

SUPERIOR COURT OF CALIFORNIA
COUNTY OF CONTRA COSTA

STRATEGIC PLAN
2023-2025

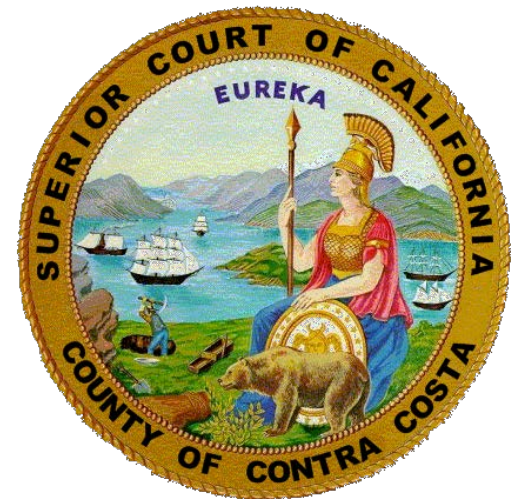


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Strategic Planning Committee

- Honorable Edward Weil– *Presiding Judge*
- Kate Bieker– *Court Executive Officer*
- Trina Edwards – *Deputy Court Executive Officer*
- Han Lee – *Chief Information Officer*
- Melissa Carofanello – *Human Resources Director*
- Fae Li – *Finance Director*
- Betty Jaw – *Self Help Managing Attorney*
- Court Management & Staff



Introduction and Mission

The Strategic Plan (Plan) of the Contra Costa Superior (Court) was developed considering the purpose of California's Judicial Branch of Government and the mission of the Judicial Council of California, and sets forth a meaningful and attainable methodology to provide equitable and service-oriented access to justice.

The Plan contains six (6) strategic initiatives that are important to the execution of the Court's Mission and Vision Statements, which follow:

The Mission of the Contra Costa Superior Court is provide justice under the law, equally, impartially, and expeditiously, with dignity and respect accorded to all.

The Vision of the Contra Costa Superior Court is to:

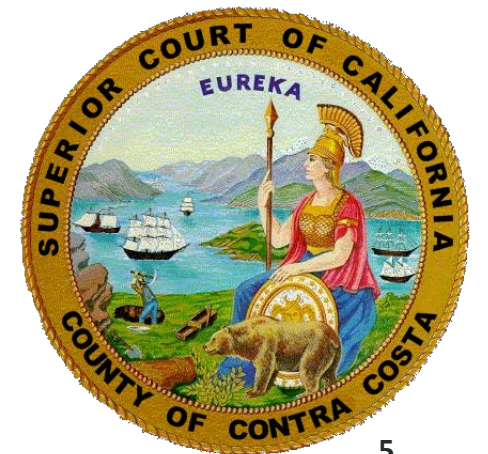
- ◆ Commitment to the Rule of Law;
- ◆ Equal benefit under the law;
- ◆ Equal access and treatment in the Courts;
- ◆ Equality under the law;
- ◆ To provide a forum for "Just Outcomes";
- ◆ Impartiality;
- ◆ Treating people with dignity and respect.



Demographics

Contra Costa County Contra Costa County is home to more than one million residents. Comprised of 19 cities and many established communities in the unincorporated area. It is the ninth most populous county in the state.

The County continues to have an upward growth trend which will impact the Court's future workload.



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Strategic Initiative	Goals	Objectives	Action Items	Measures
<p><i>Promoting Equal Access to Justice</i></p>	<p>Promote equity for all who access the justice system by eliminating barriers and improving user experience</p>	<p>Ensure Court processes and procedures are consistent</p>	<ul style="list-style-type: none"> • Manager, Subject Matter Experts and Information Technology to review existing processes and procedures. • Court Managers are to ensure that staff members are well-versed in the processes and procedures of assigned division. 	<ul style="list-style-type: none"> • Develop tracking tools within the case management system (CMS) to document opportunities to improve Court processes and procedures.
		<p>Enhance services and assistance to self-represented litigants</p>	<ul style="list-style-type: none"> • Create sample packets to all usable case types beginning with Family Law. • Ensure that all paperwork is up-to-date and readily available in the Self-Help Office and online. • Create self-help, instructional videos helping to explain processes. 	<ul style="list-style-type: none"> • Develop survey or messaging system to determine the number of self-represented litigants who successfully navigate through the Court system.

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Strategic Initiative	Goals	Objectives	Action Items	Measures
<p>Promoting Equal Access to Justice (Continued)</p>	<p>Promote equity for all who access the justice system by eliminating barriers and improving user experience</p>	<p>Ensure that court processes and procedures are understandable</p>	<ul style="list-style-type: none"> Assess and make any necessary informational changes to the Court's website. 	<ul style="list-style-type: none"> Develop survey or messaging system to assess court users' thoughts about the ease of navigating through the Court system.
		<p>Enhance services and assistance to non-English speaking court users</p>	<ul style="list-style-type: none"> Implement improvement efforts through the language access grant (e.g. physical and digital signage, translated documents). 	<ul style="list-style-type: none"> Develop a survey to determine the number of non-English speaking court users who were assisted by the language accommodations.
		<p>Enhance services and assistance to court users with disabilities</p>	<ul style="list-style-type: none"> Assess courtrooms/ website for ADA compliance and implement any necessary changes. 	<ul style="list-style-type: none"> Develop survey to determine the number of court users with disabilities who do not have a delay in being assisted or utilizing services.

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Strategic Initiative	Goals	Objectives	Action Items	Measures
<p>Transparent & Timely Case Management</p>	<p>Process and resolve legal matters in a fair, timely and effective manner</p>	<p>Take steps to ensure that court users receive trusted information to successfully complete court business</p> <p>Accurately communicate the schedule of the daily court calendars</p> <p>Resolve and close out cases in a reasonable amount of time</p>	<ul style="list-style-type: none"> Produce and make available pamphlets on processes by case type. Ensure that court calendars are developed timely and that all stakeholders are notified of the calendars. Ensure that all court divisions work efficiently, independently and together, to timely resolve and closeout cases. 	<ul style="list-style-type: none"> Develop survey to assess court users' thoughts about whether they received sufficient information to successfully complete court business. Enhance and maintain current court calendar availability to also include Traffic Court calendars available to the public. Future possibility of developing and reviewing monthly reports to monitor the timeframe of case cycles.

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Strategic Initiative	Goals	Objectives	Action Items	Measures
<p><i>Fiscal Responsibility</i></p>	<p>Provide the highest quality of services to court users in a fiscally responsible manner</p>	<p>Maintain strong fiscal accountability</p>	<ul style="list-style-type: none"> • Finance Division to work closely with the Judicial Council to ensure that the Court is following established reporting protocol. • Designated staff will review expenditures to ensure that budget allocations are not over expended. • Foster efforts to realize a healthy fund balance and make budget adjustments for subsequent fiscal years. 	<ul style="list-style-type: none"> • The number of inquiries received from the Judicial Council. • Bi-monthly monitoring of expenditures year-to-date; to include monitoring encumbered funds. • Identify ways to maintain at least a 2% fund balance at the conclusion of the fiscal year.
		<p>Maintain accurate fiscal records</p>	<ul style="list-style-type: none"> • While maintaining the appropriate division and separation of duties, designated staff will review, at the time of finalization, all fiscal records for accuracy. 	<ul style="list-style-type: none"> • Review budget with Executive Committee quarterly. • Number of corrections needed to ensure the accuracy of records.
		<p>Utilize internal audit procedures to ensure fiscal responsibility.</p>	<ul style="list-style-type: none"> • Conduct routine audits to ensure that each division's management and staff are compliant with fiscal requirements and policies. 	<ul style="list-style-type: none"> • Eliminate/Decrease the number of discrepancies for each branch/unit each internal and external audit cycles.

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Strategic Initiative	Goals	Objectives	Action Items	Measures
<p>Workforce Investment</p>	<p>Create and maintain a positive work environment consisting of well-trained and empowered staff</p>	<p>Recruit and retain a qualified and diverse workforce</p>	<ul style="list-style-type: none"> • Develop recruitment strategies utilizing competitive salaries and an inclusive work environment to attract qualified, cross-cultural applicants. 	<ul style="list-style-type: none"> • Monitor average length of time it takes to hire a qualified candidate. • Monitor turnover rates and the reasons for the turnover.
		<p>Foster collaboration and teamwork at all levels of the Court</p>	<ul style="list-style-type: none"> • Develop a training session that educates staff about how each division functions and interacts with one another. 	<ul style="list-style-type: none"> • Help to increase the case completion rate when staff understands the full scope of the court process.
		<p>Value the contributions of staff by encouraging their input on changes or operational improvements</p>	<ul style="list-style-type: none"> • Managers will encourage staff to openly bring forward ideas for improvement. • Develop employee suggestion box. 	<ul style="list-style-type: none"> • Improve court moral to include staff suggestions in daily court business.

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Strategic Initiative	Goals	Objectives	Action Items	Measures
<p>Workforce Investment (Continued)</p>	<p>Create and maintain a positive work environment for well-trained and empowered staff</p>	<p>Encourage and support staff training and development</p>	<ul style="list-style-type: none"> • Identify relevant training opportunities for staff. • Provide relevant continuous management training. • Update Court Intranet to provide ease of access to training and other needed information. 	<ul style="list-style-type: none"> • Complete all required yearly training as well as in-person, non-traditional trainings. • Number of trainings for court managers. • Survey on use of Intranet platform.
		<p>Build an environment that fosters organizational trust</p>	<ul style="list-style-type: none"> • Staff will receive impartial and consistent guidance from their managers. • Managers will ensure that all divisional staff are treated equitably. • Organizational decisions made at the executive level will be equitable. 	<ul style="list-style-type: none"> • Improve staff morale, decrease turnover rates and foster a positive working environment.

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Strategic Initiative	Goals	Objectives	Action Items	Measures
<p>Next Generation Technology</p>	<p>Implement technologies that enhance the Court's ability to complete its work and improve service to Judicial Officers, Employees, Court Users and Justice Partners</p>	<p>Implement enhanced Court Management System</p>	<ul style="list-style-type: none"> • Implement Traffic Public Portal. • Institute e-Filing platform for all case types. • Paperless implementation to include retention, destruction and document management. 	<ul style="list-style-type: none"> • Monthly reports showing the growth in the use of the Public Portal, the e-Filing platform and online juror services. • Increase in the efficiencies with use of technology (e.g. reduction in lost or misfiled paperwork and their timely receipt of the necessary court documents required to perform their function in the judicial process).
		<p>Focus on Cybersecurity Measures</p>	<ul style="list-style-type: none"> • Perform full assessment of the Courts network and equipment. • Utilize vendor and DOJ recommendations to increase security from threats. 	<ul style="list-style-type: none"> • Education of Bench and Staff on preventative measures to include a 2-step authentication process. • Continuous monitoring of network and databases.
		<p>Update Court's Website to provide access to numerous user-friendly services</p>	<ul style="list-style-type: none"> • Develop a platform for online court date scheduling. • Provide accurate up to date information on the website. 	<ul style="list-style-type: none"> • Monthly report on use of online scheduling platform; • Quarterly audit of any changes necessary for the Court website

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Strategic Initiative	Goals	Objectives	Action Items	Measures
<p>Quality Service in a Safe Environment</p>	<p>Provide high quality customer service in a safe environment for judicial officers, court employees, jurors, court users and Justice Partners</p>	<p>Court users and justice partners are greeted by enthusiastic and friendly staff who are ready to provide assistance</p>	<ul style="list-style-type: none"> • Ensure that staff members receive any necessary customer service training. 	<ul style="list-style-type: none"> • Reinstitute Court Comment Cards to determine how court users rate the quality of service.
		<p>Provide safety measure and training for Judicial Officers and Employees</p>	<ul style="list-style-type: none"> • Implement Court Emergency Plans for each location and perform training for all safety situations. 	<ul style="list-style-type: none"> • Compliance with safety requirements and current information in court buildings for reference to all.
		<p>Institute measures to mitigate threats to the physical safety of those working in or visiting the Courthouse</p>	<ul style="list-style-type: none"> • Continue working with Sheriff's Office to maintain a presence of protective/law enforcement figures in the Courthouse. • Ensure that the Sheriff's Office and the Court continues ongoing training to maintain a safe environment. • Increase and/ or maintain all surveillance and security equipment. 	<ul style="list-style-type: none"> • Testing and use of Rapid Reach system. • Stay current with and communicate IIPP, Security Plan, Emergency Plan and Incident Reporting requirements. • Develop regular vendor rotations for equipment maintenance in coordination with the Judicial Council.

Conclusion



The Contra Costa County Superior Court is committed to providing equal access to justice in a service-oriented manner. This Plan will serve as a roadmap to help navigate our path to increased accessibility for the members of the community we serve. As we travel this path together, the judges, commissioners, managers and employees will work together to execute all stated objectives and regularly assess the Court's progress in this endeavor.

Thank you for providing us with continued opportunities to serve you.