Madera County Superior Court

STRATEGIC PLAN

2026-2030

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Strategic Planning Committee

The Strategic Planning Committee was called together by the Honorable Dale J. Blea, Presiding Judge of the Superior Court of California, County of Madera. Committee members include:

- **Honorable Dale J. Blea –** *Presiding Judge*
- **Honorable Sosi C. Vogt –** *Assistant Presiding Judge*
- **Adrienne Y. Calip –** *Court Executive Officer*
- **Amy Downey –** *Assistant Court Executive Officer*
- **Daniel Smith –** *Chief of IT & Security Services*

With special thanks to the Madera Superior Court Management Team.

Demographics

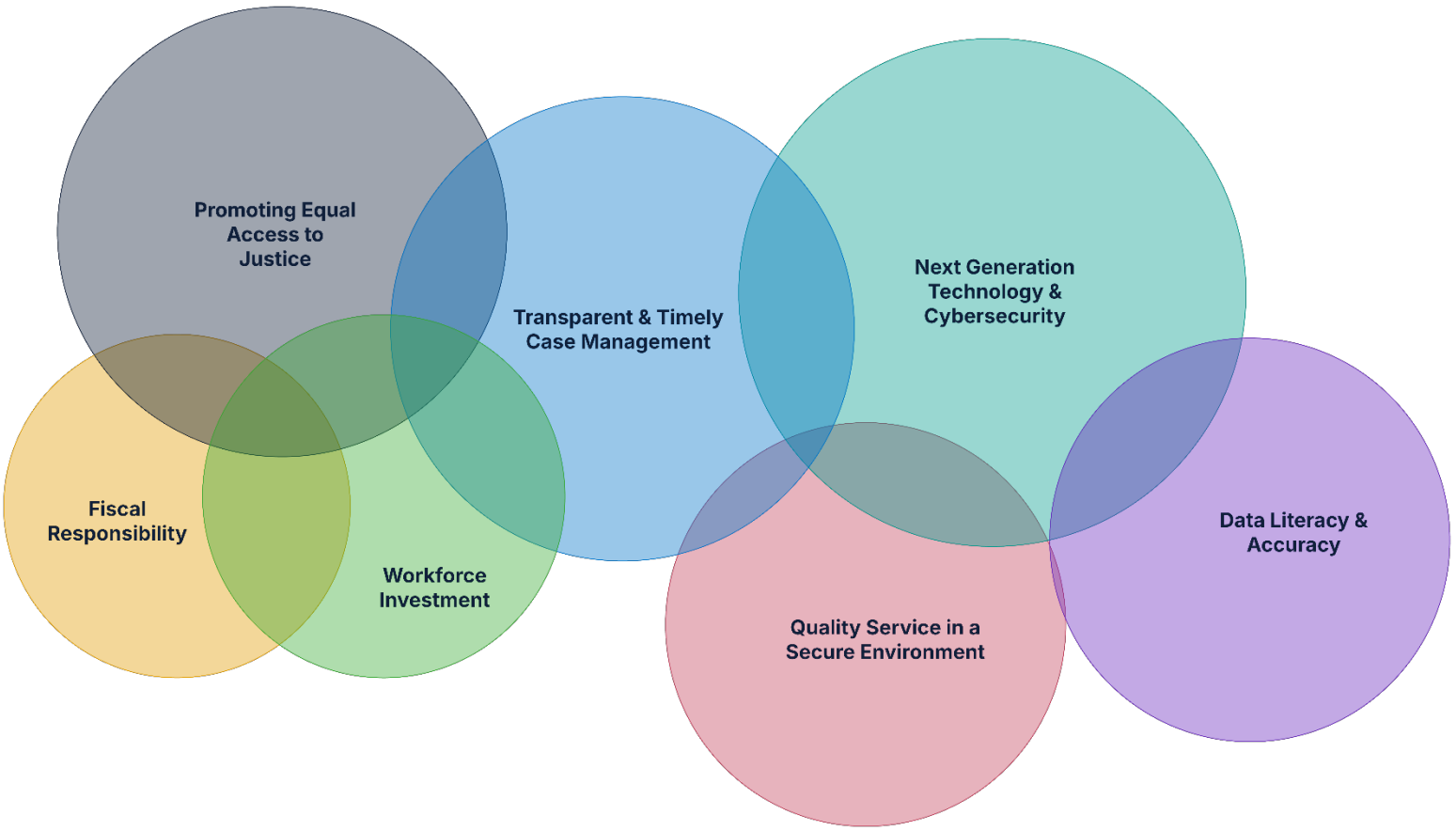
Madera County is a diverse community with an estimated population of 160,000. Madera County continues in an upward growth trend, which will impact the Court's future workload. This Plan is a continuation of efforts to place the Court in an advantageous and proactive position to address this growth and serve all, regardless of an individual's protected category or their primary spoken language.

The Strategic Plan (Plan) of the Madera Superior Court (Court) was developed considering the purpose of California's Judicial Branch of Government and the mission of the Judicial Council of California, and sets forth a meaningful and attainable methodology to provide equitable and service-oriented access to justice.

The Plan contains seven (7) strategic initiatives that are important to the execution of the Court's Mission and Vision Statements, which follow:

The Mission of the Madera Superior Court is to ensure equal and fair access to all in the judicial system and to provide public service in an efficient and impartial manner.

The Vision of the Madera Superior Court is to consistently provide transparent and equitable service by embracing the following core values: trustworthiness, respect, responsibility, fairness, caring, and civic education.



Initiative 1: Promoting Equal Access to Justice

Goal: **Promote equity for all who access the justice system by eliminating barriers and improving user experience**

Objectives	Action Items	Measurables
Ensure that court processes and procedures are consistent.	Develop internal committee to review existing processes and procedures. Division Supervisors are to ensure that staff members are well-versed in the processes and procedures of assigned division.	Develop tracking tool within the case management system to document the number of items needing correction due to processes and procedures not being followed.
Ensure that court processes and procedures are easy to understand.	Assess and make any necessary informational changes to the Court's website. Hold public informational sessions for each major court division.	Develop survey or messaging system to assess court users thoughts about the ease of navigating through the Court system.
Continue to enhance services and assistance to self-represented litigants.	Ensure that all documents are up-to-date and readily available in the Self-Help Office and online. Hold informational sessions for self-help litigants.	Develop and promote a customer satisfaction survey to determine if self-represented litigants are satisfied with services provided by the Self-Help Office.
Continue to enhance services and assistance to non-English speaking court users.	Maintain successful efforts achieved during the 2020-2025 Strategic Plan cycle to ensure physical and digital signage remain up-to-date, and that documents are translated as needed.	Develop survey to determine the number of non-English speaking court users who were assisted by the language accommodations.
Continue to enhance services and assistance to disabled court users.	Maintain successful efforts achieved during the 2020-2025 Strategic Plan cycle to ensure ADA compliance within the courthouse and on the website, and implement changes as needed.	Develop tracking tool to determine the number of disabled court users who do not have a delay in being assisted or utilizing services
Expand access to outlying locations within the community.	Potential of developing strategy to expand kiosk-driven solutions in Oakhurst, Chowchilla, The Madera Ranchos, Riverstone and Tesoro Viejo.	Identify available resources to fund the expansion, and work with stakeholder agencies to secure locations to install kiosks.

Initiative 2: Transparent & Timely Case Management

Goal: **Process and resolve cases in a fair, timely and effective manner**

Objectives	Action Items	Measurables
Take steps to ensure that court users receive trusted information to successfully complete court business.	Develop online educational tools that detail the case adjudication process by case type.	Develop and advertise survey to assess court user opinions about whether they received sufficient information to successfully complete court business.
Accurately communicate the schedule of the daily court calendar.	Ensure that court calendars are developed timely and that all stakeholders are notified of calendar changes.	Develop a report in the CMS to determine the number of cases that were rescheduled due to notification issues.
Resolve and close out cases in a reasonable amount of time.	Ensure that all court divisions work efficiently, independently and together, to timely resolve and closeout cases.	Review monthly reports to monitor the timeframe of case cycles.

Initiative 3: Fiscal Responsibility

Goal: **Provide the highest quality of services to court users in a fiscally responsible manner**

Objectives	Action Items	Measurables
Maintain strong fiscal accountability.	Fiscal Division to work closely with the Judicial Council to ensure that the Madera Superior Court is following established reporting protocol. Designated staff will review expenditures to ensure that budget allocations are not over expended. Foster efforts to realize cost savings and make budget adjustments for subsequent fiscal years	The number of inquiries received from the Judicial Council. Monthly monitoring of expenditures year-to-date. Identify cost savings during and at the conclusion of the fiscal year.
Maintain accurate fiscal records.	While maintaining the appropriate division of duties, designated staff will review final fiscal records for accuracy.	Number of corrections needed during review of records.
Utilize and allocate staffing resources based on workload.	Allocate court staffing to each division in a manner that ensures efficient operations.	Conduct routine workload audits to ensure that division staffing ratios are compatible with the workload.

Initiative 4: Workforce Investment

Goal: **Create and maintain a positive work environment with well-trained and empowered staff**

Objectives	Action Items	Measurables
Recruit and retain a qualified and diverse workforce.	Develop recruitment strategies utilizing competitive salaries and/or benefits to attract cross-cultural applicants.	Monitor average length of time it takes to hire a qualified candidate. Monitor turnover rates and the reasons for the turnover.
Encourage and support staff training and development.	Identify relevant training opportunities for staff. Cross-train staff in the operations of multiple divisions. Develop a mentor program at various levels of the organization. Increase focus on leadership training, mentoring and succession planning.	Review annual training activities of staff. Number of cross-training assignments completed each year. Number of successful mentoring efforts.
Foster collaboration and teamwork at all levels of the Madera Superior Court.	Conduct additional training session(s) that educate staff on how each division functions and interacts with one another.	Improved case completion rates, with minimal cross-divisional errors.
Build and maintain an environment that fosters organizational trust.	Staff will receive impartial and consistent guidance from their supervisors. Supervisors will ensure that all divisional staff are treated equitably. Organizational decisions made at the executive level will be equitable.	Improved staff morale, decreased turnover rates and positive results of internal survey/organizational evaluation.
Value the contributions of staff by encouraging their input on changes or operational improvements.	Supervisors will encourage staff to openly bring forward ideas and improvement. Develop employee suggestion box.	Improved operations and the number of innovation awards granted to staff.

Initiative 5: Quality Service in a Secure Environment

Provide high quality customer service in a safe environment to court users and our Justice Partners

Objectives	Action Items	Measurables
Court users and justice partners are greeted by enthusiastic and friendly staff who are ready to provide assistance.	Ensure that staff members receive any necessary customer service training.	Develop a survey and/or actively seek feedback to determine how court users rate the quality of service.
Court users and justice partners receive timely and accurate information.	Division Supervisors will communicate service delivery expectations to staff.	Develop a survey and/or actively seek feedback to determine how court users rate the quality of service.
Institute measures to mitigate threats to the physical safety of those working in or visiting the Courthouse.	Continue working with Security and the Sheriff's Office to maintain a presence of protective/law enforcement figures in the Courthouse. Ensure that Security and the Sheriff's Office continues ongoing training to maintain a safe environment. Maintain all surveillance and security equipment.	Schedule and receive updates on regular training sessions. Develop regular vendor rotations for equipment maintenance.

Initiative 6: Data Literacy & Accuracy

***Goal:* Process cases in a manner that ensures public trust.**

Objectives	Action Items	Measurables
Champion data literacy at all levels of the organization to promote accurate case record information.	Supervisors/Managers to learn the data definitions in JBSIS that pertain to their area of responsibility. Staff to be trained on JBSIS data definitions and how they apply to case processing. Develop JBSIS Quick Reference Guide and link data definitions to eCourt codes.	Decrease in the number of staff questions about appropriate case designations for JBSIS.
Ensure data accuracy in statistical reporting to support budget allocations and state-wide reporting requirements.	Supervisors/Managers to perform quality control checks of cases processed within their divisions of responsibility, and provide training as necessary. Annual JBSIS Quality Control Assessment to be performed to ensure that the statistical information is accurately reported to the Judicial Council.	Decrease in the number of amended JBSIS reports sent to the Judicial Council.
Utilize accurate data to make objective, data-informed decisions.	Supervisors/Managers to implement data collection practices for tracking workload and workload completion. Supervisors/Managers to implement data dashboards to assess division workflow. Supervisors/Managers to make adjustments in work assignments, as supported by the data.	Increase in the usage metrics of workflow tracking dashboards in each division. Documented staffing plan adjustments linked to data reviews.

Initiative 7: Next Generation Technology & Cybersecurity

Goal: **Implement technologies that enhance the Court's ability to complete its work and improve service to Court Users and our Justice Partners**

Objectives	Action Items	Measurables
Implement enhanced Court Management System (eCourt) & Jury Management System.	Maintain Public Portal and enhance as needed. Maintain eFiling platform and enhance as needed. Implement and/or maintain interfaces with Justice Partners. Enhance efforts to facilitate real-time data exchange between the court and justice partners, and encourage digital file transfer to mitigate communication/processing errors. Maintain and enhance online juror services. Implement text/e-mail reminder notifications from within the court management system for future court dates/payments.	Monthly reports showing the growth in the use of the Public Portal, the e-Filing platform and online juror services. Increase in the efficiencies of our Justice Partners (e.g. reduction in lost or misfiled paperwork and their timely receipt of the necessary court documents required to perform their function in the judicial process. Decrease in the number of missed court dates/payments.
Update Court's Website to provide access to numerous user-friendly services.	Link to implemented Public Portal. Provide access to case calendar information. Develop platform for online court date scheduling. Provide online mediation orientation. Provide online self-help workshops by topic. Implement AI-based Chatbots for court users. Implement case calendar information widget.	Monthly reports showing the growth and usage of all online features.
Increase automated functionality wherever possible to support the work of staff.	Develop and/or implement AI or Machine Learning systems for: case management functions, scheduling and queue/customer service management; and processing of repetitive office tasks, including form filing and court user FAQs	Increased staff efficiency, noted by fewer errors and real-time progress assessments through reporting.
Maintain Security-centric Infrastructure.	Cyber-security by design, with a full, zero-trust security program. Physical and logical access controls for all stakeholders to integrate access pathways.	Deployment of security-rich monitoring software and incident reporting tools. Successful implementation of single log on access tool. Quarterly disaster recovery, ransomware readiness and insider threat exercises.

Conclusion

The Madera County Superior Court is committed to providing equitable access to justice in a service-oriented manner. This Plan will serve as a roadmap to help navigate our path to increased accessibility for the members of the community we serve. As we travel this path together, the judges, commissioners, employees and volunteers will work collaboratively to execute all stated objectives and regularly assess the Court's progress in this endeavor. Thank you for providing us with continued opportunities to serve you.