

# EXERCISE

## EXERCISE 1

### Horizon Scan of Drivers of Change

**Purpose:** This exercise has three components: 1) consider the possible influence of the drivers of change identified in the *Just Horizons* report for your local or state jurisdiction, 2) add additional drivers your team considers relevant, and 3) rate the certainty and importance of each driver influencing court operations and performance. A description and worksheets for this exercise follows.

#### STEP 1

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Consider each of the drivers of change presented in the first two columns of [Worksheet 1.1](#). What do you know about them now? What is happening in your jurisdiction related to this driver? Record this information in column 3 of the Worksheet. We provided some examples to get your thinking started in [Worksheet 1.1 example](#). The intent is not to do a full-scale review of each, but for team members to consider what they know about each driver. Because the drivers were developed at a national level, some may be much more relevant for your jurisdiction than others. If your court allows it, one way to get a quick sense of each driver is to ask a generative AI chatbot (e.g., ChatGPT or Microsoft Copilot) to provide a summary for your local jurisdiction or state. Of course, results should be checked for accuracy, but the summaries can provide a starting place for team discussions about each driver. Using the first driver as an example, prompts such as the following may help get you started:

- Is racial justice and equality a driver of change in [city/state]?
- What are current trends related to racial justice and equality in [city/state]?
- How is racial justice and equality changing in [city/state]?
- How will trends related to racial justice and equality affect courts positively or negatively in the future in [city/state]

In the fourth column on [Worksheet 1.1](#), provide notes about your reviews and discussions: 1) what's happening now, 2) what looks positive for the future, and 3) what looks challenging. It is important to remember that there are no facts about the future, so there are no right or wrong answers. Once you move past how the drivers are operating today, you move out of a data gathering process and into an intuitive process. What do you imagine might happen? Through discussion, you may decide to rephrase the title or description of a driver to better reflect the teams' discussion. The worksheet also provides an opportunity to add one or more drivers of change your team is seeing for your jurisdiction that are not included in the *Just Horizons* list of drivers. Again, a generative AI chatbot might be helpful here. A prompt such as "What novel indicators of change are emerging for [city/state] may help you think more broadly about potential signals of change for your court.

# EXERCISE

## WORKSHEET 1.1 *EXAMPLE*

### Relevancy of Drivers of Change for Court/Court System

Driver	Description	Local Signals/Examples	Possible Implications for Your Court/Court System
<b>RACIAL JUSTICE AND EQUALITY</b>	The 2020 global protests about systemic racism, sparked by a succession of high-profile police brutality cases suffered by Black Americans, has heightened the visibility of differential treatment of individuals by race and ethnicity and renewed calls to address continued inequality.	<i>Example 1: In jurisdiction x, recent public school test scores revealed decreased racial disparities in education outcomes.</i>  <i>Example 2...</i>	
<b>INCOME INEQUALITY</b>	Income inequality in the U.S. continues to rise and has profound effects on the health and well-being of individuals, families, and communities.	<i>Example 1. Recent statistics for jurisdiction x revealed, ...</i>	
<b>DIGITAL TRANSFORMATION OF PUBLIC SERVICES</b>	Public institutions face a growing demand for easily accessible services on digital platforms, designed from a user's perspective, though challenged by limited budgets, outdated technology, and concerns over data security.	<i>Example 1: After the local government modernized its property tax system to implement an online portal, reports increased about phishing scams impersonating tax notifications, specifically targeting elderly residents.</i>	

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Driver	Description	Local Signals/Examples	Possible Implications for Your Court/Court System
<b>TRUST IN PUBLIC INSTITUTIONS</b>	The fracturing of public trust in institutions continues apace with increasingly deep divides among Americans related to confidence in the transparency and accuracy of government data and policies, media reports, and political parties. These divisions vary substantially by identity (e.g., age, gender, race), disposable income, and education.	<i>Example 1: Campaign contributions in the most recent judicial elections in Jurisdiction X led to controversial news about the donors...</i>	
<b>BEHAVIORAL HEALTH ISSUES</b>	Substance use and mental health disorders, already prevalent across society, have increased with the chronic nature of stress associated with the 2020 covid-19 pandemic, uncertain economy, and racial and social inequities.		
<b>CYBERTHREATS &amp; DISINFORMATION</b>	Cyberthreats and disinformation campaigns continue to expand and evolve, accelerated by the rapid transformation of many private and public sector businesses to remote operations during the covid-19 pandemic.		
<b>DEMOGRAPHIC COMPOSITION</b>	Significant shifts in population demographics such as age, gender, race, birth and death rates, education levels, income levels, and family size pose challenges for government, business, and society.	<i>Example: Recent statistics revealed that more and more young people move away from jurisdiction x.</i>	

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Driver	Description	Local Signals/Examples	Possible Implications for Your Court/Court System
<b>PROFESSIONAL REGULATION</b>	Current models of professional regulation and licensing, impacting who can develop, provide, and access goods and services, are increasingly facing criticism for stifling innovation and flexibility in responding to consumer needs and restricting consumer choices. This phenomenon is forcing professions and government entities to re-think their business models to remain relevant.		
<b>IMPACT OF SOCIAL MOVEMENTS</b>	Civic activation, supported by social media and philanthropic agents, is rising sharply and spurring change on a variety of social issues with potentially significant effects on the current roles, responsibilities, and operations of various public institutions.	<i>Example 1: The local university, in partnership with social service agencies, set up a pilot program to break the cycle of opioid use and incarceration prevalent in the community. However, funding is still lacking.</i>	
<b>DATA-DRIVEN ORGANIZATIONS</b>	The public sector relies increasingly on data and advanced data analytics to inform decision making and optimize performance. Tools for capturing and using data grow more sophisticated and broadly available, eliminating the need for specialized expertise and resulting in real-time use of information for management and decision making.	<i>Example 1: Attorneys in a recent case attempted to use VR to reconstruct an accident to allow jurors to become “virtual eyewitnesses of the accident.”</i>	

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Driver	Description	Local Signals/Examples	Possible Implications for Your Court/Court System
<b>CLIMATE CHANGE</b>	Despite mitigation efforts, global warming continues, affecting areas such as human health (including potential pandemics), the quantity and quality of water, energy, transportation, agriculture, forests, and ecosystems.		
<b>CHANGING CONCEPTIONS OF WORK</b>	The fundamental meaning and nature of work is evolving rapidly as a result of digital and augmented intelligence, shifts from physical to virtual spaces, multi-generational expectations of the work environment and job satisfaction, and the need for new and different skill sets to accommodate new and reconceptualized jobs.		
<b>ECONOMY</b>	The Congressional Budget Office projects a slow but steady improvement in economic growth over the next several years, with an associated decline in the unemployment rate to pre-pandemic levels. While the national debt remains high, federal revenues are projected to increase as a result of the expiration of temporary pandemic-related expenses, scheduled increases in taxes, and other factors.	<i>Example 1: The local auto industry is struggling, and a collapse may lead to high unemployment rates, foreclosures, and abandoned properties, weakening community cohesion.</i>	

# EXERCISE

## WORKSHEET 1.1

### Relevancy of Drivers of Change for Court/Court System

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<b>TRUST IN PUBLIC INSTITUTIONS</b>	The fracturing of public trust in institutions continues apace with increasingly deep divides among Americans related to confidence in the transparency and accuracy of government data and policies, media reports, and political parties. These divisions vary substantially by identity (e.g., age, gender, race), disposable income, and education.		

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<b>ECONOMY</b>	The Congressional Budget Office projects a slow but steady improvement in economic growth over the next several years, with an associated decline in the unemployment rate to pre-pandemic levels. While the national debt remains high, federal revenues are projected to increase as a result of the expiration of temporary pandemic-related expenses, scheduled increases in taxes, and other factors.		
<b>ADDITIONAL DRIVER OF CHANGE FOR JURISDICTION</b>			

# EXERCISE

## **STEP 2.**

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Ask Team members to complete [Worksheet 1.2](#) individually by placing (using the tab key) each of the drivers of change from [Worksheet 1.1](#) into one of the quadrants based on 1) the uncertainty that the driver's current trajectory (e.g., increasing or decreasing) will continue in the next five to ten years and 2) its potential impact on your court/court system in the same time frame. After each team member completes the exercise, the team should discuss the extent of agreement on the placement of each driver of change. Do not rush to agreement; it is important to surface why someone has a minority opinion and to challenge the team's assumptions. If doing the exercise in person, it may be helpful to write each driver of change on a post-it note and adhere four flip chart pages in a 2x2 matrix on the wall. Team members can then discuss each driver in sequence; showing where each team member placed a driver on the matrix. After discussion of each driver, the team should agree where to place it on a team's version of [Worksheet 1.2](#) and then move to the next driver. At the conclusion of the session, you should have one team version of [Worksheet 1.2](#) showing all the drivers of change you included on [Worksheet 1.1](#).

The information from the team version of [Worksheet 1.2](#) will inform discussions of the next activity of the [FRC Framework: Imagine Alternative Scenarios of the Future](#).

# EXERCISE

## WORKSHEET 1.2

### Certainty and Impact of Each Driver for Court/Court System

	Low impact	High impact
High uncertainty of trajectory		
Low uncertainty of trajectory		

# EXERCISE

## EXERCISE 2

### Imagine Alternative Scenarios of the Future for Your Court

#### **PURPOSE:**

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In this exercise, you customize *Just Horizons* scenarios to your local context to deepen your understanding of how different scenarios may impact your court's operations, services, and culture. By tailoring the scenarios to your court's context, you will make them more practical and concrete, laying a stronger foundation for a future mindset and enabling your team members to envision each future. While a certain element of creativity is needed, these additions do not need to be extensive. Occasionally, simply inserting your jurisdiction's name will have the desired effect. By personalizing the narratives, you will create a clearer vision of your court's possible futures, making it easier to prepare for additional activities in the FRC Framework.

This exercise includes two parts. Step 1 involves refining each scenario to better reflect your jurisdiction and the trends you identified in [Exercise 1](#). Step 2 asks FRC Team members to envision themselves in each of the refined alternative *Just Horizons* scenarios and consider how their role, the court's business functions and operations, and the greater local community could change in the future.

#### **PREPARATION:**

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If you have not done so yet, read each of the [four Just Horizons scenarios](#) of the future. Next, if your jurisdiction's relevant drivers identified in [Worksheet 1.1 in Exercise 1](#) generally matched those presented in the *Just Horizons* report, follow the process in Step 1a below to edit each scenario to include local illustrations of driver outcomes. If you identified new drivers not sufficiently covered by the *Just Horizons* scenarios, follow the process in Step 1b below to build on and modify the existing scenarios to fit your context.

# EXERCISE

## **STEP 1A.**

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Each *Just Horizons* scenario incorporates a mix of drivers with certain imagined trend outcomes, but some drivers may not be as prominently featured for your jurisdiction, based on your discussions in Exercise 1. To adjust the scenarios to better fit your jurisdiction, use the following process.

- Reflect on the trends you identified in [Worksheet 1.2](#), especially those the team considered as highly important and uncertain.
  - » Are these trends featured prominently in any of the existing scenarios?
  - » If certain trends are underrepresented, consider how they might unfold in your court's future.
  - » For new trends identified in [Worksheet 1.2](#), consider which scenario best fits the outcome of each trend.



# EXERCISE

- Brainstorm local outcomes and impacts for each relevant trend:
  - » How might each trend develop in your local context over the next decade?
  
  
  
  
  
  
  
  
  
  
  - » Are there local trends or issues that differentiate your court's experience from national trends? What aspects of your local community or region could shape how each scenario and the included drivers unfold for your court?
  
  
  
  
  
  
  
  
  
  
- Edit the scenarios:
  - » Assign team members to customize each scenario based on the ideas compiled during the group discussion. This could involve adjusting narrative details or adding specific examples that illustrate how trends might manifest locally.
  
  
  
  
  
  
  
  
  
  
  - » Incorporate imagined local events, challenges, or success stories to bring the scenarios to life. Create a document with each of the four edited scenarios.

# EXERCISE

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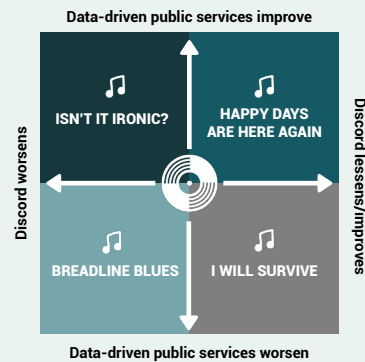
**STEP 1B.**

If your team identified new critical drivers in [Exercise 1](#), use this step to incorporate them into one or more of the existing scenarios. This process involves imagining how the drivers might develop and exploring their potential impacts on your court and community.

- Explore potential trend developments:
  - » Begin with brainstorming how each new driver identified in [Exercise 1](#) might evolve. Consider both positive trends (e.g., growth or improvement) and negative trends (e.g., decline or disruption).
  - » Develop a few possible outcomes for each driver, considering a range of developments to account for uncertainty.
- Describe local futures for each new driver:
  - » For each outcome, describe in just a few sentences a hypothetical future situation that illustrates the driver's impact. Make the description specific and vivid to help bring the situation to life.

# EXERCISE

## Four Scenarios



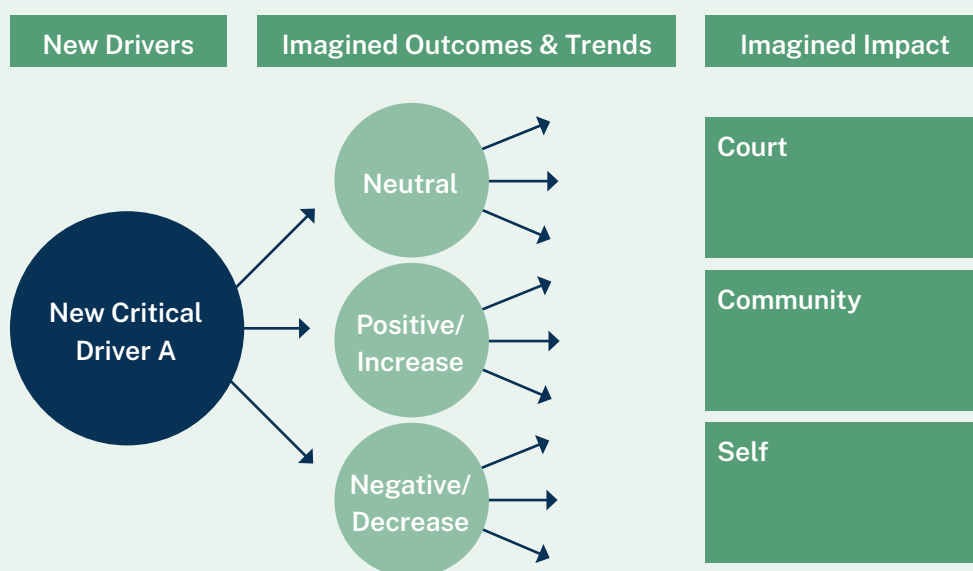
- » If the trend for your driver develops positively or intensifies, in which scenario(s) would it fit most naturally? How about the opposite outcome (negative or declining trend)?
- » What chain of events might lead to the envisioned future for this driver? Consider both local and national developments.

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- » Tie these local narratives back to one or more of the existing scenarios, adjusting the scenario's context or tone as needed to maintain narrative cohesion. You might find it helpful to compile ideas in a visual trend mapping tool such as the example shown below in Figure E2.1.

FIGURE E2.1

## Mapping driver-specific outcomes in your community (Example)



# EXERCISE

- Edit the scenarios(s) to reflect your court's context and makes each "story" believable:
  - » What local "story" can you create to illustrate the impact of the new drivers within the chosen scenario(s)?
  - » Assign a few team members to refine the chosen scenario(s) by integrating these drivers and their imagined outcomes.
  - » Include story elements and specific examples that illustrate the imagined impacts on local events, challenges, or success stories to bring the new additions to life.
  - » Include the additional information on the new critical drivers in the revised scenarios created in [Step 1A](#).

# EXERCISE

## **STEP 2.**

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After customizing the four scenarios, consider one modified scenario at a time and imagine living in the world described by this scenario. Use this part of the exercise to step away from the specific impacts of the individual drivers and consider each scenario in its entirety.

What does your day-to-day experience look like in this future world? What challenges and opportunities do court staff, judges, and stakeholders in your jurisdiction face? How do court users in your jurisdiction experience the justice system in this scenario? Refer to the prompts provided in [Worksheet 2.1](#) to facilitate your exploration of each scenario. Record your thoughts and observations for each scenario one at a time and discuss them as a group. Alternatively, assign a different scenario to four breakout groups to ensure a thorough examination of all scenarios.<sup>32</sup>

The information gathered during this step will provide the basis for identifying vulnerabilities and opportunities that are relevant to your jurisdiction across futures (see [strategic foresight activity 3](#) in the FRC Framework).

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<sup>32</sup> If you prefer, you could create a mind map to record and summarize your group's feedback for each scenario. See [Figure E2.2](#) for an example of this approach.

# EXERCISE

## WORKSHEET 2.1

### Your Court's Experience in Each Scenario

Scenario Name:

#### 1. How might this scenario impact you personally and professionally?

*Factors to consider could include your day-to-day activities in this future, your role in the court, how you interact with colleagues and court users, the skills and knowledge you now rely on, or new challenges you might face.*

#### 2. How might the developments in this scenario impact courts and what they do?

*You might want to think about how court spaces have evolved to meet the demands in this future, what technologies and systems might be utilized, or what role digital infrastructure might play. Factors to consider might also include the court's mission in this world, funding sources, changes to business processes and core operations, and partnerships and collaborations with other entities. Other relevant areas include the likely changes in staff training, recruitment and retention in this world, or the court's leadership functions and decision-making processes.*

# EXERCISE

### **3. How have court participants or the nature of disputes changed in this scenario?**

*Are there certain groups that would be overrepresented or underrepresented in court? What types of issues would they need to resolve in court? Also, consider how representation and access to justice and resources might have changed.*

### **4. How do court users in your jurisdiction experience the justice system in this scenario?**

*How would you imagine a typical “day in court” for a user in this scenario? Consider new or remaining barriers, what the court might be doing to address these, what the public’s view of your court might be like, and what the court’s outreach and role in the community might be.*

### **5. What are the biggest threats and opportunities for your court in this scenario?**

*How might your court have adapted to this future? Do you imagine risks to the core values of the court? What would your biggest concerns be? What opportunities or innovations do you envision for your court in this world? What are the biggest takeaways for your court in this scenario?*



# EXERCISE

## EXERCISE 3

### Analyze Implications of the Scenarios for Courts

#### **PURPOSE:**

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This exercise considers the relevance of the *Just Horizons*' key areas of vulnerability for your jurisdiction and identifies new areas of vulnerability that may have emerged from your review of the scenarios in [Exercise 2](#).

This exercise has four components: 1) review each of the key areas of vulnerability described in the *Just Horizons* report, 2) consider how your responses to questions about the scenarios in [Worksheet 2.1](#), especially question 5, relate to each vulnerability, 3) customize the areas of vulnerability for your jurisdiction, and 4) identify new areas of vulnerability that emerge from your analysis of [Worksheet 2.1](#). A description and worksheet for this exercise follows.

#### **STEP 1.**

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Read the description of each key area of vulnerability in the Appendix to the *Just Horizons* report, available here: <https://nationalcenterforstatecourts.box.com/v/JH-report-Vulnerabilities>. The key areas of vulnerability are:

- Including a forward-looking, anticipatory capacity in court governance,
- Focusing on user-centered experience and inclusive design,
- Embracing a data-driven mindset,
- Understanding and managing the role of private entities in court work,
- Preparing for emergencies, and
- Cultivating a future-fit court workforce and workplace.

#### **STEP 2.**

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Review your answers to [Worksheet 2.1](#) regarding each of the scenarios. Identify words and phrases from your responses about each scenario that relate to one or more of the key areas of vulnerability and record them in the table in [Worksheet 3.1](#), following these directions. Pay particular attention to your responses to question 5: What are the biggest threats and opportunities for your court in this scenario? If there are no related words or phrases for a particular vulnerability and scenario, leave the respective table cells in [Worksheet 3.1](#) blank. If there are critical words/phrases from a scenario that are not covered by one of the 6 vulnerabilities, add those in the last row of the table in [Worksheet 3.1](#).

# EXERCISE

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## STEP 3.

Review the words and phrases associated with a vulnerability across all four scenarios. Are the words and phrases captured in the current *Just Horizons*' description of the vulnerability? For example, words and phrases associated with Vulnerability 4: Understanding & Managing the Role of Private Entities in Court Work in the table might focus on the ongoing role of state and local governments in supporting courts as well as the role of private entities. If so, you may want to rework the description of Vulnerability 4 to highlight, for example, the implications of changing government support for courts. How does the court handle different streams of funding, what are the expectations of each funder, and how does the court ensure its independence and accountability? In this case, Vulnerability 4 might be re-labeled as: Understanding & Managing the Expectations of Entities that Fund Court Work.

If one or more of the vulnerability areas do not have any associated words or phrases across the scenarios in the table (i.e. the row for that vulnerability is blank), consider whether the vulnerability is applicable to your court at this time.

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## STEP 4.

Review the words and phrases in row 7 of the table in [Worksheet 3.1](#). Do any broader themes emerge from these words and phrases that warrant a separate, additional vulnerability? Alternatively, are there themes that could be incorporated in the previous six vulnerabilities if the descriptions are revised? For example, several of the words and phrases may be related to building public trust and confidence or strengthening community engagement. Could these themes be incorporated in one of the other areas of vulnerability, or do they warrant a separate area? Take some time to discuss the words and phrases with your FRC Team to ensure a diversity of perspectives is provided. At the end of the discussion, the team may opt to incorporate additional ideas into the first six vulnerabilities, add a new vulnerability and brief description, and/or eliminate one or more areas of vulnerability as not relevant for your court at this time.

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## STEP 5.

Complete the table in [Worksheet 3.2](#) by listing the key areas of vulnerability your team has agreed on in the first column of the table and a brief description/bullet points of each in the second column. An [example](#) is provided. Use additional rows if necessary to accommodate the results of the team's discussions. The completed table should look similar to [Table 5.1](#) in Chapter 5 and will be used to inform the FRC Framework's strategic planning activities.

# EXERCISE

## WORKSHEET 3.1

### Implications of Scenarios for Your Jurisdiction

Vulnerability	Scenario 1	Scenario 2	Scenario 3	Scenario 4
Including a Forward-Looking, Anticipatory Capacity in Court Governance				
Focusing on User-Centered Experience & Inclusive Design				
Embracing a Data-Driven Mindset				

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Vulnerability	Scenario 1	Scenario 2	Scenario 3	Scenario 4
<b>Understanding &amp; Managing the Role of Private Entities in Court Work</b>				
<b>Preparing for Emergencies</b>				
<b>Cultivating a Future-Fit Court Workforce &amp; Workplace</b>				
<b>Phrases/themes not captured by the areas of Vulnerability</b>				

# EXERCISE

## WORKSHEET 3.2 *EXAMPLE*

### Key Vulnerability Areas for Your Jurisdiction

Vulnerability Area	Summary Description
1. Including a Forward-Looking, Anticipatory Capacity in Court Governance	<i>Example. We need to build a future-literate court workforce with a capacity to anticipate change, focus on the future-readiness of existing policies and practices, and develop new policies and court operations that take advantage of scientific insights and technological innovations.</i>
2: Focusing on User-Centered Experience & Inclusive Design	<i>Example. We need to fully adopt a user-centered and inclusive design for all court operations to address the needs and experiences of all who seek legal remedies, including those from all demographic and economic groups and those with behavioral health and disability issues.</i>
3:	<i>Use additional rows to accommodate the results of the Team's discussions.</i>
4:	<i>Use additional rows accommodate the results of the Team's discussions.</i>
5:	<i>Use additional rows accommodate the results of the Team's discussions.</i>
6: Example Additional Vulnerability: Foster Public Education	<i>Example. We need to engage our community in a nuanced, multi-format approach, accounting for today's technologies and our culturally diverse community, to help individuals understand our court, principles, and procedures, and to actively promote awareness of our court's innovations and commitment to effective, accessible, and fair justice.</i>

# EXERCISE

## WORKSHEET 3.2

### Key Vulnerability Areas for Your Jurisdiction

Vulnerability Area	Summary Description

# EXERCISE

## EXERCISE 4

### Define/Refine Vision, Mission, & Values

#### ***PURPOSE:***

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This exercise assists the FRC Team with drafting new or reviewing existing vision, mission, and values statements to ensure they reflect a forward-thinking approach to the court's work and an emphasis on resilience and evolving stakeholder expectations.

The process for developing each of the statements is similar and includes the following steps.

#### ***STEP 1.***

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Gather input from the court's stakeholders through interviews, surveys, focus groups, or workshops/meetings regarding their thoughts on the court's future aspirations, purposes, priorities, and values. Depending on the size of your jurisdiction, a small meeting of judges, court professionals, policymakers and members of the public may be sufficient. Courts in larger jurisdictions may find it easier to conduct several focus groups with various constituents and/or a survey to obtain the information. It is important that a diverse set of voices are heard to reflect the entire community the court serves. If your court already has a vision, mission, and values statement, the question should be whether those statements continue to reflect the long-range aspiration and the purposes of the court.

#### ***STEP 2.***

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Analyze the strengths and challenges, particularly considering larger social, legal and technological changes the court faces going forward. Your answers in [Worksheet 2.1](#) regarding the threats and opportunities the court might face in each scenario (see Question 5) and [Worksheet 3.2](#) regarding key vulnerabilities for the court in the future will help with this step.

#### ***STEP 3.***

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Craft the three statements through an iterative approach of brainstorming, identifying themes, drafting and refining the statements. You can use Worksheets [4.1](#), [4.2](#), and [4.3](#) to record your ideas, those from other FRC Team members, and common themes that emerge. These common themes can be the basis for drafting several iterations of each statement before finalizing each. The statements should be concise, clear, and inspirational. If your court allows, you could use an AI chatbot to provide examples of vision, mission, and values statements based on the common themes, concepts, and phrases that emerge from your discussions of each.

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Key questions to guide the discussion for each statement follow. If your court already has a vision, mission, and values statement, ensure they each remain relevant given the themes from the input gathered in steps 1 and 2 and that they address the questions below and meet the criteria of concise, clear, and inspirational.

## VISION STATEMENT:

This statement is intended to paint a clear, inspiring picture of the court's desired future. It should be ambitious yet achievable. Future-oriented questions to guide the discussion of defining/revising this statement are 1) what is the ideal future we want to create — what impact do we want to have on the justice system and the community it serves, 2) What specific outcomes or changes do we want to see in the community or world, and 3) what does success look like 10-20 years from now.

Examples of vision statements from the private sector are:

- **Habitat for Humanity:** A world where everyone has a decent place to live.<sup>41</sup>
- **Ikea:** To create a better everyday life for the many people.<sup>42</sup>
- **LinkedIn:** Create economic opportunity for every member of the global workforce.<sup>43</sup>
- **Lego:** A global force for Learning-through-Play.<sup>44</sup>

Examples of court vision statements are:

- **Colorado:** The Colorado Judicial Department is a trusted and transparent leader in the pursuit of justice across the state, serving our communities with integrity, and providing

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41 Habitat for Humanity. (2025). *Our mission, vision and principles*. About Habitat for Humanity. <https://www.habitat.org/about/mission-and-vision>

42 IKEA's description of its vision statement is "This vision goes beyond home furnishing. We want to have a positive impact on the world – from the communities where we source our raw materials to the way our products help our customers live a more sustainable life at home. IKEA. (2025). *The IKEA vision and values*. This is IKEA, about us. <https://www.ikea.com/us/en/this-is-ikea/about-us/the-ikea-vision-and-values-pub9aa779d0/>

43 LinkedIn. (2025). *About LinkedIn*. LinkedIn. <https://about.linkedin.com/>

44 Lego. (2025). *Who we are*. Lego. <https://www.lego.com/en-us/careers/who-we-are>



# EXERCISE

fair and equitable access to the judicial process.<sup>45</sup>

- **Florida:** Justice in Florida will be accessible, fair, effective, responsive, and accountable.<sup>46</sup>
- **Jamaica:** A world-class judiciary utilizing innovation and technology for efficient service delivery.<sup>47</sup>
- **Maryland:** The Maryland Judiciary advances justice for all who come to Maryland's courts. We are an efficient, innovative and accessible court system that works collaboratively with justice partners to serve the people with integrity and transparency.<sup>48</sup>
- **Singapore:** A trusted judiciary; ready for tomorrow. The Singapore Judiciary strives constantly to innovate and evolve to be ready for the challenges they will face in an increasingly complex world.<sup>49</sup>

## MISSION STATEMENT:

This statement describes the court's core purpose and how it intends to achieve its vision now and in the future. Questions to guide the discussion of defining/revising this statement are 1) why we exist as an institution; what is our primary role in the justice system, 2) who we serve, and what needs are we addressing, and 3) what services or functions we provide to fulfill our purpose.

Examples of mission statements from the private sector are:

- **American Red Cross:** The American Red Cross prevents and alleviates human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors.<sup>50</sup>

45 Colorado Courts. (2025). *Mission, vision and values*. Colorado courts workplace culture initiative. <https://judicialwci.colorado.gov/mission-vision-and-values>

46 Florida Courts. (2025). *Mission & vision*. Florida Courts. <https://www.flcourts.gov/Florida-Courts/Mission-Vision>

47 The Supreme Court Jamaica. (2025). *Vision, mission*. Home/about the court. <https://www.supremecourt.gov.jm/content/mission-statement>

48 Maryland Courts. (2025). *Mission & vision*. Maryland Courts. <https://www.courts.state.md.us/about/mission>

49 Singapore Judiciary. (2025). *Vision, mission and values of the Singapore courts*. Who we are. <https://www.judiciary.gov.sg/who-we-are/vision-mission-values>

50 American Red Cross. (2025). *Mission & values*. About us. <https://www.redcross.org/about-us/who-we-are/mission-and-values.html?srsId=AfmBOoopjs0yRyFuxQFoMA4Q34EN1u94u914SV0Bw003McIEG4HNm4Cu>

# EXERCISE

- **Google:** To organize the world's information and make it universally accessible and useful.<sup>51</sup>
- **Mayo Clinic:** Inspiring hope and promoting health through integrated clinical practice, education and research.<sup>52</sup>

Examples of court mission statements are:

- **Colorado:** The Judicial Department works to provide equal access to Justice, contribute to public safety, and strengthen the rule of law across Colorado. Together our courts and probation departments are committed to impartial and timely dispute resolution; support for families, litigants, and victims; client rehabilitation; and meaningful community engagement.<sup>53</sup>
- **Florida:** The mission of the judicial branch is to protect rights and liberties, uphold and interpret the law, and provide for the peaceful resolution of disputes.<sup>54</sup>
- **Jamaica:** To provide sound, timely judgements and efficient court services in an environment where all stakeholders are valued.<sup>55</sup>
- **Maryland:** The Maryland Judiciary provides fair, efficient and effective justice for all.<sup>56</sup>
- **Michigan:** Michigan's One Court of Justice delivers justice for all by providing access,

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51 Google. (n.d.). *Our approach to search*. Google Search. [https://www.google.com/intl/en\\_us/search/howsearchworks/our-approach/#:~:text=Google's%20mission%20is%20to%20organize,a%20wide%20variety%20of%20sources](https://www.google.com/intl/en_us/search/howsearchworks/our-approach/#:~:text=Google's%20mission%20is%20to%20organize,a%20wide%20variety%20of%20sources).

52 Mayo Clinic. (2025). *Mission & values*. About Mayo Clinic. <https://www.mayoclinic.org/about-mayo-clinic/mission-values>

53 Colorado Courts. (2025). *Mission, vision and values*. Colorado courts workplace culture initiative. <https://judicialwci.colorado.gov/mission-vision-and-values>

54 Florida Courts. (2025). *Mission & Vision*. Florida Courts. <https://www.flcourts.gov/Florida-Courts/Mission-Vision>

55 The Supreme Court Jamaica. (2025). *Vision, mission*. Home/about the court. <https://www.supremecourt.gov.jm/content/mission-statement>

56 Maryland Courts. (2025). *Mission & vision*. Maryland Courts. <https://www.courts.state.md.us/about/mission>

# EXERCISE

protecting rights, resolving disputes, and applying the law under the Constitution.<sup>57</sup>

- **New York:** The mission of the Unified Court System (UCS) is to deliver equal justice under the law and to achieve the just, fair and timely resolution of all matters that come before our courts.<sup>58</sup>

## VALUES STATEMENT:

This statement describes the court's core principles and beliefs that guide the court's actions and decision making. Questions to guide the discussion of defining/revising this statement are 1) what principles guide our decisions and behavior, 2) what values are most important to our stakeholders and those we serve, and 3) how we ensure fairness, integrity, and accountability in our work.

Although there is no set number of values an organization should have, a few clear and concise value statements are likely to be more easily conveyed, remembered and reinforced. Marketing professional Nicole Dorskind recommends four to five values, "as this requires a business to home in on authentic expressions of what they stand for and refrain from overlap or repetition."<sup>59</sup> She also recommends avoiding implicit or generic values such as honesty that would/should be a given for all organizations.

Examples of values statements from the private sector are:

- **Pandora:** We dream, we dare, we care, we deliver.<sup>60</sup>
- **Spotify:** Innovative, sincere, passionate, collaborative, playful.<sup>61</sup>
- **Patagonia:** Quality, integrity, environmentalism, justice, not bound by convention.<sup>62</sup>

57 Michigan Judicial Council. (2022, April 13). *Planning for the future of the Michigan Judicial System: 2022-2025 strategic agenda*, (p.15). [https://www.courts.michigan.gov/4a37ab/siteassets/reports/special-initiatives/mjc-strategic-agenda-flipbook/michiganjc\\_strategicagendaproof\\_final-8-1-22.pdf](https://www.courts.michigan.gov/4a37ab/siteassets/reports/special-initiatives/mjc-strategic-agenda-flipbook/michiganjc_strategicagendaproof_final-8-1-22.pdf)

58 New York State Unified Court System. (2021). *Mission statement*. NYCOURTS.GOV. <https://www.nycourts.gov/whatsnew/mission.shtml>

59 Dorskind, N. (2019). *Defining your corporate values? Keep these things in mind*. Forbes Agency Council, Council Post. <https://www.forbes.com/councils/forbesagencycouncil/2019/06/18/defining-your-corporate-values-keep-these-things-in-mind/>

60 Pandora. (2025). *Our values*. Working at Pandora. <https://pandoragroup.com/careers/working-at-pandora/our-values>

61 Spotify. (2025). *The Spotify band*. Life at Spotify. <https://www.lifeatspotify.com/being-here/the-band-manifesto>

62 Patagonia. (2025). *Our core values*. Patagonia. <https://www.patagonia.com/core-values/>

# EXERCISE

Examples of court value statements are:

- **Colorado:** To act with integrity, fairness, transparency; to be inclusive, collaborative, innovative.<sup>63</sup>
- **Delaware Superior Court:** Unity, neutrality, integrity, timeliness, equality, and dedication.<sup>64</sup>
- **District of Columbia Courts:** Accountability, excellence, fairness, integrity, respect, and transparency.<sup>65</sup>
- **New Jersey Courts:** Independence, integrity, fairness, quality service.<sup>66</sup>
- **Singapore:** Fairness, accessibility, integrity, respect.<sup>67</sup>

## STEP 4.

---

Once the three statements have been drafted, ensure they align with each other, are easily understood, and resonate with court staff and stakeholders. Once finalized, they should be incorporated into the court's strategic planning and decision-making processes. They should also be periodically reviewed to ensure their continued relevance as circumstances, opportunities, or challenges change.

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63 Colorado Courts. (2025). *Mission, vision and values*. Colorado courts workplace culture initiative. <https://judicialwci.colorado.gov/mission-vision-and-values>

64 Delaware Superior Court. (2025). *Our mission, vision & values*. Delaware Courts Judicial Branch: About us. <https://courts.delaware.gov/superior/aboutus/mission.aspx>

65 District of Columbia Courts. (2024). *Culture of the DC Courts*. District of Columbia Courts. <https://www.dccourts.gov/about/culture-of-dccourts>

66 New Jersey Courts. (n.d.). *Fair treatment*. New Jersey Courts. <https://www.judiciary.gov.sg/who-we-are/vision-mission-values>

67 SG Courts. (2025). *Vision, mission, and values of the Singapore courts*. SG Courts: Who we are. <https://www.judiciary.gov.sg/who-we-are/vision-mission-values>

# EXERCISE

## WORKSHEET 4.1

### Drafting a Vision Statement

Vision Questions	My Responses	Others' Key Words, Concepts, & Phrases	Themes from Discussions
What is the ideal future we want to create — what impact do we want to have on the justice system and the community it serves?			
What specific outcomes or changes do we want to see in the community or world?			

# EXERCISE

Vision Questions	My Responses	Others' Key Words, Concepts, & Phrases	Themes from Discussions
<b>What does success look like 10-20 years from now?</b>			
<b>Draft vision statements based on themes</b>			
<b>Final vision statement</b>			

# EXERCISE

## WORKSHEET 4.2

### Drafting a Mission Statement

Mission Questions	My Responses	Others' Key Words, Concepts, & Phrases	Themes from Discussions
Why do we exist as an institution; what is our primary role in the justice system?			
Who do we serve), and what needs are we addressing?			

# EXERCISE

Mission Questions	My Responses	Others' Key Words, Concepts, & Phrases	Themes from Discussions
<b>What services or functions do we provide to fulfill our purpose?</b>			
<b>Draft mission statements based on themes</b>			
<b>Final mission statement</b>			



# EXERCISE

## WORKSHEET 4.3

### Drafting a Values Statement

Values Questions	My Responses	Others' Key Words, Concepts, & Phrases	Themes from Discussions
What principles guide our decisions and behavior?			
What values are most important to our stakeholders and those we serve?			

# EXERCISE

Values Questions	My Responses	Others' Key Words, Concepts, & Phrases	Themes from Discussions
How do we ensure fairness, integrity, and accountability in our work?			
Draft values statements based on themes			
Final values statement			

# EXERCISE

## EXERCISE 5

### Set Strategic Priorities

#### **PURPOSE:**

---

This exercise identifies strategic areas of focus as the basis for your court's strategic plan.

#### **STEP 1.**

---

Populate the first two columns in the table in [Worksheet 5.1](#) with the vulnerability areas and summary descriptions from [Worksheet 3.2](#).

#### **STEP 2.**

---

Review the description of each vulnerability area listed in the table. Indicate in the third column of each row the extent to which you think each vulnerability should be a priority for inclusion in your court's strategic plan. Please use the following rating scale:

- Not a priority at this time
- Low priority
- Medium priority
- High priority
- Essential

#### **STEP 3.**

---

Combine the results of the ratings exercise across all team members to determine the average priority rating for each vulnerability area.

#### **STEP 4.**

---

Discuss the results of ratings exercise. Are team members generally consistent regarding their ratings of top priority areas? Do some members see an area as essential and others see it as less a priority? If all the areas are considered essential, does the court have the capacity to work on all of them? If not, which areas might be less critical for inclusion in the strategic plan at this time?

#### **STEP 5.**

---

Revise the table in [Worksheet 3.2](#) with only the top priority areas resulting from the FRC Team's ratings and discussion. Record the revisions in [Worksheet 5.2](#) (See illustration in [Worksheet 3.2 example](#)).

# EXERCISE

## WORKSHEET 5.1

### Priority Rating for Vulnerability Areas for Inclusion in Strategic Plan

Vulnerability Area	Summary Description	Rating

# EXERCISE

Vulnerability Area	Summary Description	Rating

# EXERCISE

## WORKSHEET 5.2 EXAMPLE

### Priority Areas for Inclusion in Strategic Plan

Record the priority areas that emerge as the most important in the table below. The entries in the table are illustrative only and should be replaced with the results of the FRC Teams's discussions in step 4.

Vulnerability Area	Summary Description
<b>1: Including a Forward-Looking, Anticipatory Capacity in Court Governance</b>	<i>Example: We need to build a future-literate court workforce with a capacity to anticipate change, focus on the future-readiness of existing policies and practices, and develop new policies and court operations that take advantage of scientific insights and technological innovations.</i>
<b>2: Focusing on User-Centered Experience &amp; Inclusive Design</b>	<i>Example: We need to fully adopt a user-centered and inclusive design for all court operations to address the needs and experiences of all who seek legal remedies, including those from all demographic and economic groups and those with behavioral health and disability issues.</i>
<b>3:</b>	<i>Use as many rows as needed to accommodate the results of team discussions.</i>
<b>4:</b>	<i>Use as many rows as needed to accommodate the results of team discussions.</i>
<b>5:</b>	<i>Use as many rows as needed to accommodate the results of team discussions.</i>

# EXERCISE

## WORKSHEET 5.2

### Priority Areas for Inclusion in Strategic Plan

Record the priority areas that emerge as the most important in the table below. The entries in the table are illustrative only and should be replaced with the results of the FRC Teams's discussions in step 4.

Vulnerability Area	Summary Description

# EXERCISE

## EXERCISE 6

### Craft Goals and Strategies

***PURPOSE:***

---

Identify goals and strategies for each of your court's strategic priority areas. It is important to be conservative in the number of goals and strategies identified for each area. For example, if the FRC Team identifies 4 priority areas, 2 goals for each area, and 3 strategies for each goal, the exercise will result in 24 initiatives to undertake across a 3–5-year period. Each of these may result in several projects and activities. There is no set number of goals and strategies, but the size, resources, and capacity of your court should be taken into consideration as you undertake this exercise. The focus is not on everything you want to do but on those issues that are the most important and urgent to prepare the court for today and the future. At the conclusion of the exercise, the Team should have a completed version of [Worksheet 6.1](#). [Table 6.1](#) below shows an example of a worksheet for two hypothetical priority areas for Court A.



# EXERCISE

**TABLE 6.1 EXAMPLE**

## Court A Goals & Strategies for Two Hypothetical Priority Areas

Priority Area	Summary Description	Illustrative Goals & Strategies
<b>1. Include a Forward-Looking, Anticipatory Capacity in Court Governance</b>	<i>Example. We need to build a future-literate court workforce with a capacity to anticipate change, focus on the future-readiness of existing policies and practices, and develop new policies and court operations that take advantage of scientific insights and technological innovations.</i>	<p><b>GOAL 1:</b> Enhance strategic foresight in court leadership. Develop the capacity of court leaders and staff to anticipate and respond to emerging trends, challenges, and opportunities affecting the judiciary.</p> <ul style="list-style-type: none"> <li>• <b>Strategy 1:</b> Implement training programs for court leaders and staff focused on scenario planning, trend analysis, and strategic foresight.</li> <li>• <b>Strategy 2:</b> Offer opportunities for judges and court staff to engage in education and training focused on skills to navigate future challenges, such as adaptability, visionary thinking, and emotional intelligence.</li> <li>• <b>Strategy 3:</b> Create a dedicated committee or task force to monitor trends, analyze risks, and propose forward-looking policies and practices.</li> </ul> <p><b>GOAL 2:</b> Engage stakeholders in future-planning. Create mechanisms for collaboration and dialogue with stakeholders (e.g., legal professionals, government agencies, and the public) to identify emerging trends and shape future governance priorities.</p> <ul style="list-style-type: none"> <li>• <b>Strategy 1:</b> Use surveys, focus groups, and other tools to gather input from court users and the public to understand their expectations and how the court can contribute positively to societal challenges.</li> <li>• <b>Strategy 2:</b> Work with experts in various fields to identify emerging trends that could influence the delivery of justice in our jurisdiction.</li> </ul> <p>Other goals?</p>

# EXERCISE

Priority Area	Summary Description	Illustrative Goals & Strategies
<b>2: Focus on User-Centered Experience &amp; Inclusive Design</b>	<i>Example. We need to fully adopt a user-centered and inclusive design for all court operations to address the needs and experiences of all who seek legal remedies, including those from all demographic and economic groups and those with behavioral health and disability issues.</i>	<p><b>GOAL 1:</b> Enhance accessibility for all court users. Ensure that court services, processes, and facilities are accessible to individuals of all abilities, backgrounds, and circumstances.</p> <ul style="list-style-type: none"> <li>• <b>Strategy 1:</b> Regularly gather input from court users, including litigants, attorneys, and the public, to understand their needs, challenges, and preferences.</li> <li>• <b>Strategy 2:</b> Provide virtual court services, such as online filing, remote hearings, and video conferencing, to reduce geographic and logistical barriers.</li> <li>• <b>Strategy 3:</b> Increase access for individuals with limited resources and access to technology.</li> </ul> <p><b>GOAL 2:</b> Improve the quality of court user experiences. Design court processes and interactions to be user-friendly, transparent, and responsive to the needs of the people the court serves.</p> <ul style="list-style-type: none"> <li>• <b>Strategy 1:</b> Redesign court forms, instructions, and communications to be simple, clear, and free from legal jargon, ensuring they are understandable to non-lawyers.</li> <li>• <b>Strategy 2:</b> Offer court materials and interpretation services in multiple languages to address the needs of non-English-speaking or limited-English-proficient users.</li> <li>• <b>Strategy 3:</b> Deploy court navigators, self-help kiosks, or online tools to guide users through court processes and reduce confusion. Develop new tools to address user feedback about challenges and preferences.</li> <li>• <b>Strategy 4:</b> Encourage all staff to adopt a user-centered mindset through training, performance measurement, and rewards.</li> </ul> <p>Other goals?</p>

# EXERCISE

## WORKSHEET 6.1

### Goals & Strategies for Each Priority Area in Strategic Plan

Priority Area	Summary Description	Goals & Strategies
Priority Area 1:		<p><b>GOAL 1:</b></p> <ul style="list-style-type: none"> <li>• <b>Strategy 1:</b></li> <li>• <b>Strategy 2:</b></li> <li>• <b>Strategy 3:</b></li> </ul> <p><b>GOAL 2:</b></p> <ul style="list-style-type: none"> <li>• <b>Strategy 1:</b></li> <li>• <b>Strategy 2:</b></li> <li>• <b>Strategy 3:</b></li> </ul> <p>Other goals?</p>

# EXERCISE

Priority Area	Summary Description	Goals & Strategies
Priority Area 2:		<p><b>GOAL 1:</b></p> <ul style="list-style-type: none"><li>• <b>Strategy 1:</b></li><li>• <b>Strategy 2:</b></li><li>• <b>Strategy 3:</b></li></ul> <p><b>GOAL 2:</b></p> <ul style="list-style-type: none"><li>• <b>Strategy 1:</b></li><li>• <b>Strategy 2:</b></li><li>• <b>Strategy 3:</b></li></ul> <p>Other goals?</p>

# EXERCISE

Priority Area	Summary Description	Goals & Strategies
Priority Area 3:		<b>GOAL 1:</b> <ul style="list-style-type: none"><li>• Strategy 1:</li><li>• Strategy 2:</li><li>• Strategy 3:</li></ul> <b>GOAL 2:</b> <ul style="list-style-type: none"><li>• Strategy 1:</li><li>• Strategy 2:</li><li>• Strategy 3:</li></ul> Other goals?

# EXERCISE

Priority Area	Summary Description	Goals & Strategies
Priority Area 4:		<p><b>GOAL 1:</b></p> <ul style="list-style-type: none"> <li>• Strategy 1:</li> <li>• Strategy 2:</li> <li>• Strategy 3:</li> </ul> <p><b>GOAL 2:</b></p> <ul style="list-style-type: none"> <li>• Strategy 1:</li> <li>• Strategy 2:</li> <li>• Strategy 3:</li> </ul> <p>Other goals?</p>

# EXERCISE

Priority Area	Summary Description	Goals & Strategies
Priority Area 5:		<p><b>GOAL 1:</b></p> <ul style="list-style-type: none"> <li>• <b>Strategy 1:</b></li> <li>• <b>Strategy 2:</b></li> <li>• <b>Strategy 3:</b></li> </ul> <p><b>GOAL 2:</b></p> <ul style="list-style-type: none"> <li>• <b>Strategy 1:</b></li> <li>• <b>Strategy 2:</b></li> <li>• <b>Strategy 3:</b></li> </ul> <p>Other goals?</p>

# EXERCISE

Priority Area	Summary Description	Goals & Strategies
Priority Area 6:		<p><b>GOAL 1:</b></p> <ul style="list-style-type: none"> <li>• <b>Strategy 1:</b></li> <li>• <b>Strategy 2:</b></li> <li>• <b>Strategy 3:</b></li> </ul> <p><b>GOAL 2:</b></p> <ul style="list-style-type: none"> <li>• <b>Strategy 1:</b></li> <li>• <b>Strategy 2:</b></li> <li>• <b>Strategy 3:</b></li> </ul> <p>Other goals?</p>



# EXERCISE

## EXERCISE 7

### Develop Action Plan

***PURPOSE:***

---

Prepare an action plan for implementing your strategic goals and strategies. In consultation with the FRC Team, court leadership, department heads, and other stakeholders necessary to implement the strategic plan, complete [Worksheet 7.1](#) for each of the goals and strategies identified in [Worksheet 6.1](#) (see hypothetical example for first project/initiative for Strategy 1 in the [example worksheet](#)). Once all the initiatives and projects are defined (duplicate worksheet tables as needed for each goal and strategy), the FRC Team reviews the entire list and suggests which initiatives to begin in Year 1 based on their priority, level of resources needed, and sequencing to ensure related projects follow one another as needed. This list is shared with the larger stakeholder group for review and agreement.

# EXERCISE

## WORKSHEET 7.1 EXAMPLE

### Action Plan for Each Priority Area in Strategic Plan

Strategic Action Plan							
Priority Area: Improve court user experiences							
Goal 1: Enhance accessibility for all court users							
Strategy	Project/ Initiatives	Timeline	Lead/ Responsible Entity	Other Entities	Priority High (H) Medium (M) Low (L)	Effort High (H) Medium (M) Low (L)	Notes
Strategy 1:  Regularly gather input from court users regarding their experiences	P/I 1: Implement CourTool Measure 1: Access & Fairness survey or similar tool.	6 mo/Begin YR 1; repeat annually	Jones (IT)	• Court Services  • Research	M	M	CourTool Measure 1: <a href="http://www.ncsc.org/our-centers-projects/courtools">www.ncsc.org/ our-centers- projects/ courtools</a>
	P/I 2:						
	P/I 3:						

# EXERCISE

## WORKSHEET 7.1

### Action Plan for Each Priority Area in Strategic Plan

Strategic Action Plan							
Priority Area:							
Goal #:							
Strategy	Project/ Initiatives	Timeline	Lead/ Responsible Entity	Other Entities	Priority High (H) Medium (M) Low (L)	Effort High (H) Medium (M) Low (L)	Notes
Strategy 1:	P/I 1:						
	P/I 2:						
	P/I 3:						

# EXERCISE

Strategic Action Plan							
Priority Area:							
Goal #:							
Strategy	Project/ Initiatives	Timeline	Lead/ Responsible Entity	Other Entities	Priority High (H) Medium (M) Low (L)	Effort High (H) Medium (M) Low (L)	Notes
Strategy 2:	P/I 1:						
	P/I 2:						
	P/I 3:						

# EXERCISE

Strategic Action Plan							
Priority Area:							
Goal #:							
Strategy	Project/ Initiatives	Timeline	Lead/ Responsible Entity	Other Entities	Priority High (H) Medium (M) Low (L)	Effort High (H) Medium (M) Low (L)	Notes
Strategy 3:	P/I 1:						
	P/I 2:						
	P/I 3:						

# EXERCISE

## EXERCISE 8

### Implement Plan

**PURPOSE:**

---

Track and report progress on executing the action plan.

**STEP 1:**

---

Use a chart like the one in [Worksheet 8.1](#) or with one of the many software programs available for project management. Some of these programs allow for real-time tracking of progress and allow you to create visualization charts and dashboards to easily see the progress being made on each goal. The first row in [Worksheet 8.1](#) provides an example.

**STEP 2:**

---

Use [Worksheet 8.2](#) to identify output and outcome measures to evaluate how well each strategy is addressing each strategic goal. The first row in [Worksheet 8.2](#) provides an example from [Worksheet 8.1](#). Continue adding rows to address each goal in each priority area.

# EXERCISE

## WORKSHEET 8.1 EXAMPLE

### Action Plan Progress

Strategic Action Plan							
Priority Area: <i>Improve court user experiences</i>							
Goal #: <i>Enhance accessibility for all court users</i>							
Strategy	Project/ Initiative	Timeline	Lead/ Entity	Other Entities	Status (NS, IP, C) <sup>1</sup>	Budget/Resources Status	Issues/Modifications Needed
<b>Strategy 1:</b> <i>Regularly gather input from court users regarding their experiences</i>	P/I 1: <i>Implement CourTool Measure 1: Access &amp; Fairness survey or similar tool.</i>	6 mo/ Begin YR 1; repeat annually	Jones (IT)	<ul style="list-style-type: none"> <li>• Court Services</li> <li>• Research</li> </ul>		<ul style="list-style-type: none"> <li>• Budget is on target</li> <li>• Will need researchers to prepare report</li> </ul>	<i>Risk: Survey should not be launched during holidays; may need to delay for a month.</i>
	P/I 2:						
	P/I 3:						

# EXERCISE

## WORKSHEET 8.1

### Action Plan Progress

<b>Strategic Action Plan</b>							
<b>Priority Area:</b>							
<b>Goal #:</b>							
<b>Strategy</b>	<b>Project/ Initiative</b>	<b>Timeline</b>	<b>Lead/ Entity</b>	<b>Other Entities</b>	<b>Status (NS, IP, C)<sup>1</sup></b>	<b>Budget/Resources Status</b>	<b>Issues/Modifications Needed</b>
<b>Strategy 1:</b>	P/I 1:						
	P/I 2:						
	P/I 3:						



# EXERCISE

Strategic Action Plan							
Priority Area:							
Goal #:							
Strategy	Project/ Initiative	Timeline	Lead/ Entity	Other Entities	Status (NS, IP, C) <sup>1</sup>	Budget/Resources Status	Issues/Modifications Needed
Strategy 2:	P/I 1:						
	P/I 2:						
	P/I 3:						

# EXERCISE

<b>Strategic Action Plan</b>							
<b>Priority Area:</b>							
<b>Goal #:</b>							
<b>Strategy</b>	<b>Project/ Initiative</b>	<b>Timeline</b>	<b>Lead/ Entity</b>	<b>Other Entities</b>	<b>Status (NS, IP, C)<sup>1</sup></b>	<b>Budget/Resources Status</b>	<b>Issues/Modifications Needed</b>
<b>Strategy 3:</b>	P/I 1:						
	P/I 2:						

<sup>1</sup> NS=not started, IP=in progress, C=Complete

# EXERCISE

## WORKSHEET 8.2

### Monitoring Strategic Plan Performance

<b>Priority Area:</b>		
<b>Goal #:</b>		
<b>Strategy</b>	<b>Output Measures</b>	<b>Outcome Measures</b>
<b>Strategy 1:</b>		
<b>Strategy 2:</b>		
<b>Strategy 3:</b>		

# EXERCISE

<b>Priority Area:</b>		
<b>Goal #:</b>		
<b>Strategy</b>	<b>Output Measures</b>	<b>Outcome Measures</b>
<b>Strategy 1:</b>		
<b>Strategy 2:</b>		
<b>Strategy 3:</b>		

# EXERCISE

## EXERCISE 9

### Monitor Trends & Signals

#### **PURPOSE:**

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Review and update [Worksheet 1.1](#) (see [Exercise 1](#)) regarding social and technological drivers of change and their potential implications for the court's strategic priorities, goals, and strategies.

#### **STEP 1.**

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Create [Worksheet 9.1](#) (see example below) by copying the final version of [Worksheet 1.1](#) created for Exercise 1 and making the following changes:<sup>79</sup>

- The third column has been changed to “Updated Local Signals” from “Local Signals/ Examples.”
- The fourth column has been changed to “Possible Implications for Your Court/Court System’s Strategic Priorities” from “Possible Implications for Your Court/Court System.”

#### **STEP 2.**

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Review the local signals you initially identified in the third column regarding what is happening in your jurisdiction related to each of the drivers of change included in the first column. Based on your review of current and emerging trends (see “What Will the Review Entail?” in [Chapter 11](#)), are the local signals still accurate or should they be updated? Add information to each cell in the third column regarding the review date and whether or not the signals were updated (see example for racial justice and equality in [Worksheet 9.1](#)). Indicate in the fourth column whether the updated information has implications for one or more of the court's strategic priorities. Does the new information indicate potential risks or opportunities that might affect implementation of the strategic plan?

Finally, if the review identifies new drivers of change or emerging trends that were not previously included in the worksheet, they can be added as new rows to monitor in the future.

#### **STEP 3.**

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Share the updated version of [Worksheet 9.1](#) with the FRC Monitoring Team and discuss whether any changes in the court's strategic plan are warranted based on the new information.

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<sup>79</sup> If you did not complete [Exercise 1](#) earlier, you can start the exercise with completing [Worksheet 9.1](#) based on scanning current and emerging trends relevant to your jurisdiction for each of the drivers of change in the first column.

# EXERCISE

## WORKSHEET 9.1 *EXAMPLE*

### Updated Drivers of Change & Implications for Strategic Plan

Date:

Driver	Description	Updated Local Signals	Possible Implications for Your Court/Court System's Strategic Priorities
<b>RACIAL JUSTICE AND EQUALITY</b>	The 2020 global protests about systemic racism, sparked by a succession of high-profile police brutality cases suffered by Black Americans, has heightened the visibility of differential treatment of individuals by race and ethnicity and renewed calls to address continued inequality.	<i>Date: No changes made.</i> <i>List of signals from Worksheet 1.1.</i>	<i>Date: No additional implications to consider.</i>
<b>INCOME INEQUALITY</b>	Income inequality in the U.S. continues to rise and has profound effects on the health and well-being of individuals, families, and communities.		

# EXERCISE

## WORKSHEET 9.1

### Updated Drivers of Change & Implications for Strategic Plan

Date:

Driver	Description	Updated Local Signals	Possible Implications for Your Court/Court System's Strategic Priorities
<b>RACIAL JUSTICE AND EQUALITY</b>	The 2020 global protests about systemic racism, sparked by a succession of high-profile police brutality cases suffered by Black Americans, has heightened the visibility of differential treatment of individuals by race and ethnicity and renewed calls to address continued inequality.		
<b>INCOME INEQUALITY</b>	Income inequality in the U.S. continues to rise and has profound effects on the health and well-being of individuals, families, and communities.		

# EXERCISE

Driver	Description	Updated Local Signals	Possible Implications for Your Court/Court System's Strategic Priorities
<b>DIGITAL TRANSFORMATION OF PUBLIC SERVICES</b>	Public institutions face a growing demand for easily accessible services on digital platforms, designed from a user's perspective, though challenged by limited budgets, outdated technology, and concerns over data security.		
<b>TRUST IN PUBLIC INSTITUTIONS</b>	The fracturing of public trust in institutions continues apace with increasingly deep divides among Americans related to confidence in the transparency and accuracy of government data and policies, media reports, and political parties. These divisions vary substantially by identity (e.g., age, gender, race), disposable income, and education.		



# EXERCISE

Driver	Description	Updated Local Signals	Possible Implications for Your Court/Court System's Strategic Priorities
<b>BEHAVIORAL HEALTH ISSUES</b>	Substance use and mental health disorders, already prevalent across society, have increased with the chronic nature of stress associated with the 2020 covid-19 pandemic, uncertain economy, and racial and social inequities.		
<b>CYBERTHREATS &amp; DISINFORMATION</b>	Cyberthreats and disinformation campaigns continue to expand and evolve, accelerated by the rapid transformation of many private and public sector businesses to remote operations during the covid-19 pandemic.		

# EXERCISE

Driver	Description	Updated Local Signals	Possible Implications for Your Court/Court System's Strategic Priorities
<b>DEMOGRAPHIC COMPOSITION</b>	Significant shifts in population demographics such as age, gender, race, birth and death rates, education levels, income levels, and family size pose challenges for government, business, and society.		
<b>PROFESSIONAL REGULATION</b>	Current models of professional regulation and licensing, impacting who can develop, provide, and access goods and services, are increasingly facing criticism for stifling innovation and flexibility in responding to consumer needs and restricting consumer choices. This phenomenon is forcing professions and government entities to re-think their business models to remain relevant.		

# EXERCISE

Driver	Description	Updated Local Signals	Possible Implications for Your Court/Court System's Strategic Priorities
<b>IMPACT OF SOCIAL MOVEMENTS</b>	Civic activation, supported by social media and philanthropic agents, is rising sharply and spurring change on a variety of social issues with potentially significant effects on the current roles, responsibilities, and operations of various public institutions.		
<b>DATA-DRIVEN ORGANIZATIONS</b>	The public sector relies increasingly on data and advanced data analytics to inform decision making and optimize performance. Tools for capturing and using data grow more sophisticated and broadly available, eliminating the need for specialized expertise and resulting in real-time use of information for management and decision making.		

# EXERCISE

Driver	Description	Updated Local Signals	Possible Implications for Your Court/Court System's Strategic Priorities
<b>CLIMATE CHANGE</b>	Despite mitigation efforts, global warming continues, affecting areas such as human health (including potential pandemics), the quantity and quality of water, energy, transportation, agriculture, forests, and ecosystems.		
<b>CHANGING CONCEPTIONS OF WORK</b>	The fundamental meaning and nature of work is evolving rapidly as a result of digital and augmented intelligence, shifts from physical to virtual spaces, multi-generational expectations of the work environment and job satisfaction, and the need for new and different skill sets to accommodate new and reconceptualized jobs.		

# EXERCISE

Driver	Description	Updated Local Signals	Possible Implications for Your Court/Court System's Strategic Priorities
<b>ECONOMY</b>	The Congressional Budget Office projects a slow but steady improvement in economic growth over the next several years, with an associated decline in the unemployment rate to pre-pandemic levels. While the national debt remains high, federal revenues are projected to increase as a result of the expiration of temporary pandemic-related expenses, scheduled increases in taxes, and other factors.		
<b>ADDITIONAL DRIVER OF CHANGE FOR JURISDICTION</b>			

1 NS=not started, IP=in progress, C=Complete

## CHAPTER 12

# E&A Activity 3: Evaluate & Adjust Plan

*“All failure is failure to adapt, all success is successful adaptation.”*

**Max McKewon<sup>78</sup>**

This activity requires the FRC Monitoring Team to determine 1) whether any new information on emerging trends and signals (see [E&A Activity 2](#)) warrants changes to the court’s strategic plan and 2) if implemented actions are achieving the plan’s stated goals. Regular evaluation allows the FRC Monitoring Team to make informed decisions about adjustments to ensure the plan takes into consideration evolving changes in the environment and to ensure effort and resources are being used effectively. Ongoing reviews also demonstrate accountability and can enhance motivation by making improvements as issues arise.

As discussed in [Chapter 11](#), the resiliency of the plan depends on adjustments, as needed, to address potential disruptions as identified by the monitoring process. In addition, responding to emerging trends demonstrates commitment to a proactive and forward-thinking approach, enhancing public trust and confidence in the viability of the court system.

The FRC Monitoring Team should review [Worksheet 9.1: Updated Drivers of Change & Implications for Strategic Plan](#) and determine whether any of the descriptions of the priority areas, goals, and/or strategies in [Worksheet 6.1: Goals & Strategies for Each Priority Area in Strategic Plan](#) should be modified in light of new information on emerging trends. Based on this review, the Monitoring Team should determine whether:

- Updates to [Worksheet 9.1](#) on emerging trends are minimal and, consequently, no updates to [Worksheet 6.1](#) are currently needed;
- Updates to [Worksheet 9.1](#) highlight emerging trends to watch in future reviews but do not indicate a need to modify [Worksheet 6.1](#) at this time; or

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<sup>78</sup> McKewon, M. (2012). *Adaptability: The art of winning in an age of uncertainty*. Kogan Page.

- Updates to [Worksheet 9.1](#) identify emerging trends that warrant updates to one or more strategic priorities, goals, and/or strategies in [Worksheet 6.1](#). If an emerging trend is potentially disruptive on a large scale (e.g., signals of the pandemic in 2019), it may warrant adding a new strategic priority area to the strategic plan. If less disruptive, it may require more modest modifications to the existing plan.

If modifications to the strategic plan are deemed necessary, the FRC Monitoring Team should revise [Worksheet 8.1: Action Plan Progress](#) to reflect the changes. The Monitoring Team should consider the impact on specific goals and strategies as well as the plan in its entirety. For example, do the modifications indicate a need to increase resources and accelerate the timeline for some projects while delaying others?

Any changes should be clearly documented and communicated to those implementing the plan. If changes to the plan are significant, an updated plan should also be shared with stakeholders.

In addition to updating the plan based on new emerging trends, the FRC Monitoring Team should periodically review the status of output and outcome measures in [Worksheet 8.2: Monitoring Strategic Plan Performance](#). Is information available on the performance measures? If not, is the plan still on target? If performance information is available, what does it suggest? Are adjustments needed (e.g., initial assumptions about the availability of experts did not materialize)? Are new measures warranted given changes in the plan based on emerging trends? Incorporating such routine reviews allows the Monitoring Team to track progress on the plan and measure the success of the plan in addressing the strategic priority areas. It enables adjustments to be made in a timely manner and ensures that resources continue to be deployed where most needed. Regular review of performance measures supports accountability, informed decision making, and a continued focus on the court's strategic priorities.