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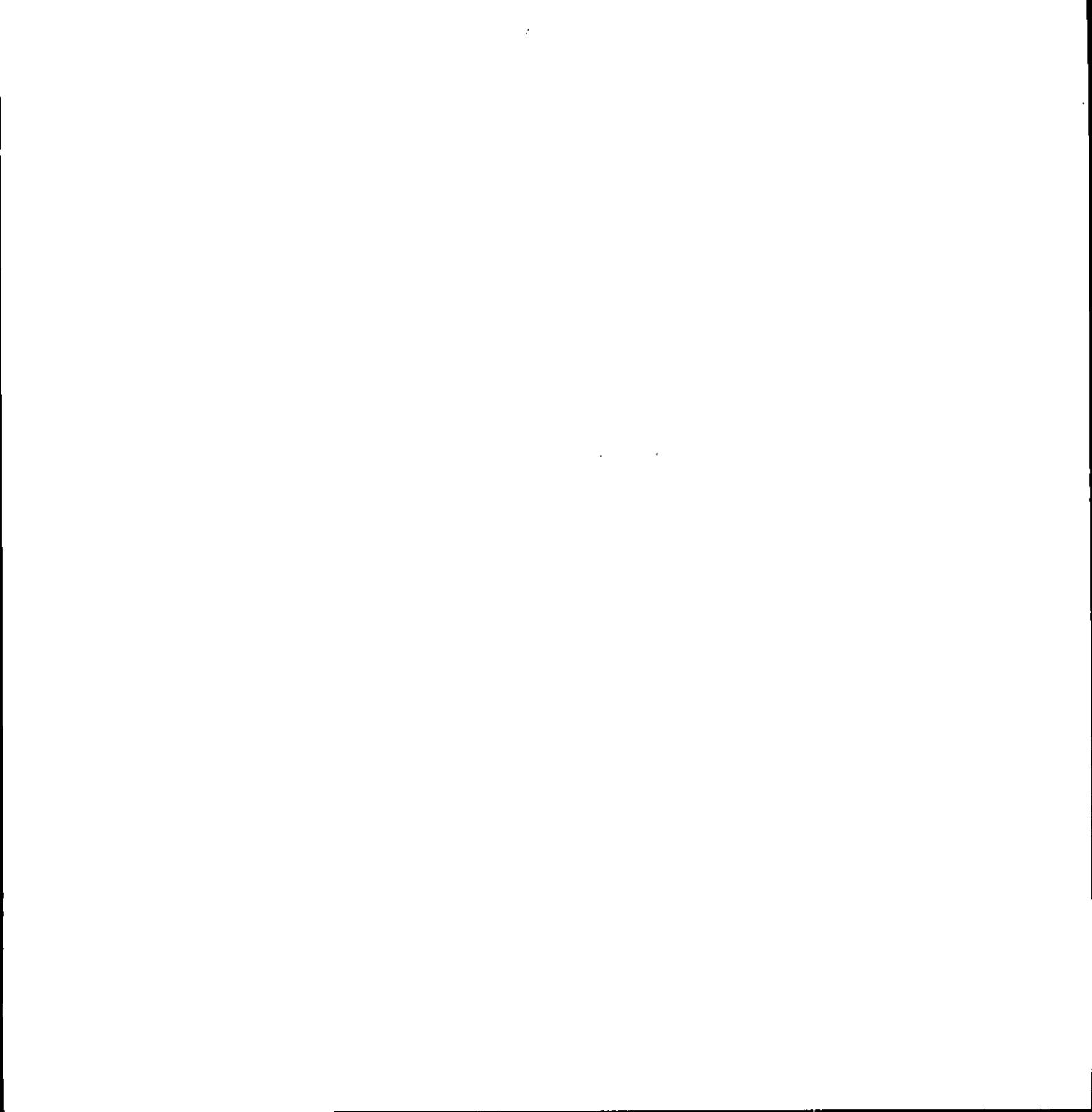
STRATEGIC

PLANNING

*Mentoring
Guidelines*

ACTICAL TIPS FOR COURT LEADERS

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Strategic Planning Mentoring Guidelines: Practical Tips for Court Leaders

October, 2000

by

Brenda J. Wagenknecht-Ivey
John A. Martin
Brian Lynch



Center for
PUBLIC POLICY STUDIES



State
Justice
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Office of the State Courts Administrator

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Prepared for:
State Justice Institute
1650 King Street, Suite 600
Alexandria, Virginia 22314

prepared by:
Brenda J. Wagenknecht-Ivey
John A. Martin
Center for Public Policy Studies
999 18th Street, Suite 900
Denver, Colorado 80202

with:
Brian Lynch
Office of the State Courts Administrator
Supreme Court Building
500 South Duval Street
Tallahassee, Florida 32399-1900

cover design:
Roopali Kambo
Office of the State Courts Administrator

Strategic Planning Mentoring Guidelines: Practical Tips for Court Leaders

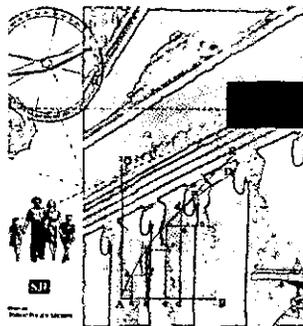
I. Introduction

Since the late 1980s, the State Justice Institute (SJI) has supported national scope, state-specific, and local strategic planning initiatives in state courts.¹ Beginning in 1992, SJI recognized the need for a comprehensive approach to long-range strategic planning for courts. It awarded a grant to the Center for Public Policy Studies (CPPS) to develop a strategic planning approach and process for the nation's state court systems and trial courts. Through the assistance of a national advisory committee, CPPS produced a monograph and training guide to steer court systems through the strategic planning process.²

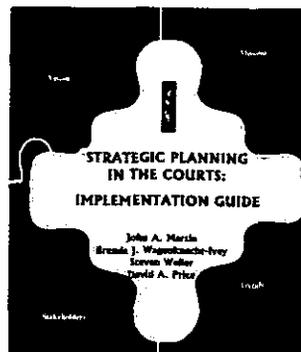
Since then, many courts across the country have developed strategic plans using and adapting this approach. Through the experience of these initiatives, the process has been refined over the years and evolved into a proven nine-step approach to long-range strategic planning. This process has been documented in guidebooks addressing strategic planning and continuous quality improvement.³ The process has also been incorporated into curricula materials addressing the core competencies of court managers by the National Association for Court Management.⁴

The nine-step strategic planning process is provided on page 3. The steps include:

An Approach to Long Range Strategic Planning
for the Courts



SJI has supported the development of a nine-step approach to long-range strategic planning in the courts.



Center for Public Policy Studies, 1071 Lake Street, Suite 400, Denver, CO 80202
SJI
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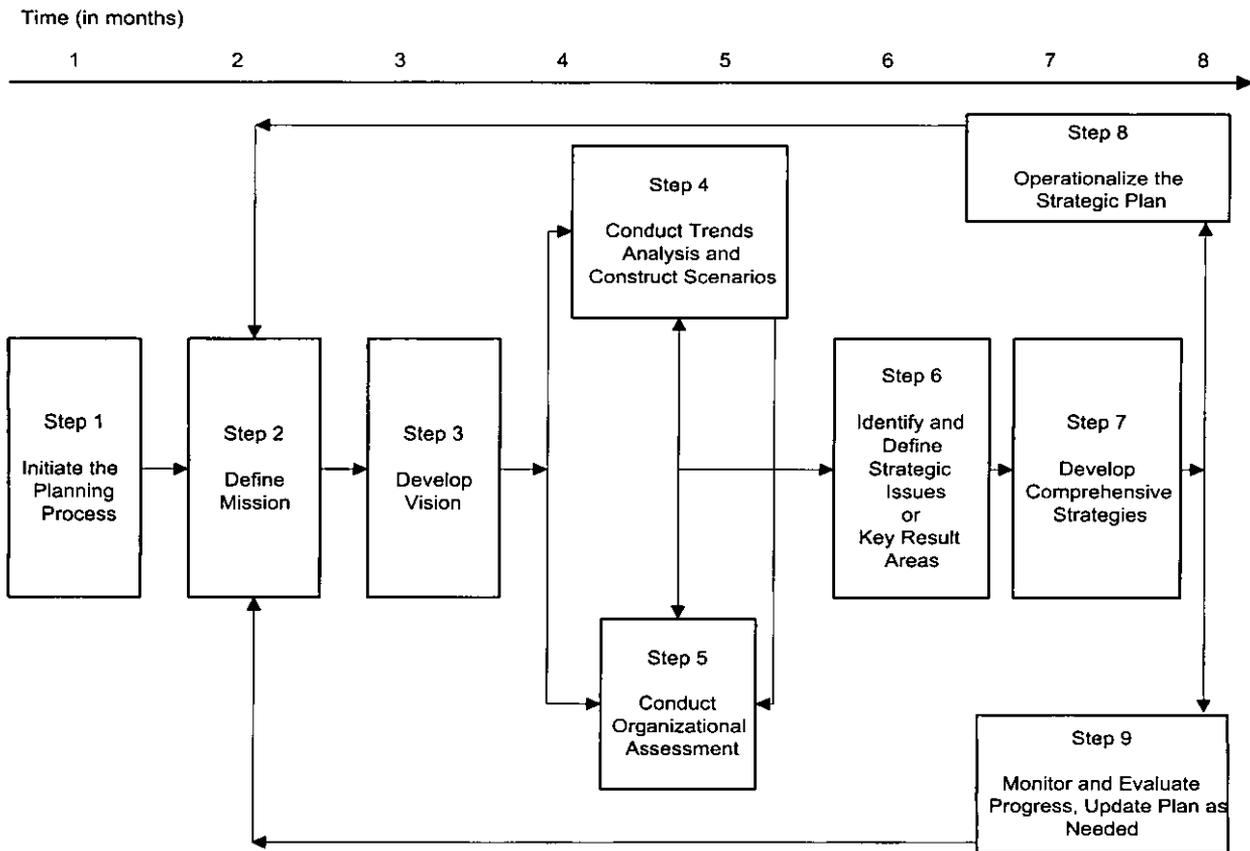


The nine-step approach to long-range strategic planning in the courts was last detailed in this 1998 guide.

1. Initiating and agreeing on a planning process;
2. Defining a mission – or purpose;
3. Developing an inspiring and compelling vision;
4. Conducting a trends analysis and constructing scenarios;
5. Conducting an organizational assessment;
6. Identifying and describing strategic issues or key result areas;
7. Developing comprehensive strategies;
8. Operationalizing the strategic plan – moving from strategic planning to strategic leadership; and
9. Monitoring progress and evaluating results, and updating the plan as needed.

A NINE STEP COURT STRATEGIC PLANNING PROCESS

Long-Range Strategic Planning Process



**Trial courts utilizing
nine-step process:**

Family Division, 8th Judicial
Circuit of Florida, Gainesville

11th Judicial Circuit of Florida,
Miami

12th Judicial Circuit of Florida,
Sarasota

Orange County Superior
Court, Santa Ana, California

36th District Court,
Detroit, Michigan

King County District Court,
Seattle, Washington

Pierce County District Court,
Tacoma, Washington

Hennepin County District
Court, Minneapolis

**State court systems
utilizing nine-step
process:**

Florida
California
Michigan
Wisconsin

The nine-step strategic planning approach has been used in over 50 state and local courts, justice system organizations, and other private and public organizations across the country since 1992. Modified and adapted as needed, the approach has been used in all types of jurisdictions, including:

- ✓ large urban courts;⁵
- ✓ small rural courts;⁶
- ✓ courts/circuits with multiple counties;⁷
- ✓ state court systems;⁸
- ✓ state court administrative offices;⁹ and
- ✓ other justice system agencies and organizations such as public defender's offices, judicial education organizations, and judicial conferences.¹⁰

Some of the aforementioned strategic planning processes have:

- ✓ been community-based or community-focused (i.e., they have included external stakeholders, court users, and public members on the planning teams);¹¹
- ✓ been internally focused with judges, court administrators, court managers and/or court staff within a court/organization on the planning team;¹² and
- ✓ included public and community outreach efforts to elicit the opinions and learn about the needs and expectations of court users and people in the community (e.g., public opinion research, court-community conferences, stakeholder and community focus groups, and court user surveys).¹³

In addition to the Florida State Courts System and several trial courts in Florida, courts in Michigan, California, Washington, Minnesota, and Wisconsin have utilized this process in their strategic planning efforts.¹⁴

For many jurisdictions, the nine-step planning process was very effective, resulting in strategic plans that have been implemented and followed. For these courts, the strategic planning process itself was more than a cerebral exercise. It resulted in significant and tangible benefits to the court.

Successful jurisdictions have invested the time and resources needed to successfully and critically assess where they are today and where they want to go in the future. They developed comprehensive strategies to move in the desired direction. In addition, despite daily crises, other diversions, and a variety of internal and external pressures and forces, they had the wherewithal to implement their plans. For these jurisdictions, the strategic plans served as an effective leadership and management tool, and an agent for change. The plans set forth a roadmap – or a long-term agenda – for the future. The plans not only defined the court’s long term priorities, but also set forth comprehensive strategies – or means – for moving toward a better or ideal future.

The success of these court-based strategic planning initiatives is attributed largely to judges and court administrators who had the necessary foresight, and who were able to convince others, that their courts must change and improve the way they do business. They could see that the political, social, and economic climates were such

**Benefits of
Strategic Planning**

1. Provides focus.
2. Opens up dialogue – internally *and* externally.
3. Helps identify a court’s long-term priorities.
4. Improves and increases performance and accountability.
5. Helps bring judges and other court officials to a common understanding of issues, and to work toward common goals.
6. Enhances relationships with external stakeholders, community groups, and the public.
7. Educates others about the court system.
8. Involves many internal people in determining the court’s long-term direction and in making organizational improvements.
9. Helps to identify and support the need for additional resources.
10. Provides a rationale for making budget, operational, and other management decisions.

that their courts could no longer operate in the future much like they had in the past.

In particular, successful jurisdictions were able to:

- ✓ marshal the necessary commitment and resources to do strategic planning;
- ✓ maintain a high level of interest and commitment during the planning process;
- ✓ secure buy-in and support for the court's long-range strategic plan – its strategic direction and long-term priorities;
- ✓ maintain continuity between rotating judicial leadership;
- ✓ remain focused and not stray too far from the strategic plan despite daily crises and other internal and external forces;
- ✓ involve many judges, court staff, other justice system agencies and leaders, and members of the community in the planning and implementation processes;
- ✓ link the budget directly to the long-range strategic plan;
- ✓ align the day-to-day behaviors, activities, and attitudes of judges, administrators, managers, and staff with the strategic plan;
- ✓ gain and sustain organizational momentum; and
- ✓ monitor progress and evaluate accomplishments and results.

For a few courts and jurisdictions, the strategic planning process was less effective and the resulting strategic plans have not been very useful. For them, a great deal of time and resources were invested in a strategic planning process that did not reap much benefit to the court or organization. In these court organizations, the strategic plans

were not implemented at all or in part largely because state or local court leaders were *not* able to get others to:

- ✓ see the need to do court business or provide court services differently;
- ✓ commit to a comprehensive, long-range planning process;
- ✓ believe in and/or see the value of doing strategic planning;
- ✓ commit or secure buy-in to the plan;
- ✓ agree on a common, long-term direction or long-term priorities of the court;
- ✓ focus on the strategic plan; or
- ✓ change the way the court/organization goes about its business.

Consequently, little was implemented and/or followed through on. For these courts, despite going through a lengthy and comprehensive strategic planning process, it was business as usual – little changed or improved as a result of the planning process and/or the strategic plan.

Purpose of the Mentoring Guidelines

Through these many and diverse experiences, the authors have: (1) learned what it takes to do strategic planning successfully; and (2) identified things that can derail successful planning efforts. In particular, they have:

-
- ✓ learned and identified many practical tips and lessons that contribute to successful planning processes and meaningful plans being developed and implemented; and
 - ✓ developed numerous useful tools that can be used by other jurisdictions as they embark on similar long-range strategic planning efforts.

The Purpose of the *Mentoring Guidelines* is to :

Provide judges, court administrators, and other court leaders with practical tips and easy-to-use resources to develop and follow through on long-range strategic plans.

In essence, the *Mentoring Guidelines* lay out a cognitive roadmap for doing strategic planning in all types of courts and/or communities. They provide readers/users with a link to a multitude of resources regarding both the process of doing strategic planning and the substance of strategic planning. The *Mentoring Guidelines* are designed to:

- ✓ help court leaders make informed choices throughout all phases of the strategic planning process (i.e., when getting started, throughout the process, and when implementing the plan); and
- ✓ provide court leaders and others who might be assisting courts with their planning processes with a variety of tools and

resources to help organize and facilitate planning efforts and draft the court's strategic plan.

The *Mentoring Guidelines* include:

- ✓ lessons learned;
- ✓ questions to consider;
- ✓ practical do's and don'ts;
- ✓ what works and what does not work;
- ✓ what to look for and what to avoid;
- ✓ critical process decisions;
- ✓ successful options for doing strategic planning with judges and court leaders in Florida and elsewhere;
- ✓ useful tools such as checklists, and references to samples and templates; and
- ✓ linkages to other strategic planning and related resources.

In sum, the *Mentoring Guidelines* will help – increase the knowledge, skills, and abilities of – those who want to:

- (1) engage in a successful and ongoing strategic planning process;
- (2) develop a strategic plan that is meaningful, helpful, and advantageous to the organization; and
- (3) link and /or align a trial court strategic plan with a state court strategic plan.

The *Mentoring Guidelines* are organized as follows:

- ✓ Section II: Overview of Long-Range Strategic Planning in Florida's Judicial Branch includes Florida's approach to judicial branch and trial court planning, and the interrelationships among different types of plans;
- ✓ Section III: Deciding to do Long-Range Strategic Planning identifies important areas to consider when deciding whether to embark on long-range strategic planning;
- ✓ Section IV: Getting Started includes tips and checklists for beginning the planning process and getting underway;
- ✓ Section V: Facilitating the Strategic Planning Process & Implementing the Strategic Plan provides many resources and must do's for each step of the strategic planning process, and ideas on how to move from strategic planning to strategic leadership and implementation; and
- ✓ Section VI: Conclusion.

II. Long-Range Strategic Planning in Florida's Judicial Branch: Overview

Courts at all levels and of all sizes across the United States, including Florida, are experiencing widespread changes and burgeoning service demands. For example, the judicial system environment both nationally and in Florida is characterized by:

- ✓ profound social, economic, political, policy, and technological changes;
- ✓ increasingly complex and interdependent laws and statutory schemes;
- ✓ unsurpassed demands and expectations on the part of court users and the public;
- ✓ heightened tensions attributable to user expectations that the courts carry out traditional functions while assuming new, non-traditional roles and responsibilities;
- ✓ unprecedented scrutiny of judicial system performance by legislative bodies, the media, and the public, particularly in high profile cases; and
- ✓ diminished public trust and confidence in government including the entire judicial system.

The pace of change and the increasing service demands placed on courts nationally are unlikely to diminish any time soon – if ever. Rather, the forces of change are expected to exert even more pressure on already overburdened judicial systems – pressure to: (1) resolve an increasingly diverse and complex set of legal issues; (2) improve overall court performance; and (3) deliver a wide range of services in the most cost effective and efficient manner possible.

An *ad hoc* and reactive approach to the current milieu is no longer feasible or effective. Instead, it has become increasingly important to develop systematic, comprehensive, and pro-active long-term responses to the sweeping challenges and opportunities facing entire judicial systems. To that end, the Florida judicial branch, like many other court systems across the United States, has been and is presently using long-range strategic, operational, and implementation planning to respond systematically to the increasing demands and pressures it faces now and is likely to face in the future.

Impetus for Planning in the Florida Judicial Branch

Visioning and long-range strategic planning are not new to the Florida judicial branch. In 1992, the Office of the State Courts Administrator received grant funding from the State Justice Institute and The Florida Bar Foundation to develop a series of long-range planning initiatives. Also in 1992, Florida's citizens amended the state constitution to require the development of a long-range plan for all state agencies as well as the judicial branch.

**Article III, section 18(h),
Florida Constitution:**

"General law . . . shall require all departments and agencies of state government to develop planning documents consistent with the state planning document. . . . For the purposes of this subsection, the terms department and agency shall include the judicial branch."

A couple of years into the long-range planning process, it became apparent that the judicial branch required an institution to guide its visioning and planning activities. In response, the Supreme Court amended the Florida Rules of Judicial Administration, reconstituting its Judicial Council as the Judicial Management Council. The new Council, reconstituted in March of 1995, provides recommendations and guidance to the chief justice and the Supreme Court of Florida on issues having an impact on the entire judicial system.

Judicial MANAGEMENT Council

The Judicial Management Council plays a critical role in the strategic planning activities of the judicial branch.

The role of the Judicial Management Council in the development of judicial branch planning is set out in the Florida Rules of Judicial Administration. Specifically, rule 2.125, Florida Rules of Judicial Administration, provides that the Judicial Management Council is charged with the responsibility of:

- ✓ developing and recommending the long-range strategic plan for the branch; and
- ✓ preparing of a biennial review of the branch's long-range strategic plan and formulating recommendations for a two-year operational plan, which shall be presented to the chief justice on July 1 of every even-numbered year.

Overview of the Planning Process in the Florida Judicial Branch

Since 1995, judicial branch strategic planning has been led by the Judicial Management Council. Working through a strategic planning committee, the Council's process has included:

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- ✓ a visioning workshop in February of 1996, attended by nearly 100 representatives from all three branches of government, attorneys, community leaders, and members of the public; and
 - ✓ an extensive outreach program which solicited input from well over 1,000 diverse constituents and consumers of Florida's judicial branch services, and from the general public.

Conducted between August of 1996 and July of 1997, the outreach program consisted of:

- ✓ a series of workshops and presentations to Supreme Court committees, professional and student groups, and judicial branch organizations;
- ✓ nine regional workshops that were attended by judges, court staff, attorneys, community groups, court service providers, teachers, medical professionals, and other members of the general public; and
- ✓ a public opinion research effort conducted by the Council's Committee on Communication and Public Information that included a telephone survey of over 1,000 households and seven regional focus group sessions¹⁵.

In addition to the above, several other visioning and strategic planning activities served as inputs to the vision and mission of the judicial branch, as articulated by the Judicial Management Council. These activities included: (1) a 21st Century Justice Workshop led by then-Chief Justice Rosemary Barkett in 1993; (2) a Pro Se Study

Group Workshop that described a preferred system for self-represented litigants in family law cases;¹⁶ and (3) other strategic planning efforts in several of Florida's trial courts.

The initial planning efforts resulted in an interim/operational plan that was in effect from 1996-1998. The branch's first long-range strategic plan was completed in June of 1998, and a two-year operational plan was completed a few months later.

Elements of the Long-Range Strategic Plan

The long-range strategic plan for the Florida judicial branch includes the following elements:¹⁷

- the branch mission – or purpose;
- the branch vision – an aspirational statement that articulates the values of the organization;
- five long-range strategic issues that must be addressed over the long term in order for the Florida judicial branch to move toward its vision and fulfill its mission;
- fourteen goals that define the desired end targets that the judicial branch is striving to attain to address its long-range strategic issues;
- thirty-nine strategies to achieve each goal; and, finally
- sixteen desired outcomes that describe what the judicial branch will look like in 2004 if the goals are achieved.



The long-range strategic plan for the Florida judicial branch (abridged version pictured)

In developing the long-range strategic plan, Florida's Judicial Management Council looked out about twenty years. Certain elements of the plan, particularly the vision and mission, address a twenty-year time frame. The long-range strategic planning cycle in Florida is six years, with the schedule calling for a revision to the plan in 2004. It is expected that significant progress will be made by 2004 toward the goals identified in the plan.

Levels of Planning in the Florida Judicial Branch

Merely developing a long-range strategic plan is not enough in today's challenging judicial system environment. Rather, if one wants to ensure that the long-range strategic plan is followed through on (i.e., institutionalized and implemented), it is imperative to continue planning at several additional levels. That is, it is critical to link the day-to-day projects, activities, and tasks of the branch with its two-year objectives and ultimately its long-term goals and priorities.

Consequently, the planning process for the Florida judicial branch currently includes three levels of planning: (1) long-range strategic planning; (2) operational planning; and (3) implementation, action, or project planning.

Long-range strategic planning is a process for describing the branch's general course of action over the long term or approximately six years. It (1) defines the branch's mission and vision looking forward 20 years; (2) identifies the major, fundamental issues that must be addressed by the branch over the long term; and (3) identifies the goals and strategies for addressing the long range issues for the



The long-range strategic plan

next six years. The Judicial Management Council and the Supreme Court of Florida are responsible for planning at this level.

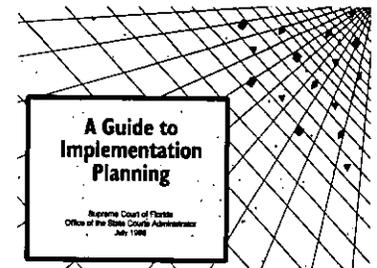
Operational planning is a process that results in a more specific, two-year agenda for the judicial branch.¹⁸ It identifies shorter term (i.e., two-year) priorities and guides major activities of the branch. The objectives of the operational plan are linked directly to the fundamental issues, goals, and strategies of the long-range strategic plan. The Judicial Management Council is primarily responsible for developing the objectives that comprise the branch's operational plan and recommending their adoption. The plan is then presented to the Supreme Court of Florida for review, question, and comment. Ultimately, the Chief Justice of Florida has final approval of the objectives in the judicial branch's two-year operational plan. In addition, the Chief Justice determines the tasks that will need to be implemented in order to achieve the objectives. These tasks direct the work of Supreme Court commissions, councils, committees, and staff for the two-year term of the Chief Justice.¹⁹

Implementation planning is a process used to develop numerous area-specific or functional, short-term action and project plans for achieving the objectives of the operational plan or helping the branch achieve its long-term goals or fulfill its mission and move toward its vision.²⁰ Implementation plans are typically very detailed action or project plans that lay out what will be done, who is responsible, the time frames, the resources needed, and outcome measures.

The three levels of planning are designed to align and link the branch's mission and vision, long-range issues, six-year goals and



The 1998-2000 operational plan for the Florida judicial branch



The Office of the State Courts Administrator produced this implementation planning guide in 1998.

strategies, two-year objectives and tasks, and day-to-day projects and activities. For example, the long-range strategic plan establishes a vision for the judicial branch and defines a general, six-year strategic direction that includes long-term goals. The branch's operational plan outlines a two-year agenda which includes objectives for achieving the longer-term goals and strategies. The many implementation plans identify and describe the multiple projects, activities, and tasks to be undertaken to accomplish the two-year objectives of the operational plan or help the branch achieve its long-term goals, its mission, and its vision.

Together the three types of plans:

- ✓ systematically and comprehensively outline a plan for moving the branch toward a desired future; and
- ✓ build in responsibility and accountability for making progress on the plans and improving the overall performance of the judicial branch.

While the three levels of planning are designed to link the operational plan directly to the long-range strategic plan and the implementation plans directly to the operational plan, implementation planning is also intended to effect change in the strategic and operational plans. That is, as new issues are identified and/or raised in the implementation planning process by committees and work groups, they should be passed along to the judicial branch leadership, the Judicial Management Council, and other appropriate groups and individuals to help shape the branch's future direction. In this way, everyone involved in the implementation planning process has a

significant role in shaping new issues for the branch and helping to determine future budget needs.

Aligning Trial Court Plans with the Branch Plan

Ideally, planning at the trial court level will also utilize similar levels of planning. However, in doing so, trial court strategic plans should in addition be complementary to the branch plan. That is, it is anticipated that much like was done in the 12th Judicial Circuit of Florida, trial courts will go through a comprehensive planning process that will identify their vision for the future and their long-range strategic issues, goals, strategies, objectives, and one- to two-year priority projects.

Throughout the planning process, the trial court should be aware of the judicial branch's long-range plan and make every effort to develop strategies that complement and support the branch's plan. This process is expected to yield a strategic plan that is tailored to the specific needs, issues, and local context of a specific trial court but supportive of and complementary to the judicial branch's long-range plan and strategic direction.

The Link Between Planning and Budgeting

In Florida, the planning and budgeting processes in state government are undergoing significant changes. State agencies, which have been defined to include the judicial branch, are in the process of implementing both *performance-based program budgeting* and *long range program planning*.

Florida is in the process of implementing a performance-based program budgeting system.²¹ This will require the generation of a broad range of measurements of judicial branch activity, workload, and performance. In addition, the process will require the judicial branch to develop a five-year budget, termed a long range program plan, that will link current and anticipated activities and resources to the long-range strategic and operational plans.²²

At the same time, the state is in the process of shifting most trial court costs from county budgets to the state budget. This is a critical time for the judicial branch as a whole as it is for each of the trial courts individually.

The three levels of planning described earlier will help the judicial branch, particularly the trial courts, to identify and develop the measurements now required by Florida's planning and budgeting architecture. For example, planning initiatives will help the judicial branch to clearly define the role of the courts in delivering specific adjudicatory and support services; this will help the judicial branch describe the services that it provides, and support resource requests. In addition, the judicial branch will be better able to present requests for additional resources if they are linked to goals, strategies, and objectives in long-range strategic and operational plans.

In sum, strategic, operational, and implementation planning are most effective if tied directly to the budgeting process at either the state or local level. The judicial branch and/or the trial courts should tie budget requests directly to the long-range strategic and operational plans to help ensure that resources are spent on those things that support movement toward the articulated strategic direction.

III. Deciding to do Long-Range Strategic Planning

Strategic Planning is a disciplined, ongoing effort that helps an organization:

1. critically assess where it is now;
2. determine or clarify where it wants to go, what it wants to look like, or what it wants to do in the future; and
3. lay out a roadmap for moving in a strategic direction.

Specifically, strategic planning is a process that helps courts or other organizations:

- ✓ clarify their purpose – or mission – and define their preferred future – or vision;
- ✓ assess the impact of external forces such as trends;
- ✓ examine their internal capacity to fulfill their mission and work toward their vision in light of the external forces likely to impact them in the future;
- ✓ identify critical and usually encompassing issues or key performance/result areas to address in the future; and
- ✓ define comprehensive strategies – or means – for accomplishing long-range goals and moving toward a better future.

Imbedded in our approach to strategic planning are the following assumptions:

1. The strategic plan should be future focused. At a minimum, it should look ahead three to five years.
2. The planning process should be inclusive and open. The strategic planning committee should include a wide range of people within the court (e.g., judges, managers, and possibly line staff) and/or throughout the community (e.g., law enforcement, prosecutors, public defenders, victims, social service providers, business leaders, community leaders). In addition, at key points in the process, committee members should elicit information from and disseminate information to court users, stakeholders, judges, and court staff. In short, the committee should not be a “secret club” that plans in a vacuum but rather a broad-based group of individuals with the ability to think systemically, strategically, critically, and creatively.
3. The planning process and the plan itself should be court user and/or stakeholder driven. That is, courts must know and better understand the needs and reasonable expectations of court users and stakeholders and develop strategic plans that are more responsive and accountable to them.
4. The plans that are developed through a strategic planning process should be dynamic. While good strategic plans provide a comprehensive and stable foundation for moving forward during calm as well as turbulent times – they should endure over time – the plans should be modified and updated as conditions warrant. Political and individual whims are *not* good reasons for

modifying a court's strategic plan whereas a significant funding crisis or an opportunity to undertake a project that will increase access to a court or provide improved services to court users might be.

5. A strategic planning process and the resulting strategic plan affords courts an opportunity to open dialogue with external leaders, educate others about the courts, and forge new partnerships with other organizational leaders and members of the community.
6. A strategic plan should be outcome oriented and progress should be measurable. It should include the results – accomplishments/ outcomes – to be achieved, not just a series of activities. And, progress on the strategic plan and successes should be measurable.

Strategic planning is a resource intensive process that if done for the right reasons and under the right conditions can yield significant benefits and results to courts and other organizations. Consequently, the decision to do long-range strategic planning should be a deliberate and conscious one made by informed organizational leaders.

A set of questions that court leaders should consider when deciding to engage in and/or embark on a strategic planning process concludes this section. Derived from our experiences in facilitating strategic planning processes in over 50 diverse jurisdictions, the questions are intended to help court leaders assess their organization's "readiness" for doing strategic planning as described in these *Mentoring Guidelines*. In essence, they are indicators of

success. Affirmative responses to the questions indicate a “higher degree of readiness” for doing long-range strategic planning. That is, affirmative responses indicate that conditions are right and authentic reasons for doing strategic planning are present.

Negative responses, on the other hand, to one or more of the following questions should cause organizational leaders to pause before embarking on a strategic planning process. Negative responses should cause organizational leaders to critically assess whether: (1) a strategic planning process can be successful in the presence or absence of certain conditions or authentic reasons; and (2) having and implementing a strategic plan will indeed benefit the court or organization.

Finally, awareness of some of these factors prior to launching strategic planning processes has enabled court leaders and facilitators of strategic planning processes to build in safeguards and ultimately overcome or minimize their adverse affects. In sum, careful consideration should be given in all organizations before launching a strategic planning process and developing a long-range strategic plan.

ORGANIZATIONAL READINESS: ARE CONDITIONS RIGHT FOR DOING STRATEGIC PLANNING?

Prepared by: Brenda J. Wagenknecht-Ivey, Ph.D.
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|--|---|---|---|---|---|---|--|
| 1. People have time to participate in developing <i>and</i> following through on the strategic plan. | 6 | 5 | 4 | 3 | 2 | 1 | Everyone is too busy with other, more pressing matters. |
| 2. There is an urgent and compelling need – or pressing reason or opportunity – to do strategic planning. | 6 | 5 | 4 | 3 | 2 | 1 | An urgent, pressing, or compelling need, reason, or opportunity is absent. |
| 3. There are several champions or sponsors for the strategic planning process and the completed strategic plan. | 6 | 5 | 4 | 3 | 2 | 1 | There are no leaders within the organization willing to lead the effort, build support for, or implement the plan. |
| 4. Organizational leaders (judges, administrators, and managers) are genuinely interested in and willing to critically assess the court's performance. | 6 | 5 | 4 | 3 | 2 | 1 | Leaders are uninterested in a critical analysis and unwilling to hear or listen to things that should be improved; they think what the organization is doing and how it is performing are just fine. |
| 5. Leaders and managers are willing to change the priorities of the organization and do business/work differently in the future. | 6 | 5 | 4 | 3 | 2 | 1 | Change is unlikely; the organization will not likely re-think and/or shift its priorities or change and improve how cases are processed and managed or what and how programs and services are delivered. |

ORGANIZATIONAL READINESS: ARE CONDITIONS RIGHT FOR DOING STRATEGIC PLANNING?

(continued)

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| 6. There is stability in the organization's leadership. | 6 | 5 | 4 | 3 | 2 | 1 | There is a volatile, political internal or external climate where the organization's leadership is likely to change and consequently, the organization's direction and priorities are likely to change. |
| 7. Based on the strategic plan, the organization is willing and likely to shift how its resources are distributed and utilized. | 6 | 5 | 4 | 3 | 2 | 1 | It is likely that the organization's strategic plan will not shape or affect the budgeting process and how resources are deployed. |
| 8. Organizational leaders will collectively work together to follow through on the strategic plan. | 6 | 5 | 4 | 3 | 2 | 1 | It is likely that judges, court managers, and court staff will continue to do what they have always done and the responsibility for implementing the strategic plan will fall to a select few. |
| 9. The organizational culture supports an open and inclusive planning process that will determine the organization's long term direction and priorities. | 6 | 5 | 4 | 3 | 2 | 1 | The existing leadership wants primary control over this. |
| 10. The outcomes to be achieved and the benefits to be gained by developing and following through on a strategic plan are clear. | 6 | 5 | 4 | 3 | 2 | 1 | The desired outcomes and benefits to be gained are unclear; judges and staff are wondering why the court is doing strategic planning. |

ORGANIZATIONAL READINESS: ARE CONDITIONS RIGHT FOR DOING STRATEGIC PLANNING?

(continued)

Instructions:

1. Add up the numbers and place the total on the line below.
2. See the attached table for interpreting your score.
3. Compare and contrast how you rated your organization's readiness to do strategic planning with how other members of the planning committee rated the organization's readiness. Discuss the differences.
4. Determine what steps you/others need to take to increase the likelihood of having a successful strategic planning effort.

Total Score: _____

INTERPRETING YOUR RESULTS

Total Score:

- | | |
|---------|--|
| 50 – 60 | GREEN LIGHT Proceed with your planning effort. |
| 30 – 49 | CAUTION Identify the areas that need attention; take the necessary steps and time to improve in those areas and then proceed deliberately and carefully. |
| < 30 | STOP Do not proceed with your planning effort at this time; take the necessary steps and time to build support for the planning effort before proceeding; only proceed once you have successfully addressed the areas that need attention. |

**ORGANIZATIONAL READINESS:
ARE CONDITIONS RIGHT FOR DOING STRATEGIC PLANNING?**

1. The court genuinely desires to assess and improve its performance – the adjudication of cases and legal matters and the delivery of court services – and be more responsive and accountable to the public.
2. The court needs to be more focused and have agreed-upon long-term priorities.
3. Court leaders want to develop comprehensive responses to trends, forces, pressures, and other demands being placed on the court.
4. The court sees benefits in using an effective, proven management tool to determine a desired future and develop a roadmap for bringing about organizational change and improvements.
5. The court wants a written document that communicates its long-term strategic direction, goals, priorities, and strategies to judges, court staff, stakeholders, court users, and the community.
6. The court wants to involve a wide range of people in determining its long-term direction, goals, priorities, and strategies.
7. There are clear and articulated benefits to be gained by doing strategic planning and having a strategic plan.
8. It is important to help judges, court administrators, managers, and staff see and understand the big picture – that the court is a complex organization and one part of a larger justice and legal system.
9. The court wants to make enhanced budget decisions, have a sound rationale for its budget, and align its budget and the day-to-day work of judges and staff with its highest priorities.

IV. Getting Started

As discussed in Section III, astute leaders do not launch into a strategic planning process or develop a long-range strategic plan without first determining the court or organization's readiness. Rather, they carefully and honestly assess whether conditions are right and whether authentic reasons for doing strategic planning are present before moving ahead with long-range strategic planning.

Having determined an organization's readiness and made a decision to embark on a planning process, an organization is ready to get underway. The first step in the strategic planning process is to conduct an organizational and planning meeting with key organizational leaders – those who will: (1) champion the strategic planning effort and implementation of the plan itself; and (2) be intimately involved in developing it.

This Section provides guidelines for getting off to a powerful and compelling start. In particular, it provides guidance on preparing for an initial organizational and planning meeting, and identifies important decisions that need to be made. Included are:

- ✓ questions to consider;
- ✓ lessons learned; and
- ✓ a checklist for getting started.

Questions to Consider

- | |
|---|
| <ol style="list-style-type: none">1. Should the court use an internal or broader-based strategic planning process (e.g., justice system-wide, community-based, or community-focused)? |
|---|

Either can be successful and both have advantages and disadvantages. In part, the decision depends on the local climate and the desired outcomes (from the planning process). Below are some of the choices court organizations have made related to this question.

1. Some courts have chosen to develop a strategic plan for the court organization itself, with a strategic planning committee comprised of only internal judges, managers, and staff. It should be noted that when this approach has been used, many courts have involved stakeholders, court users, and community and business members in some capacity in their planning efforts. For example, they have:
 - ✓ conducted workshops with stakeholders (e.g., county commissioners, state legislators, executive branch agency heads, law enforcement, corrections and jail administrators, probation), court users (e.g., law enforcement; defense, prosecution, and private attorneys; jurors, victims, litigants), and community and business leaders (e.g., treatment providers, social and human service providers, schools, the faith community, minority leaders, universities, private enterprise);²³

-
- ✓ sponsored a Court-Community Planning or Visioning Conference with 100-250 members present to discuss expectations of and a preferred future of the court,²⁴ and
 - ✓ surveyed court users and the general public to assess their opinions about the court or judicial branch.²⁵

Information gathered through these means has been used to inform and shape the work of strategic planning committees and provide feedback on the products developed through the planning process (e.g., mission and vision statements, high priority or strategic issue areas).

2. Other courts have chosen instead to develop a strategic plan for the court organization itself, but have included external community and/or justice system members as part of the strategic planning committee along with others from the court. While broader justice system and community input is usually deemed valuable, non-court system members reportedly struggle to become knowledgeable enough about the courts, and legal and criminal justice system processes to participate actively and effectively in the long-term planning process.²⁶
3. Still other court leaders have led or participated actively in community-based, justice system strategic planning efforts with many community and justice system members on a committee whose purpose was to determine a strategic direction for the justice and legal system in their locale or community. In these situations, only a few court members participate on the planning

**Planning Committee
Sample Selection
Criteria:**

- 1 Able to think broadly, for the entire organization.
- 2 Has knowledge in key areas.
- 3 Able to think critically, creatively, and strategically.
- 4 Able to work collaboratively with others.
- 5 Able to formally or informally lead and influence others.
- 6 Able to attend all meetings and to devote the time needed to complete the plan.
- 7 Strike a balance of people from all areas of the organization.
- 8 Ensure diversity – gender, racially, and ethnically mixed and balanced.
- 9 Include mostly supporters and a few skeptics.
- 10 Include anyone who can nix or stop implementation of the plan.

committee, which includes many other significant leaders and participants from throughout the community.²⁷

2. How should the strategic planning committee be formed, who should be included as members, and what size should it be?

A strategic planning committee is typically formed by selecting/appointing people to the committee or by asking for volunteers. We recommend carefully selecting people over asking for volunteers, in most instances.

Specifically, we recommend: (1) determining the selection criteria for those who should serve on the committee; (2) carefully selecting people based on the agreed upon criteria; (3) inviting them to participate in the planning process; and (4) formally announcing the members of the planning committee to everyone in the organization.

The composition of strategic planning committees has varied widely from organization to organization. In an internal strategic planning process, organizational leaders should first decide if judges and managers alone will be on the strategic planning committee, or if supervisors and line staff also will be part of the planning committee. To help make this decision we recommend that organizational leaders and facilitators of strategic planning processes consider the following:

- ✓ the organization's culture and climate;
- ✓ the organizational structure and hierarchy;

-
- ✓ the ability and comfort level of staff (who are being considered) to participate equally and effectively in the strategic planning process; and
 - ✓ the overall knowledge level of those being considered and what each brings to the process and outcomes.

If external customers, stakeholders, and community members are included on the strategic planning committee, members should be selected based on their:

- ✓ position or experience in the community, justice system, or relevant agencies;
- ✓ likely contribution to the planning process;
- ✓ ability to lead and influence others in the community or agencies;
- ✓ ability to represent a wide range of views including minority and under-represented views and perspectives; and
- ✓ ability to work collaboratively and effectively with others.

The size of strategic planning committees has varied too. The size of the groups has ranged between 8 to 25 people and depends largely on the size of the organization and the desired representation on the strategic planning committee. We believe 10 to 16 people is an ideal size for a strategic planning committee.

-
3. What type of process will be used (e.g., retreat, meet monthly) and how long should it take (e.g., 2-3 days, 8 months)?

In our work, no two strategic planning processes have ever been done exactly the same way as we believe strongly in developing a process and approach that best suits the needs of the organization, complements its past planning efforts and current organizational culture, and will most effectively achieve targeted outcomes. None-the-less, several different types of processes have emerged as desired methods for developing strategic plans in court and other types of public and private organizations, using the comprehensive strategic planning process as described in these *Mentoring Guidelines*. They are:

- ✓ a one-day meeting each month for 6-9 months;
- ✓ a two-day retreat or meeting followed by several one-day meetings each month for 3-5 months; or
- ✓ a combination of one- and two-day meetings as needed over a 6-7 month period.

In a few unique instances (e.g., an organization is merely updating its strategic plan or has recently developed mission and vision statements), a strategic plan might be able to be developed in two, two-day retreats spaced approximately 4 weeks apart. However, we caution organizational leaders and facilitators against truncating the process significantly and trying to develop a comprehensive strategic plan in a short period of time, unless of course there are compelling reasons to fast track the process and strategic planning

members can commit the time that is needed to develop the plan in the shortened time frame.

Finally, we have found that judges, court administrators, court managers, staff, and other justice system and community leaders are all very busy. No one believes he/she has any extra time to do extra work, much less long-range strategic planning that does not focus on the present situation, crisis, or daily demands and work pressures. Consequently, at least initially, no one feels like they can devote one day a month for 6 to 9 months or several days per month for 4 or 5 months to develop the organization's strategic plan. If everyone truly is too busy – there is no time to meet regularly and for a concentrated period of time to think critically about the organization and determine its long range priorities – then we recommend that an organization *not* do strategic planning at all, or at least not at this time. It is our experience however, that court leaders and managers can and do find the time to participate actively in a rigorous planning process if they:

- ✓ understand and are committed to why the organization is doing strategic planning;
- ✓ understand the benefits to be gained including “what is in it for them” – WIFM;
- ✓ feel their time is not being wasted and the plan will ultimately be a worthwhile and meaningful management tool for improving court performance, defining the court's priorities, or persuading others of the courts needs;
- ✓ see a looming opportunity by doing strategic planning for the organization; and
- ✓ believe a compelling reason exists for doing strategic planning (e.g., they feel that the court's performance is

declining, the court is under fire due to a variety of internal and external forces, and they determine the court would be better served by formulating a deliberate and systematic long-term response to the present environment).

As was mentioned earlier, the strategic planning process as set forth and described in these *Mentoring Guidelines* is indeed time intensive, but can yield significant benefits if done well.

4. How will the court involve other judges, managers, and staff in the planning process?

Greater, rather than less, involvement of judges, managers, and staff is desirable in a strategic planning process in our opinion. While only a few people will be on the strategic planning committee itself (e.g., 8-25), other judges, managers, and staff can be involved in the planning process in a number of other ways. For example, they might:

- ✓ be interviewed individually;
- ✓ participate in a focus group;
- ✓ be a member of a work group;
- ✓ be a participant in a large court-community planning or visioning conference; and
- ✓ respond to an all judge/all staff survey.

The key is to determine before the process begins, what information is desired from others in the organization and why. Only

then can organizational leaders or facilitators of the process determine the best method and timing for gathering the information.

In most, but not all, instances, interviews, focus groups, court-community conferences, and surveys are conducted early on in strategic planning processes. Here, focused information is gathered to “inform” the strategic planning committee. Work groups, on the other hand, typically are used in the middle of and at the end of planning processes to get specific or targeted information from select groups (e.g., trends affecting the organization, organizational assessment).

- | |
|---|
| <p>5. How will the court involve users, stakeholders, and members of the community?</p> |
|---|

We highly recommend formally involving the court’s users, stakeholders, and members of the justice system and community in court strategic planning processes. We do not believe court organizations should do strategic planning in a vacuum, separated and/or segregated from the views and perceptions of its users, stakeholders, and justice system and community leaders. Embedded in this recommendation is our belief that courts are service-oriented organizations and therefore, can only enhance service delivery – and ultimately public trust and confidence – by understanding people’s perceptions and reasonable needs and expectations.

Courts typically involve external stakeholders and customers in one of two ways. Some courts include them as official members of their strategic planning committee while others build in opportunities

to gather information from them through the use of workshops, focus groups, interviews, large court-community conferences, and/or surveys.

6. Who will facilitate the strategic planning process and who will be primarily responsible for summarizing the work of the Strategic Planning Committee?

Designating a person to facilitate a strategic planning process is very important. Organizations of all types repeatedly indicate the importance of this role and function throughout their planning processes. While there is some evidence to suggest that a facilitator external to the organization is advantageous, we believe this role and function can be filled a variety of ways (e.g., someone in the state court office, a person in another county agency, a professor from a local college or university, local or national consultants, or someone inside the organization). In any event, the person selected to facilitate a process of this nature should:

- ✓ have an understanding of the court and justice system and environment;
- ✓ have experience doing strategic planning, preferably in a court or justice system environment;
- ✓ have superb facilitation skills; and
- ✓ have an understanding of and experience in group dynamics and group process and establishing collaborative, high performance teams.

One key responsibility of the facilitator as we see it is to summarize the work of the strategic planning committee throughout the process. We recommend drafting work products and pieces of the strategic plan as the process unfolds. Doing so: (1) serves as a record – or history – of the work of the committee; (2) serves as materials and draft products for committee meetings; and (3) makes completing the strategic plan easier. In short, the strategic plan is drafted along the way, not at the end when it is much more difficult to recall what transpired months before.

- | |
|--|
| <p>7. How will information about the planning process be communicated to judges, staff, court users, and stakeholders?
How will feedback be solicited?</p> |
|--|

Strategic planning, if done well, represents a change and improvement process for organizations. It thus may be threatening or scary to people within the organization. In an attempt to minimize surprises and/or judicial and staff resistance to the strategic plan, we recommend that courts develop a communication and information sharing strategy at the beginning of the process. In particular, we recommend that judges and all staff be informed that the court is embarking on a strategic planning process. Further, we recommend conveying to everyone why the court is doing strategic planning including the benefits to be gained and the likely results. Advising everyone that the court is taking a critical look at what it does, how it does what it does, and that it will be defining and re-defining its priorities and long term direction throughout the process puts everyone on notice that “change is in the winds.” Finally, in addition to the above, a kick-off communication (be it in the form of a memo,

e-mail, or all-staff meetings) should inform everyone about the process including the time lines for completing the plan and opportunities they will have to participate in the process.

Regular and frequent communication also should be part of an organization's communication strategy. Significant information such as progress, products, upcoming events, and the like should be communicated on an ongoing basis.

Similarly, the contents of the strategic plan also should be communicated and shared with everyone once it has been completed. Many produce two versions: (1) a complete version of the plan for anyone who wants to see the details; and (2) a summary of the plan with just the essentials such as the court's mission, vision, values, strategic issues, and goals.

Disseminating this information and sharing the plan are key first steps to implementing the plan successfully. The subsequent steps include: (1) mobilizing and marshaling resources and people to begin implementing the plan – following through on the objectives and the two-year priority projects; and (2) working to bring about alignment throughout the organization.

- | |
|--|
| <p>8. What else should the organization do to increase interest in and foster buy-in and commitment to the new strategic direction of the court?</p> |
|--|

As noted above, keeping people informed about the planning process and advising them of the contents of the plan are extremely

important. Additionally, there likely are other things organizations can do to increase interest in and foster buy-in/commitment to the new strategic direction of the court. Members of the strategic planning committee frequently have good ideas for generating an interest in the planning process and for building commitment to the plan itself.

There is a relatively new adage: what gets measured gets learned and ultimately gets done. Thus, because it is well documented that changing organizational behavior can be difficult, we recommend organizations meticulously and continually: (1) track and measure progress and outcomes relative to the strategic plan; and (2) provide everyone with ongoing information about how well the court is doing relative to the goals and desired outcomes.

Furthermore, we recommend changing and aligning the organization's reward and recognition systems to reinforce desired organizational behaviors and norms. Only then will behaviors actually change, bringing about internal alignment throughout the organization.

Finally, court organizations must critically examine how resources are distributed. Oftentimes, resources are distributed in a manner that is in direct conflict to the newly articulated strategic plan. In short, resources should be redeployed to support the newly stated priorities of the organization. It should *not* be budgeting and distribution of resources as usual!

-
9. Who will be responsible for implementing the strategic plan including tracking progress and monitoring performance?

The person or persons ultimately responsible for implementing the strategic plan should be a member of the strategic planning committee. Similarly, anybody who can nix the plan or parts of the plan should be on the strategic planning committee. In short, the top leaders in court organizations such as chief or presiding judges, administrative judges of divisions, court administrators and senior managers should be active members of the strategic planning committee.

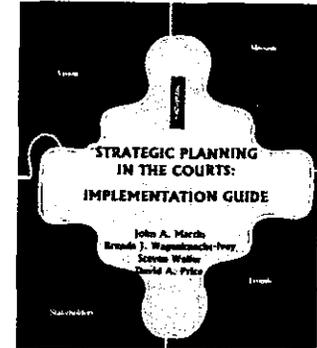
Finally, measuring – tracking and monitoring – progress and results are becoming increasingly important in the public arena generally and in courts specifically. Hence measuring performance on an organizations’s strategic plan and providing feedback to organizational members are essential to successful implementation and follow through. The person(s) who will have primary responsibility in this area also should be an integral part of the planning process, either as a member of or staff to the committee.

Lessons Learned

A set of practical tips for doing successful strategic planning follows. The lessons learned are based on what we have found to work and not work while facilitating strategic planning processes. They emphasize what to look for and avoid, along with critical process decisions.

Getting Started: Lessons Learned

1. Establish the commitment of top leadership; identify a champion or sponsor of the planning process and the plan.
2. Select an appropriate strategic planning committee and educate members about long-range strategic planning; orient them to the process and the steps.
3. Actively involve the one or two people in the organization who must support the plan if it is to succeed (e.g., anyone who can nix it or stall or stop implementation of it).
4. Set an appropriate and realistic meeting/planning schedule and develop a planning process that meets the unique needs and interests of the organization.
5. Appoint an internal strategic planning coordinator – someone who is responsible for coordinating planning activities including disseminating meeting agendas and materials, notifying and reminding members of meeting times and locations, organizing the work of the committee, and the like.
6. Use experienced facilitators.
7. Find/use appropriate meeting facilities, preferably off-site and in a pleasant environment.
8. Do not try to cut corners in order to save time; do it right or don't do it at all.
9. Free up some time – off-load some responsibilities – for the strategic planning committee so they can be productive and actively involved.



Center for Public Policy Studies, 999 15th Street, Suite 400 Denver, CO 80202
SJI

This strategic planning implementation guide offers more practical tips.

Checklist For Getting Started

- ___ 1. The purpose and benefits of developing a strategic plan are clear.
- ___ 2. Organizational readiness has been assessed.
- ___ 3. A sponsor or champion for the planning process and the strategic plan has been identified.
- ___ 4. Top leadership is committed to doing strategic planning and following through on the plan.
- ___ 5. A skilled facilitator has been identified and selected.
- ___ 6. A comprehensive process with specific steps and time lines has been developed and communicated to everyone.
- ___ 7. A strategic planning committee has been selected; you have all of the key people committed to participating actively and you have the right composition for your organization.
- ___ 8. You know how and when other judges, court staff, stakeholders, and court users will be involved in the planning process.
- ___ 9. You have assigned a staff person to support the strategic planning committee.
- ___ 10. A communication and buy-in strategy has been formed.

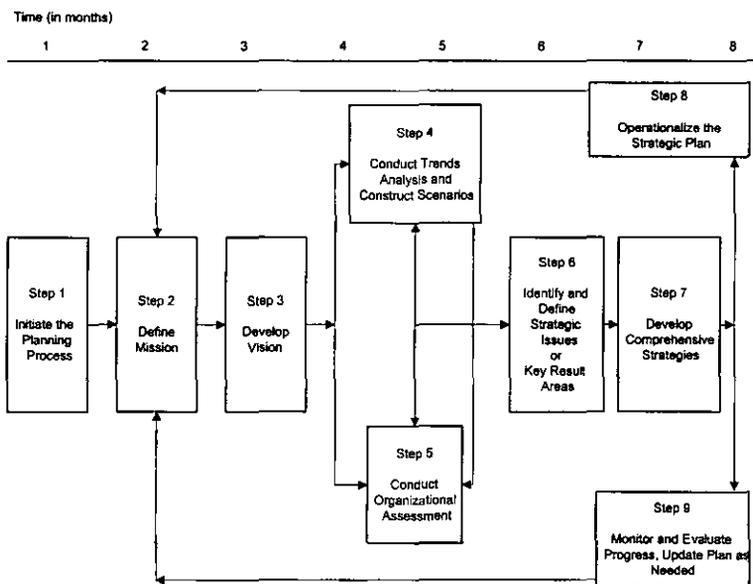
V. Facilitating the Strategic Planning Process and Implementing the Strategic Plan

This section describes each of the nine steps in the strategic planning process. Included are:

- ✓ process tips;
- ✓ lessons learned; and
- ✓ resources such as templates and worksheets.

A NINE STEP COURT STRATEGIC PLANNING PROCESS

Long-Range Strategic Planning Process



For more on Step 1, See
Section IV: Getting Started

Step 1: Initiate and Agree on a Planning Process

The purpose of this step is to: (1) secure commitment to the strategic planning process; and (2) agree on the purpose, process, scope, benefits, drawbacks, expectations, and desirable outcomes of long-range strategic planning.

This step includes:

- ✓ Selecting the strategic planning committee; and
- ✓ Developing a comprehensive and agreed upon road map of the entire planning process.

Sample Selection Criteria are
included in Section IV.

Process Tips: Step 1

1. The average length of a meeting to initiate and agree on a planning process is 2-3 hours. It might be longer or shorter depending on the size of the group.
2. Write up a summary of the meeting that documents the agreements made and process outlined. It serves as a useful tool for guiding the process over time and keeping strategic planning committees and organizational leaders on schedule and task.

Step 2: Define a Mission

A mission statement defines an organization's purpose – why it exists. It helps an organization focus on what is important and provides a reference point for developing and prioritizing goals and strategies.

There are two important steps to developing mission statements:

1. Identify and assess the organization's formal and informal mandates.
2. Conduct a stakeholder analysis. This includes identifying the organization's stakeholders and customers, identifying and discussing their reasonable expectations and needs, and assessing generally how well the organization is doing in meeting the reasonable expectations and needs of stakeholders and customers.

In sum, the resulting mission or purpose statement should reflect what the organization is required to do as well as the reasonable and appropriate expectations of stakeholders and customers. Ultimately, the statement should clearly and succinctly define or state the organization's purpose – why it exists.²⁸

Reviewing the mission statements of other jurisdictions may be helpful. See:

Florida Judicial Branch

12th Judicial Circuit of Florida,
Sarasota

Orange County Superior
Court, Santa Ana, California

King County District Court,
Seattle, Washington

Pierce County District Court,
Tacoma, Washington

Process Tips: Step 2

- ✓ This step of the process takes about 3-4 hours.
- ✓ This step is highly suitable for small group exercises.
- ✓ At the conclusion of the small and large group discussions, we typically ask all members of the strategic planning committee to write a mission statement for the organization, drawing upon the themes that emerged from the discussions. The facilitator subsequently synthesizes these statements and drafts several new statements for the committee's review at the next strategic planning committee meeting.

- ✓ The process for doing the stakeholder analysis varies. Sometimes, members of the strategic planning committee first identify the needs and expectations of stakeholders and customers based on their experiences, and then speculate how well customers and stakeholders believe the organization is doing relative to those needs and expectations. This is better than no thought given at all to the needs and expectations of customers and stakeholders, but falls short of hearing from them directly.

Consequently, we recommend (and prefer) building in a formal stakeholder and customer analysis, which gathers feedback and information directly from these groups.

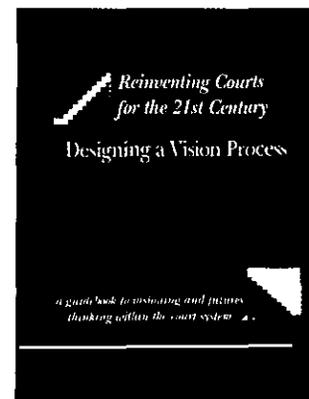
- ✓ The draft mission statements are reviewed at the next committee meeting. Committee members select the one they most prefer (usually there is general agreement among committee members) and then refine it. We caution against writing, editing, and crafting sentences in a large group – "group grammar gropes" are deadly and not a good use of the committee's time.
- ✓ The mission statement is usually finalized at the third strategic planning committee meeting (or on the second day of a planning retreat).

Step 3: Establish an Inspiring and Compelling Vision

Visioning is a process where participants in the planning process work together to develop an image of a preferred future for the organization. They collectively develop a comprehensive picture of what the organization desires to become or what it would look like and be doing in the future if it were performing at its best. This process should result in a vision statement that sets forth a future ideal state of the organization.²⁹

There are several schools of thought related to vision statements. It is our opinion that they should tell a story. That is, they should present a highly lucid, detailed story of an organization's preferred future in action. This requires that vision statements be more than hollow platitudes, slogans, or pithy phrases that are ripe for varied misinterpretations.

The leadership and organizational transformation literature strongly suggests that visions should be compelling, bold, aspiring, and inspirational, but believable and achievable. **In the end, an organization's vision should paint a clear picture of what it should look like and be doing in the future. Finally, vision statements should convey a sense of urgency and be uplifting or elevating.**



This guidebook on the visioning process was produced in 1993.

Process Tips: Step 3

- ✓ This is a very important step of a strategic planning process. It requires creativity and dreaming, not analytical skills. Take the time to get committee members in the "right frame of mind" – thinking outside the box and away from being bound by current constraints – to do visioning.
- ✓ It usually takes about 3 hours to do this step.
- ✓ We always use smaller groups to do visioning.
- ✓ During the debrief session, ask committee members to look for themes that cut across all of the visions developed by the various groups. Here too, we typically ask committee members to draft a vision statement incorporating the themes across all visions. Committee members' statements help the facilitator draft several vision statements for the committee's consideration at the next strategic planning committee meeting (or on the second day of a retreat).
- ✓ Allow enough time for committee members to develop a story or explain and discuss the details of their visions. This step should not be rushed as it is through the discussions that committee members usually realize that what they thought were fundamental differences are not strongly opposing after all, and that both/all viewpoints can be accommodated in a future vision. The outcome of this process usually is increased understanding and agreement around a collective vision for the future.
- ✓ The draft vision statements are reviewed at the next committee meeting. Committee members select the one they most prefer (here again, there is usually general agreement among committee members) and then they refine it. Avoid writing, editing, and crafting language in a large group – "group grammar gropes" are deadly and not a good use of the committee's time.
- ✓ Like the mission statement, the vision statement is usually finalized at the third strategic planning committee meeting (or on the second day of a retreat).

Step 4: Conduct Trends Analysis and Construct Scenarios

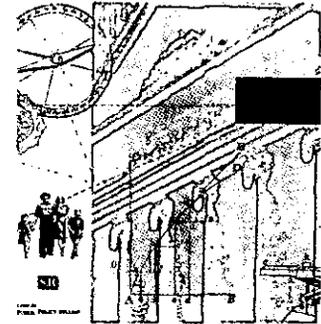
A trend is a series of related events or activities that appear to have a demonstrable direction over time. Court organizations typically review a variety of social, economic, political/policy, technology, and other relevant trends during this step of the strategic planning process.

The purpose of a trends analysis is to:

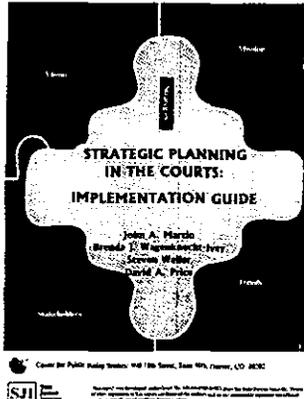
- ✓ Identify the nature, magnitude, and sources of demands likely to be placed on courts and other criminal justice system organizations over the next decade; and
- ✓ Assess the potential and likely implications of the demands of the trends on the structure, organization, and operations of the organization.

A scenario is a history of the future. It is a fact-based speculation about what might happen in the future based on the interactions of all of the relevant trends. Scenarios provide coherent, comprehensive, internally consistent descriptions of plausible futures based on the likely interactions of significant trends. The purpose of scenarios is to provide a more complete picture of the collective effects of a variety of diverse and relevant trends on the organization. Finally, they serve as a tool for understanding and exploring how an organization might shape a more favorable future.

An Approach to Long Range Strategic Planning
for the Courts



The training guide accompanying this book offers sample materials and exercises that are designed to help a group develop trends and scenarios.



Sample trends and scenarios can be found in this guide.

Process Tips: Step 4

- ✓ This step of the process takes about 3 hours.
- ✓ In small groups, committee members identify trends affecting the court organization and discuss the direction and implications of the trends identified. They present their ideas to the large group. Again in small groups, committee members develop “worst case,” “status quo,” and “optimistic” scenarios. These scenarios describe in detail the possible effects of the interactions of all of the trends on the organization.
- ✓ The strategic planning facilitator summarizes the trends and writes complete scenarios based on the work of the small groups. The summarized trends and scenarios are reviewed and refined at the next committee meeting.
- ✓ Constructing and reviewing scenarios is an effective planning tool in our opinion. Frequently, scenarios serve as a “wake-up” call to skeptics of strategic planning. They usually clearly demonstrate the need to become more pro-active in the court environment and take affirmative action to put the court in control of shaping its short and long term future direction.

Step 5: Conduct an Organizational Assessment

An organizational assessment helps to determine an organization’s capacity *now and in the future* to deal effectively with current and likely future trends, fulfill the organization’s mission, and achieve or move toward its vision. It includes identifying and discussing the organization’s internal strengths, weaknesses, opportunities, and threats (i.e., an internal SWOT analysis).

The types of organizational attributes examined in the organizational assessment include:

- ✓ The basic structure of the organization, including the division of labor, decision-making practices, formal and informal communication structures, and the availability and use of data;
- ✓ The rules, policies, and procedures of the organization, including time and performance standards, personnel procedures, and administrative procedures;
- ✓ The attitudes and expectations of court staff, including work habits, management and leadership practices, and the level of performance and productivity; and
- ✓ The magnitude and predictability of resources available to the organization, such as staff, facilities, and programs.

Process Tips: Step 5

- ✓ This step of the process takes about 2 hours.
- ✓ It can be completed individually, in small groups, or in a large group.
- ✓ Some organizations involve people from throughout the organization in this step of the process. For example: (1) they conduct focus groups of staff and judges to identify organizational strengths, weaknesses, opportunities, and threats; (2) they do an all employee survey on important organizational dimensions; or (3) they interview key judges, staff, and/or stakeholders to help inform the strategic planning committee.

State courts systems and trial courts that have done focus groups, surveys, or interviews:

Florida judicial branch

11th Judicial Circuit of Florida,
Miami

36th District Court, Detroit,
Michigan

Step 6: Identify and Describe Strategic Issues and/or Key Result Areas

Identifying long-range strategic issues and/or key result areas (Step 6), and developing institutional responses to those issues and areas (Step 7) are the heart of the strategic planning process. These steps are where the big issues are identified and described, and where the comprehensive responses to them are developed.

Strategic issues are internal or external issues that are fundamentally important to the organization. They are often the underlying or more encompassing issues of what superficially appear to be numerous unrelated or loosely related problems. Strategic issues typically are the convergence of trends, policy choices, and underlying conditions and tensions that can affect: (1) the basic mission, values, and activities of an organization; and (2) the organization's capacity to fulfill its purpose and move toward its vision. Finally, strategic issues are problem-centered/focused. That is, they describe the major problems or issues facing the court over the long term.

On the other hand, **key result areas are critical, must achieve, make or break performance categories. They are what an organization must focus on over the long term to ensure success.** Key result areas do not tend to be problem centered or focused. Rather, they are opportunity driven or they represent those areas that are critical to the overall success of the organization. Examples of key result areas for courts include: (1) reducing delay or timeliness of disposition; (2) access to justice and courts; (3) fairness; (4)

employee satisfaction; (5) financial performance; and (6) customer satisfaction.

Because of their magnitude, strategic issues and key result areas must be addressed over the long term in order for the organization to move in a desired direction (e.g., move toward its vision) and fulfill its purpose (e.g., its mission). In short, they frame the basic long term direction of the organization.

Process Tips: Step 6

- ✓ In our opinion, this is the most difficult and critical step of the strategic planning process. It builds on – uses all of the information gathered and discussed in the – preceding steps.
- ✓ On average, this step of the process takes 3-4 hours of actual meeting time. However, it really takes much longer than that because we as facilitators of the process begin distilling and synthesizing data and information early on in the planning process. Specifically, we look for information and data that will give us insight into the organization's strategic issues or key result areas at the beginning of the process. It is a continual learning, critical thinking, and analytical process, requiring an open mind and, at the same time, extreme focus and an understanding of the organization and its external and internal environment.
- ✓ Usually organizations identify three to five strategic issues or key result areas. We caution against having more than that, unless a unique situation exists.
- ✓ Begin describing the issues only after all committee members agree with the ones identified. The descriptions should be a detailed summary of why this issue or area is fundamentally important to the organization and should fully describe the various components or elements of it. In the end, the descriptions should thoroughly describe "the nature of the problem" or "the importance of the area."
- ✓ We typically identify the issues in a large group – full committee – process but use small work groups to fully describe them.
- ✓ The facilitator usually takes the work of committee members and summarizes it for the next committee meeting. Once everyone agrees with the descriptions (again avoid word smithing in a large group), a committee is prepared to begin developing comprehensive organizational strategies to respond to the issue areas (See Step 7).

Step 7: Develop Comprehensive Strategies

As mentioned in Step 6, developing organizational responses – or strategies – to the strategic issues or the key result areas is the heart of strategic planning. Comprehensive strategies are developed by:

- ✓ Identifying a range of complementary goals (i.e., **broad statements that define the desired, end targets that the organization will strive to achieve over the next three to five years**) for each of the issue areas; and
- ✓ Developing several objectives (e.g., 3-5) for each of the goals. **Objectives are concrete statements that describe the manner in which the end result – or goal – will be achieved.** Specifically, they lay out generally what needs to be done to – or how the organization will – accomplish the goal. In sum, they are the general means for achieving the goal, not specific projects, tasks, and activities.

Process Tips: Step 7

- ✓ Developing comprehensive strategies – goals and objectives – in response to the strategic issues and key result areas typically spans two meetings and takes approximately 3-4 hours per meeting.
- ✓ Most organizations identify 3-5 goals per each strategic issue or key result area. Using small groups, we recommend brainstorming goals first and then refining, collapsing, and finalizing proposed goals for the area they are working on. We then recommend a review of all of the goals for all of the issue areas by the entire strategic planning committee, before developing objectives for each of the goals. This gives everyone an opportunity to review and have input into all of the organization's long range goals.
- ✓ Begin developing objectives once the goals are agreed upon and finalized. Usually 3-5 objectives are identified for each goal. Here again, after the objectives have been identified by small work groups, we recommend a critical review and refinement of the objectives by the entire strategic planning committee.

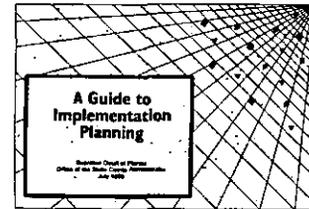
Step 8: Operationalize the Plan – Move from Strategic Planning to Strategic Leadership

Having a completed strategic plan with well-developed strategies alone will not result in action. That is, implementation of the strategic plan and following through on the strategies *never, or rarely,* happens without strong and committed leadership, accompanied by detailed action, implementation, or project plans that:

-
- ✓ Specify the organization's one- to two-year priority projects;
 - ✓ Set forth timelines for beginning and completing the projects and major tasks and activities within the projects;
 - ✓ Identify who is responsible for the project and/or the steps needed to achieve the goal (e.g., individuals, work groups);
 - ✓ Identify resources needed to complete the project or the tasks; and
 - ✓ Specify the indicators of success or the outcome measures that will determine results.

Moreover, it is imperative to link the long-range strategic plan to the budget process. Court leaders and managers should determine the court's budget needs from its strategic and key performance priorities as defined by the strategic and operational, project, and action plans. Furthermore, these well-laid plans should guide how fiscal resources are spent and how they are deployed. Expenditures should be tied directly to the court organization's strategic direction and priorities. Only by making this direct link can court leaders and managers ensure that the court's fiscal resources are being used to move the court in a preferred direction, pursuant to its strategic plan.

In sum, this step is about action. It is about ensuring that the strategic plan lives and breathes rather than collects dust on a shelf, as so many of them do. It includes seeking alignment throughout the organization by:



This implementation planning guide includes tips, recommendations, and tools (such as checklists and templates).

Articles about change include:

"Bringing About Change in Courts: Tips for Success"
Court Communique, July 1999.

- ✓ Establishing a sense of urgency;
- ✓ Communicating the inspiring and compelling vision to everyone;
- ✓ Building powerful coalitions for change;
- ✓ Seeking change sponsors and empowering and rewarding change agents;
- ✓ Aligning the budgeting process and the manner in which resources are utilized;
- ✓ Ensuring that day-to-day behaviors are aligned/consistent with the strategic direction of the organization and people who are doing the "right things right" are recognized and rewarded for their efforts; and
- ✓ Continually measuring and holding everyone accountable for following through on the strategic plan and achieving results.
(See Step 9)

Process Tips: Step 8

- ✓ Celebrate the completion of the strategic plan, but do not stop there. Help court leaders and managers take the next step to action.
- ✓ Given the goals and objectives of the plan, identify numerous (e.g., 8-10) one to two year priority projects in each of the strategic issue or key result areas.
- ✓ Form strategic issue or key result area teams to follow through on and track the implementation of the priority projects in their area.
- ✓ Determine who should be responsible for each of the priority projects (e.g., an individual, a small group, a division/unit). Request an action plan from them that systematically sets forth the detailed tasks and steps they intend to follow to do the project.
- ✓ Form an organization-wide monitoring committee responsible for:
(1) leading the change and improvement efforts; (2) making difficult and key decisions about improvement efforts; (3) removing internal or external barriers to implementation and follow through; and (4) monitoring and tracking performance and outcomes.

Step 9: Monitor Progress and Evaluate Results, and Update the Plan as Needed

Increasingly the public, other stakeholders such as legislators, and court users are demanding that court organizations be more responsible and accountable for improved performance including the prudent use of public resources. We too believe that all government organizations, including courts, should be more accountable and responsible for measuring and reporting on their performance.

Judges and courts have maintained, quite correctly, that they are accountable directly to the public, not to other branches of government, for the manner in which they exercise the function of adjudication.³⁰ This means that courts should not be required to report to other branches of government performance standards that purport to measure how well courts are delivering justice.

This also means that courts have an obligation to be accountable and report to the public about what they do, and should not be allowed to hide behind judicial independence to avoid being accountable for their use of public resources. Florida's Judicial Management Council formed two committees on performance and accountability that defined accountability obligations in the judicial branch this way:

- courts should fully describe and report on, through data and descriptive information, the manner in which courts adjudicate cases;
- courts should demonstrate the cost effectiveness of major cost center items associated with the adjudication of cases (such as court reporting and court interpreting services); and
- when they provide non-adjudicatory services, like those that are provided by executive branch agencies, courts should report performance data that helps to evaluate the effectiveness of these services.³¹

While the measurement of performance is important for judicial branch accountability, it is also critical for successful strategic planning and management. Measurement and alignment are key to this step, and to the successful transition to strategic leadership.

There is a growing body of literature on measurement, which for many, is the key to alignment.³² That is, what gets measured in organizations gets learned by people within them, and ultimately, it is what gets done – accomplished.

Consequently, we have found that the key to successfully implementing strategic plans is having intermediate milestone measures, process measures, and outcome measures that help monitor progress, identify short term “wins” and “successes,” and focus on over-all outcomes, results, or impacts. Only then can a court organization demonstrate its overall effectiveness and report unequivocally on its achievements.

In addition to focusing on measurement and alignment, three primary mechanisms have been used by courts nationally to institutionalize strategic planning and leadership in their organizations. They include:

- ✓ Designating a staff person to be the Strategic Planning and Leadership Coordinator for the organization. This person might be staff to or on the Monitoring Committee (See Step 8). The responsibilities of the coordinator might include: (a) maintaining strategic planning records; (b) monitoring and coordinating strategic planning activities and work group time lines; (c) serving as a coordinating link between the Monitoring Committee, the strategic issue or key result area teams, and people and groups responsible for following through on priority projects.

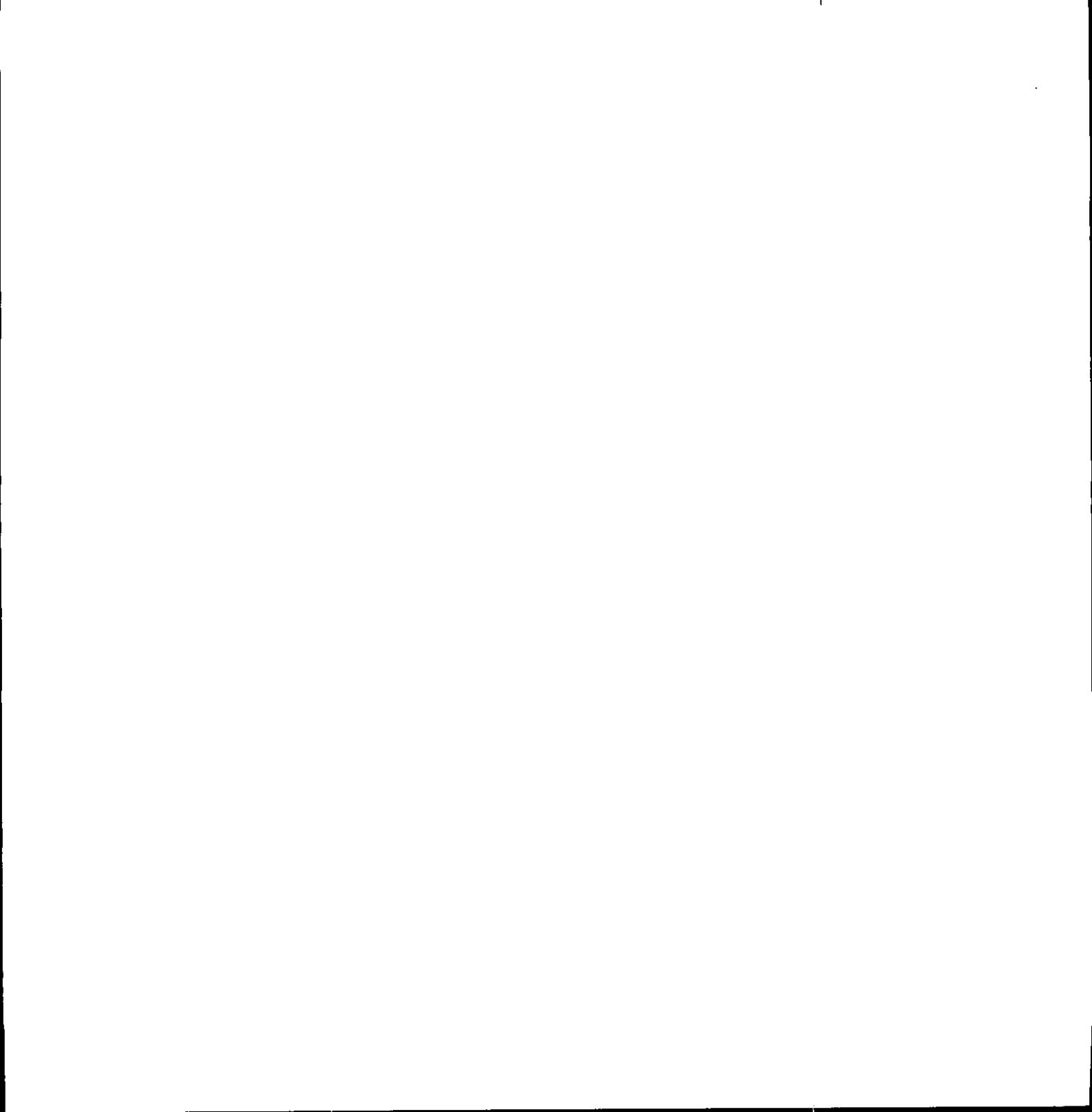
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- ✓ Having monthly (at least initially) Monitoring Committee meetings to track progress, remove barriers, and lead the change efforts (See Step 8).
 - ✓ Forming strategic issue or key result area teams to be primarily responsible for the implementation of the priority projects in their respective area.

Process Tips: Step 9

- ✓ Identify a few key measures and align organizational behavior around them. Institute methods for measuring progress in those areas.
- ✓ Focus on outcomes, not outputs or activities. Where possible, quantify results. Supplement quantitative data with qualitative data.
- ✓ Build a powerful, guiding coalition for change and improvements. Continually look for and expand the numbers of change sponsors and change agents.
- ✓ Provide organizational members with regular, ongoing feedback about the organization's performance in the key areas.
- ✓ Clearly define the purpose of the Monitoring Committee and strategic issue teams. Clarify the expectations you have of them.
- ✓ Clearly define the roles, responsibilities, and expectations of the Strategic Planning Coordinator.
- ✓ Build in some early wins and successes. Celebrate and publicize them widely. Celebrate other achievements as they occur.

Lessons Learned

1. Continue to keep organizational leaders actively involved in the process. They need to be highly visible, demonstrate support and commitment to the process and the plan, and provide encouragement and feedback.
2. Build continuity between planning sessions and planning steps.
3. Inform and involve judges, staff, stakeholders, and court users throughout the planning process and after the plan is completed.
4. Promote healthy – open, candid, and constructive – group dynamics among members of the strategic planning committee. Help build them into a high performance team.
5. Document the process and work of the strategic planning committee after each meeting and begin drafting the plan as you complete each step.
6. Form a Monitoring Committee and appoint a strategic planning coordinator whose responsibilities include monitoring progress and accomplishments and taking whatever steps are necessary to implement and follow through on the strategic plan.
7. Conduct annual review meetings to update the strategic plan.
8. Assertively and deliberately bring about organizational change. Be astutely aware of and tend to the human side – or the psychological effects – of change.



VI. Conclusion

In general, the materials presented in this document have shown that the Florida judicial branch strategic planning model provides tools for:

- ✓ aligning local Florida trial court strategic planning efforts with the general direction outlined in the *Long-Range Strategic Plan for the Florida Judicial Branch*;
- ✓ determining a court's purpose or mission in light of the mandates it must address and the expectations of its stakeholders;
- ✓ developing a composite vision of a desired trial court future;
- ✓ identifying the nature, magnitude, and sources of the demands likely to be placed on a court;
- ✓ assessing the potential implications of demands on the structure, organization, and operations of the court;
- ✓ assessing the court's capacity to meet present and future demands;
- ✓ exploring how a court might shape a more favorable future;
- ✓ developing future-oriented support and service provision strategies, along with a long-term improvement approach that addresses important goals; and

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- ✓ moving from strategic planning to strategic management and leadership in order to evaluate, routinely, general court performance and the performance of each court unit in light of a long-term strategic direction.

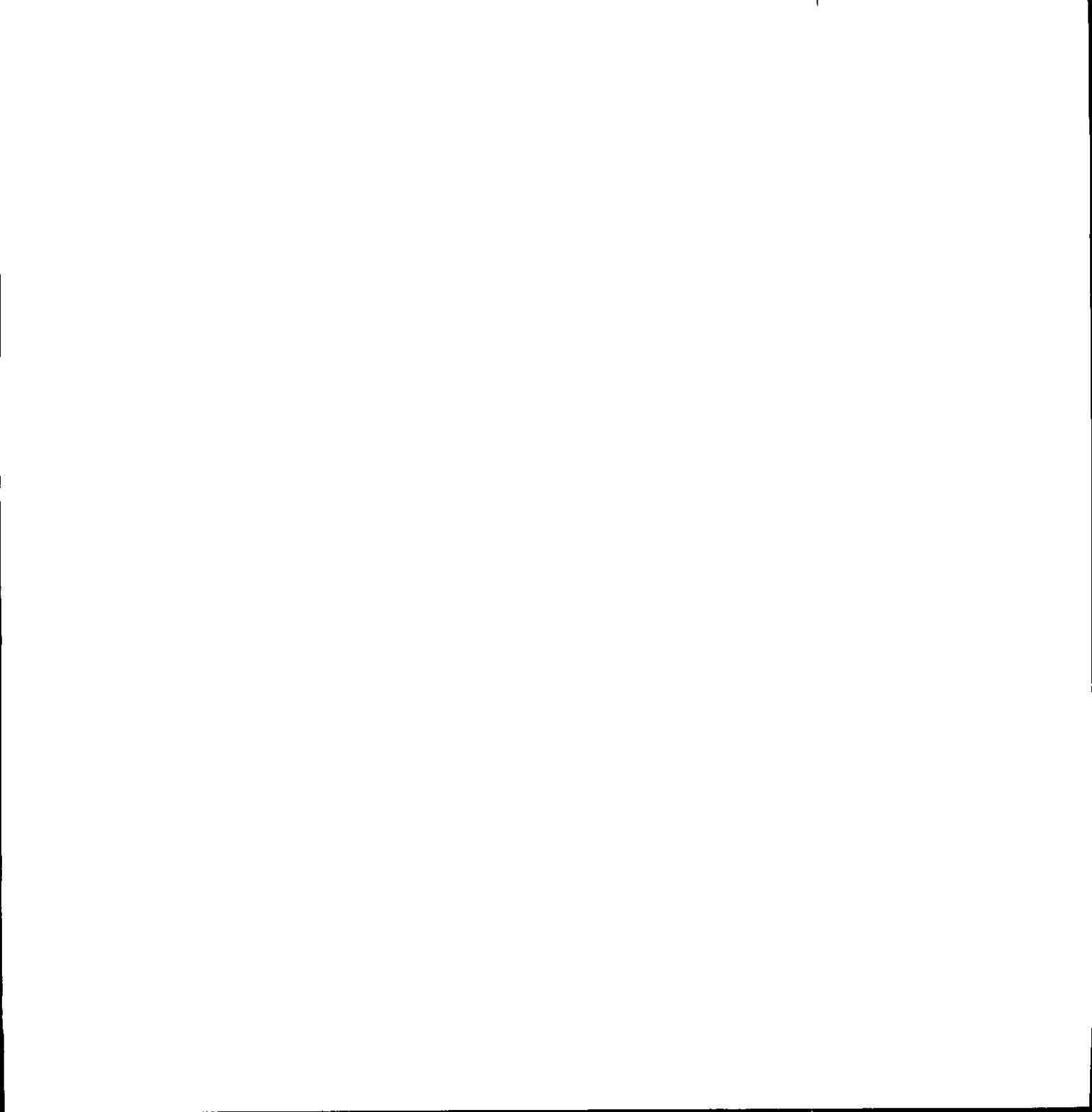
In short, strategic planning provides the tools courts need to create dynamic improvement strategies that acknowledge the importance of past, present, and likely future factors in shaping both what the court is now and what it can be in the future.

In addition, the materials presented here include numerous practical guidelines for initiating and sustaining a successful strategic planning process. Collectively, the guidelines illustrate that the keys for successful strategic planning include committed leadership, working collaboratively with personnel from all segments of a trial court, using a structured step-by-step process that systematically moves participants towards well defined process outcomes. More specifically, the guidelines show that among the most important attributes of successful strategic planning are:

- ✓ sustaining on-going leadership involvement;
- ✓ building continuity between planning activities;
- ✓ involving court stakeholders;
- ✓ promoting healthy group dynamics;
- ✓ documenting the results of planning activity;

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- ✓ linking proposed improvement strategies with resource allocations and day-to-day routine; and
 - ✓ developing follow-through mechanisms such as time lines, performance measures, and executive monitoring.

Finally, we urge that now is the best time for strategic planning in courts throughout Florida, and elsewhere. Trends analyses and scenario construction efforts completed over the past few years in courts throughout the nation as well as in Florida have suggested that without considerable well thought-out effort, the future for many trial courts is likely bleak. Combined, a variety of emerging, as well as long-term social, economic, technology, and political trends suggest that without considerable improvement activity, trial courts are likely to be addressing more and more difficult problems, under greater resource constraints, within an increasingly unpleasant if not hostile political environment. Still, these same analyses also have shown that the fate of trial courts is not preordained. Courts should do strategic planning to shape a more favorable future for themselves and the public they serve.



Notes

1. National-scope efforts have included funding for a national conference, and support for guidebooks on futures and visioning, and long range strategic planning. State efforts have included grants to Florida and several other states. There have also been numerous awards to individual jurisdictions.
2. John A. Martin, *An Approach to Long Range Strategic Planning in the Courts* (Denver, CO: Center for Public Policy Studies, 1992). Brenda J. Wagenknecht-Ivey, *An Approach to Long Range Strategic Planning in the Courts: Training Guide* (Denver, CO: Center for Public Policy Studies, 1992).
3. John A. Martin, Brenda J. Wagenknecht-Ivey, Steven Weller, and David A. Price, *Strategic Planning for Courts: Implementation Guide* (Denver, CO: Center for Public Policy Studies, 1995). Brenda J. Wagenknecht-Ivey, David A. Price, and John A. Martin, *Continuous Quality Improvement in the Courts: A Practitioner's Guide* (Denver, CO: Center for Public Policy Studies, 1998).
4. Professional Development Advisory Committee, "Visioning and Strategic Planning Curriculum Guidelines" 14 *Court Manager* 1, p. 36.
5. Urban trial courts utilizing this process have included the 11th Judicial Circuit of Florida, Miami; the Orange County Superior Court, Santa Ana, California; the 36th District Court, Detroit, Michigan; King County District Court, Seattle, Washington; Pierce County District Court, Tacoma, Washington; and the Hennepin County District Court, Minneapolis, Minnesota.
6. Smaller courts and jurisdictions utilizing the nine-step process have included the Family Division, 8th Judicial Circuit of Florida, Gainesville; the 12th Judicial Circuit of Florida, Sarasota; Yakima County District and Superior Courts; and Isabella County (Mt. Pleasant), Michigan.
7. Gainesville and Sarasota.

8. Florida, California, Michigan, and Wisconsin.

9. Michigan.

10. Examples have included the Florida Conference of Circuit Judges, and the Florida Conference of County Court Judges.

11. Isabella County, Orange County, Gainesville.

12. Sarasota, Miami, Detroit, Minneapolis, Seattle.

13. Florida, Orange County, Michigan.

14. For alternative approaches, see *Bringing the Future to Justice: Charting the Course in the New Dominion*, (Richmond, VA: Judicial Council of Virginia, 2000), p.5. In this document, the FY 2000-2002 strategic plan for the Virginia Judiciary, the strategic planning and management system of the Virginia judiciary is detailed, including a comprehensive planning diagram. See also, "Appendix B: History of the Judicial Conference's Long Range Planning Process," in *Long Range Plan for the Federal Courts* (Washington, DC: Judicial Conference of the United States Courts, 1995).

15. Florida's long-range strategic planning process is detailed in the unabridged version of its long-range strategic plan. See *Taking Bearings, Setting Course: The Long-Range Strategic Plan for the Florida Judicial Branch* (Judicial Management Council of Florida, 1998), pp. 3-16. The process is also included in Brenda J. Wagenknecht-Ivey, *A Guide to Implementation Planning* (Office of the State Courts Administrator, 1998), pp. I-2 - I-4.

16. See *Workshop Highlights: Pro Se Study Group Workshop* (Office of the State Courts Administrator, 1996).

17. *Taking Bearings, Setting Course: The Long-Range Strategic Plan for the Florida Judicial Branch* (Judicial Management Council of Florida, 1998).

18. *Horizon 2000: The 1998-2000 Operational Plan for the Florida Judicial Branch* (Judicial Management Council of Florida, 1998).

19. The Florida judicial branch is operating under new statutory requirements that call for five-year fiscal planning, and the prioritization of funding objectives. See “The Link Between Planning and Budgeting,” page 19, and notes 21 and 22. Given these requirements, the structure of the operational plan may change for the 2002-2004 planning cycle. Further, the relationship of the operational plan to the new fiscal planning document needs to be defined, and the process for generating future operational plans may need to change. Nonetheless, the primary function of the operational plan – to identify two-year priorities and guide the major activities of the judicial branch – is not expected to change.

20. See Brenda J. Wagenknecht-Ivey, *A Guide to Implementation Planning* (Office of the State Courts Administrator, 1998).

21. The initial requirement for performance-based program budgeting in the judicial branch can be found in Chapter 94-249, Laws of Florida. The law called for the submission of proposed programs on January 15, 2000, and proposed measures and standards by September 15, 2000. PB² requirements were amended substantially by the 2000 Legislature. See Chapter 216.023, Florida Statutes.

22. The five-year budget is termed a long range program plan. State agencies and the judicial branch were required to perform long-range program planning by the 2000 Legislature. See Chapter 216.013 and 216.023, Florida Statutes.

23. See *Taking Bearings, Setting Course: The Long-Range Strategic Plan for the Florida Judicial Branch* (Judicial Management Council of Florida, 1998), pp. 11-16, and Appendix C.

See also, *Strategic Plan*, 36th District Court, Detroit, Michigan; *Charting the Course*, Michigan judicial branch strategic plan.

24. See *Taking Bearings, Setting Course: The Long-Range Strategic Plan for the Florida Judicial Branch* (Judicial Management Council of Florida, 1998), pp. 7-9, and Appendix B. See also, *Strategic Plan*, Family Division, 8th Judicial Circuit of Florida, Gainesville; and *Strategic Plan*, Orange County Superior Court, Santa Ana, California.

25. *Taking Bearings, Setting Course: The Long-Range Strategic Plan for the Florida Judicial Branch* (Judicial Management Council of Florida, 1998), pp. 11-16, and Appendix C. See also, *Strategic Plan*, 36th District Court, Detroit, Michigan.

26. External participants have been used in the strategic planning process for the Florida judicial branch and for Orange County Superior Court.

27. The Isabella County Strategic Plan (Mt. Pleasant, Michigan) included court participants.

28. For examples of court mission statements, see the mission statements of the Florida Judicial Branch; the 12th Judicial Circuit of Florida, Sarasota; Orange County Superior Court, Santa Ana, California; King County District Court, Seattle, Washington; and Pierce County District Court, Tacoma, Washington.

29. See Wendy L. Schultz, Clement Bezold, and Beatrice P. Monahan, *Reinventing Courts for the 21st Century: Designing a Vision Process* (Institute for Alternative Futures, Hawaii Research Center for Futures Studies, and the National Center for State Courts, 1993). See also "Unit 5: Establishing a Vision for the Court" in Brenda J. Wagenknecht-Ivey, *An Approach to Long Range Strategic Planning for the Courts: Training Guide* (Denver, CO: Center for Public Policy Studies, 1992).

30. See Robert W. Tobin, *Creating the Judicial Branch: The Unfinished Reform* (Williamsburg, Virginia: National Center for State Courts, 1999), p. 16.

31. See *Committee on District Court of Appeal Performance and Accountability: Report and Recommendations* (Judicial Management Council of Florida, 1999), and *Committee on Trial Court Performance and Accountability: Report and Recommendations* (Judicial Management Council of Florida, 1999).

32. See William A. Schiemann and John H. Lingle, *Bullseye: Hitting Your Strategic Targets Through High-Impact Measurement* (New York: The Free Press, 1999), and George Labovitz and Victor Rosansky *The Power of Alignment: How Great Companies Stay Centered and Accomplish Extraordinary Things* (New York: John Wiley & Sons., Inc., 1997).



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