



# 2015 STRATEGIC INITIATIVES

*Companion Document to the 2014-2018 Strategic Agenda*

**King County Superior Court  
Department of Judicial Administration**

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## 2015 Strategic Initiatives

### (Companion Document to the Court's 2014-2018 Strategic Agenda and Plan)

#### Overview

In 2014, the King County Superior Court embarked on a planning process to update the Court's Strategic Agenda. The Strategic Agenda, which was adopted in September 2014, applies to the entire Court, including the Clerk's Office, as well as to all judicial officers and personnel (e.g., judge's staff, Superior Court staff, and Clerk's Office staff). A copy of the Strategic Agenda is available at <http://schome/courtadmin/strategicplanning/default.aspx>

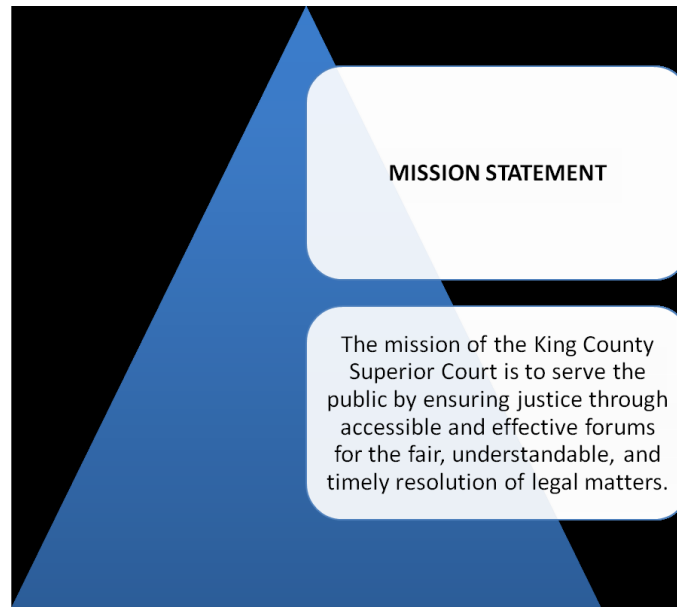
This companion document (to the 2014-2018 Strategic Agenda) presents the Court's annual strategic initiatives for the five Strategic Focus Areas (SFAs), which are:

1. Access, Services, and Programs that Promote Justice
2. Case Management and Caseflow
3. Public Understanding and Intergovernmental Relations
4. Operational Infrastructure
5. Work Environment and Workforce Development

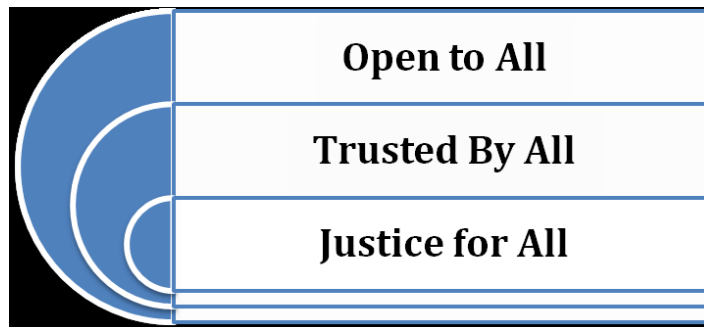
Also included are the Courts' mission, vision, and core values and the long-range goals and objectives for each of the SFAs.

The status of the strategic initiatives listed below will be reviewed and updated regularly by the Court's Judicial and Administrative Leadership. At the end of each implementation year, progress will be assessed, modifications will be made as needed, and new strategic initiatives will be identified for the next years.

## MISSION STATEMENT



## VISION STATEMENT



To obtain this vision, the entire Court will:

- Provide the highest quality of justice – fair, timely, accessible, understandable, user-friendly, and bias free – to court users;
- Increase public understanding and be recognized as a “center of excellence” for its services and innovative practices;
- Be proactive and nimble;
- Create an ideal – satisfying and engaging – place to work;
- Expand services in response to the changing needs of court users and the community;
- Optimize the use of existing and emerging technologies to enhance access and efficiency;
- Collaborate and form new partnerships with justice system and community partners and stakeholders; and
- Govern and lead effectively.

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## CORE VALUES

The entire Court, including the Clerk's Office, and all judicial officers and staff, are committed to the following values as we provide justice and court services to the people of King County.

### Professional

- Demonstrate competence, expertise, and civility toward those we serve to ensure justice for all (both in appearance and in fact). We will communicate clearly and respectfully to all we serve and with whom we work, fostering an environment of service and collegiality.

### Culturally Competent

- Respect and understand diverse backgrounds and cultures to ensure justice for all people.

### Accessible

- Ensure the Court's facilities are physically accessible, our processes and procedures understandable, and all people have equal access to the Court regardless of race, ethnicity, income, or legal representation.

### Service-Oriented

- Provide the highest quality of services to the public and all court users, and complete the work of the Court in the most efficient and effective manner. To do so, we will be nimble and innovative.

### Solution Oriented

- Work to resolve disputes and legal matters; solve problems for those who come to court; and improve justice-related outcomes through the use of therapeutic jurisprudence. We also will use data to assess performance and results, and continuously improve.

### Fair, Understandable, and Timely

- Act fairly, which includes being free from bias and eliminating inequities; communicate clearly; and be responsive and timely in all that we do.

### Safe and Secure

- Provide a safe and secure environment, and through our work and actions, make communities safer.

### Leadership

- Model vision and leadership in all areas of the Court.

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## Strategic Focus Areas, Goals, Objectives, and Strategic Initiatives

The following guiding principles permeate the five Strategic Focus Areas. The Court is committed to and fully embraces:

- Equity and social justice.
- Therapeutic justice.
- Evaluation and continuous improvement.
- Cooperation and collaboration.

### Strategic Focus Area 1: Access, Services, and Programs that Promote Justice

#### *Long Range Goals and Objectives*

Strategic Focus Area #1: Access, Services, and Programs that Promote Justice	
<u>Goal 1: The Court is fair and bias-free; it promotes equity and social justice.</u>	
<u>Objectives:</u>	<ol style="list-style-type: none"><li>1. Promote fairness and opportunity, and eliminate inequities.</li><li>2. Increase awareness of racial disproportionality and implicit bias.</li><li>3. Research and implement innovative practices to eliminate inequities, racial disproportionality, and bias.</li></ol>
<u>Goal 2: The Court will be equally accessible to all people.</u>	
<u>Objectives</u>	<ol style="list-style-type: none"><li>1. Expand electronic access to the Court including court and appropriate case information, and provide more convenient ways for court users to complete court business.</li><li>2. Eliminate physical barriers to, and better accommodate all disabilities when, accessing and using the Courts.</li><li>3. Ensure court processes and procedures are consistent and understandable to all court users and staff.</li><li>4. Ensure court costs/user fees are appropriate, reasonable, and understood, and waivers are available as appropriate.</li><li>5. Understand and work effectively with racially, ethnically, and culturally diverse populations.</li><li>6. Enhance services/assistance to self-represented, non-English-speaking, disabled, and culturally diverse court users.</li><li>7. Help people successfully navigate the Court.</li></ol>
<u>Goal 3: The Court will provide the highest quality of customer service – timely, respectful, and bias-free – to all court users.</u>	
<u>Objectives:</u>	<ol style="list-style-type: none"><li>1. Ensure all court users are treated respectfully and fairly (including free of bias and elimination of inequities).</li><li>2. Provide timely services to all court users; reduce wait times.</li><li>3. Ensure the Court has sufficient staff and resources to provide the highest quality of services.</li><li>4. Continuously solicit feedback and input from, and assess the service needs of, the Court’s many diverse communities.</li><li>5. Communicate service expectations to staff and provide needed training.</li></ol>
<u>Goal 4: The Court will implement and maintain effective and innovative programs, services, and approaches that meet the needs of court users and improve justice-related outcomes.</u>	

Strategic Focus Area #1: Access, Services, and Programs that Promote Justice	
<b>Objectives</b>	<ol style="list-style-type: none"> <li>1. Research, track, and implement therapeutic justice, national best practices, evidence-based programs, and other innovative services.</li> <li>2. Enhance programs and services in response to the expressed needs of court users.</li> <li>3. Evaluate and continuously improve the effectiveness of programs and services.</li> <li>4. Assess the impact on race and equity when prioritizing and evaluating programs and services.</li> <li>5. Report on the successes/effectiveness of the Court's programs and services including the impacts on diverse people and communities.</li> </ol>

## 2015 Strategic Initiatives

### Strategic Focus Area #1: Access, Services, and Programs that Promote Justice

Team	Court-wide Strategic Initiatives	Lead Person(s)	Committee/ Strategic Action Team Assigned	Judge Sponsor	Desired Outcomes
Team 1	1. Promote Equity and Social Justice through Training and Customer Service Campaign (with a focus on cultural competence)	Beth Taylor David Reynolds	Christina Luera (Family Court) Bill Schipp (Juvenile Court) Erica Conway (Court Ops) Hakim Lakhal (Court Ops) Linda Ridge (Court Admin) Shanna Knight (DJA) Shelly Jones (DJA) Mary Powell (Bailiff) Commissioner Johnson Taylor Judge Galván	Judge Benton	<ul style="list-style-type: none"> <li>▪ Awareness and skills are enhanced</li> <li>▪ All people are treated respectfully and fairly</li> <li>▪ Inequities and biases are eliminated</li> </ul>
Team 2	2. Implement way-finding, language access, and onsite assistance program	Paul Manolopoulos	Kevin Rowles (Family Court) Mark Wirschem (Juvenile Court) Kevin Daggett (IT) New OIS Supervisor (Court Ops) Lauri Nelson (DJA) Elsie Alcantara (DJA) Tanjala Lambeth (DJA)	Commissioner Judson	<ul style="list-style-type: none"> <li>▪ Access is enhanced</li> <li>▪ The Court is more understandable, user-friendly, and convenient</li> <li>▪ Court users are able to successfully navigate the Court</li> </ul>
Tech Comm	3. Improve remote access to information and services	Judge Saint Clair (Lea Ennis-staff support)	Rosie Henley (Family Court) Merle Redd-Jones (Family Court) Hugh Kim (IT) Greg Wheeler (Court Ops) Charlotte Taylor (Court Ops) David Reynolds (Court Admin) David Smith (DJA) Jennifer Marshall (DJA) Joel McAllister (DJA) Gwen Pizarro (DJA)	Judge Saint Clair	<ul style="list-style-type: none"> <li>▪ Court users have electronic access to court and case information, services, etc.</li> <li>▪ Court users are able to do court business remotely/using the internet</li> <li>▪ Access and efficiency are enhanced</li> </ul>

## Strategic Focus Area 2: Case Management and Caseflow

### *Long Range Goals and Objectives*

Strategic Focus Area #2: Case Management and Caseflow	
<b>Goal 1:</b> The Court will resolve legal matters in a timely manner, in accordance with the Court's locally adopted time standards.	
<b>Objectives:</b>	<ol style="list-style-type: none"> <li>1. Adopt, build commitment to, and implement case processing and dispositional time standards.</li> <li>2. Reduce unnecessary delay and implement other effective case management and delay reduction</li> </ol>

## Strategic Focus Area #2: Case Management and Caseflow

principles and practices.

3. Involve stakeholders in improving and modifying case management practices.
4. Enhance programs and services that assist in effectively and expeditiously resolving legal matters.
5. Enhance the Court's technologies to best support expeditious case processing and timely case resolution.
6. Evaluate, continuously improve, and report on the Court's timeliness (e.g., time to disposition, age of pending caseload, clearance rates, etc.).

**Goal 2: The Court's processes and procedures will be fair, understandable, efficient, and effective.**

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| <b>Objectives</b> | <ol style="list-style-type: none"> <li>1. Streamline and simplify court processes and procedures in collaboration with partners, the public, diverse communities, and staff.</li> <li>2. Implement principles and practices that promote procedural fairness.</li> <li>3. Consistently implement and follow the Court's processes and procedures.</li> <li>4. Inform and train judicial officers and staff on the Court's processes, procedures, and practices.</li> <li>5. Continually evaluate and improve court processes and procedures.</li> </ol> |
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### 2015 Strategic Initiatives

#### Strategic Focus Area #2: Case Management and Caseflow

Team	Court-wide Strategic Initiatives	Lead Person(s)	Committee/ Strategic Action Team Assigned	Judge Sponsor	Desired Outcomes
Team 3	1. Evaluate and improve the use of Judicial Resources (includes Commissioner workloads)	Judge Smith (Jorene Reiber-staff support)	Sarah Olson (Court Ops) Nikki Riley (Court Ops) Tom Knoblach (DJA) Barb Miner (DJA) Trisha Del Valle (DJA) Sarina Aiello (DJA) Judge Andrus Commissioner Hillman Commissioner Ponomarchuk Commissioner Judson	Judge Smith	<ul style="list-style-type: none"> <li>▪ Cases are resolved in a more timely manner</li> <li>▪ Judicial resources are used more efficiently and effectively</li> </ul>
Team 4	<ol style="list-style-type: none"> <li>2. Educate on/routinely use caseflow technologies</li> <li>3. Improve trial certainty for civil cases</li> </ol>	Judge Andrus (Laura Contreras-staff support)	John Salamony (Court Ops) Sarah Olson (Court Ops) Timi Dettweiler (DJA) Heidi Bugni (Court Ops) Tiffany Klein (Court Ops) Lauri Nelson (DJA) Barb Miner (DJA) Katy Shaw (DJA) Sathia Vann (IT)	Judge Andrus	<ul style="list-style-type: none"> <li>▪ Judicial officers, staff, and departments are more efficient and effective</li> <li>▪ Civil cases are resolved in a more timely manner</li> <li>▪ There are fewer appearance and adjournments for civil cases</li> <li>▪ Processes are streamlined/ improved</li> </ul>



## Strategic Focus Area #3: Public Understanding and Intergovernmental Relations

### Long Range Goals and Objectives

Strategic Focus Area #3: Public Understanding and Intergovernmental Relations	
<u>Goal 1: The Court will be more understandable to the public and will gain public support.</u>	
<u>Objectives:</u>	<ol style="list-style-type: none"> <li>1. Educate and inform the public about the Court using multiple methods and media.</li> <li>2. Educate and participate in diverse community and civic groups.</li> <li>3. Reach out, listen, and be responsive to the concerns, views, and needs of diverse communities.</li> <li>4. Strengthen the Court's internal capacity to improve and influence public education and relations.</li> <li>5. Enhance and promote mentoring and volunteerism in the community.</li> <li>6. Reach out to and strengthen press and media relations.</li> <li>7. Enhance volunteer opportunities at the Court.</li> </ol>
<u>Goal 2: The Court will be more understandable to, and work collaboratively with, the legislative and executive branches of government and other justice system partners, and will gain their support.</u>	
<u>Objectives</u>	<ol style="list-style-type: none"> <li>1. Reach out to and personally connect with state and local legislators and judicial branch members.</li> <li>2. Inform state and local legislative and executive branches of government about the role and needs of the Court.</li> <li>3. Collaborate with legislative, executive, and judicial branch leaders as well as justice system partners on projects of mutual interest and benefit, including promoting equity and social justice and addressing institutional racism and bias.</li> <li>4. Use feedback and/or personal experiences from constituents/others to build support for the work of the Court.</li> <li>5. Increase transparency and accountability.</li> </ol>

### 2015 Strategic Initiatives

#### Strategic Focus Area #3: Public Understanding and Intergovernmental Relations

Team	Court-wide Strategic Initiatives	Lead Person(s)	Committee/ Strategic Action Team Assigned	Judge Sponsor	Desired Outcomes
Team 5	<ol style="list-style-type: none"> <li>1. Expand dialogue with communities (including racial/ethnic communities, bar, media, etc.)</li> <li>2. Evaluate, develop, and implement a Social Media Strategy</li> </ol>	Leanetta Jessie	Heather Muwero (Family Court) Martha Cohen (Court Ops) David Reynolds (Court Admin) Linda Ridge (Court Admin) Beth Taylor (DJA) Nishi Shankar (Family Court) Crista Johnson (Juvenile Court) Rachael DelVillar (Court Ops) David Reynolds (Court Admin) Amanda Gudmunson (DJA) Katy Shaw (DJA) Kristen Coverdale (Bailiff) Jacqueline Ware (Bailiff) Kenya Hart (Bailiff) Commissioner Kahan	Judge O'Donnell	<ul style="list-style-type: none"> <li>▪ Dialogue occurs and understanding is increased</li> <li>▪ Relations are improved – communities have greater trust and confidence in the Court</li> <li>▪ The public, partners, and court users are better informed/have easier access to court information</li> </ul>
Team 6	<ol style="list-style-type: none"> <li>3. Invite legislative, executive, policy, and community leaders to the Court to have dialogue, listen, inform, educate, and showcase accomplishments</li> </ol>	Judge Craighead Paul Sherfey	Jamie Perry (Family Court) Linda Ridge (Court Admin) Leanetta Jessie (Juvenile Court) Mark Wirschem (Juvenile Court) Commissioner Johnson Taylor	Judge Craighead	<ul style="list-style-type: none"> <li>▪ Dialogue occurs and understanding is increased</li> <li>▪ Attendees are informed/educated</li> <li>▪ Attendees are aware of accomplishments, needs,</li> </ul>

Team	Court-wide Strategic Initiatives	Lead Person(s)	Committee/ Strategic Action Team Assigned	Judge Sponsor	Desired Outcomes
					etc.

## Strategic Focus Area 4: Operational Infrastructure

### *Long Range Goals and Objectives*

<b>Strategic Focus Area #4: Operational Infrastructure</b>	
<u>Goal 1: The Court will have adequate and stable funding and the requisite resources to provide the highest quality of justice.</u>	
<u>Objectives:</u>	<ol style="list-style-type: none"> <li>1. Implement cost saving, cost reduction, and greater efficiency measures both internally and in collaboration with justice system partners.</li> <li>2. Demonstrate the prudent and responsible use of funding/resources.</li> <li>3. Advocate for the resources needed to provide quality justice (e.g., adequate staffing levels, staff with specialized skills, court security, equipment, hardware, software, etc.)</li> <li>4. Build understanding and support for the Court's fiscal and other resource needs.</li> <li>5. Communicate and work collaboratively with executive and legislative branches at the state and local levels to ensure funding and resources needs are met.</li> <li>6. Evaluate, shift, and reallocate resources and workloads (of judicial officers and staff) in response to changing needs, demands, and circumstances.</li> </ol>
<u>Goal 2: The Court's infrastructure supports and is aligned with strategic and operational priorities.</u>	
<u>Objectives</u>	<ol style="list-style-type: none"> <li>1. Plan for long-term improvements and expansion of the Court's facilities in collaboration with the County.</li> <li>2. Enhance courthouse facilities and furnishings, and optimize space to meet the needs of court users, partners, judicial officers, and staff.</li> <li>3. Improve courthouse safety and security.</li> <li>4. Optimize and update the technological infrastructure of the Court (e.g., IT systems, hardware, software, equipment) to better serve court users and support judicial officers and all staff.</li> <li>5. Recruit and retain a competent and diverse workforce.</li> <li>6. Provide fair and competitive compensation and benefits.</li> <li>7. Strengthen the performance management and feedback system of the Court.</li> <li>8. Implement innovative human resource/employee relations' programs and practices.</li> <li>9. Strengthen the Court's capacity to educate, train, and develop staff and future leaders.</li> <li>10. Enhance labor/management/union relations.</li> </ol>
<u>Goal 3: Continue to effectively govern and lead the Court.</u>	
<u>Objectives:</u>	<ol style="list-style-type: none"> <li>1. Strengthen the governance and policy-making structure of the Court.</li> <li>2. Align existing rules and committees with the Court's strategic direction and operational priorities.</li> <li>3. Communicate effectively externally and internally.</li> <li>4. Develop current and future judicial and administrative leaders and enhance succession planning.</li> </ol>

## 2015 Strategic Initiatives

### Strategic Focus Area #4: Operational Infrastructure

Team	Court-wide Strategic Initiatives	Lead Person(s)	Committee/ Strategic Action Team Assigned	Judge Sponsor	Desired Outcomes
Team 7	1. Conduct/Update Classification/ Compensation Study	Minerva Villarreal	Jennifer Bercot (Family Court) Steve Davis (Admin Services) Lea Ennis (IT) Gertrude Fuentes (HR) Rachael DeVillar (Court Ops)	Judge Linde	<ul style="list-style-type: none"> <li>Classification structure and pay are improved, fair, and competitive</li> </ul>
Team 8	2. Improve internal communication and employee engagement	Jamie Perry	Connor Lenz (Family Court) Crista Johnson (Juvenile Court) Leanetta Jessie (Juvenile Court) Heiti Milnor-Lewis (Court Ops) David Reynolds (Court Admin) Gabby Jacobsen (Bailiff) Commissioner Holman	Judge Parisien	<ul style="list-style-type: none"> <li>Staff are more informed</li> <li>Staff have more opportunities to get involved and contribute to the Court's successes</li> </ul>
Team 9	3. Integrate Bailiffs into Court team/ culture (includes bailiff orientation and training)	Sandy Ogilvie	Sandy Ogilvie (Court Ops) Barb Winter (Court Ops) Minerva Villarreal (HR) Salina Hill (Bailiff) Erica Parkin (Bailiff) Marci Parducci (Bailiff) Kristen Coverdale (Bailiff) Lisa McMillan (Bailiff) Nhu Dinh (Bailiff) Peggy Wu (Bailiff) Greg Howard (Bailiff) Cheryl Cunningham (Bailiff) Kenya Hart (Bailiff) Sathia Vann (IT)	Judges Craighead and Andrus	<ul style="list-style-type: none"> <li></li> </ul>
Existing Teams	4. Facilities: <ul style="list-style-type: none"> <li>Children and Family Justice Center</li> <li>Harborview Hall</li> </ul>	Paul Sherfey Linda Ridge	Charlotte Daugherty (Court Ops) – Harborview Michelle Garvey (Court Admin) – CFJC Paul Manolopoulos (Court Admin) – Harborview/CFJC		<ul style="list-style-type: none"> <li></li> </ul>
Existing Teams	5. Technology – select vendor for SCOMIS/ECR replacement	Barb Miner			<ul style="list-style-type: none"> <li></li> </ul>

## Strategic Focus Area 5: Work Environment and Workforce Development

### Long Range Goals and Objectives

Strategic Focus Area #5: Work Environment and Workforce Development	
<u>Goal 1: The work environment across all areas of the Court will be innovative, engaging, and satisfying.</u>	
<u>Objectives:</u>	<ol style="list-style-type: none"> <li>1. Promote, recognize, and reward innovation and continuous improvement.</li> <li>2. Enhance teamwork and collegiality within and across divisions/areas of the Court and all levels of judicial officers and staff.</li> <li>3. Provide staff with opportunities to do interesting and meaningful work (i.e., they like their work and do it well, and understand how their work contributes to the Court's strategic goals and objectives and impacts others/society at large).</li> <li>4. Enhance, encourage, and support staff participation in training, development, mentoring, and career/advancement opportunities.</li> <li>5. Provide fair and competitive compensation and benefits.</li> <li>6. Value the contributions of staff and involve staff in change and improvement activities.</li> <li>7. Learn from the experiences of and implement best practices from others.</li> </ol>
<u>Goal 2: Judicial officers and all staff (i.e., judge's staff, Superior Court staff, and Clerk's Office staff) will be skilled and competent in all aspects of their work/jobs, capable of performing at the highest levels.</u>	
<u>Objectives</u>	<ol style="list-style-type: none"> <li>1. Expand and improve education, training, cross-training, and professional development opportunities for judicial officers and staff.</li> <li>2. Increase cultural sensitivity and cultural competence of judicial officers and all staff.</li> <li>3. Foster a mentoring culture; increase mentoring opportunities for and between judicial officers and all staff (within the Court and in the community).</li> <li>4. Provide performance/job feedback and coaching.</li> <li>5. Recognize and celebrate high performance and service excellence.</li> <li>6. Develop current and future judicial and administrative leaders and enhance succession planning.</li> </ol>

### 2015 Strategic Initiatives

#### Strategic Focus Area #5: Work Environment and Workforce Development

Team	Court-wide Strategic Initiatives	Lead Person(s)	Committee/ Strategic Action Team Assigned	Judge Sponsor	Desired Outcomes
Team 10	1. Develop mechanism/ resources to deal with trauma	Jorene Reiber Mark Wirschem	Stacy Keen (Family Court) Ed Greenleaf (Family Court) Kendy Rossi (Family Court) Nicole Bynum (Family Court) Tara Iglesias (Juvenile Court) Joselyn Conley (Juvenile Court) Melissa Sprague (Juvenile Court) Sarah Hudson (Court Ops) Amy Andrews (Court Ops) Trisha Del Valle (Court Ops) Janet Llapitan (DJA) Commissioner Jeske	Judge Berns	<ul style="list-style-type: none"> <li>Staff will have enhanced skills and resources to deal effectively with trauma</li> </ul>
Team 11	2. Improve employee performance appraisal tool and process	Paul Daniels	Lisa Petersen (Family Court) Jennifer Bercot (Family Court) Najja Bullock (Family Court) Desiree Canter (Family Court) Mandy Peterson (Court Ops)	Judge Cahan	<ul style="list-style-type: none"> <li>The Court will have an improved Performance Appraisal Process and Tool</li> <li>Staff will be evaluated annually receiving</li> </ul>

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Team	Court-wide Strategic Initiatives	Lead Person(s)	Committee/ Strategic Action Team Assigned	Judge Sponsor	Desired Outcomes
			Lea Ennis (IT) Kathryn Schipper (HR) Minerva Villarreal (HR)		important performance feedback
Team 12	3. Enhance, expand, improve education, training, cross-training, and other professional development/learning opportunities for staff (including bailiffs)	Lisa Petersen	Tracey White (Family Court) Hannah Service (Family Court) Rie Takeuchi (Family Court) Sathia Vann (IT) Charlotte Daugherty (Court Ops) Gertrude Fuentes (HR) Shanna Knight (DJA) Commissioner Laird	Judge Lum	<ul style="list-style-type: none"> <li>▪ The Court offers new training and professional development opportunities</li> <li>▪</li> </ul>