



2025–2028

# Strategic Plan

It is my privilege on behalf of the Wyoming Judicial Council to share with you the **Wyoming Judicial Branch 2025-2028 Strategic Plan**. Our Branch is made up of 52 trial court judges, five Supreme Court Justices, three magistrates, and about 290 employees who support the work of the courts. We also work closely with our elected county district court clerks. Strategic planning ensures that we focus our collective attention and resources on the Branch's core mission to provide justice through timely, fair, and impartial resolution of the people's legal disputes.

Our Strategic Plan is built on four foundational pillars, each with related goals and tasks. No one pillar is more important than another. Each pillar, goal, and task reflects input provided by the branch members noted above and derived from a series of interviews and focus group discussions with law enforcement, public defenders, prosecutors, Wyoming State Bar members, Executive Branch agency heads, and other justice system partners.

We know additional resources will be needed to meet all the stated goals in the next two years. However, we will collaborate, identify Branch champions, and leverage existing resources whenever possible. ***Our commitment to excellence and innovation; strengthening public trust and accountability; securing sufficient, predictable funding; and fostering accessible justice is unwavering.***

We hope this Strategic Plan demonstrates that the Wyoming Judicial Branch exists to serve the people and continually strives for improvement in doing so. If you have questions about this plan, or ideas on how we can make the Wyoming justice system even stronger, please reach out to me or one of the judges in your community.

Sincerely,

**Lynne Boomgaarden**

*Chief Justice, Wyoming Supreme Court*

## The Wyoming Judicial Branch is committed to excellence in:

- Delivering just and efficient resolution of people's disputes;
- Promoting public confidence in the law and providing access to justice;
- Faithfully discharging our duties as judges through adherence to the law;
- Ensuring fairness and impartiality by providing quality service that continuously improves, meets or exceeds the public expectations, and ensures that all are treated with courtesy, dignity, and respect;
- Fostering an expectation of excellence in the work of the Judiciary through recruitment, training and retention of all judicial officers and employees;
- Acting as a cohesive system that speaks with a single voice and shares a common purpose; and
- Ensuring the highest professional conduct, integrity and competence of the bench and bar.

## Mission

As an independent branch of government, we provide access to justice through the timely, fair, and impartial resolution of legal disputes.

## Vision

The Wyoming Judiciary is a cohesive and collaborative court system, characterized by excellence, that provides justice for the individual and society through the rule of law.



Strategic Pillar 1:

# Judicial Branch Excellence and Innovation

Goal 1	Goal 2
<p><b>Promote judicial readiness and leadership development</b></p> <ul style="list-style-type: none"> <li>• Designate Judicial Branch Champions to lead internal and external engagement around strategic priorities</li> <li>• Strengthen committee orientation to enhance member engagement and effectiveness</li> <li>• Foster professional development through mentoring of and integration for judicial officers and staff</li> <li>• Implement focused recruitment to secure quality candidates for judicial appointments, emphasizing the benefits of becoming a judge</li> </ul>	<p><b>Improve intra-Branch communication</b></p> <ul style="list-style-type: none"> <li>• Improve communication between the Administrative Office of the Courts and the broader Judicial Branch to ensure successful implementation of Branch-wide projects</li> <li>• Enhance communication with the chancery court to support docket development, presence and support</li> <li>• Clarify roles and enhance collaboration with the elected Clerks of District Courts</li> <li>• Build frameworks for intra- and inter-conference communications</li> <li>• Foster meaningful, two-way communication between Judicial Branch Committees members, judges, stakeholder groups, and staff to improve awareness, collaboration, and feedback</li> </ul>
Goal 3	Goal 4
<p><b>Foster a quality workplace</b></p> <ul style="list-style-type: none"> <li>• Support continuous learning and development for judges and staff</li> <li>• Create an employee onboarding program for the branch</li> <li>• Work with counties to implement security assessment recommendations where feasible and evaluate additional assessments in other locations</li> <li>• Develop and provide education and resources that support the well-being of judges and staff, including addressing secondary trauma experienced by judges, staff, and jurors</li> <li>• Explore the creation of a court services division within the Administrative Office of the Courts</li> </ul>	<p><b>Promote secure, effective and innovative use of technology</b></p> <ul style="list-style-type: none"> <li>• Develop clear parameters and procedures for the responsible use of artificial intelligence (AI) to promote public trust and ensure appropriate application with the Branch</li> <li>• Implement appropriate technology and provide targeted technology training to help internal and external stakeholders confidently navigate systems</li> <li>• Maintain cybersecurity resilience through ongoing review of protocols</li> <li>• Optimize the functionality and management of the court’s automated systems</li> </ul>



## Strategic Pillar 2: Public Trust and Accountability

Goal 1	Goal 2
<p><b>Strengthen public confidence in the justice system by delivering fair, impartial, and continuously improving services that meet or exceed public expectations, while ensuring every individual is treated with dignity and respect</b></p> <ul style="list-style-type: none"> <li>• Ensure accuracy, transparency and accessibility of key trial court decisions, data and proceedings</li> <li>• Conduct public surveys to better assess perceptions of the Judicial Branch and identify opportunities to strengthen public confidence</li> <li>• Investigate options to enhance public participation and awareness of judicial performance</li> <li>• Enhance public awareness of the role of the Commission on Judicial Conduct and Ethics</li> <li>• Strengthen community outreach by creating programs, including youth-focused programs, that educate the public in understanding the Judicial Branch</li> </ul>	<p><b>Develop a Branch-wide communication plan with specific goals</b></p> <ul style="list-style-type: none"> <li>• Increase public awareness by providing key appellate summary information through coordinated communication efforts</li> <li>• Utilize and expand existing informational resources, such as pamphlets on judicial appointment and retention, to enhance public understanding and engagement</li> <li>• Highlight Branch strengths, transparently acknowledge areas for improvement, and implement targeted action plans to address identified challenges</li> <li>• Collaborate with other branches of government, the bar association and private organizations to provide insight into the work and priorities of the Branch</li> </ul>



Strategic Pillar 3:

# Predictable and Secure Funding to Uphold Judicial Integrity and Efficiency

Goal 1	Goal 2
<p><b>Build strong relationships with legislators to promote understanding of the financial needs and contributions of the Judicial Branch</b></p> <ul style="list-style-type: none"> <li>• Ensure cohesive and aligned messaging from court leadership on Judicial Branch budgetary needs</li> <li>• Develop informational materials to foster greater awareness of Judicial Branch functions among legislators</li> <li>• Provide education to legislative committees on the purposes of fees and the responsible use of those fees</li> <li>• Promote the concept that investment in technology is essential to maintaining accessible and reliable court services for the public</li> <li>• Maintain updated and accurate trial court data and statistical information to provide reliable information to the legislature highlighting the work of the trial courts</li> </ul>	<p><b>Prioritize competitive pay for judges and Judicial Branch employees</b></p> <ul style="list-style-type: none"> <li>• Engage in proactive planning and communication to advocate for competitive compensation for judges and Judicial Branch staff</li> <li>• Maintain salary data for positions with comparable qualifications and responsibilities across state judiciaries, other state agencies, and relevant private sector roles</li> <li>• Collaborate with the Executive Branch to maintain a Judicial Branch employee classification system that supports the recruitment and retention of high-quality staff</li> </ul>
Goal 3	
<p><b>Explore and prioritize opportunities for external funding as it relates to Judicial Branch initiatives and priorities</b></p> <ul style="list-style-type: none"> <li>• Research funding opportunities to conduct a statewide civil legal needs assessment</li> <li>• Partner with counties to pursue grant opportunities for improving court security and expanding treatment court programs</li> <li>• Pursue external funding opportunities that enable judges and staff to engage in educational and professional development opportunities</li> </ul>	



## Strategic Pillar 4: Accessible Justice

### Goal 1

#### Provide resources for self-represented litigants for accessing and navigating the court system

- Identify appropriate locations and methods to expand the court navigator program
- Facilitate coordination and alignment of strategic initiatives between Access to Justice (ATJ), Equal Justice Wyoming (EJW) and Equal Justice Wyoming Foundation (EJWF)
- Develop and maintain standardized, user-fillable forms, including the use of guided form completion technologies
- Evaluate the successes and challenges of the diversion program using data-driven analysis, and identify opportunities to expand and improve the program through targeted methods and potential new locations
- Enhance the consistency, effectiveness, and sustainability of treatment courts statewide by implementing a peer review and certification process, providing ongoing support, and using data to guide improvement

### Goal 2

#### Foster a knowledgeable and available legal workforce

- Collaborate with the Wyoming State Bar and University of Wyoming to promote practical skills development and courtroom readiness for new and existing attorneys
- Collaborate with legal organizations, law schools, and communities to promote and sustain legal practice in rural Wyoming
- Strengthen relationships with local bar associations and promote activities and engagement

### Goal 3

#### Equip courts with resources to effectively manage and resolve cases

- Continue to advance the use of retired judges and the chancery court judge as resources to help manage trial court caseloads effectively
- Advocate for and support appropriate court staffing levels to meet the needs of litigants, subject to legislative approval