

# JUDICIAL BRANCH OF MARICOPA COUNTY

## 2023 Operational Plan: Strategic Initiatives



April 17, 2023

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## 2023 OPERATIONAL PLAN

*Companion Document to the 2023 - 2026 Strategic Plan*

March 3, 2023 (REV)

This 2023 Operational Plan lays out the Judicial Branch's strategic priorities for the year. The strategic initiatives being worked on in each of the strategic focus areas are presented below. Also included are the Branch's vision, mission, and values and the long-range goals for each strategic focus area.

### Vision

We are committed to excellence and the principles inherent in the Rule of Law ... every person, every day, every time.

### Mission

We are dedicated to providing a safe, fair and impartial forum for resolving disputes, enhancing access to our services, and providing innovative, evidenced-based practices that improve the safety of our community and ensure the public's trust and confidence in the Judicial Branch.

### Values



FAIRNESS



RESPECT



INTEGRITY



INNOVATION



SAFETY

The five strategic focus areas are:

1. Equal Access for All
2. Branch Excellence and Innovation
3. Workforce of the Future
4. Infrastructure for the Future
5. Public Understanding and Trust.

# 1

## Equal Access for All

### Long Range Goals

Goal 1: The Branch is accessible to all people, regardless of modality.

Goal 2: Branch users will have a fair and respectful experience.

### 2023 – 2024 Strategic Initiatives

2023 – 2024 Strategic Initiatives	<b>STRATEGIC FOCUS AREA 1: EQUAL ACCESS FOR ALL</b> Deliverables/Outcomes (by December 2024)	Team Leaders/ Judge Sponsor
1. Improve Navigational Resources	<ul style="list-style-type: none"> <li>Evaluate, improve, and enhance education for Branch users (e.g., resources, videos, etc.) about how to navigate Branch experiences such as parking, jury service, LLRC, security screening process, etc.</li> </ul>	<b>Hon. Jennifer Green,</b> Judicial Sponsor <b>Frances Dairman,</b> Team Leader <b>Keith Kaplan,</b> Co-Team Leader
2. Cultivate a Customer-Oriented – “How Can I Help” – Culture	<ul style="list-style-type: none"> <li>Develop a training curriculum, using proven practices and customer feedback, that will enhance service levels and improve the customer experience.                             <ul style="list-style-type: none"> <li>Create an “Immersive Experience” that helps employees understand barriers and challenges to conducting business with the Branch.</li> <li>Provide staff with skills and resources to enhance services/improve the customer experience.</li> <li>Recommend methods to continuously assess customer experience.</li> </ul> </li> </ul>	<b>Hon. Dean Fink,</b> Judicial Sponsor <b>Michael Cimino,</b> Team Leader <b>Adis Bosnic,</b> Co-Team Leader

<p>3. Create Community Access Points</p>	<ul style="list-style-type: none"> <li>• Study, evaluate, and recommend where and how to provide services in communities including: <ul style="list-style-type: none"> <li>- Evaluate and recommend ways to expand partnerships to provide services in communities, that may include libraries, community centers, domestic violence shelters, rehabilitation centers, etc. Designated access points should provide access to Branch information, remote hearings and services, on-line information and assistance, virtual assistance, etc.</li> <li>- Explore feasibility of providing mobile unit that can travel to communities and serve populations that have difficulties accessing court locations in person or via Wi-Fi (e.g., mobile LLRC).</li> </ul> </li> </ul>	<p><b>Hon. Danielle Viola,</b> Judicial Sponsor <b>Dennis Carpenter,</b> Team Leader <b>Brian Bledsoe,</b> Co-Team Leader</p>
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## 2

## Branch Excellence & Innovation

### Long Range Goals

Goal 1: The Judicial Branch will deliver fair, equitable, and efficient services to all Branch users.

Goal 2: The Judicial Branch will resolve cases in a timely manner (while considering the needs of each case).

Goal 3: The Judicial Branch will innovate, use reliable data to drive administrative and operational decisions, and be accountable.

### 2023 - 2024 Strategic Initiatives

STRATEGIC FOCUS AREA 2: BRANCH EXCELLENCE AND INNOVATION		
2023 – 2024 Strategic Initiatives	Deliverables/Outcomes (by December 2024)	Team Leaders/ Judge Sponsor
4. Improve Data Integrity	<ul style="list-style-type: none"> <li>Evaluate and recommend approaches for improving data integrity across the Judicial Branch. This includes defining key metrics; adopting best practices to improve performance; improving measurement tools and reports; and improving data entry, accuracy, collection, and analysis.</li> </ul>	<b>Hon. Pamela Gates,</b> Judicial Sponsor <b>Cheri Clark,</b> Team Leader <b>Jennifer Ferguson,</b> Co-Team Leader
5. Complete Judicial Resources Allocation Study	<ul style="list-style-type: none"> <li>Conduct judicial resources allocation study to assign judicial resources and align administrative resources more effectively. Implementing the study recommendations will help ensure judicial and administrative resources are effectively and efficiently allocated and aligned with needs and priorities.</li> </ul>	<b>Hon. Joseph Welty,</b> Judicial Sponsor <b>Raymond Billotte,</b> Team Leader <b>No Co-Leader</b>
6. Evaluate and Strengthen Judicial Officer Training	<ul style="list-style-type: none"> <li>Provide recommendations to the Presiding Judge for updating information and materials used to educate the Judicial Officers in the following areas:               <ul style="list-style-type: none"> <li>- Efficient and effective case management practices</li> <li>- Onboarding and training of new judicial officers</li> <li>- Rotating to new assignments</li> </ul> </li> </ul>	<b>Hon. Joseph Kreamer,</b> Judicial Sponsor <b>Shawn Friend,</b> Team Leader <b>Chris Bleuenstein,</b> Co-Team Leader

# 3

## Workforce of the Future

### Long Range Goals

Goal 1: The Branch’s work culture/environment will be collaborative, engaging, and satisfying.

Goal 2: The Branch implements equitable practices, values difference, and welcomes everyone.

Goal 3: The Branch is forward-thinking/forward-looking, innovative, and supports an agile workforce.

### 2023 – 2024 Strategic Initiatives

STRATEGIC FOCUS AREA 3: WORKFORCE OF THE FUTURE		
2023 – 2024 Strategic Initiatives	Deliverables/Outcomes (by December 2024)	Team Leaders/ Judge Sponsor
7. Identify, Assess and Recommend Initiatives to Promote Increased Diversity, Equity, and Inclusion in the Judicial Branch	<ul style="list-style-type: none"> <li>Coordinate and complete the National Center for State Courts (NCSC) Racial Justice Organizational Assessment Tool.</li> <li>Use findings from the Assessment and the previous work of the Branch’s Equality Task Force to recommend both internal (i.e., recruitment, retention development, outcomes) and external (i.e., community engagement, outreach) strategies to further the Branch’s diverse, equitable, and inclusive environment.</li> </ul>	<b>Hon. Kerstin LeMaire,</b> Judicial Sponsor <b>Jennifer Fish,</b> Team Leader <b>Marliza Rivera,</b> Co-Team Leader
8. Increase and Improve Communication Between Leadership and Employees	<ul style="list-style-type: none"> <li>Develop Employee Engagement program that facilitates regular meetings across the Branch with Judicial and Executive Leadership and Branch employees.</li> <li>Develop agenda and schedule that allows for discussion of timely issues, future direction, priorities, and promotes employee feedback.</li> </ul>	<b>Hon. Robert Brooks,</b> Judicial Sponsor <b>Raymond Billotte,</b> Team Leader <b>Nicole Garcia,</b> Co-Team Leader
9. Expand the Essential Managerial Basics and Resource Kit (EMBARK)	<ul style="list-style-type: none"> <li>Develop and implement additional modules to the EMBARK training curriculum to include employee on-boarding and effective leadership for Branch supervisors and managers.</li> <li>The onboarding module should reinforce and continue the welcome and orientation message provided to all new employees by Executive Leadership.</li> <li>The leadership module should teach and reinforce the new skills needed to lead effectively in contemporary times.</li> </ul>	<b>Hon. Ronda Fisk,</b> Judicial Sponsor <b>Eric Meaux,</b> Team Leader <b>Paula Collins,</b> Co-Team Leader

# 4

## Infrastructure for the Future

### Long Range Goals

Goal 1: Judicial officers and Branch employees will be, and feel, protected and safe.

Goal 2: IT assets will be secure and managed to meet the current and evolving needs of the Branch.

Goal 3: The Branch will design, repurpose, and maintain facilities and space to meet future and evolving needs.

### 2023 – 2024 Strategic Initiatives

STRATEGIC FOCUS AREA 4: INFRASTRUCTURE FOR THE FUTURE		
2023 – 2024 Strategic Initiatives	Deliverables/Outcomes (by December 2024)	Team Leaders/ Judge Sponsor
10. Develop a Five-Year Branch Facilities Plan	<ul style="list-style-type: none"> <li>Conduct a comprehensive analysis of existing space (including underutilized space) and identify needs, threats, and opportunities (e.g., re-purpose existing space, virtual courtrooms/offices) over the next five years. Recommend strategies to address and resolve.</li> </ul>	<b>Hon. Sara Agne,</b> Judicial Sponsor <b>Bob James,</b> Team Leader <b>Michaella Aguilar-Heslin</b> Co-Team Leader
11. Physical and Cyber Security Materials and Safety Training	<ul style="list-style-type: none"> <li>Develop and disseminate Branch security materials (e.g., handbook, other) and conduct annual training for all employees incorporating cyber and physical safety tips, threat management process, social media use, and other safety measures.</li> </ul>	<b>Hon. Scott Blaney,</b> Judicial Sponsor <b>Sean Gibbs,</b> Team Leader <b>David Taylor,</b> Co-Team Leader
12. Develop a Cyber Security Training and Asset Management Policy and Plan	<ul style="list-style-type: none"> <li>Mitigate risks and promote a culture of cyber-safety and cyber security awareness by:               <ul style="list-style-type: none"> <li>- Recommending (and implementing once approved) a policy and plan (including strategies and materials) to strengthen the Branch’s cyber security and to protect IT assets.</li> <li>- Train / educate judicial officers and employees on cyber safety and cyber security awareness</li> <li>- Continually assess new technologies and systems for ways to mitigate risks and improve cyber security.</li> </ul> </li> </ul>	<b>Hon. Kevin Wein,</b> Judicial Sponsor <b>Charisse Richards,</b> Team Leader <b>Ryan Valley,</b> Co-Team Leader

# 5

## Public Understanding and Trust

### Long Range Goals

Goal 1: The public, stakeholders, and Branch employees understand and have confidence in the roles and functions of the Judicial Branch.

Goal 2: The Branch effectively communicates about and demonstrates its accountability, independence, transparency, and neutrality.

### 2023 – 2024 Strategic Initiatives

STRATEGIC FOCUS AREA 5: PUBLIC UNDERSTANDING AND TRUST		
2023 – 2024 Strategic Initiatives	Deliverables/Outcomes (by December 2024)	Team Leaders/ Judge Sponsor
13. Develop and Implement a Branch Marketing Strategy and Communication Plan	<ul style="list-style-type: none"> <li>• Create and implement a Branch marketing strategy and communication plan to connect and engage the public (external) and Branch employees (internal) about the duties and responsibilities of the Judicial Branch that support the safety, well-being, and rights of all those within our community.</li> <li>• This initiative is intended to enhance/build trust and confidence of the public and Branch employees in the roles and functions of the Judicial Branch</li> </ul>	<b>Hon. John Blanchard,</b> Judicial Sponsor <b>Tim Tait,</b> Team Leader <b>Luke Emerson,</b> Co-Team Leader
14. Improve the Branch’s Website Including Access to Reliable Information	<ul style="list-style-type: none"> <li>• Conduct a comprehensive analysis of the Branch’s website that includes content management, user experience, search engine optimization, identification of additional technical needs, and overall management of the website.</li> <li>• Provide recommendations for improving the effectiveness of the website and meeting the needs of the public including ways to improve access to and the reliability of information that is available to the public through online media/the website.</li> </ul>	<b>Hon. Christopher Coury,</b> Judicial Sponsor <b>Tim Tait,</b> Team Leader <b>Matt Martin,</b> Co-Team Leader