



SUPERIOR COURT, COUNTY OF SOLANO 2007-2010 STRATEGIC PLAN

Section 1: Introduction

The Solano County Superior Court's (Court) 2007-2010 Strategic Plan is presented below.¹ It sets forth the Court's strategic roadmap – strategic direction and priorities – for the next three to four years. It reflects the local needs and challenges of the Court, and also is aligned with the newly adopted California Judicial Branch 2006-2012 Strategic Plan, adopted in December 2006 by the Judicial Council.

As demonstrated by this Strategic Plan, the Court is committed to continuing to improve the level and quality of judicial system services to ensure equal access to court services and enhancing public confidence in the court system. Included are ambitious goals and strategies for making continued improvements to better serve court users and enhance internal operations. Achieving the long-range goals set forth in this Strategic Plan will not be easy, however, as the Court faces significant ongoing and likely future challenges. Nonetheless, the Court's judicial and executive leadership are committed to using this Strategic Plan to guide decision making, help allocate/re-allocate limited resources, and drive changes and improvements.

This Strategic Plan was developed through an inclusive and systematic process. Specifically, the Court solicited input from court staff and its many justice system and community partners and stakeholders at two staff and two community forums held in October 2006.² The information gathered at these forums was summarized and used by the Court's judicial and executive leadership at the strategic planning session held in mid-November 2006.³ Thus, this Strategic Plan not only incorporates the views of court staff, external partners, and

¹ This Strategic Plan revises and supercedes the Court's 1999 Strategic Plan.

² A grant from the Administrative Office of the Courts helped to cover the costs of the court staff and community forums and the judicial strategic planning session. Court managers facilitated the court staff forums and Dr. Brenda Wagenknecht-Ivey, President of PRAXIS Consulting, Inc. located in Denver, Colorado, facilitated and summarized the community forums and the judicial strategic planning session.

³ See Attachment A for a list of attendees at the judge's strategic planning meeting and Attachment B for a summary of the community and staff forums.

stakeholders, but also reflects the practical realities and challenges of the Court and the strategic priorities of the branch.

The Strategic Plan includes the following.

1. The Court's mission and vision statements;
2. A summary of the trends analysis;
3. A summary of the organizational assessment;
4. The Court's long-range strategic issue areas, which are consistent with the Judicial Branch's Strategic Plan;
5. Long-range goals, and strategies for achieving the goals; and
6. The Court's 18-36 month strategic priorities/initiatives.

Section 2: Mission and Vision of the Solano Superior Court

A *mission statement* expresses the fundamental purpose of an organization, or in this case, the Solano County Superior Court. It explains why the Court exists. A mission statement should reflect the expectations of the Court's customers, stakeholders, and partners, as well as the Court's formal and informal mandates. A clear and concise mission statement helps the Court focus on what is truly important; it serves as a reference point for establishing organizational priorities.

A *vision statement*, on the other hand, defines a preferred future of an organization. It describes what the Court desires to become or do in the future: what it should be at its best. A vision statement should be aspiring, compelling, bold, inspirational, and convey a sense of urgency to all organizational members. It also should be believable and achievable.

The Court's mission and vision statements are as follows.

Mission of the Superior Court, County of Solano

The mission of the Court is to (1) protect rights, (2) uphold the constitution and laws of California and the United States, and (3) provide an impartial and accessible forum for the fair and expeditious resolution of legal matters.

Vision of the Superior Court, County of Solano

The Solano County Superior Court will provide the highest quality of judicial services to the public. It will:

- Be more accessible, understandable, and timely;
- Provide expanded and more responsive services to better meet the needs of court users and the community; and
- Have adequate resources and infrastructure that support high quality services and efficient and effective operations.

Section 3: Trends Analysis

A *trend* is a series of related events or activities that appear to have a demonstrable direction over time. There are many types and categories of trends such as continuation, cyclical, or emerging as well as social, economic, political/policy, and technological/scientific trends. Conducting a trends analysis is an important step in a strategic planning process. It helps assess: (1) the nature, magnitude, and sources of demands likely to be placed on the Court in the upcoming years; and (2) the implications of the demands on the Court's structure, organization, and operations in the future.

Below is a summary of the trends analysis. Included are the trends that will most significantly impact the Court in the future, and a few of the possible implications on the Court.

Trends

Social trends describe the changes in the composition, order, and structure of interactions among individuals within society. In large part, they define the size and nature of the justice system client population. A few of the most significant social trends likely to impact the Court in the future are as follows.

1. Increase in population.
2. Aging population.
3. Increase in racial, ethnic, and cultural diversity.
4. Increasing polarization of people by class, race, ethnicity, and lifestyles.
5. Continued alternations in family composition.
6. Shifting population centers in the County (from the south to the north).

Economic trends describe the changes in the relationships among individual well-being, the nature and composition of work and the work force, and societal prosperity. Economic trends directly affect the composition of caseloads, shape the basic resource foundations of the courts and justice system, and shape basic societal conditions. Below are a few of the most significant economic trends likely to impact the Court in the upcoming years.

1. Rising housing costs.
2. Increasing gap between the rich and poor.
3. Growing retail/service industry.
4. Transitioning to a more urban county/court.

Technological and scientific trends describe changes in the composition, application, and broader social effects of tools and scientific developments and breakthroughs. Technological trends shape the types of demands confronting service organizations and hold the potential for dramatically altering the way organizations do their work or serve customers. Scientific trends

shape new litigation areas and the need for specialized expertise. A few of the most significant technological and scientific trends that will impact the Court in the future are listed next.

1. The wireless revolution.
2. Rapidly changing information technology and telecommunications.
3. Increase in the use of the Internet.
4. Increase in identity theft.
5. Increase in legal challenges to privacy issues, life sciences, and bioethics.

Policy and political trends describe the structure, receptiveness, responsiveness, priorities, and effectiveness of forums for collective, public decision-making and resource distribution. They also describe preferred responses to societal problems and the appropriate roles of individuals in developing, implementing, monitoring, and modifying actions to group responses. Below are some of the policy and political trends that will likely impact the Court in the upcoming years.

1. Changing expectations of the public for government solutions.
2. Increasing politicization of the judicial branch from external forces (e.g., special interest groups, legislature).
3. Transition from local to state control.

A few of the most significant justice system trends occurring within the judicial branch are as follows.

1. Changing role of judges due to problem-solving techniques/therapeutic courts.
2. Increase in the number of civil cases opting for private justice.
3. Increase in the proportion and number of self-represented litigants.
4. Mission creep (i.e., courts increasingly providing programs and services such as probation, treatment, visitation supervision, etc. that are traditionally executive branch or social service functions);
5. Changes in how judicial system services are provided;
6. Increasing/more violent crime due in part to increasing use of methamphetamines.

Implications (of the Trends) on the Court

The trends noted above will *not* occur independently. Rather, they will occur simultaneously, interacting in a myriad of ways. The impact of the aforementioned trends on the Court will likely be great. A few of the most significant implications for the Court are as follows.

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1. The Court will likely experience rising caseloads. In addition, the types of cases filed will likely be more complex and result in increased workloads for judicial officers and court staff.
 2. The Court's users are expected to change in the future. For example, a greater proportion likely will be non-English speaking, elderly, more racially and ethnically diverse, and self-represented. Making the Court more user-friendly and understandable will require additional programs and services for these types of court users.
 3. The Court's current facilities are inadequate for the demands of the future. In particular, space and parking are insufficient and court services are not provided in convenient locations throughout the county.
 4. The public will increasingly expect the Court to be more user-friendly and accessible (e.g., more understandable, ADA compliant, do business from remote locations). The public also will increasingly expect the Court to provide enhanced and expanded programs and services (e.g., interpreters, child care, self-help, drug treatment). Consequently, the Court likely will struggle with (1) having the resources needed to enhance access; (2) expanding programs and services; and (3) responding effectively to "mission creep" (i.e., providing services and programs that are traditionally executive branch functions).
 5. The Court will likely continue to experience pressure to be more efficient and effective with existing or declining resources, and to be more responsible and accountable.
 6. The Court will increasingly compete for resources with other courts across California given the shift from local autonomy to state control (rather than against other legislative and executive governmental agencies).
 7. Continued collaboration with other governmental agencies, justice system partners, and stakeholders will be even more important in the future.

Section 4: Organizational Assessment

The purpose of an *organizational assessment* is to help an organization evaluate its capacity both now and in the future in light of its purpose and its desired vision. A “SWOT” analysis is a process of identifying the Court’s strengths, weaknesses, opportunities, and threats (i.e., SWOT) given its mission, vision, and the implications of a variety of trends. This step of the strategic planning process helps an organization critically assess its ability to do its business better and differently in the future.

Time limitations did not allow for a comprehensive SWOT analysis. Nonetheless, below is a brief summary of the Court’s strengths and areas for improvement. Indeed, the Court has many strengths; it does many things well especially in light of its current funding levels. It also has areas in which it can and must improve in the future given the likely future demands and pressures the Court will face.

Strengths & Areas for Improvement.

Examples of the Court’s strengths are as follows:

1. High quality employees.
2. Efficient case management (e.g., a direct calendaring system).
3. The bench is becoming more diverse.
4. The opening of the Solano Legal Access Center (i.e., self-help center for court users providing greater access for self-represented litigants).
5. The dedication of staff and judicial officers to provide quality services and justice to court users.
6. Quality and level of services provided by court staff.

A few areas for improvement include:

1. Facilities and technology.
2. Communication and collaboration with justice system partners, stakeholders, and the public.
3. Easy and convenient access to the Court.
4. Timely disposition of cases and reduction of backlogs.
5. Timely services (e.g., reduce the wait time in long lines).
6. Judicial governance and decision making;
7. Strengthening, clarifying, and supporting the role and responsibilities of Administration;
8. Communication/information sharing throughout the Court (e.g., among judges, among judges and executive managers, from managers to staff, across divisions and units, and among supervisors and staff within units).

Opportunities & Threats

Court staff identified the following opportunities and potential threats facing the Court in the upcoming years. Opportunities include:

1. Improving customer service.
2. Enhancing facilities, space, and security.
3. Enhancing the system by becoming more efficient.
4. Lobbying for additional funds and pursuing grant opportunities.
5. Reaching out to and educating the public.
6. Providing a full range of services in both/additional court locations.
7. Developing/enhancing training programs for staff and cross-training staff.
8. Improving advancement opportunities for staff.
9. Expanding programs and services.
10. Enhancing communication throughout the Court.

Some of the biggest obstacles – or threats – are as follows:

1. Lack of resources (e.g., funding, number of staff and judicial officers, etc.).
2. Inadequate facilities including storage, space, parking, elevators, etc.
3. Lack of adequate technology and equipment.
4. Under-trained and under-challenged staff.
5. Lack of additional assistance – services and programs – available to court users.
6. Inadequate internal communication practices throughout the Court.

Section 5: Strategic Issues, Goals, Objectives, & Strategic Priorities

Strategic issues are internal or external issues that are fundamentally important to the organization over the long-term. They are often the underlying or more encompassing issues of what appear to be numerous unrelated or loosely related problems that significantly impact the long-term success of the organization. Because of their magnitude, strategic issues must be addressed over the long-term in order for the organization to move toward its vision and fulfill its mission.

Strategies are comprehensive, institutional responses to the strategic issues. Strategies should include (1) several complementary *goals*, which are broad statements that define the desired, end targets that the organization will strive to achieve over the next 3-5 years for each of the issue areas, and (2) several objectives for each of the goals. *Objectives* are general statements that describe the manner in which the end result – or goal – will be achieved. *Strategic projects* are the shorter-term (e.g., 18-36 month) strategic and operational priorities of the Court. As they are completed, the Court will be making progress on accomplishing the long-range goals and dealing with the respective strategic issue areas.

Below are the Court's six, long-range strategic issue areas, which are consistent with the recently adopted 2006-2012 Branch Strategic Plan. That is, each of the branch's strategic issue areas are relevant to the Solano County Superior Court. The Court's strategic plan, however, emphasizes the local environment, and focuses on service delivery and court operations.

Strategic Issues – Solano County Superior Court

1. Access, Fairness, and Diversity
2. Independence and Accountability
3. Modernization of Management and Administration
4. Quality of Justice and Service to the Public
5. Education for Professional Excellence (modified slightly from the Branch Strategic Plan)
6. Court Infrastructure for Service Excellence (modified slightly from the Branch Strategic Plan)

Each strategic issue area is described briefly below. The descriptions include relevant excerpts from the Branch Strategic Plan. Also included are the long-range goals, the objectives, and the 18-36 month strategic projects of the Court.

Strategic Issue #1: Access, Fairness, and Diversity

Like the California Judicial Branch, the Solano County Superior Court serves an increasingly diverse population. The Court must work to remove all barriers to access and fairness by being responsive to the county's cultural, racial, socioeconomic, linguistic, physical, and age diversities. The Court's efforts in this regard must include ensuring that it is free from both bias and the appearance of bias, meeting the needs of increasing numbers of self-represented litigants, remaining receptive to the needs of all branch constituents, ensuring that court procedures are fair and understandable, and providing culturally responsive programs and services.

In addition, in order to serve the State of California and the people of Solano County effectively, the Court should reflect the diversity of the county. The Court must continue efforts to enhance public trust and confidence by working with other branches of government toward a Court (bench and court staff) that mirrors the county's diversity.

Below are the long-range goals, objectives, and strategic priorities/projects to address this strategic issue area.

Goal 1: All persons will have equal and convenient access to the Court and Court proceedings.

Objective 1: Improve and expand assistance, services, and availability of information about the Court to everyone.

Objective 2: Improve access to the Court's facilities including accommodation for persons with disabilities and interpretation services for non-English speakers.

Objective 3: Work with justice system partners to increase access to legal assistance.

Objective 4: Use technology to enhance access to the Court.

Goal 2: Everyone will be treated fairly and justly by the Court.

Objective 1: Prevent bias and appearance of bias.

Objective 2: Achieve procedural fairness.

Goal 3: The Court will be responsive to the needs of everyone, including those from diverse cultural backgrounds.

Objective 1: Educate judicial officers and court staff on California's diverse cultures.

Objective 2: Enhance and expand multilingual and cultural programs, including educational and interpreter services.

Objective 3: Expand the cultural diversity of the Court.

Objective 4: Continually assess the needs of court users, including those from diverse backgrounds.

List of Strategic Projects from the Judge's Strategic Planning Meeting

- Improve website
- Self-represented litigant training
- Pay fees/costs on-line
- E-filing
- Cultural diversity training
- Improve, increase, and locate signage
- Reduce waiting lines
- Pay credit card at all divisions
- Public suggestion or assessment box for feedback
- Continue staff training in cultural and gender sensitivity
- Expand public access windows

**Access, Fairness, & Diversity:
18-36 Month Strategic Projects**

1. Improve website
2. Self-represented litigant training for staff and pro pers
3. Pay fees/fines via Court website
4. Provide E-filing
5. Time permitting, the following projects will be undertaken:
 - Public suggestion or assessment box for feedback
 - Cultural diversity training
 - Improve, increase, and locate signage
 - Reduce waiting lines
 - Pay fees/fines by credit card at all divisions
 - Continue staff training in cultural and gender sensitivity
 - Expand public access windows

Strategic Issue #2: Independence and Accountability

The Solano County Superior Court is part of an independent, separate, and co-equal branch of state government charged with administering justice to all citizens fairly and equally. The Court thus, must maintain its independence and resist pressures that would compromise the independence of judicial decision-making. Increasingly, judicial officers must contend with a variety of challenges as they make legal decisions on issues that are charged with public controversy.

In serving the County of Solano, the Court must exercise its constitutional and statutory authority and responsibility to administer justice in an effective and efficient manner, and account to the public for the Court's performance. The Court must measure its performance against statewide performance standards, analyze and report on its performance, and support changes to increase efficiency and effectiveness.

Below are the Court's long-range goals, objectives, and strategic projects for this strategic issue area.

Goal 1: The Court will remain a separate and co-equal branch of government.

Objective 1: Develop local strategies for preserving the independence of judicial decision-making.

Objective 2: Work statewide to preserve the independence of judicial decision-making.

Objective 3: Inform and educate the public on the purpose and mandates of the Court and judicial branch.

Goal 2: Solano Court will maintain the highest standards of accountability for its use of public resources.

Objective 1: Allocate resources in a transparent and fair manner.

Objective 2: Maintain fiscal and operational accountability standards.

List of Strategic Projects from the Judge's Strategic Planning Meeting

- Hire a public information officer
- Develop speaker's bureau and schedules
- Partner with local schools regarding judicial independence
- Establish semi-annual progress reports to the bench officers regarding the strategic plan

**Independence and Accountability:
18-36 Month Strategic Projects**

1. Hire a public information officer
2. Develop speaker's bureau and schedules
3. Partner with local schools regarding judicial independence
4. Establish semi-annual progress reports to the bench officers regarding strategic plan implementation.

Strategic Issue #3: Modernization of Management and Administration (Internal Focus)

The Solano County Superior Court is committed to resolving disputes in a just and timely manner and operating efficiently and effectively. Further, it is committed to implementing innovative and effective management, administrative, and operational practices. Some of the pressures affecting the Court's ability to do so are increased competition for limited state resources, expanding workloads, a greater number of cases resulting in backlogs, and increased case complexity, to name a few.

Below are the long-range goals, objectives, and strategic projects for this strategic issue area.

Goal 1: The Court's leadership is highly qualified and effective.

Objective 1: Provide the Court's leadership and operational staff with ongoing leadership, management, and team training.

Objective 2: Strive to build consensus and alignment within the Court.

Objective 3: Improve the governance structure of the Court to accommodate the transition from a mid-sized to a large court.

Objective 4: Improve communication/information sharing throughout the Court.

Goal 2: The Court will be managed and administered effectively and efficiently.

Objective 1: Identify and adopt efficient practices and communication techniques.

Objective 2; Measure the performance and progress of management and staff.

Objective 3: Adopt resource based planning.

Objective 4: Advocate for additional resources.

Objective 5: Implement innovative and effective management and operational practices.

Goal 3: Cases will be resolved in a timely/ efficient and effective manner.

Objective 1: Develop and implement efficient and effective case management practices.

Objective 2: Implement changes throughout the Court that will enhance procedural fairness.

Objective 3: Improve internal work process efficiencies.

List of Strategic Projects from the Judge's Strategic Planning Meeting

- Management classes for all judges (i.e., educate judges about the distinct roles and responsibilities of bench officers and Administration pursuant to the Rules of Court)
- Include SJO's in more court management activities (i.e., include SJO's in more judge meetings/activities)
- Invite other mid-level managers from other courts for comments on Solano Court procedures
- Improve mediation program
- Adopt juvenile case management recommendations (Per AOC RX)
- Visit other courts to learn from their successes
- Develop case flow management committee in each division
- Hire efficiency consultants
- Place strategic plan items on bench agenda

**Modernization of Management and Administration:
18-36 Month Strategic Projects**

1. Management classes for all judges (i.e., educate judges about the distinct roles and responsibilities of bench officers and administration, pursuant to the Rules of Court)
2. Include Subordinate Judicial Officers in more court management activities (i.e., include SJO's in more judge meetings/activities)
3. Invite other mid-level managers from other courts for comments on Solano Court procedures
4. Improve mediation program
5. Time permitting, the following projects will be undertaken:
 - Adopt juvenile case management recommendations
 - Visit other courts to learn from their successes
 - Develop case flow management committee in each division
 - Hire efficiency consultants
 - Provide strategic project status updates at bench officer meetings when necessary

Strategic Issue #4: Quality of Justice and Service to the Public (External Focus)

(Excerpt from the Branch Strategic Plan, tailored to the Solano County Superior Court.)

The Solano County Superior Court is committed to providing quality justice to an increasingly diverse society. For example, many court users are poor, some are not fluent in English, and many more are unfamiliar with the scope, processes, and procedures of the American legal system. Increasingly, court users and the public look to the Court to do more than resolve legal matters and dispose of cases – they expect courts to offer programs and services that will provide additional assistance to them and help to resolve underlying problems. The Court also must resolve disputes in accordance with the law in a fair and timely manner while remaining responsive to the needs of diverse court users.

Key to meeting these challenges and maintaining the public's trust and confidence is ensuring that Court procedures and processes are fair and understandable. This requires continued commitment to excellence in public service and to education and training. Employing community outreach and other means to increase the public's basic understanding of the Court must also remain a high priority.

Below are the long-range goals, objectives, and strategic projects for this strategic issue area.

Goal 1: Obtain the maximum resources to provide quality justice and service to the public.

Objective 1: Educate and build support among partners regarding the Court's resource needs.

Objective 2: Advocate for maximum resources at the state and local levels.

Objective 3: Pursue alternative funding sources.

Objective 4: Document and communicate the Court's resource needs to local and state leaders.

Goal 2: The Court will provide a wide-range of effective court program and services.

Objective 1: Enhance and expand the Court's existing programs and services.

Objective 2: Make the Court more user-friendly and more understandable.

Objective 3: Foster and enhance collaborative partnerships with justice system and community agencies.

Goal 3: Court users will receive the highest quality of customer service.

Objective 1: Provide more timely services.

Objective 2: Treat all court users respectfully and courteously.

Objective 3: Assist court users in completing their court business.

Objective 4: Assist court users with understanding court processes and procedures.

Goal 4: The public will be informed about and understand the Court.

Objective 1: Educate the public about the Court.

Objective 2: Enhance collaborative relationships and communication with partners and stakeholders.

Objective 3: Develop a volunteer program.

List of Strategic Projects from the Judge's Strategic Planning Meeting

- Establish bi-annual community forums for a State of the Court report to educate and facilitate an exchange of information.
- Meet with editorial boards of media outlets on a yearly basis
- Educate legislators and foster ongoing relationships
- Maintain and strengthen partnerships with service providers and agencies
- Develop a survey assessment tool for court users
- Expand relationships with law schools
- Develop educational program with schools
- Increase interest in programs to develop new interpreters
- Encourage expansion of supervised custodial visitation services
- Develop internship programs
- Develop volunteer program

**Quality of Justice and Service to the Public:
18-36 Month Strategic Projects**

1. Establish biannual community forums for a State of the Court report to educate and hear from the public
2. Meet with editorial boards of media outlets on an annual basis
3. Educate legislators and foster ongoing relationships
4. Maintain and strengthen partnerships with service providers and agencies
5. Time permitting, the following projects will be undertaken:
 - Develop a survey assessment tool for court users
 - Expand relationships with law schools
 - Develop education programs with schools
 - Encourage expanded supervised custody visitation services
 - Develop internship programs
 - Develop a volunteer program

Strategic Issue #5: Education for Professional Excellence

(Excerpt from the Branch Strategic Plan, tailored to the Solano County Superior Court.)

Professional excellence is the standard and expectation for all judicial officers and court personal throughout California's Judicial Branch. In addition to ongoing professional development, education, and training opportunities provided by the judicial branch, the Court must take proactive steps to ensure that judicial officers and court staff are competent and skilled in key areas including (1) complex laws and procedures; (2) emerging legal and ethical issues; (3) new technologies; (4) management and executive development; (5) succession and career planning; (6) the importance of procedural fairness in all court operations and interactions with the public, to name a few. The Court must also pursue partnerships and other innovative ways and means to provide professional development, education, and training opportunities for court staff.

Below are the long-range goals, objectives, and strategic projects for this strategic issue area.

Goal 1: Judicial officers will be knowledgeable about and current on legal and procedural matters.

Objective 1: Provide peer training, education, and mentoring to new judicial officers.

Objective 2: Create a high quality internal training program and provide educational opportunities for judicial officers.

Objective 3: Provide the resources to encourage continuing education for all judicial officers.

Goal 2: Court staff will be highly qualified and competent.

Objective 1: Create internal training programs for procedures and substantive law.

Objective 2: Provide ongoing professional development, training, and cross-training opportunities to staff.

Objective 3: Secure additional/re-allocate resources for training and professional development opportunities.

Objective 4: Assess training needs for court staff and develop team cross-training programs.

List of Strategic Projects from the Judge's Strategic Planning Meeting

1. Establish regular interchange of information to educate judicial officers and staff regarding relevant issues (Brown bag lunches and afternoon meetings)
2. Annually, set aside a day for court staff training day
3. Develop cross training opportunities
4. Develop education committees
5. Train the trainer program
6. Interact with local attorney specialists

**Education for Professional Excellence:
18-36 Month Strategic Projects**

1. Establish regular interchange of information to educate judicial officer and staff issues (Brown bag lunches and afternoon meetings)
2. Set aside a day annually for court staff training
3. Develop cross-training opportunities
4. Time permitting, the following projects will be undertaken:
 - Develop education committees
 - Develop a "train the trainer" program
 - Interact with local attorney specialists

Strategic Issue #6: Courtwide Infrastructure for Service Excellence

(Excerpt from the Branch Strategic Plan, tailored to the Solano County Superior Court.)

For the Court to fulfill its mission and work toward its vision and goals, it must have a sound infrastructure that supports and meets its needs. Specifically, it must have adequate technological, human resources, fiscal, and facilities infrastructure, as well as other relevant and critical internal functions, to provide the highest quality of justice and service to all citizens fairly and equally. Infrastructure improvements needed to better serve the public include (1) acquisition, construction, renovation, and maintenance of adequate facilities; (2) greater technological access and integration; (3) coordinated and effective case management systems; (4) systems for measuring court performance and accounting for the use of resources; (5) systems for sharing appropriate information throughout the branch and with other partners; (6) human resource systems to facilitate recruiting and retaining high quality staff; and (7) legal assistance.

The long-range goals, objectives, and strategic projects for this strategic issue area are presented below.

Goal 1: The Court's facilities will meet the needs of citizens, legal community, and the Court.

Objective 1: Enhance the safety, accessibility, and functionality of the Court's existing facilities.

Objective 2: Renovate existing facilities.

Objective 3: Construct or secure new Court facilities.

Goal 2: The Court will continuously utilize modern technology.

Objective 1: Implement a new case management system.

Objective 2: Expand the functionality of the Court's website enabling customers to conduct their court business over the Internet.

Objective 3: Enhance IT resources.

Goal 3: The Court will employ a highly qualified and competent workforce.

Objective 1: Recruit and retain highly qualified staff.

Objective 2: Maintain proper levels of staffing.

Objective 3: Develop and implement career advancement and succession planning programs.

List of Strategic Projects from the Judge's Strategic Planning Meeting

1. Acquire the Old Courthouse
2. Develop community and legislative partnerships to accomplish construction of facilities.
3. Create Vacaville branch court study team
4. Create a Unified Family Law Court
5. Conduct legislative committee meetings as necessary
6. Establish video arraignments in selected departments
7. Offer regular technology training programs
8. Create Vallejo facility study team
9. Establish a Juvenile Justice Center that connects to Juvenile Hall
10. Develop succession planning guidelines

Infrastructure for Service Excellence: 18-36 Month Strategic Projects

1. Acquire the Old Court House
2. Develop community and legislative partnerships to accomplish construction of facilities
3. Create a Vacaville branch court study team
4. Create a Unified Family Law Court
5. Time permitting, the following projects will be undertaken:
 - Conduct legislative committee meetings as necessary
 - Establish video arraignments in selected departments
 - Offer regular technology training programs
 - Create a Vallejo branch facility study team
 - Establish a Juvenile Justice Center that connects to Juvenile Hall
 - Develop succession planning protocols

Section 6: Conclusion

The Court's 2007-2010 Strategic Plan is very ambitious especially in light of the increasing demands and pressures the Court will face in the future and its limited resources. Nonetheless, following through on the strategic roadmap and priorities is paramount if the Court wants to continue to provide high levels of judicial and court services in the years ahead.

Success in implementing the strategic plan will require focus and perseverance on the part of the Court's judicial and administrative leadership and all staff. Specifically, as a blueprint to the future, success in part will depend on aligning the Court's fiscal and other resources, and

making judicial, management, and operational decisions consistent, with the Court's strategic direction and priorities.

In addition, in order to ensure that the Strategic Plan remains a vibrant, blueprint for the Court in the years ahead, it will be important to: (1) communicate and build support for the Plan, (2) involve many judges, managers, and staff in the Court's strategic initiatives/activities, (3) regularly monitor progress on the Court's strategic initiatives/priorities, and (4) review and modify the Strategic Plan at least annually and/or as conditions warrant.

Attachment A

List of Attendees: Judicial Strategic Planning Meeting

Judicial Officer's Forum; November 18, 2006
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Title	First Name	Middle Name	Last Name
The Honorable	David	Edwin	Power
The Honorable	Ramona	J.	Garrett
The Honorable	Garry	T.	Ichikawa
The Honorable	Michael	C.	Mattice
The Honorable	Robert	S.	Bowers
The Honorable	D.	Scott	Daniels
The Honorable	Wendy	G.	Getty
The Honorable	David	L.	Haet
The Honorable	Robert	C.	Fracchia
Court Executive Officer	Linda	G.	Ashcraft
Assist. Court Executive Officer	Brian	K.	Taylor
Senior Management Analyst	Terry	A.	Quadros
Dr.	Brenda	J.	Wagenknecht-Ivey

Attachment B

Summary of Staff & Community Forums

Vacaville Community Forum; October 26, 2006

Title	First Name	Last Name	Organization
The Honorable	D. Scott	Daniels	Solano Superior Court
Court Executive Officer	Linda	Ashcraft	Solano Superior Court
Assist. Court Executive Officer	Brian	Taylor	Solano Superior Court
Senior Management Analyst	Terry	Quadros	Solano Superior Court
Senior Management Analyst	Cynthia	Passon	Solano Superior Court
Dr.	Brenda	Wagenknecht-Ivey	Praxis Consulting
Deputy	A.	Wilson	Solano Sheriff's Dept.
Field Representative	Dawn	LaBar	Assemblywoman Wolk
Field Representative	Kathy	Hoffman	Congressman Miller
Grand Jury Member	John	Gales	Solano Grand Jury
Director	Carolyn	Thomas-Wold	Solano County Office of Family Violence Prevention
Field Representative	Ricardo	Blanco	Congresswoman Tauscher
Attorney	Bob	Javan	Private Practice
Attorney (President)	David	Knitter	Solano Bar Assoc.
Attorney (Director	Barbara	Richards	Solano DCSS
Program Services Manager	Tina	Glass	Adult Probation
Public Defender	Jeffery	Thoma	Solano P.D.
City Manager	David	Van-Kirk	City of Vacaville
Deputy	Steve	Bird	Solano Sheriff's Dept.
Executive Director	Maria	Moses	CASA
Police Chief	Richard	Word	City of Vacaville
Superintendent	John	Adcock	Vacaville Unified School District
Sheriff	Gary	Stanton	Solano Sheriff's Office
Senior Management Analyst	Charlene	Ping	Solano County Admin. Office
Field Representative	Belle	Orpilla	Senator Chesbro
City Council	Chuck	Dimmick	City of Vacaville
Attorney	Dave	Becker	Solano Bar Assoc.
Grand Jury Member	Cathy	Hauck	Solano Grand Jury
Trustee (Area 4)	Mary	Bates	Solano County Board of Education
Supervisor	Shondra	Averi	Solano H&SS
Attorney	Rhoda	Chandler	Solano Bar Assoc.

Vallejo Community Forum; October 26, 2006

Title	First Name	Last Name	Organization
The Honorable	David E.	Power	Solano Superior Court
The Honorable	D. Scott	Daniels	Solano Superior Court
Court Executive Officer	Linda	Ashcraft	Solano Superior Court
Assist. Court Executive Officer	Brian	Taylor	Solano Superior Court
Senior Management Analyst	Terry	Quadros	Solano Superior Court
Senior Management Analyst	Cynthia	Passon	Solano Superior Court
Dr.	Brenda	Wagenknecht-Ivey	Praxis Consulting
Deputy	Wilson	Stacks	Solano Sheriff's Office
Field Representative	Veronica	Stone	Assemblywoman Noreen Evans
Field Representative	David	Green	Assemblywoman Noreen Evans
Grand Jury Member	Jimmy	Jones	Solano Grand Jury
Assistant to the City Manager	Anne	Cardwell	City of Benicia
Vice Mayor	Tony	Pearsal	City of Vallejo
Assist. City Attorney	Claudia	Quintana	City of Vallejo
Attorney	Bob	Stalker	Northern California Legal Access
Colonel	James	Stewart	Solano Grand Jury
Executive Director	Al	Fleming	Nonprofit Fighting Back Partnership

Fairfield Staff Forum; October 18, 2006

First Name	Last Name	Division/Department	Title
Brandy	Kemper	Fairfield	Court Reporter
Chris	Clark	Judicial Assistant D16	Judicial Assistant
Cindy	Wojan	Judicial Assistant D10	Judicial Assistant
Georgia	Moreno	Human Resources	Coordinator
Gloria	Hess	Fiscal	Accountant
Holly	Erion	Fairfield	Court Reporter
Joanne	Meyers	Dependency	Clerk II
Karen	Vines	Criminal	Supervisor
Katie	Carr	Civil	Process Clerk
Kimberly	Redmond	Jury Services	Clerk II
Larry	Grant	Probate	Court Investigator
Liz	Rose	Fairfield	Court Reporter
Melinda	Palomo	Facilitator's Office	Clerk II
Nape	Danielson	Executive Office	Assistant
Patsy	Worcester	Criminal	Clerk II
Priscilla	Eslick	Civil	Clerk II
Ralph	Machado	Criminal	Clerk II
Sondra	Sinclair	Facilitator's Office	Clerk II
Linda	Ashcraft	Executive Office	Court Executive Officer
Brian	Taylor	Executive Office	Assist. CEO
Terry	Quadros	Executive Office	Sr. Management Analyst
Cynthia	Passion	Executive Office	Sr. Management Analyst

Vallejo Staff Forum; October 19, 2006

First Name	Last Name	Division/Department	Title
Colette	Downey	Traffic	Clerk II
Deborah	Morris	Jury Services	Clerk II
Donna	Callison	D1	Judicial Assistant
Dorie	Seabrooks	Criminal	Clerk II
Gail	Byrdsong	Traffic	Clerk II
Gerry	Smith	D12	Judicial Assistant
Heather	Lui		Court room clerk
Joe	Kollar	D24	Court room clerk
Kathryn	Cantrall	Criminal	Clerk II
Kerry	Kruppen	Civil	Process Clerk
Linda	Ashcraft	Executive Office	Court Executive Officer
Brian	Taylor	Executive Office	Assist. CEO
Terry	Quadros	Executive Office	Sr. Management Analyst
Cynthia	Passion	Executive Office	Sr. Management Analyst