

UNIFIED JUDICIARY OF GUAM

STRATEGIC
PLAN
2007 -2010

Justice with a Vision



MESSAGE

We are pleased to present Justice With a Vision: The Strategic Plan for the Judiciary of Guam 2007-2010. The strategic plan is the culmination of our branch's unification efforts and a collective realization of our long-range mission and goals for Guam's courts of justice. A blue-print created by the hands of our very own employees, it is a true product of our teamwork, and underscores our desire to deliver services that are responsive to the needs of our people – services that will inspire trust and confidence not only in the Judiciary, but in our government as a whole.



As you will see, the strategic plan builds upon our past successes in meeting the greater demands placed upon us as public servants. The strategic plan thus affirms our efforts to provide efficient and accessible court services, to increase transparency and accountability for the use of public resources, and to be a good community partner. It affirms that the delivery of quality public service requires independent judicial decision making, innovative administrative practices, advancements in technology, information sharing, judicial education, community outreach programs, and community partnerships.

These times of financial difficulty are indeed a challenge for our island and for our Judiciary. Guided by our strategic plan and united by our common goal of ensuring quality justice, we are confident that we can turn even this challenge into an opportunity.

Very truly yours,

F. Philip Carbullido
Chief Justice of Guam

Perry C. Taitano
Administrator of the Courts

MESSAGE

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ACCOMPLISHED GOALS

REORGANIZATION OF THE JUDICIARY OF GUAM: PHASE I		
TASK		STATUS
<input type="checkbox"/> Develop an organizational chart based on Public Law 108-378		Approved as amended by the Judicial Council December 21, 2004
<input type="checkbox"/> Consolidate Procurement Regulations		Completed March 23, 2006
<input type="checkbox"/> Consolidate Financial Management responsibilities with Financial Management Division		Completed October 1, 2004 (FY05)
<input type="checkbox"/> Consolidate Official Vehicle Policy		Completed April 22, 2005
<input type="checkbox"/> Conduct Judiciary wide physical inventory of all computer and related peripheral equipment		95% completed with the exception of 2 more divisions. A template is attached.
<input type="checkbox"/> Purchase a new domain name for the Judiciary of Guam		Completed
<input type="checkbox"/> Review and consolidate web sites; redesign if necessary		Completed URL: www.guamcourts.org
<input type="checkbox"/> Review existing technologies for Judiciary of Guam and determine feasibility of implementing these technologies, such as digital recording, video conferencing, case management systems, document imaging, e-filing (for trial court)		Completed
<input type="checkbox"/> Develop Internet and E-mail policy		Completed June 16, 2005 and adopted by the Judicial Council of Guam
<input type="checkbox"/> Assist in revising Human Resources rules and regulations		Rules 1-10 have been completed; Orientation has been provided to the employees on Rules 1-3 to receive their input and recommendation for change
<input type="checkbox"/> Expert consultation services from the National Center for State Courts (NCSC) to conduct a personnel efficiency study and provide written recommendations		Completed
<input type="checkbox"/> Provide information from unified court systems (mainland counterparts) to assist with reorganization efforts		Completed
<input type="checkbox"/> Provide information from other U.S. jurisdiction regarding adjunct services provided by judicial branches		Completed
<input type="checkbox"/> Develop a vision statement based on court wide personnel input		Completed
<input type="checkbox"/> Provide court wide training to all justices, judges and employees that encompasses new consolidated rules (personnel, procurement, travel, official vehicle)		Completed
<input type="checkbox"/> Develop a set of management reporting templates for each court and divisions that can be produced by the AS/400 case management system		Completed
<input type="checkbox"/> Conduct judicial workload study to ensure equity in the case assignment process		Completed
<input type="checkbox"/> Develop standards for case processing time standards with bench and bar		Completed
Analyze current case flow processes and extent and causes of litigation delay		Completed

REORGANIZATION OF THE JUDICIARY OF GUAM: PHASE II

TASK	STATUS
□ Assist with designing pamphlets and reports to better inform local leaders, Guam Bar, and general public	Completed
□ Review draft judicial evaluation survey being prepared by Guam Bar and provide suggestions	Completed
□ Develop a process for preparing training plans for Justices, Judges, and court staff; and identify training resources to address court wide education needs on Guam	Completed
□ Prepare judicial benchbooks specific to the laws of Guam. Topics: criminal and civil benchbooks	Completed
□ Assist with development of a training program for court interpreters in various languages	Report received
□ Design/develop court interpreter certification system	Report received
□ Conduct a branch-wide technology assessment	Completed

INTRODUCTION

A. WORKING TOWARDS UNIFICATION

With the advent of a unified judicial system, Chief Justice F. Philip Carbullido pursued a vision of becoming an independent, proactive, and responsive third branch of government. Collaboration was the cornerstone for realizing unification. The Judicial Council of Guam, chaired by Chief Justice Carbullido, established a Task Force on Judiciary Consolidation on November 20, 2003 through Resolution number JC07-2003 to merge tasks, duties, and services between the appellate and the trial courts. Task force members included:

Daniel Tydingco, Chairperson	Bruce Bradley
Robert Cruz, Co-Chairperson	Joe Tenorio
Richard Martinez	Jacqueline Z. Cruz
Barbara Aguon	Edward Alvarez
Michael Wintterle	Raymond Taimanglo
Josita Calvo	Pete Leon Guerrero
Lisa Baza	Virginia Yasuhiro



B. PLANNING FOR THE FUTURE

Despite these accomplishments, there was a recognized need to develop a long-range plan to guide the Judiciary in the future. To this end, justices, judges, executives, managers, and staff who possess institutional knowledge, expertise, and differing perspectives on issues affecting the Judiciary met from October 3 to 5, 2006 to begin the process of developing a strategic plan. Dr. Brenda J. Wagenknecht-Ivey of PRAXIS Consulting, Inc., of Denver, Colorado, was retained to assist in facilitating an exchange of dialogue and ideas during these sessions, and in a drafting a strategic plan.

The Long-Range Strategic Plan for the Judiciary of Guam is a culmination of in-depth reviews of judicial performance, including case flow management, time standards, judicial workload, personnel efficiency, technology, and staff education, as well as analysis of emerging trends expected to affect the Judiciary in the future.

C. STRATEGIC PLAN ORGANIZATION

- I. The Mission and Vision of the Judiciary.
- II. The Mission and Vision Statements of the Judiciary.
- III. A summary of the significant issues affecting the Judiciary, and includes an analysis of trends expected to have an impact on the Judiciary during the years ahead, as well as organizational assessment of the Judiciary's strengths and weaknesses, and opportunities to improve and threats to smooth operation.
- IV. The Judiciary's long-range strategic issues, goals, objectives, and first year strategic priorities.
- V. The conclusion, which describes how the Judiciary will measure accomplishments and align limited resources to support this plan.



II. MISSION AND VISION OF THE JUDICIARY OF GUAM

A. OUR MISSION

The Judiciary's purpose is to administer justice by interpreting and upholding the laws, resolving disputes in a timely manner, and providing accessible, efficient, and effective court services.

B. OUR VISION

The Judiciary will provide the highest quality of justice services, thus enhancing public trust and confidence in Guam's independent and co-equal branch of government and becoming a model of judicial excellence in the Western Pacific.

The courts will resolve matters and provide court services in a timely and efficient manner; be user friendly, understandable, accessible and affordable to court users through the use of innovative resources and practices; have sufficient resources to support operations, programs and services; develop highly skilled and satisfied judges and personnel; and be cost effective, accountable, and fiscally responsible.





III. FUNDAMENTAL ISSUES FACING THE JUDICIARY OF GUAM

A. TRENDS ANALYSIS

The Judiciary recognizes the significance of strategic planning, in light of several emerging trends on Guam. One trend has been the increase in the workload and complexity of criminal, civil and other cases brought to the courts. Another trend is the influx of culturally diverse constituencies, who have needs and expectations unique to our island community. With the planned relocation of 8,000 military personnel, dependents and support services, Guam also anticipates a population boom commencing in 2008, which, according to preliminary estimates from the Department of Defense, is expected to gradually boost Guam's current population of 171,000 by another 40,400. Technologically advancing climate has revolutionized the process for providing effective and efficient delivery of services. These issues, in addition to the governmental budgetary constraints, will continue to challenge the judicial branch in realizing its goals.

The Strategic Planning Committee made predictions as to those factors likely to affect the Judiciary in the upcoming years. Included are trends that will most significantly affect the Judiciary and the impact of these trends on the Judiciary.

1. TRENDS

SOCIAL TRENDS:

1. Increase in population (e.g., from Micronesia, military)
2. Aging general population and aging workforce
3. Polarization of people by class, race, ethnicity, and life styles
4. Disintegration of traditional families Increasing cultural and language diversity
5. Shifting population centers (to the northern villages)

ECONOMIC TRENDS:

1. Increase in military spending (e.g., infrastructure, capital improvements, housing)
2. Increase in the numbers of tourists but decrease in their overall spending
3. Increasing housing costs (higher demand due to larger military presence)
4. Increasing medical costs
5. Decreasing unemployment rate

<p>TECHNOLOGICAL AND SCIENTIFIC TRENDS:</p> <ol style="list-style-type: none"> 1. The wireless revolution 2. Rapidly changing information technology and telecommunications 3. Increasing networking of information 4. Growth in security technology 5. Increase in identity theft 6. Increase in the use of the Internet 	<p>JUSTICE SYSTEM TRENDS:</p> <ol style="list-style-type: none"> 1. Increasing numbers of non-English speaking and self-represented litigants 2. Increase in the use of alternative dispute resolution (e.g., mediation, arbitration) 3. Increasing use of therapeutic, problem solving courts 4. Increase in participation of the Guam Bar Association 5. Increasing demand for improved information technology 6. Increasing expectation for accountability and leadership 	<p>POLICY AND POLITICAL TRENDS:</p> <ol style="list-style-type: none"> 1. Increasing public skepticism and decreasing confidence in political institutions and leadership 2. Increase in citizen activism 3. Clash of market differences – government vs. privatization 4. Increasing demand for accountability 5. De-politicizing of the judicial branch – more respect as a separate and co-equal branch of government
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2. IMPLICATIONS OF THE TRENDS ON THE JUDICIARY

The trends noted above will occur simultaneously, interacting in myriad ways. The impact of the these trends on the Judiciary will likely be great. A few of the most significant implications for the Judiciary are as follows.

1. The Judiciary will likely experience rising caseloads. In addition, the types of cases filed will likely be more complex and result in increased workloads for the Clerk's Office and court staff.
2. The public will increasingly expect the Judiciary to be more user-friendly and accessible (e.g., provide understandable information, be compliant with the Americans with Disabilities Act, provide access from remote locations), and offer enhanced and expanded programs and services.
3. The Judiciary will have an ongoing need for more and better trained and qualified interpreters in different languages, and more self-help and services for the elderly.
4. The Judiciary will likely continue to experience pressure to be more efficient and effective with existing or declining resources, and to be more fiscally responsible and accountable.
5. There will be an even greater need for improved information and telecommunications technology and other automation to enhance access, case management, operational efficiency and effectiveness, as well as internal and external communications.
6. Continued collaboration with other governmental agencies, justice system partners, and stakeholders will be even more important in the future.
7. Retaining and recruiting a competent, responsive, and motivated workforce.



B. ORGANIZATIONAL ASSESSMENT

The purpose of an organizational assessment is to help an organization evaluate its capacity both now and in the future in light of its purpose and its desired vision. The strategic planning process included a process of identifying the Judiciary's strengths, weaknesses, opportunities, and threats ("SWOT" analysis), given the Judiciary's mission and vision, and the implications of trends expected to affect the courts.

This analysis helped the Judiciary to critically assess its ability to improve performance in the future. From this analysis, it is clear that the Judiciary has many strengths; it does many things well. There are, however, areas in which the Judiciary can and must improve, given the likely future demands and pressures that will be placed upon the Judiciary.

1. Self-evaluation using "SWOT"

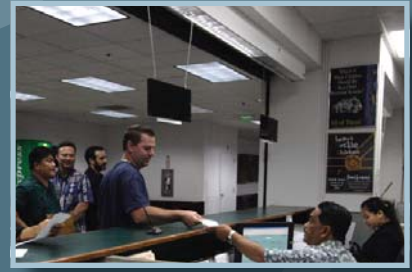
The following is a brief summary of the SWOT analysis completed by the Strategic Planning Committee, as well as a list of opportunities and potential threats or obstacles facing the Judiciary in the years ahead.

I. Organizational Structure: Significant changes have been made to the Judiciary's structure in recent years. The unification of the Judiciary and centralized administration are generally working well. They changes have resulted in direction from the Judicial Council, more clearly defined hierarchy, duties, and responsibilities, better merging and sharing of resources, and more accountability. Continued improvements are needed to ensure continuity in leadership, facilitate the transition process to full unification, develop a strategic direction and priorities for the Judiciary, and improve communication throughout the Judiciary.

II. Workload and Use of Human Resources: Strengths include the Judiciary's ability to manage its workload with existing resources; the adoption and implementation of time standards for disposition of cases; and has implementation

of "team chambers." Further, the Judiciary effectively uses its existing manpower by having employees share responsibilities, re-aligning and/or moving staff as needed, and ensuring existing staff are dedicated and competent. Areas for improvement include the need for more staff to address the existing and increasing workload; the need for more and different training and career advancement opportunities; the need to ensure that employees carry a balanced and equitable share of the workload; and the need to improve pay and to implement incentive and recognition programs.

III. Policies, Procedures and Work Processes: The Judiciary has been developing and revising policies and procedures, and standard operating procedures. These must be made more understandable, communicated and



distributed to staff, adhered to, and applied uniformly and consistently. Finally, the Judiciary needs to continue to streamline and standardize work processes.

IV. Use of Technology and Availability and Use of Data and Information: The Judiciary continues to update its technology and to implement technological solutions that will provide greater access and service to court users and help it conduct business better. Improvements are needed in the following areas: need for an Information Technology (IT) Strategic Plan, expanding electronic access and services for all court users, and providing more training for staff. Other concerns include the cost of modifications, the limitations of the existing systems, and the need for better data and information.

V. Practices, Attitudes and Habits of Judges and Court Staff: The caliber of judges and staff is a strength of the Judiciary. Most are compassionate, dedicated, and knowledgeable, and have the sincere desire to improve the court system and delivery of services. There is a need, however, to have all members of the Judiciary share information across divisions, and be open to new ideas and change. Finally, there are inconsistencies and a lack of uniformity across courtrooms, which results in confusion among staff and difficulty during staff rotations.

VI. Fiscal and Performance Accountability: Significant strides have been made in recent years to improve fiscal and performance accountability. For example, the Judiciary has a good accounting system, implemented a fixed asset system, automated some processes, and taken corrective measures to correct audit citations. Further, it has reduced costs, implemented more efficient and effective operating policies, and has a balanced budget. Areas for

improvement include: loss of knowledge due to attrition, need for more training in accounting and other procedures, lack of payroll policy, no internal audits, need more cost benefit analysis, and manual payment processing.

VII. Service Level (e.g., programs, timeliness, accessibility): The current service level of the Judiciary recently saw changes, in the adoption of new time standards, access of online information via the Judiciary website, expansion in the capabilities of the AS400, implementation of video-conferencing, updates of court rules, implementation of mediation programs and problem solving courts, and the construction of the new parking lot. These improvements are all viewed as strengths. The professionalism and extensive knowledge of our staff, who are committed to a high level of customer service, are also viewed as strengths. Areas for improvement, however, include the need: for more interpreters and expanded programs for non-English speakers; for court processes and information to be easier to understand and access; for more timeliness and less delay in the processing and disposition of cases; and for the continual update of facilities to gain compliance with the Americans with Disabilities Act.

VIII. External Relations: The Judiciary has good relations with many of its external partners, and benefits from fruitful working relationships with the other branches of government, the Guam Bar, law enforcement agencies, the business community, and justice system partners. Importantly, the Judiciary pursues and successfully receives federal funds and grants to some of its programs. Areas for improvement include: the need to fully implement some programs, better communication with community partners, more community outreach and public education, and implementing online services.



2. Opportunities for the Judiciary

There are many opportunities that the Judiciary can seize in the years ahead. A few of the most significant opportunities include:

1. Continuing to improve internal court operations (e.g., case management to resolve resolving cases in a timely and effective manner, reduce backlog, streamline work processes, and eliminate duplication).
2. Improving access to the Judiciary (e.g., including case and court information, being able to do court business online, being more physically accessible, improving and expanding the facility).
3. Continually improving the quality of services provided to court users including timeliness, accuracy, helpfulness, and the like, and expanding programs and services as appropriate (e.g., by offering services from remote areas; providing self-help center, information desk, interpreters).
4. Continuing to collaborate effectively with the other branches of government and with community partners.
5. Educating the island community about the Judiciary.
6. Using technology to enhance access and improve court services and internal operations.
7. Continuing to demonstrate savings and the prudent use of public resources (e.g., enhancing fiscal and performance accountability).
8. Developing programs that will help attract, motivate, and retain staff.

3. Potential Threats and Obstacles in the Years Ahead

Some of the biggest, potential threats – or obstacles – facing the Judiciary in the future include the following:

1. Changing demographics (e.g., serving increasing numbers of non-English speaking court users and people from diverse cultures, an aging population, and more military personnel).
2. Events and actions that threaten or erode the independence of the Judiciary, such as unstable funding and funding at inadequate levels.
3. Assuming responsibility for functions, services, and/or programs that are traditionally Executive Branch functions.
4. Turnover in top leadership and/or a lack of cohesiveness and alignment among top leaders.
5. Lack of disaster, emergency preparedness, and business continuity planning.
6. Declining facilities and inadequate security.
7. Lack of communication, coordination, and collaboration between the Judiciary and community partners.
8. Failure to stay current with technological innovations.



IV. STRATEGIC ISSUES, GOALS, OBJECTIVES AND STRATEGIC PRIORITIES

The Strategic Planning Committee identified the following four (4) strategic issues that the Judiciary must work to aggressively address in the upcoming years.

A description of each strategic issue follows, along with long-range goals, objectives, and the twelve (12) to eighteen (18) month strategic projects intended to address each issue.



STRATEGIC ISSUE #1:**ACCESS TO THE COURTS AND THE
DELIVERY OF COURT SERVICES**

The Judiciary is committed to providing the highest quality of services to the public. For this reason, ensuring access to justice for all, providing effective services and the adequacy of court programs are continuing concerns for the court system. These concerns are especially significant in light of the continuing increase in caseload, coupled with the higher demands and expectations of court users, stakeholders and partners.

Access and Effective Services. The courts must be more accessible in order to serve court users better. Court users need easier access to information, court hearings, court programs and services. Further, court programs and services must be more timely, convenient, understandable, affordable, user-friendly, and safe to all who use them.

Access and service delivery are hampered by many factors. For example, Guam continues to experience an influx of persons who speak little to no English, and our court system lacks a sufficient pool of interpreters available to provide consistent interpretation and/or multilingual services. The lack of interpreters affects many programs and services that involve non-English speakers. In addition, more pro se litigants are using the courts and lack self-help services and informational material. Further, court procedures, forms, and processes may be difficult to understand.

Additional access and service challenges include: (1) providing services from only one Judicial Center, rather than from remote locations via the Internet; (2) limited use of technology that will enable the public to conduct court business online and/or provide for more timely services; (3) offering expanded hours or other services which will be convenient for court users; and (4) lengthy wait times at various office locations to receive services. Finally, periodic training of court staff is necessary in order to ensure that court users receive the highest level of service.

Adequacy and Enhancement of Court Programs. The Judiciary is committed to enhancing and expanding its operations by offering specialty/therapeutic courts, family violence counseling, mediation services, alcohol education and anger management programs, theft diversion programs, and interpreter assistance. These programs and services lack inadequate personnel, financial, and technological resources to meet all of their goals and objectives.

Using technological, innovative resources and practices would alleviate the delays in providing services to court users, such as electronic payment of jury stipends, and would alleviate the dissatisfaction resulting from waiting for service.

Strategic Issues - (October 2006)

1. Access to the Courts and the Delivery of Court Services
2. Operational Efficiency and Effectiveness
3. Satisfied and Skilled Workforce
4. Partnerships and Community Relations

**Access to the Courts and Delivery of Services 12-18
Month Strategic Projects**

1. Develop web-based services to enhance accessibility: (a) online payments (fines, fees), (b) viewing the court calendar.
2. Establish a Judicial Information Center that will offer informational pamphlets, brochures and interpreter assistance. Satisfied and Skilled Workforce
3. Develop pro se informational material.

GOAL 1.1:
**THE COURTS WILL BE EASILY ACCESSIBLE, USER-FRIENDLY, CONVENIENT,
UNDERSTANDABLE, AND AFFORDABLE.**

OBJECTIVE 1

Use technology to improve public access to information and services.

OBJECTIVE 2

Provide court services from remote locations.

OBJECTIVE 3

Provide assistance and resources to make the courts more user-friendly and understandable.

OBJECTIVE 4

Reduce cost barriers.

OBJECTIVE 5

Expand and extend court services and programs.

OBJECTIVE 6

Evaluate and enhance resources to improve public access.

GOAL 1.2:
THE JUDICIARY WILL PROVIDE EFFECTIVE AND RESPONSIVE PROGRAMS AND SERVICES.

OBJECTIVE 1

Assess and continually improve the programs and services provided by the Judiciary.

OBJECTIVE 2

Use technology to enhance services to court users.

OBJECTIVE 3

Re-align and enhance the allocation of resources for court programs and services.

OBJECTIVE 4

Re-evaluate and re-align the scope of services/programs within the Judiciary.

OBJECTIVE 5

Collaborate with private and public partners to deliver the best services for clients and public interest.

GOAL 1.3:
**THE JUDICIARY WILL HAVE ADEQUATE RESOURCES TO ENHANCE ACCESS AND COURT
SERVICES/ PROGRAMS.**

OBJECTIVE 1

Continue to pursue adequate funding and resources from the Guam Legislature.

OBJECTIVE 2

Use resources prudently and responsibly by continuously striving to contain costs and save resources.

OBJECTIVE 3

Continue to pursue grants and alternate sources of funding.

STRATEGIC ISSUE #2:

OPERATIONAL EFFICIENCY AND
EFFECTIVENESS

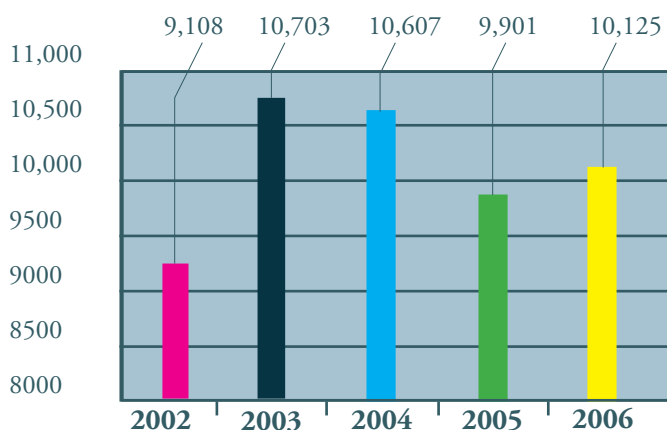
The Judiciary, in its continued efforts to strive for excellence, is committed to resolving disputes in a timely manner, reducing unnecessary delay, and operating more efficiently and effectively. To that end, the Judiciary wants to continually improve the manner in which the courts manage cases and workload, and effectuate efficient and effective internal operations.

Timeliness of Disposition and Case Management Practices. Historically, there have been delays in the disposition of cases in the court system in all stages of the process. Improvements are needed in all aspects of case management to ensure that unnecessary delays are eliminated and that cases are resolved in an expeditious manner.

Other factors affect the Judiciary's operations: (1) the Judiciary's case management system is not adequate to meet current and future needs; (2) although time standards have been adopted, judges are continually challenged to meet these standards to better manage their caseload; (3) data on the status of cases is not always readily available as there is a backlog of cases requiring data entry into the case management system; and (4) innovative dispute resolution practices are underutilized (e.g., mediation, arbitration, early settlement conferences).

Internal Operations. Internal operations – how cases are processed, how paper flows through the courts, and how divisions/areas are managed and supported – can be improved to operate more efficiently and effectively. For example: (1) data entry is duplicative in some areas; work processes and workflow need to be streamlined; (2) the need to continually evaluate the procurement process and maintenance of facilities and resources; (3) technology information concerns including the continued use of an aging and increasingly obsolete case management system and existing computer systems which are not fully integrated with other internal and external systems; (3) the need to consolidate and update policies and procedures; the inequity in case and duty assignments; (4) unclear priorities are unclear and realignment of resources to meet those priorities; and (5) the need to improve communication and teamwork within divisions and between the courts.

COMPARATIVE OF CASES FILED IN
2002 TO 2006



**Operational Efficiency and Effectiveness
12-18 Month Strategic Projects - (October 2006)**

1. Develop a strategic information technology (IT) plan.
2. Improve timely disposition of cases; reduce case delays.
3. Establish justice Intranet site.

GOAL 2.1:

CASES WILL BE MANAGED AND RESOLVED IN AN EFFECTIVE AND EFFICIENT MANNER.

OBJECTIVE 1

Evaluate and improve the case management and case assignment systems.

OBJECTIVE 2

Implement timely and effective case management practices.

OBJECTIVE 3

Improve the timely disposition of cases and reduce case delay.

OBJECTIVE 4

GOAL 2.2:
INTERNAL PROCESSES WILL BE EFFICIENT AND EFFECTIVE.

OBJECTIVE 1

Streamline internal work processes.

OBJECTIVE 2

Continue to improve and standardize policies and procedures.

OBJECTIVE 3

Use technology to eliminate redundancy and duplication.

OBJECTIVE 4

Balance workloads throughout the Judiciary.

OBJECTIVE 5

Optimize/improve communication throughout the Judiciary.

GOAL 2.3:

RESOURCES WILL BE ALLOCATED TO REFLECT THE JUDICIARY'S PRIORITIES.

OBJECTIVE 1

Evaluate and re-align non-financial resources according to the Judiciary's priorities.

OBJECTIVE 2

Evaluate and re-align financial resources according to the Judiciary's priorities.

STRATEGIC ISSUE #3:

SATISFIED AND SKILLED WORKFORCE

The Judiciary is committed to retaining and developing a highly satisfied and skilled workforce. Taking steps to increase morale and employee satisfaction, as well as develop and educate judicial officers and staff, will further the Judiciary's commitment to providing the highest quality of services to the people of Guam.

Enhancing Employee Satisfaction. The Judiciary seeks to improve the work environment and other factors so that employees are satisfied and highly motivated. There are many factors that affect employee satisfaction, such as: (1) leadership and management practices; (2) nature of the job; (3) level of pay and benefits; (3) career advancement opportunities; (4) physical work space; (5) rewards and recognition; and (6) educational and development opportunities.

There are many opportunities for improvement in this area. For example, the Judiciary may explore telecommuting options and employee assistance programs. Further, the current classification and compensation plan is outdated; it does not address duties and responsibilities being performed by each employee, and the compensation levels are not comparable to counterparts in the continental United States.

Additionally, career advancement and training opportunities are limited, job standards are unclear, the performance appraisal system is inadequate, and the physical environment is not always conducive to high productivity. Finally, communication throughout the Judiciary needs to be improved so that information is disseminated to all employees.

Educating and Developing Judicial Officers and Staff. Resources are limited and prevent the Judiciary from providing ongoing training and development for judicial officers and staff. Financial and human resources are scarce and hamper the Judiciary's ability to develop a comprehensive approach to training and education to meet current and future needs.

Satisfied and Skilled Workforce 12-18 Month Strategic Projects - (October 2006)

1. Conduct a classification and compensation study.
2. Establish a judicial education office, hire a judicial educator, and develop training and educational programs for employees.
3. Revise personnel rules and regulations.



GOAL 3.1:
JUDICIAL OFFICERS AND EMPLOYEES WILL BE SATISFIED AND MOTIVATED.

OBJECTIVE 1

Evaluate and enhance salaries and benefits.

OBJECTIVE 2

Recognize and reward employees for performance.

OBJECTIVE 3

Modernize tools and provide resources to improve performance.

OBJECTIVE 4

Provide career advancement opportunities.

OBJECTIVE 5

Improve communication throughout the Judiciary.

GOAL 3.2:
JUDICIAL OFFICERS AND EMPLOYEES WILL HAVE THE KNOWLEDGE, SKILLS, AND ABILITIES TO PERFORM THEIR DUTIES.

OBJECTIVE 1

Provide and enhance education, training, and professional development opportunities.

OBJECTIVE 2

Provide employees with regular formal and informal feedback regarding performance.

OBJECTIVE 3

Recruit and retain competent employees.

GOAL 3.3:
THE JUDICIARY WILL PROVIDE A COMFORTABLE, SAFE, AND POSITIVE WORK ENVIRONMENT FOR ALL JUDICIAL OFFICERS AND EMPLOYEES.

OBJECTIVE 1

Assess and improve the facilities and courthouse security.

OBJECTIVE 2

Provide staff with adequate work space, resources, and equipment to perform their duties.

OBJECTIVE 3

Implement innovative practices to foster a positive work environment.

STRATEGIC ISSUE #4:

PARTNERSHIPS AND COMMUNITY
RELATIONS

In support of the administration of justice services and programs, the Judiciary of Guam has many ties to and partnerships with the community, justice and human service agencies, non-profit organizations, and other stakeholders, such as the Guam Legislature and the media. The Judiciary acknowledges the need to strengthen and redefine partnerships in a climate of constant change and challenges. In addition, there is a need to inform the public about how the courts operate, which ultimately will achieve greater support, trust and confidence.

Collaboration with Partners. The ongoing success of the Judiciary is dependent on effective collaboration with partners. For example, (1) coordination of resources needs to be improved among public and private partners (e.g., Guam Police Department, Guam Housing and Urban Renewal Authority, Guam Mass Transit Authority, Office of the Attorney General, Guam Chamber of Commerce, Guam Legal Service Corporation, etc.) that may aid in delivering services; (2) there are strained relationships with other agencies and departments that may lead to service mediocrity; and (3) improved relations are needed with the Guam Bar and our indigent population. In summary, service delivery and the effective administration of justice can be improved by collaborating more effectively with the Judiciary's many partners.

Community Relations. The court system is not well understood by the general public. Consequently, there is a lack of support, public trust and confidence. Public education and outreach activities relative to court functions, services, fees and processes occur infrequently. Moreover, the Judiciary does not consistently report on performance and achievements to the island community.

**Partnerships and Community Relations:
12-18 Month Strategic Projects - (October 2006)**

1. Collaborate with public and private partners to aid delivery of services.
2. Proclaim May as judicial education month (facilitate educational forums on the local and federal law, court programs and services such as family violence prevention, drug and alcohol prevention and education).
3. Develop partnerships to coordinate resources with judicial counterparts in the Western Pacific in the areas of training and education, best practices, networking and judicial leadership.



GOAL 4.1:

THE COURTS WILL COLLABORATE EFFECTIVELY WITH ITS JUSTICE SYSTEM PARTNERS AND STAKEHOLDERS.

OBJECTIVE 1

Share and coordinate resources with other partner agencies.

OBJECTIVE 2

Improve communication and information sharing with partners and stakeholders.

OBJECTIVE 3

Enhance relationships with partners and stakeholders.

GOAL 4.2:

INCREASE THE PUBLIC'S UNDERSTANDING AND SUPPORT FOR THE COURT SYSTEM.

OBJECTIVE 1

Educate the public and conduct outreach activities to inform the public about court functions, services, fees and processes.

OBJECTIVE 2

Educate the public and conduct outreach activities to inform the public about court functions, services, fees and processes.

GOAL 1.3:

THE JUDICIARY WILL HAVE ADEQUATE RESOURCES TO ENHANCE ACCESS AND COURT SERVICES/ PROGRAMS.

OBJECTIVE 1

Share and coordinate resources.

OBJECTIVE 2

Optimize networking.

OBJECTIVE 3

Develop and implement best practices.

OBJECTIVE 4

Demonstrate and promote leadership.

V. CONCLUSION

The Judiciary of Guam 2007-2010 Strategic Plan contains priorities, goals and objectives that the courts will work toward achieving over the next three (3) years, along with short-range strategic projects that will occur within twelve (12) to eighteen (18) months.

The development of this strategic plan took into account the governmental state of fiscal scarcity. The reality of budgetary constraints was a constant guide throughout the creation of this plan.

Progress will be monitored by the following chairpersons:

Strategic Issue #1, Access to the Courts and the Delivery of Court Services

Anthony A. Meno, Controller, Chairperson

Robert S. Cruz, Deputy Director, Superior Court, Co-Chairperson

Strategic Issue #2, Operational Efficiency and Effectiveness

Pete F. Leon Guerrero, MIS Administrator, Chairperson

Richard B. Martinez, Co-Chairperson

Strategic Issue #3, Satisfied and Skilled Workforce

Barbara Jean T. Perez, Human Resources Administrator, Chairperson

Virginia W. Yasuhiro, Acting Administrator, Client Services and Family Counseling Division, Co-Chairperson

Strategic Issue #4, Partnerships and Community Relations

Daniel J. Tydingco, Director, Policy Planning and Community Relations, Chairperson

Frank G. Leon Guerrero, Marshal of the Courts, Co-Chairperson

Each chairperson is responsible for assembling a group from within the strategic planning committee and reporting on progress on a quarterly basis throughout the 18-month period. Reports must be submitted to the Chief Justice and Administrator of the Courts, who will convene strategic planning committee meetings quarterly.

As mentioned in the beginning of this document, strategic planning is ongoing and dynamic in nature. This plan will be adjusted periodically when goals are achieved, when priorities change, and to overcome obstacles that may impede progress.

ACKNOWLEDGEMENTS

The purpose of this 2007-2010 Long-Range Strategic Plan is to set forth goals for the Judiciary of Guam for the next three (3) years. It represents the priorities and values of the Judiciary of Guam and was developed by judicial and non-judicial employees during a strategic planning session held from October 3-5, 2006.

The following officials, managers and employees contributed to this invaluable plan:

Chief Justice F. Philip Carbullido	Barbara Jean T. Perez, Administrator, Human Resources Division
Associate Justice Robert J. Torres, Jr.	Barbara B. Aguon, Senior Human Resources Management Officer
Presiding Judge Alberto C. Lamorena III	Luz C. Carlos, Human Resources Management Officer
Judge Arthur R. Barcinas	Peter F. Leon Guerrero, Administrator, Management Information Systems Division
Perry C. Taitano, Administrator of the Courts	Michael J. Duenas, Senior Systems Programmer
Daniel J. Tydingco, Director of Policy Planning and Community Relations	Frank G. Leon Guerrero, Marshal of the Courts
Virginia Yasuhiro, Acting Administrator, Client Services and Family Counseling Division	Ronnie G.Q. Castro, Deputy Marshal III
Lisa V. Baza, Senior Individual Marriage and Family Therapist	Edward A. Alvarez, Chief Probation Officer
Richard B. Martinez, Clerk of Court, Superior Court	Jay J. Perez, Senior Probation Officer and Acting Probation Officer Supervisor
Valerie D. Tenorio, Deputy Clerk Supervisor	Raymond L.G. Taimanglo, Administrator, Procurement and Facilities Management Division
Jeanette B. Roberto, Court Transcriber	Marissa C. Antonio, Assistant Procurement Administrator
Jennifer B. Conceicao, Jury Commissioner	Jeanne G. Quinata, Clerk of Court, Supreme Court
Jacqueline Zahnen Cruz, Court Programs Administrator	Andrew S. Quenga, Compiler of Laws
Antonette S. Padua, Management Officer, Court Programs Office	Norma S. Camacho, Deputy Administrator, Financial Affairs
Robert S. Cruz, Deputy Administrative Director, Superior Court	Trainer/Facilitator: Brenda J. Wagenknecht-Ivey, Ph.D., PRAXIS Consulting, Inc., Denver, Colorado
Anthony A. Meno, Controller	