



The Judicial Branch of Arizona  
Mohave County

# Mohave County Courts

## Strategic Plan

### 2008-2012



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The Court also recognizes the work of former Court Administrator, Edna Johnson, who initiated the project and helped secure the professional services of Dr. Wagenknecht-Ivey.

Finally, the Courts wish to thank those individuals who agreed to serve on the strategic planning committee for their time and dedicated service in completing this initial work. Thanks also to the Court's many justice system partners, community leaders, stakeholders, and staff who provided valuable insight and feedback by participating in a number of focus groups. The focus groups were instrumental in helping the Court develop its strategic direction and identify priorities to better serve the people of Mohave County.

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Dear Mohave County Citizens and Colleagues:

I am pleased to introduce the Strategic Plan for the Courts of Mohave County. This document reflects the visionary work of many dedicated and energetic judges and court staff who are committed to the goal of improving the delivery of justice in the county and state. Identified within the strategic plan are five fundamental issues the court will focus on during the next three to five years. Contained within each of these five strategic issues are specific goals and projects that will help the judicial branch meet the needs of the people of this county and those who depend upon the courts for assistance and service.

Our Judicial system is an important part of our democracy and provides an essential balance in our government. As a protector of individual rights the courts must provide meaningful access to all, must have adequate facilities, provide a managed process to resolve disputes, and ensure disputes are resolved in a fair and timely manner. To that end, this Strategic Plan will help ensure the judicial branch is responsive to the community and works toward meeting goals for improving operations. I have appreciated the input provided by many of you in helping us put this plan together and would ask that you continue to take an active role in sharing any thoughts or ideas you have to help us in meeting the goals outlined. I extend sincere gratitude to those who served on the strategic planning committee.

I am very optimistic that as we move forward with this plan we will not only enhance the service provided by the judicial branch, we will also make significant strides in improving the trust and confidence placed in the individuals who work in the Courts.

Sincerely,

Randolph A. Bartlett, Presiding Judge



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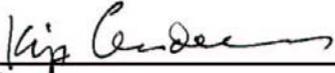
## Strategic Planning Committee



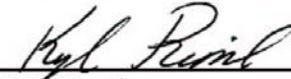
Honorable Randolph A. Bartlett  
Presiding Judge



Barbara Potter  
Kingman/Cerbat Justice Court Bookkeeper



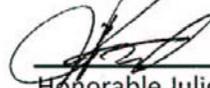
Kip Anderson  
Court Administrator



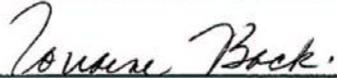
Kyle Rimel  
Automation Systems Manager



Valerie Avila  
Human Resources Specialist



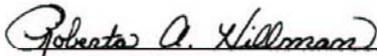
Honorable Julie S. Roth  
Family Court Judge



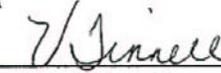
Lorraine Back  
Case Flow Manager



Honorable John S. Taylor  
Cerbat Justice of the Peace



Roberta Hillman  
Judicial Assistant



Virlynn Tinnell  
Clerk of the Court



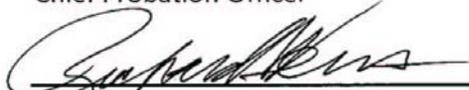
Bob Lawless  
Court Security Manager



Friend Walker  
Chief Probation Officer



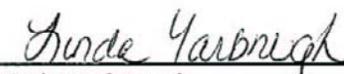
Nancy Lee  
Probation Operations Supervisor



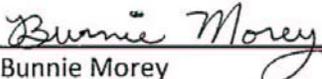
Honorable Richard Weiss  
Presiding Juvenile Judge



Audrey MacDonald  
Chief Deputy Clerk



Linda Yarbrough  
Human Resources Manager



Bonnie Morey  
Administrative Program Specialist

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## **Section 1: Introduction**

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The Courts of Mohave County (Superior Court, Justice Court, and Probation) embarked on a long-range strategic planning process in January 2008. The purpose was to develop a long-range strategic plan – or strategic roadmap – for the future. With input from the Courts’ many users, justice system partners, and stakeholders, we are pleased to present the long-term direction, strategic priorities, and short-term initiatives that will help us – judges and staff – better serve the people of Mohave County.

The Courts are facing increasing challenges in an ever-changing environment. This Strategic Plan outlines how we will respond to the challenges and dynamic environment in the years ahead. Specifically, this Strategic Plan sets forth our long-range goals, strategies for achieving the goals, and strategic initiatives/projects in five key areas:

1. Access and Customer Service
2. Fair and Timely Resolution of Disputes
3. Court Facilities
4. Motivated, Competent, and Professional Judges and Staff
5. Community Understanding and Support.

It also includes the Courts’ mission and visions statements, a trends analysis, and summary of the Courts’ strengths and weaknesses, all of which assisted in determining our future direction and strategic priorities.

The Courts of Mohave County are committed to and enthusiastic about following through on this Plan. We look forward to this journey and working collaboratively with the other branches of government, the community leaders, justice system partners, stakeholders, and the public in this endeavor.

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## **Section 2: Mission and Vision of the Courts of Mohave County**

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A *mission statement* expresses the fundamental purpose of an organization. It explains why the Courts of Mohave County exist. A mission statement should reflect the reasonable expectations of the courts' customers and stakeholders, as well as its mandates. A clear and concise mission statement helps a court focus on what is truly important; it serves as a reference point for establishing organizational priorities.

A *vision statement*, on the other hand, defines a preferred future of an organization. It describes what the Courts of Mohave County desire to become or do in the future: what they should be at their best. A vision statement should be compelling, bold, inspirational, and convey a sense of urgency to all organizational members. It also should be believable and achievable.

The mission and vision of the Courts of Mohave County are as follows.

### **Mission Statement**

(February, 2008)

PREAMBLE: The Courts of Mohave County are a distinct branch of government with independent powers and authority as established and granted by the United States and Arizona Constitutions.

The mission of the Courts of Mohave County is to uphold the laws of the land. We shall resolve disputes and legal matters and serve the public in a fair, timely, consistent, and professional manner.

### **Vision of the Future**

(April, 2008)

As a leader, the Courts of Mohave County will provide the highest quality of justice services and achieve excellence in all that we do by:

- Being fair, accessible, and responsive to the needs of the community;
- Providing innovative, collaborative and technologically advanced service to our users and partners;
- Maintaining motivated, competent, and professional judges and staff; and
- Acquiring safe, functional, and quality facilities and work environments.

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## Section 3: Trends Analysis

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A *trend* is a series of related events or activities that appear to have a demonstrable direction over time. There are many types and categories of trends such as continuation, cyclical, or emerging as well as social, economic, political/policy, and technological trends. Conducting a trends analysis is an important step in a strategic planning process. It helps assess: (1) the nature, magnitude, and sources of demands likely to be placed on an organization in the upcoming years; and (2) the implications of the demands on the structure, organization, and operations in the future.

Below is a summary of the trends analysis conducted by the Strategic Planning Committee. The trends listed below represent the Committee's best prediction of the trends that will most significantly impact the Courts of Mohave County in the future. Also included are the potential implications of the trends on the Courts. See Attachment A for three plausible scenarios – best case, status quo, and worst case – which emphasize how important it is for the Courts to be proactive, identify their strategic priorities, and work to shape a desired future.

### Social and Demographic Trends

*Social trends* describe the changes in the composition, order, and structure of interactions among individuals within society. In large part, they define the size and nature of the justice system client population. A few of the most significant social trends likely to impact the Courts in the future are as follows.

1. Increase in population.
2. Emergence of new communities in Mohave County.
3. Aging population.
4. Generation Y comes of age (people born between 1979 and 1994 representing 60 million people in the US).
5. Increasing racial, ethnic, and cultural diversity.
6. Alterations in family composition and continued break-up of traditional families.
7. Continued geographic mobility.
8. Health and mental health care crises (e.g., increasing demand for health and mental health care for all people and families).
9. Increase in language barriers.
10. Greater expectations placed on organizations/service providers (e.g., customers demanding better services; more informed customers).
11. Increasing demand for institutional and organizational accountability.

### Economic Trends

*Economic trends* describe the changes in the relationships among individual well-being, the nature and composition of work and the work force, and societal prosperity. Economic trends directly affect the composition of caseloads, shape the basic resource foundations of the courts and justice system, and shape basic societal conditions. Below are a few of the most significant economic trends likely to impact the Courts in the upcoming years.

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1. A growing service industry, and thus more service related jobs, which tend to be relatively lower paying.
  2. Increasing stratification between higher and lower incomes.
  3. Continued urban sprawl and movement to suburban communities.
  4. Increasing difficulties of public sector/not-for-profit organizations to recruit and retain highly competent people given the wage/benefit disparities and potential between the public and private sectors.
  5. Negative unemployment rate in some professions (e.g., high tech, professional).
  6. Health care and insurance crises; increasing pressure for cost containment of health care services.
  7. Increase in e-commerce.

### Technological and Scientific Trends

*Technological and scientific trends* describe changes in the composition, application, and broader social effects of tools and scientific developments and breakthroughs. Technological trends shape the types of demands confronting service organizations and hold the potential for dramatically altering the way organizations do their work or serve customers. Scientific trends shape new litigation areas and the need for specialized expertise. A few of the most significant technological and scientific trends that will impact the Courts in the future are listed next.

1. The wireless revolution.
2. Continued developments/advances in information technology.
3. Increase in the networking of information.
4. Increasing need/expectation to share information across agencies (e.g., Justice Integration Project).
5. Greater demands and expectations for access to information from remote locations.
6. Increase in the use of the Internet.
7. Greater demands for access to information and service 24 hours a day, 7 days a week.
8. Increase in alternative/home-based work arrangements (e.g., telecommuting).
9. Growth in “security” technology.
10. Increase in distance learning.

### Policy and Political Trends

*Policy and political trends* describe the structure, receptiveness, responsiveness, priorities, and effectiveness of forums for collective, public decision-making and resource distribution. They also describe preferred responses to societal problems and the appropriate roles of individuals in developing, implementing, monitoring, and modifying actions to group responses. Below are some of the policy and political trends that will likely impact the Courts in the upcoming years.

1. Changing expectations of the public for government solutions.

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2. Increasing political disorganization and increasing political competition.
  3. Increased scrutiny on how public tax dollars are spent.
  4. Increasing demand for and/or experimentation with privatizing public services.
  5. Continuing discussion about the need for health care reform.
  6. Increase in homeland security and fighting terrorism at home and abroad.
  7. Changes to immigration policies.

## Justice System Trends in Arizona & Mohave County

A few of the most significant justice system trends occurring within the judicial branch are as follows.

1. Increasing numbers, and the changing composition, of court users (e.g., more non-English speaking and self-represented court users/litigants, more victims, multiple attorneys appearing in complex cases).
2. Increasing costs of indigent defense and high turnover of attorneys handling indigent defense.
3. Increasing need/demand for speciality/therapeutic courts (e.g., drug courts, mental health courts).
4. Declining budgets/funding at both the state and local levels.
5. Increasing caseloads and workloads.
6. Increasing numbers of litigants with mental health problems.
7. Increasing need/demand for the use of technology to improve access and services (e.g., Justice Integration Project).
8. Increasing employee burnout and stress.
9. Increasing numbers of retirements (e.g. Baby Boomers).
10. Increasing emphasis on improving services to families/children.

## Implications (of the Trends) on the Court

The trends noted above will *not* occur independently. Rather, they will occur simultaneously, interacting in a myriad of ways. The impact of the aforementioned trends on the Courts will likely be great. A few of the most significant implications on the Courts are as follows.

1. Caseload/Workload. The Courts will likely experience rising caseloads. In addition, the types of cases filed in the future are expected to be more complex and result in increased workloads for judicial officers and court staff (e.g., routine types of matters vs. complex cases vs. cases that require specialized knowledge). In addition, case processing time, and case delay and backlogs, will likely increase due to the increased volume of cases. Changes in case management practices as well as additional judicial officers and staff will be needed in the future.
2. Changing Public Needs and Expectations. The public will increasingly expect the Courts to be more user-friendly, accessible, and customer serving (e.g., more

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understandable, ADA compliant, do business electronically and from remote locations, have expanded hours of operation). The community also will increasingly expect the Courts to provide improved and expanded court and community/treatment programs and services (e.g., interpreters, child care, self-help, collection of fines/fees/restitution, ADR, drug treatment, rehabilitation services, psychological services). Finally, increasingly the public is expecting that court services are available in their local communities. This is especially challenging for the Courts of Mohave County given the expansive size of the County, the emergence of new communities, and funding/resource limitations.

3. Changing Demographics. The demographics of the Courts' users are expected to change in the future. For example, a greater proportion of the population is forecasted to be non-English speaking, elderly, more racially and ethnically diverse, and self-represented. Additional innovations and services will be necessary to make the Courts accessible, user-friendly, and understandable to these court users.
4. Funding Challenges. The Courts are likely to experience funding challenges in the future. Likely to suffer are the Courts' facilities, technology, court services and programs, community services/treatment programs, indigent defense, staffing levels, and the like.
5. Need to be More Efficient and Accountable. The Courts will continue to experience pressure to be more efficient and effective with existing or declining resources, and to be more responsible and accountable. The Courts will need to critically assess and redeploy the use of its existing resources to be more efficient and effective in the future.
6. Use of Technology and Adequate Facilities. Using existing and new technologies to improve access and services are expected now, and will continue to be expected of the Courts in the future. In addition, adequate facilities and space are expected and essential for the Courts to conduct business. Making improvements in these essential areas will require additional funding and support.
7. Staffing and Retention Challenges. The Courts will likely experience staffing shortages and retention challenges in the future. Baby boomers will begin retiring soon and recruiting and retaining competent staff is expected to be difficult without more competitive pay and benefits and creative work arrangements in the future. Training and development will be an ongoing need for the Courts. Also, understanding the local/regional labor market, understanding what motivates the various generations, and preparing for the future (e.g., next generation of Court leaders) are important in the future.
8. Ongoing Collaboration. Continued collaboration with other governmental agencies, justice system partners, and stakeholders will be even more important in the future.

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## Section 4: Organizational Assessment

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The purpose of an *organizational assessment* is to help an organization evaluate its capacity both now and in the future to fulfill its purpose and move toward its vision in light of the demands it likely will experience in the years ahead. A “SWOT” analysis is a process of identifying the organization’s strengths, weaknesses, opportunities, and threats (i.e., SWOT) given its mission, vision, and the implications of a variety of trends. This step of the strategic planning process helps an organization critically assess its ability to do its business better and differently in the future.

The organizational assessment, which was completed by the Strategic Planning Committee, included a critical look at the following dimensions of the Courts:

1. Organizational Structure;
2. Leadership and Management;
3. Internal Communication and Teamwork;
4. Workload and Resources;
5. Policies, Procedures, and Work Processes;
6. Use of Technology;
7. Availability and Use of Data/Information;
8. Practice, Attitudes, and Habits of Judges and Staff;
9. Fiscal/Budget;
10. External Relations; and
11. Quality of Services.

A summary of the strengths, weaknesses, opportunities, and threats follows.

### Strengths & Weaknesses of the Courts

1. *Organizational/Court Structure:* The Judiciary is independent, there is a clear hierarchy and jurisdiction of courts, and co-location of the Courts in Bullhead City and Lake Havasu City are strengths. Areas for improvement include: the multiple courts are confusing to court users/the public, the Courts in Kingman are not co-located, and an independent but co-equal judicial branch of government is problematic at times for the executive and legislative branches of government.
2. *Leadership and Management:* The Courts’ leadership and management are viewed as strengths. There is longevity in upper management and most of the Courts’ judicial and administrative leaders and managers are experienced, approachable, open to change, accessible/available, and supportive. However, decisions are too often crisis driven, “managing by crisis” occurs too often, court administration is overloaded, and because of the multiple locations, judges and senior managers are isolated/separated from each other. While communication with leadership and management has improved, more and better information sharing is needed. Finally, the administrative duties of the judges and senior

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management are expanding and demanding, and thus, take away from time on the bench and time in the office to tend to day-to-day matters.

3. *Internal Communication and Teamwork:* Most staff work well together. They are dedicated, and help and support each other. Regular meetings are held with some to share information and teamwork is quite good within and across Courts. More and better communication, however, is needed with the satellite courts, with staff in the field, and within departments. Additionally, more teamwork is needed between court staff and Clerk's Office staff.
4. *Workload and Resources:* Judicial officers and court staff work hard; they are highly motivated to be the best. They accomplish a lot with existing resources. However, the lack of resources, a hiring freeze, having too few judicial officers (per the population) and staff, inadequate facilities, lack of treatment providers, antiquated technology (e.g., telephone system, existing CMS), and the like prove to be challenging.
5. *Policies, Procedures, and Work Processes:* The Courts reportedly have Administrative Orders including criminal, domestic relations, and AOC rules. There are also judicial merit rules. The Courts are willing to modify the rules as needed. However, adequate and up to date policies and procedures, and consistent work processes, are lacking in other areas of the Courts. In particular, the local civil rules are outdated, there are no mandatory uniform forms for limited jurisdiction courts, procedures are not documented in writing and they change frequently, divisions do not have written policies for how to handle cases/hearings, there is no documentation on case management, there is a lack of uniformity between divisions, and there is a lack of local probation rules.
6. *Use of Technology:* The Courts are in the process of implementing a new case management system and installing Vista. In addition, the Courts provide some web-enabled services, have up-to-date desk top computers, have the EDMS system, have a high-tech courtroom in Bullhead City, and have some video conferencing capabilities for Courts in remote locations. Other strengths include: the Courts have an automation committee, good IT staff, and are involved with the AOC technology group. Weaknesses include: the new CMS will require a lot of change and adjustments, the AOC tech group is in control of the CMS (local customization is unlikely), there is little support/funding for new technology projects, there is a lack of integration among justice partners, the Courts do not use standard forms, there is a need for e-filing, there is only standard software on all computers, and more training is needed.
7. *Availability and Use of Data/Information:* The new CMS and the EDMS system help provide the Courts with important data/information. However, the Courts suffer from an inability to access and use data/information in many areas. For example, there is no common data base between the limited jurisdiction and Superior Courts, the Courts lack uniformity of forms and data usage, it is difficult

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to access useful available data/information, the Courts are not capturing what truly matters, and what data are gathered are not analyzed/interpreted, to name a few.

8. *Practice, Attitudes, and Habits of Judges and Staff:* Judges make decisions based on the merits – they are fair/unbiased. Judges and staff both have a strong work ethic, and they are dedicated and willing to share information. Staff also are flexible. On the other hand, some judges/staff are reluctant to handle different matters other than their assignment, a territorial attitude is present, some are not very customer serve oriented, some do not take responsibility, or pass the buck, and there is a lack of uniformity in court procedures and case management practices.
9. *Fiscal/Budget:* Statutory guides are available to assist with funding and the Courts are striving to be more transparent and accountable. Weaknesses are as follows: the Courts lack adequate funding, the ability of the Courts to follow-through on mandates is hampered by a lack of money, too many fines/fees/restitution are uncollected, the budgeting process (e.g., Courts are not able to manage line items), the Courts are not able to retain collected fines/fees, cost and lack of oversight of indigent counsel, and lack of understanding of the Courts by County Management.
10. *External Relations:* Overall, the Courts have good external relations with most partners and stakeholders. They communicate and collaborate effectively with other agencies, the bar, law enforcement, the Administrative Office of the Courts, treatment providers, schools, and community/faith based organizations. The Interagency group in Lake Havasu City and judges' involvement in the community also are viewed as strengths. Areas for improvement include: a lack of interagency groups in Bullhead City and Kingman, external relations with the Board of Supervisors and County Management, little community outreach and public education, negative public perception of the Courts, no relationships with tribes, and a lack of communication and coordination between the Courts and some partners and stakeholders.
11. *Quality of Services/Information:* Strengths include: helpful staff, online information (e.g., forms, calendars, view pleadings), the Website, satellite courts, ability to make credit card payments in person, allow telephonic services in court, and soon-to-be-implemented jury IVR system. Lack of a self-help center, lack of Justice/Municipal Courts online pro se forms, inability to make payments over the Internet, lack of e-filing, poor facilities, lack of staff and staff training, telephonic communications, scheduling practices (too many people scheduled at one time), the costs of doing business with the Courts, and the lack of available community/treatment services are areas for improvement.

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## Opportunities and Threats

The Courts of Mohave County have many opportunities and potential threats facing them in the upcoming years. Below are a few of the most significant opportunities and threats identified by the Strategic Planning Committee.

Opportunities include:

1. Making improvements that will enhance public trust and confidence in the Courts and overall public perception of the Courts;
2. Using new technologies;
3. Improving facilities and security;
4. Improving and expanding court services and programs;
5. Implementing innovative and effective case management practices and improving internal operations;
6. Improving internal and external communication and collaboration (among judges and staff and with external partners, stakeholders, and the public); and
7. Demonstrating need for more resources (e.g., funding, staff, judicial officers, facilities, technology, etc.).

The biggest potential threats include:

1. Lack of funding/resources;
2. Increase in crime and burgeoning caseloads;
3. Lack of political and public support for the Courts;
4. Declining facilities and lack of security;
5. Unfunded mandates;
6. Unwillingness to change, improve, be innovative/progressive; and
7. Inability to attract and retain qualified employees and staff.

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## Section 5: Strategic Issues, Goals, Strategies, and Strategic Initiatives

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*Strategic issues* are internal or external issues that are fundamentally important to the organization over the long-term. They are often the underlying or more encompassing issues of what superficially appear to be numerous unrelated or loosely related problems that significantly impact the long-term success of the organization. They are what an organization must focus on over the long-term to ensure progress and success. Because of their magnitude, strategic issues must be addressed over the long-term in order for the organization to move toward its vision and fulfill its mission.

*Strategies* are comprehensive, institutional responses to the strategic issues or the key result areas. Strategies include (1) several complementary long-range *goals*, which are broad statements that define the desired, end targets that the organization will strive to achieve over the next 3-5 years, for each of the issue areas, and (2) several objectives for each of the goals. *Objectives* are general statements that describe the manner in which the end result – or goal – will be achieved. *Strategic or priority projects* are the shorter-term (1year) strategic and operational priorities of the organization. As they are completed, the organization should be making progress on accomplishing the long-range goals and responding effectively to the strategic issue areas.

**Courts of Mohave County:  
Strategic Issues  
(April 2008)**

1. Access and Customer Service
2. Fair and Timely Resolution of Disputes
3. Court Facilities
4. Motivated, Competent, and Professional Judges and Staff
5. Community Understanding and Support

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## **Strategic Issue Area #1: Access and Customer Service**

*Issue Description:* The Courts of Mohave County are committed to enhancing access services and information, and providing the highest quality of customer service to all court users. The Courts believe the people of Mohave County will be better served, and their expectations will be better met, by continuing to make improvements in these areas.

Court users and justice system partners expect the following of the Courts of Mohave County.

1. Convenient access to the Courts (e.g., 24/7 access, extended hours, adequate parking, do business with the Courts over the lunch hour, cases/legal matters heard in their local communities);
2. Easy access to court information, resources, and forms;
3. The ability to do business with the Courts electronically/via the Internet;
4. The Courts will be user-friendly and understandable (e.g., be able to reach a person to get assistance, information, and answers to questions; receive understandable information about the Courts including how to proceed with a legal matter and what will happen next); and
5. Quality customer service (e.g., respectful, courteous, knowledgeable, helpful, and professional staff; prompt/timely service; accurate and helpful information/answers to questions).

While the Courts have made improvements in all of these areas over the years, more improvements are needed. For example, (1) the current hours of operation are limited; (2) information about the Courts and how to do business with the Courts is needed; (3) forms are not standardized or interactive, and not all of them are available online; (4) the ability to do business with the Courts electronically and thus, from remote locations and 24/7 is limited (e.g., cannot file electronically or make online payments, cannot access complete case information via the Internet, the Courts lack public access computers); (5) the telephone system is not user-friendly; (6) more definition and clarity are needed for staff on what constitutes legal advice vs. procedural assistance; (7) court orders need to be provided in a more timely manner; and (8) customer service can be improved by providing more consistent information, demonstrating a willingness to assist, and being empathetic, courteous, and respectful to all customers.

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

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## Goals and Objectives.

Goal 1: The Courts, including court information, will be more accessible and user-friendly to all users.

Objective 1: Enhance, standardize, and expand information, forms, and other resources available at the Court locations and online.

Objective 2: Enhance and expand the ability to do business with the Courts electronically.

Objective 3: Use other technologies that will save resources and make the Courts more accessible.

Objective 4: Make the Courts more safe, secure, convenient, and understandable for all court users.

Goal 2: Court users will consistently receive high quality customer service from a professional staff.

Objective 1: Provide court staff with the information, resources, and training to provide quality service to court users.

Objective 2: Serve court users in a timely and courteous manner.

Objective 3: Enhance teamwork among court staff.

## Current and Future Strategic Projects/Initiatives.

The Courts are currently working on numerous projects/initiatives related to this strategic issue area. Below are examples of a few of the Courts' ongoing projects/initiatives aimed at improving access and customer service.

- Implementation of new case management system (AJACS)
- Mediation Center – “Thinking about Divorce” class
- Redesign Court Website
- Data Conversion – microfiche to electronic images
- Jury Web application
- Public access to Court forms

Below are the Courts' new 2008-2009 strategic projects/initiatives aimed at enhancing access and customer service to all court users.

<b>Strategic Issue Area #1: Access and Customer Service</b>	
<b>New 2008-2009 Strategic Projects</b>	<b>Year/Priority Level</b>
1. Improve phone system (Lake Havasu & Kingman)	2008 – #1
2. Conduct Customer Survey	2008 – #1
3. Interactive & Standardization Forms Project a. Superior Court b. Limited Jurisdiction Courts	2008 – #1
4. Establish information desk/expand self help services (e.g., information/brochures, monthly pro per workshop in each community)	2009 – #2
5. Expand hours of the Courts (work with SI#4 Implementation Team – Alternative/Flexible Work Hours)	2009 – #3

Finally, the Courts have several high priority needs in this area but lack the fiscal resources to make changes/improvements at this time. The Courts would like to pursue the following strategic projects/initiatives when the economic conditions and fiscal resources of the County and State improve.

- Establish an E-courtroom in each court location (virtual courtroom)
- Expand video arraignment capability
- Provide training classes for Process Servers and Legal Document Preparers
- Self Help Classes

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## **Strategic Issue Area #2: Fair and Timely Resolution of Disputes**

*Issue Description:* Resolving disputes in a fair and timely manner is at the heart of doing justice – upholding laws and protecting rights. The Courts of Mohave County are committed to being procedurally fair, rendering fair decisions, and resolving disputes in an effective and efficient manner.

The Courts’ many users, partners, and stakeholders expect the following of the Mohave Courts related to fair and timely dispute resolution:

1. Equal and consistent treatment;
2. Unbiased rulings and decisions;
3. Effective and efficient handling of cases (procedural fairness);
4. Timely and effective case processing and case management (e.g., scheduling, meaningful case events, firm trial dates, sufficient time set for hearings, continuous control of cases – always on calendar);
5. Prompt resolution of disputes; and
6. Start hearings on time and timely appointments.

Overall, judges of the Courts are deemed to be fair and impartial. Increasing predictability and treating all people equally and consistently, however, are areas for improvement, according to the Courts’ partners and stakeholders. In addition, the Courts see opportunities to improve perceptions of procedural fairness (i.e., handling cases effectively and efficiently and providing quality treatment throughout the court process) as well the timeliness of dispute resolution. In particular, cases take too long to complete, paperwork is confusing and not easily accessible at satellite offices, and the Courts experience calendaring and scheduling challenges (e.g., delays, double settings, lack of meaningful case events, lack of scheduling innovations such as flexible and/or expanded hours, not all court locations hear all types of cases, time allotted for some hearings is inadequate).

Additionally, (1) not all judges are willing to handle other assignments; (2) the workloads are unequal; (3) the Courts lack the resources to add pro tem judges, commissioners or a duty judge as well as staff to effectively process, manage, and resolve cases; and (4) alternative dispute resolution (ADR) options are understaffed, underfunded, and not used to the extent possible. Finally, while the Courts are committed to using technology to enhance internal efficiencies and effectiveness (e.g., tele and video-conferencing, email notification), the lack of resources, the lack of support and cooperation, and the like are precluding them from doing so at this time.

### **Goals and Objectives.**

Goal 1: The Courts will process and resolve legal matters in a fair, timely, and effective manner.

Objective 1: Improve and streamline case processing.

Objective 2: Implement effective case management practices.

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Objective 3: Use technology to improve efficiencies and effectiveness.

Objective 4: Expand the use of alternative dispute resolution.

Objective 5: Continually train and update judicial officers and staff on laws and procedures.

Goal 2: Court users will have trust and confidence in the Courts of Mohave County.

Objective 1: Treat all court users with dignity and respect.

Objective 2: Help court users understand what they need to do procedurally to handle their case.

### Current and Future Strategic Projects/Initiatives.

The Courts are currently working on several projects/initiatives related to this strategic issue area. Below are a few of the Courts' existing projects/initiatives aimed at improving the fair and timely resolution of disputes.

- Implementation of new case management system (AJACS)
- Data clean-up of all case information in case management system

Below are the Courts' new 2008-2009 strategic projects/initiatives aimed at resolving disputes in a fair and timely manner.

<b>Strategic Issue Area #2: Fair and Timely Resolution of Disputes</b>	
<b>New 2008-2009 Strategic Projects</b>	<b>Year/Priority Level</b>
1. Centralize initial appearances/standardize release procedures – Limited Jurisdiction Courts	2008 – #1
2. Improve Caseflow Management/Case Processing - Evaluate current practices/identify problems/issues - Identify best practices/make recommendations – (establish protocols to standardize procedures/practices) - Conduct Caseflow Management training for staff (as needed)	2008 – #2
3. Implement an Integrated Family Court/Division	2009

Below is a list of strategic projects/initiatives the Courts would like to do when additional resources are available.

- Develop/expand Pre-Trial Services Program
- Develop procedure booklets for court users
- Continue/complete Justice system integration

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### **Strategic Issue Area #3: Court Facilities**

*Issue Description.* The Courts' existing facilities are substandard. They are aging and do not promote or command a respectful environment for conducting court business. Significant improvements are needed in the future to better serve the people of Mohave County.

The Courts' court users, partners, and stakeholders expect the following related to facilities.

1. Safe, secure, and respectful facilities;
2. Clean surroundings and comfortable environment (e.g., well-maintained, comfortable temperatures, adequate signs);
3. Adequate space including sitting areas, private areas and meeting rooms, children's areas, jury areas, courtrooms for judges, offices for staff, storage/filing areas, and separation between victims and defendants;
4. Easy access including ADA accessibility, convenient parking, and adequate entrances; and
5. Convenient services including food services and areas for children.

Court staff also expects a safe working environment and clean and adequate facilities/space.

Currently, the Courts have multiple locations, which provide greater access and convenience to court users. And, perhaps as expected, the various locations have different facility needs. Further, the Courts may need additional court locations/satellite offices in the future to serve the people of Mohave County especially with the population growth and emergence of new communities.

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

#### **Goals and Objectives.**

Goal 1: The Courts will secure commitment from the County to fund and build a new Law and Justice Center.

Objective 1: Build community and partner support for building a new Law and Justice Center.

Objective 2: Work with the County to explore and find funding sources.

Objective 3: Be actively involved in developing plans for a new Law and Justice Center.

Goal 2: The Courts' current and future facilities will be adequate to meet the needs of court users, judges, and staff.

Objective 1: Make existing facilities more accessible and ADA compliant.

Objective 2: Improve and expand existing space to optimize functionality and work flow.

Objective 3: Modernize and maintain the Courts' existing facilities.

Objective 4: Equip all court locations with the needed technology to provide greater access and enhance efficiency and effectiveness.

Objective 5: Improve the safety and security of the existing facilities.

Objective 6: Build and modify facilities to address the demographic changes.

### Current and Future Strategic Projects/Initiatives.

The Courts are currently working on numerous projects/initiatives related to this strategic issue area. Below are examples of a few of the Courts' existing projects/initiatives aimed at improving facilities.

- Complete addition to current courthouse in Kingman
- Continue with re-model of Negus building for Probation department
- Maintenance improvements for existing facilities
- Continue with plans for new building in Moccasin area

Below are the Courts' new 2008-2009 strategic projects/initiatives aimed at improving the Courts' facilities.

<b>Strategic Issue Area #3: Court Facilities</b>	
<b>New 2008-2009 Strategic Projects</b>	<b>Year/Priority Level</b>
1. Evaluate/explore design options for Information Desk (Kingman)	2008 – #1
2. Enhance court security a. Pursue grant for security equipment (cameras, etc.) b. Revise court security policies/procedures	2008 – #2
3. Better maintain/upkeep court facilities (e.g., clean, paint – through Public Works)	2008 – #3
4. Purchase/select site for Moccasin	2008 – #4

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Finally, the Courts have several high priority needs in this area but lack the fiscal resources to make changes/improvements at this time. The Courts would like to pursue the following strategic projects/initiatives when the economic conditions and fiscal resources of the County and State improve.

- Build a new Law and Justice Center (Kingman)
- Implement Card Key security system
- Build new entrance and courtroom for LHC Court
- Add additional full-time, court-supervised security personnel

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## **Strategic Issue #4: Motivated, Competent, and Professional Judges and Staff**

*Issue Description:* The future of the Courts is dependent on having and maintaining motivated, competent, and professional judicial officers and staff. That is, dedicated, competent, enthusiastic, and professional judicial officers and staff are needed if the Courts are to uphold the laws, protect constitutional rights, and provide the highest quality of court services to the people of Mohave County.

The Courts' users, partners, and stakeholders expect the same from the Courts. They expect staff to be well-trained (e.g., in people skills, customer service, and court procedures), and they expect judicial officers to be prepared and knowledgeable (e.g., in the law/case law, procedures, rules, and community and treatment resources). Further, court staff expect training/cross training, support and follow-through from the Courts' leadership and management, respect, recognition, teamwork among colleagues, adequate and competitive pay and benefits, flexible work arrangements where feasible, and promotional opportunities.

Given the current climate and trends, the Courts are anticipating staffing shortages and retention challenges in the future. People are leaving the Courts for higher paying jobs and/or better professional opportunities as well as retiring baby boomers are expected to adversely impact the Courts in the future. The ability to recruit and hire replacements are likely to be difficult given local and regional competition and because younger people are leaving the County.

Further, ensuring that judicial officers and staff are well-trained and knowledgeable will continue to be a challenge for the Courts. Ongoing training/re-training and development will be needed in existing skill areas as well as emerging skill areas. Time to attend programs and additional resources are needed to ensure that judicial officers and staff are competent in all relevant areas.

Finally, the Courts want to maintain a motivating work environment. This includes ensuring that: (1) staff receive adequate and competitive pay and benefits, (2) facilities and work space are clean and pleasant, (3) training and development programs and career advancement/promotional opportunities are available; (4) the Courts are doing succession planning; (5) staff are appreciated and recognized for excellent performance; (6) workloads are manageable and balanced; (7) self-improvement is encouraged and rewarded; and (8) the Courts maintain a flexible, family friendly work environment.

### **Goals and Objectives.**

Goal 1: The courts will attract, recruit, and select highly qualified staff.

Objective 1: Provide competitive compensation and benefits.

Objective 2: Expedite the hiring process.

Objective 3: Promote "Quality of Life" in Mohave County.

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Goal 2: All judicial officers and staff will be knowledgeable, well-trained, and professional.

Objective 1: Provide educational and development programs.

Objective 2: Provide cross training opportunities.

Objective 3: Coach and mentor judicial officers and staff.

Goal 3: The work environment will be motivating and pleasant.

Objective 1: Provide staff with career development, and promotional and succession opportunities.

Objective 2: Develop and implement monetary and non-monetary reward and recognition programs.

Objective 3: Expand, clean, maintain, and enhance the physical work space.

Objective 4: Implement productive alternative work arrangements.

#### Current and Future Strategic Projects/Initiatives.

The Courts are currently working on numerous projects/initiatives related to this strategic issue area. Below are a few of the Courts' existing projects/initiatives that help ensure that judges and staff are motivated, competent, and professional.

- Promotion of Professional Development – NAU
- Complete online employment application
- Development of supervisory training classes
- Complete policy and procedure manuals

Below are the Courts' new 2008-2009 strategic projects/initiatives in this area.

<b>Strategic Issue Area #4: Motivated, Competent, and Professional Judges and Staff</b>	
<b>New 2008-2009 Strategic Projects</b>	<b>Year/Priority Level</b>
1. Implement Succession Planning Program	2008 – #1
2. Implement alternative/flex schedules where feasible (job sharing, 4-10 hour workdays)	2008 – #2
3. Streamline/expedite hiring process	2008 – #3
4. Employee Satisfaction Survey (CourTools)	2008 – #4

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Finally, the Courts have several high priority needs in this area but lack the fiscal resources to make changes/improvements at this time. The Courts would like to pursue the following strategic projects/initiatives when the economic conditions and fiscal resources of the County and State improve.

- Complete salary study and align wages accordingly
- Implement innovative pay practices
- Form partnership with community college for training

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## **Strategic Issue #5: Community Understanding and Support**

*Issue Description:* The judicial branch is the cornerstone for maintaining the rule of law and a civil society. Yet, there seems to be considerable confusion and misunderstanding over the Courts' role in society (what they can/cannot do), the distinctions between the three branches of government, and separation of powers. This general lack of understanding contributes in part to what seems to be a lack of "community" (i.e., the public, justice system partners, executive and legislative branches, court users) support of the Courts of Mohave County.

The public generally does not understand the Courts – their role, limitations, needs, separation of powers, etc. People do not understand the differences between the various Courts or how they are funded. In addition, there is confusion generally over which organizations are officially part of the judicial system – what are the boundaries of the Courts. For example, frequently law enforcement, the prosecution and public defense, and treatment providers are thought to be a part of the judicial branch instead of the executive branch or private sector. Consequently, the need to enhance the understanding of the public regarding the role and functions of the court is critical.

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

Further, the executive and legislative branches of government express frustration with the judicial branch of government – the Courts. According to the U.S. and Arizona Constitutions, the three branches of government each have their own respective purposes and functions and are designed to be separate, equal, and independent. For example, the Courts are mandated to interpret and uphold the laws of the land and protect constitutional rights as they resolve cases in a fair and timely manner. Among other things, the legislative and executive branches are responsible for enacting laws and ensuring that the Courts have the resources (e.g., funding, facilities, staff, technology, etc.) to serve the people of Mohave County. However, despite efforts to maintain a positive and professional relationship with other branches of government, the courts are often placed in a reactive position because of a lack of understanding of, or a lack of cooperation or collaboration from, the other branches of government. This can be particularly difficult when resources are limited and the courts do not receive the level of funding needed to ensure all program needs are met.

Finally, because of the Judicial Canons of Ethics, judicial officers must be judicious about their public role in advocating for and educating the public, community, and others about the Courts. However, with the growing levels of confusion, misunderstanding, and lack of support for the Courts, court leaders are seeing the need to be more collaborative and active in educating others about the Courts' needs and role in society, and advocating on behalf of the Courts, within of course the guidelines of the Judicial Canons.

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In sum, the Courts suffer from the lack of community understanding and support. In the future, the Courts see an opportunity to educate others about the Courts and build support among the public, court users, justice system partners, executive and legislative branch leaders, etc.

### Goal and Objectives.

Goal 1: The public/community as well as executive and legislative branch leaders will understand and respect the roles, functions, and needs of the Courts.

Objective 1: Educate constituents.

Objective 2: Conduct community outreach.

Objective 3: Collaborate with other justice system partners and community leaders in enhancing understanding and support for the judicial branch.

Objective 4: Build and enhance relationships with other branches of government.

Objective 5: Communicate the needs and priorities of the Courts.

Goal 2: The public/community will have trust and confidence in the Courts.

Objective 1: Build and enhance relationships within the public/community.

Objective 2: Demonstrate the highest standards of ethical and professional conduct.

Objective 3: Be open and accountable.

Goal 3: Needed community resources and treatment programs will be available locally.

Objective 1: Collaborate with partners to advocate for needed community resources and treatment programs.

Objective 2: Respond to community needs through innovative programs.

Objective 3: Demonstrate positive outcomes that can be achieved through innovative programs and/or by using evidence- based practices.

### Current and Future Strategic Projects/Initiatives.

The Courts are currently working on numerous projects/initiatives related to this strategic issue area. Below are a few of the Courts' existing projects/initiatives to improve community understanding and support.

- Public Relations Committee
- Annual Law Day/Jury Appreciation

- Court informational activity books for children
- MCCAT – Mohave County Children’s Action Team
- Citizen’s Advisory Board
- Probation/Parole/Community Supervision Week
- Speaker’s Bureau

Below are the Courts’ new 2008-2009 strategic projects/initiatives to help achieve its long range goals and objectives as stated above.

<b>Strategic Issue Area #5: Community Understanding and Support</b>	
<b>New 2008-2009 Strategic Projects</b>	<b>Year/Priority Level</b>
1. Meet regularly with County/branches of government	2008 – #1
2. Conduct public/community awareness (educate the public, public service announcements; speaker’s bureau)	2008 – #2
3. Explore not-for-profit organizations & other funding sources to fund court projects	2008 – #3
4. Expand interagency groups to Kingman/Bullhead City	2009

Finally, the Courts have several high priority needs in this area but lack the fiscal resources to make changes/improvements at this time. The Courts would like to pursue the following strategic projects/initiatives when the economic conditions and fiscal resources of the County and State improve.

- Expand Mock Trials
- Secure a public information liaison/officer

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## Section 6: Conclusion

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The Courts of Mohave County have laid out an ambitious long-range Strategic Plan especially in light of the limited resources currently facing the Courts and the continued demands and pressures that result from increased filings and requests for more service. However, the Courts' judicial and administrative leadership recognize that following through on the strategic roadmap and priorities is paramount if the Courts are to continue to provide high levels of judicial and court services to the people of Mohave County in the years ahead.

Success in implementing the Strategic Plan will require focus and perseverance on the part of all members of the staff and the judicial officers of the Court. As a blueprint to the future, success also will depend on aligning the Courts' fiscal and other resources, and making judicial, management, and operational decisions consistent with the Courts' strategic direction and priorities.

In addition, in order to ensure that the Strategic Plan remains a vibrant, blueprint for the Courts in the years ahead, it will be important to: (1) communicate and build support for the Plan; (2) involve many judges, managers, and staff in the Courts' strategic initiatives/projects; (3) regularly monitor progress; (4) review and update the Courts' strategic initiatives/projects annually; and (5) review and modify the Strategic Plan every 3 to 4 years, or as conditions warrant.

To assist in following-through on the Strategic Plan, the Courts have:

1. Designated the Court Administrator of the Superior Court as the Strategic Planning Coordinator, responsible for coordinating strategic activities and tracking progress on a day-to-day basis;
2. Established a Strategic Plan Monitoring Team consisting of the Courts' judicial and administrative leadership, responsible for monitoring progress, removing obstacles, maintaining focus on the Courts' strategic priorities, and celebrating progress and successes;
3. Formed five Strategic Implementation Teams (one for each of the strategic issue areas) comprised of court leaders, staff, and judges, responsible for completing the strategic projects/initiatives in their assigned area; and
4. Committed to communicating the Courts' Strategic Plan to all court personnel and external partners, and sharing progress as the Courts move forward.

Finally, the Courts of Mohave County are enthusiastic about continuing to make improvements in key areas, which will ultimately better serve the people of Mohave County and all those who use the services of the Court.

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## Appendix A – Trends Analysis – Best Case, Status Quo, & Worst Case Scenarios

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*Scenarios* are possible histories of the future. They provide coherent, comprehensive, and internally consistent descriptions of plausible futures built on the projected interactions of key trends. Many different scenarios are possible. Below are but three scenarios: (1) worst case; (2) status quo; and (3) best case/optimistic. They are presented merely to provide a framework for why the Courts must (1) develop a strategic roadmap to ensure that they fulfill their mission and vision of the future and (2) proactively influence and pursue a desired future.

***Best Case Scenario – “Optimistic Outlook”.*** A strategic planning process in 2008 helped the Courts establish a strategic roadmap and priorities for the future. The process served the Courts and the community well, as since then, the Courts have realized and/or are working toward many of their long-range goals. The Courts have continued to stay focused on their mission and are making progress on their vision. Below are a few of the Courts’ accomplishments by 2015:

- The Courts have improved existing and implemented new technologies to improve internal operations and provide greater access and services to the people of Mohave County (e.g., new case management system, e-filing, high-tech courtrooms).
- Improvements have been made to the Courts’ existing facilities (e.g., cleanliness, space, amenities, security) and progress is being made on securing support, funding, and a location for a new facility (e.g., working collaboratively with the County Board and management).
- The Courts have acquired additional judicial officers and staff consistent with the increasing caseloads/workloads and service expectations/needs of the community.
- Additional problem solving/therapeutic/specialty courts have been added to better serve the people of Mohave County.
- The Courts have changed/improved their case management practices. Internal efficiencies have been achieved and delay and backlogs have been reduced.
- Court programs and services also have been improved and expanded. The Courts are more accessible, user-friendly, and understandable to all court users including non-English speaking, racially and culturally diverse, elderly, disabled, and self-represented.
- Progress also has been made in implementing more innovative and effective community programs and treatments services in Mohave County. The Courts’ judicial and administrative leaders have continued to work with partners, stakeholders, and leaders in the community to improve treatment facilities,

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programs, and services. All have worked hard to secure the additional needed community services and treatment programs.

- The judicial officers and staff are motivated, competent, and professional. Judicial officers are knowledgeable of the law and procedures, are prepared, and are providing the highest quality of justice to the people of the community. Staff also are highly motivated and providing the highest quality of services to people who come to court.
- In all, the Courts of Mohave County are providing the highest quality of justice services and achieving excellence in all that they do. Other Courts are striving to emulate the innovative and effective practices of these Courts.

***Status Quo Scenario – “Things Continue As Is”.*** By the year 2015, the Courts of Mohave County have managed to maintain their positive reputation in the community despite difficult economic and political conditions. They are focused on their mission of resolving disputes and legal matters and serving the public in a fair, timely, consistent, and professional manner. And, albeit difficult, they are still striving to be a leader among courts.

Over the years, however, case filings have continued to increase. The complexity of the cases and the workloads have increased significantly. Backlogs are on the rise; delay is present. In fact, civil cases are increasingly not going to trial as the judges are focused on the pending and increasing criminal cases. Adequate indigent defense also continues to be problematic. The indigent defense costs are high and legal representation is suffering. Prison population and probation caseloads are high. Some individuals are being released and some defendants that should be in prison are actually on probation.

There are other numerous pressures facing the Courts. For example, there has been a significant increase in the number of non-English speaking and self-represented litigants. The Courts are struggling to provide these groups with adequate services. It is increasingly challenging to find and schedule interpreters. And, the Courts are struggling to provide informational materials and assistance to court users including providing the materials and forms in multiple languages. The Juvenile Drug Court is viewed positively but an Adult Drug Court is needed. In addition, community services and treatment alternatives are lacking. In short, Mohave County does not have all of the services and treatment options that it needs.

Further, while the Courts have added some new technologies over the years (e.g., new case management system, e-filing), they are behind where they would like to be. Funding for new technologies has been a major challenge. Additionally, the Courts’ facilities continue to be substandard. Space is limited, security is inadequate, there are not enough courtrooms, juror space is lacking, amenities are lacking, and the Courts are not ADA compliant, to name a few.

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In addition, the Courts are having difficulties recruiting personnel such as court reporters and other professionals. They are bracing for an increasing number of Baby Boomers to retire and need to do succession planning. Despite these challenges, most current staff are dedicated and committed to serving the people of Mohave County.

Finally, although these have been difficult times, the Courts' judicial and administrative leadership continues to be involved in the community and are striving to continue to collaborate effectively with their partners and stakeholders.

***Worst Case Scenario – “Gloom and Doom”:*** By the year 2015, because of circumstances out of their control, the Courts of Mohave County have become unable to fulfill their mission of resolving disputes and legal matters and serving the public in a fair, timely, consistent, and professional manner. They also are falling woefully short of achieving their vision of the future. In fact, the Courts are not a leader among all courts, and they: (1) are not more user-friendly and accessible; (2) do not have safer and adequate facilities; (3) are not using technology to enhance access and services; (4) do not have innovative and effective programming and services; (5) are not collaborating more effectively with partners and stakeholders; (6) are experiencing significant staffing challenges; and (7) are increasingly unresponsive to the needs of the community.

Many things have occurred that have hampered the Courts' abilities to fulfill their mission and achieve their vision of the future. For example, caseloads and workloads have increased significantly. The Courts are experiencing large backlogs and significant delays. Criminal cases have nearly come to a standstill and civil cases are not even going to trial.

Second, funding levels have not kept pace with the increasing needs of the Courts and expectations of the community. The facilities are deplorable. The space is inadequate, security is lacking, and they are not ADA accessible, etc. In addition, the satellite offices and courts in Bullhead City and Lake Havasu City have closed due to lack of funding. No new technologies are being used and existing technologies are not being maintained.

Additionally, community services and treatment programs are grossly inadequate. Consequently, the prison population and probation caseloads are high. Defendants are being released because there are no facilities to house them and no programs to assist and/or supervise them. The community is not safer at this time.

Third, the Courts are having a difficult time retaining judicial officers and staff. Morale and enthusiasm have waned. The Courts have lost commissioners and pro tem judges and many court staff are leaving and/or taking early retirement. The judges are overworked and are sharing courtrooms and staff. Recruiting and hiring new staff have proven to be very difficult. The personnel that remain are responsible for more areas and are understandably burned and stressed out.

Fourth, the Courts have had to reduce the level of services provided to court users. Mediation/alternative dispute resolution programs have been cut, self-help and language

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assistance have been eliminated, service and assistance at the Clerk's Office have declined due to staffing shortages, etc.

Finally, the relationships with external justice system partners and stakeholders have eroded over time. What once were excellent, collaborative relationships are now superficial at best. Little collaboration exists among key players of the justice system. There is a public outcry for improvements to be made in the Courts of Mohave County.