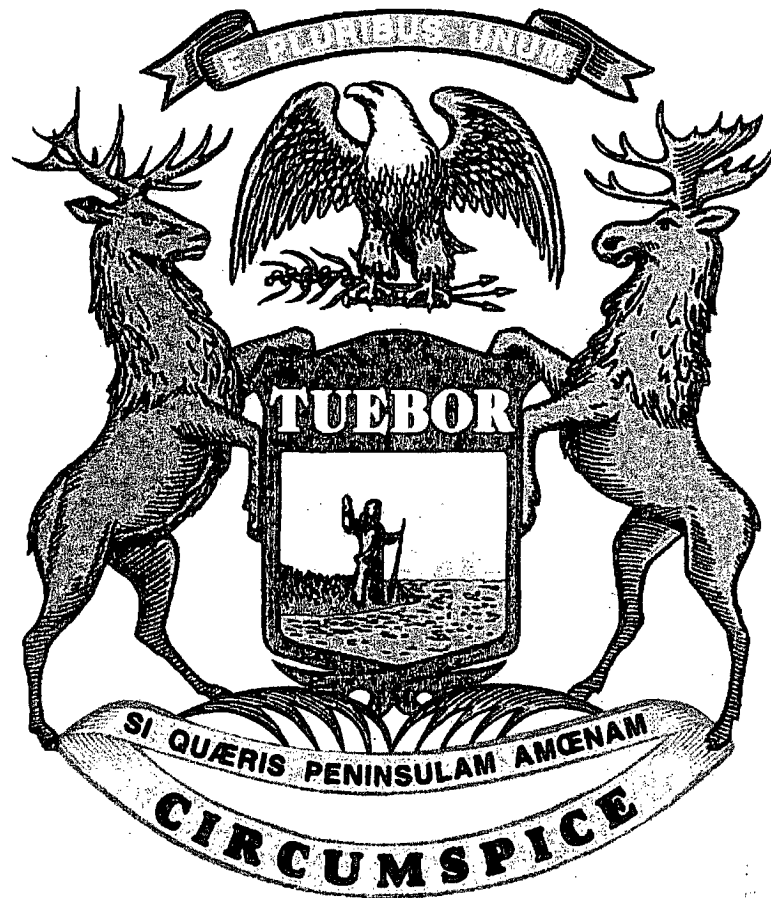


STATE OF MICHIGAN  
COUNTY OF OTTAWA

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20th Circuit Court  
Probate Court



# 2005 – 2007 Strategic Plan

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Revised 11/06

EDWARD R. POST  
CHIEF CIRCUIT JUDGE - TRIAL DIVISION

CALVIN L. BOSMAN  
CIRCUIT JUDGE - TRIAL DIVISION

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CIRCUIT JUDGE - FAMILY DIVISION

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CIRCUIT JUDGE - FAMILY DIVISION

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CHIEF PROBATE JUDGE - FAMILY DIVISION

STATE OF MICHIGAN



TWENTIETH JUDICIAL CIRCUIT COURT  
OTTAWA COUNTY

KEVIN J. BOWLING, JD  
CIRCUIT COURT ADMINISTRATOR

November 2006

Dear Colleague:

The 2005 – 2007 Strategic Plan for the 20<sup>th</sup> Judicial Circuit and Ottawa County Probate Courts represented the first, comprehensive planning process by all divisions of the Courts in an effort to improve public service, increase efficiency and establish a "blueprint" for the future. Implementation of this Plan began January 2005, integrating critical evaluation points to assess progress. This process of evaluation allowed the courts to update and revise the original Strategic Plan, reflecting current goals, objectives and priority projects.

As Antole France so eloquently stated, "To accomplish great things, we must not only act, but also, dream; not only plan, but also, believe." As you read the Courts' revised and updated Strategic Plan, please join in the enthusiasm, optimism and belief for a better Court shared by all those who have participated in this endeavor.

For further information, comments or questions, please contact Kevin J. Bowling, Court Administrator, at (616) 786-4100 or email him at [kbowlin@co.ottawa.mi.us](mailto:kbowlin@co.ottawa.mi.us).

Sincerely,

A handwritten signature in black ink, appearing to read "Kevin J. Bowling".

Kevin J. Bowling, JD  
Court Administrator

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## Acknowledgements

The judges and employees of the 20<sup>th</sup> Judicial Circuit Court, in conjunction with the Ottawa County Probate Court, extend appreciation to the State Justice Institute of Alexandria, Virginia for making this strategic planning initiative possible through a grant award. In addition, the Courts thank American University, Justice Programs Office for their support with technical assistance funds and the Ottawa County Board of Commissioners, as the Courts' funding unit, for ongoing and specific, financial contribution of matching funds for this project.

The members of the Strategic Planning Oversight Team members are commended for significant contributions of time, talents, energy and commitment to this court-wide process. Their collective efforts will assist the Courts in the administration of justice and exemplary service to the public. Also, many of the Courts' stakeholders participated in focus groups, which were instrumental in offering critical data included in the development of this document.

Brenda Wagenknecht-Ivey, Ph.D., President – PRAXIS Consulting, Inc. is especially acknowledged for her masterful facilitation of the Task Force. Her ability to blend strategic planning expertise with an intuitive sense of balancing a variety of roles was reflected in consistently extracting the best from the Task Force. Through her guidance and belief in the capability of the Strategic Planning Task Force, this Plan reflects a strong vision grounded in reality.

This document represents the efforts of many, incorporating the wisdom of the past and present with the deliberate, eager anticipation of the future. It is with confidence and excitement the Courts brings this document to life through implementation.

## Strategic Planning Oversight Team Members

Hon. Edward Post  
Chief Judge, Circuit Court

Hon. Mark Feyen  
Chief Judge, Probate Court

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Court Administrator

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Assistant Superintendent of Detention

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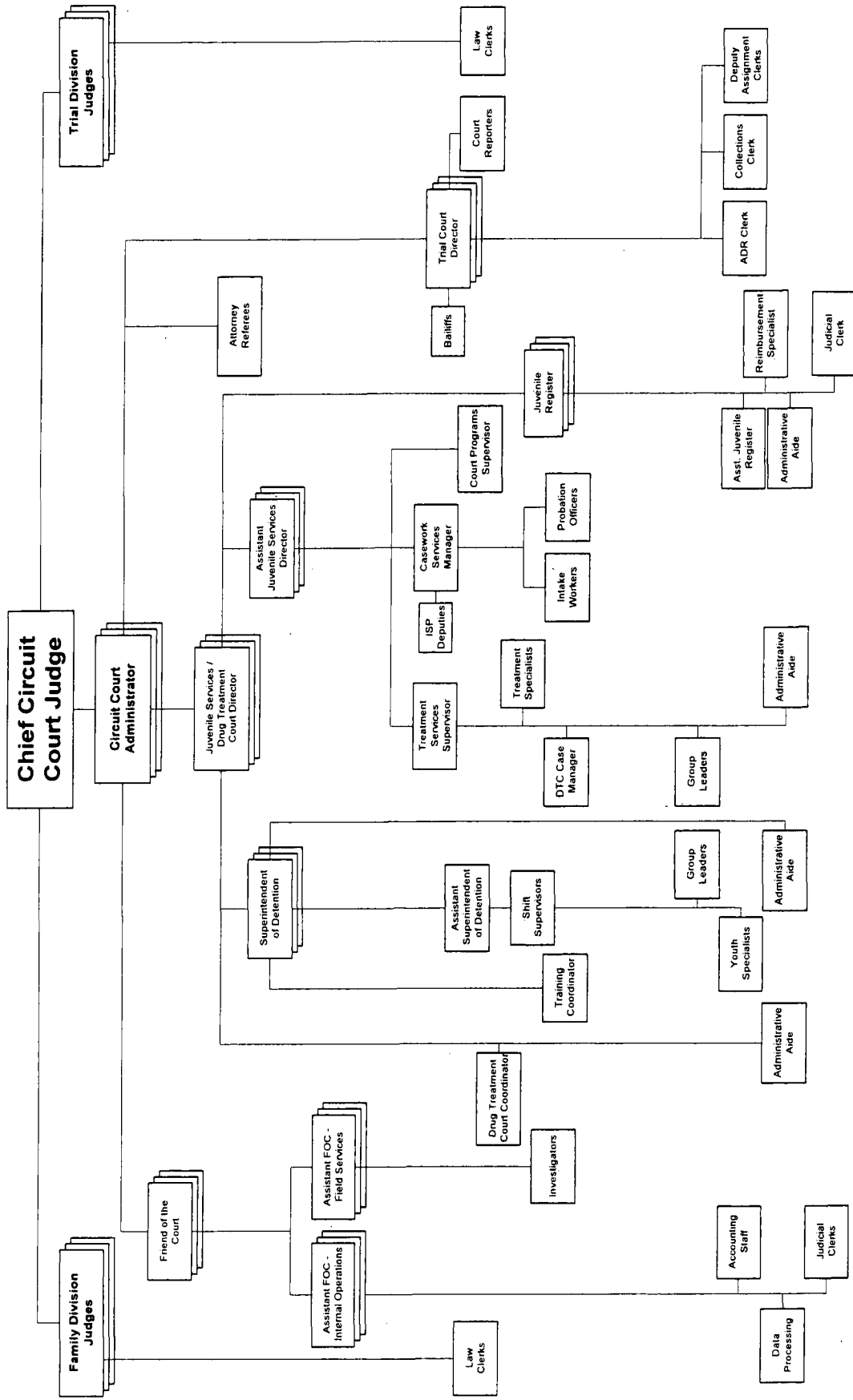
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Amanda Sheffield  
Judicial Clerk

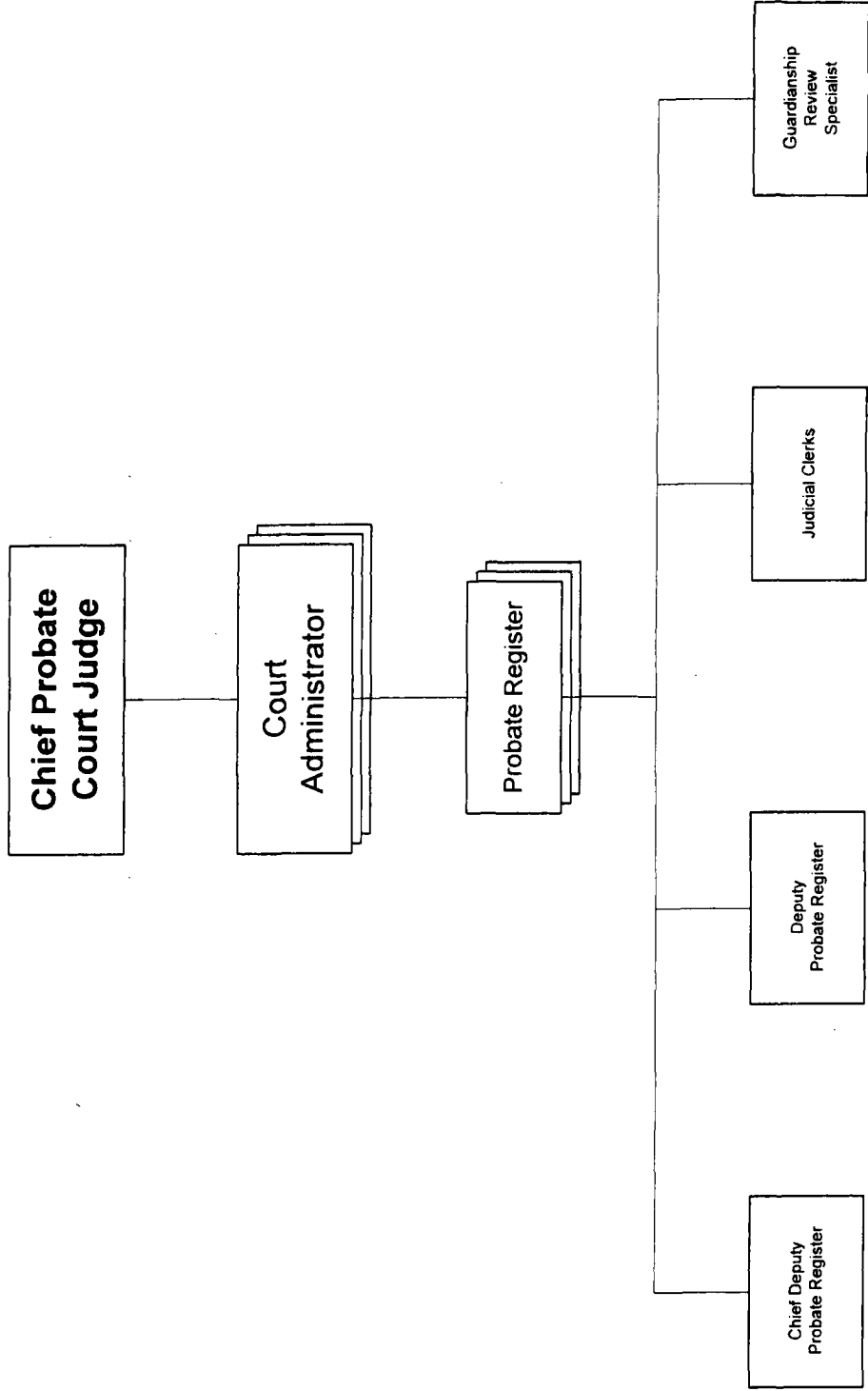
# Ottawa County 20th Judicial Circuit Court

January 2007



# Ottawa County Probate Court

June 2004



**20<sup>th</sup> JUDICIAL CIRCUIT &  
OTTAWA COUNTY PROBATE COURTS**

**2005-2007 Strategic Plan**

**SECTION I: INTRODUCTION & OVERVIEW**

The fundamental purpose of a court is to peacefully and fairly resolve society's inevitable conflicts, one case at a time. To engender public trust and confidence in the judicial process, a court must not only resolve conflicts, but also be perceived as resolving conflicts. To be effective, a court must be independent, impartial and have adequate funding, resources and community support.

Michigan's Constitutional Convention envisioned an independent and impartial court system when Article VI of the State Constitution was drafted, vesting the judicial power of the state exclusively in "one court of justice." The 20<sup>th</sup> Judicial Circuit and Ottawa County Probate Courts are part of this "one court of justice" and are overseen by the Michigan Supreme Court. As the Michigan Supreme Court is responsible for the oversight of trial courts on a statewide basis, the Chief Judges are responsible for the administration.

In 2004, the 20<sup>th</sup> Judicial Circuit and Probate Courts embarked on a comprehensive, strategic planning process that yielded a three year Strategic Plan to ensure effective administration. The purpose of the Strategic Plan, which was developed by an internal task force appointed by the Chief Judges, is to provide the Courts with a clear, future direction that will result in improved services to the public. Also, it is a mechanism by which the Courts can communicate information to stakeholders.

Newly collected information has been instrumental in updating the Courts' original, Long Range Strategic Plan. This *revised* Strategic Plan reflects systematically-obtained feedback from community partners, citizens, law enforcement, schools, inter-county departments, employees and administration. An annual review structure allowed for needed adjustments and flexibility in the implementation while utilizing the original Plan as the foundation. Continued, consistent, critical evaluation will allow the Courts to measure success and refine operations on an ongoing basis as the Courts proceed in the deliberate building of a Court that inspires public trust.

## SECTION II: MISSION AND VISION OF THE 20<sup>TH</sup> JUDICIAL CIRCUIT & OTTAWA COUNTY PROBATE COURTS

### **Mission of the 20<sup>th</sup> Judicial Circuit & Ottawa County Probate Courts**

To administer justice, provide restorative services and apply the law with equality, integrity and timeliness through trained, courteous staff in a manner that inspires public trust.

### **Vision of the 20<sup>th</sup> Judicial Circuit & Ottawa County Probate Courts**

Through strong leadership and skilled staff, the Court will consistently provide exemplary service by:

- Assuring accessibility to innovative, restorative, continually improving and efficient, professional service.
- Using state-of-the-art technology to maximize efficiency and effectiveness.
- Providing comprehensive, public education about court functions.
- Developing and nurturing strong, positive, collaborative partnerships.

### SECTION III: STRATEGIC ISSUES, GOALS & OBJECTIVES

The Courts identified five strategic areas. The strategic issue areas, goals and objectives are as follows:

#### **20<sup>th</sup> Judicial Circuit & Ottawa County Probate Courts Strategic Issue Areas**

1. Resources
2. Access to Courts
3. Efficient (Timely) & Effective Operations & Services
4. Collaboration with Partners
5. Organizational Structure & Employee Interests

#### **A. Resources**

This strategic issue includes the need to secure adequate resources for the courts in areas such as staffing, technology/information systems, facilities, programming and collections of fines, revenues, fees, restitution, court costs, etc. In addition, it is helpful to apply for grants, as appropriate, in an effort to provide the Courts' innovative opportunities, while reducing the County's financial burden. Also, improved collections increase accountability while offsetting operational cost of the Courts.

Goal 1: Insure sufficient resources to provide exemplary services.

Objective 1.1: Support the appropriate utilization of non-employee workers

Objective 1.2: Encourage the pursuit of additional forms of funding to compliment the budget and address organizational needs

Goal 2: Collect reimbursement, revenues, fines, fees, restitution and Court costs.

Objective 2.1: Enhance collection efforts (of reimbursement, revenues, fines, fees, restitution and court costs).

Objective 2.2: Continually track, report and evaluate collection efforts

#### **Strategic Issue #1: Resources 2007 Priority Projects**

1. Develop a Court-wide collections plan
2. Develop and complete a Needs Assessment to identify the Court's needs and service-gaps
3. Develop grant/intern resource proposals to meet the identified needs

## **B. Access to Courts**

The Courts are committed to providing the general public, greater access to services. Some areas of focus may include expanded hours, interactive website, educational or informational materials, electronic payment capability, ADA – compliant facilities, services for non-English speaking users and easily understood materials.

Goal 1: Provide physically accessible facilities to all.

Objective 1.1: Support the County and/or local communities in the development of public transportation by sharing information from Court User Survey.

Objective 1.2: Advocate for user-friendly building facilities that are barrier free, conveniently located and designed to serve the needs of users.

Objective 1.3: Continue to explore and advocate for effective court security.

Objective 1.4: Advocate for adequate & secure facilities

Goal 2: Provide convenient, user-friendly and accessible Court services and information to all.

Objective 2.1: Use multiple, innovative technologies to provide and enhance access and information to the Courts' services, including enhancements to [www.miottawa.org](http://www.miottawa.org).

Objective 2.2: Support varied or extended court hours, as appropriate.

Objective 2.3: Provide specialized/enhanced services and information to self-represented, non-English speaking and disabled/special needs Court users.

### **Strategic Issue #2: Access to Courts 2007 Priority Projects**

1. Develop and implement plan to review web site in conjunction with WebTecs, Inc. and update Leadership Team on a monthly basis
2. Develop a Court Learning Center for new, Grand Haven Courthouse
3. Develop and implement services for self-represented persons

### **C. Efficient (Timely) Operations & Services**

The Courts are committed to improving the efficiency and effectiveness of operations and services. Areas of focus may include streamlining internal processes, standardizing policies and procedures, increasing operations consistency, addressing general timeliness issues, educating the public of services, expanding victim's rights, using effective case-management practices, evaluating performance including outcomes, and expanding the use of technology.

Goal 1: Complete work in a timely manner.

Objective 1.1: Resolve all cases/legal matters in accordance with Michigan's adopted caseload management time standards.

Objective 1.2: Implement innovative and effective case processing policies and practices.

Objective 1.3: Continuously streamline/improve internal work processes.

Goal 2: Provide exemplary service to Court users.

Objective 2.1: Support the recommendations in the Court User Survey, as appropriate.

Objective 2.2: Support the recommendations in the Technology Master Plan, as appropriate

#### **Strategic Issue #3: Efficient Operations & Services 2007 Priority Projects**

1. Evaluate, recommend and implement recommendations in the Court User's Survey, as approved by Leadership Team
2. Evaluate, recommend and implement recommendations in the Technology Master Plan, as approved by Leadership Team
3. Develop and implement Caseflow Management Guideline compliance protocols in conjunction with IT, BizStream, JIS and other providers

## **D. Collaboration with Partners**

The Courts value partnering with the community members such as prosecutors, defense attorneys, non-profit agencies, schools, clergy, law enforcement, local, state and federal governmental agencies and seek to improve these working relationships. Some areas of focus may include improved communication, joint problem-solving, collaboration on treatment alternatives, fiscal collaboration, planning, etc. Nurturing existing and expanding toward new partnerships is integral to the Courts' long-term success.

Goal 1: Improve communication with justice system and community partners.

Objective 1.1: Support consistent and varied forms of communication with existing and new partners.

Objective 1.2: Encourage new partnership opportunities.

Goal 2: Increase public understanding of the Courts and access to services.

Objective 2.1: Inform the public of the Courts' services and access capabilities.

Objective 2.2: Offer joint training and educational opportunities, as appropriate

### **Strategic Issue #4: Collaboration with Partners 2007 Priority Projects**

1. Plan and conduct at least two (2) informational events with the Ottawa County Bar Association and one (1) petition-writing training with the Department of Human Services.
2. Develop and submit for dissemination one special issue of the Court Communicator to inform the public and partners about Court operations.
3. Conduct a Needs Assessment of Court partners to determine what information about the Court is needed and the preferred way of receipt of such information.

## **E. Organizational Communication and Employee Development**

This strategic issue area addresses issues of court-wide communication, positive work environment, employee needs/interests and employee development for the Courts' future. Effective, court-wide communication improves productivity through reducing confusion and increasing consistent practices; maintaining a positive work environment is integral to high customer satisfaction and organizational performance; meeting the reasonable needs and interests of the staff impacts organizational performance; and, developing employee skill levels ensures high quality Court services for the future.

### Goal 1: Continually strive to improve the work environment.

Objective 1.1: Encourage open communication among divisions.

Objective 1.2: Promote respect and teamwork among employees

### Goal 2: Maintain a highly - skilled staff.

Objective 2.1: Promote professional on-site and off-site education and training opportunities in identified areas of need

Objective 2.2: Ensure all employees' certifications are complete and in compliance with their respective positions

Objective 2.3: Implement effective on-the-job staff development programs.

### **Strategic Issue #5: Organizational Communication and Employee Development 2007 Priority Projects**

1. Combine existing Training Committees into one (1) Court-wide Training Committee and conduct at least, one training, quarterly.
2. Solicit and submit a monthly, work-related article for the Court Communicator from an employee or judge.
3. Using the National Center for State Courts, CourTools, Measure #9, conduct a Court Employee Satisfaction Survey and submit results for Leadership Team review and Court Communicator publication.

## **F. Court-Specific and Divisional Projects**

Due to the importance to the mission of the 20<sup>th</sup> Circuit and the Ottawa County Probate Courts, each of the priority projects described above were assigned to one of five Strategic Issue Teams for implementation. In addition to the Strategic Issue Priority Projects, divisional projects respective to each division or court are listed below as they apply to a Strategic Issue in order to give them special recognition.

The following projects will be completed by staff within each office, as time and resources allow. The projects are categorized within the strategic issues areas; however, this is only meant to demonstrate the connection to the planning process. Progress reports will be submitted prior to each SPOT Team meeting to document achievements on individual projects.

### Probate Court

- Strategic Issue #1: Resources
- Strategic Issue #2: Access to Courts
- Strategic Issue #3: Efficient Operations & Services
  - Implement document imaging
  - Develop on online policy manual
- Strategic Issue #4: Collaboration with Partners
  - Provide training to CMH on court policies re: mental health cases
- Strategic Issue #5: Organizational Communication and Employee Development

### Friend of the Court

- Strategic Issue #1: Resources
  - Establish bench warrant enforcement fund
  - Obtain SCAO Access/Visitation grant funding
  - Assist with development of federal Safe Havens grant application
  - Research and develop revenue sources to lessen impact of Deficit Reduction Act

- Strategic Issue #2: Access to Courts
  - Improve client access to FOC office
  - Increase use of Holland satellite office
- Strategic Issue #3: Efficient Operations & Services
  - Develop non-custodial parent program, including early monitoring of compliance (w/ 1-2 months of order entry)
- Strategic Issue #4: Collaboration with Partners
  - Develop educational programs with area schools
- Strategic Issue #5: Organizational Communication and Employee Development
  - Encourage employee participation in new GH Courthouse building project

#### Juvenile Services

- Strategic Issue #1: Resources
  - Obtain resources for Ropes Course feasibility study
  - Place 5 interns during academic year
- Strategic Issue #2: Access to Courts
  - Develop business plan for web based scheduling module
  - Develop business plan for web based collections module
- Strategic Issue #3: Efficient Operations & Services
  - Develop several technology advancements (e.g., imaging, Detention web system, integrate web system and AS/400)
  - Develop RFP for foster care services
  - Review and implement program changes with Treatment Services and Intensive Supervision
- Strategic Issue #4: Collaboration with Partners
  - Increase community partnerships with Detention Center

- Increase “Restorative Justice” practices within Youth Services
- Strategic Issue #5: Organizational Communication and Employee Development
  - Develop Detention Center training calendar
  - Develop safety improvement goals for Juvenile Services Division
  - Provide opportunities for employee involvement in the change/transition process

#### Trial Division

- Strategic Issue #1: Resources
  - Develop computer support for collections
- Strategic Issue #2: Access to Courts
- Strategic Issue #3: Efficient Operations & Services
  - Establish periodic meetings with IT and Court Records to review caseflow reports
- Strategic Issue #4: Collaboration with Partners
- Strategic Issue #5: Organizational Communication and Employee Development
  - Reconfigure staff space and workflow in preparation for move to new courthouse

## **SECTION IV: CONCLUSION**

The original 2005 – 2007 Long Range Strategic Plan was an ambitious undertaking. The staff diligently worked toward successful implementation of many of the goals and divisional, priority projects set forth. This intense initiative has assisted the Courts in being responsive to the public through high levels of service and performance.

Throughout the initial implementation of the Strategic Plan, the Courts' administration monitored progress – assisting and supporting whenever possible. The Strategic Planning Oversight Team (SPOT) met on a regular basis to review progress, discuss challenges, problem-solve and celebrate accomplishments. Co-team leaders of the Five (5) Strategic Issue Implementation Teams orchestrated frequent meetings. Team members worked very hard to accomplish the goals, objectives and priority projects set forth for their strategic issue area.

In addition to the significant achievements, several lessons were learned. Perhaps one of the most important lessons learned was the knowledge that implementing a Strategic Plan is not a "sport for sprinters". Rather, it is a deliberate, progressive and endurance campaign with great potential results. Consequently, as the Long Range Strategic Plan has been updated, it has been critical the Courts remain realistic and imperative, tasks of goal design and achievement be balanced with human resource capability. Thus, goals, objectives and divisional priority projects were reduced in numbers and/or in scope during the updating process. As the Courts implement the revised Strategic Plan, maintaining a realistic approach will allow the Courts to keep focused on ultimate outcomes and benefits to all, over the duration of time.

## SECTION V: GLOSSARY

Mission Statement: Expresses the fundamental purpose of an organization.

Vision Statement: Defines a preferred future of an organization. It describes what the organization desires to become or do in the future: what it should be at its best.

Strategic Issues: Internal or external, underlying issues that are fundamentally important to the organization over the long-term.

Goal: A statement that reflects an anticipated outcome or result.

Objective: General statements that describe the manner in which the end result – or goal – will be achieved.

Priority Projects: These are the shorter-term (1-2 years) strategic and operational priorities of the organization.

SPOT Team: The Strategic Planning Oversight Team consists of members who want to be actively involved in the implementation process and oversee the Courts' Strategic Plan. They are charged with regular reviews of implementation, problem-solving challenges, maintaining focus, supporting the Implementation Teams, building support, sharing information and celebrating/acknowledging goal completion or success.

Strategic Planning Coordinator. The appointed Strategic Planning Coordinator is the Circuit Court Administrator or his/her designee. This person is responsible for helping to implement and monitor progress of the Strategic Plan; functions as primary liaison between Strategic Issue Implementation Teams and working members of those teams, the Circuit/Probate Leadership Team and individuals working on other projects; and is the primary contact for judges and staff.

Strategic Issue Implementation Teams. Each Implementation Team represents one of the five Strategic Issue areas. Implementation Teams lead the facilitation of change and improvement efforts identified in their respective strategic issue areas. The Teams are comprised of managers and staff from the Courts and are responsible for completing priority projects, communicating progress and encouraging others to get involved.

Leadership Team: The Circuit and Probate Courts' Leadership Team is comprised of Directors representing each division of the Courts.

## SECTION VI: APPENDIX

## ORGANIZATIONAL ASSESSEMENT

<b>Use of Technology</b>	
<b>Strengths</b>	<b>Weaknesses/Areas for Improvement</b>
<ul style="list-style-type: none"> <li>• Web based Case Management</li> <li>• Drug Court Case Management</li> <li>• Better Equipment.</li> <li>• Better IT support than in past</li> <li>• CCCMS</li> <li>• Imaging will open e-commerce to public</li> <li>• Technology Master plan will assist] court in determining needs.</li> <li>• Web based systems (TPC &amp; DTC)</li> <li>• Imaging- Improved website</li> </ul>	<ul style="list-style-type: none"> <li>• County website- no e-mail Few links to other websites</li> <li>• Sound system-amplification in downtown courtrooms</li> <li>• State system for FOC too inflexible</li> <li>• Budget cuts forcing us to delay updating equipment</li> <li>• Public education of existing technology</li> <li>• Staff in the field can't use without laptop computers</li> <li>• Not available in the courtroom</li> <li>• Improved, but all bullets still apply (see page six of Strategic plan)</li> <li>• Collections: Can be automated</li> <li>• Not using video technology to its fullest</li> </ul>

<b>Fiscal Accountability</b>	
<b>Strengths</b>	<b>Weakness/Areas for Improvement</b>
<ul style="list-style-type: none"> <li>• Funding given</li> <li>• Used wisely</li> <li>• Increased use of ADR may result in budget benefits</li> <li>• Maximize outside funding thru Grants</li> <li>• "Collections" price to CCCMS development will help \$</li> <li>• History of adequate funding</li> <li>• Always trying to get the most out of our allocated monies</li> <li>• Current bullets page seven</li> </ul>	<ul style="list-style-type: none"> <li>• Upgrade Collections practices</li> <li>• Continued improvement</li> <li>• Overly dependent on grants and no grand coordinator</li> <li>• Increased County reliance in performance outcomes? Could also be a strength - mandated services may be challenging</li> <li>• Bullets still apply - page seven</li> </ul>

<b>Practices, Attitudes, Habits of Judges &amp; Staff</b>	
<b>Strengths</b>	<b>Weaknesses/Areas for Improvement</b>
<ul style="list-style-type: none"> <li>• Judges team free of conflicts</li> <li>• Judges' open door policies</li> <li>• Staff Committed, and courteous</li> <li>• Respectful &amp; a positive attitude towards clients by staff</li> <li>• Open to change</li> <li>• Judges are team players</li> <li>• Administration open to new ideas</li> <li>• Good work ethic</li> <li>• Judges are approachable</li> </ul>	<ul style="list-style-type: none"> <li>• Timeliness of case processing</li> <li>• Adjournments too easy</li> <li>• Aging staff and prep for replacement, or succession planning</li> <li>• Inconsistencies with referees</li> <li>• Lack of courtroom control</li> </ul>

<b>Availability &amp; Use of Data/Information</b>	
<b>Strengths</b>	<b>Weaknesses/Areas for Improvement</b>
<ul style="list-style-type: none"> <li>• Web Base Development Case Management</li> <li>• Web based DTC system</li> <li>• IT willing to work with us</li> <li>• Rely on data - supporting documents</li> <li>• Customer Satisfaction Survey</li> <li>• Technology Plan</li> <li>• CCCMS Technology plan</li> <li>• Utilization of existing data, e.g., Strategic Plan</li> <li>• Collection of stats</li> </ul>	<ul style="list-style-type: none"> <li>• AS 400 - no reports available</li> <li>• Very little done with e-filing</li> <li>• AS 400 - Can't solicit reports or query capability to inflexible</li> <li>• Statistics are not reliable (from AS 400)</li> <li>• Cuts in budget for increased technology</li> <li>• No statistician or evaluator on staff to assist court</li> <li>• Clerk's office has to keep info too long</li> </ul>

<b>Customer Service</b>	
<b>Strengths</b>	<b>Weaknesses/Areas for Improvement</b>
<ul style="list-style-type: none"> <li>• Extended hours</li> <li>• Knowledgeable staff</li> <li>• Friendly staff</li> <li>• Willing to assist</li> <li>• Professional</li> <li>• Judge's who come to work</li> <li>• Desire of staff to service</li> <li>• Professional approach</li> </ul>	<ul style="list-style-type: none"> <li>• Glass wall separate us from the public</li> <li>• State mandated phone system at FOC</li> <li>• Volume of calls</li> <li>• Antiquated communication system</li> <li>• Non united - critical of other divisions</li> <li>• Attention to clarifying court outcomes</li> <li>• Need better e-filing</li> <li>• Allow customer to e-mail</li> <li>• Need increased education</li> <li>• Physical accessibility to building</li> <li>• Transportation</li> <li>• Clerks office downtown</li> </ul>

<b>External Relations</b>	
<b>Strengths</b>	<b>Weaknesses/Areas for Improvement</b>
<ul style="list-style-type: none"> <li>• Staff involved with community organizations and State associations</li> <li>• Good relationships with external agencies (juvenile)</li> <li>• Maintaining good relations with Funding unit</li> <li>• Support of Administration to be involved with outside organizations and efforts</li> <li>• Bullets apply - page seven</li> </ul>	<ul style="list-style-type: none"> <li>• Communication with policy and laws is lacking</li> <li>• Need better communication with police agencies</li> <li>• Need better public education</li> <li>• Better Communication with the Bar</li> <li>• Territorial judicial divisions would do best if they had a understanding of other systems agencies</li> </ul>

<b>Organization/Structure</b>	
<b>Strengths</b>	<b>Weaknesses/Areas for Improvement</b>
<ul style="list-style-type: none"> <li>• Cross division communication</li> <li>• More accessible to each other</li> <li>• Improved integration among court departments</li> <li>• Leadership team</li> </ul>	<ul style="list-style-type: none"> <li>• Still in silos</li> <li>• Still too many layers of administration</li> <li>• Geographical separation</li> <li>• Lack of knowledge about other divisions</li> <li>• Structure of organization not well defined and not balanced</li> <li>• Too many committees</li> <li>• Too many meetings</li> <li>• Kevin, Pat, Sandi are gone</li> <li>• Geographical distance</li> </ul>

<b>Leadership &amp; Management</b>	
<b>Strengths</b>	<b>Weaknesses/Areas for Improvement</b>
<ul style="list-style-type: none"> <li>• Kevin</li> <li>• Available leadership</li> <li>• Communicate better</li> <li>• Keep ones in current report</li> <li>• Working leaders</li> <li>• Approachable and open; knowledgeable; helpful</li> </ul>	<ul style="list-style-type: none"> <li>• Spread too thin</li> <li>• Too many "chiefs"</li> <li>• Need to stay in touch with line staff</li> <li>• Kevin, Pat, Sandi are often not available, too many meetings</li> <li>• Pending retirements. Keep 1<sup>st</sup> and 2 bullets from annual reports</li> <li>• Succession planning isn't happening any more</li> <li>• Aging management staff</li> <li>• Increase Leadership Team communication</li> </ul>

<b>Communication &amp; Teamwork (Internal)</b>	
<b>Strengths</b>	<b>Weaknesses/Areas for Improvement</b>
<ul style="list-style-type: none"> <li>• Communication- Court Communicator</li> <li>• Leadership team</li> <li>• Teamwork - Strategic Planning process</li> <li>• E-mail system</li> <li>• Blackberries</li> <li>• Cell phones</li> <li>• Breaking down barriers between departments</li> <li>• All on same E-mail</li> <li>• CCCMS</li> <li>• Keep current bullets</li> </ul>	<ul style="list-style-type: none"> <li>• Challenge to involve &amp; obtain-buy-into goals of Leadership Team Strategic Plan</li> <li>• Court distance</li> <li>• Not enough communication with County department</li> <li>• Keep current bullets</li> <li>• Up to date phone numbers, extensions for internal use court wide</li> </ul>

<b>Workload &amp; Resources</b>	
<b>Strengths</b>	<b>Weaknesses/Areas for Improvement</b>
<ul style="list-style-type: none"> <li>• County provides great resources</li> <li>• Good administrative and judicial support</li> <li>• Keep all bullets -page six</li> <li>• Good programs, services for juvenile</li> <li>• Great resources within the court and the community</li> <li>• Staff talented</li> <li>• Good work ethic</li> <li>• Alternatives to detention</li> <li>• Continuum of services</li> </ul>	<ul style="list-style-type: none"> <li>• Projects implementation expands workload</li> <li>• Economic state of County &amp; impact on budget</li> <li>• Quality of work goes down with large caseloads (FOC)</li> <li>• Low numbers in detention</li> <li>• Inadequate staffing</li> <li>• Keep bullets 1 &amp; 3 page six</li> </ul>

<b>Policies, Procedures, Work Process</b>	
<b>Strengths</b>	<b>Weaknesses/Areas for Improvement</b>
<ul style="list-style-type: none"> <li>• Policies on Lotus Notes makes the accessible</li> <li>• Divisions willing to work together and develop policies and procedures</li> <li>• Procedures have been streamlined</li> <li>• Implementation of Imaging</li> <li>• Standardizes working methods</li> </ul>	<ul style="list-style-type: none"> <li>• Takes too long to get policies accepted</li> <li>• Too many layers of approval</li> <li>• Lack of knowledge re: policies of other units</li> <li>• Too many policies</li> <li>• Keep 3 bullets page six</li> <li>• Circuit Court Trial Division processing need update</li> </ul>