Be Bold.

Build on What We Have Learned.

Keep Our Work Environment Strong and Collaborative.
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Dear Fellow Minnesotans:

I am pleased to share the FY22-23 Strategic Plan for the Minnesota Judicial Branch. The court system in Minnesota is nationally recognized for its professionalism, efficiency, and innovation. That national reputation is a result of a deliberate and planned strategic vision. The FY22-23 Strategic Plan is our most recent reflection of what Minnesotans can expect to see from their court system as we continue to innovate, develop, and modernize.

Our mission is to provide justice through a system that assures equal access for the fair and timely resolution of cases and controversies. In the last decade, we have made significant technological leaps, focused on the people we serve and on our core mission. Many of these advancements helped maintain an open door to justice during the pandemic, and ensure Minnesotans have a safe place to protect their rights and resolve their disputes.

We face dual dynamics in the FY22-23 biennium, as we continue to address needs of the ongoing pandemic while at the same time planning and acting strategically for the post-pandemic reality. The pandemic is not the only driver of change impacting our justice system. Public trust, complex court customer needs, the proliferation of technology, and scarce resources require us to be strategic, think differently, build on what we have learned, and leverage the opportunity before us to ensure a stronger, more resilient justice system. We must also prioritize support for our judicial officers and staff as they work to advance our strategic priorities, mission and values each day.

Maintaining and expanding access to justice, ensuring the effective administration of justice, and enhancing public trust and confidence are the strategic goals we will continue to strive for in the next biennium. To fulfill our Strategic Plan, we will rely upon the support of our partners in the Executive and Legislative branches, along with our justice system partners.

The FY22-23 Strategic Plan is a collaborative effort of court staff, administrative staff, State Court Administration, judicial officers, the Strategic Planning Committee, and the Minnesota Judicial Council. Together, we are committed to building a better future for the justice system in Minnesota.

Sincerely,

Lorie S. Gildea
Chief Justice
Judicial Council Membership for FY22

Hon. Lorie S. Gildea (Chair)
Chief Justice, Supreme Court

Hon. G. Barry Anderson
Associate Justice, Supreme Court

Hon. Susan Segal
Chief Judge, Court of Appeals

Hon. James Cunningham
Judge, Tenth District

Hon. Lois Conroy
Judge, Fourth District

Hon. Greg Anderson
Chief Judge, Fifth District

Hon. Michael Cuzzo
Chief Judge, Sixth District

Jeffrey G. Shorba
State Court Administrator

Hon. James Cunningham
Judge, Tenth District

Hon. Kevin Mark
Chief Judge, First District

Dawn Torgerson
Deputy State Court Administrator

Hon. Leslie Beiers
Judge, Sixth District

Hon. Michael Cuzzo
Chief Judge, Sixth District

Heather Kendall
District Administrator, Second District

Hon. Sarah Hennesy
Chief Judge, Seventh District

Shelley Ellefson
District Administrator, Third District

Hon. Leonardo Castro
Chief Judge, Second District

Sarah Lindahl-Pfieffer
District Administrator, Fourth District

Hon. Michelle Lawson (Vice Chair)
Judge, Seventh District

Annette Fritz
Court Administrator, Washington County

Hon. Joseph Bueltel
Chief Judge, Third District

Hon. Tamara Yon
Chief Judge, Ninth District

Sarah Lindahl-Pfieffer
District Administrator, Fourth District

Hon. Toddrick Barnette
Chief Judge, Fourth District

Annette Fritz
Court Administrator, Washington County

Hon. Jamie Anderson
Judge, Fourth District

Hon. Stoney Hiljus
Chief Judge, Tenth District

Hon. Jamie Anderson
Judge, Fourth District
Introduction

Vision, Mission, and Core Values

Introduction

The FY22-23 Strategic Plan sets forth the shared vision, priorities, and purpose that will lead the Minnesota Judicial Branch in this biennium.

A Strategic Planning Committee, formed by the Minnesota Judicial Council and overseen by the Chief Justice, developed this Plan. The Committee reviewed lessons learned from the pandemic, national and state trends in state courts, and the Judicial Branch’s FY20-21 strategic initiatives and projects underway, including those expected to continue into the next biennium. With a lens on the future of court operations and a quality work environment, the Committee prioritized these guiding principles: be strategic, be nimble, and create a plan in which judicial officers and employees see connections in their day-to-day work.

The Committee identified three focus areas for the FY22-23 Strategic Plan: 1.) Identify practices from the pandemic that should be made permanent and prioritize the work that is needed to implement these practices; 2.) Complete the strategic initiatives currently underway, such as improving remote hearings, investing in projects with long-term customer service benefits, and supporting quality work environments; and 3.) Explore enhanced judicial officer and employee specialization to align and develop more expertise in complex matters currently facing the courts.

The Judicial Council then adopted strategic goals and priorities that support the vision, mission, and core values of the Judicial Branch.

Vision: The court system will be accessible, fair, consistent, responsive, free of discrimination, independent, and well-managed.

Mission: To provide justice through a system that assures equal access for the fair and timely resolution of cases and controversies.

Core Values:

➢ Equal Justice for All
➢ Public Trust and Confidence
➢ Innovation
➢ Collaboration
Strategic Goal 1 – Access to Justice

A justice system that is open, affordable, understandable, and provides appropriate levels of service to all users.

Ensuring access to justice for all is an enduring commitment for Minnesota’s court system. It is also an increasingly challenging concern given changing court customer expectations, shifting demographics, and increased competition for scarce resources.

➢ Priority 1A
   Improve access and service delivery models by continuing effective remote practices.

➢ Priority 1B
   Meet the individualized needs of our diverse court customers by maximizing technology and remote services while maintaining consistent statewide standards.

Strategic Goal 2 – Effective Administration of Justice

A justice system that adopts approaches and processes for the fair and just resolution of all cases.

Over the last two decades, Minnesota courts have worked diligently to become increasingly efficient and effective. The Judicial Branch is focused on being a well-managed court system that seeks innovative ways to promote justice for individual litigants in individual cases.

➢ Priority 2A
   Broaden the oneCourtMN vision to establish a high-quality, consistent, and convenient external court customer experience, through promoting innovation.

➢ Priority 2B
   Create opportunities for specialization and collaboration for a more effective administration of justice.

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1 The term court customer is used in this document to refer broadly to those who use court services – such as litigants, attorneys, justice partners, and members of the public who see court records or information.
➢ Priority 2C
Promote a quality court workplace environment for judicial officers and employees, by fostering a collaborative culture valuing diversity, equity, inclusion, and development.

➢ Priority 2D
Enhance consistent technological infrastructure and associated education to ensure our increased reliance on technology is supported while maintaining strong cyber security standards.

Strategic Goal 3 – Public Trust & Accountability

A justice system that engenders public trust and confidence through impartial decision-making and accountability for the use of public resources.

The Judicial Branch is accountable to the public. It is critical that the Branch maintain and continuously improve public trust and accountability, and it must meet this challenge by collaborating with court customers to eliminate disparities in the court system.

➢ Priority 3A
Seek input from court customers on court practices and collaborate to identify, reduce, and eliminate disparities in the court system.

➢ Priority 3B
Maximize use of practices, tools, and techniques that eliminate bias to make equality under the law an enduring reality for all.

View the Minnesota Judicial Branch FY22-23 Strategic Plan and learn more about the Minnesota Judicial Council at: www.mncourts.gov/MinnesotaJudicialCouncil.