



# **STRATEGIC PLAN OF THE SUPREME COURT OF THE VIRGIN ISLANDS**

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## **STRATEGIC PLAN**

## I. Introduction

Strategic planning has been defined as: "A systematic, interactive process for thinking through and creating an organization's best possible future."<sup>1</sup> It is an essential element of sound management for any organization. Over the past two decades, strategic planning has become a fundamental component of court management in judicial systems throughout the United States and around the world.

[V]isioning and strategic planning can help court leaders shape their courts and organizational environments by:

- ◇ Challenging court and justice system practitioners to think beyond day-to-day problems and crises.
- ◇ Fostering, developing, and sustaining internal and external cooperation, collaboration, and partnerships.
- ◇ Allocating and using limited resources strategically.
- ◇ Improving day-to-day court management practices.
- ◇ Enhancing court-community communications and increasing public understanding of and satisfaction with the courts and the justice system.
- ◇ Creating futures driven by the judiciary's deepest commitments: equal justice under law; independence and impartiality; equal protection and due process; access to justice; expedition and timeliness; accountability; and public trust and confidence.<sup>2</sup>

In three workshops between July 2009 and May 2010, members of the Court, the Administrative Director, the Supreme Court Clerk, and the managers and staff of the Supreme Court of the Virgin Islands embarked on a comprehensive strategic planning effort to create:

- ◇ A **vision** of what the Supreme Court of the Virgin Islands can and should be.
- ◇ A set of **strategies** for implementing that vision.
- ◇ Short-term and long-term **action plans** for initiating those strategies.
- ◇ A set of **practical measures** to determine progress in implementing the plan and the outcome and impact of the changes made.

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<sup>1</sup> B. Wagenknecht-Ivey, *An Approach to Long Range Strategic Planning for the Courts*, 2-19 (Denver, CO: Center for Public Policy Studies, 1992).

<sup>2</sup> National Association for Court Management, *Core Competencies Curriculum Guidelines* (1999).

Through a series of presentations, small group exercises, and plenary discussions during the first two workshops, the participants developed these four components of the Strategic Plan. The participants also analyzed the trends that may affect the Virgin Islands and its Judicial Branch, the strengths and weaknesses of the court system, the possible barriers to achieving its vision, and the means for overcoming those barriers. During the final workshop, the participants reviewed the progress to date and updated the plan based on the experience gained in carrying out the actions listed. This report presents the various components that were prepared in creating the Strategic Plan. For easy reference, the current Plan itself is contained as an attachment to the report.

## **II. Elements of the Strategic Plan**

### **A. The Vision**

A vision is an aspirational statement of what an organization strives to be. Vision statements are an inherent part of the justice system and have become familiar governmental goals – “equal justice under law;” “with liberty and justice for all.” They serve several purposes:

- ◇ As a motivator to inspire those greater efforts and achievement.
- ◇ As a focus or standard by which to set priorities.
- ◇ As a rallying point around which groups with differing perspectives can join together.

The vision statement agreed upon for the Supreme Court of the Virgin Islands is:

### **VISION STATEMENT**

**THE SUPREME COURT OF THE VIRGIN ISLANDS  
STRIVES TO BE A MODEL OF JUDICIAL EXCELLENCE  
TO SERVE THE PUBLIC, AND  
TO EARN ITS TRUST AND CONFIDENCE THROUGH INNOVATIVE  
LEADERSHIP; PROFESSIONAL, EFFICIENT, ACCOUNTABLE, AND  
ACCESSIBLE SERVICES; AND THE IMPARTIAL, PROMPT  
DISPOSITION OF APPEALS  
IN ACCORDANCE WITH THE RULE OF LAW.**

## **B. Strategies for Achieving the Vision**

In developing strategies to realize its vision, the leadership of the Supreme Court identified the economic, demographic, political, perceptual, technological, and legal trends likely to affect the Virgin Islands; the current strengths and weaknesses of the Judicial Branch; and the possible barriers that could impede progress toward achieving its vision.

### *1. Trends*

The trends which the judiciary must take into account include:

- ◇ **THE FINANCIAL CONSTRAINTS RESULTING FROM THE CURRENT GLOBAL ECONOMIC RECESSION**
- ◇ **THE EXPANDING APPELLATE CASELOAD**
- ◇ **THE GROWING PUBLIC DEMAND FOR ACCOUNTABILITY FOR ALL LEVELS AND BRANCHES OF GOVERNMENT**
- ◇ **THE INCREASING NON-ENGLISH SPEAKING POPULATION OF THE VIRGIN ISLANDS**
- ◇ **THE GROWTH IN THE ISLANDS' TOURIST INDUSTRY**
- ◇ **FLUCTUATIONS IN THE ISLANDS' RESIDENT POPULATION**

While the manifestation of these trends differs from jurisdiction to jurisdiction, the Virgin Islands share many of them with other jurisdictions throughout the US. The implications of these trends for the Supreme Court are likely to be:

#### **HAVING TO:**

- ◇ **DO MORE WITH LESS**
- ◇ **BETTER INFORM THE LEGISLATURE AND THE EXECUTIVE BRANCH ABOUT THE ROLE AND NEEDS OF THE JUDICIARY AS AN INDEPENDENT BRANCH OF GOVERNMENT AND WORKING WITH THEM TO STRENGTHEN SERVICES PROVIDED TO THE PUBLIC IN A COST-EFFECTIVE MANNER**
- ◇ **DEVELOP THE CAPACITY TO REPORT TO AND REACH OUT TO THE VARIOUS PUBLICS THAT THE COURT SYSTEM SERVES**

## 2. Organizational Assessment

Candidly assessing strengths and weaknesses is essential in order for an organization to move forward. It provides not only an understanding of the foundation on which the organization can build, but also a catalog of the gaps that will need to be filled and barriers to overcome as procedures are streamlined and services are enhanced. The self-assessment of the organizational capacity of the Virgin Islands Supreme Court revealed the following strengths and areas requiring improvement:

### ORGANIZATIONAL ASSESSMENT OF THE SUPREME COURT OF THE VIRGIN ISLANDS

| STRENGTHS   | WEAKNESSES   |
|---|--|
| <ul style="list-style-type: none"><li>◇ Visionary Leadership</li><li>◇ Dedicated and Enthusiastic Staff</li><li>◇ Experience and Expertise</li><li>◇ Absence of Entrenched Practices</li><li>◇ Small Size</li><li>◇ Ability to Adapt Quickly</li><li>◇ Customer Service Orientation</li><li>◇ Pride in the Court</li><li>◇ Importance of the Court to the Community</li></ul> | <ul style="list-style-type: none"><li>◇ Lack of Public Understanding of the Role and Responsibilities of the Supreme Court</li><li>◇ Insufficient Statutory Structure</li><li>◇ Inadequate Funding</li><li>◇ Lack of Permanent Facilities</li><li>◇ Insufficient Staffing</li><li>◇ Ambiguous Working Relationship with Other Courts</li></ul> |

## 3. Implementation Strategies

Based on this analysis, strategies were developed to address each of the core elements of the vision statement:

- ◇ Striving to be a Model of Excellence
- ◇ Earning Public Trust and Confidence
- ◇ Innovative Leadership
- ◇ Prompt, Impartial Disposition of Appeals
- ◇ Efficient, Accountable, and Accessible Services
- ◇ Professionalism of the Court and the Staff



**Table 1**  
**STRATEGIES TO ACHIEVE THE VIRGIN ISLANDS SUPREME COURT'S VISION**

|                             | Model of Excellence   | Public Trust & Confidence   | Innovative Leadership   | Prompt & Impartial Appellate Dispositions                        | Efficient, Accountable, & Accessible Services                               | Professionalism of the Court & Staff                                |
|-----------------------------|---|---|---|--|---|---|
| GOVERNANCE                  | Meet standards for direct review by U.S. Supreme Court rather than USCA 3 <sup>rd</sup> Circuit | Provide education for the bar on ethics and professional responsibility     | Align with national appellate standards                                     | Promulgate appellate time standards                              | Enforce internal and external deadlines                                     | Update Code of Judicial Conduct & ethical procedure                 |
|                             |   |   |   | Update appellate rules & operating procedures                    | Update appellate rules & operating procedures                               |   |
| HUMAN CAPITAL               | Provide judicial & staff training in accord with national standards                             |   | Provide judicial & staff training in accord with national standards         |  | Employ multi-lingual staff  | Provide judicial & staff training in accord with national standards |
| INFRASTRUCTURE & FACILITIES | Implement a case management system  |   | Implement a case management system  | Implement a case management system                               | Implement a case management system  |   |
|                             | Keep the Court's IT capacity on the cutting edge  |   | Keep the Court's IT capacity on the cutting edge                            | Implement electronic filing of appellate pleadings and documents |   |   |
|                             |   |   | Obtain permanent facilities   | Obtain permanent facilities                                      | Obtain permanent facilities   |   |
| COMMUNICATION & OUTREACH    |   |   | Increase communication with appellate court managers nationally             |  |   | Increase communication with appellate court managers nationally     |
|                             |   |   | Enhance communication with other VI governmental entities                   |  |   |   |
|                             | Enhance access to records   | Strengthen communication with the public about Court decisions & operations | Strengthen communication with the public about Court decisions & operations |  | Strengthen communication with the public about Court decisions & operations | Provide customer service training for staff                         |
|                             |   |   |   |  |   | Adopt a policy on uniforms for staff                                |

As indicated in the preceding table, these strategies fall within four broad categories – governance, human capital, infrastructure and facilities, and communication and outreach. Several of the strategies cut across one or more of the core elements of the Court’s vision.

A short-range (by December 2010) and long-range plan (by December 2014) for implementing each strategy was developed including the initial steps to be taken and the individual(s) or units responsible. These are presented in Table 2, organized by category.

**Table 2**  
***INITIAL ACTION PLAN - SUMMARY***

**Category: Governance**

| Strategy  | Vision Elements                               | Potential Barriers   | Means for Overcoming the Barriers   | Initial Action Steps  | Individuals or Units Responsible  | Target Completion Date                            |
|---|---|--|---|---|---|---|
| Meet standards for direct review by U.S. Supreme Court rather than USCA 3 <sup>rd</sup> Circuit | Model of Excellence                           | <ul style="list-style-type: none"> <li>▪ The review process</li> <li>▪ Staff time</li> <li>▪ Resistance by the Superior Court</li> </ul> | Cooperation   | <ul style="list-style-type: none"> <li>▶ Review of requirements</li> <li>▶ Prompt dispositions</li> <li>▶ Oversight of entire Judicial Branch</li> <li>▶ Initiation of Judicial Disciplinary Commission</li> <li>▶ Prepare quality opinions</li> <li>▶ Implementation of C-Track</li> <li>▶ Development of Judicial Disciplinary Rules</li> <li>▶ Adopt client protection measures</li> <li>▶ Appoint Disciplinary Counsel</li> </ul> | Justices<br>Justices<br>Chief Justice<br>Chief Justice  | Dec. 2013<br>Dec. 2013<br>Sept. 2011<br>Dec. 2011 |
|   |   |  | Communication   |   | Justices  | On-going  |
|   |   |  | Accountability<br>Communication   |   | IT, Administrative Dir., Supreme Ct. Clerk<br>Justices, VI Bar, Bar Admissions<br>Chief Justice, HR | Sept. 2010<br>Dec. 2009<br>Dec. 2010              |
|   |   |  |   |   |   | Dec. 2010   |
| Provide education for the bar on ethics and professional responsibility                         | Public Trust & Confidence                     | <ul style="list-style-type: none"> <li>▪ Coordination with the VI Bar</li> <li>▪ Time required for training</li> </ul>                   | Communicate & coordinate early and often  | <ul style="list-style-type: none"> <li>▶ Contact VI Bar to discuss scope and presentation of training</li> <li>▶ Survey VI Bar members for suggestions regarding training content</li> <li>▶ Include training in educational program of VI Bar &amp; arrange for CLE credit</li> </ul>  | Chief Justice<br>VI Bar Ethics & Grievance Committee<br>Bar Admissions                              | Dec. 2010   |
| Promulgate appellate time standards   | Prompt & Impartial Appellate Dispositions     | <ul style="list-style-type: none"> <li>▪ Staff time</li> <li>▪ Need to involve the members of the Court</li> </ul>                       | Additional staff<br><br>Communication   | <ul style="list-style-type: none"> <li>▶ Create a Standards Committee</li> <li>▶ Review national appellate time standards</li> <li>▶ Examine similar courts and analyze case types</li> <li>▶ Draft a standard for each case type</li> </ul>  | Administrative Director<br>Clerk of Court<br>Justices<br>VI Bar                                     | Dec. 2010   |
| Align with national appellate standards   | Innovative Leadership                         | <ul style="list-style-type: none"> <li>▪ Staff time</li> <li>▪ Resources</li> <li>▪ Resistance by the Superior Ct.</li> </ul>            | Communication<br>Accountability<br>Coordination with the Legislature<br>Communication | <ul style="list-style-type: none"> <li>▶ Compare actual times to decision with standard</li> <li>▶ Review business process to identify opportunities to improve performance</li> </ul>  | Supreme Ct. Clerk<br>Administrative Director  | Mar. 2011   |
| Update appellate rules & operating procedures   | Prompt & Impartial Appellate Dispositions     | <ul style="list-style-type: none"> <li>▪ Attorney time</li> </ul>  | Communication<br><br>Effective use of technology                                      | <ul style="list-style-type: none"> <li>▶ Create a Rules Committee</li> <li>▶ Review/update business process</li> <li>▶ Review applicable rules</li> <li>▶ Draft</li> </ul>  | Justices<br>Professional staff<br>VI Bar  | On-going  |
| Enforce internal and external deadlines   | Efficient, Accountable, & Accessible Services | <ul style="list-style-type: none"> <li>▪ Staff time</li> </ul>   | Schedule after implementation of case management system & move<br>Hire staff          | <ul style="list-style-type: none"> <li>▶ Periodic review of how quickly cases are being disposed (filing to decision)</li> <li>▶ Comparison to rules and internal guidelines</li> </ul>   | Clerk of Court<br>Administrative Director   | Semi-annually                                     |
| Update Code of Judicial Conduct & ethical procedure   | Professionalism of the Court & Staff          |  |   | <ul style="list-style-type: none"> <li>▶ Create a Rules Committee</li> <li>▶ Review other applicable rules</li> <li>▶ Draft</li> </ul>  | Justices<br>Professional staff<br>VI Bar  | Dec. 2010   |

**INITIAL ACTION PLAN - SUMMARY**

**Category: Human Capital**

| Strategy  | Vision Elements  | Potential Barriers  | Means for Overcoming the Barriers   | Initial Action Steps  | Individuals/Units Responsible  | Target Completion Date    |
|---|--|---|---|---|--|---------------------------|
| Provide judicial & staff training in accord with national standards | Model of Excellence<br>Innovative Leadership<br>Professionalism of the Court & Staff   | Need for resources  | Communication with the Legislature  | <ul style="list-style-type: none"> <li>▶ Conduct a training needs assessment</li> <li>▶ Review national training standards</li> <li>▶ Identify the training available in VI, in Puerto Rico, on the Mainland, and on-line</li> <li>▶ Prepare a multi-year training plan</li> <li>▶ Design a knowledge transfer assurance methodology</li> </ul> | Human Resources<br>Administrative Director<br>Chief Justice                      | March 2011<br><br>Ongoing |
| Employ multi-lingual staff  | Efficient, Accountable & Affordable Services   | <ul style="list-style-type: none"> <li>▶ Need for resources</li> <li>▶ Lack of space for new staff</li> </ul> | <p>Communication with the Legislature</p> <p>Move to new building</p>                                     | <ul style="list-style-type: none"> <li>▶ Secure needed budget allocation</li> <li>▶ Prepare position description</li> <li>▶ Post recruitment notice</li> </ul>  | Human Resources<br>Administrative Director<br>Chief Justice                      | Jan. 2011                 |
| Utilize staff attorneys to screen cases                             | Model of Excellence<br>Innovative Leadership<br>Professionalism of the Court & Staff<br><br>Efficient, Accountable & Affordable Services | <ul style="list-style-type: none"> <li>▶ Need for training</li> <li>▶ Need for resources</li> </ul>           | <p>Staff training and oversight</p> <p>Communication with the Legislature<br/>Prioritization of tasks</p> | <ul style="list-style-type: none"> <li>▶ Identify training available or State Supreme Courts that utilize attorneys for screening cases</li> <li>▶ Prepare screening criteria</li> </ul>  | Human Resources<br><br>Justices<br>Administrative Director<br>Clerk of the Court | Sept. 2010                |

**INITIAL ACTION PLAN - SUMMARY**

**Category: Infrastructure and Facilities**

| Strategy   | Vision Elements  | Potential Barriers  | Means for Overcoming the Barriers  | Initial Action Steps  | Individuals/Units Responsible   | Target Completion Date  |
|--|--|---|--|---|---|-------------------------|
| Implement a case management system                               | Model of Excellence<br>Innovative Leadership<br>Prompt & Impartial Appellate Dispositions<br>Efficient, Accountable, & Accessible Services | <ul style="list-style-type: none"> <li>▪ Maintaining focus</li> <li>▪ Amount and rate of data input</li> <li>▪ Reduction in vendor productivity and timeliness</li> </ul> | Staff training and oversight<br>Staff training and oversight<br><br>Stringent project management | <ul style="list-style-type: none"> <li>▶ Finalizing the system                             <ul style="list-style-type: none"> <li>▪ Clerk's Office</li> <li>• Chambers and Bar Admissions</li> </ul> </li> <li>▶ Entry of cases into the system</li> </ul>  | IT<br>Supreme Ct. Clerk<br>Administrative Director<br>Bar Admissions<br>IT<br>Supreme Ct. Clerk | Sept. 2010<br>Dec. 2010 |
|  |  |   |  |   |   | Dec. 2011               |
| Keep the Court's IT Capacity on the cutting edge                 | Model of Excellence<br>Innovative Leadership   | <ul style="list-style-type: none"> <li>▪ Continuing need for resources</li> </ul>   | Communication with the Legislature   | <ul style="list-style-type: none"> <li>▶ Develop a long-range IT plan</li> </ul>  | IT<br>Supreme Ct. Clerk<br>Administrative Director<br>Bar Admissions                            | Feb. 2011               |
| Implement electronic filing of appellate pleadings and documents | Prompt & Impartial Appellate Dispositions<br>Efficient, Accountable, & Accessible Services   | <ul style="list-style-type: none"> <li>▪ Need for resources</li> <li>▪ Resistance from members of the VI Bar</li> <li>▪ Resistance by court reporters</li> </ul>          | Communication with the Legislature<br><br>Change management and training                         | <ul style="list-style-type: none"> <li>▶ Implement IT capacity</li> <li>▶ Draft rules and procedures</li> <li>▶ Develop and provide training</li> </ul>   | IT<br>Supreme Ct. Clerk<br>Administrative Director<br>Justices<br>VI Bar                        | Nov. 2010               |
| Enable attorneys to appear from other locations                  | Efficient, Accountable, & Accessible Services<br>Model of Excellence<br>Prompt & Impartial Appellate Dispositions                          | <ul style="list-style-type: none"> <li>▪ Need for resources</li> <li>▪ Securing necessary bandwidth</li> </ul>  | Communication with the Legislature<br><br>Researching technological solutions                    | <ul style="list-style-type: none"> <li>▶ Identify most cost effective IT solution</li> <li>▶ Draft operating procedures</li> <li>▶ Notify and train the bar</li> </ul>  | IT<br>IT & Administrative Director , Supreme Ct. Clerk<br>Supreme Ct. Clerk                     | Nov. 2010               |
| Obtain permanent facilities                                      | Innovative Leadership<br>Prompt & Impartial Appellate Dispositions<br>Efficient, Accountable, & Accessible Services                        | <ul style="list-style-type: none"> <li>▪ Need for resources</li> <li>▪ Lack of consensus on location</li> </ul>   | Communication with the Legislature and the Executive PFA   | <ul style="list-style-type: none"> <li>▶ Complete move into temporary facility</li> <li>▶ Ensure that staff cohesion &amp; collaboration is maintained</li> <li>▶ Plan for permanent courthouse</li> <li>▶ Select and secure site</li> <li>▶ Obtain funding</li> <li>▶ Develop design</li> <li>▶ Obtain construction funding</li> <li>▶ Construct facility</li> </ul> | All staff<br>Chief Justice<br><br><br><br><br><br><br>Chief Justice<br>Administrative Director  | Sept. 2009              |
|  |  |   |  |   |   | Oct. 2014               |

**INITIAL ACTION PLAN - SUMMARY**

**Category: Communication and Outreach**

| Strategy  | Vision Elements       | Potential Barriers  | Means for Overcoming the Barriers   | Initial Action Steps  | Individuals/Units Responsible                                     | Target Completion Date |
|---|-----------------------|---|---|---|---|------------------------|
| Increase communication with appellate court managers nationally | Innovative Leadership | <ul style="list-style-type: none"> <li>▪ Staff time</li> </ul>  | <p>Communication with the Legislature</p> <p>Communication with Superior Court</p> <p>Prioritization of tasks</p> | <ul style="list-style-type: none"> <li>▶ Attend meetings of NACM, NCACC, and COSCA</li> </ul>   | <p>Administrative Director</p> <p>Supreme Ct. Clerk</p>           | On-going               |
| Enhance communication with other VI governmental entities       | Innovative Leadership | <ul style="list-style-type: none"> <li>▪ Staff time</li> <li>▪ Justice time</li> </ul>  | <p>Communication with the Legislature</p> <p>Communication with Superior Court</p> <p>Prioritization of tasks</p> | <ul style="list-style-type: none"> <li>▶ Schedule regular meetings with the Governor and Legislative leaders</li> <li>▶ Schedule regular meetings with other Courts and Court partner agencies</li> </ul>   | <p>Chief Justice</p> <p>Administrative Director</p>               | On-going               |
| Enhance access to records                                       | Model of Excellence   | <ul style="list-style-type: none"> <li>▪ Need for resources</li> <li>▪ Resistance of bar members and court reporters to e-filing</li> <li>▪ Need for Record Retention Policy</li> </ul> | <p>Communication with the Legislature</p>   | <ul style="list-style-type: none"> <li>▶ Enhance website</li> <li>▶ Draft rules on access to Court records</li> <li>▶ Draft rules on 3-filing</li> <li>▶ Implement e-filing</li> <li>▶ Scan selected appellate documents</li> <li>▶ Install a public access terminal at the Supreme Court</li> <li>▶ Enable access to court records through website</li> <li>▶ Create Records Retention Policy</li> </ul> | <p>IT</p> <p>Supreme Ct. Clerk</p> <p>Administrative Director</p> | Jan. 2011              |

**INITIAL ACTION PLAN - SUMMARY**

**Category: Communication and Outreach** (continued)

| Strategy  | Vision Elements   | Potential Barriers  | Means for Overcoming the Barriers  | Initial Action Steps   | Individuals/Units Responsible   | Target Completion Date  |                                      |  |  |   |   |  |
|---|---|---|--|--|---|---|--------------------------------------|--|--|---|---|--|
| Strengthen communication with the public about Court decisions and operations | Innovative Leadership<br>Public Trust & Confidence<br>Efficient, Accountable, & Accessible Services | <ul style="list-style-type: none"> <li>▪ Staff time</li> <li>▪ Justice time</li> <li>▪ Lack of space</li> <li>▪ Need for resources</li> </ul> | <p>Communication with the Legislature</p> <p>Prioritization of tasks</p> | <ul style="list-style-type: none"> <li>▶ Invite different segments of the community to oral arguments</li> <li>▶ Encourage media coverage of oral arguments</li> <li>▶ Invite media interviews of the Court's leadership concerning court activities and the role of the judiciary</li> <li>▶ Initiate internet coverage of oral arguments                             <ul style="list-style-type: none"> <li>○ Pre-recorded</li> <li>○ Live-stream</li> </ul> </li> <li>▶ Offer frequent appellate writing training for Justices and legal staff to encourage preparation of clear, easily understood opinions</li> <li>▶ Enhance Court website – e.g.,: FAQ for case processing</li> <li>▶ Develop self-help materials for prosecuting &amp; defending appeals for unrepresented litigant</li> <li>▶ Facilitate prompt disposition of pro se and small cases as close to the entry level as possible</li> <li>▶ Appoint Disciplinary Counsel</li> <li>▶ Hire Public Information Officer</li> <li>▶ Conduct annual court/media workshops</li> <li>▶ Provide information to the public on the role of the VI Bar Grievance Committee and the process for raising grievances</li> </ul> | <p>Supreme Ct. Clerk</p> <p>Supreme Ct. Clerk<br/>Chief Justice<br/>Administrative Director</p> <p>IT</p> <p>Human Resources</p> <p>Supreme Ct. Clerk,<br/>IT, Administrative Dir.,<br/>Bar Admissions</p> <p>Supreme Ct. Clerk,<br/>Law Clerks, Justices,<br/>IT</p> <p>Chief Justice, Admin. Dir.,<br/>S.Ct. Clerk</p> <p>Chief Justice, HR</p> <p>Administrative Dir.,<br/>HR</p> <p>Supreme Ct. Clerk,<br/>Administrative Dir.,<br/>IT</p> <p>IT, Supreme Ct. Clk<br/>Chief Justice, Law Clerks,<br/>VI Bar</p> | <p>Jan. 2010</p> <p>Apr. 2010<br/>Dec. 2010</p> <p>April 2010<br/>Dec. 2010</p> <p>On-going</p> <p>On-going</p> <p>Dec. 2010</p> <p>On-going</p> <p>Dec. 2010</p> <p>Jan. 2011<br/>July 2011<br/>Jan. 2012</p> <p>Mar. 2011</p> |                                      |  |  |   |   |  |
|   |   |   |  |  |   | Provide customer service training for staff   | Professionalism of the Court & Staff | <ul style="list-style-type: none"> <li>▪ Need for resources</li> </ul>               | <p>Communication with the Legislature</p>                                      | <ul style="list-style-type: none"> <li>▶ Identify training program and materials</li> <li>▶ Schedule multiple training sessions to accommodate staff schedule</li> </ul>            | <p>HR</p> <p>Administrative Director</p> <p>Supreme Ct. Clerk</p> | <p>Sept. 2010</p> <p>On-going</p>  |
|   |   |   |  |  |   |   |                                      | <ul style="list-style-type: none"> <li>▪ Staff time</li> </ul>                       | <p>Require attendance</p>  |   |   | <p>Establish uniform policy committee</p> <p>Develop a staff information and input process</p> <p>Secure necessary funding</p> |
|   |   |   |  |  |   | Adopt a policy on uniforms for staff  | Professionalism of the Court & Staff | <ul style="list-style-type: none"> <li>▪ Need for resources</li> </ul>               | <p>Communication with the Legislature</p>                                      | <ul style="list-style-type: none"> <li>▶ Establish uniform policy committee</li> <li>▶ Develop a staff information and input process</li> <li>▶ Secure necessary funding</li> </ul> | <p>HR</p> <p>Administrative Director</p> <p>Supreme Ct. Clerk</p> |  |
|   |   |   |  |  |   |   |                                      | <ul style="list-style-type: none"> <li>▪ Lack of consensus on the uniform</li> </ul> | <p>Involve staff in the uniform selection process/uniform allowance amount</p> |   |   |  |

### C. Measures of Progress

Conducting the necessary analyses, establishing a set of strategies, and specifying the initial actions to be taken are essential steps, but are not sufficient to ensure that the Strategic Plan is being implemented and to document whether the implementation is resulting in the intended effects. A set of measures is needed to serve as determiners of progress; incentives for undertaking the hard work necessary to make changes; indicators of the impact which the various changes are having; and a demonstration of the Court's capacity to manage. Three types of measures are needed:

- **Process Measures** that document that prescribed action steps are being taken.
- **Outcome Measures** that document the direct results of those actions.
- **Impact Measures** that document the extent to which the implemented changes are enabling the Virgin Islands Supreme Court to achieve its Vision.

Table 3 presents the measures that were defined for each of the specified action steps together with the information to be collected in order to apply that measure and the source of the information.



**Table 3**  
**Measures, Data Elements, and Data Sources**

**Governance**

| Strategy   | Initial Action Steps   | Target Completion Date   | Measure   | Type of Measure       | Data Element  | Data Source                  |
|--|--|--|---|-----------------------|---|------------------------------|
| <b>Meet standards for direct review by the U.S. Supreme Court rather than the 3<sup>rd</sup> Circuit</b> | ▶ Review of Requirements<br>▶ Prompt Dispositions  | Dec. 2013  | <ul style="list-style-type: none"> <li>List of requirements</li> <li>Change in elapsed time from filing of appeal to decision</li> </ul>            | Process Outcome       | <ul style="list-style-type: none"> <li>Copy of List</li> <li>Average time from filing to decision by year</li> </ul>  | Court records                |
|  |  | Dec. 2013  |   |                       |   | Court records                |
|  | ▶ Oversight of the entire Judicial Branch  | Sept. 2011   | <ul style="list-style-type: none"> <li>Appointment of Commission members</li> <li>% of opinions upheld by 3<sup>rd</sup> Circuit</li> </ul>         | Process               | <ul style="list-style-type: none"> <li>List of members</li> </ul>   | Court records                |
|  |  | Dec. 2011  |   |                       |   | Court records                |
|  | ▶ Initiation of Judicial Disciplinary Commission<br>▶ Prepare quality opinions   | Sept. 2011   | <ul style="list-style-type: none"> <li>% of lawyers responding that opinions are prompt, well-reasoned, and clear</li> </ul>                        | Outcome               | <ul style="list-style-type: none"> <li># of decisions appealed to the 3<sup>rd</sup> Cir. &amp; Writs of Certiorari granted</li> <li># of decisions upheld</li> </ul>                         | Court records                |
|  |  | Sept. 2010   |   |                       |   | Lawyer survey                |
|  | ▶ Implementation of C-Track  | Sept. 2010   | <ul style="list-style-type: none"> <li>% of persons &amp; units using system</li> <li>% of functions operational</li> </ul>                         | Process               | <ul style="list-style-type: none"> <li>Favorable responses divided by the # of lawyers responding to the survey</li> <li># of justices, staff, units logging in divided by total #</li> </ul> | C-Track                      |
|  |  | Dec. 2009  |   |                       |   | C-Track                      |
|  | ▶ Development of Judicial Disciplinary Rules<br>▶ Adopt client protection measures   | Dec. 2010  | <ul style="list-style-type: none"> <li>Order promulgating Judicial Disciplinary Rules</li> <li>Order adopting client protection measures</li> </ul> | Process               | <ul style="list-style-type: none"> <li># of functions operational divided by total number</li> <li>Copy of order</li> </ul>   | Court records                |
|  |  | Dec. 2010  |   |                       |   | Court records                |
| ▶ Appoint Disciplinary Counsel   | Dec. 2010  | <ul style="list-style-type: none"> <li>Counsel reports for work</li> </ul> | Process   | Personnel action form | HR records  |                              |
| <b>Provide education for the bar on ethics and professional responsibility</b>                           | ▶ Contact VI Bar re: scope & presentation of training<br>▶ Survey VI Bar members for suggestions regarding training content<br>▶ Include training in educational program of VI Bar meetings and arrange for CLE credit | Dec. 2010  | <ul style="list-style-type: none"> <li>Discussions held</li> </ul>  | Process               | <ul style="list-style-type: none"> <li>Meeting calendar</li> </ul>  | Court records                |
|  |  |  | <ul style="list-style-type: none"> <li># of suggestions received</li> </ul>   | Process               | <ul style="list-style-type: none"> <li># of substantive suggestions received</li> </ul>   | Bar records<br>Lawyer survey |
|  |  |  | <ul style="list-style-type: none"> <li># of training sessions</li> </ul>  | Process               | <ul style="list-style-type: none"> <li># of ethics &amp; professional responsibility courses</li> </ul>   | Court and Bar records        |
|  |  |  | <ul style="list-style-type: none"> <li># of lawyers receiving training</li> </ul>   | Outcome               | <ul style="list-style-type: none"> <li># of lawyers receiving completion certificates</li> </ul>  | Court and Bar records        |
|  |  |  | <ul style="list-style-type: none"> <li>Value and effectiveness of training</li> </ul>   | Process               | <ul style="list-style-type: none"> <li>% of positive responses on evaluation</li> </ul>   | Court and Bar records        |
|  |  |  | <ul style="list-style-type: none"> <li>Change in the number of grievances filed</li> </ul>  | Impact                | <ul style="list-style-type: none"> <li># of grievances filed/per month before &amp; after training</li> </ul>   | Court and Bar records        |

## Governance

| Strategy  | Initial Action Steps   | Target Completion Date | Measure   | Type of Measure  | Data Element  | Data Source   |
|---|--|------------------------|---|--|---|---|
| <b>Promulgate appellate time standards</b>                        | <ul style="list-style-type: none"> <li>▶ Create a Standards Committee</li> <li>▶ Review national appellate time standards</li> <li>▶ Examine similar courts and analyze case types</li> <li>▶ Draft a standard for each case type</li> </ul> | Dec. 2010              | <ul style="list-style-type: none"> <li>• Formation of Committee</li> <li>• Review completed</li> <li>• Examination completed</li> <li>• Adoption of time standards</li> </ul>   | Process<br>Process<br>Process<br>Outcome                   | <ul style="list-style-type: none"> <li>• Order creating the Committee</li> <li>• Analysis memorandum</li> <li>• Data on current time from filing to decision</li> <li>• Order adopting standards</li> </ul>   | Court Records<br><br>ABA & state appellate time standards<br>NCSC,<br>websites<br>Court records |
| <b>Align performance with appellate time standards</b>            | <ul style="list-style-type: none"> <li>▶ Compare actual times to decision with standard</li> <li>▶ Review business process to identify opportunities to improve performance</li> </ul>   | Mar, 2011              | <ul style="list-style-type: none"> <li>• Reduced case processing time</li> <li>• Changes in business processes</li> </ul>   | Impact<br><br>Impact                                       | <ul style="list-style-type: none"> <li>• Time from filing to decision before &amp; after adoption of standards</li> <li>• Revised Internal Operating Procedures</li> </ul>  | C-Track<br><br>Court records  |
| <b>Update appellate rules &amp; operating procedures</b>          | <ul style="list-style-type: none"> <li>▶ Create a Rules Committee</li> <li>▶ Review/update internal operating procedures</li> <li>▶ Review applicable rules</li> <li>▶ Draft revised rules and internal operating procedures</li> </ul>      | Ongoing                | <ul style="list-style-type: none"> <li>• Formation of a committee</li> <li>• List of rules and business process changes required</li> <li>• Promulgation of new rules</li> <li>• Adoption of new internal operating procedures</li> <li>• Reduced case processing time</li> </ul> | Process<br>Process<br><br>Outcome<br>Outcome<br><br>Impact | <ul style="list-style-type: none"> <li>• Committee members notified</li> <li>• Analysis memorandum</li> <li>• Order adopting new rules</li> <li>• Order adopting new IOPs</li> <li>• Data on time from filing to decision before &amp; after adoption of new rules</li> </ul> | Court records<br><br>Court records<br><br>Court records<br>Court records<br><br>C-Track         |
| <b>Enforce internal and external deadlines</b>                    | <ul style="list-style-type: none"> <li>▶ Periodic review of how quickly cases are being disposed (filing to disposition)</li> <li>▶ Comparison to rules and internal operating procedures</li> </ul>   | Semi-annually          | <ul style="list-style-type: none"> <li>• Change in the number of enforcement orders issued</li> <li>• Change in number of continuance requests</li> <li>• Reduced case processing time</li> </ul>   | Outcome<br>Outcome<br><br>Impact                           | <ul style="list-style-type: none"> <li>• # of enforcement orders issued</li> <li>• # of continuances granted</li> <li>• Time from filing to decision</li> </ul>   | C-Track<br><br>C-Track<br><br>C-Track   |
| <b>Update Code of Judicial Conduct and Enforcement Procedures</b> | <ul style="list-style-type: none"> <li>▶ Create a Rules Committee</li> <li>▶ Review other applicable rules</li> <li>▶ Draft revisions</li> </ul>   | Dec. 2010              | <ul style="list-style-type: none"> <li>• Formation of Committee</li> <li>• Issuance of revised rules</li> </ul>   | Process<br><br>Outcome                                     | <ul style="list-style-type: none"> <li>• Committee members notified</li> <li>• Order promulgating new provisions</li> </ul>   | Court records<br><br>Court records  |

**Category: Human Capital**

| Strategy   | Initial Action Steps  | Target Completion Date | Measure   | Type of Measure    | Data Element   | Data Sources                       |
|--|---|------------------------|---|--------------------|--|------------------------------------|
| <b>Provide judicial and staff training in accord with national standards</b> | <ul style="list-style-type: none"> <li>▶ Conduct a training needs assessment</li> <li>▶ Review national training standards</li> <li>▶ Identify the training available in VI, in Puerto Rico, on the Mainland, and on-line</li> <li>▶ Prepare a multi-year training plan</li> <li>▶ Design a knowledge transfer assurance methodology</li> </ul> | Mar. 2011              | <ul style="list-style-type: none"> <li>• Completion of analysis of assessment data</li> </ul>   | Process            | <ul style="list-style-type: none"> <li>• Assessment analysis memorandum</li> </ul>   | Employee survey & observation      |
|  |   | Ongoing                | <ul style="list-style-type: none"> <li>• Completion of analysis of national training standards</li> <li>• Completion of list of available training</li> </ul> | Process            | <ul style="list-style-type: none"> <li>• Training standards analysis memorandum</li> </ul>   | Internet search                    |
|  |   |                        | <ul style="list-style-type: none"> <li>• Completion of multi-year training plan</li> </ul>  | Process            | <ul style="list-style-type: none"> <li>• List of training opportunities</li> </ul>   | Internet employee manual           |
|  |   |                        | <ul style="list-style-type: none"> <li>• Preparation of knowledge transfer requirements</li> </ul>  | Process            | <ul style="list-style-type: none"> <li>• Training plan</li> </ul>  | Court records                      |
|  |   |                        | <ul style="list-style-type: none"> <li>• Initiation of staff training in accordance with the multi-year training plan</li> </ul>                              | Process            | <ul style="list-style-type: none"> <li>• Knowledge transfer IOP</li> </ul>   | Court records                      |
|  |   |                        | <ul style="list-style-type: none"> <li>• More efficient and effective operations</li> </ul>   | Outcome            | <ul style="list-style-type: none"> <li>• Training approvals</li> </ul>   | Court records                      |
|  |   |                        |   | Impact             | <ul style="list-style-type: none"> <li>• Semi-annual data on time from filing to decision</li> </ul>   | C-track                            |
| <b>Employ multilingual staff</b>   | <ul style="list-style-type: none"> <li>▶ Secure needed budget allocation</li> <li>▶ Prepare position description</li> <li>▶ Post recruitment notice</li> </ul>  | Jan. 2011              | <ul style="list-style-type: none"> <li>• Budget request submitted</li> <li>• Appropriation enacted</li> </ul>   | Process            | <ul style="list-style-type: none"> <li>• Budget line items</li> </ul>  | Budget                             |
|  |   |                        | <ul style="list-style-type: none"> <li>• Position descriptions prepared</li> </ul>  | Process            | <ul style="list-style-type: none"> <li>• Appropriations line item</li> </ul>   | Appropriations bill                |
|  |   |                        | <ul style="list-style-type: none"> <li>• Recruitment notices issued</li> </ul>  | Process            | <ul style="list-style-type: none"> <li>• Paragraph referring to multilingual qualification</li> </ul>  | HR records                         |
|  |   |                        | <ul style="list-style-type: none"> <li>• # of applications received from qualified multilingual persons</li> </ul>  | Process            | <ul style="list-style-type: none"> <li>• Number of applications</li> </ul>   | HR records                         |
|  |   |                        | <ul style="list-style-type: none"> <li>• # of multilingual staff</li> </ul>   | Outcome            | <ul style="list-style-type: none"> <li>• Number of multilingual staff</li> </ul>   | HR records                         |
|  |   |                        | <ul style="list-style-type: none"> <li>• Customer satisfaction improved</li> </ul>  | Impact             | <ul style="list-style-type: none"> <li>• Ratings on fairness, access, &amp; efficiency</li> </ul>  | Litigant surveys<br>Public surveys |
| <b>Utilize staff attorneys to screen cases</b>                               | <ul style="list-style-type: none"> <li>▶ Identify training available to State Supreme Courts that utilize attorneys for screening cases</li> <li>▶ Prepare screening criteria</li> </ul>  | Sept. 2010             | <ul style="list-style-type: none"> <li>• Completion of analysis</li> </ul>  | Process            | <ul style="list-style-type: none"> <li>• Analysis memorandum</li> </ul>  | Court records                      |
|  |   |                        | <ul style="list-style-type: none"> <li>• Screening criteria</li> <li>• Reduction of number of preliminary matters assigned to law clerks</li> </ul>           | Process<br>Outcome | <ul style="list-style-type: none"> <li>• List of criteria</li> <li>• Number of preliminary matters assigned to law clerks before and after hiring of staff attorney</li> </ul> | IOPs<br>Court records              |

**Category: Infrastructure and Facilities**

| Strategy  | Initial Action Steps  | Target Completion Date   | Measure  | Type of Measures  | Data Element  | Data Source  |  |
|---|---|--|--|---|---|--|--|
| <b>Implement a case management system</b>                               | <ul style="list-style-type: none"> <li>▶ Finalizing the system for:                             <ul style="list-style-type: none"> <li>○ The Clerk’s Office</li> <li>○ Chambers and Bar Admissions</li> </ul> </li> <li>▶ Entry of cases into the system</li> </ul> | Sept, 2010   | <ul style="list-style-type: none"> <li>• System operational</li> <li>• All staff and Justices trained on system use</li> <li>• Data generated on case processing</li> </ul>  | Process<br>Process<br>Outcome   | <ul style="list-style-type: none"> <li>• # of justices, staff, units logging in</li> <li>• % of persons trained</li> <li>• C-Track reports</li> </ul>   | C-Track<br>HR records<br>C-Track   |  |
|   |   | Dec. 2011  | <ul style="list-style-type: none"> <li>• All Supreme Court cases entered into system</li> <li>• Reduced case processing time</li> </ul>  | Process<br>Impact   | <ul style="list-style-type: none"> <li>• C-Track reports</li> <li>• Time from filing to decision before &amp; after system operational</li> </ul>   | C-Track<br>C-Track   |  |
|   | <b>Keep the Court’s IT Capacity on the cutting edge</b>   | <ul style="list-style-type: none"> <li>▶ Develop a long-range IT plan</li> </ul> | Feb. 2011  | <ul style="list-style-type: none"> <li>• Long-range IT plan developed</li> <li>• Long-term IT plan approved</li> <li>• Initial elements of long-term IT plan incorporated into 2012 budget</li> </ul> | Process<br>Process<br>Process   | <ul style="list-style-type: none"> <li>• Completed plan</li> <li>• Plan approval order</li> <li>• Line-items in internal court budget</li> </ul> | Court records<br>Court records<br>Court budget |
|   |   |  |  |   | Process<br>Process<br>Process   | <ul style="list-style-type: none"> <li>• Log-ins</li> <li>• Draft rules</li> <li>• Order promulgating rules</li> </ul>                           | C-Track<br>Court records<br>Court Records      |
| <b>Implement electronic filing of appellate pleadings and documents</b> | <ul style="list-style-type: none"> <li>▶ Implement IT capacity</li> <li>▶ Draft rules and procedures</li> <li>▶ Develop and provide training</li> </ul>   | Nov 2010   | <ul style="list-style-type: none"> <li>• E-filing software installed</li> <li>• E-filing rules drafted</li> <li>• E-filing rules promulgated</li> <li>• E-filing training provided to Court, staff, and attorneys</li> <li>• 50% of cases include e-filed documents within 6 months</li> <li>• 90% of cases included e-filed documents within one year</li> <li>• 50% of appeals initiated electronically within two years</li> <li>• Court operating costs reduced</li> </ul> | Process<br>Process<br>Process   | <ul style="list-style-type: none"> <li>• Log-ins</li> <li>• Draft rules</li> <li>• Order promulgating rules</li> </ul>  | C-Track<br>Court records<br>Court Records  |  |
|   |   |  |  | Process   | <ul style="list-style-type: none"> <li>• % of persons trained</li> </ul>  | HR records   |  |
|   |   |  |  | Outcome   | <ul style="list-style-type: none"> <li>• # of cases with e-filed documents by the total number of cases</li> </ul>  | C-Track  |  |
|   |   |  |  | Outcome   | <ul style="list-style-type: none"> <li>• # of cases with e-filed documents by the total number of cases</li> </ul>  | C-Track  |  |
|   |   |  |  | Outcome<br>Impact   | <ul style="list-style-type: none"> <li>• # of appeals filed electronically divided by total number of appeals</li> <li>• Reams of paper and boxes of file folders purchased following implementation of e-filing divided to # of reams and folders purchased prior to implementation</li> </ul> | C-Track<br>Court records   |  |

**Category: Infrastructure and Facilities**

| Strategy   | Initial Action Steps   | Target Completion Date   | Measure   | Type of Measure  | Data Element   | Data Sources                   |
|--|--|--|---|--|--|--------------------------------|
| <b>Enable attorneys to appear from other locations</b>   | <ul style="list-style-type: none"> <li>▶ Identify most cost-effective IT solution</li> <li>▶ Draft operating procedures</li> <li>▶ Notify and train the VI Bar</li> </ul>  | Nov. 2010  | <ul style="list-style-type: none"> <li>• Identify software and hardware</li> <li>• Purchase software and hardware</li> <li>• Install software and hardware</li> <li>• Promulgate rules governing video appearances</li> </ul> | Process  | <ul style="list-style-type: none"> <li>• Procurement request</li> </ul>  | Court records                  |
|  |  |  | <ul style="list-style-type: none"> <li>• Invoice</li> </ul>   | Court records  |  |                                |
|  |  |  | <ul style="list-style-type: none"> <li>• Log-ins</li> </ul>   | C-Track  |  |                                |
|  |  |  | <ul style="list-style-type: none"> <li>• Order promulgating rule</li> </ul>   | Court records  |  |                                |
|  |  |  | <ul style="list-style-type: none"> <li>• # of persons trained</li> </ul>  | HR records   |  |                                |
|  |  |  | <ul style="list-style-type: none"> <li>• 20% of arguments include one or more video appearances within one year of installation</li> </ul>  | Outcome  | <ul style="list-style-type: none"> <li>• # of arguments with a video appearance divided by the total # of arguments</li> </ul> | C-Track                        |
| <ul style="list-style-type: none"> <li>• 33% of arguments include one or more video appearances within one year of installation</li> </ul>                         | Outcome  | <ul style="list-style-type: none"> <li>• # of arguments with a video appearance divided by the total # of arguments</li> </ul>   | C-Track   |  |  |                                |
| <ul style="list-style-type: none"> <li>• 75% reduction in postponement of hearings due to weather or travel problems</li> </ul>                                    | Outcome  | <ul style="list-style-type: none"> <li>• Number of weather/travel related postponements before &amp; after implementation of video capacity</li> </ul>                 | C-Track   |  |  |                                |
| <ul style="list-style-type: none"> <li>• Reduced case processing time for cases including one or more video appearances within one year of installation</li> </ul> | Impact   | <ul style="list-style-type: none"> <li>• Elapsed time between filing and decision before and after implementation of video appearance capacity</li> </ul>              | C-Track   |  |  |                                |
| <b>Obtain permanent facilities</b>   | <ul style="list-style-type: none"> <li>▶ Complete move into temporary facility</li> <li>▶ Ensure that staff cohesion &amp; collaboration is maintained</li> <li>▶ Plan for permanent courthouse</li> <li>▶ Select and secure site</li> <li>▶ Obtain funding for site</li> <li>▶ Develop design</li> <li>▶ Obtain construction funding</li> <li>▶ Construct facility</li> </ul> | Sept. 2009   | <ul style="list-style-type: none"> <li>• Temporary facility opened</li> </ul>   | Outcome  | <ul style="list-style-type: none"> <li>• Work begun at new facility</li> </ul>   | Court records                  |
|  |  | <ul style="list-style-type: none"> <li>• Average time to decision maintained or reduced</li> </ul>   | Impact  | <ul style="list-style-type: none"> <li>• Elapsed time between filing and decision before and after move to new building</li> </ul>                           | C-Track  |                                |
|  |  | Mar. 2011  | <ul style="list-style-type: none"> <li>• Possible sites identified</li> <li>• Agreement to procure site negotiated</li> </ul>   | Underway   | <ul style="list-style-type: none"> <li>• Site approval memorandum</li> <li>• Signed agreement</li> </ul>                       | Court records<br>Court records |
|  |  | <ul style="list-style-type: none"> <li>• Appropriation secured</li> <li>• Architectural design approved</li> <li>• Bonds authorized or funding appropriated</li> </ul> | To be started   | <ul style="list-style-type: none"> <li>• Court budget line-item</li> <li>• Design approval letter</li> <li>• Authorization or appropriations bill</li> </ul> | Court and legislative records<br>Court and legislative records   |                                |
|  |  | <ul style="list-style-type: none"> <li>• Vendor selected</li> <li>• Permits obtained</li> <li>• Construction initiated</li> </ul>                                      | <ul style="list-style-type: none"> <li>• Contract</li> <li>• Permits</li> <li>• Work order</li> </ul>   | Court records<br>Court records<br>Court records  |  |                                |
|  |  | Oct. 2014  | <ul style="list-style-type: none"> <li>• Permanent facility opened</li> </ul>   | <ul style="list-style-type: none"> <li>• Work begun at new facility</li> </ul>   | Court records  |                                |

**Category: Communications and Outreach**

| Strategy   | Initial Action Steps   | Target Completion Date | Measure  | Type of Measure   | Data Element  | Data Source  |
|--|--|------------------------|--|---|---|--|
| <b>Increase communication with appellate court managers nationally</b> | <ul style="list-style-type: none"> <li>▶ Attend meetings of COSCA, NCACC, NACM, and other relevant national organizations</li> </ul>   | On-going               | <ul style="list-style-type: none"> <li>• # of staff attending national meetings</li> <li>• Implementation of new concepts or training programs obtained from meetings or other courts</li> </ul> | Outcome   | <ul style="list-style-type: none"> <li>• Vouchers for registration</li> </ul>                                   | Court records  |
|  |  |                        | Impact   | <ul style="list-style-type: none"> <li>• Changes in IOPs based on information from meetings</li> <li>• Training workshop conducted using material obtained at meetings</li> </ul> | <ul style="list-style-type: none"> <li>Court records</li> <li>Court records</li> </ul>                          |  |
| <b>Enhance communication with other VI governmental entities</b>       | <ul style="list-style-type: none"> <li>▶ Schedule regular meetings with the Governor and Legislative leaders</li> <li>▶ Schedule meetings with other courts</li> <li>▶ Schedule regular meetings with justice and social service partner agencies</li> </ul>   | On-going               | <ul style="list-style-type: none"> <li>• Number of meetings held</li> <li>• Funding for new Court initiatives obtained</li> </ul>  | Process Outcome   | <ul style="list-style-type: none"> <li>• Calendar entries</li> <li>• Appropriations bills</li> </ul>            | <ul style="list-style-type: none"> <li>Court records</li> <li>Court and legislative records</li> </ul> |
|  |  |                        | <ul style="list-style-type: none"> <li>• Number of meetings held</li> <li>• Coordination of court functions</li> </ul>   | Process Impact  | <ul style="list-style-type: none"> <li>• Calendar entries</li> <li>• Changes in operating procedures</li> </ul> | <ul style="list-style-type: none"> <li>Court records</li> <li>Court records</li> </ul>                 |
|  |  |                        | <ul style="list-style-type: none"> <li>• Collaborative programs implemented</li> </ul>   | Impact  | <ul style="list-style-type: none"> <li>• Administrative orders</li> </ul>                                       | <ul style="list-style-type: none"> <li>Court records</li> </ul>  |
| <b>Enhance access to court records</b>                                 | <ul style="list-style-type: none"> <li>▶ Enhance website</li> <li>▶ Draft rules on access to Court records</li> <li>▶ Draft rules on e-filing</li> <li>▶ Implement e-filing</li> <li>▶ Scan selected appellate documents</li> <li>▶ Install public access terminal at the Court</li> <li>▶ Enable access to records via the web</li> </ul> | On-going               | <ul style="list-style-type: none"> <li>• Adopted rules</li> </ul>  | Process   | <ul style="list-style-type: none"> <li>• Order promulgating rules</li> </ul>                                    | <ul style="list-style-type: none"> <li>Court records</li> </ul>  |
|  |  | July 2010              | <ul style="list-style-type: none"> <li>• Adopted rules</li> </ul>  | Process   | <ul style="list-style-type: none"> <li>• Order promulgating rules</li> </ul>                                    | <ul style="list-style-type: none"> <li>Court records</li> </ul>  |
|  |  | July 2010              | <ul style="list-style-type: none"> <li>• E-filing software installed</li> </ul>  | Process   | <ul style="list-style-type: none"> <li>• Log-ins</li> </ul>   | <ul style="list-style-type: none"> <li>C-Track</li> </ul>  |
|  |  | Jan. 2011              | <ul style="list-style-type: none"> <li>• E-filing training provided to Court, staff, and attorneys</li> </ul>  | Process   | <ul style="list-style-type: none"> <li>• # of persons trained</li> </ul>  | <ul style="list-style-type: none"> <li>HR records</li> </ul>   |
|  |  |                        | <ul style="list-style-type: none"> <li>• Court records made available on internet</li> </ul>   | Process   | <ul style="list-style-type: none"> <li>• # of records posted</li> </ul>   | <ul style="list-style-type: none"> <li>Court records</li> </ul>  |
|  |  |                        | <ul style="list-style-type: none"> <li>• Public access terminal installed at Supreme Court</li> </ul>  | Process   | <ul style="list-style-type: none"> <li>• Log-ins</li> </ul>   | <ul style="list-style-type: none"> <li>Court records</li> </ul>  |
|  |  |                        | <ul style="list-style-type: none"> <li>• Use of court records downloaded on website</li> </ul>   | Outcome   | <ul style="list-style-type: none"> <li>• # of records downloaded</li> </ul>                                     | <ul style="list-style-type: none"> <li>Court records</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>• Use of public access terminal</li> </ul>  | Outcome                | <ul style="list-style-type: none"> <li>• # of log-ins</li> </ul>   | <ul style="list-style-type: none"> <li>Court records</li> </ul>   |   |  |

**Category: Communications and Outreach**

| Strategy   | Initial Action Steps   | Target Completion Date              | Measure  | Type of Measure                         | Data Element   | Data Source  |
|--|--|-------------------------------------|--|---|--|--|
| <b>Strengthen communication with the public about Court decisions and operations</b> | ▶ Invite different segments of the community to oral arguments<br>▶ Encourage media coverage of oral arguments<br>▶ Invite media interviews of the Court's leadership re: Court activities and the role of the judiciary     | Jan. 2010                           | • Increase in community groups attending an oral argument  | Outcome                                 | • # of community groups attending oral arguments   | Court records  |
|  |  | April 2010                          | • Increase in media stories regarding Court decisions and programs   | Outcome                                 | • # of media stories re: the VI Supreme Court decisions & programs   | Media tracking service   |
|  |  | Dec. 2010                           | • Increase in media stories regarding Court activities and judiciary's role  | Outcome                                 | • # of media stories re: the VI Supreme Court's activities & the role of the judiciary   | Media tracking service   |
|  | ▶ Hire Public Information Officer  | Jan. 2011                           | • Secure appropriation<br>• Post job announcement<br>• Select PIO  | Process<br>Process                      | • Appropriations bill<br>• Job announcement  | Legis. records<br>HR records   |
|  | ▶ Conduct annual court/media workshops   | July 2011                           | • Initial workshop conducted<br>• Reduced number of inquiries<br>• More accurate stories   | Process<br>Process<br>Outcome<br>Impact | • Personnel action<br>• Date & # of workshops<br>• # of inquiries before & after workshops<br>• # of corrections requested   | HR records<br>Court records<br>Court records<br>Court records              |
|  |  | April 2010<br>Dec. 2010<br>On-going | • Number of hits on pre-recorded and streamed oral arguments<br>• Training offered   | Outcome<br>Process                      | • # of arguments posted<br>• # of hits<br>• # of Justices receiving training   | Court records<br>Court records<br>HR records                               |
|  | ▶ Initiate internet coverage of oral arguments:<br>○ Pre-recorded<br>○ Live-stream<br>▶ Offer frequent appellate writing training for Justices and legal staff to encourage preparation of clear, easily understood opinions | On-going                            | • Materials posted; number of hits<br>• Reduced questions to the Clerk's staff<br>• Improved public trust and confidence   | Process<br>Outcome                      | • # of materials posted; # of hits<br>• # of questions before & after enhancements   | Court records<br>Court records   |
|  |  |                                     | • Self-help materials developed<br>• Change in quality of materials and arguments presented by self-represented litigants<br>• Improved public trust and confidence in the Court | Impact<br>Process<br>Impact             | • Ratings on fairness & access<br>• # of materials posted & distributed<br>• Ratings of Justices, law clerks & Supreme Ct. Clerk<br>• Ratings on fairness & access | Public survey<br>Court records<br>Survey of Court & staff<br>Public Survey |
|  | ▶ Enhance Court website  | On-going                            | • Change in time to disposition of pro se and small cases<br>• Change in stage of disposition  | Impact<br>Process<br>Impact             | • Average time from filing to final disposition<br>• Point in process when disposition occurs  | C-Track<br>C-Track   |
|  | ▶ Develop self-help materials for self-represented appellate litigants   | Dec. 2010                           |  |   |  |  |
|  | ▶ Facilitate prompt disposition of pro se and small cases as close to the entry level as possible  | On-going                            |  |   |  |  |

**Category: Communications and Outreach**

| Strategy  | Initial Action Steps   | Target Completion Date   | Measure   | Type of Measure | Data Element  | Data Source   |
|---|--|--------------------------|---|-----------------|---|---------------|
| <b>Strengthen communication with the public about Court decisions and operations</b><br>(continued) | <ul style="list-style-type: none"> <li>▶ Provide information on the role of the VI Bar grievance Committee and the process for raising grievances</li> <li>▶ Appoint Disciplinary Counsel</li> </ul> | Mar. 2011                | <ul style="list-style-type: none"> <li>• Public information material (pamphlets, web pages) regarding VI Bar Grievance process developed</li> <li>• Change in # of grievances filed</li> <li>• Change in # of grievances filed</li> </ul> | Process         | <ul style="list-style-type: none"> <li>• Number of materials posted &amp; distributed</li> <li>• # of grievances before &amp; after materials available</li> <li>• # of grievance before and after Counsel</li> </ul> | Court records |
|   |  |                          |   | Impact          |   | Court records |
| <b>Provide customer service training for staff</b>  | <ul style="list-style-type: none"> <li>▶ Identify training program and materials</li> <li>▶ Schedule multiple training sessions to accommodate staff schedule</li> </ul>                             | Sept. 2010               | <ul style="list-style-type: none"> <li>• Completion of list of training programs</li> </ul>   | Process         | <ul style="list-style-type: none"> <li>• List</li> </ul>  | Court records |
|   |  | On-going                 | <ul style="list-style-type: none"> <li>• Staff trained</li> <li>• Reduction of referrals of dissatisfied court customers to supervisors</li> <li>• Improved public trust and confidence</li> </ul>  | Process         | <ul style="list-style-type: none"> <li>• # of persons trained</li> <li>• # of referrals before &amp; after training</li> </ul>  | HR records    |
|   |  |                          |   | Outcome         |   | Court records |
| Impact  | <ul style="list-style-type: none"> <li>• Ratings on fairness &amp; access</li> </ul>   | Public & litigant survey |   |                 |   |               |
| <b>Adopt a policy on uniforms for staff</b>   | <ul style="list-style-type: none"> <li>▶ Establish uniform policy committee</li> <li>▶ Develop a staff information and input process</li> <li>▶ Secure necessary funding</li> </ul>                  | July 2012                | <ul style="list-style-type: none"> <li>• Formation of committee</li> </ul>  | Process         | <ul style="list-style-type: none"> <li>• Committee members notified</li> </ul>  | Court records |
|   |  | July 2013                | <ul style="list-style-type: none"> <li>• Completion of input process</li> <li>• Approval of committee recommendation</li> </ul>   | Process         | <ul style="list-style-type: none"> <li>• Order approving uniform policy</li> </ul>  | Court records |
|   |  | July 2014                | <ul style="list-style-type: none"> <li>• Purchase of Uniforms</li> </ul>  | Outcome         | <ul style="list-style-type: none"> <li>• Line item in internal court budget</li> </ul>  | Court budget  |



### **III. CONCLUSION**

The vision sets out the goal toward which the Virgin Islands Supreme Court system is striving. The strategies and action plans lay out the agenda for achieving that goal which the court system will be following over the next five years. The performance measures provide the means for reporting the progress that is being made, determining what is needed in order to attain the goal, documenting the benefits to the citizens and businesses of the U.S. Virgin Islands resulting from implementation of this Strategic Plan. Through this multi-part effort, the Court has laid out a detailed road map. There will be costs as well as benefits, however, and the Supreme Court cannot reach its vision alone. Along with the continuing efforts of the members of the Court, the Administrative Director, the Clerk, and their staff, the assistance and support of the other branches of government, the trial courts, the Virgin Islands Bar, and the public will be required to enable the Supreme Court of the Virgin Islands to be "a model of judicial excellence to serve the public and earn its trust and confidence."

**STRATEGIC PLAN  
OF  
THE SUPREME COURT OF THE VIRGIN ISLANDS**

**THE SUPREME COURT OF THE VIRGIN ISLANDS  
STRIVES TO BE A MODEL OF JUDICIAL EXCELLENCE  
TO SERVE THE PUBLIC, AND  
TO EARN ITS TRUST AND CONFIDENCE THROUGH  
INNOVATIVE LEADERSHIP; PROFESSIONAL, EFFICIENT,  
ACCOUNTABLE, AND ACCESSIBLE SERVICES; AND THE  
IMPARTIAL, PROMPT DISPOSITION OF APPEALS  
IN ACCORDANCE WITH THE RULE OF LAW.**

## VIRGIN ISLANDS SUPREME COURT STRATEGIC PLAN

### Category: Governance

| Strategy   | Initial Action Steps  | Individuals or Units Responsible                                       | Target Completion Date  | Measure   | Status             |
|--|---|--|---|---|--------------------|
| <b>Meet standards for direct review by the U.S. Supreme Court rather than the 3<sup>rd</sup> Circuit</b> | Review of Requirements  | Justices   | Dec. 2013   | <ul style="list-style-type: none"> <li>List of requirements</li> <li>Elapsed time from filing of appeal to decision</li> </ul>  | Underway           |
|  | Prompt Dispositions   | Justices   | Dec. 2013   |   | Underway           |
|  | Initiation of Judicial Disciplinary Commission  | Chief Justice  | Dec. 2011   | <ul style="list-style-type: none"> <li>Appointment of Commission members</li> </ul>   | To be started      |
|  | Oversight of the entire Judicial Branch   | Chief Justice  | Sept. 2011  |   | Underway           |
|  | Prepare quality opinions  | Justices   | Ongoing   | <ul style="list-style-type: none"> <li>% of opinions upheld by 3<sup>rd</sup> Circuit</li> <li>% of lawyers responding that opinions are prompt, well-reasoned, and clear</li> </ul>                                  | Underway           |
|  | Implementation of C-Track   | IT, Supreme Court Clerk, Administrative Director                       | Sept. 2010  | <ul style="list-style-type: none"> <li>% of persons and units logged in</li> <li>% of functions operational</li> </ul>  | Nearing completion |
|  | Development of Judicial Disciplinary Rules  | Justices, VI Bar, Bar Admissions                                       | Dec. 2009   | <ul style="list-style-type: none"> <li>Order promulgating Judicial Disciplinary Rules</li> </ul>  | <b>Completed</b>   |
| Adopt client protection measures   | Justices, VI Bar, Bar Admissions  | Dec. 2010  | <ul style="list-style-type: none"> <li>Order adopting client protection measures</li> </ul> | Underway  |                    |
| Appoint Disciplinary Counsel   | Chief Justice, HR   | Dec. 2010  | <ul style="list-style-type: none"> <li>Counsel reports for work</li> </ul>                  | To be started   |                    |
| <b>Provide education for the bar on ethics and professional responsibility</b>                           | <ul style="list-style-type: none"> <li>Contact VI Bar to discuss scope and presentation of training</li> <li>Survey VI Bar members for suggestions regarding training content</li> <li>Include training in educational program of VI Bar meetings and arrange for CLE credit</li> </ul> | Chief Justice<br>VI Bar Ethics & Grievance Committee<br>Bar Admissions | Dec. 2010   | <ul style="list-style-type: none"> <li>Number of training sessions</li> <li>Number of lawyers receiving training</li> <li>Value and effectiveness of training</li> <li>Change in the # of grievances filed</li> </ul> | To be started      |
| <b>Promulgate appellate time standards</b>   | <ul style="list-style-type: none"> <li>Create a Standards Committee</li> <li>Review national appellate time standards</li> <li>Examine similar courts and analyze case types</li> <li>Draft a standard for each case type</li> </ul>  | Administrative Director<br>Supreme Court Clerk<br>Justices<br>VI Bar   | Dec. 2010   | <ul style="list-style-type: none"> <li>Formation of Committee</li> <li>Order adopting time standards</li> </ul>   | To be started      |

## VIRGIN ISLANDS SUPREME COURT STRATEGIC PLAN

### Category: Governance

| Strategy  | Initial Action Steps  | Individuals or Units Responsible                      | Target Completion Date | Measure  | Status        |
|---|---|---|------------------------|--|---------------|
| <b>Align performance with appellate time standards</b>            | <ul style="list-style-type: none"> <li>▶ Compare actual times to decision with standard</li> <li>▶ Review business process to identify opportunities to improve performance</li> </ul>  | Clerk of Court<br>Administrative Director<br>Justices | Mar. 2011              | <ul style="list-style-type: none"> <li>• Changes in business processes</li> <li>• Reduced case processing time</li> </ul>  | To be started |
| <b>Update appellate rules &amp; operating procedures</b>          | <ul style="list-style-type: none"> <li>▶ Create a Rules Committee</li> <li>▶ Review/update internal operating procedures</li> <li>▶ Review other applicable rules</li> <li>▶ Draft revised rules and internal operating procedures</li> </ul> | Justices<br>Professional staff<br>VI Bar              | Ongoing                | <ul style="list-style-type: none"> <li>• Formation of a committee</li> <li>• List of business process and rule changes required</li> <li>• Promulgation of new rules</li> <li>• Issuance of new internal operating procedures</li> </ul> | Underway      |
| <b>Enforce internal and external deadlines</b>                    | <ul style="list-style-type: none"> <li>▶ Periodic review of how quickly cases are being disposed (filing to disposition)</li> <li>▶ Comparison to rules and internal operating procedures</li> </ul>  | Supreme Court Clerk<br>Administrative Director        | Semi-annually          | <ul style="list-style-type: none"> <li>• Change in the # of enforcement orders issued</li> <li>• Change in number of continuance requests</li> <li>• Reduced case processing time</li> </ul>   | Underway      |
| <b>Update Code of Judicial Conduct and Enforcement Procedures</b> | <ul style="list-style-type: none"> <li>▶ Create a Rules Committee</li> <li>▶ Review other applicable rules</li> <li>▶ Draft revisions</li> </ul>  | Justices<br>Professional Staff<br>VI Bar              | Dec. 2010              | <ul style="list-style-type: none"> <li>• Issuance of revised rules</li> </ul>  | Completed     |

**VIRGIN ISLANDS SUPREME COURT  
STRATEGIC PLAN**

**Category: Human Capital**

| Strategy   | Initial Action Steps  | Individuals or Units Responsible                            | Target Completion Date                        | Measure  | Status                                  |
|--|---|---|---|--|---|
| <b>Provide judicial and staff training in accord with national standards</b> | <ul style="list-style-type: none"> <li>▶ Conduct a training needs assessment</li> <li>▶ Review national training standards</li> <li>▶ Identify the training available in VI, in Puerto Rico, on the Mainland, and on-line</li> <li>▶ Prepare a multi-year training plan</li> <li>▶ Design a knowledge transfer assurance methodology</li> </ul> | Human Resources<br>Administrative Director<br>Chief Justice | <p><b>Mar. 2011</b></p> <p><b>Ongoing</b></p> | <ul style="list-style-type: none"> <li>• Completion of analysis of assessment data</li> <li>• Completion of analysis of national training standards</li> <li>• Completion of list of available training</li> <li>• Completion of comparison of current internal operation procedures (IOPs) with IOPs nationally</li> <li>• Completion of multi-year training plan</li> <li>• Initiation of staff training in accordance with the multi-year training plan</li> <li>• More efficient and effective operations</li> </ul> | To be started                           |
| <b>Employ multilingual staff</b>   | <ul style="list-style-type: none"> <li>▶ Secure needed budget allocation</li> <li>▶ Prepare position description</li> <li>▶ Post recruitment notice</li> </ul>  | Human Resources<br>Administrative Director<br>Chief Justice | <b>Jan. 2011</b>                              | <ul style="list-style-type: none"> <li>• Budget request submitted</li> <li>• Appropriation enacted</li> <li>• Position descriptions prepared</li> <li>• Recruitment notices issued</li> <li>• # of applications received from qualified multilingual persons</li> <li>• # of multilingual staff</li> <li>• Customer satisfaction improved</li> </ul>   | Underway                                |
| <b>Utilize staff attorneys to screen cases</b>                               | <ul style="list-style-type: none"> <li>▶ Identify training available to State Supreme Courts that utilize attorneys for screening cases</li> <li>▶ Prepare screening criteria</li> </ul>  | Human Resources<br>Justices<br>Supreme Court Clerk          | <b>Sept. 2010</b>                             | <ul style="list-style-type: none"> <li>• Completion of analysis</li> <li>• Screening criteria</li> <li>• Reduction of number of preliminary matters assigned to law clerks</li> </ul>  | <p>Underway</p> <p><b>Completed</b></p> |

## VIRGIN ISLANDS SUPREME COURT STRATEGIC PLAN

### Category: Infrastructure and Facilities

| Strategy  | Initial Action Steps  | Individuals or Units Responsible  | Target Completion Date | Measure  | Status           |
|---|---|---|------------------------|--|------------------|
| <b>Implement a case management system</b>                               | <ul style="list-style-type: none"> <li>▶ Finalizing the system for:               <ul style="list-style-type: none"> <li>○ The Clerk's Office</li> <li>○ Chambers and Bar Admissions</li> </ul> </li> <li>▶ Entry of cases into the system</li> </ul> | IT<br>Supreme Court Clerk<br>Administrative Director<br>Judicial Chambers<br>Bar Admissions | Sept. 2010             | <ul style="list-style-type: none"> <li>• System operational</li> <li>• All staff and Justices trained on system use</li> <li>• Data generated on case processing</li> </ul>  | <b>Completed</b> |
|   |   |   | Dec. 2011              | <ul style="list-style-type: none"> <li>• All Supreme Court cases entered into system</li> <li>• Reduced case processing time</li> </ul>  | Underway         |
| <b>Keep the Court's IT Capacity on the cutting edge</b>                 | ▶ Develop a long-range IT plan  | IT<br>Supreme Court Clerk<br>Administrative Director<br>Bar Admissions                      | Feb. 2011              | <ul style="list-style-type: none"> <li>• Long-range IT plan developed</li> <li>• Long-term IT plan approved</li> <li>• Initial elements of long-term IT plan incorporated into 2012 budget</li> </ul>  | To be started    |
| <b>Implement electronic filing of appellate pleadings and documents</b> | <ul style="list-style-type: none"> <li>▶ Implement IT capacity</li> <li>▶ Draft rules and procedures</li> <li>▶ Develop and provide training</li> </ul>   | IT<br>Supreme Court Clerk<br>Administrative Director<br>Justices<br>VI Bar                  | Nov. 2010              | <ul style="list-style-type: none"> <li>• E-filing software installed</li> <li>• E-filing rules drafted</li> <li>• E-filing rules promulgated</li> <li>• E-filing training provided to Court, staff, and attorneys</li> <li>• 50% of cases include e-filed documents within 6 months</li> <li>• 90% of cases included e-filed documents within one year</li> <li>• 50% of appeals initiated electronically within 2 years</li> <li>• Court operating costs reduced</li> </ul> | Underway         |

## VIRGIN ISLANDS SUPREME COURT STRATEGIC PLAN

### Category: Infrastructure and Facilities

| Strategy   | Initial Action Steps   | Individuals or Units Responsible  | Target Completion Date | Measure   | Status           |
|--|--|---|------------------------|---|------------------|
| <b>Enable attorneys to appear from other locations</b> | ▶ Identify most cost-effective IT solution                   | IT<br>Justices<br>Administrative Director<br>Supreme Court Clerk                                      | Nov. 2010              | <ul style="list-style-type: none"> <li>• Identify software and hardware</li> <li>• Purchase software and hardware</li> <li>• Install software and hardware</li> <li>• Promulgate rules governing video appearances</li> <li>• Provide training for Court, staff, and attorneys on rules and use of video appearance system</li> <li>• 20% of arguments include one or more video appearances within one year of installation</li> <li>• 33% of arguments include one or more video appearances within one year of installation</li> <li>• 75% reduction in postponement of hearings due to weather or travel problems</li> <li>• Elapsed time from filing to decision reduced for arguments that include one or more video appearances within one year of installation</li> </ul> | Underway         |
|  | ▶ Draft operating procedures                                 |   |                        |   | To be started    |
|  | ▶ Notify and train the VI Bar                                |   |                        |   | To be started    |
| <b>Obtain permanent facilities</b>                     | ▶ Complete move into temporary facility                      | All staff<br><br>Chief Justice<br>Administrative Director<br>Chief Justice<br>Administrative Director | Sept. 2009             | <ul style="list-style-type: none"> <li>• Temporary facility opened</li> <li>• Average time to decision reduced</li> <li>• Possible sites identified</li> <li>• Agreement to procure site negotiated</li> <li>• Appropriation secured</li> <li>• Architectural design approved</li> <li>• Bonds authorized or funding appropriated</li> <li>• Vendor selected</li> <li>• Permits obtained</li> <li>• Construction initiated</li> <li>• Permanent facility opened</li> </ul>  | <b>Completed</b> |
|  | ▶ Ensure that staff cohesion and collaboration is maintained |   | Mar. 2011              |   | Underway         |
|  | ▶ Plan for permanent courthouse                              |   | Oct. 2014              |   | To be started    |
|  | ▶ Select and secure site                                     |   |                        |   |                  |
|  | ▶ Obtain funding for site                                    |   |                        |   |                  |
|  | ▶ Develop design   |   |                        |   |                  |
|  | ▶ Obtain construction funding                                |   |                        |   |                  |
|  | ▶ Construct facility   |   |                        |   |                  |



**Category: Communications and Outreach**

| Strategy   | Initial Action Steps  | Individuals or Units Responsible  | Target Completion Date                                      | Measure  | Status  |
|--|---|---|---|--|---|
| <b>Increase communication with appellate court managers nationally</b> | <ul style="list-style-type: none"> <li>▶ Attend meetings of COSCA, NCACC, NACM, and other relevant national organizations</li> </ul>  | Administrative Director<br>Supreme Court Clerk  | On-going  | <ul style="list-style-type: none"> <li>• Number of staff attending national meetings</li> <li>• Implementation of new concepts or training programs obtained from meetings or other courts</li> </ul>  | Underway  |
| <b>Enhance communication with other VI governmental entities</b>       | <ul style="list-style-type: none"> <li>▶ Schedule regular meetings with the Governor and Legislative leaders</li> <li>▶ Schedule regular meetings with the other Courts</li> <li>▶ Schedule regular meetings with justice and social service partner agencies</li> </ul>  | Chief Justice<br>Administrative Director  | On-going  | <ul style="list-style-type: none"> <li>• Number of meetings held</li> <li>• Funding for new Court initiatives obtained</li> <li>• Number of meetings held</li> <li>• Coordination of court functions</li> <li>• Collaborative programs implemented</li> </ul>  | Underway<br><br>Underway<br><br>To be started   |
| <b>Enhance access to court records</b>                                 | <ul style="list-style-type: none"> <li>▶ Enhance website</li> <li>▶ Draft rules on access to Court records</li> <li>▶ Draft rules on e-filing</li> <li>▶ Implement e-filing</li> <li>▶ Scan selected appellate documents</li> <li>▶ Scan selected appellate documents</li> <li>▶ Install public access terminal at the Court</li> <li>▶ Enable access to records via the web</li> </ul> | IT<br>Supreme Court Clerk<br><br>Justices<br>Supreme Court Clerk<br>Law Clerks<br><br>Justices<br>Supreme Court Clerk<br>Law Clerks<br><br>Supreme Court Clerk<br>Administrative Director<br><br>IT<br>Supreme Court Clerk<br>IT<br>Supreme Court Clerk<br>IT<br>Supreme Court Clerk<br>IT<br>Supreme Court Clerk | On-going<br><br>July 2010<br><br>July 2010<br><br>Jan. 2011 | <ul style="list-style-type: none"> <li>• Order promulgating rules</li> <li>• Order promulgating rules</li> <li>• E-filing software installed</li> <li>• E-filing training provided to Court, staff, and attorneys</li> <li>• Court records made available on internet</li> <li>• Public access terminal installed at Supreme Court</li> <li>• Use of court records downloaded on website</li> <li>• Use of public access terminal</li> </ul> | To be started<br><br>To be started<br><br>To be started<br>To be started<br>To be started |

**Category: Communications and Outreach**

| Strategy   | Initial Action Steps   | Individuals or Units Responsible                            | Target Completion Date  | Measure  | Status                         |
|--|--|---|-------------------------|--|--------------------------------|
| <b>Strengthen communication with the public about Court decisions and operations</b> | ▶ Invite different segments of the community to oral arguments   | Supreme Court Clerk   | Jan. 2010               | <ul style="list-style-type: none"> <li>• Increase in community groups attending an oral argument</li> <li>• Increase in media stories regarding Court decisions and programs</li> </ul>  | Underway                       |
|  | ▶ Encourage media coverage of oral arguments   | Supreme Court Clerk<br>Chief Justice                        | April 2010              |  | Underway                       |
|  | ▶ Invite media interviews of the Court's leadership concerning Court activities and the role of the judiciary                          | Administrative Director                                     | Dec. 2010               |  | Underway                       |
|  | ▶ Hire Public Information Officer  | Administrative Director<br>HR                               | Jan. 2011               | <ul style="list-style-type: none"> <li>• Secure appropriation</li> <li>• Post job announcement</li> <li>• Select PIO</li> </ul>  | To be started                  |
|  | ▶ Conduct annual court/media workshops   | Supreme Court Clerk<br>Administrative Director<br>IT<br>IT  | July 2011               | <ul style="list-style-type: none"> <li>• Initial workshop conducted</li> <li>• Reduce number of inquiries</li> <li>• More accurate stories</li> </ul>  | To be started                  |
|  | ▶ Initiate internet coverage of oral arguments:<br>Pre-recorded<br>Live-stream   |   | April 2010<br>Dec. 2010 | <ul style="list-style-type: none"> <li>• Number of hits on pre-recorded and streamed oral arguments</li> </ul>   | Completed<br>Underway          |
|  | ▶ Offer frequent appellate writing training for Justices and legal staff to encourage preparation of clear, easily understood opinions | Human Resources   | On-going                | <ul style="list-style-type: none"> <li>• Training offered</li> </ul>   | To be started                  |
|  | ▶ Enhance Court website  | Supreme Court Clerk, IT                                     | On-going                | <ul style="list-style-type: none"> <li>• Materials posted; number of hits</li> <li>• Reduce questions to the Clerk's staff</li> <li>• Improved public trust and confidence</li> </ul>  | To be started                  |
|  | ▶ Develop self-help materials for unrepresented appellate litigants  | Supreme Court Clerk<br>Law Clerks, Justices<br>IT           | Dec. 2010               | <ul style="list-style-type: none"> <li>• Self-help materials for unrepresented appellate litigants developed</li> <li>• Change in quality of materials and arguments presented by self-represented litigants</li> <li>• Improved public trust and confidence in the Court</li> </ul> | To be started                  |
|  | ▶ Facilitate prompt disposition of pro se & small cases as close to the entry level as possible  | Chief Justice, Admin. Dir., S.Ct. Clerk                     | On-going<br>Dec. 2010   | <ul style="list-style-type: none"> <li>• Average time from filing to final disposition</li> <li>• Point in process when disposition occurs</li> <li>• Change in # of grievance filed</li> </ul>  | To be started<br>To be started |
|  | ▶ Appoint Disciplinary Counsel   | Chief Justice, HR   | Mar. 2011               | <ul style="list-style-type: none"> <li>• Public information material (pamphlets, web pages) regarding VI Bar Grievance process developed</li> </ul>  | To be started                  |
|  | ▶ Provide information to the public on the role of the VI Bar grievance Committee and the process for raising grievances               | Supreme Court Clerk<br>Bar Admissions<br>VI Bar, Law Clerks |                         | <ul style="list-style-type: none"> <li>• Improved public trust &amp; confidence in the Court</li> </ul>  | To be started                  |

**Category: Communications and Outreach**

| Strategy   | Initial Action Steps  | Individuals or Units Responsible                                  | Target Completion Date | Measure  | Status        |
|--|---|---|------------------------|--|---------------|
| <b>Provide customer service training for staff</b> | ▶ Identify training program and materials                           | Human Resources<br>Administrative Director<br>Supreme Court Clerk | Sept. 2010             | • Completion of list of training programs  | To be started |
|  | ▶ Schedule multiple training sessions to accommodate staff schedule | Human Resources<br>Administrative Director<br>Supreme Court Clerk | On-going               | • Staff trained<br>• Reduction of referrals of dissatisfied court customers to supervisors<br>• Improved public trust and confidence | To be started |
| <b>Adopt a policy on uniforms for staff</b>        | ▶ Establish uniform policy committee                                | Human Resources<br>Administrative Director<br>Supreme Court Clerk | July 2012              | Formation of committee   | To be started |
|  | ▶ Develop a staff information and input process                     |   | July 2013              | Completion of input process<br>Approval of committee recommendation  | To be started |
|  | ▶ Secure necessary funding  |   | July 2014              | Purchase of Uniforms   | To be started |