
Notes

1. National-scope efforts have included funding for a national conference, and support for guidebooks on futures and visioning, and long range strategic planning. State efforts have included grants to Florida and several other states. There have also been numerous awards to individual jurisdictions.
2. John A. Martin, *An Approach to Long Range Strategic Planning in the Courts* (Denver, CO: Center for Public Policy Studies, 1992). Brenda J. Wagenknecht-Ivey, *An Approach to Long Range Strategic Planning in the Courts: Training Guide* (Denver, CO: Center for Public Policy Studies, 1992).
3. John A. Martin, Brenda J. Wagenknecht-Ivey, Steven Weller, and David A. Price, *Strategic Planning for Courts: Implementation Guide* (Denver, CO: Center for Public Policy Studies, 1995). Brenda J. Wagenknecht-Ivey, David A. Price, and John A. Martin, *Continuous Quality Improvement in the Courts: A Practitioner's Guide* (Denver, CO: Center for Public Policy Studies, 1998).
4. Professional Development Advisory Committee, "Visioning and Strategic Planning Curriculum Guidelines" 14 *Court Manager* 1, p. 36.
5. Urban trial courts utilizing this process have included the 11th Judicial Circuit of Florida, Miami; the Orange County Superior Court, Santa Ana, California; the 36th District Court, Detroit, Michigan; King County District Court, Seattle, Washington; Pierce County District Court, Tacoma, Washington; and the Hennepin County District Court, Minneapolis, Minnesota.
6. Smaller courts and jurisdictions utilizing the nine-step process have included the Family Division, 8th Judicial Circuit of Florida, Gainesville; the 12th Judicial Circuit of Florida, Sarasota; Yakima County District and Superior Courts; and Isabella County (Mt. Pleasant), Michigan.
7. Gainesville and Sarasota.

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8. Florida, California, Michigan, and Wisconsin.
 9. Michigan.
 10. Examples have included the Florida Conference of Circuit Judges, and the Florida Conference of County Court Judges.
 11. Isabella County, Orange County, Gainesville.
 12. Sarasota, Miami, Detroit, Minneapolis, Seattle.
 13. Florida, Orange County, Michigan.
 14. For alternative approaches, see *Bringing the Future to Justice: Charting the Course in the New Dominion*, (Richmond, VA: Judicial Council of Virginia, 2000), p.5. In this document, the FY 2000-2002 strategic plan for the Virginia Judiciary, the strategic planning and management system of the Virginia judiciary is detailed, including a comprehensive planning diagram. See also, "Appendix B: History of the Judicial Conference's Long Range Planning Process," in *Long Range Plan for the Federal Courts* (Washington, DC: Judicial Conference of the United States Courts, 1995).
 15. Florida's long-range strategic planning process is detailed in the unabridged version of its long-range strategic plan. See *Taking Bearings, Setting Course: The Long-Range Strategic Plan for the Florida Judicial Branch* (Judicial Management Council of Florida, 1998), pp. 3-16. The process is also included in Brenda J. Wagenknecht-Ivey, *A Guide to Implementation Planning* (Office of the State Courts Administrator, 1998), pp. I-2 - I-4.
 16. See *Workshop Highlights: Pro Se Study Group Workshop* (Office of the State Courts Administrator, 1996).
 17. *Taking Bearings, Setting Course: The Long-Range Strategic Plan for the Florida Judicial Branch* (Judicial Management Council of Florida, 1998).

18. *Horizon 2000: The 1998-2000 Operational Plan for the Florida Judicial Branch* (Judicial Management Council of Florida, 1998).

19. The Florida judicial branch is operating under new statutory requirements that call for five-year fiscal planning, and the prioritization of funding objectives. See “The Link Between Planning and Budgeting,” page 19, and notes 21 and 22. Given these requirements, the structure of the operational plan may change for the 2002-2004 planning cycle. Further, the relationship of the operational plan to the new fiscal planning document needs to be defined, and the process for generating future operational plans may need to change. Nonetheless, the primary function of the operational plan – to identify two-year priorities and guide the major activities of the judicial branch – is not expected to change.

20. See Brenda J. Wagenknecht-Ivey, *A Guide to Implementation Planning* (Office of the State Courts Administrator, 1998).

21. The initial requirement for performance-based program budgeting in the judicial branch can be found in Chapter 94-249, Laws of Florida. The law called for the submission of proposed programs on January 15, 2000, and proposed measures and standards by September 15, 2000. PB² requirements were amended substantially by the 2000 Legislature. See Chapter 216.023, Florida Statutes.

22. The five-year budget is termed a long range program plan. State agencies and the judicial branch were required to perform long-range program planning by the 2000 Legislature. See Chapter 216.013 and 216.023, Florida Statutes.

23. See *Taking Bearings, Setting Course: The Long-Range Strategic Plan for the Florida Judicial Branch* (Judicial Management Council of Florida, 1998), pp. 11-16, and Appendix C.

See also, *Strategic Plan, 36th District Court, Detroit, Michigan; Charting the Course, Michigan judicial branch strategic plan.*

24. See *Taking Bearings, Setting Course: The Long-Range Strategic Plan for the Florida Judicial Branch* (Judicial Management Council of Florida, 1998), pp. 7-9, and Appendix B. See also, *Strategic Plan, Family Division, 8th Judicial Circuit of Florida, Gainesville; and Strategic Plan, Orange County Superior Court, Santa Ana, California.*

25. *Taking Bearings, Setting Course: The Long-Range Strategic Plan for the Florida Judicial Branch* (Judicial Management Council of Florida, 1998), pp. 11-16, and Appendix C. See also, *Strategic Plan, 36th District Court, Detroit, Michigan.*

26. External participants have been used in the strategic planning process for the Florida judicial branch and for Orange County Superior Court.

27. The Isabella County Strategic Plan (Mt. Pleasant, Michigan) included court participants.

28. For examples of court mission statements, see the mission statements of the Florida Judicial Branch; the 12th Judicial Circuit of Florida, Sarasota; Orange County Superior Court, Santa Ana, California; King County District Court, Seattle, Washington; and Pierce County District Court, Tacoma, Washington.

29. See Wendy L. Schultz, Clement Bezold, and Beatrice P. Monahan, *Reinventing Courts for the 21st Century: Designing a Vision Process* (Institute for Alternative Futures, Hawaii Research Center for Futures Studies, and the National Center for State Courts, 1993). See also “Unit 5: Establishing a Vision for the Court” in Brenda J. Wagenknecht-Ivey, *An Approach to Long Range Strategic Planning for the Courts: Training Guide* (Denver, CO: Center for Public Policy Studies, 1992).

30. See Robert W. Tobin, *Creating the Judicial Branch: The Unfinished Reform* (Williamsburg, Virginia: National Center for State Courts, 1999), p. 16.

31. See *Committee on District Court of Appeal Performance and Accountability: Report and Recommendations* (Judicial Management Council of Florida, 1999), and *Committee on Trial Court Performance and Accountability: Report and Recommendations* (Judicial Management Council of Florida, 1999).

32. See William A. Schiemann and John H. Lingle, *Bullseye: Hitting Your Strategic Targets Through High-Impact Measurement* (New York: The Free Press, 1999), and George Labovitz and Victor Rosansky *The Power of Alignment: How Great Companies Stay Centered and Accomplish Extraordinary Things* (New York: John Wiley & Sons., Inc., 1997).