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**JUDICIAL BRANCH**

**COUNCIL OF STATE COURT JUDGES**

# **Business Strategic Plan For State Courts**

**April 27, 2006**



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## Executive Summary

The Council of State Court Judges determined the need to develop a Strategic Plan to help identify and prioritize its major objectives for the incoming leadership team and beyond. In this session, input was gathered from a broad group of the State Court's Leadership team to:

- ▶ **Clearly articulate a Vision for State Courts,**
- ▶ **Identify the Strategic Objectives of the Council for the near, medium and long term,**
- ▶ **Determine the Key Initiatives required to support these Strategic Objectives,**
- ▶ **Create a framework for measuring success and communicating progress, and**
- ▶ **Establish a process for continuing Strategic Planning and prioritization efforts for the future.**

With the completion of this exercise along with the creation of an IT Strategic Plan from an earlier effort, a Strategic Vision and Strategy Articulation Map for 2006 through 2008 was developed that will enable the State Court Leadership team to begin to prioritize the initiatives that will assist in advancing the Court towards achieving its strategic objectives.

Additionally, an action plan has been created to outline the next steps required for the State Court Leadership team to begin to implement this vision across the courts.



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# Executive Summary

## State Court Strategy Articulation Map

## Drivers

### Vision

- Impartial Courts
- Judicial Excellence
- Accessible and Efficient Justice

### Mission

*To further the improvement of the State Courts and the quality and expertise of its judges, to maintain the impartiality of the judiciary and to ensure the fair, efficient administration of justice.*

### Guiding Principles

- Improves the quality of State Courts
- Promotes the role of State Courts
- Enhances public understanding and confidence in the courts
- Is fair to all concerned
- Is achievable and practical

## Unique Attributes

Created by State Legislation/  
Funded by the County, in Selected Counties

Provides a Fast, Efficient Forum for Jury Trials

High Volume of Criminal & Non-domestic Civil Cases

Forum for Effective Adjudication of Misdemeanor Cases

High Volume of Probation and Post-judgment Proceedings

Enforce Rehabilitation Requirements for DUI & Domestic Violence Cases

## Strategic Objectives

Support the State Courts

Facilitate Relationships within the Judicial Branch

Foster Relationships with other Branches of Government

Inform and Interact with the Public

## Key Initiatives

- Provide ongoing relevant CJE
- Increase State Court presence
- Determine/enhance Internet communication among CSCJ
- Approve and Implement IT Strategic Plan
- Cross-train on specific topics between local courts
- Grow DUI Courts
- *Additional Initiatives defined*

- Improve social interaction at Councils leadership level
- Identify and meet with counterparts in other Councils
- Knowledge sharing across Councils
- Joint training sessions with other courts
- *Additional Initiatives defined*

- Identify key stakeholders in other branches and establish relationships
- Identify/promote public issue projects
- Invite key stakeholders to attend Council meetings
- Expand Judge for a Day
- *Additional Initiatives defined*

- Partner with State Bar (FIF)
- Increase Mock Trial participation
- Present on specific programs (DUI Court)
- Develop information exchange process and materials
- Provide programs to educate/inform public
- *Additional Initiatives defined*

## Measures Of Success

- Establish Baselines
- Participation
- Feedback mechanisms
- Implementation of IT Initiatives

- Ongoing Discussions
- Improved Relationships
- Presentation Opportunities
- Joint Training Activities

- Invitation Acceptance rates
- Judge for a Day Participation
- Relationship Tracking/Growth
- Government issue projects implemented

- State Bar relationships
- Mock Trial participation
- Baseline/Growth in presentations
- Press releases



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## Approach Overview

The Council of State Court Judges determined the need to develop a Business Strategic Plan to help identify and prioritize its major objectives for the incoming Leadership team and beyond. This Strategic Plan will be supported by a closely aligned IT Strategic Plan that identifies the technology objectives required to support the business strategic vision.

Using facilitators to guide the information gathering process, the Council of State Court Judge's Leadership team met in a three day off-site session to discuss the following and focus on ways to:

- ▶ Create a better business model for the Council of State Court Judges and ways to support it;
- ▶ Improve communication between Councils;
- ▶ Grow the Council of State Court Judges by:
  - > Identifying counties without judges;
  - > Improving the Council structure to better serve State and State Courts;
- ▶ Promote effective legislation and improve legislative communication; and,
- ▶ Foster judicial independence.

**Note:** See Appendix A for attendees list.



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## Internal/External Influencing Factors

First, the group discussed the factors, both internal and external to the State Courts, that will have an influence on the prioritization and implementation of the initiatives in its Strategic Plan. The following influencers and their potential impacts were identified:

- ▶ **Legislators** – Enable the creation of new courts; Provide funding to courts and AOC; Potential ally; Define jurisdiction; Create new legislation/laws for interpretation; Effect how judges get elected; Define State Court functions.
- ▶ **County Commissioners** – Provide funding, facilities, and staffing; Influence potential expansion and jurisdiction.
- ▶ **Governor** – Influences Legislators; Provides for similar impacts as the Legislators.
- ▶ **Other Classes of Courts** – Potential conflicts for jurisdiction; Can oppose changes to the State Court system; Compete for limited funding; Have some objectives in common; Requires coordination with them; Potential joint targets of the Legislature; Can have appellate jurisdiction over State Courts that can influence State Courts functions; Supreme Court plays a role in defining State Court function.
- ▶ **AOC** – Advocate and provides support; Can be helpful in gaining outside cooperation; Acts as a facilitator (consultant) between courts; Serves as an information conduit.



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## Internal/External Influencing Factors

- ▶ **Clerks (Designated or Shared)** – Provide support; Potential conflicts for jurisdiction; Are implementing many of the changes the Council recommends; Need to persuade them to support efforts; Mostly independent.
- ▶ **Sheriffs Office/Law Enforcement** – Can be a barrier to changes/programs; Can be a politically strong voice; Affect perception of the Court by the public; Need to cooperate with them on State Court projects to obtain integrated justice.
- ▶ **Public** – Consumers of State Court services; Are the ultimate target of our advocacy; Require their support; Influence judges continuation in office.
- ▶ **Prosecutors** – Require their support; Can be a politically strong voice.
- ▶ **Press** – Serve as an advocate for the public; Provide communication channel to the public, either as an advocate or opponent; Need to improve communications with them to assist with accurate reporting.
- ▶ **Bar** – Serve as an advocate; Can have a negative influence; Plaintiff lawyers decide which court they are going to file in; Can assist/influence with expansion efforts; Well connected to Legislators and can either be an advocate or adversary.
- ▶ **Interest groups** – Concentrated subgroup of the public; Can affect the administration of justice by impacting the politicization of issues; Attempting to affect impartiality – through funding or campaigns.
- ▶ **Political Parties** – Platforms can affect the public's perception of the courts.
- ▶ **Federal Government** – Can mandate, provide funding, and set requirements; Approves all changes in election process.



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## Strategic Objectives

Next, from the initial discussion topics, the team developed a list of potential strategic objectives that the Leadership should consider. The team consolidated this list into four key Strategic Objectives which included:

- ▶ **Support the State Courts**
- ▶ **Facilitate Relationships within the Judicial Branch**
- ▶ **Foster Relationships with other Branches of Government**
- ▶ **Inform and Interact with the Public**



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## Prioritization Considerations

In order to prioritize the initiatives required to support the Strategic Objectives within the State Courts, the participants first had to agree on the key drivers behind the priorities. The following criteria was established and adopted by the group:

- 1. High - Must Have**
- 2. Medium - Great to Have**
- 3. Low - Nice to Have**



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## Strategy Articulation Map Development

Once a common understanding of high-level priorities and needs was established amongst the group, the focus shifted to developing a the plan or “roadmap”. The development of each component of the map incorporated feedback from the entire group.

The activities included in developing the components of the Strategy Articulation Map included defining a:

- ▶ **Mission Statement** – Why are we here?
- ▶ **Vision** – What do we aspire to be?
- ▶ **Guiding Principles** - How will we operate and what rules guidelines will we use?
- ▶ **Unique Attributes** – Points to remember that guide our work.
- ▶ **Themes** – Catch phrase/Slogans to help garner buy-in and market.
- ▶ **Strategic Objectives** – Groupings of what we want to do.
- ▶ **Key Initiatives** – Projects or major activities to be done.
- ▶ **Measures of Success** – How do we measure the success of our objectives?

The following slides contain the results of the group discussion in each of the above areas. These points were individually agreed upon by the group in order to confirm that consensus among the group was achieved.



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# State Court Mission

## Mission

*To further the improvement of the State Courts and the quality and expertise of its judges, to maintain the impartiality of the judiciary and to ensure the fair, efficient administration of justice.*



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# State Court Vision

## Vision

*Impartial courts*

*Judicial excellence*

*Accessible and efficient justice*



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# State Court Guiding Principles

## Guiding Principles

- ▶ Improves the quality of State Courts
- ▶ Promotes the role of State Courts
- ▶ Enhances public understanding and confidence in the courts
- ▶ Is fair to all concerned
- ▶ Is achievable and practical



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# Unique Attributes of the State Courts

## Unique Attributes

- ▶ Created by State Legislation/ funded by the county, in selected counties
- ▶ Provides a fast, efficient forum for jury trials
- ▶ High volume of criminal & non-domestic civil cases
- ▶ Forum for effective adjudication of misdemeanor cases
- ▶ High volume of probation and post-judgment proceedings
- ▶ Enforce rehabilitation requirements for DUI and domestic violence cases



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## Key Initiatives for State Courts

Next, using the previously defined prioritization process, the inventory of initiatives that the group thought was needed over the next 2-3 years was subdivided to align with specific Strategic Objectives and then prioritized within each area as depicted on the following pages. These initiatives have been ordered within each of the High, Medium, and Low priority groups based in descending order of priority based on the results of group voting.



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## Prioritized Key Initiatives – Support the State Courts

### High:

- ▶ Identify and provide (poll – mandatory breakouts) relevant CJE for all State Courts:
  - Review and revise the education committee makeup.
  - Implement mandatory breakouts (at meetings) on topics in order to improve education program development and meet the needs on non-metro-Atlanta judges.
- ▶ Create a state court presence in every county; Create opportunity for lawyers to move cases (to another State Court to get it tried faster); Create criteria to justify creation/expansion, determine ROI for supporting documentation (Before and After studies).
- ▶ Determine and enhance Internet communication among CSCJ (to understand topics of interest, lessons learned, etc. - See IT Strategic Plan).
- ▶ Approve and implement IT Strategic Plan.
- ▶ Provide cross training on specific topics between local courts.
- ▶ Grow DUI courts.

### Medium:

- ▶ Determine and define the right data to support State Court functions and disseminate data in a timely manner (e.g. case counts, revenue, costs, law clerk data, etc.).
- ▶ Implement mandatory breakouts for program development (at State Court meetings).
- ▶ Expand new judge orientation.
- ▶ Educate judges on restrictions, rules, policies, etc. for cross-branch interactions.
- ▶ Clearly define the role (job description) and responsibilities of the Executive Director and AOC.



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## Prioritized Key Initiatives – Support the State Courts

### **Medium (continued):**

- ▶ Seek minimum salary legislation.
- ▶ Publish training opportunities and funding options.
- ▶ Establish a Judges mentoring program – district appointment.
- ▶ Establish a Law Clerk mentoring program.
- ▶ Fund, implement and encourage attendance at National Judicial College.

### **Low:**

- ▶ Conduct annual strategic planning.
- ▶ Encourage increased presence at Law Clerk seminars.
- ▶ Review and revise CJE committee makeup.
- ▶ Implement Judicial Exchange program (e.g. judges switch courts to learn differences in court, technology and case management).
- ▶ Examine Council fees and methods/initiatives to fund.
- ▶ Build professional model of what a judge is (i.e. professionalism for judges).



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## Prioritized Key Initiatives – Facilitate Relationships within the Judicial Branch

### High:

- ▶ Maintain and expand activities for social interaction at leadership levels (other Councils).
- ▶ Identify counterparts in other Councils and meet with other Chairs across Councils (informal).
- ▶ Invite President and President-elect of other Councils to Council meetings.
- ▶ Define skills and needs by court, make our expertise available to other Councils for CJE programs and invite them to present to ours.
- ▶ Joint training sessions with other courts (i.e. give up conference to do joint meeting).

### Medium:

- ▶ Encourage State Courts to facilitate interaction between different classes of courts at local level (e.g. Bar meetings).
- ▶ Continue hosting our appellate court function at the State Bar.
- ▶ Focus seminars on cross-jurisdiction issues.
- ▶ Open CJEs to other courts based on cross-community availability.
- ▶ Invite State Court Alums to come to Council meetings.
- ▶ Identify joint initiatives – programming and lobbying.
- ▶ Have State Court Judges communicate availability for participation in study committees.
- ▶ Determine participation in Uniform Rule Committee.

### Low:

- ▶ Publish and update the annual directory and include updated information on alums.
- ▶ Explore joint lobbyist representation.



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## Prioritized Key Initiatives – Foster Relationships with other Branches of Government

### High:

- ▶ Identify key Legislators, and establish personal relationships with Legislators.
- ▶ Identify projects and/or good government issues that may need sustentative legislation to deal with special issues (e.g. deaf interpreters) – discuss and address.
- ▶ Identify influential persons in Executive branch and establish personal relationships with persons in the Executive branch.
- ▶ Invite other leaders to council meetings (experts) (e.g. Gov. Office of Highway Safety – Bob Dallas).
- ▶ Expand “Judge for the Day” program.
- ▶ Utilize district groups to reach out to local representatives (social as well as business).
- ▶ Invite key Legislators / Bar Officers to attend /speak at State Court meetings (Spring meeting).

### Medium:

- ▶ Identify opportunities to interact with State agencies and departments on workflow functions.

### Low:

- ▶ Clearly define and educate ourselves on what our limits are regarding contacts.
- ▶ Create / expand relationship database.
- ▶ Determine ways to have and encourage participation in study committees with Legislature.
- ▶ Hire lobbyist(s) to represent State Court interests.



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## Prioritized Key Initiatives – Inform and Interact with the Public

### High:

- ▶ Partner with the State Bar in Foundations of Freedom program.
- ▶ Increase participation in Mock Trial program.
- ▶ Talk/ present about specific programs (DUI Court). Include cooperation from other branches.
- ▶ Develop resources and information exchange process which would include presentations, marketing material, and programs and make available to others.
- ▶ Define and promote proactive roles of judges of “other” duties outside of court functions.
- ▶ Provide programs to educate/inform the public through civic/community involvement
  - Programs: Speakers, videos, materials
  - Target groups: Business Chamber, Local Commissioners, Legislators, Schools

### Medium:

- ▶ Identify successes and present/publicize.
- ▶ Promote “Judge for the Day” program.
- ▶ Create inventory of public awareness programs (in conjunction with Support the State Court)
- ▶ Develop canned speeches for judges to share.
- ▶ Develop press releases to local papers to present successes.
- ▶ Produce educational videos about State Court.



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## Prioritized Key Initiatives – Inform and Interact with the Public

### **Low:**

- ▶ Invite the FIF Chairman to the spring meeting.
- ▶ Increase visibility in the public.
- ▶ Encourage joining of groups and organizations.
- ▶ Present at seminars.
- ▶ Develop method and solicit feedback from jurors for continuous improvement.



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## Defining Success

Next, the group discussed how it would track and measure success of the objectives resulting in the following high level metrics per Strategic Objective:

### **Support the State Courts**

- ▶ Attendance – Council meetings; Mandatory breakout sessions
- ▶ Feedback from sessions – Proposals for courses; Areas for improvement
- ▶ IT Plan Implementation – Near, Medium and Long Term measures defined in IT Plan
- ▶ # Courts Increase – Legislation; Targets; Business Cases/Justification; Misdemeanor Backlog
- ▶ Number of Seminars – Sponsors; Active; Effectiveness; Replicated models that are working to other counties
- ▶ DUI Courts – Baseline, % increase

### **Facilitate Relationships in the Judicial Branch**

- ▶ Ongoing Discussions – Meaningful/Effectiveness; Frequent and regular
- ▶ Improved Relationships – Attendance at social meetings
- ▶ Presentations – Skills and needs defined; Superior Courts attendance; Reciprocate to Other Courts (i.e. Superior)
- ▶ Joint Training – Identify; Conducted; Attendance; Feedback; Repeatable



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## Defining Success

(Continued)

### **Foster Relationships with Other Branches of Government**

- ▶ Invitations – Acceptance
- ▶ Participation – Judge for a Day; Feedback
- ▶ Database – Creation; Gathered data on existing; Targets identified; and Database usage and updates
- ▶ Government projects – Identified; Selected

### **Inform and Interact with the Public**

- ▶ State Bar – Identify; Contact; Meet; Get help with talking points
- ▶ Mock Trial participation - # Teams/ Schools/Kids; # Judges involved (State, Local, National, Region); # New Programs
- ▶ Presentations/Speakers – Baseline; Growth
- ▶ Press releases – # Drafted; # Published
- ▶ # of DUI Courts; # of Mental Health Courts; # Family Courts; Growth of each



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# Measures of Success (Targets) – Support the State Courts

Measure	Near Term	Medium Term	Long Term
<b>Attendance</b>			
▶ Council Meetings	<ul style="list-style-type: none"> <li>• Baseline current participation</li> <li>• Baseline committee participation</li> <li>• Attendance in dual track/topic sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain capacity attendance</li> <li>• Participation in new structure</li> </ul>	<ul style="list-style-type: none"> <li>• Restructured meeting schedules/ locations</li> </ul>
▶ Mandatory Breakout Sessions	<ul style="list-style-type: none"> <li>• Participation</li> <li>• # of proposals</li> <li>• Quality of proposals</li> </ul>	<ul style="list-style-type: none"> <li>• #/% of Proposals implemented</li> <li>• Feedback that indicates we are meeting or exceeding expectations</li> </ul>	<ul style="list-style-type: none"> <li>• #/% of Proposals implemented</li> </ul>
<b>Technology Initiatives</b>			
▶ Strategic Plan	<ul style="list-style-type: none"> <li>• Adoption of IT Strategic Plan</li> <li>• Key initiatives assigned and started</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment of impact</li> </ul>	<ul style="list-style-type: none"> <li>• Updating and maintaining based on impact</li> </ul>
▶ Implementation	<ul style="list-style-type: none"> <li>• Quick Hits</li> </ul>	<ul style="list-style-type: none"> <li>• # of longer term initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Measure impact and usage</li> </ul>



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# Measures of Success (Targets) – Support the State Courts

Measure	Near Term	Medium Term	Long Term
<b>Growth of State Courts</b>			
▶ Legislation	<ul style="list-style-type: none"> <li>Identify target counties</li> <li>Criteria defined</li> <li>Identify target courts</li> </ul>	<ul style="list-style-type: none"> <li>Legislation drafted</li> <li># counties/courts assisted</li> <li># P/T shifted to F/T</li> </ul>	<ul style="list-style-type: none"> <li># new State Courts</li> <li># new Judges</li> </ul>
▶ Support	<ul style="list-style-type: none"> <li>Garner local support for targets</li> <li>Establish baseline benefits</li> <li>Developed ROI for applicable counties</li> </ul>	<ul style="list-style-type: none"> <li>Local funding available</li> </ul>	<ul style="list-style-type: none"> <li>Continue ROI measures</li> </ul>
<b>Seminars</b>	<ul style="list-style-type: none"> <li>Model Programs Identified</li> <li>Sponsorships</li> </ul>	<ul style="list-style-type: none"> <li># of active programs</li> <li>Effectiveness and participation</li> </ul>	<ul style="list-style-type: none"> <li>Repeats</li> </ul>
<b>DUI Courts</b>	<ul style="list-style-type: none"> <li>Establish Benefits</li> <li>Educate on existence and benefits</li> <li>Solicit targets</li> </ul>	<ul style="list-style-type: none"> <li>Increase reciprocity across counties</li> <li>Regional increase in DUI courts</li> </ul>	<ul style="list-style-type: none"> <li>Circuit increase in DUI courts</li> </ul>



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## Measures of Success (Targets) – Facilitate Relationships within the Judiciary

Measure	Near Term	Medium Term	Long Term
<b>Discussions</b>	<ul style="list-style-type: none"> <li>• Strategy developed to increase the number of interactions (e.g. target counterparts on other Councils)</li> <li>• # Initiated discussions</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in # of discussions</li> </ul>	<ul style="list-style-type: none"> <li>• # of joint actions taken</li> <li>• Effectiveness of discussions</li> <li>• Cooperation in Legislature</li> </ul>
<b>Improved Relationships</b>	<ul style="list-style-type: none"> <li>• # of social meetings between Councils</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in # of opportunities for social interactions</li> </ul>	<ul style="list-style-type: none"> <li>• Effectiveness of participation by all parties</li> <li>• Reciprocity of invitations</li> </ul>
<b>Presentations</b>	<ul style="list-style-type: none"> <li>• Develop Skills Inventory</li> <li>• Develop Needs Inventory</li> </ul>	<ul style="list-style-type: none"> <li>• # of Sessions Received/Given</li> </ul>	<ul style="list-style-type: none"> <li>• Increase # of Sessions Received/Given</li> </ul>
<b>Joint Training</b>	<ul style="list-style-type: none"> <li>• Identify opps/ topics</li> </ul>	<ul style="list-style-type: none"> <li>• # Conducted</li> <li>• Attendance</li> <li>• Feedback that indicates we are meeting or exceeding expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous Improvement based on feedback</li> <li>• # New and Repeated sessions</li> </ul>



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## Measures of Success (Targets) – Foster Relationships with Other Branches of Government

Measure	Near Term	Medium Term	Long Term
<b>Invitations</b>	<ul style="list-style-type: none"> <li>• Identify and invite speakers</li> <li>• Acceptance Rate</li> </ul>	<ul style="list-style-type: none"> <li>• Increase Acceptance Rate</li> <li>• Gather Feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Implement continuous improvements based on feedback</li> </ul>
<b>Participation in Programs</b>	<ul style="list-style-type: none"> <li>• Judge for a Day Participation</li> <li>• Feedback from Staff and Judges on participation</li> </ul>	<ul style="list-style-type: none"> <li>• Expansion of program</li> <li>• # days coverage</li> <li>• Feedback from Staff and Judges on participation</li> <li>• Feedback from Legislators on Judge participation</li> </ul>	<ul style="list-style-type: none"> <li>• Continued expansion</li> </ul>
<b>Contacts/Relationship Building and Tracking</b>	<ul style="list-style-type: none"> <li>• Baseline of existing relationships</li> <li>• Capture relationships into a shared common tool (e.g. database)</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of new relationships</li> <li>• Strengthening of existing relationships</li> <li>• Usage and contributions to database</li> </ul>	<ul style="list-style-type: none"> <li>• Continue new and strengthening relationships</li> <li>• Increase in usage and contributions</li> </ul>
<b>“Good Government” Projects</b>	<ul style="list-style-type: none"> <li>• Identify potential projects</li> <li>• # of meaningful conversations to build support</li> </ul>	<ul style="list-style-type: none"> <li>• Initiation of a project</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of additional project(s)</li> </ul>



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## Measures of Success (Targets) – Inform and Interact with the Public

Measure	Near Term	Medium Term	Long Term
<b>Relationship with State Bar</b>	<ul style="list-style-type: none"><li>• Identify targets</li><li>• # of meetings</li><li>• # of Joint participation opportunities identified</li></ul>	<ul style="list-style-type: none"><li>• # of Joint participation opportunities completed</li><li>• Identify # of new opportunities</li></ul>	<ul style="list-style-type: none"><li>• Continued increase in participation</li></ul>
<b>Mock Trials</b>	<ul style="list-style-type: none"><li>• Baseline current participation (by judges, schools, counties, etc.)</li><li>• Plan developed to increase local and state participation</li></ul>	<ul style="list-style-type: none"><li>• Increase in participation at the local and state levels</li><li>• Plan for national level involvement</li></ul>	<ul style="list-style-type: none"><li>• Increase in participation at all levels</li></ul>
<b>Presentations/Speakers</b>	<ul style="list-style-type: none"><li>• Baseline/capture current participation (i.e. who?, to whom?, how often?)</li><li>• Strategy developed to increase speaking opportunities to targeted groups</li></ul>	<ul style="list-style-type: none"><li>• Increase participation to the existing audiences</li><li>• Increase participation to the targeted audiences</li><li>• Solicit feedback</li><li>• # Repeat invitations</li></ul>	<ul style="list-style-type: none"><li>• Evaluate the feedback for long term effectiveness</li></ul>



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## Measures of Success (Targets) – Inform and Interact with the Public

Measure	Near Term	Medium Term	Long Term
<b>Press Releases</b>	<ul style="list-style-type: none"><li>• Inventory successes</li><li>• Current # press releases</li><li>• Review and Publishing process established</li><li>• Identify target publications</li></ul>	<ul style="list-style-type: none"><li>• Increase in number of favorable “mentions” due to press releases</li></ul>	<ul style="list-style-type: none"><li>• Evaluate the long term effectiveness (Public opinion, local funding, etc.)</li></ul>



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## State Court Strategy Articulation Map

Now that each of the components of the Strategy Articulation Map have been developed and agreed upon, the map outlining the business strategy for the State Courts for the next 2-3 years was developed and is provided on the following page.

## Drivers

### Vision

- Impartial Courts
- Judicial Excellence
- Accessible and Efficient Justice

### Mission

*To further the improvement of the State Courts and the quality and expertise of its judges, to maintain the impartiality of the judiciary and to ensure the fair, efficient administration of justice.*

### Guiding Principles

- Improves the quality of State Courts
- Promotes the role of State Courts
- Enhances public understanding and confidence in the courts
- Is fair to all concerned
- Is achievable and practical

## Unique Attributes

Created by State Legislation/  
Funded by the County, in Selected Counties

Provides a Fast, Efficient Forum for Jury Trials

High Volume of Criminal & Non-domestic Civil Cases

Forum for Effective Adjudication of Misdemeanor Cases

High Volume of Probation and Post-judgment Proceedings

Enforce Rehabilitation Requirements for DUI & Domestic Violence Cases

## Strategic Objectives

Support the State Courts

Facilitate Relationships within the Judicial Branch

Foster Relationships with other Branches of Government

Inform and Interact with the Public

## Key Initiatives

- Provide ongoing relevant CJE
- Increase State Court presence
- Determine/enhance Internet communication among CSCJ
- Approve and Implement IT Strategic Plan
- Cross-train on specific topics between local courts
- Grow DUI Courts
- *Additional Initiatives defined*

- Improve social interaction at Councils leadership level
- Identify and meet with counterparts in other Councils
- Knowledge sharing across Councils
- Joint training sessions with other courts
- *Additional Initiatives defined*

- Identify key stakeholders in other branches and establish relationships
- Identify/promote public issue projects
- Invite key stakeholders to attend Council meetings
- Expand Judge for a Day
- *Additional Initiatives defined*

- Partner with State Bar (FIF)
- Increase Mock Trial participation
- Present on specific programs (DUI Court)
- Develop information exchange process and materials
- Provide programs to educate/inform public
- *Additional Initiatives defined*

## Measures Of Success

- Establish Baselines
- Participation
- Feedback mechanisms
- Implementation of IT Initiatives

- Ongoing Discussions
- Improved Relationships
- Presentation Opportunities
- Joint Training Activities

- Invitation Acceptance rates
- Judge for a Day Participation
- Relationship Tracking/Growth
- Government issue projects implemented

- State Bar relationships
- Mock Trial participation
- Baseline/Growth in presentations
- Press releases



## Next Steps

### ▶ **Future Use of Plan:**

- > Internal and external communication tool
- > Agenda setting tool for Council meetings
- > Measuring “stick” for progress
- > Assisting continuity for Leadership
- > Increase participation of Council
- > Long-range planning tool

### ▶ **Approval of Plan:**

- > Executive Committee
- > Council Body

### ▶ **Stakeholder Group:**

- > **Owner:** Executive Committee, Council
- > **External:** AOC, ICJE

### ▶ **Ongoing Maintenance of Plan:**

- > Continuous on-going maintenance
- > Quarterly usage and tweaks
- > Annual 1-2 day refresh – March 07



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## Next Steps

### Support the State Court

Task	Owner	Due Date
Make initial/exploratory contact with Paulding County	Neal Dettmering	By 5/16/06
Make initial/exploratory contact with Columbia County	Richard Slaby	By 5/16/06
Make initial/exploratory contact with Grady County	Bill Bass	By 5/16/06
Follow-up with Culpepper	John Salter	By 5/16/06
Make initial/exploratory contact with Prosecuting Attorneys Council	John Carbo	By 5/16/06
Establish new committee on State Court growth	Ben Studdard	By 5/16/06
Set Brasstown meeting agenda to discuss State Court growth	Ben Studdard/ Kelly Moody	By 5/16/06
Conduct a teleconference with Greg Arnold to understand his perspective on State Court growth opportunities	Ben Studdard	By 4/14/06
Distribute State Court study to State Court Strategic Planning session participants	AOC	By 3/31/06



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## Next Steps

### Support the State Court (continued)

Task	Owner	Due Date
Compile the list of email addresses and send out communications on this Strategic Planning session and other issues as needed	Ben Studdard	By 3/31/06
Send out IT Strategic Plan	Joe Iannazzone	By 5/16/06
Determine Cross Training on Specific Topics in Education Committee	Henry Newkirk	By 5/16/06



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## Next Steps

### Facilitate Relationships within the Judicial Branch

Task	Owner	Due Date
During Exec Committee, think about invitees for Fall Meeting	Kelly Moody	By 5/16/06
Attend Judicial Meetings – Determine which meetings and who will attend	Executive Committee	By 5/16/06
Prepare Rich Reeves to participate in Education Committee at Brasstown	Henry Newkirk	By 5/16/06
Define skills/needs to cross present on specific topics	Richard Slaby	By 5/16/06
Develop list of Committee Chairs across Councils	AOC	By 5/16/06
Assign Judges to meet with Committee Chairs in other Councils	Executive Committee	At Brasstown
Draft letter with (State Court Judge signatures) to inform other Committee Chairs that State Court Judges would like to meet with them	AOC	By 5/31



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## Next Steps

### Facilitate Relationships within the Judicial Branch (continued)

Task	Owner	Due Date
Conduct meetings with Committee Chairs of other Councils	State Court Committee Chairs	By June/July 2006
Identify Study Committees and assign State Court Judges to participate	AOC/ Ben Studdard/ Exec. Committee	When list published



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## Next Steps

### Foster Relationships with other Branches of Government

Task	Owner	Due Date
Conduct District Meetings in all Districts before Brasstown.	District Leaders	Before 5/16/06
Develop list of current judicial committee members	AOC	Before District Meetings
Provide proposal for Database Structure to capture key targets and existing relationships	AOC	Before District Meetings
Email/send letter to District Leaders noting mandatory agenda items for their District Meetings that are to occur before Brasstown meeting including: <ul style="list-style-type: none"><li>&gt; Strategic Planning session and results</li><li>&gt; Breakouts at Brasstown on Educational Needs</li><li>&gt; Understand District Education Needs</li><li>&gt; Key Legislators/Leaders</li><li>&gt; Key Legislation</li></ul>	Ben Studdard	By 4/14/06



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## Next Steps

### Foster Relationships with other Branches of Government (continued)

Task	Owner	Due Date
Email / Send letter to Executive Committee on a Good Government initiative	Ben Studdard	By 4/14/06
Document Lessons Learned, level of participation, and participant names from the Judge for a Day program	AOC	By 5/16/06
Discuss invitees to Brasstown meeting	Executive Committee	Before 5/16/06
Invite other Judicial Chairs to Jekyll	Executive Committee	Before Jekyll meeting
Invite leaders to Spring 2007 meeting	Executive Committee	Before Spring 2007 meeting



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## Next Steps

### Inform and Interact with the Public

Task	Owner	Due Date
Coordinate with State Bar and develop ongoing strategy for cooperation	David Darden	By Year End 2006
Invite State Bar FOF chair to Brasstown	David Darden	Before 5/16/06
Contact body to solicit input re: inventory of presentations and other public education materials	Wayne Purdom	Q3 – Q4
Develop an electronic storage location (Knowledge base)	AOC/ IT	By Year End 2006
Develop Mock Trial communications to recruit and educate	John Carbo	By Year End 2006
Develop points on limitations and other activities in the community – identify potential speakers	Brenda Cole	By Jekyll Meeting
Meet with Billy Bolton to develop press release on DUI courts (develop in conjunction with Statewide for DUI month, for specific targets at the County level, coordinate with the Governor's proclamation and define role of State Court)	Tony DelCampo	May 2006



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## Next Steps

### Inform and Interact with the Public (continued)

Task	Owner	Due Date
Get money for DUI Court	Tony DelCampo	By 4/15/06
Get/Develop a Peachtree City Drug Court press release	Tony DelCampo	Before 5/10/06 – 5/12/06
Assign Press Planner/Champion	Executive Committee	At Brasstown Meeting



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## Future Topics for Discussion and Consideration

The following points are additional suggestions and recommended topics for discussion/consideration by the State Court Leadership team:

- Participate in the creation of a Judiciary-wide Strategic Plan to ensure State initiatives are represented.
- Align the IT Strategic Plan with the Business Strategic Plan for the State Courts to ensure the IT initiatives support the business appropriately.
- Keep balance between Strategic Objectives to progress in all areas.
- Allocate resources across Strategic Objectives.
- Develop process for ongoing prioritization and reviews (Portfolio Management).
- Refine measures (internal and external) on a regularly defined basis.



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# Appendices

- ▶ **Appendix A – Group Participants**
- ▶ **Appendix B – Group Session Objectives**



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## Appendices

### Participants

- ▶ Bill Bass
- ▶ Bob Bray
- ▶ John Carbo
- ▶ Edward Carriere
- ▶ Brenda Cole
- ▶ Antonio DelCampo
- ▶ David Darden
- ▶ O'Neal Dettmering
- ▶ William Edgar
- ▶ Joe Iannazzone
- ▶ Alan Jordan
- ▶ Gary Mikell
- ▶ Henry Newkirk
- ▶ Donald Peppers
- ▶ Wayne Purdom
- ▶ John Salter
- ▶ Ben Studdard
- ▶ Charles Wynne

### Not Present:

- ▶ Melody Clayton
- ▶ Jeannette Little
- ▶ Richard Slaby

### AOC:

- ▶ Tonya Griesbach
- ▶ Vince Harris
- ▶ Kelly Moody



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## Group Session Objectives

The following goals and expectations were defined by the participants at the onset of the facilitated session. These objectives were referenced during multiple checkpoints throughout the three day session in order to help ensure they were being addressed by the group. Group consensus was achieved at the close of the session to confirm that each goal had been sufficiently addressed.

- ▶ Ensure the self-preservation of the State Court.
- ▶ To bring more unification to this group so that we can work in concert for the benefit of this Council, and the State Court.
- ▶ For the Council to explore ways to help the judges back home.
- ▶ To determine our mission so that judges are willing to stay in the State Court versus wanting to move to the Superior Court.
- ▶ To support the current leadership of this Council.
- ▶ To level the playing field between small counties and large counties, part – time versus full – time judges.
- ▶ To clearly articulate to ourselves what we can do to enhance the Council’s goals; and to clearly articulate to others including the whole judicial branch and Supreme Court too. To strengthen the Judicial branch.
- ▶ To enhance our ability to be cohesive and unified when we are all autonomous and independent. To achieve unanimity at the Council level. To determine how to position the Council in the Judiciary.
- ▶ For the Council to speak as one voice even though we’re really all County versus State



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## Group Session Objectives

Continued:

- ▶ To support and mentor other judges by providing information regarding judges salaries and staff salaries. To maintain quality and equity on the bench for themselves and their staff members.
- ▶ To set the course for this year as President of the council. To become an organization that is proactive versus reactive. To be as prepared as possible to relate to the Legislative Branch over the next year(s). To move beyond being apolitical and learn how to be part of the political process.
- ▶ To ensure that the needs of the populace that the State Court serves are met. To ensure that people are not left unserved or short-served. Grow to a state-wide circuit court system that mirrors the Superior Court circuit.
- ▶ Figure out what the future holds for the State Court. To find a way through all the stakeholders who are telling us what to do. To determine our own destiny.
- ▶ To improve the understanding and appreciation for what the State Court can do. To move to a circuit system. To provide a more thorough buffer between the other courts and the Superior Court.
- ▶ To support the Council's president. To change the politicized nature of the judicial election process. To be effective in getting involved in Legislation and the Legislative process. To get involved on the front end of the Legislative process to make sure that Legislators understand the legal ramification of the Legislation that they are pursuing. To see the Council be more proactive in establishing and supporting DUI courts that are being developed.



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## Group Session Objectives

Continued:

- ▶ To make ourselves more visible to the general public in order to the State Court's goals. Use the HS mock trials and other venues to do this.
- ▶ To find uniformity in our goals.
- ▶ To ensure that as judges we can still be equal and fair without favor or affection. To ensure judicial independence. To defend against the Legislative assault. To protect the political room that we need to do the job we have been charged with. To improve public service and public relations so that we can be prepared to achieve these goals.
- ▶ To enhance the AOC's services to the Council.
- ▶ For the AOC to provide better assistance to the Council.
- ▶ To have a document that shows where the State Court wants to be over the next several years. To show the Legislature the return on investment for the plans of the State Court.