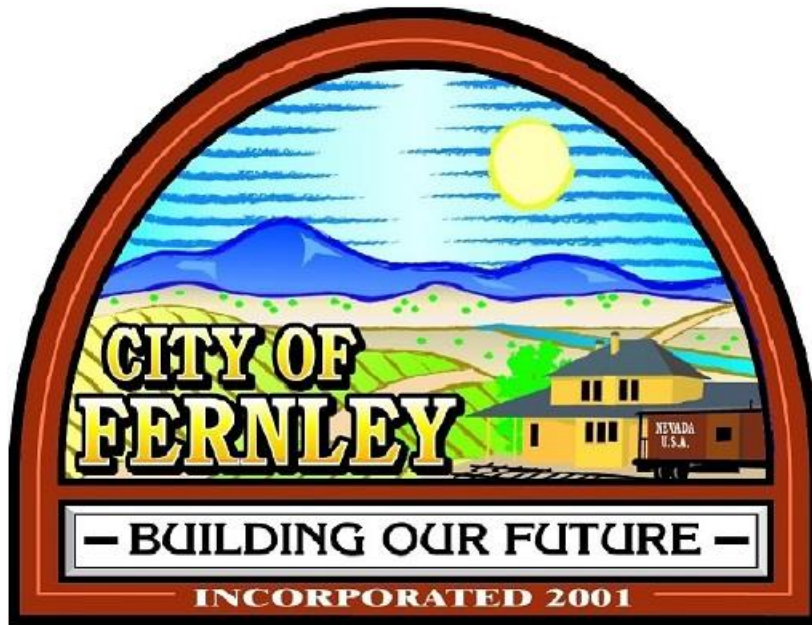


Fernley Municipal Court
Strategic Plan
2021 - 2026



Fernley Municipal Court Staff

Lori Matheus – Senior Judge

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Executive Summary

The Fernley Municipal Court participated in a Strategic Planning process to improve its ability to be more strategic in the operation of the court. This effort is designed to build a comprehensive plan through a collaborative effort that ensures employees and leadership are engaged in the development and implementation.

The Strategic Plan outlines the vision, mission, values, core strategic directions and strategic goals and objectives that the court will focus on over the next five (5) years.

Once approved, the court will establish an action plan to ensure goals and objectives have measurable outcomes with a timeline. Further, priorities will be utilized in the budget process to ensure resources are provided for the implementation of identified goals and objectives.

The strategic planning process included gathering information through a collaborative effort. The court staff met on October 22, 2021, for a day-long workshop. This process included group exercises for the completion of a SWOT Analysis and development of a vision, mission, and values statement. Through this process, core strategic directions were identified, and goals and objectives were developed. The process was inclusive, and participants were fully engaged.

Organization History and Profile

The Nevada Judiciary includes the following:

- Supreme Court
- Court of Appeals
- District Courts – 11 District Courts
- Justice Courts – 40 Justice Courts
- Municipal Courts – 17 Municipal Courts

Fernley was established as a township in the 1930's with the Lyon County Board of Commissioners as the governing body for Fernley. In 1985, the citizens installed a self-governing town board separate from the Lyon County Board of Commissioners. Effective July 1, 2001, Fernley incorporated as a city assumed additional functions.

In October 2002, the city established separate municipal court operations.

Fernley Municipal Court is a court of limited jurisdiction. Limited Jurisdiction is the power of a court to hear only certain types of cases, or those in which the amount of controversy is below a certain sum or that is subject to exceptions.

Fernley Municipal court is only permitted to hear misdemeanor charges that occur within the City of Fernley limits and any violation of Fernley Municipal Codes.

Vision, Mission, and Values Statements

Through a visioning process, participants were asked to imagine that it was the year 2031.... the State Judiciary has done a cover story on the Fernley Municipal Court. Two groups were formed, and the exercise was to identify several elements of the media coverage including cover stories, feature articles, side bars, quotes, and pictures. Through this process, several areas were identified including the following:

Cover Stories:

- FMC is the poster child for modern courts
- First Nevada Municipal Court to implement rehabilitation animals as court ordered therapy
- Rehabilitated animals are used as compassion companions during court proceeding.



Feature Articles:

- FMC Goes Green (paperless)
- FMC Fastest Court in the West
- FMC City finally gets its own Police Department/Justice Complex
- FMC Starts Community Court
- FMC sees a 50% decrease in recidivism – first visible decrease in 10 years
- Establishment of Drive-Thru Court Services Kiosk
- On-line Night Court
- Newly Released Interactive FMC Website
 - Online Form Submittal Portal
 - Case lookup
 - Online Resolution Program
- Contract with State of Nevada Public Defender's Office



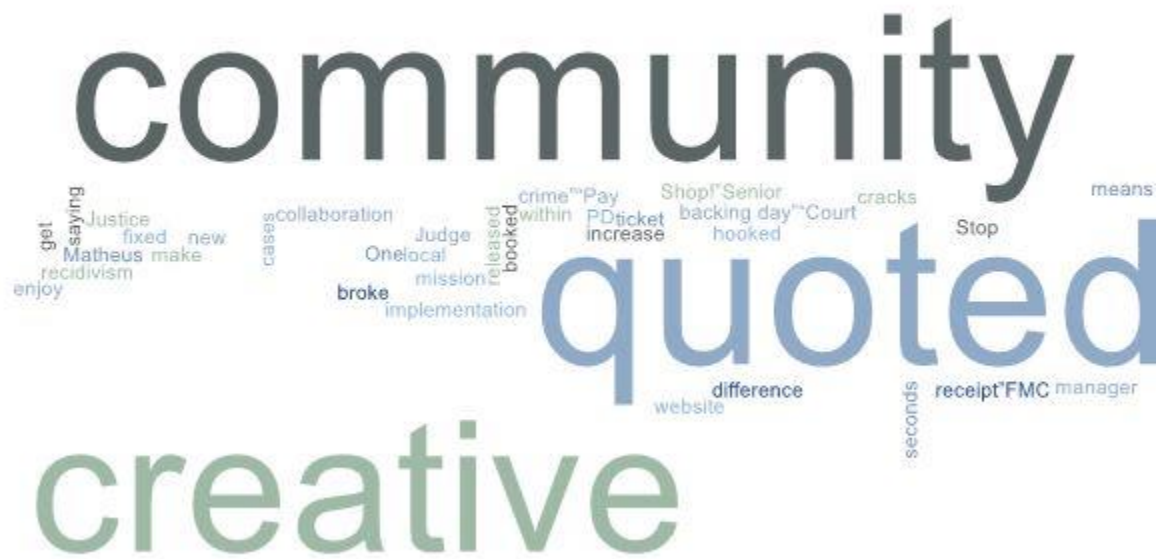
Side Bars:

- Go green
 - Paperless court
 - Electronic filing
 - E-signatures
 - Electronic forms
- Fastest in the West
 - Arraignment to sentencing; Same Day!
 - 24-hour access to case resolution
- Fernley Justice Complex and Police Department
 - Improvement in Court Service, i.e. Quicker release and better supervision
- Fernley's New Community Court
 - Community members receive help with housing, counseling, employment, medical and other treatments as well as peer support to help reduce recidivism.
- Groundbreaking for a Regional Justice Center
- DMV in a box located on Court Property
- Extended Hours – Online Night Court
- Expanded Court Services Department – newly hired Court Services Officer
- Staff Retention has increased ten-fold over the past decade.

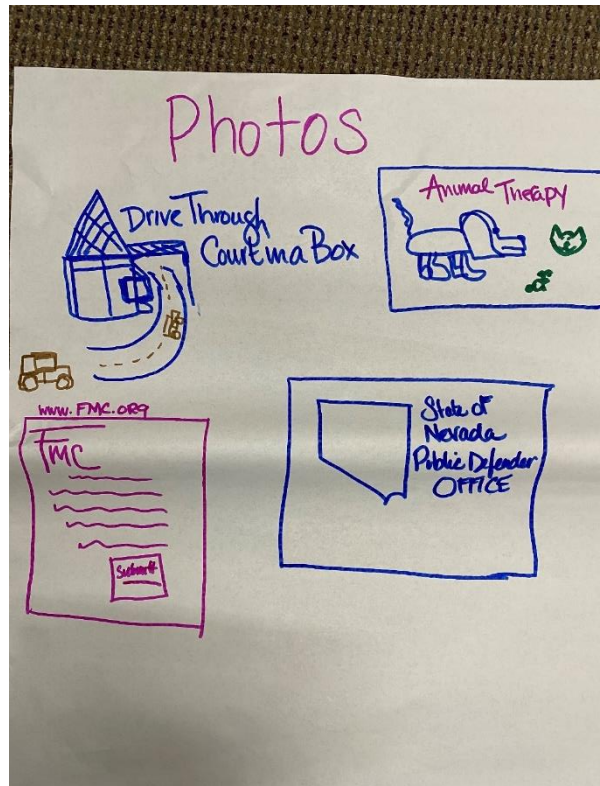
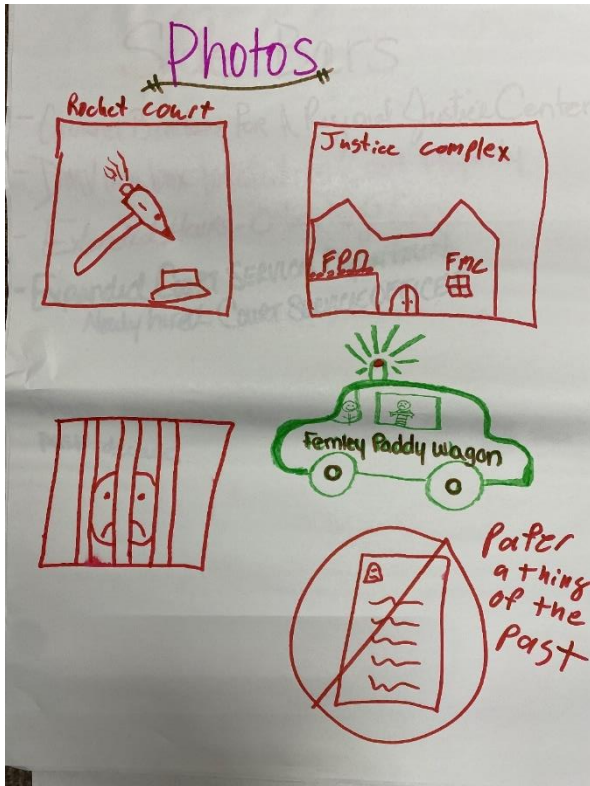


Quotes:

- “Get hooked, booked, and released in the same day”
- “Court cases increase as local PD cracks down on crime”
- “Pay your ticket within seconds of receipt”
- FMC – Your One Stop Shop!”
- Senior Judge Matheus was quoted as saying, “It’s been my mission to make a difference in my community through creative collaboration, community backing, and implementation of creative means to Justice. Recidivism is down by 50%.”
- IT Manager quoted, “It was broke so we fixed it – enjoy our new website!”



Photos:



VISION STATEMENT

The Fernley Municipal Court strives to be prompt, efficient, effective, virtual, and paperless holistic court providing programs, resources, and alternative options in an all-in-one justice center.

Purpose

Court staff discussed the purpose of the court to establish a mission statement. Areas of importance included the following:

- Adjudication of cases in a fair and judicial manner
- To properly maintain the court and assist defendants in the process of the court to ensure the cases are resolved and do not become repeat offenders
- Create an organized, comfortable, and safe place to live
- Provide fairest process of justice
- Treat defendants with fairness, dignity, and respect
- Assist the defendants to become contributing citizens

MISSION STATEMENT

Fair, efficient, and impartial access to justice through due process that promotes and upholds the integrity of the court.

VALUES STATEMENT

Integrity *Doing what we say we are going to do*

Communication *Being professional, keeping promises, follow-up, timeliness*

Encouragement *Building rapport and confidence, point out the things they're doing well*

Teamwork *Support and cover for your team*

SWOT Analysis

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. This analysis is a technique used for assessing these four areas and identify what the organization does well and how to establish goals for improvement in areas of concern.

Court staff spent time brainstorming and identifying internal strengths and weaknesses as well as external opportunities and threats. This information was extremely helpful in the development of the goals and objectives, which the court will work to implement over the next few years.

Strengths (Internal)	Weaknesses (Internal)
<ul style="list-style-type: none"> • Training opportunities are HUGE • Adapt to change • Fast resolutions • Helping/support each other • Good customer service • Virtual court services • Good court services program • Lots of knowledge • Small but mighty 	<ul style="list-style-type: none"> • Outdated case court management system • Remodel is chaotic • No electronic filing system • Unsettled policies and procedures, always evolving • No court services officer • Majority of staff 3-4 years court experience • Excess of paper documents • Getting out of own BOX • Not knowing changes needed • Staff multi-generational • Struggle with cross-training • Weak training program • Unfunded legislative mandates • More defined roles and responsibilities • Defined structure • Lots of changes • Website • Constant continuances • Uncertain trial dates • Inability to resolve cases at arraignment
Opportunities (External)	Threats (External)
<ul style="list-style-type: none"> • New case management system • E-filing • Hybrid court • Training • Pre-trial services program-paperless • Marshal position • Specialty court/Community court • Civil cases online dispute resolution • Electronic forms 	<ul style="list-style-type: none"> • 48-hour bail hearing • Inability to work remotely • Loss of Public Defender • Budget • Changing traffic to Civil • Inability to issue warrants • Inability to suspend driver's license • Community growth • Language barriers • Limited law enforcement • Inability to arrest misdemeanor cases • No City police department • Communication between Public Defender/City Attorney's Office and Defendants • Workload calendars • Haven't had settlement discussions • No prosecutors at arraignments

GOALS AND OBJECTIVES

Fernley Municipal Court staff worked together to develop the following goals and objectives, which will be the focus for the next few years. These will also be used in the development of the annual budget to ensure resources are available for implementation.

FINANCIAL GOALS	
Goal 1: Warrant Amnesty Day	
Objective 1: Give amnesty for warrants based on identified criteria	
Task 1	Determine who gets amnesty
Task 2	Determine how to notify
Task 3	Create process and timeline
Task 4	Train employees on process
Task 5	Implement Process
Goal 2: Compliant and accountable court	
Objective 1: Updated compiled MAS	
Task 1	Determine gaps
Task 2	Finalize document
Task 3	Train employees on process
Task 4	Implement process
Goal 3: Functional Independent Justice Center	
Objective 1: Complete needs analysis	
Objective 2: Complete feasibility study	
Objective 3: Create long-term plan	
Task 1	Complete conceptual design
Task 4	Determine funding needs
OPERATIONAL GOALS	
Goal 1: Fully functional Marshal position	
Objective 1: Hire for position	
Task 1	Determine court needs
Task 2	Refine job description
Task 3	Advertise
Task 4	Make offer
Task 5	Onboarding
Goal 2: Efficient Case Resolution	
Objective 1: Collaboration with City Attorney’s Office and Public Defender	
Task 1	Schedule regular meetings with City Attorney and Public Defender
Task 2	Identify challenges
Task 3	Create solutions

Task 4	Implement solutions
Task 5	Train employees on process
Objective 2: Establish a time to disposition and cost per case goal	
Task 1	Meet with City Attorney's Office and Public Defender
Task 2	Establish process and timeline for implementation
Task 3	Implement process
Task 4	Train employees on process
Task 5	Report and review
Objective 3: Establish trial date certainties	
Task 1	Meet with City Attorney's Office and Public Defender
Task 2	Establish process and timeline
Task 3	Implement process
Task 4	Train employees on process
Task 5	Report and review
Goal 3: Ensure adequate resources for defendants	
Objective 1: DMV Resources in a Box/Kiosk	
Task 1	Research requirements with DMV
Task 2	Determine space and funding
Task 3	Install kiosk
Task 4	Train employees on process
Task 5	Public education
Objective 2: Resource Directory	
Task 1	Identify areas needed (i.e., certified counselors, housing, substance abuse, food, etc.)
Task 2	Publish information
Task 3	Public education
ADMINISTRATION GOALS	
Goal 1: Professional, trained Fernley Municipal Court staff	
Objective 1: All staff are members of NACA and NACE	
Task 1	Enroll all staff
Task 2	Identify trainings
Task 3	Schedule trainings
Task 4	Attend trainings
Task 5	Report back on trainings
Objective 2: Attend the NCS trainings monthly – all staff	
Task 1	Schedule trainings
Task 2	Attend trainings
Task 3	Reports back on trainings
Objective 3: Attend Administrative meetings and city-wide trainings	

Task 1	Schedule meetings
Task 2	Report back on meetings
Objective 4: Establish court training plan	
Task 1	Determine training needs
Task 2	Schedule trainings
Task 3	Complete training
Task 4	Re-train as needed
Task 5	Acknowledge training
Task 6	Cross training
Goal 2: Fernley Municipal Court will comply with legislative mandates	
Objective 1: Full understanding of legislative requirements	
Task 1	Determine and research updates
Task 2	Determine implementation plan
Task 3	Create procedures
Task 4	Train employees on procedures
Task 5	Complete and implement
Objective 2: Compliance with AB 424	
Task 1	Review Bill
Task 2	Determine implementation and staffing plan
Task 3	Establish policies and procedures
Task 4	Train employees on policies and procedures
Task 5	Implement
Objective 3: Compliance with "Traffic to Civil" AB 116	
Task 1	Review Bill
Task 2	Determine implementation and staffing plan
Task 3	Establish policies and procedures
Task 4	Train employees on policies and procedures
Task 5	Implement
Objective 4: Compliance with SB 147	
Task 1	Review Bill
Task 2	Determine implementation and staffing plan
Task 3	Establish policies and procedures
Task 4	Train employees on policies and procedures
Task 5	Implement
Objective 5: Compliance with AB 219	
Task 1	Review Bill
Task 2	Determine implementation and staffing plan
Task 3	Establish policies and procedures

Task 4	Train employees on policies and procedures
Task 5	Implement
Objective 6: Compliance with AB196	
Task 1	Review Bill
Task 2	Determine implementation and staffing plan
Task 3	Establish policies and procedures
Task 4	Train employees on policies and procedures
Task 5	Implement
Goal 3: Functional Community Service Program	
Objective 1: Design program	
Task 1	Create policies and procedures
Task 2	Establish roles and responsibilities
Task 3	Public education
Goal 4: Positive Working Environment	
Objective 1: Create a supportive working environment	
Task 1	Establish continuous team building activities
Task 2	Proactively understand team members
Task 3	Create flexibility within reason
Task 4	Review wages and benefits
Task 5	Provide growth opportunities
Task 6	Provide support for team members
TECHNOLOGY GOALS	
Goal 1: Functional Case Management System	
Objective 1: Determine best case management system for Court	
Task 1	Understand State changes
Task 2	Review other options
Task 3	Make determination on which plan is best
Task 4	Establish implementation plan
Objective 2: Determine the ability to E-file documents or alternative	
Task 1	Research options
Task 2	Review options
Task 3	Make determination on which option is best
Task 4	Budget for implementation
Task 5	Train employees
Task 6	Implement
Objective 3: Function CEP Pre-Trial	
Task 1	Build the system
Task 2	Train employees on system
Task 4	Implement

Goal 2: Paperless Court	
Objective 1: Digital file system	
Task 1	Research digital options for commonly used forms
Task 2	Establish processes for system (include roaming profiles)
Task 3	Train employees on system
Task 4	Implement
Goal 3: Functional Municipal Court Website	
Objective 1: Digital submission	
Task 1	Research options (include inquiries and forms)
Task 2	Select options
Task 3	Training
Task 4	Implement
Objective 2: User-friendly website	
Task 1	Direct link and mobility options
Task 2	Court calendars
Task 3	Link to court hearings and public access (public viewing)
Task 4	Collect and receive payments (auto apply, paypal options)
Task 5	Chat option
Task 6	Text notification
Goal 4: Efficient Virtual Court	
Objective 1: Determine cases for Virtual Court	
Task 1	Discuss with stakeholders
Task 2	Make determination
Task 3	Implement
Objective 2: Review platform	
Task 1	Determine best platform
Task 2	Train employees on platform
Task 3	Implement
Task 4	Public education
Objective 3: Defendant notification	
Task 1	Information on citations
Task 2	Summons and complaints
Task 3	Update information on website
Task 4	Bail release
Task 5	Social media

CONCLUSION

The Fernley Municipal Court has collaboratively created a plan that can be used to move the court into the future in an effective manner by strategically looking at four core areas: Financial, Administration, Operation, and Technology.

Through continued review, training, and implementation, the court has the ability to reach its vision of being a prompt, efficient, effective, virtual, and paperless holistic court providing programs, resources, and alternative options in an all-in-one justice center.

We enjoyed working with you on developing your plan. Should you have any questions or need additional assistance, please let us know.

Respectfully,

The Team from the City Manager's Office.