



City of Salem Municipal Court Framework for Strategic Planning

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Municipal Court Judge

Why Create a 4-Year Plan?

Because the court's future depends on doing the right things, not just doing things right.



Strategic planning is a reliable tool to assess the current environment, envision the future, and develop commitment to the court's mission.



A strategic plan anticipates needs and provides responses to changes in the environment for the foreseeable future.



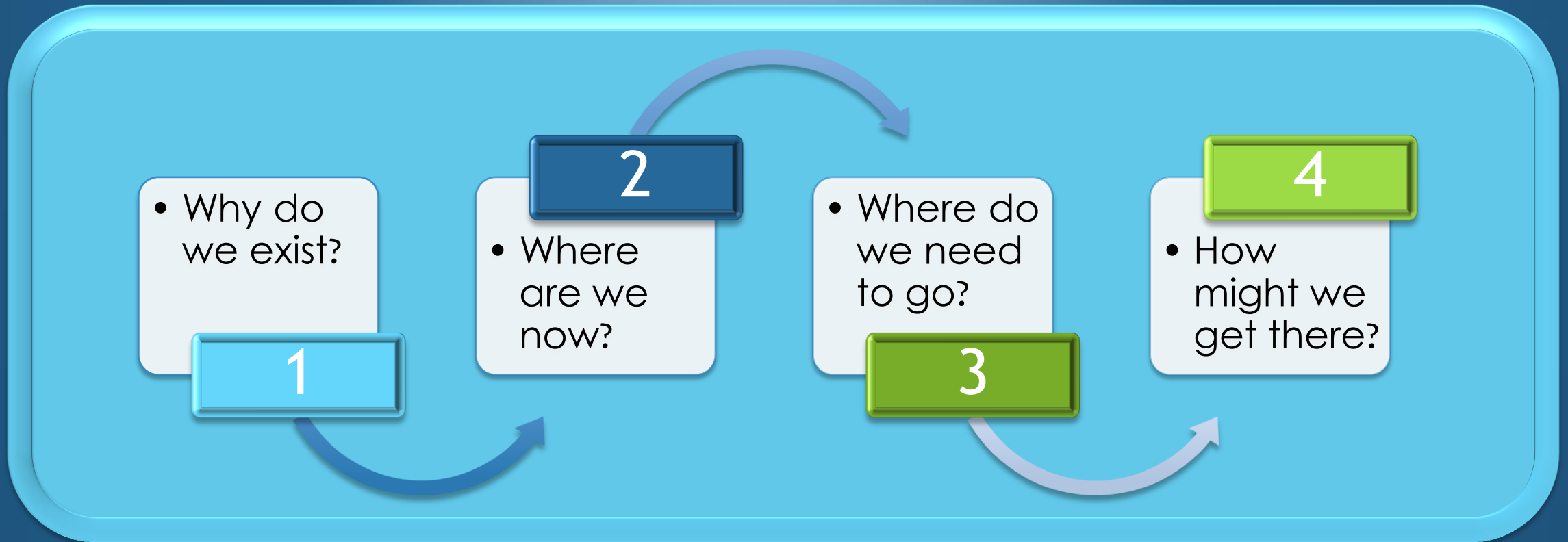
It identifies strategic issues and establishes broad goals to be used in developing objectives.



It formulates consensus on strategies and objectives to accomplish the court's mission.

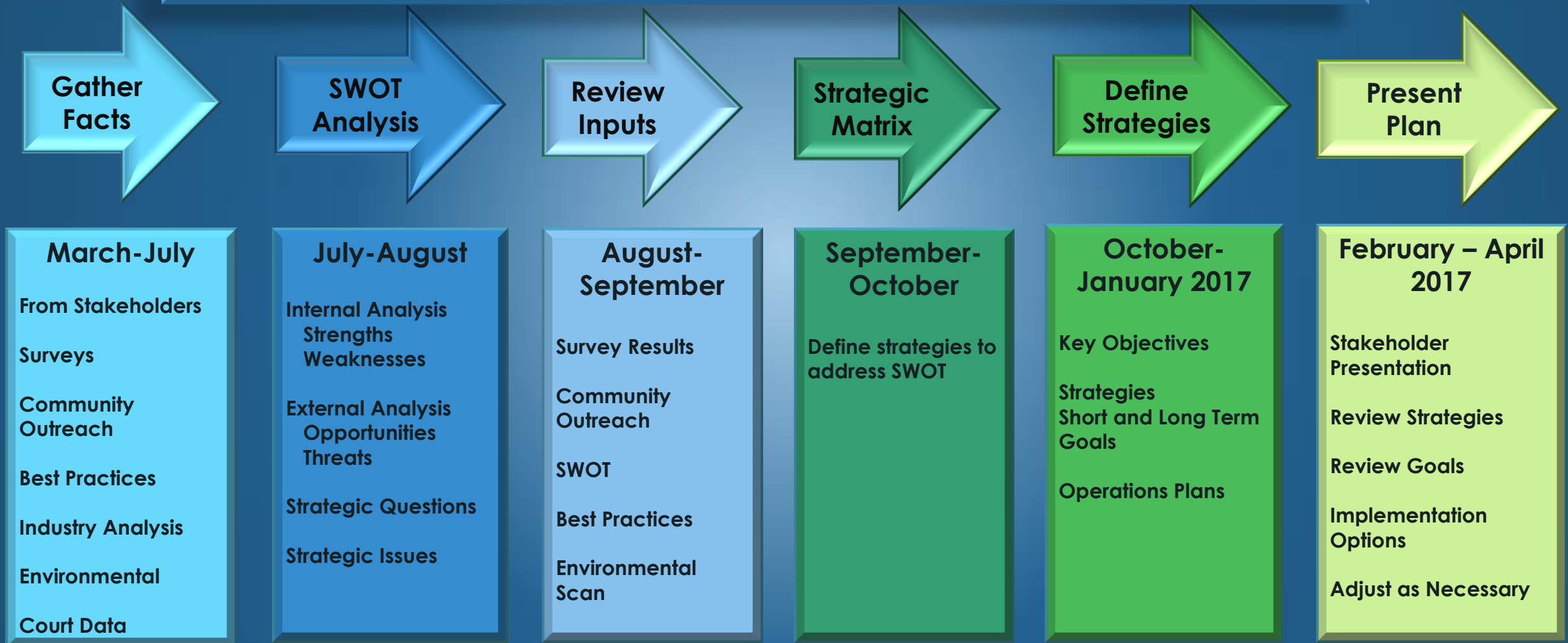
What Are The Components Of The Plan:

Finding the Answers to Four Core Questions



What Are The Steps In Creating The Plan ?

(Timeline Revised October 2016)



Core Question Number

One ...

Why do we exist?



The Roles and Purposes of Salem Municipal Court is to:

Do individual justice in individual cases.

Appear to do justice.

Provide a neutral forum for the resolution of legal disputes within the scope of our limited jurisdiction.

Protect individuals from the arbitrary use of government power.

Provide a formal record of legal status.

Deter criminal behavior.

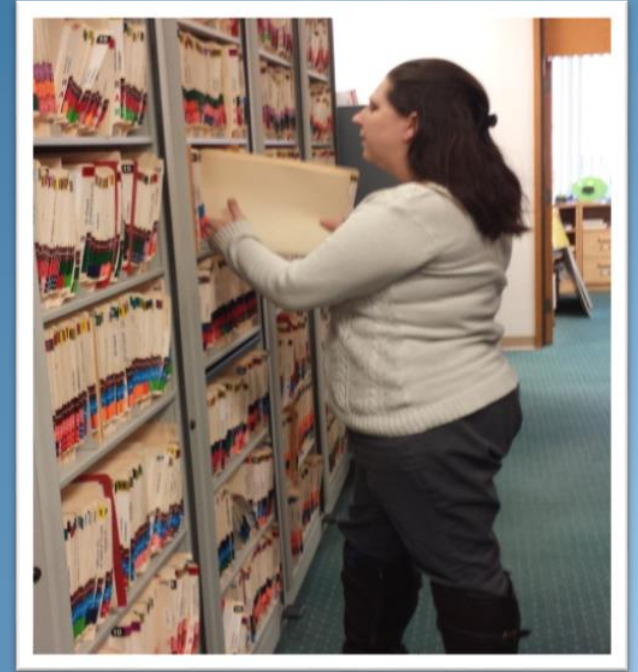
Rehabilitate persons convicted of crime.

Separate convicted persons from society when necessary.

Core Question Number
Two ...
Where are we now?



Today ... we
are a 21st
century court
in a 20th
century
environment



2015 - CASE MIX AND VOLUME

Parking :

27,056 Citations filed

Violations :

15,258 Citations filed

Criminal cases :

1,401 Cases filed

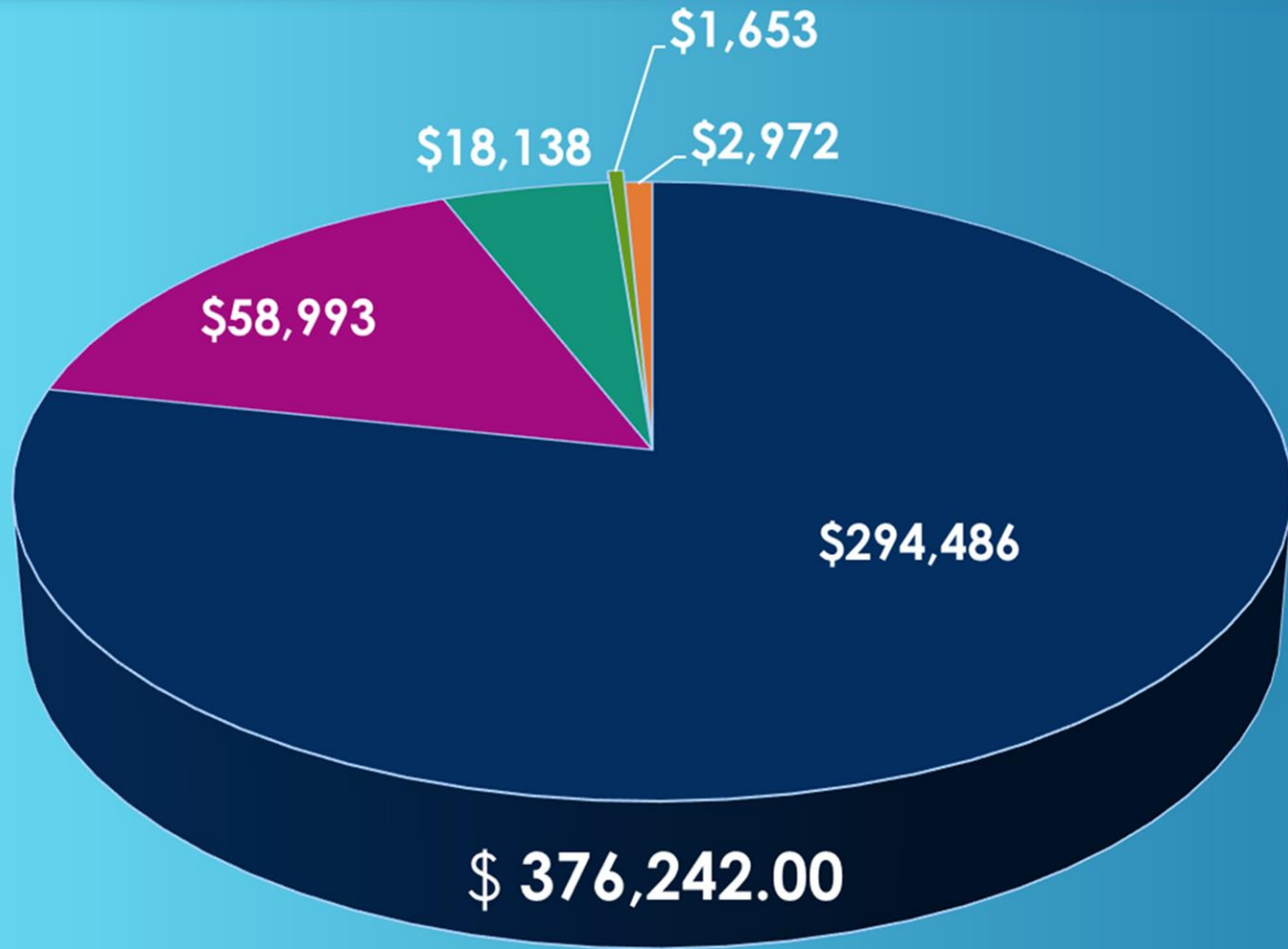


How We Do This ...

- 1 Elected Judge
- 7 Pro Tem Judges – 28 Hours Weekly (.70 FTE*)
- 1 Court Administrator
- 1 Administrative Analyst
- 5 Senior Clerk Operations Specialists
- 6 Court Operations Specialists
- \$ Fiscal Year 2016-17 Budget: **\$1,874,520**

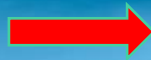
Mandated Court Costs:

From our \$1.8 M budget, 20 percent is expended for court appointed council and other legal court services.



- Court Appointed Attorney
- Interpreter Services
- Aid & Assist Evaluations
- Investigative Services
- Jury

What
you see
in court
is just
the tip of
the
iceberg.



What
happens
behind the
courtroom
doors ...

Core Question Number 3 ...
Where do we need to go?



Courts as Institutions:
Operational Needs:
Space, Technology,
Security,
Governance, and
Training.

Rule of Law, Equal Protection, and Due Process:
Collaboration with
Justice System
Partners and
Stakeholders

Accountability:
Integrated
Performance
Measures.

Interdependence and Leadership:
Court leaders must
be independent,
cooperative, and
have a passion for
justice and
integrity.

Space

Court staff area cramped, 1/3 of staff not "on site"
Public lobby too small
Lack of space for security screening
Second courtroom space
No space for defense attorney/client to meet
Ergonomic & ADA Accommodations

Technology

Critical gap needs assessment
Software solutions
Judicial Bench Tools
On-line tools
Public Portal Access
Connectivity with justice system partners
E-court
Paper on demand

Security

Courtroom vulnerabilities
Lobby area vulnerabilities
Records management, retention & access issues

Governance

Impartiality & independence
Judicial independence
Flexibility in budget:
- Preparation
- Presentation
- Management
Accountability tools
Transparency

Training

Professional staff development/training
Court Administrator Professional Development
Judicial Education & Training
Succession Planning
Other: collaborative training needs

Four Pillars of Procedural Justice:



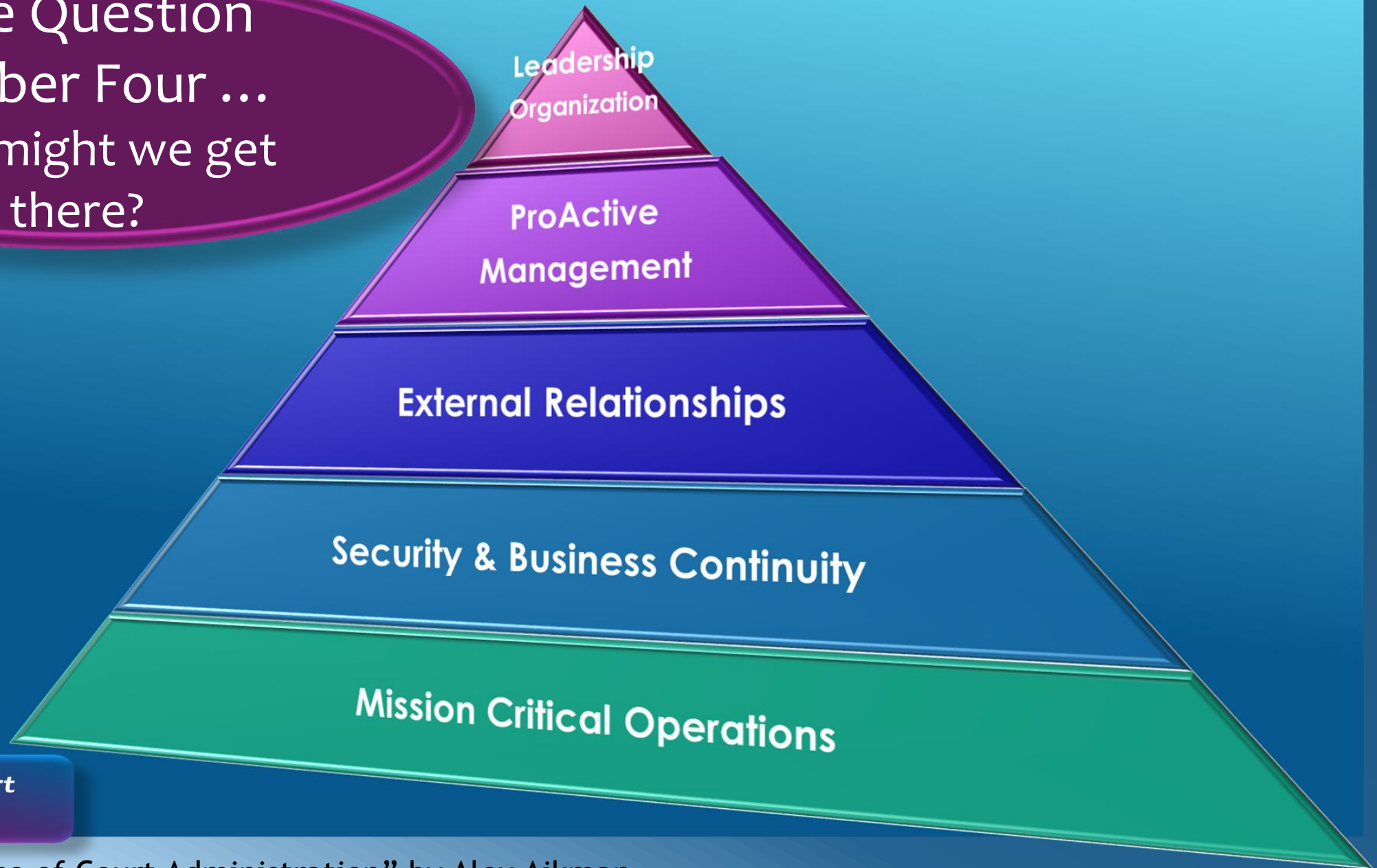
Fairness

Impartiality

Giving Voice

Transparency

Core Question
Number Four ...
How might we get
there?



*Hierarchy of Court
Administration**

*“The Art and Practice of Court Administration” by Alex Aikman



Prioritizing Caseloads

The Event

- August 2014: Police shooting of Michael Brown in Ferguson, Missouri

Justice System Response

- March 2015: U.S. Department of Justice Civil Rights Division Report
- December 2015: White House Summit
- Joint Task Force on Fines, Fees, and Bail Practices
- OMJA/OJPA 2015 Fall Judicial Education Conference-Presentation

Salem Municipal Court Existing Practices and Response

- Provide training for Pro Tem Judges and court staff
- Continue Compliance Court Docket
- Review practices for establishing payment plans and alternative community service options
- Implement monthly payment reminder notices for new payment plans

System
Criminal
Protection
Justice
Process
Matters
Attorneys
Due
Plan
Defendants
Courtroom
Tempore

Partners
Judges
Vision
Equal
Cause
Hearings
Show
Parking
Bureau
Pro

Court
Violations

Questions
?

