

# MOHAVE COUNTY COURTS, ARIZONA STRATEGIC PLAN

ACHIEVING EXCELLENCE THROUGH INNOVATION AND TEAMWORK





# MOHAVE COUNTY COURTS, ARIZONA

## STRATEGIC PLAN

### 2014-2018

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## A Vision for the Future

The Mohave County Courts are pleased to unveil our updated Strategic Plan. This plan continues to build on the progressive work of the past 5 years with the goal of realizing our mission of *delivering timely justice in an impartial, innovative, and professional manner*. The Courts over the years have been characterized as often “steep in traction and slow to change.” However, looking at the work accomplished by Court staff and Judges under the preceding plan, and the goals and plans that are laid out in this new strategic plan, we believe one can not apply this description to the Mohave County Courts.

Documenting a strategic direction is particularly important at this time as we continue to be faced with tight financial conditions and are often expected to do more with less. However, as we continue to focus on improving our processes and ensuring we effectively utilize the resources we have available to us – we believe we can accomplish the goals laid out in the 5 Strategic Pillars and Action Steps outlined in our strategic plan. We realize that maintaining the public’s confidence is critical in order to ensure we are able to carry out our constitutional responsibilities.

The Judicial branch plays an important role in our system of government. As we implement new projects and improve our processes, we can enhance service to all individuals who interact with the court and the probation department. As a protector of individual rights, the courts must provide meaningful access to all, must have adequate facilities, provide a managed process to resolve disputes and ensure disputes are resolved in a fair and timely manner.

Sincere gratitude is extended to those who served on the strategic planning committee. We are very optimistic that as we move forward with this plan, we will not only enhance the service provided by the judicial branch, we will also make significant strides in improving the trust and confidence placed in the individuals who work in the Courts.

Sincerely,

A handwritten signature in black ink, appearing to read "Charles W. Gurtler, Jr.", written over a horizontal line.

Charles W. Gurtler, Jr., Presiding Judge

## Strategic Planning Committee

Honorable Charles W. Gurtler, Jr.  
Presiding Judge

Honorable Lee Jantzen  
Associate Presiding Judge

Honorable Rick Williams  
Associate Presiding Criminal Judge

Kip Anderson  
Superior Court Administrator

Honorable Jill Davis  
Justice of the Peace

Virlynn Tinnell  
Clerk of Court

Heather Gillespie  
Chief Deputy Clerk

Linda Yarbrough  
Human Resources Manager

Joy Brotherton  
County Supervisor, District 4

Kyle Rimel  
Automation Systems Manager

Darrell Reeves  
Chief Probation Officer

Laurie Allen  
Limited Jurisdiction Court Administrator

Alan Palomino  
Assistant Chief Probation Officer

Kim Chappelle  
Infant Toddler Mental Health

Elaine Grissom  
Assistant Chief Probation Officer

Lorraine Back  
Case Flow Manager

Wendy Perkins  
Judicial Assistant

Bunnie Morey  
Administrative Program Specialist

Bob Lawless  
Court Security Manager



# STRATEGIC PLAN

## Mission Statement

*Delivering timely justice in an impartial, innovative, and professional manner.*

## Vision Statement

*As a high performing court, we are committed to providing the highest quality of justice services and achieving excellence by:*

Being fair, accessible, and responsive to the needs of the community.

Providing innovative, collaborative, and technologically advanced service to our community and judicial partners.

Recruiting and maintaining motivated, competent, and professional judges and staff.

Acquiring safe, functional, and quality facilities and work environments.

## Strategic Pillars

Serving the Public

Delivering Timely Justice

Court Access, Facilities, and Infrastructure

Engaged Staff

Community Collaboration and Outreach

*The strategic plan was developed through a successful partnership and collaboration between the Superior Court, Justice Courts and Probation Department of Mohave County, Arizona (“Mohave Courts”), the National Center for State Courts (“NCSC”), and the State Justice Institute. The goal is to guide future efforts to improve business operations, facilities, technology, and the administration of justice in the Mohave Courts.*

*The strategic plan is organized into two complementary sections. The first section outlines the Mohave Courts’ mission statement, vision statement, strategic pillars, and action steps. The second section documents the process for developing the strategic plan, including the diverse and robust input provided by justice system stakeholders from throughout Mohave County. The design of the plan aligns with the NCSC’s High Performance Court Framework and charts an ambitious, but navigable course for the Mohave Courts to head over the next five years.*

## 5 STRATEGIC PILLARS AND ACTION STEPS

### I. Serving the Public

- ◊ We continue to monitor and evaluate community trends. We look for and embrace opportunities to implement new forms of technology that will expand court services to the community.
- ◊ We embrace and implement new court programs and services directed at court users, and identify innovative and aggressive collection strategies to improve revenue and enhance pro se programs.
- ◊ We promote culturally competent staff to meet the needs of our diverse court users and ensure we meet the needs of the limited- English proficient and the elderly.
- ◊ We look for and monitor community trends so we can respond to the needs of our court customers.

#### *Action Steps:*

1. E- Court – Initiatives in this area will seek to build on existing e-services and enhance the delivery of court information and services.
  - A. E-filing: Work with the AOC to develop/roll-out program
  - B. E-payments: Expand existing program into the Superior Court
  - C. E-bench: Gain commitment from judges and staff and work with the AOC to be involved in initial roll-out
  - D. EDMS: Continue implementation in the limited jurisdiction courts
  - E. E-access: Participate in state-wide roll-out
  - F. Facilitate electronic transmission of information: explore converting protection orders, presentence investigation reports, and disposition reports to electronic format.
  
2. Customer outreach – Staff will look for opportunities to improve services to individuals who lack the resources or knowledge of legal proceedings.
  - A. Customer surveys
  - B. Remote interpreter programs
  - C. Email case updates to parties
  - D. Jury kiosk and customer service kiosk
  - E. Volunteer/summer internship programs
  
3. Problem solving courts – Identify opportunities to expand existing specialty programs which serve the unique needs of individuals and ensure effective case management.
  - A. Expand specialty courts
  - B. Implement pre-trial release programs



## II. Delivering Timely Justice

- ◊ We manage cases according to agreed upon guidelines and court-wide policies (time standards, case processing standards, continuance policies) to improve efficiency, and fair and timely case processing.
- ◊ We manage cases according to case needs (differentiated case management).
- ◊ We collect and manage accurate and valid case management data to monitor age of active pending caseload, time to disposition, backlog, clearance rates, and inactive status.
- ◊ We monitor adherence to court orders (e.g., probation conditions, restitution, fines and fees, filing fees).

### *Action Steps:*

1. Collaborate with each of the court departments to produce videos on how to do business with the Mohave Courts.
2. Establish a working group that will standardize an appointment of counsel process for all courts. This will include:
  - A. Working with county staff to identify uniform procedures
  - B. Developing forms for use in all court and probation locations
3. Explore the opportunity to establish a centralized IA process for all limited jurisdiction courts.
4. Convene a working committee that will review the proposed new state case processing standards and evaluate what programs and changes the courts need to implement to ensure compliance with the new standards. Steps to include:
  - A. Develop flowcharting for existing processes
  - B. Develop local guidelines and establish local court-wide policies
  - C. Identify case management practices that will ensure courts are able to meet standards
  - D. Ensure there are available case management reports to monitor compliance
5. Review current standardized bond and initial appearance forms and follow up with all courts to ensure they are being consistently used.
6. Establish a committee to evaluate possible justice integration points and determine what processes can be put in place to facilitate the transfer of information from county agencies to the court.
7. Promote the development of additional CourTools reports in the courts case management system and implement the use of those reports that are currently available. Work with IT staff to develop additional reports to track the processing of case information.
8. Establish a process to track the compliance of court orders. Create reports that can be used by court staff to monitor the payment of fines/restitution and the submission of orders.
9. Develop a uniform structure that each court can use to develop vital procedural (desk) manuals for staff use.

### III. Court Access, Facilities, and Infrastructure

- ◇ Our (future) courthouse should/must accommodate current and future workflow and technological needs.
- ◇ We ensure safety and security by establishing the best available security measures for the transportation of prisoners from jail to a secure point in the courthouse.
- ◇ We provide accessible, functional, adaptive accommodations for court employees and court users.
- ◇ We envision and provide innovative technology to facilitate efficient court processes and business.

#### *Action Steps:*

1. Lake Havasu City
  - A. Integrate court technology into the constructed court facility.
  - B. Present a demonstration of the technology to the local Bar, Court, and court users.
  - C. Develop a flexible schedule to maximize the use of the court facilities.
  - D. Coordinate with the Chief Justice, elected officials, business leaders and court users to attend the dedication ceremony of the new courtroom.
2. Bullhead City
  - A. Obtain developed architectural plans to expand ancillary facilities to maximize court operations.
  - B. Coordinate architect, court staff, and County Public Works efforts to obtain cost estimate for construction and outfitting of the new facilities.
  - C. Petition the Board of Supervisors to fund the construction.
  - D. Complete the construction of the ancillary facilities.
  - E. Determine caseload and necessary staff for the effective management of future increase in workflow.
3. Kingman -- New Courthouse
  - A. Partner with NCSC and SJI to complete a needs assessment for the future courthouse.
  - B. Finalize the scale of consolidation of court systems within the new courthouse.
  - C. Obtain a site plan to address drainage, utilities and offsite/onsite improvements.
  - D. Petition the Board of Supervisors to approve and fund the completion of initial onsite improvements.
  - E. Initiate process to secure an architect and engineer to draw up proposed courthouse plans.
  - F. Ensure proposed plans address court needs such as security, technology and accessibility.
  - G. Coordinate with the architect, court staff and County Public Works to obtain a cost estimate for construction and outfitting of the new courthouse.
  - H. Secure funding and petition the Board of Supervisors to retain a qualified contractor to construct the improvements.
  - I. Monitor construction progress to ensure that security, technology and accessibility needs are being met.
4. Kingman -- Existing Courthouse
  - A. Prioritize cleanliness and repair upkeep of existing facilities in coordination with County Public Works.
  - B. Continue to develop and implement technological advances to facilitate court operations through video booths, way-finding monitors, remote witness participation, and self-help kiosks.

## IV. Engaged Staff

- ◊ We recognize excellence and innovation in our staff and court community. We promote a productive, rewarding work environment that empowers all, encouraging development, initiative, advancement, and retention (including advocating for equitable and adequate compensation).
- ◊ We develop and align training initiatives with the goals of the court (e.g., using data for performance management; court measurement tools) aiming to provide all staff with greater contextual knowledge of the role, function, and processes of the court.
- ◊ We recognize the role of the court as a leader in the community.
- ◊ We recognize the need to engage in strategic workforce planning to assist in developing the next generation of court leadership and future workforce requirements.



### *Action Steps:*

1. Conduct a self-assessment of the Court's current recognition programs such as "High 5", "Making a Difference" and similar programs. Identify and implement enhancements.
2. Implement on-line employment applications for the Courts and Probation departments.
3. Identify court classification and compensation needs and advocate collaborative resolution to the appropriate decision makers (i.e. Mohave County, cities, etc.).
4. Develop training programs that will ensure staff members and Judges who come in contact with Limited English Proficient individuals are trained on the procedures and requirements of language access.
5. Deploy the online employee satisfaction survey on a periodic basis. Use the information in a timely way to make improvements and keep employees informed of the results and changes.
6. Expand web-based video and computer-based training opportunities for judicial officers and staff.
7. Identify future workforce challenges and develop programs and special initiatives that will allow the Court to remain an Employer of Choice while enabling employees to strive to meet their full potential.
8. Develop/identify leadership, management, and human resource programs and services to help judges, court leaders and supervisors develop, assess and lead staff.
9. Strengthen the Court's commitment to workforce diversity through expansion of diversity program recruitment, education and training.

## V. Community Collaboration and Outreach

- ◊ We actively seek cooperation and respect between all branches and levels of government. We collaborate with municipalities, county boards, and states (human resource departments) to attract and retain quality staff in Mohave County.
- ◊ We acknowledge and promote court strengths (e.g., drug court graduations) and invite dialogue regarding courts.
- ◊ We actively promote the judiciary and educate the public by engaging other branches of government, community leaders, and schools, utilizing various social and media outlets.



### *Action Steps:*

1. Create a comprehensive marketing strategy to promote the court system, including a protocol to publish press releases and photographs of significant court events, high profile cases and achievements of the court and court staff.
2. Establish a Public Information Officer (“PIO”) position.
  - A. Explore funding options with county administration for a paid PIO position.
  - B. Collaborate with Mohave Community College to develop an internship program.
  - C. Recruit volunteers to report on court events.
3. Create public service announcements via web-based videos, brochures and radio addresses regarding the court’s role in society as the third branch of government.
4. Develop an informational program for self-represented litigants, including web-based videos and seminars held in conjunction with Community Legal Services and/or the Mohave County Bar Association.
5. Create a COJET training curriculum for court staff regarding the roles and responsibilities of each court department.
6. Develop guidelines for future court leaders to engage the Board of Supervisors and County Administration, including regular attendance at Board of Supervisor meetings, issuing invitations to court functions, and soliciting input for collaborative problem solving.
7. Develop contacts with area schools [K-12 and college level] and civic organizations in order to schedule occasional educational and promotional presentations regarding juvenile and criminal justice systems, drug court programs, and general court operations.
8. Participate in job fairs and career days.
9. Collaborate with the Mohave County Bar Association to develop educational programs about court processes and the rule of law, including active participation in the planning and execution of annual Law Day and Mock Trial Competition programs.
10. Promote the Mohave County Courts with the Administrative Office of Courts, Court of Appeals and Supreme Court through active participation in statewide committees, issuing invitations to court

## DEVELOPMENT OF THE STRATEGIC PLAN

High performing courts set a course for continuous improvement. Improvement comes through the development of a coherent vision and plan for the future and a commitment to carry it out. Planning necessitates that courts undertake a deliberative and focused assessment of strengths and weaknesses and, when necessary, refine existing practices or identify and adopt new ones. High performance courts are organized to anticipate challenges, prevent small problems from becoming larger, and learn from experience and data. This describes the process followed by the Superior Court, Justice Court and Probation Department of Mohave County (“Mohave Courts”) in establishing this strategic plan.

In 2007, the Mohave Courts assessed current facilities, considering how they could serve a shifting population across a diverse geography within a limited budget.

In June 2008, the Mohave Courts established a vision and action plan to address five areas: Access and Customer Service; Fair and Timely Dispute Resolution; Court Facilities; Motivated, Competent, and Professional Judges/Staff; and Community Understanding and Support. Demonstrating a commitment to carrying this out, the Mohave Courts accomplished a great number of the action steps and objectives established in 2008. For example, the Mohave Courts created web videos<sup>1</sup>; started a web user survey<sup>2</sup>; and created a court kiosk that allows geographically remote users direct access to the court, all examples of initiatives to improve access and customer service. Towards fair and timely dispute resolution, the Mohave Courts adopted a uniform bond schedule and developed a host of standardized forms. The Mohave Courts established a Leadership Succession Plan; administered a court employee satisfaction survey and customer service surveys<sup>3</sup> in all locations. The Mohave Courts conducted a Judicial Weighted Caseload Study, central to the determination of how many judges are needed to effectively and efficiently resolve all cases coming before the court. Mohave County reviewed and supported the request for another judge in July 2012. As noted by court stakeholders, these efforts have contributed to improved access to justice within the community.

The leadership of the Mohave Courts now seeks to reflect on past successes, identify strengths and weaknesses, and organize new campaigns to address the greatest areas of current need in every division of the Mohave Courts. The current planning effort included a review and update of the Mohave Courts’ existing mission and vision, a review of the accomplishments of earlier objectives, and a consideration of what initiatives remain to be completed. The planning process undertaken by the Mohave Courts was highly participatory and proceeded in a series of complementary steps. First, an organizational assessment of the Mohave Courts’ strengths and weaknesses was conducted through a survey (the High Performance Court Self-Assessment Survey) of judges and court staff. Second, the NCSC facilitated a series of focus groups with internal and external stakeholders to help identify and establish needs and goals for the future of the Mohave Courts. Third, NSCS staff facilitated a 1 ½ day meeting of the Strategic Planning Committee (SPC). Referencing the prior vision and action plan and the self-assessment survey results and focus group data, the SPC was tasked with refining the Mohave Courts’ mission statement, vision statement, and strategic pillars, and developing a set of action steps. The SPC reached consensus on the Mohave Courts’ greatest needs and challenges and the action steps (projects and initiatives) that must be implemented in order to address them.

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<sup>1</sup> See the jury service video at <http://www.mohavecourts.com/clerk/juryinfo.aspx>.

<sup>2</sup> <http://www.mohavecourts.com/apps/Survey/survey/survey.aspx>

<sup>3</sup> <http://www.mohavecourts.com/Court%20Forms/Misc/Custom%20Satisfaction%20Survey%20Online.pdf>

## A. Self-Assessment Survey

The High Performance Court Self-Assessment Survey is a tool, designed by the NCSC, to help court leaders identify specific areas where they believe they are successful, as well as identify targets for improvement<sup>4</sup>. The purpose of the survey is to raise a court's awareness about the staff's assessment of the court's performance goals and ability to respond to problems. The survey results provide clarity and focus to the strategic planning initiative by highlighting a prioritized set of issues for the Mohave Courts to consider when developing action steps.

The survey (see Appendix A) contains of a list of 100 statements, with each of the statements reflecting a positive feature of a high-performing court (e.g., individuals appearing before a judge know what to do next about their case). The statements are organized around ten established areas of court performance, with each area containing ten statements. Exhibit 1 displays the areas of court performance.

### *EXHIBIT 1: TEN AREAS OF COURT PERFORMANCE*



Respondents to the survey are asked to react to each statement in terms of how they think it describes the way the court currently performs, using a five-point scale ranging from never (1) to almost always (5). Each of the 100 statements in the survey is phrased as a positive component of what is expected in a high-performing court.

<sup>4</sup>The High Performance Court Self-Assessment Survey is structured around the four perspectives (customer perspective; internal operating perspective; innovation perspective; and social value perspective) of the High Performance Court Framework. See, Ostrom, Brian and Roger Hanson. 2010. High Performance Court Framework. Williamsburg, Va.: National Center for State Courts.

Therefore, if all respondents believed that their court's performance was exceptional with regard to each of the 100 statements, then the overall survey responses would show an average of 5 for all statements. Conversely, if all respondents thought the court's performance was lacking in every respect, then the average would be 1 for all statements.

### *Survey Dissemination*

The High Performance Court Self-Assessment Survey was deployed as a web-based survey in March 2013 and was completed by 50 judicial officers and staff in Mohave County. Respondents to the survey included judges and judicial officers from the Superior, Justice, Consolidated and Municipal courts, as well as administrators, directors, supervisors, managers, and judicial assistants from court administration, probation, and the clerk's office. Survey responses were compiled by NCSC staff and presented to the SPC during the June 2013 Visioning Workshop. A complete set of the results can be found in Appendix B<sup>5</sup>.

### *Survey Results*

The results of the High Performance Court Self-Assessment Survey reveal a number of perceived strengths and potential areas of improvement. Exhibit 2 displays the aggregate results arrayed by the ten areas of court performance. For visual reference a line has been drawn between the responses of sometimes (score of 3) and often (4). For example, for the first statement (hours and location), respondents indicated that individuals can *almost always* find information about the court's location, hours, and parking options on the court's website. Additional items that received scores close to almost always include:

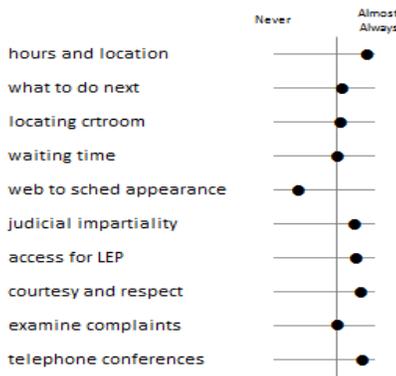
- ◇ Our court personnel treat all court users with courtesy and respect.
- ◇ Our court monitors the timely submission of all reports by the appropriate entity (e.g., conservator/guardian, treatment provider).
- ◇ Court staff receive performance appraisals at least annually.
- ◇ The court has effective mechanisms in place to compile representative source lists from which to draw prospective jurors.
- ◇ In our court, mandatory case management conferences can be held, when appropriate, by telephone for the convenience of litigants.
- ◇ If many criminal or traffic cases are scheduled on a single high volume calendar, all litigants will have their case heard that session.
- ◇ Active case files can be easily located within 15 minutes.
- ◇ Judges require a showing of good cause before granting a continuance in criminal cases.

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<sup>5</sup> Results are displayed in the aggregate and by position (judicial officers, administrators, supervisors, and judicial assistants) and by location (Superior, Justice, and Municipal court).

EXHIBIT 2: HIGH PERFORMANCE COURT SELF-ASSESSMENT SURVEY, OVERALL AVERAGE RESPONSE SCORES

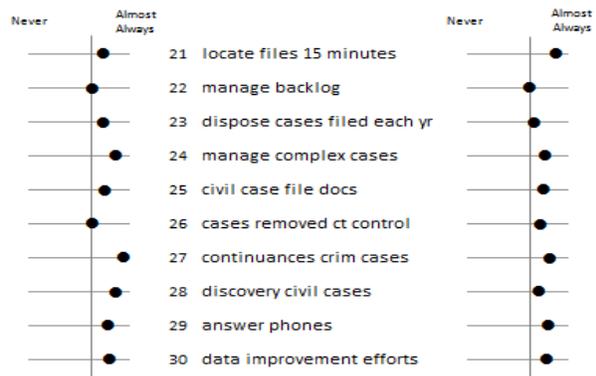
1. procedural satisfaction



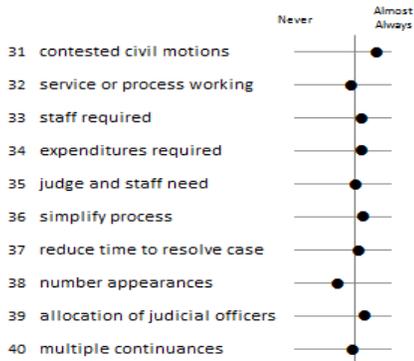
2. effectiveness



3. efficiency



4. productivity



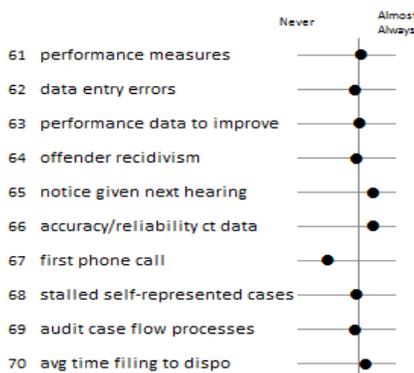
5. organizational capital



6. human capital



7. information capital



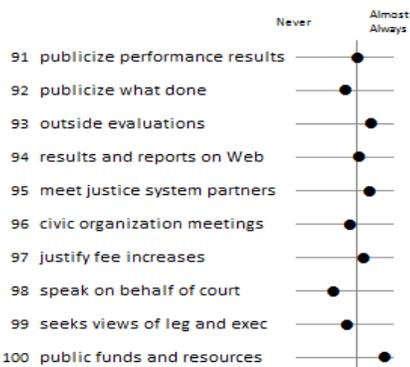
8. technology capital



9. public trust and confidence



10. support of legitimizing authorities



For strategic planning purposes, the survey has added utility in its ability to highlight targets of opportunity—statements that received lower survey scores. The following targets of opportunity were identified:

- ◇ Users of our court believe that the time spent waiting to conduct their business was reasonable.
- ◇ Court customers' complaints are studied to identify patterns and prevent the same problems from recurring.
- ◇ Cases scheduled for trial are heard on the first scheduled trial date.
- ◇ Judges throughout our court consistently enforce the same policy to limit continuances.
- ◇ Our court identifies and actively manages the backlog of cases older than established benchmarks.
- ◇ Making time to discuss the results of performance measurement is a regular item on the agenda of judges' meetings.
- ◇ Formulating strategies to improve case flow management practices in our court is a regular topic of discussion at judges' meetings.
- ◇ Our court has an automated process to identify possible data entry errors.
- ◇ Our court periodically audits key case flow processes (e.g., every six months) to ensure established practices are being followed.
- ◇ Our court regularly informs the public about the civic responsibility of jury service.
- ◇ Our court holds focus group sessions to examine public views on what can be done to improve the performance of the court.
- ◇ Our court publicizes what has been done to improve performance and refine practices.
- ◇ Our court requests the bar and other organizations to speak on its behalf about its performance with policy makers.

## B. Focus Groups

In order to gain a balanced and holistic view of the direction that the Mohave Courts should head, a series of focus groups were conducted with key justice system stakeholders. NCSC staff met with judges, justices of the peace, a county supervisor, the county manager, members of court administration (including HR, IT, and security), probation managers, law enforcement officers, the clerk of court, and members of the local bar. Focus group participants were asked to comment on various aspects of court functioning, from business operations to facilities, technology, and court administration. Specifically, focus group members were asked to comment on current practices, areas where they thought the Mohave Courts were excelling, areas needing improvement, and any recent changes in the community that would require the Mohave Courts to adapt. The focus groups commended the Mohave Courts for being innovative, cooperative, and highly effective. However, the groups identified several areas for improvement.

### *The Mohave Courts can improve on...*

- ◇ the ability to share and disseminate information to the public.
- ◇ case flow management (e.g., monitor backlog; standardized forms) that will lead to more efficient and effective disposition of cases.
- ◇ the use of automation and technology.
- ◇ engaging employees.
- ◇ facilities.
- ◇ the collection of monetary fees, fines, and restitution.
- ◇ providing customer service.

### C. Strategic Planning Committee

In June 2013, NCSC staff facilitated a strategic planning session with members of the Mohave Courts SPC. The session built heavily upon the survey results, themes from the focus groups, and a review of the 2008 strategic plan and other recent reports (e.g., 2011 judicial weighted caseload study, 2007 facilities need assessment).

The current SPC agreed to a 5-year strategic plan. Key elements that were identified and defined at the meeting included:

- ◇ Mission statement
- ◇ Vision statement
- ◇ Strategic pillars
- ◇ A set of action steps with an indication of priority level and perceived barriers

A summary of the collective decisions from the June 2013 meeting and a series of next steps are provided below.

#### *Mission Statement*

A mission statement defines the present state or purpose of an organization and answers key questions about why an organization exists: what it does, who it serves, and how it accomplishes this service. SPC members evaluated the extant mission statement from 2008 and agreed to a succinct statement that highlighted the Mohave Courts' continued commitment to innovation and service to the community.

***MOHAVE COURTS: DELIVERING TIMELY JUSTICE IN AN IMPARTIAL,  
INNOVATIVE, AND PROFESSIONAL MANNER.***

#### *Vision Statement*

A vision statement is a declaration of goals for the mid-term or long-term future. Following a thorough review of the survey results and the themes from the focus groups, SPC members developed a vision statement that provides the inspiration for the operation of the Mohave Courts and forms the strategic pillars outlined below.

*As a high performing court, we are committed to providing the highest quality of justice services and achieving excellence by:*

*Being fair, accessible, and responsive to the needs of the community;*

*Providing innovative, collaborative, and technologically advanced service to our community and judicial partners;*

*Recruiting and maintaining motivated, competent, and professional judges and staff; and*

*Acquiring safe, functional, and quality facilities and work environments.*



## 1. Serving the Public

- ◇ We embrace and implement new forms of technology that expand court services to the community (e.g., social media; broadcast court proceedings live).
- ◇ We embrace and implement new court programs and services directed at court users (e.g., pro se, veterans, limited English proficient customers, filing fees, victim restitution, drug court, probation); innovate and aggressive collection strategies (e.g., technology).
- ◇ We encourage staff to be culturally competent and attentive to the needs of diverse court users.
- ◇ We continue to monitor and evaluate community trends.

The Mohave Courts are committed to enhancing access to services and information, and providing the highest quality of customer service to all court users. In Mohave, this includes convenient access to the Mohave Courts and easy access to court information, resources, and forms as well as the ability to do business with the Mohave Courts electronically. The Mohave Courts have seen significant improvements in this area over the past few years through the development of forms, standardized processes, and through the drug courts, which provide individualized attention to clients.

In recognition of these significant improvements, the Mohave Courts also see opportunities to make their services and information more accessible, convenient, user-friendly, and understandable. They further see opportunities to continue to improve the quality of services provided to all court users. Expanding court services and hours of operation, expanding the use of existing and using new technologies, improving the availability and understandability of information, and ensuring that court staff are knowledgeable, professional, and helpful are just a few of the enhancements the Mohave Courts would like to make in the future.

## 2. Delivering Timely Justice

- ◇ We manage cases according to agreed upon guidelines and court wide policies (time standards, case processing standards, continuance policies) to improve efficiency, and fair and timely case processing.
- ◇ We manage cases according to case needs (differentiated case management).
- ◇ We collect and manage accurate and valid case management data to monitor age of active pending caseload, time to disposition, backlog, clearance rates, and inactive status.
- ◇ We monitor adherence to court orders (e.g., probation conditions, restitution, fines and fees, filing fees).

Case flow management has been called “the heart of court management.” In recent years, judicial resources to effectively process, manage, and resolve cases were limited. The Mohave Courts have been attendant to judicial resource needs, and successfully obtained an additional judge and staff to effectively and efficiently manage the caseload. Standard case flow charts have since been posted to the Mohave Courts’ webpage. Now the opportunities lie in more effective and consistent case management, in the use of alternative dispute resolution (ADR), and in the use of technology to enhance internal efficiencies and effectiveness.

### 3. Court Access, Facilities, and Infrastructure

- ◇ Our (future) courthouse should/must accommodate current and future workflow and technological needs.
- ◇ We ensure safety and security by establishing the best available security measures relating to the transportation of prisoners from jail to a secure point and into the courthouse. (or a secure point in the courthouse?)
- ◇ We provide accessible, functional, adaptive accommodations for court employees (clerk's office) and court-users.
- ◇ We envision and provide innovative technology to facilitate efficient court processes and business.
- ◇ In this strategic pillar we consider both the court's physical structure as well as the technological/virtual infrastructure.

#### *Courthouse Construction/Reconfiguration – Security*

The current facility lacks the necessary public circulation areas and has no holding cells or secure areas for in-custodies. The facility also lacks adequate and appropriate security equipment, including cameras to monitor facilities (all public spaces), radio communications, and panic alarms. The Mohave Courts have some equipment in place, but it does not provide the needed comprehensive coverage. Currently, the Mohave Courts have multiple locations, which provide greater access and convenience to court users. And, perhaps as expected, the various locations have different facility needs. Further, the Mohave Courts may need additional courtrooms and offices in the future to serve the people of Mohave County especially with the continued population growth.

The Mohave Courts see many opportunities for improvement. For example, overall there is a lack of space for judges, staff, jurors, and court users including attorneys and victims (e.g., there are not enough courtrooms, jury assembly and deliberation rooms, and private meeting rooms; storage/filing space is limited; staff offices are crowded and ill-furnished). Additionally, security is inadequate, amenities are lacking, the Mohave Courts are not ADA compliant, and not all court locations are equipped with advanced technologies.

#### *Judicial Branch Governance – Integrated Justice Governance*

Integrated justice technology makes it possible to exchange information electronically and eliminate redundant, expensive, and error-fraught data entry and reporting tasks. While the Mohave Courts have set themselves forth as a leader in court technology in Arizona, there are additional needs in this area in order to fully realize this goal.

## 4. Engaged Staff

- ◊ We recognize excellence and innovation in our staff and court community. We promote a productive, rewarding work environment that empowers all, encouraging development, initiative, advancement, and retention (including advocating for equitable and adequate compensation).
- ◊ We develop and align training initiatives with the goals of the court (e.g., using data for performance management; court measurement tools) aiming to provide all staff with greater contextual knowledge of the role, function, and processes of the court.
- ◊ We recognize the role of the court as a leader in the community.

One of the most evident and positive aspects of the Mohave Courts is a sense of community within the court. People know each other, respect each other, and respect their service to members of the community. This is a strength that the Mohave Courts intend to continue to nourish by developing staff recognition programs and focusing on staff development, including training opportunities for court staff.

## 5. Community Collaboration and Outreach

- ◊ We actively seek cooperation and respect between branches and levels of government. We collaborate with municipalities, county boards and states (human resource departments) to attract and retain quality staff in Mohave County.
- ◊ We acknowledge and promote court strengths (e.g., drug court graduations) and invite dialogue regarding courts.
- ◊ We actively promote the judiciary and educate the public by engaging other branches of government, community leaders and schools, utilizing various social and media outlets.

Members of the public often do not fully understand the Mohave Courts – their role, limitations, needs, separation of powers, the differences between the various courts or how they are funded. In addition, there is general confusion over the boundaries of the Mohave Courts and which criminal justice organizations are part of the judicial branch. For example, frequently law enforcement, prosecution, public defense, and treatment providers are thought to be a part of the judicial branch instead of the executive branch or private sector. Consequently, the need to enhance the understanding of the public regarding the role and functions of the Mohave Courts is critical. A number of identified action steps involve expanding the Mohave Courts' public outreach efforts and community involvement.

Adequate support for the Mohave Courts' many justice system and community partners is also essential for the courts to be successful and for the Mohave County community to be served well. That is, having adequate community resources and treatment programs available in Mohave County is extremely important. The Mohave Courts and court litigants are adversely impacted when these resources and programs are underfunded and/or not available at all. The Mohave Courts strive to continue building a strong partnership with Mohave County and other justice system stakeholders.

## IMPLEMENTATION

The mere publication of a strategic plan does little to nothing to improve an organization, but implementation of the plan can have far reaching and lasting effects. By focusing limited court resources on the highest priority improvements, judicial branch leaders can maximize these improvements for citizens of Mohave County, for parties in controversies brought to the Mohave Courts, and for the people who work in the court system every day.

The executive committee of the Mohave Courts is responsible for the implementation of this strategic plan. It will provide periodic progress updates to court employees and other stakeholders. The work of plan execution will be assigned to individuals and committees of judges and court staff. Assignments for the highest priority items are listed in the previous section. As these projects and tasks are completed, additional assignments will be made as the Mohave Courts work through their list of priorities. Committees and individuals assigned to complete the projects and tasks of this strategic plan will be expected to provide regular updates to the executive committee. They will also consult with the executive committee before making important decisions.

A charter, or action plan, will be prepared for each significant activity of the strategic plan. The charter will be prepared jointly by the executive committee and the group that will be doing the work. This charter will describe what must be done, and will define roles and responsibilities, resources, and constraints that will affect the assignment. The charter will also describe the desired deliverables of the activity.

The priorities of the strategic plan will be revised annually. This update will be performed by the SPC and reviewed by the executive committee. The SPC will determine whether or not the Mohave Courts are seeing the improvement envisioned, and will course correct as necessary. In addition to an annual review of plan priorities, the entire strategic planning effort will be repeated in five years in order to reassess the state of the organization and to identify new problems and issues in the Mohave Courts.

## CONCLUSIONS

High performing courts are able to provide effective and efficient resolution of disputes. Working with other justice system partners, courts are asked on a daily basis to address a myriad of legal issues that reflect the diverse composition of the community. High performance suggests that the Mohave Courts are attentive to how well they are doing and receptive to change in order to improve service delivery. The Mohave Courts have placed an emphasis on future initiatives that highlight serving the public, delivering timely justice, improving court access, facilities, and infrastructure, developing and retaining an engaged staff, and improving community collaboration and outreach.

This strategic plan has been created through the input of justice system stakeholders from across Mohave County. The plan identifies a number of action steps that seek to improve overall court performance. The Mohave Courts have been described as high performing, innovative, and a leader in the justice community. A commitment to implementing the priorities set forth in this plan will lead to even higher performance and improved service delivery to members of the community.

## APPENDIX A: HIGH PERFORMANCE COURT SELF-ASSESSMENT

### **High Performance Court Self-Assessment Mohave County, AZ**

#### **Purpose**

The purpose of the High Performance Court (HPC) Self-Assessment is to assess how well your court is currently performing. The HPC Self-Assessment consists of a number of statements and you are asked to consider the extent to which each statement applies to your court.

The NCSC will analyze the responses to the HPC Self-Assessment received from your court and create a High Performance Court Profile reflecting those perceptions.

The NCSC believes you will find the results of this inventory a useful tool for assessing how well your court is currently performing and for identifying possible areas of improvement.

#### **Directions**

The survey contains a list of 100 statements. Read each statement and answer with your first reaction as to how well you think the statement describes the way your court currently performs.

For each statement, please indicate the extent to which you think each statement is true using the following scale:

(5) almost always; (4) often; (3) sometimes; (2) seldom; (1) never; (0) not applicable/cannot answer

The entire survey takes about 20 minutes to complete. Your snap judgment is exactly what we want to know. No need to labor over each statement. There are no correct or incorrect responses.

**Background Information**

(Check the appropriate box. Your answers are confidential.)

Position:

- Superior Court Judge or judicial officer
- Justice Court Judge or judicial officer
- Municipal Court Judge or judicial officer
- Administrator/Chief Deputy/Director
- Supervisor/Manager
- Judicial Assistant
- Other (please specify) \_\_\_\_\_

In which court division do you work?

- Administration
- Probation
- Clerk's Office

What is your main location? (Check only one.)

- Kingman/Cerbat Justice Court
- Kingman Municipal Court
- Superior Court
- Bullhead City Justice Court
- Bullhead City Municipal Court
- Lake Havasu Consolidated Court
- North Canyon Consolidated Court
- Adult Probation
- Juvenile Probation

How long have you worked for the court where you are currently employed?

- Less than 5 years
- 5 to 10 years
- 10 to 20 years
- More than 20 years

### **Procedural Satisfaction**

1. Individuals can find information about the court's location, hours and parking options on the court's website.
2. Individuals appearing before a judge know what to do next about their case.
3. A person unfamiliar with the courthouse will have no problem locating the office or courtroom they are seeking.
4. Users of our court believe that the time spent waiting to conduct their business was reasonable.
5. For certain uncontested matters (e.g., traffic), individuals can use our court's website to schedule the date and time of appearance.
6. Litigants believe the judge is an honest and impartial decision maker who bases decisions on facts.
7. Our court is successful in providing access to the judicial system for litigants with limited English proficiency.
8. Our court personnel treat all court users with courtesy and respect.
9. Court customers' complaints are studied to identify patterns and prevent the same problems from recurring.
10. In our court, mandatory case management conferences can be held, when appropriate, by telephone for the convenience of litigants.

### **Effectiveness**

1. Our court tracks whether criminal offenders are in compliance with court orders.
2. Cases scheduled for trial are heard on the first scheduled trial date.
3. Our court monitors and manages the monetary penalties it orders.
4. When called to the courthouse for jury service, at least 75% of prospective jurors will be sent to a courtroom for jury selection.
5. The mailing lists used by our court for jury summonses are up-to-date and result in very few notices returned as undeliverable.
6. Judges throughout our court consistently enforce the same policy to limit continuances.
7. If many criminal or traffic cases are scheduled on a single high volume calendar, all litigants will have their case heard that session.
8. Our court monitors the timely submission of all reports by the appropriate entity (e.g., conservator/guardian, treatment provider).
9. Our court appropriately assists those who want to act as their own attorney.
10. Our court has a "self-help" center where litigants can get various types of assistance related to their court proceedings.

**Efficiency**

1. Active case files can be easily located within 15 minutes.
2. Our court identifies and actively manages the backlog of cases older than established benchmarks.
3. Our court keeps up with its incoming caseload by disposing of as many cases as are filed each year.
4. Our court's most complex and serious cases are actively managed to ensure timely resolution within established benchmarks.
5. An examination of our court's civil case files will reveal that all documents are present and properly organized within the file.
6. Our court enforces the use of specific business rules for classifying cases as removed from court control (e.g. warrant status).
7. Judges require a showing of good cause before granting a continuance in criminal cases.
8. Discovery practices are well-managed and are not a significant source of delay for civil cases.
9. Our court answers all phone calls within a definite time frame (e.g., 90% within 3 rings).
10. Our court continually tries to improve the accuracy and relevance of its data on the efficiency of practices and services provided.

**Productivity**

1. All judges hearing civil cases consider and rule on contested motions in a timely manner.
2. Our court regularly evaluates whether a new service or process added to assist with case flow is working as intended.
3. Our court knows how many staff are required to effectively handle the number of cases filed with the court.
4. Our court knows what its expenditures are, on average, to resolve criminal, juvenile, domestic relations, and traffic cases.
5. Our court uses an objective and standardized approach (e.g., weighted caseload) to assess the need for judges and staff by case type.
6. Our court has simplified processes when appropriate to make it easier for court customers.
7. Our court has shown steady, measurable reduction in the time it takes to resolve a case while maintaining or improving quality.
8. Our court monitors the average number of appearances from filing to disposition for criminal cases.
9. The allocation of judicial officers among court locations/divisions is defensible and well-justified.
10. Our court identifies cases with multiple continuances so that these can be brought to a judge's attention.

### **Organizational Capital**

1. Court leaders clearly articulate the values relevant to quality court administrative practices and ongoing improvement.
2. Court leaders show an ability to manage the organizational changes needed to improve court administrative practices.
3. The authority and responsibility of the court administrator is clearly defined.
4. The "local legal culture" in this jurisdiction is supportive of reducing delay in case processing.
5. There is good communication among the court, prosecutor, and indigent defense about criminal case management problems.
6. The leadership role and responsibility of the presiding judge is clearly defined.
7. Making time to discuss the results of performance measurement is a regular item on the agenda of judges' meetings.
8. Formulating strategies to improve case flow management practices in our court is a regular topic of discussion at judges' meetings.
9. Judges and court managers meet together regularly to discuss how to solve court business problems.
10. The scope and authority of court committees are clearly defined.

### **Human Capital**

1. Staff are encouraged to look for ways to improve processes and procedures.
2. When staff perform well, they are likely to be recognized and thanked by their supervisor.
3. Court leaders communicate important information to staff in a timely manner.
4. Managers and supervisors follow up on employee suggestions for improvements in services and work processes.
5. Staff have the resources (materials, equipment, supplies, etc.) necessary to do their job well.
6. Staff have opportunities to express their opinion about how things are done in their division.
7. Staff receive regular (at least annually) performance appraisals.
8. Our court has clear business rules for data entry and employs those rules in daily operations.
9. Our court conducts periodic training for all court personnel and judicial officers in case management practices.
10. Staff are given education and training in court performance monitoring, analysis, and management.

**Information Capital**

1. Judges are actively involved in determining which performance measures are important, needed, and useful.
2. Our court has an automated process to identify possible data entry errors.
3. Our court uses performance data and results to improve court business processes.
4. Our court compiles and monitors information relevant to measuring offender recidivism.
5. Our court tracks whether notice is given to parties prior to the next scheduled hearing at which the party must appear.
6. Judges have confidence in the accuracy and reliability of court data.
7. Our court actively monitors the percentage of customer issues that are solved by the first phone call.
8. Our court identifies when cases with self-represented litigants are stalled and provides help with moving their cases forward.
9. Our court periodically audits key case flow processes (e.g., every six months) to ensure established practices are being followed.
10. Our court is able to document the average time from filing to disposition for civil and criminal cases.

**Technology Capital**

1. In our court, the business needs articulated by judges, managers, and staff drive the acquisition and use of technology.
2. Our court has a well-defined replacement cycle for keeping our information technology up to date.
3. Our court manages its information technology through a governance structure that includes judges, managers, and staff.
4. Our chief information officer reports directly to the court administrator and is a member of the court's senior management team.
5. Court staff are well supported in training and ongoing support on the use of court information systems.
6. Justice system partners regard the court as a leader in finding and implementing efficient information sharing technologies.
7. Judges feel a sense of competence in the use of the court's information systems as they pertain to judicial work.
8. Our court takes advantage of opportunities presented by technologies to rethink and improve our processes.
9. The court's data are secure and backed up and the court could quickly resume operations after a disaster.
10. The design of the court's information systems promotes consistency and quality of the data entered into those systems.

### **Public Trust and Confidence**

1. Our court responds promptly to requests for information from court users.
2. People leaving court understand the court programs and services they have experienced.
3. Information on court procedures is available to the public and communicated in a way they can easily understand.
4. Our court provides a description on its Web site of the legal process for key case types.
5. Our court assists self-represented litigants on how the legal process works and what is required to proceed.
6. Our court regularly informs the public about the civic responsibility of jury service.
7. Our court holds focus group sessions to examine public views on what can be done to improve the performance of the court.
8. Members of the public seated in a courtroom have no difficulty hearing court participants.
9. Our court publishes materials that explain the costs and eligibility requirements for obtaining various forms of legal assistance.
10. Our court has effective mechanisms in place to compile representative source lists from which to draw prospective jurors.

### **Support of Legitimizing Authorities**

1. Our court regularly publicizes the results of its performance measurement.
2. Our court publicizes what has been done to improve performance and refine practices.
3. Our court welcomes evaluations of its performance by outside organizations.
4. Our court makes available on its Web site performance measurement results and evaluation reports of court programs.
5. Our court meets on a regular basis with its partners in the justice system to discuss issues of mutual concern.
6. Our court looks for opportunities to discuss court matters at meetings of civic organizations.
7. Our court provides justifications for increases in fees.
8. Our court requests the bar and other organizations to speak on its behalf about its performance on with policy makers.
9. Our court seeks the views of legislative and executive branches as to how well the court is meeting its responsibilities.
10. Our court officials responsibly seek, use, and account for public funds and other resources.

# APPENDIX B: MOHAVE COUNTY COURTS SELF-ASSESSMENT

## High Performance Courts Self-Assessment

Table 1: Overall Average Response Score  
Mohave County Courts

1. procedural satisfaction		2. effectiveness		3. efficiency		4. productivity		5. organizational capital	
Never	Almost Always	Never	Almost Always	Never	Almost Always	Never	Almost Always	Never	Almost Always
1	hours and location	11	track compliance	21	locate files 15 minutes	31	contested civil motions	41	leaders articulate values
2	what to do next	12	1st trial date	22	manage backlog	32	service or process working	42	manage change
3	locating courtroom	13	monetary penalties	23	dispose cases filed each yr	33	staff required	43	administrator defined
4	waiting time	14	75% jurors sent to courtroom	24	manage complex cases	34	expenditures required	44	local legal culture
5	web to sched appearance	15	jury mailing lists	25	civil case file docs	35	judge and staff need	45	communication criminal
6	judicial impartiality	16	limit continuances	26	cases removed ct control	36	simplify process	46	presiding judge defined
7	access for LEP	17	cases heard that session	27	continuances crim cases	37	reduce time to resolve case	47	performance measurement
8	courtesy and respect	18	monitors reports	28	discovery civil cases	38	number appearances	48	case flow management
9	examine complaints	19	act as own attorney	29	answer phones	39	allocation of judicial officers	49	meet regularly
10	telephone conferences	20	self help center	30	data improvement efforts	40	multiple continuances	50	court committees defined
6. human capital		7. information capital		8. technology capital		9. public trust and confidence		10. support of legitimizing authorities	
Never	Almost Always	Never	Almost Always	Never	Almost Always	Never	Almost Always	Never	Almost Always
51	staff improve process	61	performance measures	71	acquisition/use of technology	81	requests for info	91	publicize performance results
52	staff recognized/thanked	62	data entry errors	72	replacement cycle for techn	82	understand ct experience	92	publicize what done
53	information to staff	63	performance data to improve	73	governance structure for IT	83	court procedures info	93	outside evaluations
54	follow up staff suggestions	64	offender recidivism	74	CIO reports to	84	descriptions on Web	94	results and reports on Web
55	staff have resources	65	notice given next hearing	75	train/support ct info system	85	assist self-represented	95	meet justice system partners
56	staff express opinion	66	accuracy/reliability ct data	76	court as leader	86	civic responsibility jury	96	civic organization meetings
57	staff performance appraisals	67	first phone call	77	judicial competence	87	focus groups held	97	justify fee increases
58	data entry business rules	68	stalled self-represented cases	78	use technology to improve	88	audible in court	98	speak on behalf of court
59	training case mgmt	69	audit case flow processes	79	secure and backed up data	89	costs and eligibility	99	seeks views of leg and exec
60	training performance mgmt	70	avg time filling to dispo	80	quality data	90	source lists for jurors	100	public funds and resources

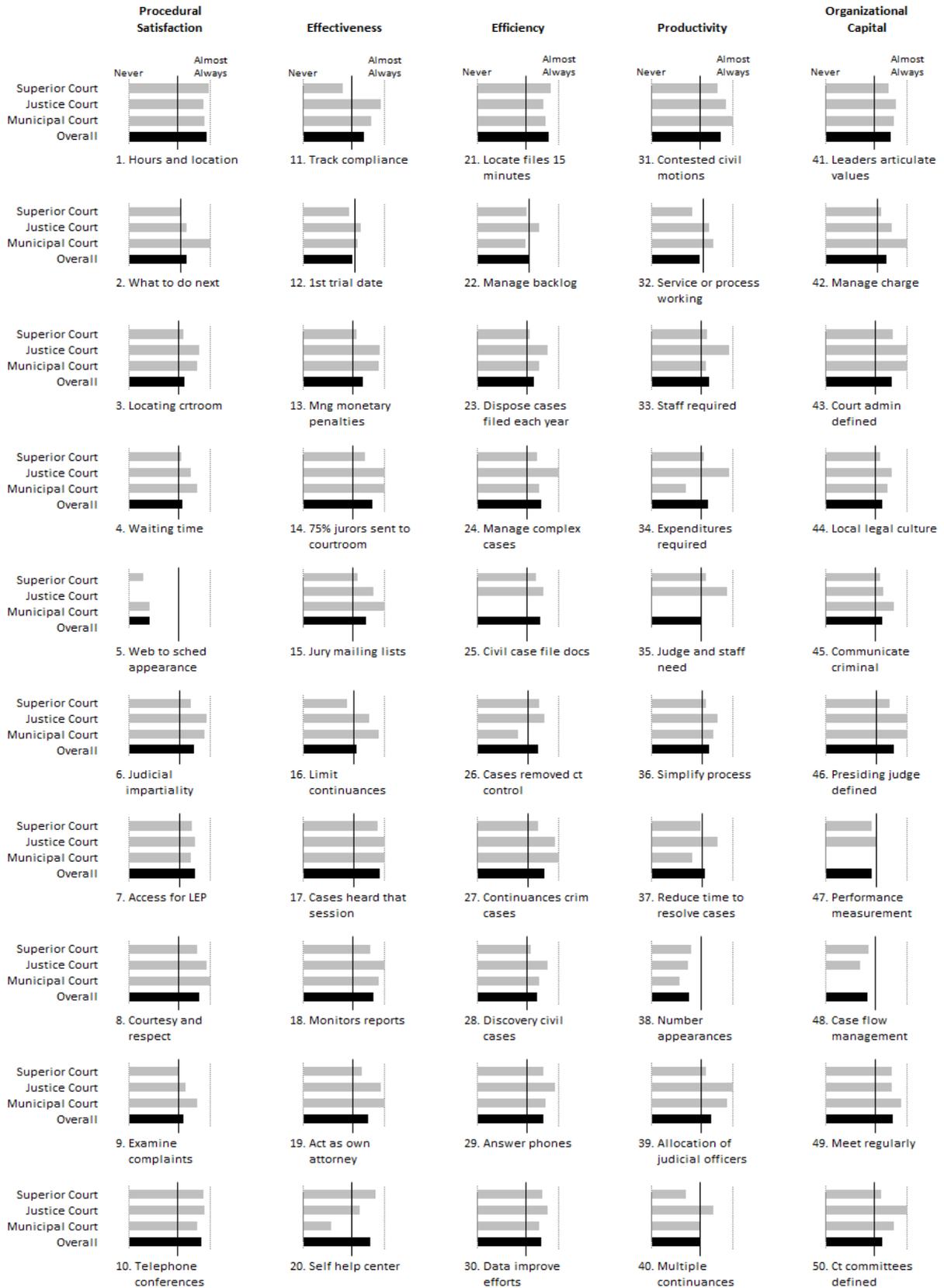
Table 2: Overall Average Response Score by Position (▲ 90 and above, ▼ 70 and below)

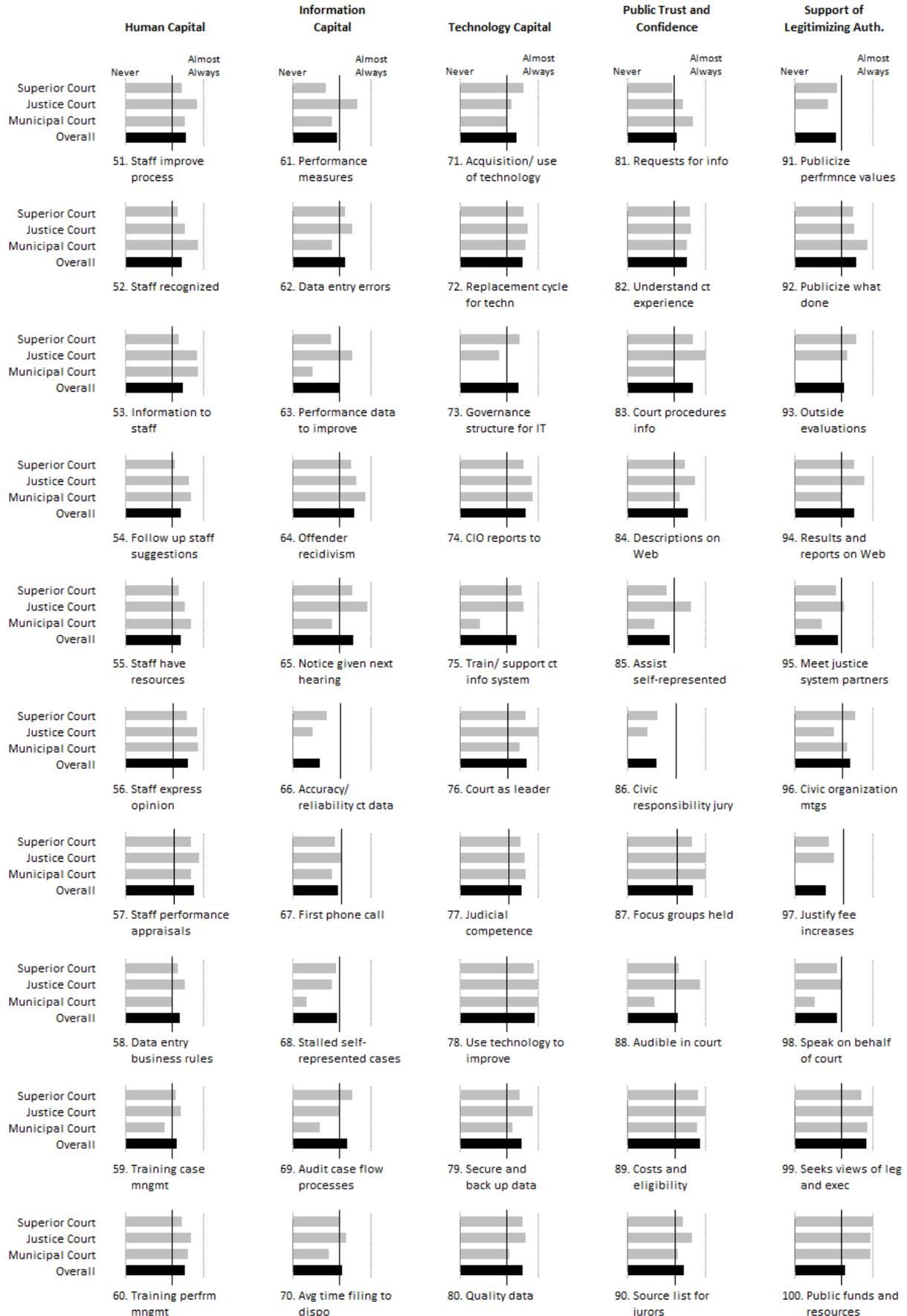
Mohave County Courts

Item No.	Self Assessment Survey Questions	Overall N=50	Superior Court Judicial Officer N=6	Municipal/ Justice Court Judicial Officer N=4	Administrator/ Chief Deputy/ Director N=9	Supervisor/ Manager N=20	Judicial Assistant N=6
1	hours and location	95 ▲	100 ▲	100 ▲	96 ▲	91 ▲	100 ▲
2	what to do next	76	73	90 ▲	85	71	70
3	locating courtroom	74	77	90 ▲	73	69	88
4	waiting time	72	64 ▼	87	80	71	80
5	web to sched appearance	40 ▼	50 ▼	80	40 ▼	36 ▼	20 ▼
6	judicial impartiality	83	90 ▲	100 ▲	89	75	80
7	access for LEP	84	83	95 ▲	90 ▲	78	92 ▲
8	courtesy and respect	88	83	100 ▲	98 ▲	84	80
9	examine complaints	73	67 ▼	75	86	71	70
10	telephone conferences	90 ▲	97 ▲	100 ▲	83	87	100 ▲
<b>Overall Procedural Satisfaction</b>		<b>78</b>	<b>78</b>	<b>92 ▲</b>	<b>82</b>	<b>73</b>	<b>78</b>
11	track compliance	79	72	100 ▲	75	84	50 ▼
12	1st trial date	68 ▼	60 ▼	65 ▼	77	69 ▼	70
13	mng monetary penalties	78	63 ▼	100 ▲	75	81	60 ▼
14	75% jurors sent to courtroom	87	88	100 ▲	92 ▲	80	87
15	jury mailing lists	81	60 ▼	95 ▲	80	80	100 ▲
16	limit continuances	72	60 ▼	95 ▲	77	72	68 ▼
17	cases heard that session	95 ▲	90 ▲	100 ▲	100 ▲	92 ▲	100 ▲
18	monitors reports	88	80	100 ▲	90 ▲	85	95 ▲
19	act as own attorney	84	73	100 ▲	92 ▲	83	84
20	self help center	86	87	80	84	83	100 ▲
<b>Overall Effectiveness</b>		<b>82</b>	<b>73</b>	<b>94 ▲</b>	<b>84</b>	<b>81</b>	<b>81</b>
21	locate files 15 minutes	90 ▲	80	95 ▲	88	91 ▲	93 ▲
22	manage backlog	69 ▼	57 ▼	75	70	72	80
23	dispose cases filed each yr	75	72	75	83	75	70
24	manage complex cases	82	73	90 ▲	87	85	75
25	civil case file docs	81	73	80	85	87	75
26	cases removed ct control	79	76	80	84	76	87
27	continuances crim cases	85	80	95 ▲	87	85	85
28	discovery civil cases	78	73	87	84	75	75
29	answer phones	85	80	95 ▲	85	83	85
30	data improvement efforts	83	83	75	90 ▲	81	80
<b>Overall Efficiency</b>		<b>81</b>	<b>75</b>	<b>85</b>	<b>84</b>	<b>81</b>	<b>81</b>
31	contested civil motions	87	73	100 ▲	93 ▲	87	80
32	service or process working	66 ▼	50 ▼	75	77	71	60 ▼
33	staff required	76	67 ▼	85	83	73	80
34	expenditures required	75	64 ▼	75	89	75	70
35	judge and staff need	69 ▼	84	20 ▼	84	62 ▼	60 ▼
36	simplify process	76	67 ▼	80	80	76	85
37	reduce time to resolve case	72	63 ▼	65 ▼	80	73	80
38	number appearances	57 ▼	80	40 ▼	63 ▼	56 ▼	50 ▼
39	allocation of judicial officers	78	83	95 ▲	89	68 ▼	56 ▼
40	multiple continuances	68 ▼	40 ▼	75	72	77	75
<b>Overall Productivity</b>		<b>72</b>	<b>67 ▼</b>	<b>71</b>	<b>81</b>	<b>72</b>	<b>70</b>
41	leaders articulate values	83	80	100 ▲	91 ▲	78	80
42	manage change	79	77	95 ▲	85	76	65 ▼
43	ct administrator defined	84	90 ▲	100 ▲	90 ▲	76	80
44	local legal culture	75	63 ▼	80	71	80	80
45	communication criminal	75	68 ▼	75	80	75	70
46	presiding judge defined	86	90 ▲	90 ▲	96 ▲	83	80
47	performance measurement	65 ▼	60 ▼	47 ▼	68 ▼	74	67 ▼
48	case flow management	61 ▼	57 ▼	45 ▼	65 ▼	70	67 ▼
49	meet regularly	85	93 ▲	95 ▲	98 ▲	75	75
50	court committees defined	75	72	93 ▲	90 ▲	67 ▼	68 ▼
<b>Overall Organizational Capital</b>		<b>77</b>	<b>75</b>	<b>82</b>	<b>83</b>	<b>75</b>	<b>73</b>

Item No.	Self Assessment Survey Questions	Overall N=50	Superior Court Judicial Officer N=6	Municipal/ Justice Court Judicial Officer N=4	Administrator/ Chief Deputy/ Director N=9	Supervisor/ Manager N=20	Judicial Assistant N=6
51	staff improve process	81	77	95 Δ	93 Δ	81	67 ▼
52	staff recognized/thanked	77	80	90 Δ	91 Δ	74	60 ▼
53	information to staff	78	87	85	93 Δ	76	68 ▼
54	follow up staff suggestions	76	70	85	87	78	56 ▼
55	staff have resources	76	63 ▼	80	80	73	84
56	staff express opinion	83	80	95 Δ	91 Δ	82	75
57	staff performance appraisals	94 Δ	83	100 Δ	96 Δ	95 Δ	93 Δ
58	data entry business rules	89	100 Δ	100 Δ	89	87	84
59	training case mngmt	75	67 ▼	75	80	77	72
60	training performance mngmnt	72	75	80	80	63 ▼	72
<b>Overall Human Capital</b>		<b>80</b>	<b>78</b>	<b>89</b>	<b>88</b>	<b>79</b>	<b>73</b>
61	performance measures	73	63 ▼	90 Δ	88	70	68 ▼
62	data entry errors	65 ▼	40 ▼	100 Δ	78	61 ▼	50 ▼
63	performance data to improve	73	73	65 ▼	83	73	70
64	offender recidivism	66 ▼	68 ▼	50 ▼	77	65 ▼	60 ▼
65	notice given next hearing	82	72	100 Δ	77	81	85
66	accuracy/reliability ct data	82	73	80	87	86	80
67	first phone call	47 ▼	60 ▼	20 ▼	48 ▼	44 ▼	65 ▼
68	stalled self-represented cases	66 ▼	50 ▼	50 ▼	77	69 ▼	70
69	audit case flow processes	65 ▼	60 ▼	60 ▼	83	66 ▼	60 ▼
70	avg time filing to dispo	75	80	65 ▼	77	74	80
<b>Overall Information Capital</b>		<b>69</b>	<b>64</b>	<b>68</b>	<b>77</b>	<b>69</b>	<b>69</b>
71	acquisition/use of technology	81	73	80	85	82	75
72	replacement cycle for techn	77	87	65 ▼	78	69 ▼	90 Δ
73	governance structure for IT	83	84	70	93 Δ	81	80
74	CIO reports to	79	90 Δ	60 ▼	85	78	73
75	train/support ct info system	87	73	95 Δ	87	91 Δ	92 Δ
76	court as leader	77	80	75	74	77	75
77	judicial competence	87	84	87	80	93 Δ	93 Δ
78	use technology to improve	83	73	80	90 Δ	83	80
79	secure and backed up data	95 Δ	90 Δ	100 Δ	98 Δ	94 Δ	96 Δ
80	quality data	82	80	80	83	83	80
<b>Overall Technology Capital</b>		<b>83</b>	<b>81</b>	<b>79</b>	<b>85</b>	<b>83</b>	<b>83</b>
81	requests for info	91 Δ	88	95 Δ	95 Δ	91 Δ	87
82	understand ct experience	70	67 ▼	80	77	68 ▼	68 ▼
83	court procedures info	80	84	95 Δ	82	76	88
84	descriptions on Web	87	87	80	94 Δ	88	93 Δ
85	assist self-represented	81	77	95 Δ	76	84	75
86	civic responsibility jury	63 ▼	63 ▼	73	71	59 ▼	60 ▼
87	focus groups held	49 ▼	55 ▼	33 ▼	50 ▼	53 ▼	30 ▼
88	audible in court	86	83	100 Δ	83	81	96 Δ
89	costs and eligibility	71	90 Δ	47 ▼	80	72	60 ▼
90	source lists for jurors	93 Δ	85	100 Δ	97 Δ	90 Δ	100 Δ
<b>Overall Public Trust and Confidence</b>		<b>77</b>	<b>78</b>	<b>80</b>	<b>81</b>	<b>76</b>	<b>76</b>
91	publicize performance results	70	64 ▼	60 ▼	85	66 ▼	70
92	publicize what done	61 ▼	68 ▼	40 ▼	74	59 ▼	53 ▼
93	outside evaluations	82	80	93 Δ	87	80	75
94	results and reports on Web	70	90 Δ	60 ▼	77	62 ▼	80
95	meet justice system partners	80	80	100 Δ	85	76	67 ▼
96	civic organization meetings	63 ▼	63 ▼	70	72	58 ▼	60 ▼
97	justify fee increases	76	95 Δ	50 ▼	86	70	73
98	speak on behalf of court	51 ▼	56 ▼	40 ▼	60 ▼	49 ▼	47 ▼
99	seeks views of leg and exec	63 ▼	64 ▼	60 ▼	70	65 ▼	60 ▼
100	public funds and resources	92 Δ	90 Δ	95 Δ	100 Δ	94 Δ	75
<b>Overall Support of Legitimizing Authorities</b>		<b>71</b>	<b>75</b>	<b>67</b>	<b>80</b>	<b>68</b>	<b>66</b>
<b>All Areas Average</b>		<b>77</b>	<b>75</b>	<b>81</b>	<b>83</b>	<b>76</b>	<b>75</b>

**Table 3: Response Score by Location**  
**Mohave County Courts**





**Table 4: Higher and Lower Rated Items**

**Mohave County Courts**

**Higher Rated Items**

Procedural Satisfaction, Effectiveness, and Efficiency

- 1 Individuals can find information about the court's location, hours and parking options on the court's website.

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- 10 In our court, mandatory case management conferences can be held, when appropriate, by telephone for the convenience of litigants.

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- 17 If many criminal or traffic cases are scheduled on a single high volume calendar, all litigants will have their case heard that session.

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- 18 Our court monitors the timely submission of all reports by the appropriate entity (e.g., conservator/guardian, treatment provider).

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- 21 Active case files can be easily located within 15 minutes.

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- 27 Judges require a showing of good cause before granting a continuance in criminal cases.

Productivity, Human Capital, and Information Capital

- 31 All judges hearing civil cases consider and rule on contested motions in a timely manner.

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- 39 The allocation of judicial officers among court locations/divisions is defensible and well-justified.

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- 57 Staff receive regular (at least annually) performance appraisals.

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- 58 Our court has clear business rules for data entry and employs those rules in daily operations.

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- 65 Our court tracks whether notice is given to parties prior to the next scheduled hearing at which the party must appear.

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- 66 Judges have confidence in the accuracy and reliability of court data.

Organizational Capital, Public Trust & Confidence, and Support of Legitimizing Authorities

- 46 The leadership role and responsibility of the presiding judge is clearly defined.

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- 49 Judges and court managers meet together regularly to discuss how to solve court business problems.

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- 90 Our court has effective mechanisms in place to compile representative source lists from which to draw prospective jurors.

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- 81 Our court responds promptly to requests for information from court users.

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- 100 Our court officials responsibly seek, use, and account for public funds and other resources.

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- 93 Our court welcomes evaluations of its performance by outside organizations.

**Lower Rated Items**

## Procedural Satisfaction, Effectiveness, and Efficiency

- 4 Users of our court believe that the time spent waiting to conduct their business was reasonable. (waiting time)
- 5 For certain uncontested matters (e.g., traffic), individuals can use our court's website to schedule the date and time of appearance.

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- 16 Judges throughout our court consistently enforce the same policy to limit continuances.
- 12 Cases scheduled for trial are heard on the first scheduled trial date.

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- 23 Our court keeps up with its incoming caseload by disposing of as many cases as are filed each year.
- 22 Our court identifies and actively manages the backlog of cases older than established benchmarks.

## Productivity, Human Capital, and Information Capital

- 32 Our court regularly evaluates whether a new service or process added to assist with caseflow is working as intended.
- 38 Our court monitors the average number of appearances from filing to disposition for criminal cases.

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- 59 Our court conducts periodic training for all court personnel and judicial officers in case management practices.
- 60 Staff are given education and training in court performance monitoring, analysis, and management.

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- 62 Our court has an automated process to identify possible data entry errors.
- 67 Our court actively monitors the percentage of customer issues that are solved by the first phone call.

## Organizational Capital, Public Trust &amp; Confidence, and Support of Legitimizing Authorities

- 47 Making time to discuss the results of performance measurement is a regular item on the agenda of judges' meetings.
- 48 Formulating strategies to improve case flow management practices in our court is a regular topic of discussion at judges' meetings.

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- 86 Our court regularly informs the public about the civic responsibility of jury service.
- 87 Our court holds focus group sessions to examine public views on what can be done to improve the performance of the court.

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- 92 Our court publicizes what has been done to improve performance and refine practices.
- 98 Our court requests the bar and other organizations to speak on its behalf about its performance on with policy makers.