



“PURSUING
EXCELLENCE”



JUDICIARY OF GUAM
2016 - 2019
STRATEGIC PLAN

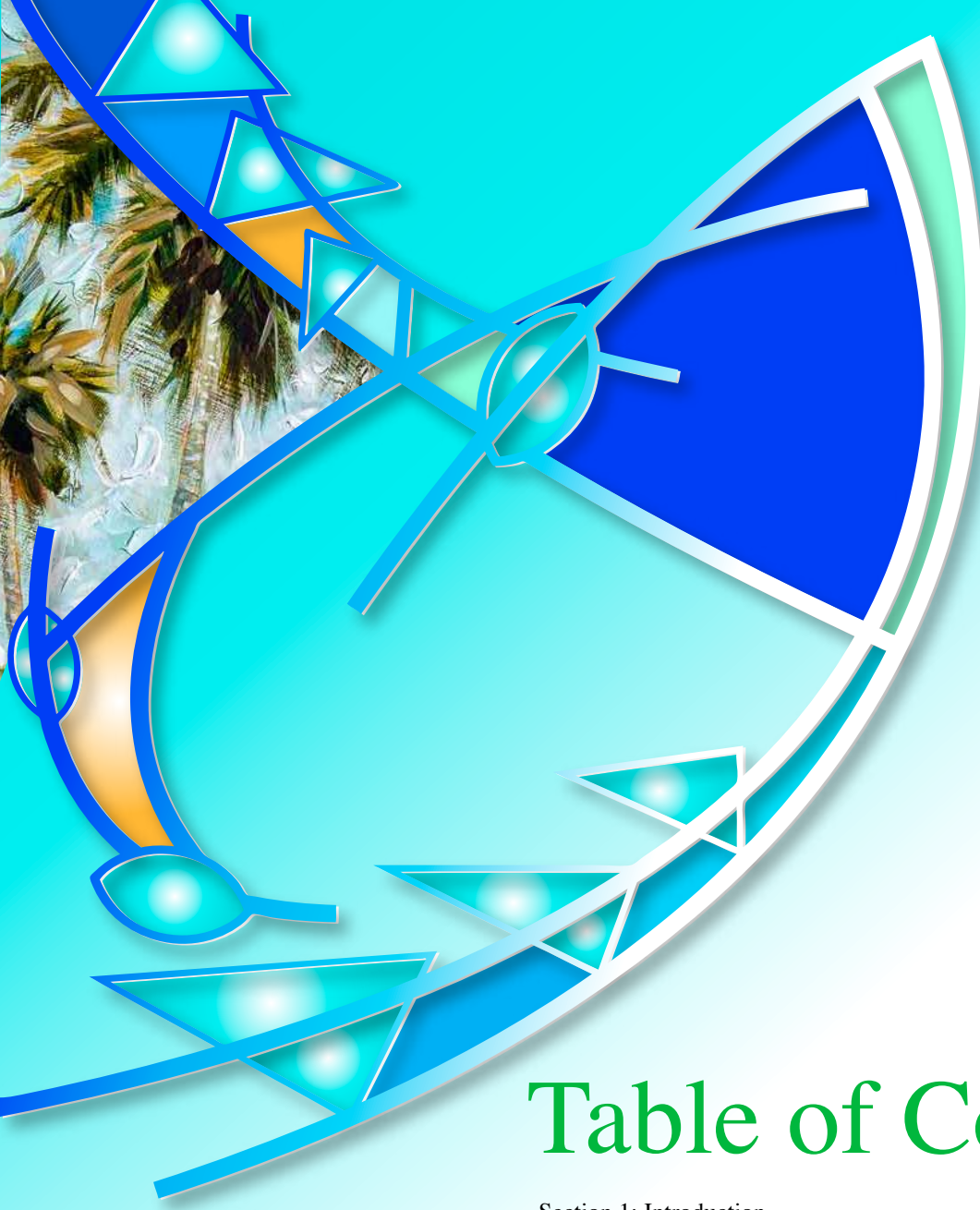


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- Our consultant, Dr. Brenda J. Wagenknecht-Ivey of PRAXIS Consulting, Inc./Center for Public Policy Studies, in developing the strategic planning methodology used to meet our needs and navigate through the strategic planning process.
- Our justices, judges, and court personnel who participated in the two-day strategic planning retreat for providing critical information and innovative ideas to develop our direction and priorities for the future.
- The Guam Bar Association, attorneys, judicial officers, court staff, and court patrons for participating in the strategic planning survey and providing feedback and recommendations to improve Judiciary programs and services.

The 2016 – 2019 Strategic Plan is truly a collaborative effort. With the support of Judiciary personnel and our community partners, we are well on our way to "pursuing excellence."



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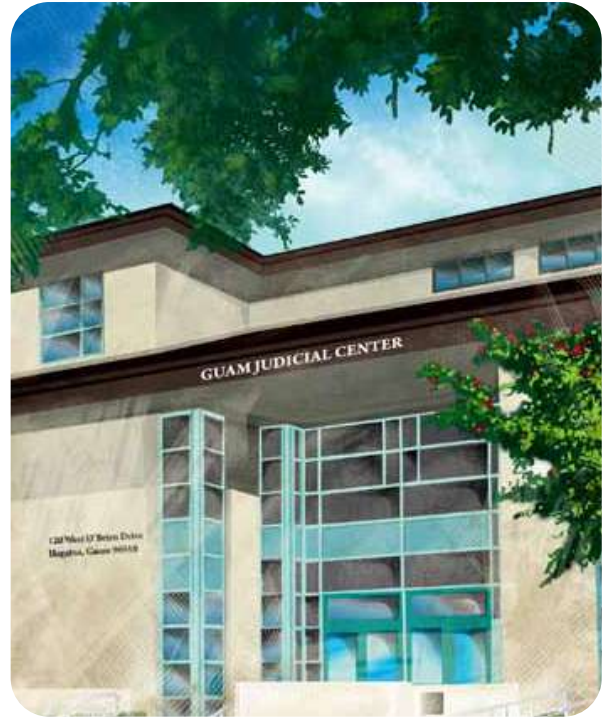
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Section 1: Introduction

The Judiciary of Guam has a long history of strategic planning and reforming the court system. In 2003 – 2004, the Judiciary consolidated duties and services of the appellate and trial courts. As a unified judicial system, the vision of leadership was to build an independent, proactive, and responsive third branch of government. To that end, the Judiciary developed its first long-range Strategic Plan in 2006: *Justice with a Vision—Strategic Plan of the Judiciary of Guam (2007 – 2010)*. In 2011, the Judiciary updated its Strategic Plan and identified new strategic initiatives: *Our Way Forward—Judiciary of Guam Strategic Plan (2012 – 2015)*. The Judiciary has made many changes and improvements consistent with its vision and strategic priorities over the years. They include:

1. Adding nearly 100 parking spaces for court patrons;
2. Creating a Court Interpreter Registry Program;
3. Adopting and implementing trial court and appellate time standards;
4. Opening a Judicial Services Center (i.e., information booth);
5. Using technology such as video-conferencing for arraignments and electronic court calendars, and developing the ability to do business online (e.g., e-file, e-pay, and juror registration);
6. Establishing a Veterans Treatment Court;
7. Revising rules and standard operating procedures;
8. Implementing a Talent Management Program.
9. Hiring a Judicial Educator.



In late 2015, the Judiciary again updated its long-range Strategic Plan to reflect changes that have occurred, to take into account the judicial environment, and to address needs of the Judiciary. Facilitated again by Dr. Brenda J. Wagenknecht-Ivey of PRAXIS Consulting, Inc./Center for Public Policy Studies, the strategic planning process was inclusive and collaborative. The process consisted of: (1) a survey of external partners/stakeholders, judicial officers, and employees; (2) several strategic planning sessions with a Judiciary Strategic Planning Team; and (3) a criminal justice system-wide strategic planning process with the Office of the Attorney General and the Public Defender Service Corporation (including the Alternate Public Defender).

The Judiciary's revised future direction and priorities is presented in this document: *Pursuing Excellence: Judiciary of Guam Strategic Plan (2016 – 2019)*. The revised Strategic Plan includes the following:

- [Section 2: Mission, Vision, and Core Values](#)
- [Section 3: Summary of Trends and Implications](#)
- [Section 4: Summary of 2015 Strategic Planning Survey](#)
- [Section 5: Strategic Focus Areas, Goals, and Objectives](#)

The Judiciary's strategic projects addressing each of the strategic focus areas are presented in a separate companion document, *Strategic Projects: A Companion to the 2016 – 2019 Strategic Plan* ("Strategic Projects").



Section 2: Mission, Vision, and Core Values

Mission of the Judiciary of Guam

The Judiciary administers justice by interpreting and upholding the laws, resolving disputes in a timely manner, and providing accessible, efficient, and effective court services.

Vision of the Future

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.

Core Values

Professionalism
Integrity
Excellence

Section 3: Summary of Trends and Implications

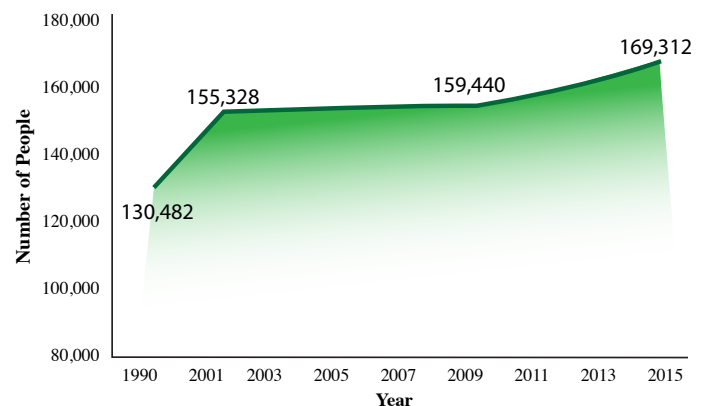
The Judiciary's Strategic Planning Team reviewed a variety of external and internal trends during the planning sessions. External trends included social/demographic, economic, policy/political, technological, and justice system trends. Additionally, numerous internal trends were analyzed, including caseload, workload, fiscal, and staffing trends. Selected trends are discussed below, and the long-term implications of such trends are presented at the end of this section.

External Trends

Social/Demographic Trends

- Guam's civilian population is increasing in the central and northern villages, with greater growth expected as the military build-up occurs.
- Guam's population is racially and ethnically diverse; its fastest growing groups are Carolinian, Yapese, Chuukese, and Pohnpeian.
- Guam's population is considerably younger than the U.S. population. In 2013, Guam's median age was 29.9 years (compared to 37.6 years for the U.S.). Life expectancy in Guam was 76 years of age in 2013 (compared to 77 years of age for the U.S.).
- Many households are comprised of multiple generations.
- Service demands are increasing (e.g., informed consumers demand better and faster services).
- Changes in conventional work environment are occurring (e.g., working remotely and workplace flexibility).
- There is a proliferation of the use of the Internet and other social media as a way to maintain connections, communicate, and do business.
- Awareness of environmental issues and a push for "going green" have increased.

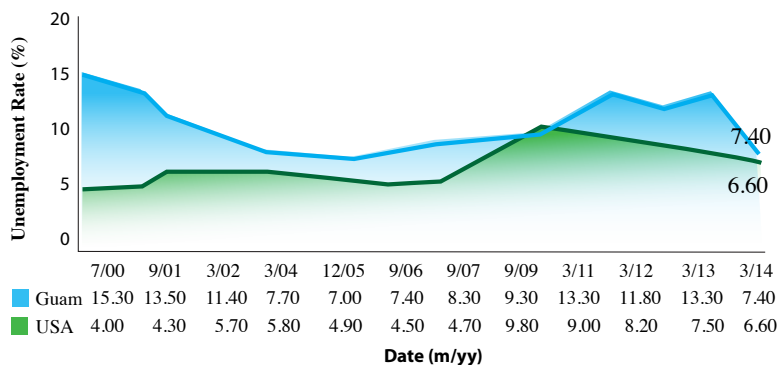
Civilian Population on Guam



Population is as of January 1 of each year.
Source: www.Countrymetrics.onfo/en/Guam.

Economic Trends

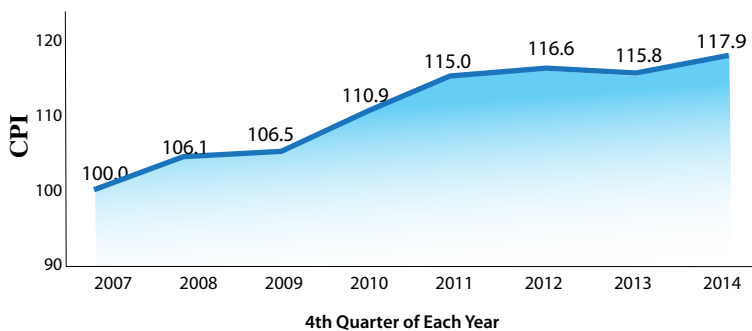
Unemployment Rates of Guam and U.S.



U.S. Department of Labor, Bureau of Labor Statistics and Bureau of Labor Statistics, Department of Labor, Government of Guam.

- Guam’s unemployment rate over the past 15 years has been considerably higher than the U.S.’s unemployment rate with one exception—in 2009. As of March 2014, the unemployment rates for Guam and the U.S. were 7.4% and 6.6%, respectively.
- The cost of living in Guam has risen nearly 18% between the fourth quarters of 2007 and 2014.
- Housing costs in Guam are increasing.

Consumer Price Index (CPI)¹ on Guam



¹ The CPI is a measure of the average change in prices over time of goods and services purchased by households. The base period for Guam is the Fourth Quarter of 2007 = 100. Items include: Food, Housing, Apparel/Upkeep, Transportation, Medical Care, Recreation, Education and Communication, Other Goods/Services.
Source: Bureau of Statistics and Plans, Government of Guam, 2007 – 2014.

Policy/Political Trends

- Ongoing debate persists over controversial issues such as same-sex marriage, medical marijuana, immigration, and health care reform.
- Tight budgets are due to a large debt service.
- There is continued scrutiny on how public tax dollars are spent.
- There is an increasing focus on human and sex trafficking.
- There is a growing need/pressure to expand services to northern communities in Guam.
- More legislation is being passed for specific crimes and unfunded mandates.
- Awareness of healthy lifestyle choices is increasing.

Technological Trends

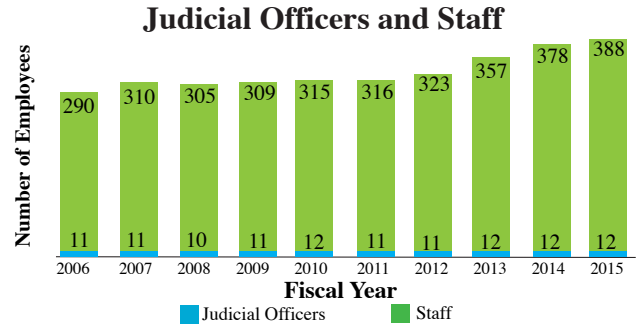
- The wireless revolution and rapidly developing telecommunications/information technology continues.
- Increasingly, people are unable or unwilling to unplug, tune out, or turn off.
- There is an increasing divide between the digital natives (the youngest generation) and everyone else.
- The gap continues to grow between those who do and do not have access to new technologies.
- The expectation/demand for 24/7 access and services continues to increase.
- Distance learning opportunities continue to increase.
- There is a continuing need for system integration, networking, and data sharing.
- There is an increasing threat of cyber-attacks and identity theft.

Justice System Trends

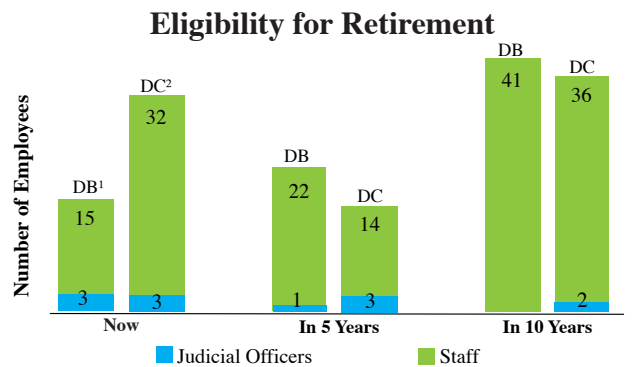
- The composition of court users continues to change (e.g., more non-English speaking users and self-represented litigants).
- Caseloads and workloads continue to increase/change.
- A declining/tighter budget continues.
- There is an increasing number of litigants with mental health and/or addiction issues.
- Courts are increasingly using alternative dispute resolution (ADR).
- There is an increasing need/demand for technology to enhance access and enable doing business remotely/electronically.
- The workforce continues to age, especially among administrators/managers, and there is a need for competent successors.
- Court infrastructure continues to decline (e.g., facilities, technology, equipment, and security).
- There is an increasing use of paperless systems/digital records.
- There is an increasing use of evidence-based programs and practices (e.g., risk and needs assessment and prescreen tools) to achieve more effective client outcomes.
- Collaboration among justice system partners to address system-wide issues is growing.
- There continues to be public scrutiny and criticism of the judicial branch.

Internal Trends

Employee Trends



- In 2015, the Judiciary had 12 full-time judicial officers including 3 Justices, 7 Judges, 1 Magistrate Judge, and 1 Referee.
- In 2015, the Judiciary was comprised of 400 court employees, which is a 33% increase from 2006.
- In 2015, the Judiciary employed 34 military reservists, which constituted 8.5% of the Judiciary’s workforce.
- As a result of consistent funding, the Judiciary was able to fill 400 budgeted positions, and it was able to operate at 99%.

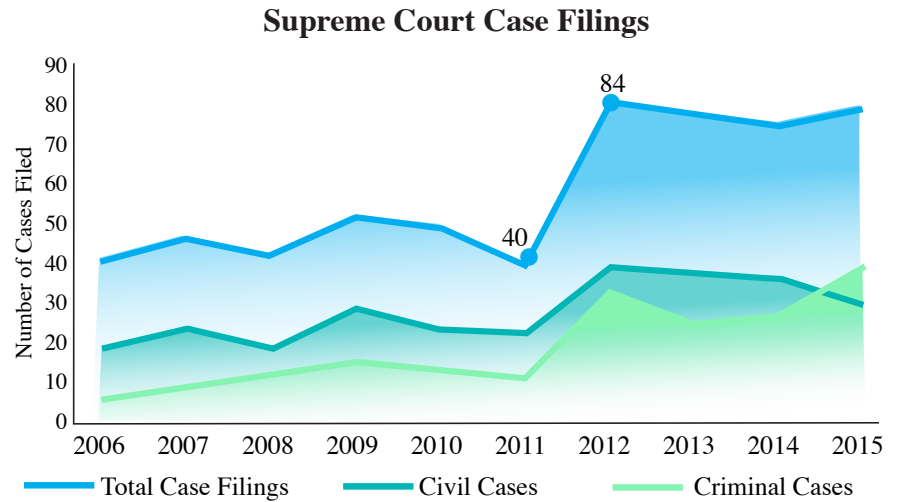


¹DB Plan retirement eligibility is based on total years of service.
²DC Plan retirement eligibility is based on age.

- Six judicial officers are eligible to retire now and four additional judicial officers will be eligible to retire in the next five years.
- Forty-seven staff (12.4%) are eligible to retire now and thirty-six additional staff will be eligible to retire in the next five years.

Supreme Court Caseload Trends

- The number of case filings remained steady from 2006 to 2011.
- The average number of cases filed between 2012 and 2015 (81.5) increased 78% from the average between 2006 and 2011 (45.7).
- The average number of civil cases filed between 2012 and 2015 (36.5) was a 64% increase from the average between 2006 and 2011 (22.2). The average number of criminal cases filed between 2012 and 2015 (31) was a threefold increase from the average between 2006 and 2011 (9.5).



Supreme Court Case Filings

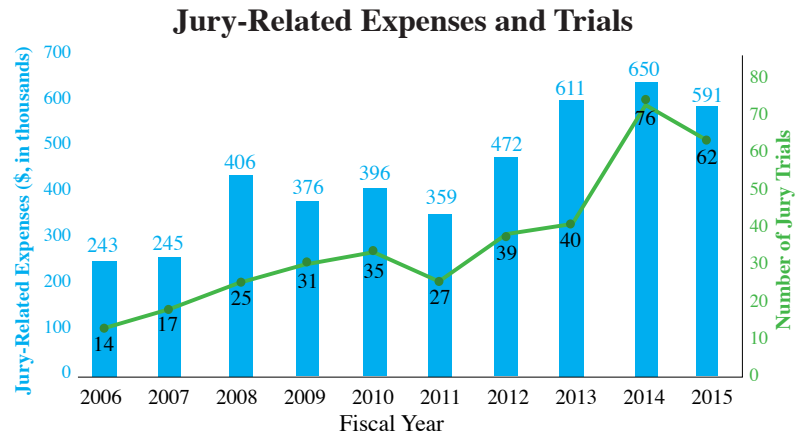
Case Type	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Appellate Procedure	0	1	0	0	0	0	0	0	0	0
Attorney Discipline	3	1	4	4	6	2	4	6	6	8
Certified Question	1	1	0	1	2	0	0	0	2	1
Civil Case	18	23	18	29	23	22	40	39	37	30
Criminal Case	4	8	11	14	11	9	33	24	27	40
Pro Hac Vice	0	0	5	0	0	0	0	0	2	1
Promulgation Order	7	4	3	1	4	4	0	3	2	1
Writ of Habeas Corpus	0	0	0	2	0	0	1	0	0	0
Writ of Mandamus	4	7	2	2	3	3	2	5	2	2
Writ of Prohibition	4	2	0	0	1	0	4	4	0	0
Total	41	47	43	53	50	40	84	81	78	83

Number of Opinions Issued

Case Type	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Civil	11	13	19	12	11	19	17	23	23	23
Criminal	6	6	6	10	8	9	8	7	11	17
Certified Question	2	1	0	0	0	0	0	0	2	0
Writ	3	3	2	0	1	2	2	1	0	0
Total	22	23	27	22	20	30	27	31	36	40

Jury Statistics Trends

- The number of jury trials either increased or decreased by an average of 9% between 2006 and 2015.
- Through jury reform efforts, the Judiciary has become more efficient, resulting in a decrease in jury-related expenses per trial.

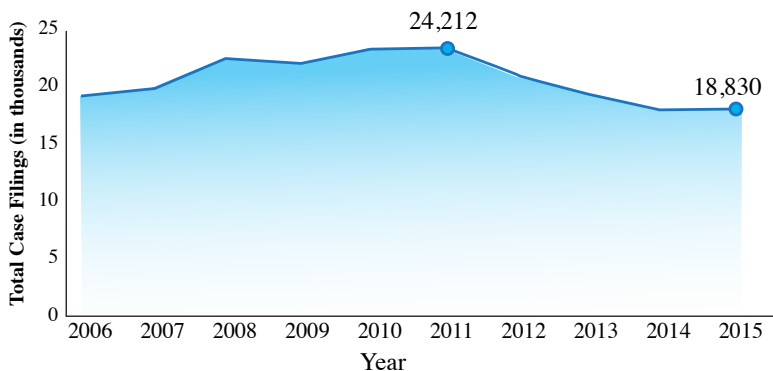


Superior Court Caseload Trends

Superior Court Case Filings

Case Type	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Adoption	66	59	67	57	43	28	48	43	52	40
Child Support	575	607	476	438	499	482	369	312	288	170
Civil	1,529	1,569	1,553	1,897	2,064	1,984	1,442	1,608	1,181	1,182
Criminal (Felony)	564	618	618	671	762	727	735	710	696	797
Criminal (Misdemeanor)	1,044	1,084	1,194	1,346	1,273	1,300	1,207	1,083	1,156	996
Domestic (Divorce)	927	881	868	868	849	878	869	720	739	657
Juvenile Delinquency	264	362	405	276	235	316	458	221	217	193
Juvenile Special Proceedings	979	983	944	828	895	781	773	705	705	609
Juvenile Drug Court	214	169	151	141	84	131	217	176	146	233
Land Registration	4	1	3	5	6	2	1	7	5	5
Probate	157	172	215	182	176	154	190	168	169	208
Special Proceedings	199	228	247	264	260	216	202	197	185	187
Small Claims	3,539	2,443	2,214	2,154	1,869	2,122	1,643	1,932	2,015	1,580
Foreign Orders	3	2	0	1	6	3	1	0	1	4
Protective Orders	61	83	81	93	83	125	137	167	131	117
Restitution & Fines	n/a	n/a	n/a	n/a	72	42	32	40	67	65
Traffic Citations	9,814	11,472	14,191	13,605	14,875	14,921	13,441	11,867	10,983	11,787
Total Case Filings	19,939	20,733	23,227	22,826	24,051	24,212	21,765	19,956	18,736	18,830
Percent change relative to previous year (%)	-	3.98	12.03	-1.73	5.37	0.67	-10.11	-8.31	-6.11	0.50

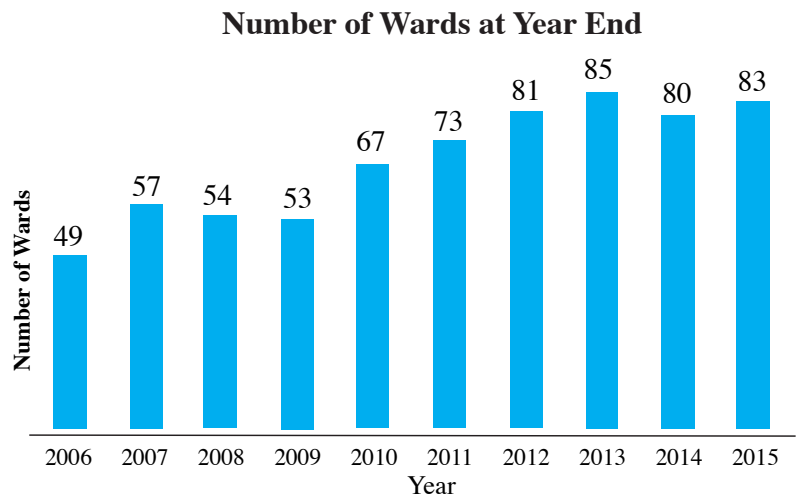
Superior Court Case Filings



- Superior Court case filings steadily increased between 2006 and 2011. Case filings gradually decreased from 2011 to 2015.

Office of the Public Guardian Trends

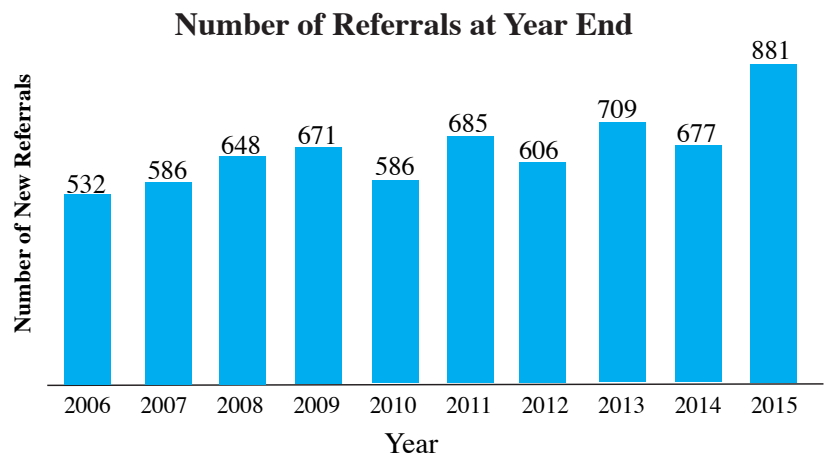
- The average number of wards from 2010 - 2015 was 78.2, which was an increase from 53.4 wards between 2006 and 2009. The increase may be attributed to a growing community awareness and/or community support.



¹The number of wards at year end represents both new and existing cases from the previous year.

Client Services and Family Counseling Trends

- The number of new referrals has steadily increased from 2006 to 2015.
- From 2014 to 2015, the referrals increased by 204, which may be attributed to the fact that more clients timely reported for services.



Language Access Trends

	2013	2014	2015
Expenses (\$)¹	\$70,335.75	\$99,503.00	\$124,978.00
Number of Registered Interpreters²	38	53	67

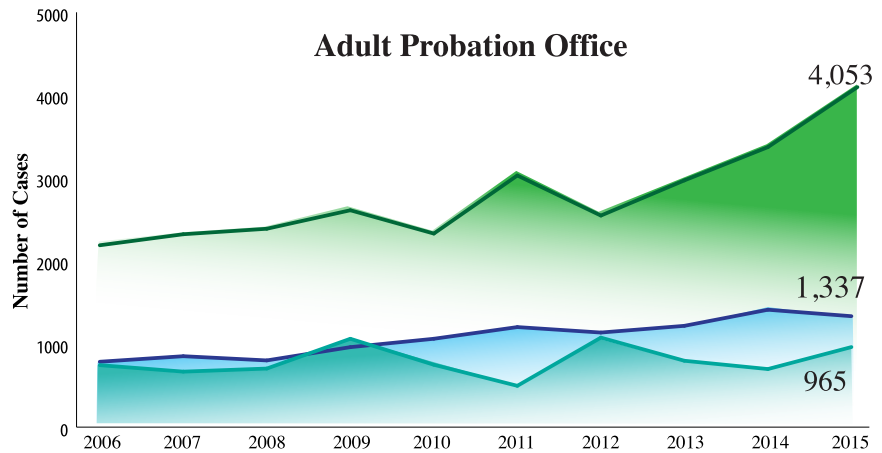
¹Total expenses reported by Fiscal Year.

²Total number of registered interpreters at the end of the year.

- The Court Interpreter Registry Program (CIRP) was approved by the Supreme Court in November 2012. In 2013, the CIRP's qualifications, rules, and a standardized basic training program were developed and implemented, resulting in 38 registered interpreters representing 12 languages by the end of the year.
- Prior to implementation of the CIRP, the Judiciary did not have an official interpreter program.
- As of 2015, there were 67 registered interpreters providing interpreter services in 18 languages. Examples of interpreter services include: attorney-client meetings, probation processing, courtroom proceedings, marshal processing, and client services.

Probation Trends

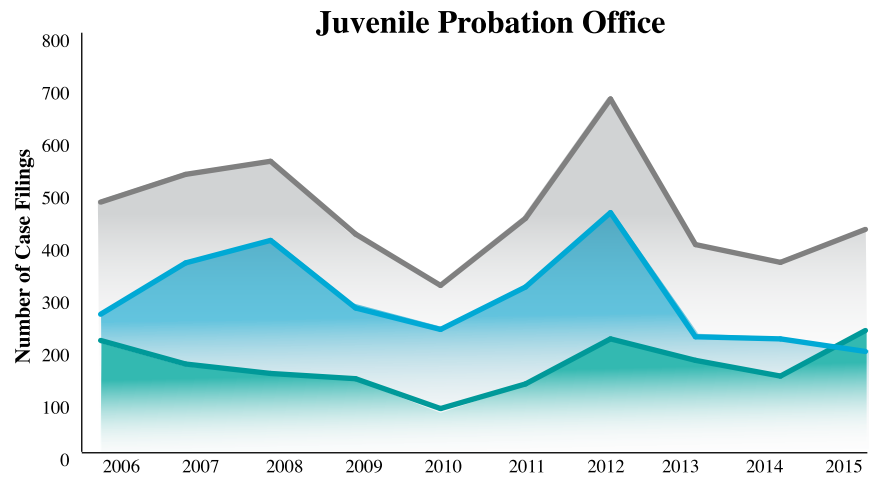
- The Adult Probation Office has observed a steady increase of new case referrals from 2006 to 2015. Efforts are underway to reform the adult probation system on Guam to improve client outcomes, reduce recidivism, and increase community safety.



	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Active Cases	2,192	2,325	2,391	2,614	2,333	3,033	2,550	2,974	3,375	4,053
Closed Cases	747	669	706	1,065	752	498	1,079	800	700	965
New Referrals	788	855	804	964	1,065	1,206	1,140	1,221	1,415	1,337

The number of cases in the Adult Probation Office each year does not include cases from therapeutic courts (i.e., Mental Health Court, Veterans Treatment Court, and Adult Drug Court) and the Adult Drug Unit.

- The total number of juvenile cases has increased and decreased between 2006 and 2015. In 2015, 233 Juvenile Drug Court cases were filed – the most the Juvenile Probation Office received in the past 10 years.
- In 2012, the Judiciary placed School Resource Officers from the Juvenile Probation Office in five public high schools to provide law-related education, informal mentoring/counseling, and a law-enforcement presence on campus.



	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Juvenile Delinquency (JD) Cases	264	362	405	276	235	316	458	221	217	193
Juvenile Drug Court (JDC) Cases	214	169	151	141	84	131	217	176	146	233
Total	478	531	556	417	319	447	675	397	363	426

Implications of Trends on the Judiciary

After analyzing the above external and internal trends, members of the Strategic Planning Team identified the following long-term implications for the Judiciary:

Changing needs and expectations of court patrons.

Court users will continue to be more diverse and have growing and changing needs. In the future, the Judiciary expects more court users to be non-English speaking, self-represented, culturally diverse, less educated, and have greater treatment needs. The Judiciary must continue to adapt its services to meet the changing and growing needs of court users.

Additionally, court users expect to be able to do business with the Court 24/7 and complete some court business remotely (e.g., complete forms, file cases, pay fines and fees, and attend hearings). The Judiciary must continue to implement new technologies to enhance access and services to its people.

Finally, court users expect timely services and timely resolution of legal matters. The Judiciary must eliminate unnecessary delay, use effective case management practices, start court hearings on time, and ensure timely responses and services.

Growing need for treatment and community-based services.

There is a growing need for mental health, domestic and family violence, drug and alcohol, and other treatment services in Guam. Currently, there are not enough services to meet demand. The Judiciary, working with community and justice system partners, must find innovative ways to fund and support new court and community-based treatment services.

Changing case/workloads and greater case complexity.

The types and complexity of cases are changing. The Judiciary must be able to assess and respond quickly to changing case and workload demands to ensure fair and timely resolution.

Implementing innovative programs and practices.

The Judiciary must continue to explore and implement effective programs and practices. It must use evidence-based and other innovative practices (e.g., risk and needs assessment, pre-trial services, re-entry programs, juvenile justice reform) to improve client outcomes and help reduce recidivism. It also must continue to pursue innovative court supervised (e.g., mental health court and adjudication options) and community-based services that yield positive results. Finally, it must seek other proven practices to enhance court performance in areas such as juror utilization and therapeutic courts.

Emerging technology.

The Judiciary must keep pace with existing and emerging technologies. It must look for applications that will enhance services and internal efficiencies. The Judiciary also must provide judicial officers and staff with the tools—case management systems, computers, tablets, smart phones, printers, etc.—they need to perform their jobs well. Using technology to deliver high quality, efficient services is a high priority. Improving data collection and data integrity also are important. Improved data will help improve program effectiveness and assist in decision-making.

Improving facilities.

The Judiciary needs adequate, modern, accessible, safe, and secure facilities to provide justice services. Facilities need to be expanded in response to growing population centers. Additional courtrooms, improvements to holding cells, better use of public and employee space, and security enhancements are needed.

Developing workforce.

Judicial officers and court staff need to be increasingly diverse to reflect and better respond to the diversity in the community. Additionally, the Judiciary must ensure judicial officers and staff have the requisite skills and knowledge to perform their work well. Judicial officers and staff need to understand effective caseload management practices, how to use technology, and the benefits and uses of evidence-based practices.

The Judiciary needs to recruit, hire, and retain a skilled workforce. Career advancement opportunities, training and development opportunities, employee recognition, fair and adequate compensation, and the like are needed.

The Judiciary must continue to prepare the next generation of leaders as management employees, judicial officers, and staff will soon be eligible to retire. Recognizing the potential loss of institutional knowledge, the Judiciary must continue to expand and strengthen its succession plan and talent management program.

Managing and increasing funding.

The Judiciary is committed to using its fiscal resources responsibly. It must continue to seek efficiencies and reduce/maintain costs where possible. However, additional funding is needed to meet increasing expectations and service needs. The Judiciary must continue to advocate for increased funding and pursue grants and other supplemental funding to support needed services and programs and strengthen the Judiciary's infrastructure.

Section 4:

Summary of 2015 Strategic Planning Survey

The results of the 2015 Strategic Planning Survey are presented below. At the end of this section is a summary of overall strengths and weaknesses of the Judiciary according to members of the Judiciary's Strategic Planning Team.

2015 Strategic Planning Survey

Overview

The Judiciary's strategic planning process included surveying external partners, stakeholders, court users, judicial officers, and staff to gather input for use in updating the Judiciary's Strategic Plan. Similar to the surveys conducted in 2011, the information gathered through the 2015 surveys was used by the Judiciary's Strategic Planning Team to help shape the future direction, goals, and priorities of the Judiciary.

With one exception, the surveys were administered in the end of May and the beginning of June 2015 by Judiciary staff. A separate attorney survey was administered in early January 2016 by Dr. Brenda J. Wagenknecht-Ivey of PRAXIS Consulting, Inc./Center for Public Policy Studies. Attorneys were surveyed in early 2016 to increase the number of private attorney responses ensuring their voice was sufficiently included in the Judiciary's revised Strategic Plan. Respondent counts and demographics for all surveys are provided below.

TABLE 1

Respondents to Judiciary's Survey

	Total (n=)	2015 Response Rate
External Partners/Stakeholders ¹	85	33%
Judicial Officers/Court Staff ²	284	74% ²
Office of the Attorney General Staff ³	41	n/a
PDSC/APD Staff ³	17	n/a
Unidentified (did not answer demographic question)	42	16%
Court Users/Litigants	331	n/a
Additional (Private) Attorneys (2016) ³	108	49%
TOTAL - Respondents	908	n/a

PDSC - Public Defender Service Corporation
APD - Alternate Public Defender

TABLE 2

External Partners Included

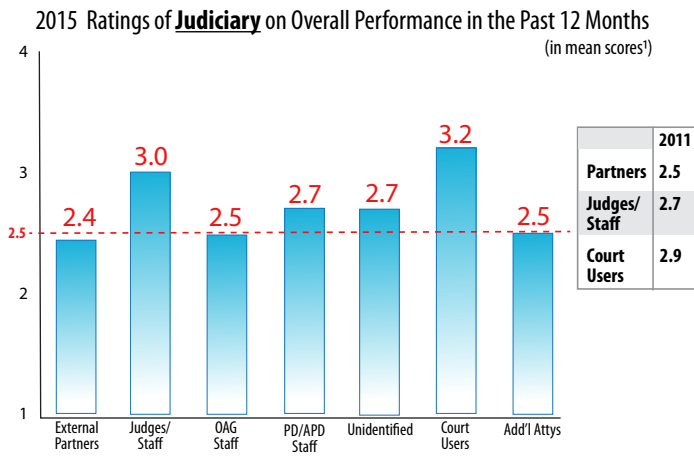
	Total (n=)	Proportion of External Partner Responses
Law Enforcement	33	39%
Service and Treatment Providers	35	41%
Other Non-Profit/Advocacy Groups	11	13%
Attorneys (NOTE: See Table 1 for the complete count of Attorneys from the 2015 and 2016 surveys) ³	4 ³	5% ³
Other	2	2%
TOTAL - External Partners	85	100%

¹ See Table 2 for a breakdown of external stakeholder respondents.

² The Judiciary's response rate was 68% in 2011 (n=254).

³ Public/government attorneys and private attorneys completed the survey as shown in the above Tables. Comparisons between 2011 and 2015/2016 are as follows. In 2011, a total of 122 attorneys completed the survey of which 76 were private attorneys and 46 were public/government attorneys. In 2015/2016, a total of 162 attorneys completed the surveys. 91 indicated that they were private attorneys, 61 were public/government attorneys, and 10 did not specify.

Overall Performance of the Judiciary Over the Past 12 Months



This graph shows the overall performance ratings of the Judiciary over the past 12 months by each of the survey groups.

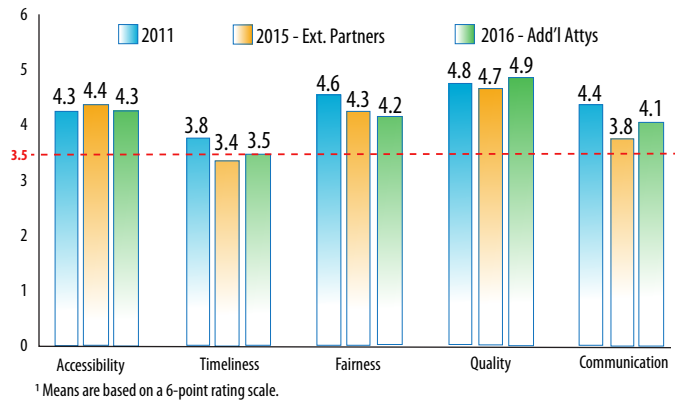
Findings:

- The average ratings of all groups are above the midpoint of the rating scale with one exception: external partners.
- Judges, staff, and court users rated the Judiciary's overall performance significantly higher than the other survey groups.
- All external survey groups rated the Judiciary's overall performance between fair to good.

¹ Means are based on a 4-point rating scale where: 4=Excellent; 3=Good; 2=Fair; 1=Poor.

Ratings on Key Performance Categories

2011 vs. 2015 Comparison of Judiciary Ratings by **External Partners** (in mean scores¹)



The second graph compares ratings of the Judiciary on key performance categories (e.g., accessibility, timeliness, fairness, quality, communication) in 2011 and 2015.

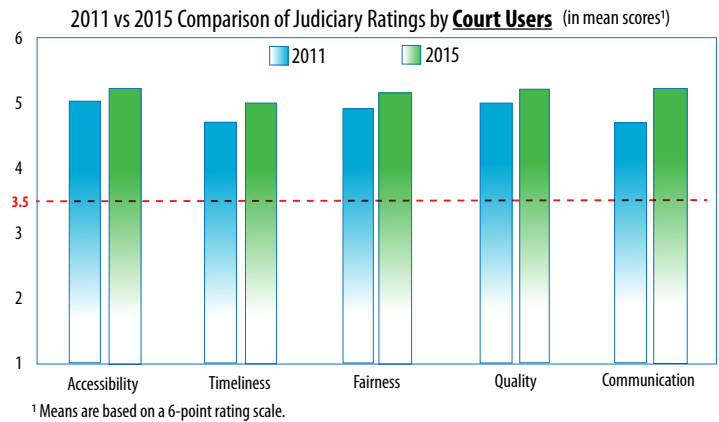
Findings:

- With one exception, all of the average ratings of external partners in 2015 are above the midpoint of the rating scale indicating more favorable/positive ratings on each category.
- There are only slight differences in the ratings of external partners and attorneys on Accessibility and Quality between 2011 and 2015.
- The biggest differences in ratings between 2011 and 2015 are on Fairness and Communication.
- Timeliness was rated the lowest rated performance category by external partners and attorneys in both 2011 and 2015.

Average Ratings of the Judiciary by Court Users in 2011 and 2015.

Findings:

- Court users rated the Judiciary the highest on all court performance categories in 2011 and 2015. All ratings are above the midpoint of the rating scale.
- Court users rated the Judiciary as “good” on all performance categories.



Comparison Ratings by Judges and Court Staff

Findings:

- Judges and court staff rated the Judiciary higher on Accessibility, Timeliness, Strength of the Workplace in 2015.
- Lower ratings were given on Fairness and Communication in 2015.

Additional Findings (not shown in graphs)

Accessibility:

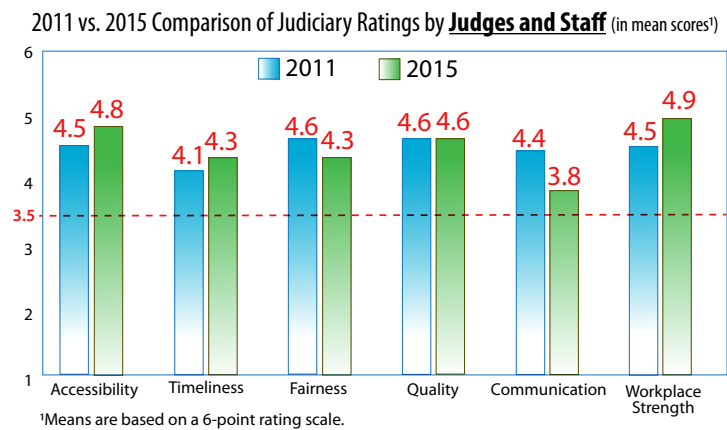
- “The court is accessible to persons with disabilities” was the highest rated access question by external partners/attorneys. The lowest rated access question was: “The courts do a good job of providing assistance to people who are self-represented.”

Timeliness:

- The highest rated question by external partners/attorneys was: “When at the courthouse, I am able to complete my court business in a reasonable amount of time.” The lowest rated question was: “Court hearings usually start at the time they are scheduled to begin.”

Fairness:

- The highest rated question by external partners/attorneys was: “Judicial officers treat me/court users with respect.” The lowest rated question was: “Court users understand what they need to do when they leave the courtroom/courthouse.”



Greatest Strengths of the Judiciary

2015 - Greatest Strengths of the Judiciary¹

(Rank order by most frequently mentioned)

	External Partners (n=85)	Judges/ Staff (n=284)	OAG Staff (n=119)	PDSC/APD Staff (n=67)	Add'l Attys (n=108)
Customer Service/Pro Se Assistance	1	2			3
Facilities, Security, Location	1		1	2	
Judges and Staff	3		2	1	1
Access			3	3	
Divisions/Programs				3	
Work Environment/Morale		1			
Leadership/Mgmt/Cont. Improvement		3			
Case Mgmt./Timeliness/Handling High Volume of Cases					2

¹This was a multiple response, open-ended question; respondents were asked to type in up to 3 greatest strengths.

The next graph shows the three most frequently mentioned strengths of the Judiciary by each of the respondent groups.

Findings:

- There is considerable agreement among external partner respondents (including OAG staff, PDSC/APD staff, and additional attorneys) of the Judiciary's greatest strengths: Judges and Staff and Facilities.
- Other strengths mentioned included: Customer Service, Access, specific divisions and programs, and timeliness has improved/handling of high volume of cases.

Most Wanted Changes/Improvements from the Judiciary in the Next 2 Years

2015 - Most Wanted Changes and Improvements from the Judiciary in the Next 2 Years¹

(Rank order by most frequently mentioned)

	External Partners (n=85)	Judges/ Staff (n=284)	OAG Staff (n=119)	PDSC/APD Staff (n=67)	Court Users (n=331)	Add'l Attys (n=108)
Scheduling; Mgmt of Hearings/Cases; Timeliness	1		3	2		1
Facilities/Parking/Security/Work Space	2	1	2	3	1	
Efficient Operations/Processes; Staffing Levels	3	2	1			
Better Technology, Equipment, Resources		3				2
Work Environment/Morale		4				
Improve/Expand Programs				1		
Customer Service/Access				3	3	3
** Keep up the good work!					2	
Juror Improvements					3	

¹This was a multiple response, open-ended question, respondents were asked to type in the top 2 changes / improvements wanted.

Findings:

- Most of the respondent groups identified improvements to facilities, parking, security, and work space as a high priority in the next two years. Examples included: more sitting areas; cleaner bathrooms; separate areas for victims and witnesses; improve security screening; need more parking; improve holding cells; provide adequate work space.
- Better scheduling and management of hearings and cases (increased timeliness) also were mentioned by most respondent groups as high priorities in the future. Specific items mentioned included: there are too many adjournments; reduce wait times for hearings; provide better notice of hearings and changes (e.g., email); better calendaring is needed; timely hearings and orders; more timely resolution; more consistency.
- Efficient operations and adequate staffing levels along with better customer service and access also were identified as areas for changes/improvements in the next two years. Specific examples included: dedicated juvenile judge; sufficient staffing levels; competent staff; improve communication between judge teams; more accurate documents; more efficient processes (jury selection, storage of evidence); return phone calls; increase access to information; improve ADA accessibility; increase professional attire; more interpreters; excessive fees/costs.

Strength of the Workplace Questions – Judiciary Employees Only¹

(excludes external partners, attorneys, court users, and judges)

Findings:

- Judiciary employees rated the strength of the workplace higher in 2015 than in 2011. Significant improvements were reported in this set of key questions over the past 4 years.
- The job satisfaction rating of Judiciary employees also was rated highly in 2015. A 5.4 rating (on a 6-point rating scale) is a very high average rating on this important workplace measure.
- Highest Rated Strength of the Workplace Questions: The two highest rated questions were: “I know what is expected of me at work” and “My supervisor, or someone at work, seems to care about me as a person.”
- Lowest Rated Strength of the Workplace Questions: The two lowest rated questions were: “I have what I need (e.g., materials, equipment) to do my work right or well” and “In the last month, I have received recognition or praise for doing good work.”

	2011	2015
Strength of the Workplace – Average Rating of Judiciary Employees	4.5	4.9
Job Satisfaction – Average score of Judiciary Employees		5.4

NOTE: Based on a 6-point rating scale. 3.5 is the midpoint of the scale.

¹ This set of questions measure the strength of the workplace and elements of employee engagement, the core elements needed to attract, focus, and retain the most talented employees. Each question is positively correlated to important business outcomes (e.g., customer satisfaction, employee retention, and productivity), according to longitudinal research conducted by the Gallup Organization and published in “First Break All the Rules: What the World’s Greatest Managers Do Differently” (1999). Thus, high average ratings are desired for this set of questions.

Biggest Challenges/Emerging Issues Facing the Criminal Justice System in the Next 2 Years

This table shows the biggest challenges and/or emerging issues facing Guam’s criminal justice system in the next two years. The table shows the most frequently mentioned issues in rank order for each respondent group.

Findings:

- Increasing levels of crime was rated as a significant challenge for the criminal justice system by all respondent groups.
- Additional challenges include the time it takes to resolve legal matters, increasing need for treatment services, conditions at DOC, the need for efficient operations, and increasing need for legal assistance and other services.

Biggest Challenges/Emerging Issues Facing the CJS in the Next 2 Years¹ (Rank order by most frequently selected from a list)

	External Partners (n=85)	Judges/ Staff (n=284)	OAG Staff (n=119)	PDSC/APD Staff (n=67)	Add'l Attys (n=108)
Increasing crime levels	1	1	1	1	3
Time it takes to resolve legal matters/cases	2		2		2
Increasing need for treatment services	3			3	5
Maintaining public trust and confidence in the Court/justice system	4	3			
Conditions at DOC	5	2		4	
Efficient internal operations: policies/procedures, training, retirements, work processes		4	2	5	
Expansion of resources/declining or stagnating budgets		5	4		
Increasing need/demand for legal assistance & services			5	2	1
Use of technology					4

¹ This was a multiple response question; respondents were asked to select their top 3 choices from a list provided in the survey.

Most Wanted Changes/Improvements to the Criminal Justice System in the Next 2 Years

Findings:

- Improving/adding new treatment services and programs was the most wanted enhancement to the criminal justice system. Specific examples included: mental health; sex offender; drug/alcohol; inpatient and outpatient services; rehabilitation; and family violence.
- Additional most wanted enhancements included: better use of technology and integrated systems; implementing model and alternative practices; increasing legal and court services; and improving timely resolution, scheduling, and procedures.

Most Wanted Enhancements to the CJS in the Next 2 Years¹ (Rank order by most frequently mentioned)

	External Partners (n=85)	Judges/ Staff (n=284)	OAG Staff (n=119)	PDSC/APD Staff (n=67)	Add'l Attys (n=108)
Improve/Add New Treatment Services and Programs	1	2	2	1	1
Implement Model/Alternative Practices	2	5		1	4
Enhance Use of Tech/Integrated Systems	3	1	1		3
Strengthen Law Enforcement, Probation, Supervision	3	4			
Increase Legal Services/Court Services	3		3	3	
Increase CJS Resources/Infrastructure			4		5
Timely Resolution/Improved Scheduling/ Efficient Procedures			5	3	2
Provide More Services/Prevention		5			5

¹ This was a multiple response, open-ended question; respondents were asked to type in their top 2 enhancements.

Summary of Strengths and Areas for Improvement

After reviewing the survey results, the Strategic Planning Team summarized the Judiciary’s strengths and areas for further improvement. Survey respondents indicated the following:

Strengths

- Positive public perception and quality customer service
- Improved access to the Court—e.g., court interpreters/language assistance, parking for patrons, pro se resources, services at Northern Court Satellite, e-pay, and e-file
- Well-maintained facilities
- Safety and security
- High job satisfaction, morale, and dedication of employees
- Fairness
- Use of technology—e.g., CMS, e-pay, e-file, and pro se forms
- Commitment to continuous improvement
- Implementation of innovative practices and programs; consultation with subject matter experts
- Commitment to use data to inform decision-making and evaluate programs
- Financial flexibility
- Proactive administration—e.g., approachable and responsive to employees
- Willingness to assist/collaborate with other partners

Areas for Improvement

- Timeliness of hearings/case events and timely resolution of cases
- Access to case management system by partners
- Jury operations and treatment
- Technology—e.g., increase access and internal efficiencies
- Communication and collaboration with Guam Bar, partners, etc.
- Availability of treatment services
- Internal communication between management and judges, and management/judges and employees
- Employee recognition
- Diversity of staff
- Facilities capacity, space utilization, and employee parking
- Training and resources for employees—e.g., infrastructure, tools and equipment
- Emergency preparedness and continuity of operations plan
- Ability to capture and use data; data integrity

Section 5: Strategic Focus Areas, Goals, and Objectives

Strategic Focus Areas



1. **Access to Courts and Delivery of Services**
2. **Effective Case Management and Timely Resolution**
3. **Employee Excellence and Satisfaction**
4. **Court Partnerships and Community Relations**
5. **Facilities and Security**

The Judiciary's revised strategic focus areas, goals, and objectives are presented in this section.

- **Strategic focus areas** are fundamentally important to the Judiciary over the long-term. They are critically important issues the Judiciary will focus on in the years ahead to fulfill its mission, move toward its vision, and respond proactively to the current and future environments.
- **Long-range goals** are broad statements that define the desired end-targets the Judiciary will achieve in the coming years.
- **Objectives** are general statements describing the manner in which the goals will be achieved. They represent the strategies the Judiciary will employ to make improvements and achieve the goals.
- **Strategic projects** are the shorter-term (e.g., 12 – 18 month) priority projects the Judiciary will complete to help achieve the goals. The Judiciary's strategic projects are presented in a separate, companion document, *Strategic Projects*.

The Judiciary's strategic projects addressing each of the strategic focus areas are presented in a separate companion document, *Strategic Projects: A Companion to the 2016 – 2019 Strategic Plan* ("Strategic Projects").



STRATEGIC FOCUS AREA #1: Access to Courts and Delivery of Services

Description: The Judiciary is committed to providing the highest quality of justice and court services. Improving access to, and enhancing and expanding programs and services provided by the courts, are high priorities.

Access to the Courts, Information, and Services. With an increase in the demand for 24/7 access to information and services, the Judiciary will work to eliminate barriers to accessing and using the courts. Additionally, as Guam's population increases and shifts to the northern villages, the Judiciary will need to expand services and programs. Suggestions for improving access according to respondents of the 2015 Strategic Planning Survey included:

- Expand electronic payment function to include all case types;
- Expand electronic filing to the Superior Court of Guam;
- Enhance online access to case information;
- Expand services and programs at satellite locations;
- Make the Court more user-friendly (e.g., provide court navigation assistance, informational and instructional materials);
- Educate court users about the court and services (e.g., jurors, families and self-help forms); and
- Develop standardized, consistent practices for providing public access to information (e.g., media and cameras).

Expand Services and Programs. In order to effectively serve an increasingly diverse population and respond to the growing and changing needs of court users (e.g., elderly, disabled, self-represented, non-English speaking, and culturally diverse), the Judiciary must expand programs and services. The Judiciary will need to enhance existing and add innovative programs to better serve litigants experiencing mental health, addiction, and/or other issues (e.g., domestic violence). Using evidence-based programs and enhancing and/or adding new programs, including treatment, will help achieve more effective client outcomes. Suggestions for improvement included:

- Expand court language assistance services and programs (e.g., development of forms in different languages and enhancement of interpreter services);
- Enhance resources for self-represented litigants;
- Expand existing and add new programs to achieve compliance with court orders (e.g., counseling, drug/alcohol education programs, and other alternative sentencing programs);
- Form new partnerships and work with existing partners to provide needed programs and services;
- Use evidence-based tools (e.g., risk and needs assessments);
- Develop community-based supervision and services;
- Evaluate the effectiveness of programs and services (e.g., establish performance measures, analyze data and measure outcomes);
- Use best/innovative practices to make improvements;
- Train staff as needed to enhance access and services (e.g., customer service and procedural fairness); and
- Increase sustainability and accountability of programs and services.

Goals and Objectives

Goal 1: The Judiciary will be accessible to all.

Objective 1: Incorporate user-friendly technology to improve access to the courts.

Objective 2: Expand court services to off-site and mobile locations.

Objective 3: Expand personal assistance and resources to assist court users in navigating the court.

Objective 4: Instill court patron confidence and enhance procedural fairness.

Goal 2: The Judiciary's services will meet the needs of the growing and changing community.

Objective 1: Expand court language assistance services and programs.

Objective 2: Enhance and expand resources for self-represented litigants.

Objective 3: Improve customer satisfaction.

Objective 4: Identify and respond to the changing service needs of the community.

Objective 5: Reach out to, connect with, and engage diverse communities.

Goal 3: The Judiciary's programs and services will be effective.

Objective 1: Expand programs to enhance compliance with court orders.

Objective 2: Use evidence-based practices.

Objective 3: Evaluate effectiveness of programs and services.

Objective 4: Ensure sustainability, accountability, and fidelity of programs and services.

Objective 5: Use data to drive decision-making.



STRATEGIC FOCUS AREA #2: Effective Case Management and Timely Resolution

Description: The Judiciary of Guam has made vast improvements in the timely delivery of justice. However, the results of the 2015 Strategic Planning survey indicated that improvements are still needed. Consistent with the Judiciary's mission, the Judiciary remains committed to managing cases effectively and resolving disputes and legal matters expeditiously.

To resolve cases in a timely manner and according to the time standards, the Judiciary needs to more deeply examine causes for delay and improve how cases are managed and processed. According to 2015 survey respondents, improvements are needed in the following areas:

- Provide timely notice of hearings and communicate changes in the calendar;
- Reengineer scheduling practices to reduce wait times and improve efficiency (e.g., real-time calendaring and prompt start times);
- Implement effective caseload management practices, and redefine and shape expectations and the legal culture;
- Streamline case processes and procedures (e.g., reduce duplicative tasks such as repeated routine proceedings);
- Simplify and implement consistent procedures (e.g., implement and adhere to standard operating procedures and forms);
- Issue decisions in a timely manner;
- Integrate technology to enhance efficiency;
- Evaluate and improve alternative dispute resolution (ADR) programs;
- Improve data integrity;
- Use innovative approaches to ensure timeliness (e.g., team approach for meeting court deadlines);
- Implement best practices for juror/jury utilization;
- Improve service of warrants and other documents; and
- Improve management of detainees and information sharing/communication with Department of Corrections.

Goals and Objectives

Goal 1: The Judiciary will resolve cases in a timely and efficient manner.

Objective 1: Ensure procedural fairness in all aspects of case management.

Objective 2: Develop and implement uniform and effective case management practices.

Objective 3: Utilize innovative approaches to ensure timely service and timely resolution of cases.

Objective 4: Engage litigants and partners to ensure timely hearings and resolution.

Goal 2: Court processes will be efficient, effective, and timely.

Objective 1: Evaluate, improve, and implement standardized policies and procedures.

Objective 2: Evaluate and improve caseload and work processes.

Objective 3: Evaluate and encourage greater use of ADR programs.

Objective 4: Train judicial officers and staff on new policies, procedures, and work processes.



STRATEGIC FOCUS AREA #3: Employee Excellence and Satisfaction

Description: The Judiciary is committed to developing its workforce. Well-trained and competent judicial officers and staff will help achieve the mission and vision of the Judiciary. Maintaining high levels of employee satisfaction also is a top priority. Highly skilled and motivated employees will ensure quality services that instill public trust and confidence in the Judiciary.

According to respondents of the 2015 Strategic Planning survey, improvements are needed in the following areas.

Training and Development. Judicial officers and staff must be knowledgeable and well-trained to perform effectively. Suggestions for improvement included:

- Educating judicial officers and staff on important topics (e.g., caseload management, procedural fairness, new procedures, and risk and needs assessment);
- Providing court- and job-specific education, training, and development opportunities to employees at all levels (e.g., customer service, procedural fairness, caseload management, and policies and procedures);
- Cross-training staff;
- Succession planning and talent management; and
- Enhancing cultural sensitivity and awareness to be responsive to the changing demographics.

Workforce Satisfaction. A satisfied and diverse workforce is confident, engaged, adequately compensated, appropriately recognized, and well-informed. Suggested improvements in this area included:

- Recruiting diverse employees;
- Orienting and onboarding employees;
- Providing competitive pay and benefits;
- Providing adequate resources to perform well (e.g., computers, mobile devices, equipment, tools, and work space);
- Recognizing employees for high performance and their contributions;
- Offering career advancement opportunities;
- Improving communication and information dissemination; and
- Engaging employees in making changes and improvements.

Goals and Objectives

Goal 1: Judicial officers and staff will be diverse and competent (i.e., possess the knowledge, skills, and abilities to do their work effectively).

- Objective 1:** Promote employment opportunities to diverse populations.
- Objective 2:** Implement best practices for orienting and onboarding employees.
- Objective 3:** Continually educate judicial officers and staff about the court (e.g., legal issues, procedures, processes, and rules).
- Objective 4:** Educate, train, and cross-train employees on job-specific duties and responsibilities.
- Objective 5:** Develop future leaders and managers to prevent the loss of institutional knowledge.

Goal 2: Judiciary employees will be engaged and motivated.

- Objective 1:** Provide competitive pay and benefits for all employees.
- Objective 2:** Provide employees with needed and appropriate tools, equipment, and resources including adequate work space.
- Objective 3:** Improve communication and information dissemination.
- Objective 4:** Promote collegiality and professionalism across all areas of the Judiciary.
- Objective 5:** Involve employees in making changes and improvements.
- Objective 6:** Ensure fair treatment of, and opportunities for, all employees.



STRATEGIC FOCUS AREA #4: Court Partnerships and Community Relations

Description: The Judiciary aims to provide the highest quality of justice. To do so, it is important to build and maintain strong, collaborative relations with the other branches of government, partners, and the community. The Judiciary is committed to working more effectively with partners and engaging and educating the community.

Collaboration with Partners. By communicating more effectively with and capitalizing on the strengths of our partners, the Judiciary will:

- Collaborate with partners to enhance and implement innovative programs and services;
- Improve information and data sharing;
- Reduce duplication of services;
- Improve coordination of delivery of services among all providers;
- Fill gaps in programs and services;
- Involve partners in making systemic changes to improve justice system services; and
- Leverage agency and justice system resources.

Community Relations. The Judiciary will demonstrate transparency and maintain and build the public's trust by:

- Educating the public on judiciary services and programs (e.g., jury service, law-related education for juveniles and young adults, and court processes);
- Regularly and accurately reporting its programs, services and accomplishments;
- Building positive media relations;
- Using multiple methods for disseminating Judiciary information (e.g., social media and online resources); and
- Participating in community-based events and activities.

Goals and Objectives

Goal 1: The Judiciary will have strong, collaborative relations with court partners.

Objective 1: Improve coordination of programs and services with, and leverage resources among, court partners.

Objective 2: Enhance communication with court partners.

Objective 3: Consult with and engage court partners, where appropriate, in making changes and improvements to enhance justice.

Goal 2: The public will better understand and support the Judiciary.

Objective 1: Build public trust and confidence in the third branch of government.

Objective 2: Educate the public on Judiciary services and programs and the role of the community in the judicial process.

Objective 3: Regularly and accurately report programs, services, and accomplishments.

Objective 4: Use a variety of effective and innovative methods for disseminating information.

Objective 5: Strengthen relations with the media.

Objective 6: Reach out, connect with, listen to, and share information with diverse communities.

Objective 7: Organize and participate in community-based events and activities.



STRATEGIC FOCUS AREA #5: Facilities and Security

Description: Adequate and safe facilities for patrons, employees, and judicial officers are necessary to provide high quality services and build the public's trust and confidence in the Judiciary. Also needed is a stable, dependable, and adequate technological infrastructure to support court business and operations. To ensure continuity of operations, the Judiciary must strengthen emergency and disaster preparedness.

Facilities/Parking. Court facilities are aging and outdated and the space is increasingly inadequate to meet the current and growing needs of employees and patrons. Additionally, safety and security are increasingly important in today's environment both at court facilities and the physical safety of all in the field. The current parking areas for Judiciary patrons and employees are inadequate and in need of additional security. The existing overflow parking area is a temporary solution. The Judiciary is committed to ensuring its facilities and parking are adequate, upgraded, safe, and secure.

Technology Infrastructure. The Judiciary's technology infrastructure needs to be stable, reliable and have adequate network capacity to support efficient operations. The Judiciary also needs to strengthen back-up systems and protect and secure data and confidential information guarding against cyber-attacks. Efficiencies will be improved by increasing data sharing as appropriate. Having access to and sharing appropriate and accurate information will reduce duplication and errors. Judicial officers and staff will benefit from additional training, which will help them optimally use technology in their work.

Goals and Objectives

Goal 1: The Judiciary's facilities will meet the current and future needs of employees and patrons.

Objective 1: Modernize and expand facilities.

Objective 2: Improve and expand existing space to optimize functionality and workflow.

Objective 3: Expand parking.

Goal 2: The Judiciary will keep employees and patrons safe and secure.

Objective 1: Improve the safety and security of existing facilities and parking.

Objective 2: Increase emergency and disaster readiness and preparedness.

Goal 3: The Judiciary's Information Technology infrastructure will be reliable, secure, and fast.

Objective 1: Increase the reliability, security, and speed of the Judiciary's technological infrastructure.

Objective 2: Implement an effective back-up system.

Objective 3: Optimize the use of existing technology.

Objective 4: Use emerging technologies to improve operational efficiencies.