

## **Trial Court Strategic Plan for San Francisco**

### *Mission Statement*

*The purpose of the San Francisco Superior Court is to assure equal access, fair treatment, and the just and efficient resolution of disputes for all people asserting their rights under the law.*

### **GOAL – Independence and Accountability**

Issue Statement: The Court effectively discharges its duties and accounts for the use of public resources.

**Planning and Budget Development.** Maintain an effective community-focused court planning process, prepare court budget requests to support the implementation of the court's plans, actively seek grants and other sources of funding, and allocate and account for the use of court resources.

**Governance Structure.** Ensure that all court personnel understand and have an opportunity to participate in court policy-setting activities through organized Court governance structures and practices.

**Court Leadership.** Encourage judicial and court personnel to actively participate in Judicial Council, Administrative Office of the Courts (AOC) and other state, national, and international activities to help formulate policies that improve the administration of justice, network with other court personnel, reach out to the community, and advocate for court resources.

**Ongoing Performance Measurement.** Ensure independence of the Court by developing and using methods for ongoing Court self-assessment related to workload, allocation of resources, and quality of services.

*FINAL*

**GOAL – Modernization of Management and Administration**

Issue Statement: The Court effectively and efficiently uses its resources to manage its personnel and operations to provide the highest quality of services to the public.

**Personnel System.** Maintain a personnel system that recruits and retains a highly-qualified and diverse work force and treats all employees fairly, consistently, and with respect.

**Case and Calendar Management Practices.** Improve procedures to organize and assign court personnel to cases and calendars as needed to ensure effectiveness and efficiency in case processing.

**Disaster Preparedness.** Develop continuity plans with other governmental agencies to ensure the Court's ability to continue to provide services in the event of a disaster.

**Security.** Work with the Sheriff's Office, Police Department, and other local agencies to ensure that adequate security and protection is provided to all who use court facilities.

**GOAL - Access, Fairness, and Diversity**

Issue Statement: Ensure that all people who use court services have equal access to those services.

**Language Access.** Expand interpreter services,<sup>1</sup> court signage, and written materials in languages other than English to assist court users.

**Self-Represented Litigants.** Continue the Court's implementation and institutionalization of services to self represented litigants, including enhancing court outreach, improving customer service, and expanding the range of self represented services available to the public.

---

<sup>1</sup> The Court now provides interpreter services in criminal cases as required by law. Part of the Court's plan is, within available resources, to enhance availability of interpreter services so that they are available for all court users who need them.

## *FINAL*

**Physical Access.** Ensure that the court reasonably accommodates the needs of the physically disabled in accordance with the Americans with Disabilities Act (ADA).

**Diversity of Court Personnel.** Actively recruit qualified candidates and encourage the professional development of a diverse work force within the court.

**Fairness.** Attempt to eliminate all forms of bias and perceived bias in court operations and ensure that all court users are treated fairly by providing fairness training to all court personnel.

**Allocation of Resources to Promote Access.** Analyze and allocate resources to ensure that all court users get equal access to court services.

### **GOAL – Quality of Justice and Service to the Public**

Issue Statement: The Court provides the highest quality of services for all people who use court services.

**Quality of Service.** Ensure that all court users receive the highest quality of service by all court personnel.

**Criminal and Traffic.** In collaboration with the Court's justice partners, focus on long-term improvement in all phases of judicial/ staff assignments, statistical reporting and information systems' functions related to criminal case processing to enable the court to meet all State time standards for disposition of misdemeanors and felonies. Complete the Court's CX case management system, provide a serviceable interface with the City and County of San Francisco's JUSTIS system, and prepare for migration to CCMS. Improve facilities and services to expedite handling of traffic cases.

## *FINAL*

**Unified Family Court.** Support and investigate alternatives that enhance full coordination of family law, child support, dependency and delinquency cases and provide innovative, high-quality services to families and youth. Focus on active participation in the California Case Management System project to allow the UFC to migrate to a truly integrated case management system.

**Civil.** As appropriate, review and enhance case processing procedures to ensure fair and efficient resolution of all civil cases. Improve efficiencies of judicial, staff assignments and information systems related to limited and general jurisdiction civil cases. Expand, where possible, the use of electronic filing and other features of electronic access to court case documents.

**Jury.** Continue to improve facilities and jury program services that enhance the satisfaction of jurors serving the Court. Focus on long-term improvement in the manner by which prospective jurors are summoned and efficiently utilized.

**Complex Litigation.** Maintain and enhance a Complex Litigation program to test methods for effectively handling complex litigation cases for fair and efficient resolution.

**Collaborative Justice Courts.** Document the effectiveness of its current programs (Drug Court, Prop 36, Behavioral Health Court, Principle Center Collaborative), assess the implementation process and participate in stakeholder meetings for new programs (Dependency Drug Court, Community Justice Center, and Re-entry Court). Educate the court and the community about the concepts and critical thinking behind collaborative justice programs.

**Community Outreach and Education.** Maintain a coordinated, active public education program in which judges and other court personnel help educate the public about the role and operation of the courts.

*FINAL*

**GOAL - Education for Branchwide Professional Experience**

Issue Statement: The Court emphasizes and provides education and training to ensure high quality and quantity of service.

**Employee and Judicial Orientation.** Ensure that all new judicial officers and employees are oriented to the work of the Court.

**Cross-Training.** Continue to emphasize Cross-training of court personnel in different divisions and skills to be able to flexibly assign and move personnel as needed to respond to changes in workloads while ensuring the delivery of high-quality services.

**Comprehensive Education Program.** Maintain both in-person and distance learning educational opportunities for all court personnel with an emphasis on customer service and diversity training.

**Professional Development Program.** Create a professional development program that clearly identifies educational expectations and opportunities that are tied to career and promotional opportunities.

**Continuing Judicial Education.** Encourage judicial participation in continuing education programs to promote excellence in the law and the fair administration of justice.

**GOAL – Branchwide Infrastructure for Service Excellence**

Issue Statement: The court's infrastructure provides greater access to litigants and court personnel and improves productivity of court staff.

**Technology.** Encourage and sustain innovation in information-sharing technology for the public and court personnel. Enhance access to the Court's IT infrastructure. Develop and implement a technology strategic plan.

*FINAL*

**Administration and management.** Develop and implement a high quality training program that supports judicial officers and staff. Create a Public Relations/Community relations infrastructure. Maintain and enhance HR and Finance services. Further develop infrastructure to improve court records management, implement succession planning, and coordinate dissemination of new legislation information.

**Facilities infrastructure.** Provide and maintain safe, dignified and functional facilities to accommodate the needs of court users and justice system partners in San Francisco. This includes (1) advocating for and implementing renovations and repairs needed to extend and maintain the useful life of the Hall of Justice and Youth Guidance Center Administration facilities; and (2) working collaboratively with the City and County of San Francisco, and the AOC in finding replacement solutions to the Hall of Justice and Youth Guidance Center.

**GOAL – Other – Local Priorities**

None proposed.