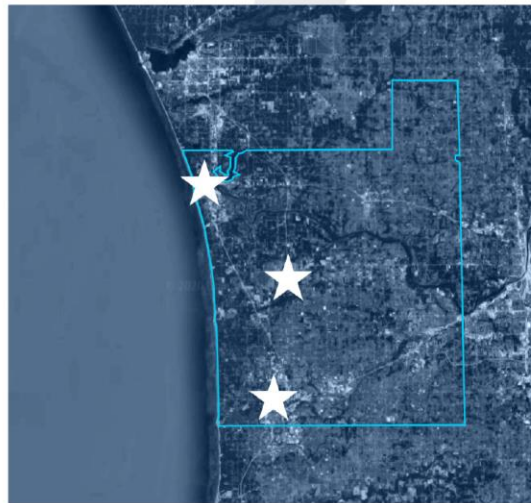


2021- 2022 OPERATIONAL PLAN

Companion Document to Strategic Plan

April 28, 2021



20th Judicial Circuit and Ottawa County Probate Courts



2021-2022 Strategic Projects - 20th Judicial Circuit and Ottawa County Probate Courts

Overview

This Operational Plan is a companion to the 20th Judicial Circuit and Ottawa County Probate Courts' 2021 – 2024 Strategic Plan. It lays out the annual, strategic projects for the Courts in each of the strategic focus areas. Working on these strategic projects over the next 10-12 months will ensure the Courts are working on improvements aligned with the long-range goals and strategies laid out in the Strategic Plan. New strategic projects will be identified each year. The Operational Plan will be updated annually.

To provide context, below are the Courts' updated mission, vision, and core values, which provide foundational and inspirational anchors for the strategic focus areas and projects that follow.

MISSION: *To administer justice and restore wholeness in a manner that inspires public trust.*

VISION: *We exemplify and deliver the highest standards of justice and public service.*

CORE VALUES:



SFA 1: IMPROVE COURT USER EXPERIENCE (ACCESS, SERVICES, AND PROGRAMS)

Excerpt from Strategic Plan: Improving the court user experience is a high priority for the Courts. This includes ensuring access to all people, as well as strengthening and expanding services and programs. The Courts are committed to making improvements that will enhance and expand remote and physical access, in-person and remote assistance, and services and programs. These improvements will be targeted to meet the needs of all court users, including minorities, underrepresented, and disenfranchised individuals.

SFA 1: Improve Court User Experience (Access, Services, and Programs)			
2021 – 2022 Strategic Projects	Deliverables	Team Leader(s) & Judge Sponsor	Team Members
<p>1. Remote Access Points across Ottawa County</p> <p><i>Description: The purpose of this project is to improve remote access to the Courts through access points with select partners across the County (e.g., libraries, DHHS, workforce offices, non-profit orgs, etc.). This project includes identifying high traffic areas, collaborating with partners, and developing a plan to open unstaffed and technologically equipped space where court users can participate in remote court hearings and remote meetings with staff, and conduct other court business such as pay fines, download forms, contact staff to answer questions, etc.</i></p>	<p>a. Develop and recommend a plan for establishing and opening remote court user access points across Ottawa County. Include a budget/cost estimates in the plan.</p> <p>b. Once the plan is approved, work with select partners to set up, open with full functionality, and inform the public/partners about the remote access point(s).</p>	<p>Johanna Wallace</p> <p>Susan Franklin</p> <p>Chief Circuit Judge Jon Van Allsburg</p>	<p>Sheri Lankheet</p> <p>Andrea Reenders</p> <p>Lori Richardson</p> <p>Pat Gelderloos</p>

SFA 1: Improve Court User Experience (Access, Services, and Programs)

2021 – 2022 Strategic Projects	Deliverables	Team Leader(s) & Judge Sponsor	Team Members
<p>2. Language Assistance/Interpreter Services Improvements</p> <p><i>Description: The purpose of this project is to expand language assistance, resources, and interpreter services for non-English speaking or limited English proficiency (LEP) court users and litigants. Building on the Language Access Plan completed in 2013 (C20 LAO 2013-09J; P70 LAO 2013-03J), this project includes (a) expanding language assistance services (e.g., bi-lingual staff, volunteers, other), resources, and forms in Spanish and other needed languages for court users; and (b) expanding translation services in needed languages for court hearing participants/litigants (e.g., obtain technology for simultaneous translation).</i></p> <p><i>To complete (a) and (b), the team is encouraged to be resourceful and creative: use existing resources where available, use existing or emerging technologies to reduce costs, collaborate with partners/other courts, other states, etc.</i></p>	<p>a. Recommend a low cost or cost neutral plan for expanding language assistance services, resources, and/or forms to non-English speaking and LEP court users. Upon approval, proceed in implementing the plan.</p> <p>If a cost is associated with a preferred recommendation, include an explanation and cost estimate in the plan. It may be feasible to request additional resources in the next budget cycle or in future years.</p> <p>b. Recommend ways to expand needed translation services for court hearing participants/litigants. Include options and estimated costs, if applicable. Follow-through on recommendations once approved.</p>	<p>Stephanie Ash</p> <p>Sarah Boutwell</p> <p>Chief Circuit Judge Jon Van Allsburg</p>	<p>Kathy Covington</p> <p>Reyna Masko</p> <p>Kim Herzhaft</p> <p>Glenda Miranda</p> <p>Celeste Gould</p> <p>Brandi Dockery</p>

SFA 2: IMPROVE EMPLOYEE EXPERIENCE (DIVERSITY, INCLUSION, SATISFACTION, AND WELL-BEING)

Excerpt from Strategic Plan: Improving the employee experience is a high priority for the Courts. There are many benefits to improving diversity, inclusion, satisfaction, and well-being of all court employees. This strategic focus area includes: (1) embracing diversity, equity, and inclusion; (2) developing a Court culture that is more inclusive, welcoming, and equitable for all staff; (3) strengthening employee satisfaction and engagement through professional development, career advancement, competitive wages and benefits, and employee appreciation; and (4) enhancing the overall well-being of employees (e.g., physical, economical, emotional/ psychological, social, etc.).

SFA 2: Improve Employee Experience (Diversity, Inclusion, Satisfaction, and Well-Being)			
2021 – 2022 Strategic Projects	Deliverables	Team Leader(s) and Judge Sponsor	Team Members
<p>3. Vaccination Campaign</p> <p><i>Description: Following the guidelines provided by the CDC and state and local public health officials, the purpose of this project is to promote public health safety, ultimately increasing the number of judges and employees who get vaccinated. It includes implementing practices that increase the likelihood of employees getting the vaccine including: (a) educating about the vaccine (e.g., communications to staff, provide access to public health information and resources, appoint vaccine and safety ambassadors), and (b) making getting the vaccine compelling, convenient, and cost-less.</i></p>	<p>a. Develop (or identify existing resources) and roll-out an educational campaign about the vaccine and benefits of getting vaccinated.</p> <p>b. Develop and implement a strategy that makes getting vaccinated compelling, convenient, and cost-less, thereby increasing the number of staff who get vaccinated.</p>	<p>Michelle Anguiano Chief Probate Judge Mark Feyen Chief Circuit Judge Jon Van Allsburg</p>	<p>Reyna Masko Christian Teachout Amy Nichols</p>

SFA 2: Improve Employee Experience (Diversity, Inclusion, Satisfaction, and Well-Being)

2021 – 2022 Strategic Projects	Deliverables	Team Leader(s) and Judge Sponsor	Team Members
<p>4. Onboarding Program Enhancements</p> <p><i>Description: Updating or refreshing the Courts' Onboarding Program is the focus of this project. It includes using best practices to expand and update the program (e.g., recognize phases of onboarding, extend the length of the program for up to 12 months, etc.). It also includes strengthening the program to ensure it reinforces a culture that embraces a diverse, equitable, and inclusive/welcoming environment and new policies and practices as a result of the pandemic (e.g., remote work options, etc.).</i></p>	<p>a. Develop and recommend an updated or refreshed Onboarding Program for new employees. Include a component on DEI. Upon approval, develop materials, roll-out the Program, and train supervisors/managers.</p>	<p>Bob Alward</p> <p>Tami McCoy</p> <p>Chief Circuit Judge Jon Van Allsburg</p>	<p>Michele Sauers</p> <p>Kate Armstrong</p> <p>Emalie Hunt</p> <p>Elizabeth Dephousse</p> <p>Rachel Hughes</p> <p>Michelle Cross</p>

SFA 2: Improve Employee Experience (Diversity, Inclusion, Satisfaction, and Well-Being)

2021 – 2022 Strategic Projects	Deliverables	Team Leader(s) and Judge Sponsor	Team Members
<p>5. Diversity, Equity, and Inclusion (DEI) Measures and Audit (Part 1)</p> <p><i>Description: Aligning with the DEI and cultural work of the County, the purpose of this project is to develop internal and external DEI measures, educate about DEI, and implement DEI best practices throughout the Courts. This project has two parts: Part 1 has an internal focus and is described here. Part 2 has an external focus and is described in SFA 3.</i></p> <p><i>Part 1 focuses on adopting internal best practices and recommending internal DEI measures/performance metrics. It includes conducting education and training as needed to increase awareness and understanding and assessing and improving internal policies, procedures, and practices to ensure equitable impact across all groups. It also includes collaborating with the Ottawa County DEI &/or Cultural Intelligence Committees as appropriate to assess and identify policies or practices that may result in disparate treatment and/or disadvantage for any employees.</i></p> <p><i>See SFA 3 for a description of Part 2.</i></p>	<p>a. Recommend internal DEI measures/ performance metrics for the Courts. Once approved, begin data gathering to establish baseline measures, or benchmarks, from which to gauge future progress.</p> <p>b. Recommend a plan for educating judicial officers and employees about DEI. Once approved, implement the plan.</p> <p>c. Recommend an approach and plan for auditing internal policies, procedures, and practices to ensure equitable impact across all groups. Once approved, begin implementing the plan/ approach.</p>	<p>Kathy Covington</p> <p>Madelyn Vieau</p> <p>Chief Circuit Judge Jon Van Allsburg</p>	<p>Sara Trigg</p> <p>Andy Brown</p> <p>Thom Lattig</p> <p>Reyna Masko</p>

SFA 2: Improve Employee Experience (Diversity, Inclusion, Satisfaction, and Well-Being)			
2021 – 2022 Strategic Projects	Deliverables	Team Leader(s) and Judge Sponsor	Team Members
<p>6. Remote Work Policy</p> <p><i>Description: The Courts’ foremost priorities are administering fair and timely justice and serving the public. The focus of this project is preparing for the “new future of work.” It includes (a) studying and recommending an optimal, hybrid work arrangement (i.e., a mix of onsite and remote work arrangements) and (b) recommending a Remote Work Policy and guidelines that will achieve the Courts’ foremost priorities.</i></p> <p><i>When assessing technology and equipment needed to support remote work, this Team is encouraged to work with the Technology Needs Assessment Team (#8 below) to align needs and estimated costs.</i></p>	<p>a. Study and recommend an optimal, hybrid work arrangement – policy and guidelines – for the Courts. Demonstrate how the recommendations will achieve the Courts’ foremost priorities of providing justice and serving the public. The policy should include: the types of job duties/assignments that can be completed remotely, eligibility criteria, expectations of employees who work remotely, expectations of managers/supervisors, technology and equipment needs, how information/data will be kept confidential, and the like. Include an estimate of costs, if applicable.</p>	<p>Heather Blodgett</p> <p>Brandon Dykstra</p> <p>Judge Kent Engle</p> <p>Chief Circuit Judge Jon Van Allsburg</p>	<p>Peter Zeedyk</p> <p>Alan Vanden Bosch</p> <p>Laura Deal</p>

SFA 3: ENHANCE EFFICIENT COURT OPERATIONS AND TIMELY AND FAIR RESOLUTION

Excerpt from Strategic Plan: The Courts’ mission is to administer justice and restore wholeness in a manner that inspires public trust. Administering justice timely and fairly maintains the rule of law, ensures a civil society, and preserves our democracy. The Courts remain committed to resolving disputes and legal matters in a fair and timely manner and ensuring efficient case processing and court operations so as to strengthen the public’s trust.

SFA 3: Enhance Efficient Court Operations and Timely and Fair Resolution			
2021 – 2022 Strategic Projects	Deliverables	Team Leader(s) and Judge Sponsor	Team Members
<p>Diversity, Equity, and Inclusion (DEI) Measures and Audit (Part 2) (continued from #5 above)</p> <p><i>Description: The purpose of this project is to develop internal and external DEI measures and educate about and implement DEI best practices throughout the Courts. This project has two parts: Part 1 has an internal focus and is described above (#5). Part 2 has an external focus and is described below.</i></p> <p><i>Part 2 is focused on ensuring the Courts are externally inclusive and have policies, procedures, and practices in place that have an equitable impact on all court users/litigants. It includes collaborating with the Ottawa County DEI &/or Cultural Intelligence Committees as appropriate to assess and identify policies or practices that may result in disparate treatment and/or disadvantage some people.</i></p>	<p>a. Recommend a plan for assessing external policies, procedures, and practices ensuring an equitable impact on all court users/litigants. The plan should include recommendations for conducting an Audit/Assessment. Once approved, proceed in implementing the plan.</p>	<p>See Project #5 for Team Leaders</p>	<p>See Project #5 for Team Members</p>

SFA 3: Enhance Efficient Court Operations and Timely and Fair Resolution

2021 – 2022 Strategic Projects	Deliverables	Team Leader(s) and Judge Sponsor	Team Members
<p>7. Online Dispute Resolution</p> <p><i>Description: The purpose of this project is to expand online dispute resolution to more case types across the Courts. Alternative dispute resolution including online dispute resolution (ODR) has proven to be an effective way to help parties resolve disputes expeditiously and satisfactorily.</i></p>	<p>a. Recommend a plan for expanding ODR to more case types across the Courts. Include a budget/cost estimates, if applicable. Once approved, proceed in implementing the plan.</p>	<p>Jennell Challa</p> <p>Kelli Wyse</p> <p>Chief Circuit Judge Jon Van Allsburg</p>	<p>Kevin Bowling</p> <p>Susan Franklin</p> <p>Erin Magley</p> <p>Patti Krieg</p> <p>Kathie Kolean</p>

SFA 4: ENHANCE FUNDING, RESOURCES, AND FACILITIES

Excerpt from Strategic Plan: Adequate and stable funding are necessary for the Courts to fulfill their responsibilities and meet the growing needs of the people of Ottawa County. Sufficient resources (e.g., numbers of staff, technology, equipment, etc.) are essential for ensuring accessible, timely, and fair justice to the Ottawa County community. Additionally, the Courts’ facilities must provide ample and modern space, be technologically equipped, and remain safe and secure for all to both serve the public and build the public’s trust.

SFA 4: Enhance Funding, Resources, and Facilities			
Strategic Projects	Deliverables	Team Leader(s) and Judge Sponsor	Team Members
<p>8. Technology Needs Assessment</p> <p><i>Description: The purpose of this project is to ensure the Court has the technology – hardware, software, apps, and equipment – and IT support necessary to deliver justice and serve the public. It includes: (a) assessing the Courts’ technology and IT support needs; (b) documenting gaps; (c) anticipating future needs/opportunities (e.g., remote hearings, remote meetings, remote services, remote work); and (d) making recommendations to meet needs, fill gaps, and/or prepare for the future.</i></p> <p><i>Related to potential future needs/ opportunities, this team should work with the Remote Work Policy Team (#6 above) to document technology/ equipment needed to optimize a hybrid work arrangement.</i></p>	<p>a. Complete a Technology Needs Assessment and Summary Report with recommendations to meet needs, fill gaps, and prepare for the future. The analysis should include a summary of the technology (e.g., hardware, software, apps, and equipment) and IT support needed to optimize productivity and efficiency whether working remotely or onsite.</p>	<p>Nicole Bierema Angie Rogers Chief Circuit Judge Jon Van Allsburg</p>	<p>Ana Zamora Heather Gregoire Zac Carlson</p>

SFA 4: Enhance Funding, Resources, and Facilities

Strategic Projects	Deliverables	Team Leader(s) and Judge Sponsor	Team Members
<p>9. Space Needs Analysis – Family Justice Center</p> <p><i>Description: The pandemic has greatly altered how the Courts do business. In some instances, more space may be needed and in other instances, less or different space may be optimal. The purpose of this project is to critically review the footprint of the Courts related to the new Family Justice Center. It includes analyzing and making recommendations regarding future space needs and uses at the Family Justice Center. The analysis should include how the Courts use space currently as well as space needs and uses for the future.</i></p>	<p>a. Complete a Space Needs Analysis and Summary Report with recommendations for future space needs and uses at the Family Justice Center. Consider space needs and uses for security, court users (litigants and family members), jurors, external partners, employees, and judicial officers.</p> <p>b. Assist the Court’s Leadership in preparing proposals, options, and recommendations to the County related to the Family Justice Center.</p>	<p>Kevin Bowling</p> <p>Joel Gronevelt</p> <p>Chief Circuit Judge Jon Van Allsburg</p> <p>Chief Probate Judge Mark Feyen</p>	<p>Matt Schmid</p> <p>Amy Dubault</p> <p>Elda Ramos</p> <p>Jennell Challa</p> <p>Andy Hicks</p>