

Strategic Outcome - Objective Worksheet

Strategic Outcome: Safe County - Providing effective and time sensitive Justice System programming and services which enhance the Safety, Quality of Life, and Security of people who live, travel, or work in Waukesha County.

Circuit Court Services Objective 1: Responsibility for Enforcement

Insure the safety of the county community through effective pre- and post- judgment defendant monitoring, detention or incarceration of juvenile or adult defendants upon conviction of illegal activities, or the imposition and collection of sanctions or monetary penalties intended to curtail dangerous or inappropriate behavior.

Objective Owner: Circuit Court Services

Action Steps To Complete This Objective:	Units Involved	Target Date To Complete:
1. Collaborate with Criminal Justice Collaborating Council (CJCC) and justice partners to extract data from the Justice System Data Warehouse and develop activity and performance reports.	Administration, CJCC, Criminal/Traffic	2009 – 2010
2. Implement planned collections and accounts receivable process improvements including an update of our delinquent collections business agreement with County DOA, and reviewing our current collection effort hierarchy to ensure court ordered financial obligations are effectively recovered.	DOA-Collections, Administration, Criminal/Traffic, Juvenile	2009 – 2010
3. Work with DOA-Collections to develop a two-way interface with CCAP in Criminal/Traffic and Juvenile Divisions.	DOA-Collections, Administration, Criminal/Traffic, Juvenile, DOA-IT	2009 – 2010
4. Assume the administrative responsibility of payment plans ordered in Criminal court.	Judges Administration, Criminal/Traffic	2009-2010
5. Participate in ongoing CJCC programs including Pretrial Screening, Pretrial Supervision, OAR Program, Day Reporting, and the Alcohol Treatment Court.	CJCC, Judges, Administration, Criminal/Traffic, Juvenile	2009 – 2010

Evidence of Success (KOI, Target Indicator and Thresholds):

To be further developed, but will include:

- 1) Aggregate Case filing, disposition, clearance, and other court case specific metrics related to a variety of relevant benchmarks or goals.
- 2) Composite or relational performance measures developed from Courts, Law Enforcement, DA, other cross-departmental information generated from the Criminal Justice Collaboration Council data warehouse.
- 3) Composite or relational performance measures developed from state-wide crime, criminal activity, and related courts data mapped to a variety of base county demographic information.
- 4) Current and previous annual, summary fiscal information will present an on-going perspective on court- related accounts receivable activity and delinquent collections activity and performance.

Strategic Outcome - Objective Worksheet

Strategic Outcome: Safe County - Providing effective and time sensitive Justice System programming and services which enhance the Safety, Quality of Life, and Security of people who live, travel, or work in Waukesha County.

Circuit Court Services Objective 2: Safety, Accessibility, and Convenience
Ensure that case participants, the general public, and staff are able to conduct their business, attend court proceedings, and perform their work in a safe environment.

Objective Owner: Circuit Court Services

Action Steps To Complete This Objective:	Units Involved	Target Date To Complete:
1. Identify facility needs and develop a long-range facilities and space needs plan with judicial officials, staff and supervisors.	Judges, Commissioners, Administration, Court Managers	2009-2010
2. Participate in court addition planning and design, and analyze workflow and policies and procedures changes resulting from facility and space need changes.	Judicial Officials, Administration, Court Managers	2009 - 2010
3. Continue participation in security planning activities such as the prisoner transport study, courthouse access and perimeter screening design, and on-going court security training programs.	Judges, Administration, Court Managers	2009 – 2010
4. Assess the allocation and use of Sheriff Deputy personnel for courtroom and hearing room security, prisoner movement, and crowd management.	Judges, Sheriff's Dept., Administration	2009 – 2010
5. Review County ADA materials to ensure access and accommodation requirements are up to date.	Administration, Court Managers, DOA – HR	Complete
6. Collaborate with Sheriff and IT to redesign and rebuild the Campus Security Portal for use by designated County agencies.	Administration, Sheriff, IT	Complete
7. Provide effectively and responsible management of Capital Project 200915, Update and Integrate Courtroom Technology	Judges, Commissioners, Administration, Court Manager DOA-Purchasing, IT	2009-2010

Evidence of Success (KOI, Target Indicator and Thresholds):
 To be further developed, but will include:
 1) The reported observations of specific security and public activity by key personnel, i.e. law enforcement staff, public assistance volunteers, etc to help guide decision making.
 2) Surveys of the public and staff on their perceptions of security, accessibility, and convenience, presented as point-in-time perspectives and tracked longitudinally over time to gauge change.
 3) Comparison of current security and accessibility operations against state and national recommendations for security and accessibility related to public buildings like the Waukesha Courthouse and Juvenile Center.

Strategic Outcome - Objective Worksheet

Strategic Outcome: Safe County - Providing effective and time sensitive Justice System programming and services which enhance the Safety, Quality of Life, and Security of people who live, travel, or work in Waukesha County.

Circuit Court Services Objective 3: Courtesy, Responsiveness, and Respect
Maintain a service environment that ensures that the general public, case participants, justice system professionals are treated courteously and respectfully by court staff and judicial officials; and where assistance, information, and services are provided timely and accurately.

Objective Owner: Circuit Court Services

Action Steps To Complete This Objective:	Units Involved	Target Date To Complete:
1. Develop pre-employment skills assessment tools, new technology training programs, and ongoing staff skills training.	Administration, Civil, Family, Criminal/Traffic, Juvenile, Probate	2009 – 2010
2. Ensure cross training of staff for new technologies within and across divisions related to judicial rotation and staff coverage.	Family, Civil, Criminal/Traffic Juvenile	2009 – 2010
3. Implement use of bar coding and file tracking in Family Division case files.	Administration Family	2009-2010
4. Continue imaging of prior year divorce judgments and implement plan for imaging of current judgments to save staff time and provide improved customer service.	Administration Family	Complete-ongoing
5. Develop effective management processes for lengthy and high-profile jury trials to ensure responsible jury and fiscal management.	Judges, Administration, Criminal/Traffic, Civil, Juvenile, DOA, Sheriff	2009-2010

Evidence of Success (KOI, Target Indicator and Thresholds):
 To be further developed, but will include:
 1) Staff competencies, knowledge and ability in specific business knowledge tracked pre and post training to assess skill development.
 2) Measurement of staff time and resources used to manually find file info and act on it compared to the effort required following the development and implementation of information-management technologies such bar coding, computer based file tracking, document scanning and retrieval, and public access to electronic copies of case documents and information.
 3) Results of case participant surveys that query their use of and their perception of the benefits of available electronic case materials.

Strategic Outcome - Objective Worksheet

Strategic Outcome: Safe County - Providing effective and time sensitive Justice System programming and services which enhance the Safety, Quality of Life, and Security of people who live, travel, or work in Waukesha County.

Circuit Court Services Objective 4: Public Education and Communication

Establish effective communication channels internally, and with constituents, justice system partners, local and state policy-makers to promote knowledge of, interest in, and support for county justice services.

Objective Owner: Circuit Court Supervisor

Action Steps To Complete This Objective:	Units Involved	Target Date To Complete:
1. Expand web content to provide public with easy access to court-related procedural information and customer service links.	Administration, Criminal/Traffic, Civil, Family, FCS, Juvenile, Probate	Complete - enhancements ongoing
2. Migrate court website to county's defined content management system and convert from current .asp format to .net for consistency and easy content management and maintenance.	Administration, DOA-IT	Complete
3. Participate with other justice partners in CJCC activities to evaluate existing programs to ensure good communications and explore options for new programs.	Judges, Administration, Criminal/Traffic, Juvenile, CJCC	2009 – 2010
4. Survey court participants on the accessibility of court information and customer treatment in terms of fairness, equality and respect.	Administration, Civil, Juvenile, Criminal/Traffic, Family, Probate	2009 – 2010
5. Promote communications among Court Operations, the State legislature, and the County's executive and legislative branches to share information on court-related needs and activities.	Administration, County Executive, County Board, State Legislature, Court Operations	2009 – 2010
6. Participate in the administration of the Judicial Ride-Along Program to improve communication between the legislature and the judiciary.	Judges, Administration, Legislature	2009 – 2010
7. Enhance Court and Community relations by hosting and participating in community educational events.	Administration, Civil, Juvenile, Criminal/Traffic, Family, Probate	2009-2010

Evidence of Success (KOI, Target Indicator and Thresholds):

To be further developed, but will include:

- 1) Identify areas of, or channels of, communication between court officials, court administrators, county policy and executive personnel, law enforcement staff, state and local agency staff, justice system professionals, local media, case participants and the public through survey results and develop initiatives in areas requiring improvement.
- 2) Communicate activities, successes, and business needs to policy-makers and track responses and improvements.
- 3) Identify the impact of the Judicial Ride-Along effort.
- 4) Develop metrics to track website use, website effectiveness, and satisfaction with electronic materials.

Strategic Outcome - Objective Worksheet

Strategic Outcome: Apply Governmental Resources and Public Policy to Support an Economically Vibrant County - Manage legal system resources efficiently and operate in a manner which creates an effective legal forum to resolve disputes and support positive public outcomes.

Circuit Court Services Objective 5: Accountability for Public Resources
Responsibly use and account for all circuit court system resources, develop problem-focused service programming, explore innovative business practices, and monitor business efforts to insure service programming is effective and achieves the desired results.

Objective Owner: Circuit Court Services

Action Steps To Complete This Objective:	Units Involved	Target Date To Complete:
1. Use the Criminal Justice Collaborating Council Data Warehouse and/or CCAP data to develop and distribute divisional business metrics to better assess business priorities.	Administration, Criminal/Traffic, Civil, Juvenile, Family, Probate DOA-IT	2009 – 2010
2. Develop and implement court-appointed attorney capitation pilot for persons in criminal matters in an effort to manage the fiscal impact and increase cost recoupment outcomes.	Judges, Administration Criminal/Traffic	2009-2010
3. Initiate discussions with County Agencies to review Countywide adult commitment processes to streamline case flow in an effort to manage the fiscal impact and increase cost recoupment outcomes.	Administration, Juvenile, Corp. Counsel, HHS, DOA Sheriff	2009-2010
4. Expand the use in-court processing in Criminal/Traffic, Family, Civil, Juvenile and Probate to create court-wide efficiency.	Administration, Criminal/Traffic, Civil, Family, Juvenile, Probate	2009-2010
5. Review and revise existing cash handling policies and procedures to ensure consistency across units in conjunction with Countywide efforts.	Administration, Criminal/Traffic, Civil, Family, Juvenile, Probate	2009
6. Utilize CCAP technology to develop and implement electronic payment initiatives.	Administration, Civil, Family, Juvenile, Probate, Criminal/Traffic	2009-2010

Evidence of Success (KOI, Target Indicator and Thresholds):
 To be further developed, but will include:
 1) Service and efficiency related metrics that track key activities for effectiveness, quality control, and timeliness. Metrics would be unique to individual business areas and will be made available electronically to provide ‘real-time’ information for management.
 2) Composite or relational performance measures developed from statewide court services and/or financial data mapped to a variety of base county and comparable county demographic information. For example, court staffing per 1,000 persons of county population.
 3) Greater internal utilization of basic return on investment (ROI) analysis to measure the impact of incorporating new business services and/or new technologies into court system activities.
 4) Develop a composite of ‘best practices’ related to specific court service areas and track effort toward achieving targeted goals.

Strategic Outcome - Objective Worksheet

Strategic Outcome: Well-Planned County - Incorporate sound business and planning principles into service and delivery decisions made by the Waukesha County Circuit Court system.

Circuit Court Services Objective 6: Expedient, Fair, and Reliable Court Functions
Maintain an effective team-based approach to providing a superior legal forum for the timely and unbiased enforcement of the laws of the State of Wisconsin, Waukesha County, and local municipalities. Apply a strategic perspective to the management of the circuit courts and related support offices, create a positive working environment, and effective business relationships to ensure that court functions are conducted in a manner which effectively serves the public and contributes to the integrity of the judicial branch of our government.

Objective Owner: Circuit Court Services

Action Steps To Complete This Objective:	Units Involved	Target Date To Complete:
1. Monitor and update the 2008-2010 Strategic Plan to guide court operations.	Administration	2009–2010
2. Expand the use of business process studies and time studies to assist in evaluation of staffing needs.	Administration	2009-2010
3. Analyze juror panel size by trial type to ensure appropriate numbers of jurors are summoned.	Administration	Complete
4. Work with Waukesha County Office of Emergency Management to ensure business continuity plans are in place to quickly respond to disasters, personal safety and security situations.	Judges, Administration, Criminal/Traffic, Civil, Family, Juvenile, Probate, Emergency Management	2009-2010
5. Focus efforts on strengthening a collaborative approach to internal and external program initiatives.	Judicial Officers, All Court divisions County agencies	2009 – 2010
6. Collaborate with County Agencies to develop Waukesha County estimated fiscal impact of proposed OWI Legislation.	Judges, Administration, Criminal Traffic, DA, Sheriff, HHS, DOA, County Board	2009-2010

Evidence of Success (KOI, Target Indicator and Thresholds):
 To be further developed, but will include:
 1) Surveys of state and county court personnel to determine perspectives on internal relationships, strategic initiatives, customer services, and county and departmental business environments.
 2) Surveys of legal practitioners to determine perspectives on the local legal environment, business needs, service quality and integrity.
 3) Identification of shared performance goals and coordination of strategic business effort and collaboration with the State Court Directors Office, Combined Courts Automation Program, and other partner agencies at the state and local level.

Strategic Outcome - Objective Worksheet

Strategic Outcome: Well-Planned County - Incorporate sound business and planning principles into service and delivery decisions made by the Waukesha County Circuit Court system.

Circuit Court Services Objective 7: Effective Case Processing
Circuit courts and court services business units establish and manage case activities to most effectively coordinate court calendars, case events, critical documents, case disposition, and information sharing.
Objective Owner: Circuit Court Services

Action Steps To Complete This Objective:	Units Involved	Target Date To Complete:
1. Explore CCAP Electronic case filing initiatives to enhance customer service and staff efficiency.	Administrative, Civil	2009-2010
2. Explore options for consolidation and/or redistribution of staff in Civil Division and identify needed space modifications.	Administrative, Civil, Public Works	2009-2010
3. Work with Sheriff’s Dept. to implement the Law Enforcement Citation interface through TRACS and dispose citations through the DOT interface.	Sheriff, DOT Criminal/Traffic	2009-2010
4. Implement divisional quality assurance efforts to monitor the appropriate use of CCAP codes to ensure accuracy of case related statistical data.	Administration, Criminal/Traffic, Civil, Family, Juvenile, Probate	2009 – 2010
5. Map case related business processes to analyze how efficiently our efforts are and what amount of resource is utilized.	Administration, Criminal/Traffic, Civil, Family, Juvenile, Probate	2009–2010
6. Review existing court wide statistical reporting processes and edit to create efficiency and to ensure beneficial and reliable court data is produced.	Judges, Administration Criminal/Traffic, Civil, Family, Juvenile, Probate	2009-2010

Evidence of Success (KOI, Target Indicator and Thresholds):
 To be further developed, but will include:
 1) Measurement of staff time and resources required to manually versus electronically accept and enter required person and filing data into the CCAP application and process payment for court case filings. Apply the same metrics to various interfaces we have implemented or are currently attempting to implement.
 2) Establish case and/or divisional measures for specific areas of service quality and monitor performance.
 3) Map our support functions to judicial case clearance measures and determine how well our output effort support effective case management outcomes.

Strategic Outcome - Objective Worksheet

Strategic Outcome: Well-Planned County - Incorporate sound business and planning principles into service and delivery decisions made by the Waukesha County Circuit Court system.

Circuit Court Services Objective 8: Compliance with Schedules and Shared Information
 Case activity, case information, case party information, and case related fiscal activities are all driven by statutory schedules or rules; and the reporting and sharing of data and information between the courts, case participants, and business partners locally, and at the state and federal levels is becoming critically important.

Objective Owner: Circuit Court Services

Action Steps To Complete This Objective:	Units Involved	Target Date To Complete:
1. Implement a uniform jury year from the current state fiscal year to a calendar year and subsequent jury reporting.	Administration	Complete
2. Expand the use of in-court processing to pre-trials.	Criminal/Traffic	Complete
3. Work with Sheriff's Dept. to implement efficient CIB fingerprint procedures for persons taken into custody during Intake Court proceedings.	Sheriff Dept., Criminal/Traffic Emergency Management	2009-2010
4. Implement the Law Enforcement Warrant Interface with Sheriff's Dept., Department of Justice and CCAP.	Sheriff's Dept, DOJ, CCAP, Criminal/Traffic, Family, Civil, Juvenile	2009-2010

Evidence of Success (KOI, Target Indicator and Thresholds):
 To be further developed, but will include:
 1) Establish base activity and resource inputs prior to business changes and project time, effort, and resource impacts following the implementation of various data and information interfaces.
 2) Utilize existing (per State Statute, Local Rule, and Model Court Recordkeeping), or develop new schedules to compare all statutorily required activities with current service efforts and track any workload or service gaps to focus our business efforts.

Strategic Outcome - Objective Worksheet

Strategic Outcome: Well-Planned County - Incorporate sound business and planning principles into service and delivery decisions made by the Waukesha County Circuit Court system.

Circuit Court Services Objective 9: Production and Preservation of Justice System Records
 Receiving, recording, tracking, sharing, and preserving information obtained and created through the justice system, as required by law and as required for effective business management has always been a critical component of the legal system. The criticality of these efforts has grown as a result of new types of data formats, the capture of electronic images, sound, and video; and the use of new technologies which can be used to improve the creation of the court record and share data and information among justice system participants for widely varying legal purposes.

Objective Owner: Circuit Court Services

Action Steps To Complete This Objective:	Units Involved	Target Date To Complete:
1. Further refine and manage the Digital Audio Recording (DAR) system to improve the ability of County court reporters to produce transcripts and cover all required court hearings.	Administration, CCAP, Court Commissioners, County Reporters	2009-2010
2. Develop and implement divisional imaging projects to reduce staff time, storage needs and costs for transporting records from offsite storage.	Administration, Family, Civil, Criminal/Traffic, Juvenile, Probate	2009-2010
3. Explore opportunities to expand the use of video conferencing.	Judges, Civil, Juvenile, Family, Criminal/Traffic, Probate, Sheriff	2009 – 2010
4. Explore the use of video appearances from the County Jail for Intake Court to create more efficient and safe means of in-custody prisoner movement through Court facilities.	Chief Judge, Commissioners, Administration, Sheriff, DA, PD	2009-2010
5. Microfilm old docket books and fat files to improve access to records and reduce storage needs.	Criminal/Traffic, Civil	Complete
6. Develop a quality management process to systematically monitor the accuracy and completeness of the case and people data entered into our court records and case management application.	Administration, Family, Civil, Criminal/Traffic, Juvenile, Probate	2009 – 2010

Evidence of Success (KOI, Target Indicator and Thresholds):
 To be further developed, but will include:
 1) Review before and after measurements of staff time and resources used to manage court records.
 2) Review case and/or divisional measures for specific areas of service quality and monitor performance.

Strategic Outcome - Objective Worksheet

Strategic Outcome: Assistance to At-Risk Persons or Groups - Ensure County services and opportunities are available to everyone equally, and dedicate specific attention to assisting those persons or groups of persons who are temporarily or permanently at-risk due to financial, medical, age, language, education or other factors.

Circuit Court Services Objective 10: Affordable Access to, and Participation in, the Legal System

Strive to provide assistance, services, and legal opportunity to anyone who comes to the courts attention, to ensure that they have the opportunity to effectively assert their constitutional rights or protections in criminal or civil proceedings, without undue hardship or impediment.

Objective Owner: Circuit Court Services

Action Steps To Complete This Objective:	Units Involved	Target Date To Complete:
1. Develop self-help materials for litigant use in the divisional offices or via the website.	Administration, Family, Civil, FCS Criminal/Traffic, Juvenile, Probate	2009-2010
2. Implement a Family Legal Clinic to assist pro se litigants.	Administration, Family	Complete
3. Develop procedures and implement changes resulting from adopted legislation on guardianships.	Corp. Counsel, Probate	2009-2010
4. Assess the impact of the transition of oversight for involuntary commitment case administration from Probate to Juvenile.	Corp. Counsel Probate, Juvenile	2009-2010
5. Manage the use of certified court interpreters for limited English speaking litigants in probate and civil matters as approved in the 2007-2009 State budget process.	Administration, Juvenile, Probate, Civil, Family	Ongoing-Required by law and doing
6. Transition into the use of State-mandated small claims forms; develop procedures and implement changes resulting from modification to forms.	Judges, Commissioners, Civil	Complete
7. Collaborate with community agencies to research the need for a foreclosure mediation/counseling program as a form of alternate dispute resolution, to insure meaningful access to the Court system for unrepresented litigants.	Judges, Administration, Civil	Complete

Evidence of Success (KOI, Target Indicator and Thresholds):

To be further developed, but will include:

- 1) Assess compliance with state and national recommendations for ensuring that the legal system is effectively assisting persons in resolving their legal matters, and ensure they can effectively obtain legal information and assistance as required by law.
- 2) Utilize results of surveys of the public and staff on their perceptions of access to justice to determine areas where additional effort is required to effect any desired changes.
- 3) Benchmark the current level of at-risk populations due to physical, educational, linguistic, or socio-economic differences or deficiencies and track efforts at service quality improvement.