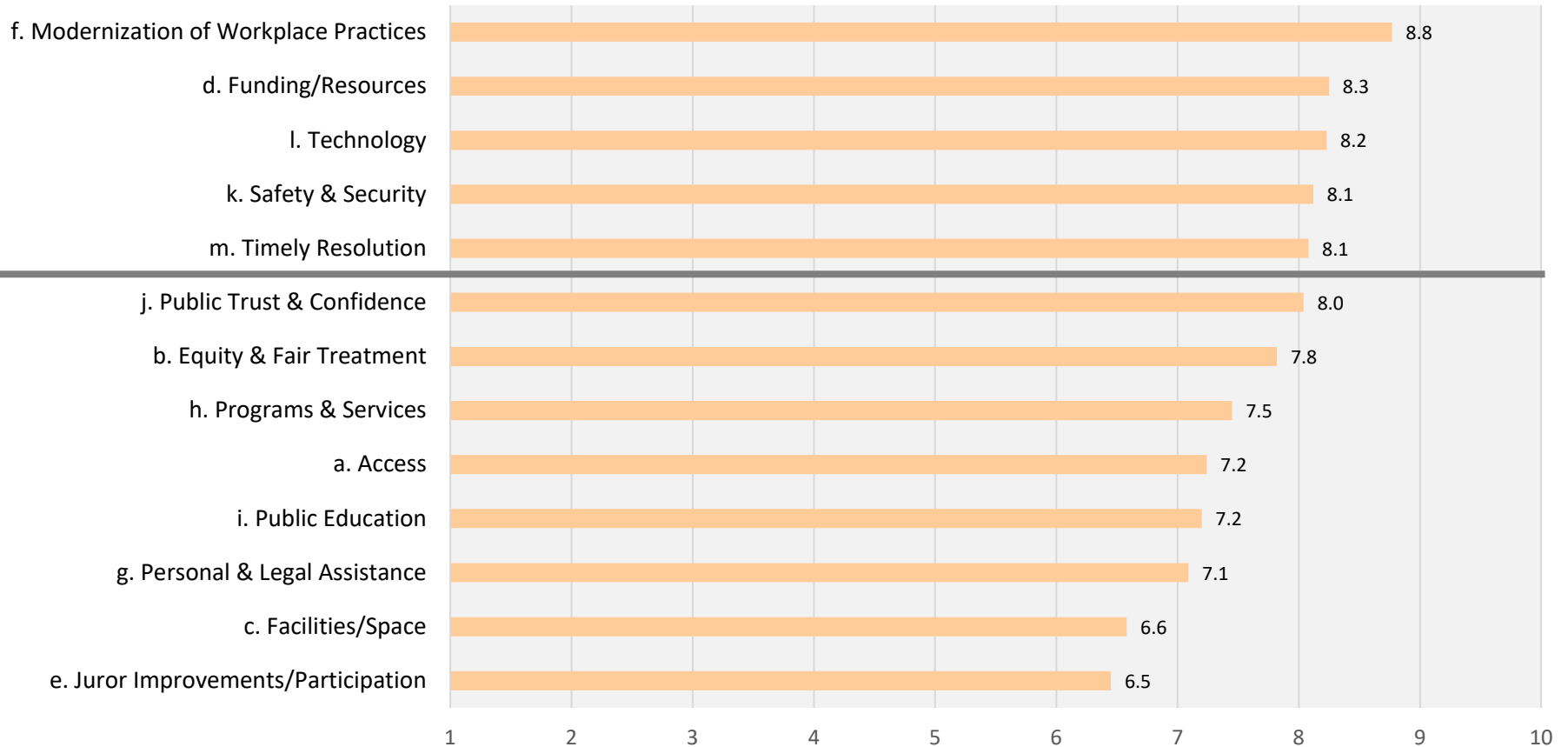
External Partners - Highest to Lowest (in mean scores¹)



¹ The mean scores are based on a 10-point priority rating scale. The higher the mean score, the higher the priority.

Q2: Most Needed Improvements/Changes (Highest Priorities) in the Next 2-4 Years

Judicial Officers/Employees - Highest to Lowest (in mean scores¹)



¹ The mean scores are based on a 10-point priority rating scale. The higher the mean score, the higher the priority.

Additional Findings: Most Needed Changes/Improvements in the next 2-4 Years

Comparisons By Role/Relationship with the Judicial Branch

(In Rank Order From Highest Mean Score)

Most Needed Changes/Improvements in the Next 2-4 Years – By primary assignment/ area primarily work <i>(rated using a 10-point priority rating scale where 10 = highest priority and 1 = lowest priority – in PRIORITY ORDER BY MEAN SCORES; HIGHEST TO LOWEST)</i>	All External Partners (n=157)	PD/Defense Attorneys (n=54)	Prosecutor/County/Other Attorneys (n=31)	County/Elected Officials (n=27)	All Others (n=21)
Equity and Fair Treatment: ensure all people are treated fairly; eliminate practices that disadvantage people of color and marginalized groups.	1	1	3	3	5
Access: ensure access for all people (e.g., expand virtual access, eliminate access barriers).	2		1		
Technology: invest in/use existing & future technologies that will enhance access, services, & court operations.	3		2	2	1
Modernization of Workforce Practices: improve recruitment/hiring practices; prioritize employee wellbeing; implement hybrid work arrangements; provide prof. dev. opps; provide comp. pay/benefits; implement DEI initiatives; build welcoming/engaging culture, etc.	4	2	5		3
Public Trust/Confidence: build trust/confidence of the public in the Court/justice system.	5	5		5	
Juror Improvements/Participation: increase the diversity & inclusiveness of juries; increase participation rates.		3			
Programs/Services: re-evaluate & improve services & programs offered to court users.		4			
Funding/Resources: pursue adequate funding/resources to meet existing & evolving needs; realign/reallocate existing resources.			4	4	
Timely Resolution: ensure the timely resolution of all legal matters; meet time standards for resolving cases.				1	4
Safety/Security: ensure the personal safety (health, physical) of all who work in/use the courthouse; improve building & technology/data security.					2

Additional Findings: Most Needed Changes/Improvements in the next 2-4 Years

Comparisons By Superior Court, Adult Probation, & Juvenile Probation

(In Rank Order From Highest Mean Score)

Most Needed Changes/Improvements in the Next 2-4 Years – By primary assignment/ area primarily work <i>(rated using a 10-point priority rating scale where 10 = highest priority and 1 = lowest priority – in PRIORITY ORDER BY MEAN SCORES; HIGHEST TO LOWEST)</i>	All Judge/ Employee Resp. (n=1038)	Superior Court (n=453)	Adult Probation/ Pre-Trial (n=359)	Juvenile Probation/ Detention (n=87)
Modernization of Workforce Practices: improve recruitment/hiring practices; prioritize employee wellbeing; implement hybrid work arrangements; provide prof. dev. opps; provide comp. pay/benefits; implement DEI initiatives; build welcoming/engaging culture, etc.	1	1	1	1
Funding/Resources: pursue adequate funding/resources to meet existing & evolving needs; realign/reallocate existing resources.	2	4	2	3
Technology: invest in/use existing & future technologies that will enhance access, services, & court operations.	3	2	4	2
Safety/Security: ensure the personal safety (health, physical) of all who work in/use the courthouse; improve building & technology/data security.	4	3	5	
Timely Resolution: ensure the timely resolution of all legal matters; meet time standards for resolving cases.	5		3	
Equity and Fair Treatment: ensure all people are treated fairly; eliminate practices that disadvantage people of color and marginalized groups.		5		
Public Trust/Confidence: build trust/confidence of the public in the Court/justice system.			5	4
Programs/Services: re-evaluate & improve services & programs offered to court users.				5

Additional Findings – Statistically Significant Differences RE: Highest Priorities/Most Important Areas for Improvement



- ✓ Overall there are very few statistically significant differences in priority ratings among external partner respondents.
- ✓ The most notable differences to report are by gender.
- ✓ Women rated the following items significantly higher than Men. Women see the following as higher priorities than Men.
 - ❑ *Equity and Fair Treatment (means of 8.9 vs. 7.7)*
 - ❑ *Funding/Resources (means of 7.8 vs. 6.9)*
 - ❑ *Public Trust and Confidence (7.9 vs. 6.9)*

Additional Findings – Statistically Significant Differences RE: Highest Priorities/Most Important Areas for Improvement

Judges/Staff - Overview

✓ There are no notable statistically significant differences to report in priority ratings by:

- ❑ *Current Position/Role*
- ❑ *By Race*

✓ Statistically significant differences in priority ratings are reported by:

- ❑ *Superior Court, Adult Probation, and Juvenile Probation*
- ❑ *Ethnicity*
- ❑ *Gender/Gender Identity*

Additional Findings – Statistically Significant Differences RE: Highest Priorities/Most Important Areas for Improvement

Judges/Staff - By Dept.

✓ Superior Court, Adult Probation, Juvenile Probation: There are many (statistically significant) differences in highest priorities by Department.

1. **Superior Court** respondents gave significantly higher ratings than **Adult Probation** on:

- Equity and Fair Treatment
- Facilities/Space
- Public Education
- Safety and Security
- Technology

2. **Superior Court** respondents gave significantly higher ratings than **Adult & Juvenile Probation** on:

- Access
- Juror Improvements/Participation
- Personal and Legal Assistance

3. **Adult probation** respondents gave significantly higher ratings than **Juvenile Probation** on:

- Timely Resolution

Additional Findings – Statistically Significant Differences RE: Highest Priorities/Most Important Areas for Improvement

Judges/Staff - By Ethnicity

- ✓ Hispanic/Latino respondents (n=205) gave significantly higher priority ratings than Non-Hispanic/Latino respondents (n=476) on:

- Facilities/Space*
- Public Education*
- Safety and Security*



SAFETY
AND
SECURITY

Additional Findings – Statistically Significant Differences RE: Highest Priorities/Most Important Areas for Improvement

Judges/Staff - Gender

- ✓ Women respondents (n=526) gave significantly higher priority ratings than Men (n=228) on:
 - ❑ *Equity and Fair Treatment*
 - ❑ *Programs and Services*



Our
Services



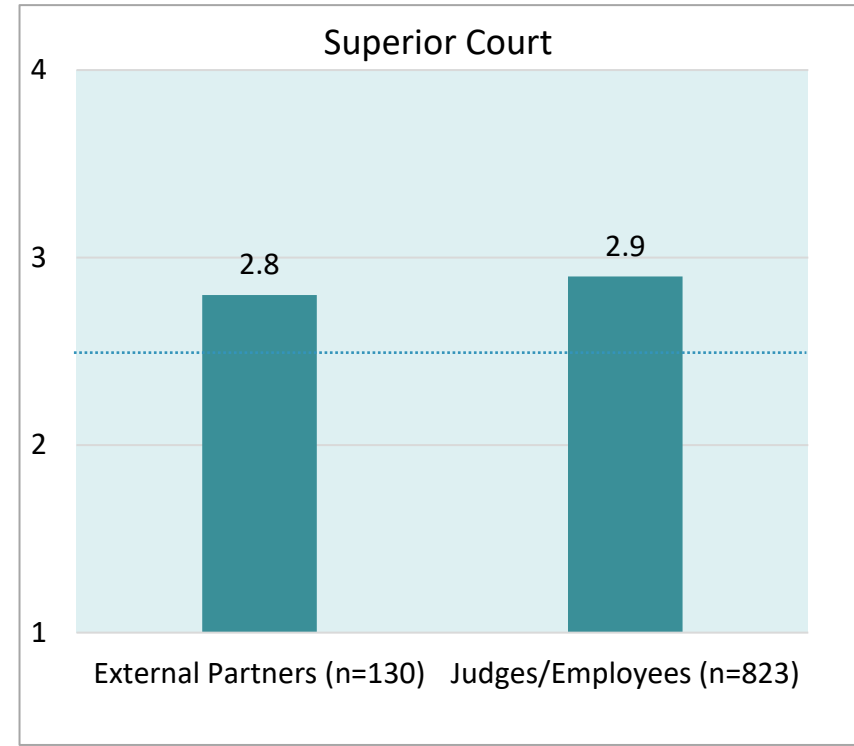
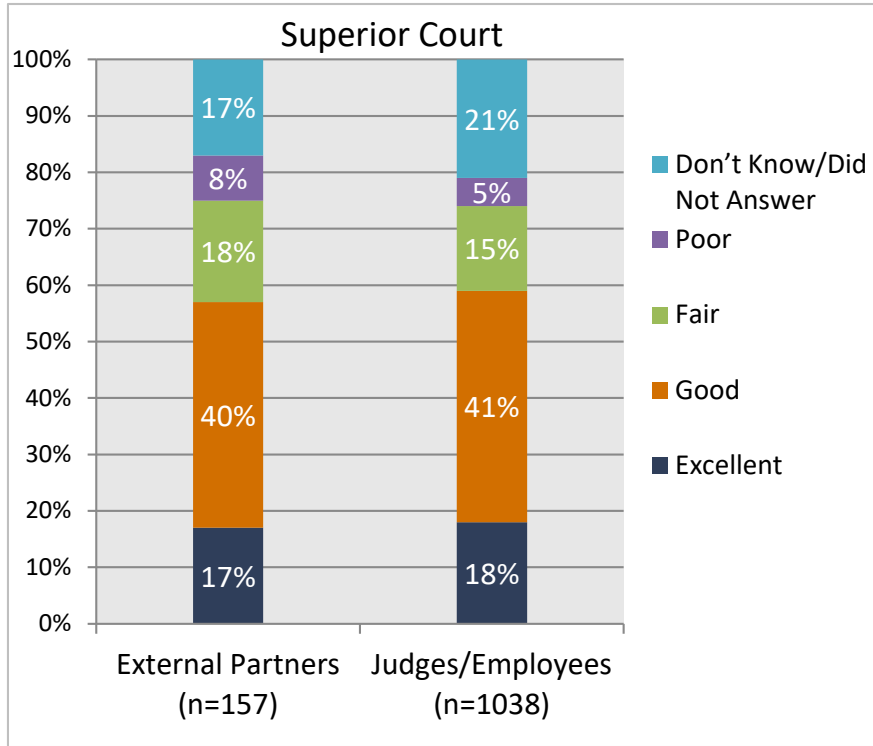
Q3:

Overall Performance

SUPERIOR COURT: Overall Performance – Past 1 – 2 Years

Comparison of External Partners and Judges/Employees

(in percentages and mean scores¹)

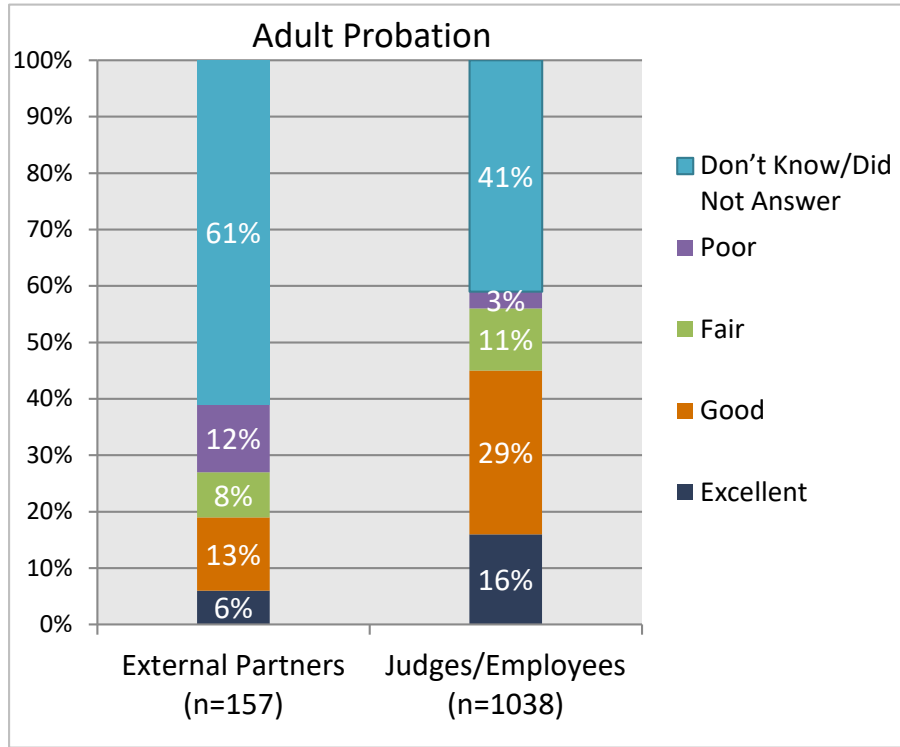


¹ Percentages may not equal 100% due to rounding. Mean scores are based on a 4-point rating scale: 4 = Excellent, 3 = Good, 2 = Fair, 1 = Poor. 2.5 is the midpoint of the rating scale. The differences in mean scores are not statistically significant.

ADULT PROBATION – Overall Performance – Past 1 – 2 Years

Comparison of External Partners and Judges/Employees

(in percentages and mean scores¹ / red star²)

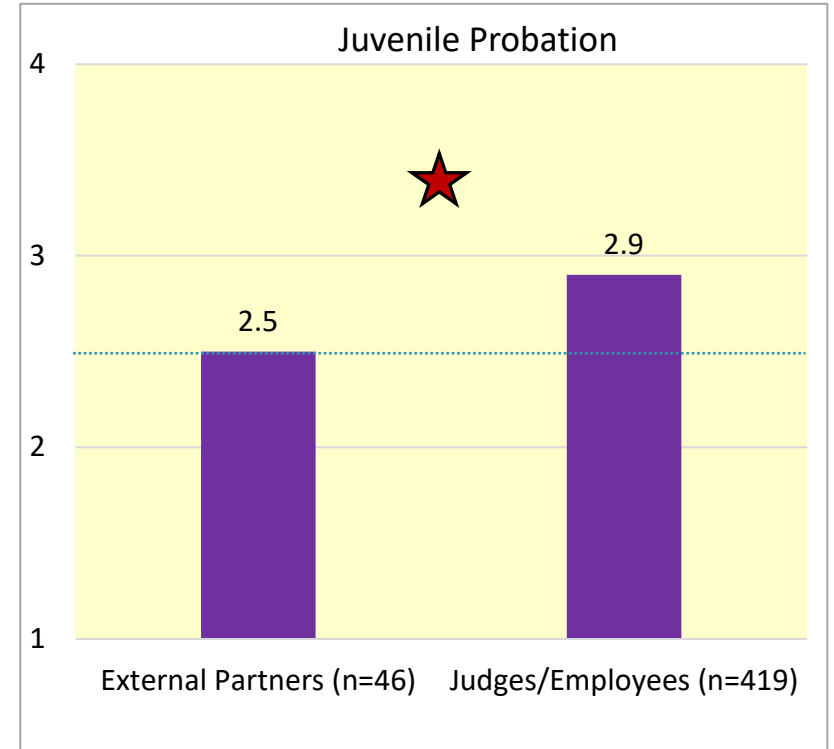
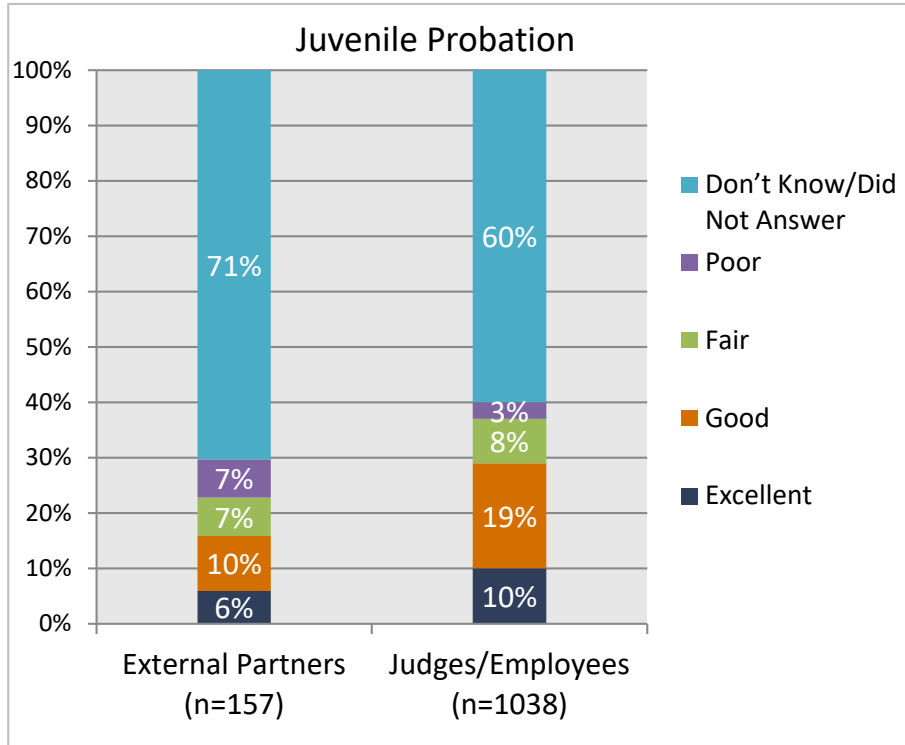


¹ Percentages may not equal 100% due to rounding. Mean scores are based on a 4-point rating scale: 4 = Excellent, 3 = Good, 2 = Fair, 1 = Poor. 2.5 is the midpoint of the rating scale. ² Red star = statistically significant difference between means scores of respondents. The difference is not due to chance.

JUVENILE PROBATION – Overall Performance – Past 1 – 2 Years

Comparison of External Partners and Judges/Employees

(in percentages and mean scores¹ / red star²)



¹ Percentages may not equal 100% due to rounding. Mean scores are based on a 4-point rating scale: 4 = Excellent, 3 = Good, 2 = Fair, 1 = Poor. 2.5 is the midpoint of the rating scale. ² Red star = statistically significant difference between means scores of respondents. The difference is not due to chance.



Q4:

Branch of the Future

Summary of Narrative Comments



See Addendum (Word document) for Summary of comments from External Partners, Judges, and Staff.



ADDENDUM TO SURVEY REPORT – November 14, 2022

Q: The Branch has experienced many challenges and also opportunities over the past 2.5 years. As you think about a BRANCH/COURT SYSTEM OF THE FUTURE (post-COVID), what new or innovative ideas (or goals) should the Branch pursue in the future?

SUMMARY OF THEMES

External Partners (not in priority order):	
1. Virtual Proceedings <ul style="list-style-type: none"> - Increase use of virtual hearings/proceedings - Quick hearings should be virtual; stop requiring people to appear in-person for quick hearings - Increase virtual hearing options – increases attendance - Normalize remote testimony - Expand virtual hearings / more hybrid hearings - Expand virtual appearance options/access points in communities - Allow clients to waive in-person appearances – don't need to transport for procedural matters <hr style="border-top: 1px dashed black;"/> <ul style="list-style-type: none"> - Reduce number of virtual hearings - Require in-person court on criminal cases & juvenile matters 	2. Case Management/Timely Resolution <ul style="list-style-type: none"> - Use on time scheduling; stop cattle calls - Reduce wait times for calendars - Allow online docketing - Reduce backlogs - Increase number of judges/divisions to reduce backlogs - Improve case processing times; adhere to National Standards for case resolution - Better coordination with clients who have matters in multiple divisions
3. Fairness <ul style="list-style-type: none"> - Treat all people equitably - Provide equal justice - Standardize procedures/increase consistency across divisions, judges, courts - Provide fair sentences – without being concerned about jail population - Provide fair fines - Allow viewing of live court proceedings 	4. Technology <ul style="list-style-type: none"> - Upgrade, modernize, improve hybrid technologies - Keep pace with changing technologies - Improve / user-friendly e-filing - Move to digital cases/digital submittals; use digital evidence - Improve technology in courtrooms; embrace using technology in courtrooms
5. Access and Assistance <ul style="list-style-type: none"> - Increase assistance to pro pers – online information, virtual access/options, and in-person - Increase assistance to help people navigate the court - Free translation for all family members - Increase legal assistance to pro pers/ increase indigent defense - Expand satellite courts/divisions/offices – into communities so court users do not have to drive/park downtown; improve parking - Develop partnerships with libraries in 	6. Programs/Services – Treatment/Alternatives to Incarceration <ul style="list-style-type: none"> - Increase treatment options/services; more rehabilitative programs - More therapeutic programs in criminal - Increase use of therapeutic model/programs to reduce recidivism - More programs/services for youth and families - Increase diversion options - Divert people with serious mental health issues from the court system - Increase alternatives to incarceration - Increase use of ankle monitoring



External Partners (not in priority order):	
communities	<ul style="list-style-type: none"> - Order less jail for misdemeanor offenses - Probation should help people secure housing, jobs, etc. - Improve detention – expand services (e.g., behavioral health/substance use) - Need to move toward restorative justice; stronger integration of holistic services
7. Judges and Staff	8. Miscellaneous
<ul style="list-style-type: none"> - Train judges in all areas of the law, on technology - Judicial rotations are too short; this disrupts consistency - Judges should start court/take bench on time - Increase diversity of bench/judges - Judges should have appropriate temperament - Judges should hold litigants accountable for their actions <p>-----</p> <ul style="list-style-type: none"> - Increase diversity of staff - Provide competitive pay for employees; reduce turnover - Train / retain competent court staff - Raise qualifications and pay for court staff (JAs/Clerks) to promote a culture of professionalism and retention - Expand tele-work options 	<ul style="list-style-type: none"> - Increase collaboration/information sharing with partners/stakeholders - More bench/bar meetings / communication - Improve security - Implement practices that result in more diverse juries/juror pools - Focus on increasing public trust – educate the public about the Judicial Branch/Court - Provide childcare at the court - Need a long-term facilities plan – need to plan for and meet future needs; need to consider use of virtual technology in the future



Judicial Officers/Employees (not in priority order)	
1. Virtual Hearings/Proceedings <ul style="list-style-type: none"> - Continue online/virtual hearings - Develop remote options for all in the future - Stay with telephonic hearings for some matters - Provide options to participate virtually - Provide virtual conferences for families (except child interviews) - All matters should be conducted virtually except jury trials <hr style="border-top: 1px dashed black;"/> <ul style="list-style-type: none"> - All in-person hearings; eliminate virtual hearings altogether 	2. Case Mgt/Streamline Processes/Timely Resolution <ul style="list-style-type: none"> - Better scheduling of court cases - Establish fast tracks for less complex cases - Increase use of ADR - Reduce backlogs – use pro tems to handle civil trials - Reduce the time it takes to resolve cases - Reduce rotation of judges – e.g., once every 3 years - Use data to improve case processing, trial setting, time to disposition - Provide online mediation/ODR (online dispute resolution)
3. Technology <ul style="list-style-type: none"> - Update technology in courtrooms - Add texting, apps, online case information - Continue to advance technology projects - Ensure adequate staff in CTS/BSO - Fully fund CTS – it takes too long to implement ideas/innovations - Move to paperless system - Make e-filing easier to use - Make all mobile friendly - Improve the website – information, forms, translation, etc. - Improve IT infrastructure - Strengthen cyber security; do more training 	4. Access <ul style="list-style-type: none"> - More remote access for litigants - More signage to help court users - Better information to the public - Make navigating the court system easier - Use community volunteers to assist court users/families - Develop videos/tutorials to assist litigants - Improve forms - Increase services to self-represented litigants - Expand law library services - Expand services to far East Valley/other parts of the County - Collaborate with libraries to provide access points so people can attend hearings / appts. virtually/from their communities - Use data to improve services - Extend court hours via virtual appearances, virtual appts, virtual services
5. Public Trust/Public Education <ul style="list-style-type: none"> - Do more outreach to communities - More positive stories by Leadership/PJ - More judges/staff visiting schools/community groups - Increase public understanding of the Court/Branch; more public education - Build the public's trust - Make presentations in public forums about the Court/Judicial Branch (e.g., PIO) - Educate the public on how the courts work - Increase transparency 	6. Programs/Services <ul style="list-style-type: none"> - More programs for juveniles - More treatment options – mental health, substance use (behavioral health) - Need more prevention services - Need to focus more on rehabilitation vs punishment - Connect people to other services – housing, employment, education, etc.



Judicial Officers/Employees (not in priority order)	
7. Facilities / Security Improvements <ul style="list-style-type: none"> - Renovate offices, paint, update lighting/flooring - Improve security/safety - Update workspaces - Rethink/repurpose space – e.g., consider “hotel” style way of officing; reconfigure facilities to take into consideration hybrid work arrangements - Reduce footprint where possible; secure new space where needed - Update infrastructure; improve HVAC systems - Better design entry points at all courthouses - Improve safety – parking/walking to and from Court 	8. Increase Collaboration (internally & externally) <ul style="list-style-type: none"> - Less siloed thinking / working - Reduce silos between programs/depts through intentional/planned meetings and events - Increase information sharing/knowledge; build relationships and collaboration - Improve communication between depts/offices <p style="text-align: center;">-----</p> <ul style="list-style-type: none"> - Increase collaboration/build partnerships with other agencies; improve relations - Better interagency communication / collaboration - Better working relationship between the Branch and other stakeholders – law enforcement, lower courts, etc.
9. Training <ul style="list-style-type: none"> - Better/more consistency in training – bailiffs, judicial assistants, all - Train court employees on new procedures - Train staff to have compassion/empathy for all court users - Leadership/mgt training: Develop/train managers and supervisors to manage and lead effectively in today’s times - More employee education and development; train people who want to move to other areas of the Court (e.g., probation) - Upskill and reskill staff to fill new roles/jobs - Train on neurodiversity - Expand online education <p style="text-align: center;">-----</p> <ul style="list-style-type: none"> - Improve training/onboarding of judges - Improve training on each are of the law - Train older generation of judges/attorneys to conduct virtual appearances - Train judges to use technology - Rethink/redesign how judges are prepared for new assignments - Train on diversity – increase racial diversity / awareness in the judiciary - Train on trauma – we need more trauma informed courtrooms 	10. Workforce Issues – Pay, Benefits, Telework, Diversity, Wellness, Modernize, etc. <ul style="list-style-type: none"> - Provide competitive pay / provide incentives - Increase flexibility: More telework options/expand hybrid work; More alternative work schedule options (e.g., 4x10s) - Better telework technology - Increase diversity at all levels; Embrace DEI; implement DEI practices at all levels (including executive) - Staffing levels – need more probation officers, reduce workload of high-volume calendars - Commissioners/staff suffering burnout - Host quarterly cross-dept. activities – (social/team building/fun – get to know each other); host appreciation events - Reconnect people; build community - Promote employee wellbeing/work life balance; develop wellness programs - Professionalism – require professional dress - Provide opportunities to advance; develop internal talent; succession planning – e.g., upskill/reskill existing staff to fill new roles/jobs - Rebuild/modernize court culture – for modern times (eliminate toxicity, focus on wellbeing) - Improve communication; show you care; listen - Improve recruitment practices – e.g., younger workforce



Judicial Officers/Employees (not in priority order)	
JUVENILE PROBATION/DETENTION - ONLY	
Programs/Treatment/Services	Fairness/Racial and Social Equity & Reform
<ul style="list-style-type: none"> - Need more treatment and services for juveniles - Use evidence-based practices/programs - Expand services, resources, and partnerships to fill gaps for youth and families – e.g., housing, community mental health, behavioral health (mental and substance use) - Need to build community connections/ advocate for community resources - Need faster access treatment services for juveniles 	<ul style="list-style-type: none"> - Eliminate system disparities among black/ brown people; need equitable and fair practices for all people - Improve racial and social equity; treat everyone fairly - Need to examine Adult-Offender youth housed at Durango <p>Reform:</p> <ul style="list-style-type: none"> - Need detention reform - Implement one judge/one family - Update diversion practices
ADULT PROBATION/PRE-TRIAL - ONLY	
Programs/Treatment/Services	Reform / Change in Practices / Expand Drug-DUI Courts
<ul style="list-style-type: none"> - Need more accessible treatment and housing options / services for clients - Need better mental health services/system - Improve relationship with treatment providers / build and expand community networks - Increase collaboration with City/partners to expand services – e.g., city for bus transportation, unused warehouses for shelters - Expand evidence-based programming – peer support programs/positions; mentoring program - Overhaul treatment for non-violent drug offenders - Need more residential/intensive substance treatment options 	<ul style="list-style-type: none"> - Need to reform probation practices - Implement bail/bond reform - Form interdisciplinary teams/case managers to ensure all needs are met – all in one place - Involve peer navigators/advocates in criminal proceedings - Locate intake at the jail – similar to other agencies - Self-Surrender Court for individuals with warrants - Find ways to get services to people in need – e.g., create a transient court for homeless population - Expand Drug and DUI Courts
Work / Workloads of Probation Officers	Accountability
<ul style="list-style-type: none"> - Reduce caseloads - Evaluate caseloads; reallocation resources to meet demands - Reduce duplication of work/data entry/manual work – use technology to increase efficiency / for routine tasks – e.g., e-signatures, create court documents - Expand APETS (e.g., attach docs) / provide other apps to increase contact between PO/clients; allow clients to make payments from mobile devices - Better electronic access to cases when in the field 	<ul style="list-style-type: none"> - Offenders/probationers should be held accountable - Judges should enforce their orders; hold defendants accountable - A more just probation Court that recognizes APD’s efforts and holds probationers accountable
12. Miscellaneous	
<ul style="list-style-type: none"> - Evaluate caseloads/workloads; reallocate resources as needed - Improve diversity of jury pools; provide incentives; let jurors choose a date; Improve the juror experience 	



Judicial Branch of Arizona, Maricopa County
Building on the Past, Designing the Future – Strategic Planning FY23

Judicial Officers/Employees

(not in priority order)

- Need to employ more treatment professionals/clinicians (behavioral health, mental health, substance use)