

Conciliation Court Strategic Business Plan

Vision

Pinal County Government provides progressive and proactive leadership in the areas of economic development, state-of-the-art technologies, growth management, and public services to promote healthy and safe communities.

COUNTY MISSION

Pinal County Government protects and enhances its citizens' quality of life by providing public services in an ethical, efficient, and responsible manner delivered by a motivated, skilled, and courteous workforce.

DEPARTMENT MISSION

The mission of the Conciliation Court is to provide dispute resolution, education, assessment, and therapeutic services to Pinal County residents and the Family Court so they can resolve family and domestic controversies in the best interest of the child.

ISSUE STATEMENTS

Issue 1 - Growth/Increased Demand for Services

The continuing demand for services, the increased complexity of family dynamics, and population growth in Pinal County, combined with the continued under-resourcing of the Conciliation Court, if not addressed, will impede access to justice through case delays and judges lacking the necessary information to make informed decisions; as well as limit access to a forum for Pinal County residents to resolve their family disputes.

Issue 2 - Lack of Intradepartmental Integration

The continuing lack of communication and coordinated operations between the Conciliation Court and the Superior Court / Family Court Bucket leads to duplication and bifurcation of services which, if not addressed, will result in:

- Unnecessary stress for Pinal County residents
- Inefficiencies in the court system
- Inability to meaningfully assist the judges

Issue 3: Lack of Best Practices

The continuing lack of a staff development program, if not addressed, will result in:

- Lack of opportunity for growth
- Substandard services due to lack of implementation of continual changes in best practices, professional standards and the law
- Vicarious trauma and poor staff morale
- Lack of cultural competency among staff

Issue 4: Lack of Understanding of Scope of Services

The increasing lack of understanding of the scope of services provided by Conciliation Court will, if not addressed, result in unmet expectations and delayed justice for users.

STRATEGIC GOALS

Strategic Goal 1: Provide Timely Mandated Service (Issues 1, 2, 3)

By 2011, Conciliation Court users will experience timely justice as evidenced by:

- 75% of the assessment cases being completed within 60 days of court ordered first appointment
- 90% of mediation cases being completed within 30 days of court ordered first appointment
- 95% of counseling cases completed within 60 days of court ordered first appointment
- 95% of all Early Resolution Cases completed within 30 days of court ordered first appointment

Strategic Goal 2: Integrated and Enhanced Services (Issues 1, 2, 3, 4)

By 2010, all users will receive targeted and appropriate services regarding the child's best interest, as evidenced by:

- 100% increase in new services offered to triage and close the gaps beyond current service levels from 4 to 8 services provided
- 85% of users surveyed indicate that services were focused on the best interests of the child

Strategic Goal 3: Increased Access to Justice (Issues 1, 2, 4)

By 2012, all users will have improved access to justice provided by Conciliation Court as evidenced by:

- 30% of services will be offered outside of the main office
- 80% of department forms and information available in Spanish
- 75% increase in visits to the department website from 200 to 500
- *10% increase in Family Court referrals for service reported by members on the court approved provider list (from * to *)

*list and data does not currently exist

Strategic Goal 4: High Quality Services through Best Practices (Issue 3)

By 2011, Conciliation Court staff will adhere to industry best practices standards as evidenced by:

- 90% of staff attending 100% of required training
- 100% compliance with domestic violence safety policies and procedures
- 90% of file audits will demonstrate compliance with industry best practice standards as defined by policy

DEPARTMENT ORGANIZATION

1. Administrative Program

- 1.1. Human Resources Activity, page 7
- 1.2. Reserved
- 1.3. Training Activity, page 8
- 1.4. Records Management Activity, page 9
- 1.5. Vehicle Management Activity, page 10
- 1.6. Financial Services Activity, page 11
- 1.7. Department Director Activity, page 12

2. Case Flow Management Program

- 2.1. Case Flow Management Activity, page 13

3. Dispute Resolution Program

- 3.1. Settlement Activity, page 14
- 3.2. Evaluation Activity, page 15
- 3.3. Counseling Activity, page 16

4. Education & Information Program

- 4.1. Education & Information Activity, page 17

Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Key Results

- 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
- 85% of training dollars spend that directly align to County or Department strategic goals
- 100% of record series managed in compliance with legal and policy requirements
- 95% of department vehicles with preventative maintenance performed as scheduled
- 95% of department vehicles operated more than 10,000 miles per year
- 90% of non-construction payment authorizations entered into the system within three business days of receipt of goods.
- 100% of applicable Key Results achieved
- 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the FSCC Department.

Case Flow Management Program

Purpose Statement The purpose of the Case Flow Management program is to provide report and documentation services to the Family Court presiding judge and Conciliation Court management so they can monitor case flow, budget and grant information

Key Results

- 80% of case flow management statistical reports generated monthly

Dispute Resolution Program

Purpose Statement The purpose of the dispute resolution program is to provide counseling, negotiation, assessment and reporting services to parties involved in Pinal County Superior Court / Family Court bucket cases and the Superior Court judges so they can resolve family court controversies in the best interest of the children.

- Key Results**
- 75% of disputed cases will be closed within 30 days from first appointment date
 - 75% of cases that close within 60 days from the first appointment
 - 75% of cases referred will move forward in the court system within 55 days or less

Education & Information Program

Purpose Statement The purpose of the Education & Information program is to provide documents and educational information services to the public and Pinal County court personnel so they can access and obtain comprehensive and diverse information

- Key Results**
- 75% of registrants for the Parent Education Program completing the class
 - 75% of registrants for High Conflict Class completing the class

ACTIVITIES

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.1: Human Resources Activity

Activity Purpose Statement The purpose of the Human Resource Activity is to provide employee selection, evaluation and support services to department management so they can manage, evaluate, and retain a qualified and diverse workforce.

Activity Services	<ul style="list-style-type: none"> • Candidate Selection Recommendations • Job Postings • Policy Interpretations • Employee Relations Management • Employee Interviews • Grievance hearings • Employee Inquiry Responses 	<ul style="list-style-type: none"> • Performance Appraisals/ Evaluations • Employee Assistance Referrals • Employee Orientation Sessions • Exit Interviews • Personnel Reports • Police and Procedure Updates • Employee Awards • “Silent Whistle” Investigations
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Family of Measures	<p><u>Results</u></p> <p>1. 98% of all employee appraisals will be submitted to Human Resources by the end of January due date (# of employee appraisals submitted by due date/total # of appraisals)</p> <hr/> <p><u>Outputs</u></p> <p>1. 12 of employee appraisals submitted on/by due date</p> <hr/> <p><u>Demands</u></p> <p>1. 12 of employee appraisals anticipated to be submitted</p> <hr/> <p><u>Efficiencies</u></p> <p>N/A</p>
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Activity Manager(s)	<ul style="list-style-type: none"> • Debora A. Wells-Guevara, Interim Director • Tara R. Hampton, Office Manager • Jan Fooks, Court Conciliator Supervisor
Activity Budget	\$x,xxx,xxx

Section 1.2: Reserved

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.3: Training

Activity Purpose Statement The purpose of the Training Activity is to provide department specific training services to employees so they can more effectively meet the County and/or department strategic goal.

Activity Services	<ul style="list-style-type: none">• Training Sessions• Safety Training Sessions• Employee Handbooks	<ul style="list-style-type: none">• Training Assessments• Training Records• Training Schedules/Arrangements
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Family of Measures

Results

1. 85% of training dollars spent that directly align to County or Department strategic goals. (# of training dollars spent that directly align to County or Department strategic goals / total number of training dollars spent)

Outputs

1. Training \$ spent that directly align to County or Department strategic goals

Demands

1. Training \$ spent that directly align to County or Department strategic goals anticipated to be spent

Efficiencies

1. \$ Training Activity expenditures per training session provided

Activity Manager(s)	<ul style="list-style-type: none">• Debora A. Wells-Guevara, Interim Director• Tara R. Hampton, Office Manager• Jan Fooks, Court Conciliator Supervisor
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Activity Budget	\$x,xxx,xxx
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1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.4: Records Management

Activity Purpose Statement The purpose of the Records Management Activity is to provide record retention, disposal and retrieval services to departments so they can access, provide, retain and dispose of records in a timely manner and as legally required.

Activity Services

- Record Archives
- Record Disposals
- Record Disposition Authorizations
- Records Destruction List
- Records Inventory
- Records Requests Responses

Family of Measures

Results

1. 100% of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives.
(# of records managed in compliance with legal and policy requirements/ total # of records managed)

Outputs

1. # of record series in compliance with legal and policy requirements

Demands

1. # of record series anticipated to be in compliance

Efficiencies

1. \$ Records Management Activity expenditure per record in compliance

Activity Manager(s) • **Tara R. Hampton, Office Manager**

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.5: Vehicle Management

Activity Purpose Statement The purpose of the Vehicle Management Activity is to provide maintenance scheduling, reporting and vehicle requirement definition services to the department so they can have cost effective and safe vehicles.

Activity Services

- Vehicle Maintenance and Repair Service Schedules
- Vehicle Utilization Reports
- Maintenance Records
- Fleet Credit Card Usage Reports
- Vehicle Usage Assessment

Family of Measures

Results

1. 95% of department vehicles with preventative maintenance performed as scheduled
(# of department vehicles with preventative maintenance performed as scheduled/ total department vehicles)
2. 95% of department vehicles operated more than 10,000 miles per year
(# of department vehicles operated more than 10,000 miles per year/ total department vehicles)

Outputs

1. # of department vehicles operated

Demands

1. # of department vehicles anticipated to be operated
2. # of department vehicles operated more than 10000 miles a year

Efficiencies

1. \$ Vehicle Management Activity expenditure per vehicle operated

Activity Manager(s) • **Debora A. Wells-Guevara, Interim Director**

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.6: Financial Services

Activity Purpose Statement The purpose of the Financial Services Activity is to provide financial, budget information and purchasing services to department managers so they can ensure efficient use of County resources.

Activity Services	<ul style="list-style-type: none">• Grant Reports• Grant Applications• Grant Programmatic Progress Reports• Payment Authorizations• Employee Reimbursement Authorizations	<ul style="list-style-type: none">• Year-end Accounting Records• Cash Receipts• Budget Proposal• Spending Requests• Appropriation Adjustments• Expenditure Projections• Performance Reports
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Family of Measures **Results**
1. 90% of non-construction payment authorizations (purchase orders) entered into the system within three business days of receipt of goods.
(# of payment authorizations entered on the date of receipt of goods/total payment authorizations)

Outputs

1. # of payment authorizations received within three business days of physical receipt of item(s)

Demands

1. # of payment authorizations (requisitions) anticipated to be entered into the system

Efficiencies

1. \$ Financial Services Activity per payment authorization entered within three business days

Activity Manager(s)

- **Debora A. Wells-Guevara, Interim Director**
- **Tara R. Hampton, Office Manager**

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.7: Department Director Activity

Activity Purpose Statement The purpose of the Department Director Activity is to provide results oriented leadership and management services to Pinal County residents and businesses so they can benefit from effective and efficient County services.

Activity Services	<ul style="list-style-type: none">• Reports• Direction• Employee Supervision Meeting• Inquiry Responses• Strategic Business Plans• Issue Resolutions• Special Projects	<ul style="list-style-type: none">• Budgets• Department Structures• Policies/Procedures• Employee Evaluations• Program Evaluations• Recommendations• Leadership
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Family of Measures

Results

1. 100% of applicable Key Results achieved
(# of key results achieved/total # of key results)
2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Conciliation Court Department.
(# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents)

Outputs

1. 200 customers responding to the department survey

Demands

1. 50 customers expected to respond to the survey

Efficiencies

1. \$ Department expenditures per customer served

Activity Manager(s) • **Debora A. Wells-Guevara, Interim Director**

Activity Budget \$X,XXX,XXX

2. Case Flow Management Program

Purpose Statement The purpose of the Case Flow Management program is to provide report and documentation services to the Family Court Presiding Judge and Conciliation Court management so they can monitor case flow, budget and grant information

Section 2.1: Case Flow Management Activity

Activity Purpose Statement The purpose of the Case Flow Management activity is to provide report and documentation services to the Family Court Presiding Judge and Conciliation Court management so they can monitor case flow, budget and grant information.

Activity Services	<ul style="list-style-type: none">• File review audit reports• Regional services• Grant reports• Case flow management reports	<ul style="list-style-type: none">• User satisfaction surveys• Providers list• Budget reports• Decree Assistance Program• Dismissals
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Family of Measures

Results

1. 80% of case flow management statistical reports generated monthly
(# of case flow management statistical reports generated / # of case flow management reports identified)
2. 90% of file audits will demonstrate compliance with industry best practice standards as defined by policy
(# of file audits that demonstrate compliance with industry best practice standards as defined by policy / # of file audits conducted)
3. 90% decrees granted at default hearing

Outputs

1. 5 reports completed (file review audit, grant, case flow statistical reports, budget, user survey reports)

Demands

1. 5 reports expected to be completed (file review audit, grant, case flow management reports, budget, user survey reports)

Efficiencies

1. \$_____ Activity expenditures per report completed

Activity Manager(s)

- **Debora A. Wells-Guevara, Interim Director**
- **Tara R. Hampton, Office Manager**
- **Jan Fooks, Court Conciliator Supervisor**

Activity Budget \$X,XXX,XXX

3. Dispute Resolution Program

Purpose Statement The purpose of the dispute resolution program is to provide counseling, negotiation, assessment and reporting services to parties involved in Pinal County Superior Court / Family Court cases and the Superior Court Judges so they can resolve family court controversies in the best interest of the children.

Section 3.1: Settlement Activity

Activity Purpose Statement The purpose of the Settlement Activity is to provide dispute resolution services to parties involved in Pinal County Family Court cases so they can settle the disputed issues in a timely manner.

Activity Services	<ul style="list-style-type: none">• Mediation sessions• Mediation reports	<ul style="list-style-type: none">• Early resolution conferences• Early resolution conference reports
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Family of Measures

Results

1. 75% of disputed cases will be closed within 30 days of court ordered first appointment (# of disputed cases closed within 30 days / total # of disputed cases closed)
2. 100% domestic violence cases will fully comply with domestic violence safety policies and procedures (# of domestic violence cases that adhere to 100% compliance with domestic violence safety policies / # of domestic violence cases)

Outputs

1. 490 disputed cases closed

Demands

1. 650 disputed cases anticipated

Efficiencies

1. Total Settlement Activity \$ expenditure per disputed case

Activity Manager(s)	<ul style="list-style-type: none">• Debora A. Wells-Guevara, Interim Director• Jan Fooks, Court Conciliator Supervisor
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Activity Budget	\$X,XXX,XXX
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3. Dispute Resolution Program

Purpose Statement The purpose of the dispute resolution program is to provide counseling, negotiation, assessment and reporting services to parties involved in Pinal County Superior Court / Family Court cases and the Superior Court Judges so they can resolve family court controversies in the best interest of the children.

Section 3.2: Evaluation Activity

Activity Purpose Statement The purpose of the Evaluation Activity is to provide assessment, coordination, and reporting services to the Pinal County Family Court so they can make timely informed decisions that lead to improved stability of families and efficient use of court resources.

Activity Services	<ul style="list-style-type: none">• Assessment reports• Assessment sessions• Court emergency responses*• Child interview sessions• Child interview reports*	<ul style="list-style-type: none">• Court testimony*• Consultations*• Referrals to court provider list• Parent Coordination facilitations*• Parent coordination reports*
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Family of Measures

Results

1. 10% of cases requesting extension of the court hearing
(# of cases closed that involved a request for extension of the court hearing / # of cases closed)
2. 75% of cases being completed within 60 days of the court ordered first appointment
(# of cases closed that were open for 60 days or less from the first appointment/ # of cases closed)
3. 90% of reports judges rated as helpful or very helpful
(# of survey responses in which judges rated reports as being helpful or very helpful / # of survey responses received)

Outputs

1. 180 reports provided to the Court
2. 10 court appearances expected to be made
3. 30 Parent Coordination facilitations provided
4. 20 Child Interviews reports requested

Demands

1. 200 reports expected to be provided to the Court
2. 15 court appearances expected to be requested
3. 36 Parent Coordination facilitations requested
4. 20 Child Interview reports requested

Efficiencies

1. Total Evaluation Activity \$ expenditure per Report provided to the Court

Activity Manager(s)

- **Jan Fooks, Court Conciliator Supervisor**
- **Debora A. Wells-Guevara, Interim Director**

Activity Budget \$x,xxx,xxx

3. Dispute Resolution Program

Purpose Statement The purpose of the dispute resolution program is to provide counseling, negotiation, assessment and reporting services to parties involved in Pinal County Superior Court / Family Court bucket cases and the Superior Court judges so they can resolve family court controversies in the best interest of the children.

Section 3.3: Counseling Activity

Activity Purpose Statement The purpose of the Counseling activity is to provide facilitation and reporting services to persons involved in Family Court cases in Pinal County and the Court so they can move forward with legal proceedings in a timely manner.

Activity Services

- Counseling sessions
- Conciliation counseling reports
- Underage Pre-marital Reconciliation sessions

Family of Measures

Results

1. 75% of cases referred will move forward in the court system within 55 days or less (# of reports on referred cases submitted to the court within 55 days or less / # of reports on referred cases submitted to the court)

Outputs

1. 45 Conciliation Counseling reports submitted

Demands

1. 50 Conciliation Counseling reports expected to be submitted

Efficiencies

1. Total Counseling Activity \$ expenditure per Conciliation Counseling report

Activity Manager(s)

- Jan Fooks, Court Conciliator Supervisor
- Debora A. Wells-Guevara, Interim Director

Activity Budget \$x,xxx,xxx

4. Education & Information Program

Purpose Statement The purpose of the Education & Information program is to provide documents and educational information services to the public and Pinal County court personnel so they can access and obtain comprehensive and diverse information

Section 4.1: Education & Information Activity

Activity Purpose Statement The purpose of the Education & Information Activity is to provide documents and educational information services to the public and Pinal County court personnel so they can access and obtain comprehensive and diverse information.

Activity Services	<ul style="list-style-type: none">• Online forms*• Bilingual forms• Parent Education Program completion certificates• Parent information/education sessions• Staff training sessions*	<ul style="list-style-type: none">• Website pages• Website inquiry responses*• Telephone inquiry responses• Web based educational presentations*• High Conflict Education Program completion certificates
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Family of Measures

Results

1. 80% of forms available in Spanish
(# of forms in Spanish / total number of forms)
2. 75% increase of visits to department website
(# of visits current year - # of visits previous year) / # of visits previous year)
3. 75% of registrants for the Parent Education Program completing the class
(# of registrants for the Parent Education Program who complete the class / # of registrants for the Parent Education Program)
4. 75% of registrants for the High Conflict Education Program completing the class
(# of registrants for the High Conflict Education Program who complete the class / # of registrants for the Parent Education Program)
5. 90% of staff attending 100% of required training
(# of staff who attended 100% of required annual training / # staff employed)

Outputs

1. 100 downloaded forms
 2. 100 attended the High Conflict Program
 3. 1400 attended Parent Education Program
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Demands

1. 100 forms anticipated to be downloaded
 2. 120 requests for High Conflict Program
 3. 1500 requests for Parent Education Program
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Efficiencies

1. Total Education & Information \$ expenditure per form downloaded
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Activity Manager(s)	<ul style="list-style-type: none">• Tara R. Hampton, Office Manager• Jan Fooks, Court Conciliator Supervisor• Debora A. Wells-Guevara, Interim Director
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Activity Budget	\$x,xxx,xxx
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