



SUPERIOR COURT OF CALIFORNIA
COUNTY OF MADERA

STRATEGIC PLAN
2020-2025

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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 Ernest J. LiCalsi – *Assistant Presiding Judge, Chair of the Strategic Planning Committee*
- Honorable D. Lynn Collet – *Superior Court Judge*
- Adrienne Y. Calip – *Court Executive Officer*
- Amy Downey – *Assistant Court Executive Officer*
- Kristina Wyatt – *Manager of Administrative Services*
- Melissa Taylor – *Court Division Supervisor*

Introduction and Mission

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 six (6) 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.

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 the beginning 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.

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| Strategic Initiative | Goals | Objectives | Action Items | Measures |
|--|---|--|--|---|
| <p><i>Promoting Equal Access to Justice</i></p> | <p>Promote equity for all who access the justice system by eliminating barriers and improving user experience</p> | <p>Ensure that court processes and procedures are consistent</p> | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • Develop tracking tool within the case management system (CMS) to document opportunities to improve Court processes and procedures |
| | | <p>Enhance services and assistance to self-represented litigants</p> | <ul style="list-style-type: none"> • Install new workstations with the capability of providing instructions to self help litigants; • Ensure that all paperwork is up-to-date and readily available in the Self-Help Office and online; • Hold informational sessions for self-help litigants | <ul style="list-style-type: none"> • Develop survey or messaging system to determine the number of self-represented litigants who successfully navigate through the Court system |

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| Strategic Initiative | Goals | Objectives | Action Items | Measures |
|---|---|--|---|---|
| <p>Promoting Equal Access to Justice (Continued)</p> | <p>Promote equity for all who access the justice system by eliminating barriers and improving user experience</p> | <p>Ensure that court processes and procedures are understandable</p> | <ul style="list-style-type: none"> Assess and make any necessary informational changes to the Court's website; Hold public informational sessions for each major court division | <ul style="list-style-type: none"> Develop survey or messaging system to assess court users' thoughts about the ease of navigating through the Court system |
| | | <p>Enhance services and assistance to non-English speaking court users</p> | <ul style="list-style-type: none"> Implement improvement efforts through the language access grant (e.g. physical and digital signage, translated documents) | <ul style="list-style-type: none"> Develop survey to determine the number of non-English speaking court users who were assisted by the language accommodations |
| | | <p>Enhance services and assistance to court users with disabilities</p> | <ul style="list-style-type: none"> Assess courtrooms/ website for ADA compliance and implement any necessary changes | <ul style="list-style-type: none"> Develop survey to determine the number of court users with disabilities who do not have a delay in being assisted or utilizing services |
| | | <p>Expand access to outlying locations within the community</p> | <ul style="list-style-type: none"> Open a physical location for constituents of Eastern Madera County | <ul style="list-style-type: none"> Successful discussions/ negotiations with Madera County to secure a modern and renovated location in Oakhurst |

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| Strategic Initiative | Goals | Objectives | Action Items | Measures |
|--|---|--|--|---|
| <p>Transparent & Timely Case Management</p> | <p>Process and resolve legal matters in a fair, timely and effective manner</p> | <p>Take steps to ensure that court users receive trusted information to successfully complete court business</p> | <ul style="list-style-type: none"> Produce and make available pamphlets on processes by case type | <ul style="list-style-type: none"> Develop survey to assess court users' thoughts about whether they received sufficient information to successfully complete court business |
| | | <p>Accurately communicate the schedule of the daily court calendar</p> | <ul style="list-style-type: none"> Ensure that court calendars are developed timely and that all stakeholders are notified of the calendar | <ul style="list-style-type: none"> Develop a report in the CMS to determine the number of cases that were rescheduled due to notification issues |
| | | <p>Resolve and close out cases in a reasonable amount of time</p> | <ul style="list-style-type: none"> Ensure that all court divisions work efficiently, independently and together, to timely resolve and closeout cases | <ul style="list-style-type: none"> Future possibility of developing and reviewing monthly reports to monitor the timeframe of case cycles |

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| <p><i>Fiscal Responsibility</i></p> | <p>Provide the highest quality of services to court users in a fiscally responsible manner</p> | <p>Maintain strong fiscal accountability</p> | <ul style="list-style-type: none"> • Finance Division to work closely with the Judicial Council to ensure that the Madera County 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 | <ul style="list-style-type: none"> • The number of inquiries received from the Judicial Council; • Monthly monitoring of expenditures year-to-date; • Identify cost savings at the conclusion of the fiscal year |
| | | <p>Maintain accurate fiscal records</p> | <ul style="list-style-type: none"> • While maintaining the appropriate division and separation of duties, designated staff will review, at the time of finalization, all fiscal records for accuracy | <ul style="list-style-type: none"> • Number of corrections needed to ensure the accuracy of records |
| | | <p>Utilize and allocate staffing resources based on workload</p> | <ul style="list-style-type: none"> • Allocate court staffing to each division in a manner that ensures efficient operations | <ul style="list-style-type: none"> • Conduct routine audits to ensure that the division's staffing ratios are compatible with the workload |

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| Strategic Initiative | Goals | Objectives | Action Items | Measures |
|------------------------------------|---|---|---|---|
| <p>Workforce Investment</p> | <p>Create and maintain a positive work environment consisting of well-trained and empowered staff</p> | <p>Recruit and retain a qualified and diverse workforce</p> | <ul style="list-style-type: none"> Develop recruitment strategies utilizing competitive salaries and/or benefits to attract qualified, cross-cultural applicants | <ul style="list-style-type: none"> Monitor average length of time it takes to hire a qualified candidate; Monitor turnover rates and the reasons for the turnover |
| | | <p>Foster collaboration and teamwork at all levels of the Madera County Superior Court</p> | <ul style="list-style-type: none"> Develop a training session that educates staff about how each division functions and interacts with one another | <ul style="list-style-type: none"> Improved case completion rates |
| | | <p>Value the contributions of staff by encouraging their input on changes or operational improvements</p> | <ul style="list-style-type: none"> Supervisors will encourage staff to openly bring forward ideas for improvement; Develop employee suggestion box | <ul style="list-style-type: none"> Improved operations and the number of innovation awards granted to staff |

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|---|---|---|--|--|
| <p><i>Workforce Investment (Continued)</i></p> | <p>Create and maintain a positive work environment for well-trained and empowered staff</p> | <p>Encourage and support staff training and development</p> | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • Review annual training activities of staff; • Number of cross-training assignments completed each year; • Number of successful mentoring efforts |
| | | <p>Build an environment that fosters organizational trust</p> | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • Improved staff morale, decreased turnover rates and positive results of internal survey |

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| Strategic Initiative | Goals | Objectives | Action Items | Measures |
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| <p>Next Generation Technology</p> | <p>Implement technologies that enhance the Court's ability to complete its work and improve service to Court Users and Justice Partners</p> | <p>Implement enhanced Court Management System (eCourt) & Jury Management System</p> | <ul style="list-style-type: none"> • Implement Public Portal; • Implement interfaces with Justice Partners; • Institute e-Filing platform; • Enhance online juror services | <ul style="list-style-type: none"> • 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) |
| | | <p>Update Court's Website to provide access to numerous user-friendly services</p> | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • Monthly reports showing the growth of all online features |

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| <p>Quality Service in a Secure Environment</p> | <p>Provide high quality customer service in a safe environment for court users and Justice Partners</p> | <p>Court users and justice partners are greeted by enthusiastic and friendly staff who are ready to provide assistance</p> | <ul style="list-style-type: none"> • Ensure that staff members receive any necessary customer service training | <ul style="list-style-type: none"> • Develop a survey to determine how court users rate the quality of service |
| | | <p>Court users and justice partners receive timely and accurate information</p> | <ul style="list-style-type: none"> • Division Supervisors will communicate service delivery expectations to staff | <ul style="list-style-type: none"> • Develop a survey to determine how court users rate the quality of service |
| | | <p>Institute measures to mitigate threats to the physical safety of those working in or visiting the Courthouse</p> | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • Schedule and receive updates on regular training sessions; • Develop regular vendor rotations for equipment maintenance |

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 together 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.