



Scottsdale City Court

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## STRATEGIC PLAN

*Fiscal Years 2014 through 2016*

### *VISION TO HIGH PERFORMANCE*

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### Strategic Goals

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| GOAL 1 | Strive for Excellence in the Administration of Justice |
| GOAL 2 | Retain a Professional and Well-Trained Work Force      |
| GOAL 3 | Enhance the Experience of Court Users                  |
| GOAL 4 | Promote Accountability and Transparency                |
| GOAL 5 | Encourage Technological Innovations and Solutions      |

# Strategic Plan

*E x c e l l e n c e*

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## **GOAL 1: Strive for Excellence in the Administration of Justice**

*1A. Provide Swift and Fair Justice*

*1B. Implement High Performance Court Strategies*

*1C. Continual Strides for Access to Justice*

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### **1A. Provide Swift and Fair Justice**

#### Action Items

Implement case processing standards.

Adopt strategies to reduce DUI case backlog.

Redefine staff responsibilities in response to technological solutions.

Update and monitor all policies and procedures.

Utilize community restitution programs as a means to satisfy court orders when appropriate.

### **1B. Implement High Performance Court Strategies**

#### Action Items

Complete action items in the 2013 HPC Grant.

Performance Data

Quality Cycle

Procedural Fairness

Effective Case Management

Implement HPC strategies developed in collaboration with NCSC.

Develop an integrated approach to identifying, capturing, evaluating, retrieving, and sharing the court's information assets (knowledge management or KM), including:

Databases

Documents

Policies and Procedures

Un-captured expertise and experience in individual workers

Develop plan to promote data integrity.

*Vision to High Performance*

# Strategic Plan

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**GOAL 1: Strive  
for Excellence in  
the  
Administration  
of Justice**

*1A. Provide  
Swift and Fair  
Justice*

*1B. Implement  
High  
Performance  
Court Strategies*

*1C. Continual  
Strides for  
Access to  
Justice*

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## 1C. Continual Strides for Access to Justice

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### Action Items

Improve the justice delivery systems that serve people including those facing financial and other disadvantages.

- Review & update public defender and financial application

- Ensure vendor compliance and accountability

- Implement and apply Language Access Plan (LAP)

- Provide information and services to self-represented litigants

- Utilize community restitution as means to satisfy monetary sanctions

Participate in community based programs and specialty courts.

Enhance victim accessibility to court proceedings.

# Strategic Plan

## *Professionalism*

### **GOAL 2: Retain a Professional and Well-Trained Workforce**

#### *2A. Increase Staff Knowledge*

#### **2A. Increase Staff Knowledge**

##### Action Items

Develop curriculum focusing on staff's knowledge of financial and case processing.

- Minimum Accounting Standards

- Counterfeit Identification and Reporting

- Caseflow Management Principles

- Cash Handling Safeguards

- Common Operational Review Findings

Continue to cross-train staff and expand depth of knowledge to support coverage and resource sharing.

#### *2B. Focus on Staff Development*

#### **2B. Focus on Staff Development**

##### Action Items

Create opportunities for staff involvement and feedback.

Increase number of classes in the court's annual training calendar.

Allow staff outside training opportunities such as participation in conferences.

Develop training opportunities for Court Service Representatives.

Create opportunities for staff to assume leadership roles on projects or committees.

Engage in succession planning.

#### *2C. Seek and Retain a Professional Workforce*

*Vision to High Performance*

# Strategic Plan

## 2C. Seek and Retain A Professional Workforce

**GOAL 2: Retain a Professional and Well-Trained Workforce**

*2A. Increase Staff Knowledge*

*2B. Focus on Staff Development*

*2C. Seek and Retain a Professional Workforce*

### Action Items

Utilize effective hiring practices and leverage the court's reputation to obtain the highest quality judges and staff.

Establish a positive work environment with advancement opportunities.

Provide staff with periodic and accurate performance feedback.

*Vision to High Performance*

# Strategic Plan

## Customer Satisfaction

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### **GOAL 3:** *Enhance the Experience of Court Users*

*3A. Ensure Convenient and Effective Payment Methods*

*3B. Enhance E-Services*

*3C. Continue Improving Customer Relations*

*3D. Provide a Safe Environment for Staff and Public*

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### **3A. Ensure Convenient and Effective Payment Methods**

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#### Action Items

Implement a secure and effective electronic means of fund transfers.

Implement automatic debiting of bank accounts to facilitate recurrence of payments.

Strive for payment contract effectiveness to enhance collections.

### **3B. Enhance E-Services**

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#### Action Items

Expand e-Services to court users.

Expand integration of CMS to accommodate online form submission.

Increase general court information and notification to court users.

### **3C. Continue Improving Customer Relations**

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#### Action Items

Continue to track, analyze and address customer complaints and solutions.

Strive to reduce wait time for lobby customers as well as phone calls.

Provide court users an audiovisual feed from the jail court.

Enhance and improve the jury experience.

Expand efforts to actively engage customers for feedback on court experience.

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# Strategic Plan

## 3D. Provide a Safe Environment for Staff and Public

**GOAL 3:**  
*Enhance the  
Experience of  
Court Users*

*3A. Ensure  
Convenient and  
Effective  
Payment  
Methods*

*3B. Enhance E-  
Services*

*3C. Continue  
Improving  
Customer  
Relations*

*3D. Provide a  
Safe  
Environment for  
Staff and Public*

### Action Items

Develop and implement an initiative focusing on court safety.

Provide regular safety training to staff on handling emergency situations.

Ensure all employees are trained to handle hazardous communication and communicable diseases.

Strive for ergonomic environment.

Develop a facility plan for ADA compliance.

Ensure security staff is equipped and trained to deal with public safety concerns.

Strive for OSHA compliance by working with City Risk Management.

# Strategic Plan

*Transparent*

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## **GOAL 4:**

***Promote  
Accountability  
and  
Transparency***

*A. Maintain  
Fiscal &  
Operational  
Accountability*

*B. Ensure  
Operational  
Transparency*

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### **4A. Maintain Fiscal Accountability**

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#### Action Items

Maximize collections of accounts receivable.

Develop Quality Assurance strategies to enhance financial data integrity.

Actively monitor accounts receivables for collectability based on accurate information.

Ensure timely, accurate budget creation and monitoring.

Ensure timely payments to victims.

Promote financial safeguards and sound internal controls.

Ensure projects are completed timely and within budget.

### **4B. Ensure Operational Transparency**

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#### Action Items

Conduct internal audits to ensure compliance with statutes, rules, admin codes, and local requirements.

Communicate court advancements and initiatives.

Identify community forums to advance public court knowledge.

Publish performance data.

Promote court accomplishments.

*Vision to High Performance*



# Strategic Plan

## Future

### GOAL 5:

#### *Encourage Technological Innovations and Solutions*

*A. Increase use  
of Automation  
and Reduce  
Paper*

*B. Increase  
Judiciary Use of  
Automation*

*C. Strive for  
Innovated  
Technological  
Solutions*

*D. Enhance  
Technology  
Controls*

*E. Plan for a  
New Case  
Management  
System*

### 5A. Increase Use of Automation and Reduce Paper

#### Action Items

Enhance CMS to produce more of the court's paperwork--EDM then becomes automatic.

Increase use of electronic signatures, both judicial and other parties.

Work with prosecutor's office to increase the usage of PIN, SSRS, and EDM to reduce the paper generated by the court and copies sent to prosecutor's office.

Create procedural and quality control/assurance processes to meet ACJA 1-507 to allow open case original documents to be destroyed.

Participate in the state EDM repository.

Increase real time imaging of case information.

### 5B. Increase Judiciary Use of Automation

#### Action Items

Continue working with judiciary to increase their utilization of workflow queues.

Create processes to capture judicial intent within the CMS.

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# Strategic Plan

## **GOAL 5:**

### ***Encourage Technological Innovations and Solutions***

*A. Increase use of Automation and Reduce Paper*

*B. Increase Judiciary Use of Automation*

*C. Strive for Innovated Technological Solutions*

*D. Enhance Technology Controls*

*E. Plan for a New Case Management System*

## **5C. Strive for Innovated Technological Solutions**

### Action Items

Look at each process from beginning to end with regard to end result.

Create/Improve automation for financial processes that create bottle necks due to limited/controlled access for process.

## **5D. Enhance Technology Controls**

### Action Items

Create policy and procedures to document the methodology utilized to request, approve, develop, test, and implement CMS changes.

Create policy and procedures to manage the CMS user lifecycle. Implement scheduled review of CMS access, group assignments, and permissions.

## **5E. Plan for a New Case Management System**

### Action Items

Utilize and assess the versions that are provided by the AOC in their test environment.

Develop and maintain a migration strategy/plan that migrates core AZTEC data and allows the greatest amount of V3 specific data to migrate as well.

Continue project plan to move from V3 to AJACS.

Plan and develop the infrastructure to support having AJACS hosted locally.

Create a local test environment for the new CMS.

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