STRATEGIC PLAN
OF THE SUPREME COURT
OF THE VIRGIN ISLANDS

June 2010

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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.” 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.

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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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

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visionary Leadership</td>
<td>Lack of Public Understanding of the Role and Responsibilities of the Supreme Court</td>
</tr>
<tr>
<td>Dedicated and Enthusiastic Staff</td>
<td>Insufficient Statutory Structure</td>
</tr>
<tr>
<td>Experience and Expertise</td>
<td>Inadequate Funding</td>
</tr>
<tr>
<td>Absence of Entrenched Practices</td>
<td>Lack of Permanent Facilities</td>
</tr>
<tr>
<td>Small Size</td>
<td>Insufficient Staffing</td>
</tr>
<tr>
<td>Ability to Adapt Quickly</td>
<td>Ambiguous Working Relationship with Other Courts</td>
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<tr>
<td>Customer Service Orientation</td>
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<tr>
<td>Pride in the Court</td>
<td></td>
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<tr>
<td>Importance of the Court to the Community</td>
<td></td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th>Category: Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy</strong></td>
</tr>
<tr>
<td>Provide education for the bar on ethics and professional responsibility</td>
</tr>
<tr>
<td>Promulgate appellate time standards</td>
</tr>
<tr>
<td>Align with national appellate standards</td>
</tr>
<tr>
<td>Update appellate rules &amp; operating procedures</td>
</tr>
<tr>
<td>Enforce internal and external deadlines</td>
</tr>
<tr>
<td>Update Code of Judicial Conduct &amp; ethical procedure</td>
</tr>
</tbody>
</table>
### INITIAL ACTION PLAN - SUMMARY

**Category: Human Capital**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Vision Elements</th>
<th>Potential Barriers</th>
<th>Means for Overcoming the Barriers</th>
<th>Initial Action Steps</th>
<th>Individuals/Units Responsible</th>
<th>Target Completion Date</th>
</tr>
</thead>
</table>
| Provide judicial & staff training in accord with national standards | Model of Excellence Innovative Leadership Professionalism of the Court & Staff | Need for resources | Communication with the Legislature | Conduct a training needs assessment Review national training standards Identify the training available in VI, in Puerto Rico, on the Mainland, and on-line Prepare a multi-year training plan Design a knowledge transfer assurance methodology | Human Resources Administrative Director Chief Justice | March 2011
| Employ multi-lingual staff | Efficient, Accountable & Affordable Services | Need for resources | Communication with the Legislature Move to new building | Secure needed budget allocation Prepare position description Post recruitment notice | Human Resources Administrative Director Chief Justice | Jan. 2011
| Utilize staff attorneys to screen cases | Model of Excellence Innovative Leadership Professionalism of the Court & Staff Efficient, Accountable & Affordable Services | Need for training | Staff training and oversight Communication with the Legislature Prioritization of tasks | Identify training available or State Supreme Courts that utilize attorneys for screening cases Prepare screening criteria | Human Resources Justices Administrative Director Clerk of the Court | Sept. 2010
## INITIAL ACTION PLAN - SUMMARY

### Category: Infrastructure and Facilities

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Vision Elements</th>
<th>Potential Barriers</th>
<th>Means for Overcoming the Barriers</th>
<th>Initial Action Steps</th>
<th>Individuals/Units Responsible</th>
<th>Target Completion Date</th>
</tr>
</thead>
</table>
| Implement a case management system | Model of Excellence Innovative Leadership Prompt & Impartial Appellate Dispositions Efficient, Accountable, & Accessible Services | • Maintaining focus  
• Amount and rate of data input  
• Reduction in vendor productivity and timeliness | Staff training and oversight  
Staff training and oversight  
Stringent project management | • Finalizing the system  
  • Clerk’s Office  
  • Chambers and Bar Admissions  
  • Entry of cases into the system | IT  
Supreme Ct. Clerk  
Administrative Director  
Bar Admissions  
IT  
Supreme Ct. Clerk | Sept. 2010  
Dec. 2010 |
| Keep the Court’s IT Capacity on the cutting edge | Model of Excellence Innovative Leadership | • Continuing need for resources | Communication with the Legislature | • Develop a long-range IT plan | IT  
Supreme Ct. Clerk  
Administrative Director  
Bar Admissions | Feb. 2011 |
| Implement electronic filing of appellate pleadings and documents | Prompt & Impartial Appellate Dispositions Efficient, Accountable, & Accessible Services | • Need for resources  
• Resistance from members of the VI Bar  
• Resistance by court reporters | Communication with the Legislature  
Change management and training | • Implement IT capacity  
  • Draft rules and procedures  
  • Develop and provide training | IT  
Supreme Ct. Clerk  
Administrative Director  
Bar Admissions | Nov. 2010 |
| Enable attorneys to appear from other locations | Efficient, Accountable, & Accessible Services Model of Excellence Prompt & Impartial Appellate Dispositions | • Need for resources  
• Securing necessary bandwidth  
• Researching technological solutions | Communication with the Legislature  
Researching technological solutions | • Identify most cost effective IT solution  
  • Draft operating procedures  
  • Notify and train the bar | IT  
IT & Administrative Director  
Supreme Ct. Clerk  
Supreme Ct. Clerk | Nov. 2010 |
| Obtain permanent facilities | Innovative Leadership Prompt & Impartial Appellate Dispositions Efficient, Accountable, & Accessible Services | • Need for resources  
• Lack of consensus on location | Communication with the Legislature and the Executive PFA | • Complete move into temporary facility  
  • Ensure that staff cohesion & collaboration is maintained  
  • Plan for permanent courthouse  
  • Select and secure site  
  • Obtain funding  
  • Develop design  
  • Obtain construction funding  
  • Construct facility | All staff  
Chief Justice  
Administrative Director | Sept. 2009  
Oct. 2014 |
## INITIAL ACTION PLAN - SUMMARY

### Category: Communication and Outreach

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Vision Elements</th>
<th>Potential Barriers</th>
<th>Means for Overcoming the Barriers</th>
<th>Initial Action Steps</th>
<th>Individuals/Units Responsible</th>
<th>Target Completion Date</th>
</tr>
</thead>
</table>
| Increase communication with appellate court managers nationally | Innovative Leadership | • Staff time | Communication with the Legislature  
Communication with Superior Court  
Prioritization of tasks | Attend meetings of NACM, NCACC, and COSCA | Administrative Director  
Supreme Ct. Clerk | On-going |
| Enhance communication with other VI governmental entities | Innovative Leadership | • Staff time  
• Justice time | Communication with the Legislature  
Communication with Superior Court  
Prioritization of tasks | Schedule regular meetings with the Governor and Legislative leaders  
Schedule regular meetings with other Courts and Court partner agencies | Chief Justice  
Administrative Director | On-going |
| Enhance access to records | Model of Excellence | • Need for resources  
• Resistance of bar members and court reporters to e-filing  
• Need for Record Retention Policy | Communication with the Legislature | Enhance website  
Draft rules on access to Court records  
Draft rules on 3-filing  
Implement e-filing  
Scan selected appellate documents  
Install a public access terminal at the Supreme Court  
Enable access to court records through website  
Create Records Retention Policy | IT  
Supreme Ct. Clerk  
Administrative Director | Jan. 2011 |
### INITIAL ACTION PLAN - SUMMARY

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

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Vision Elements</th>
<th>Potential Barriers</th>
<th>Means for Overcoming the Barriers</th>
<th>Initial Action Steps</th>
<th>Individuals/Units Responsible</th>
<th>Target Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthen communication with the public about Court decisions and operations</td>
<td>Innovative Leadership, Public Trust &amp; Confidence, Efficient, Accountable, &amp; Accessible Services</td>
<td>• Staff time &lt;br&gt;• Justice time &lt;br&gt;• Lack of space &lt;br&gt;• Need for resources</td>
<td>Communication with the Legislature &lt;br&gt;Prioritization of tasks</td>
<td>• Invite different segments of the community to oral arguments &lt;br&gt;• Encourage media coverage of oral arguments &lt;br&gt;• Invite media interviews of the Court’s leadership concerning court activities and the role of the judiciary  &lt;br&gt;• Initiate internet coverage of oral arguments  &lt;br&gt;• Offer frequent appellate writing training for Justices and legal staff to encourage preparation of clear, easily understood opinions &lt;br&gt;• Enhance Court website – e.g.: FAQ for case processing &lt;br&gt;• Develop self-help materials for prosecuting &amp; defending appeals for unrepresented litigant &lt;br&gt;• Facilitate prompt disposition of pro se and small cases as close to the entry level as possible &lt;br&gt;• Appoint Disciplinary Counsel &lt;br&gt;• Hire Public Information Officer &lt;br&gt;• Conduct annual court/media workshops &lt;br&gt;• Provide information to the public on the role of the VI Bar Grievance Committee and the process for raising grievances</td>
<td>Supreme Ct. Clerk &lt;br&gt;Supreme Ct. Clerk &lt;br&gt;Chief Justice &lt;br&gt;Administrative Director &lt;br&gt;IT &lt;br&gt;Human Resources &lt;br&gt;Supreme Ct. Clerk, IT, Administrative Dir., Bar Admissions &lt;br&gt;Supreme Ct. Clerk, Law Clerks, Justices, IT &lt;br&gt;Chief Justice, Admin. Dir., S.Ct. Clerk &lt;br&gt;Chief Justice, HR Administrative Dir., HR &lt;br&gt;Supreme Ct. Clerk, Administrative Dir., IT &lt;br&gt;IT, Supreme Ct. Clk Chief Justice, Law Clerks, VI Bar</td>
<td>Jan. 2010 &lt;br&gt;Apr. 2010 &lt;br&gt;Dec. 2010 &lt;br&gt;April 2010 &lt;br&gt;Dec. 2010 &lt;br&gt;On-going &lt;br&gt;On-going &lt;br&gt;Dec. 2010 &lt;br&gt;Jan. 2011 &lt;br&gt;July 2011 &lt;br&gt;Jan. 2012 &lt;br&gt;Mar. 2011</td>
</tr>
<tr>
<td>Provide customer service training for staff</td>
<td>Professionalism of the Court &amp; Staff</td>
<td>• Need for resources &lt;br&gt;• Staff time</td>
<td>Communication with the Legislature &lt;br&gt;Require attendance</td>
<td>• Identify training program and materials &lt;br&gt;• Schedule multiple training sessions to accommodate staff schedule</td>
<td>HR Administrative Director &lt;br&gt;Supreme Ct. Clerk</td>
<td>Sept. 2010 &lt;br&gt;On-going</td>
</tr>
<tr>
<td>Adopt a policy on uniforms for staff</td>
<td>Professionalism of the Court &amp; Staff</td>
<td>• Need for resources &lt;br&gt;• Lack of consensus on the uniform</td>
<td>Communication with the Legislature &lt;br&gt;Involve staff in the uniform selection process/uniform allowance amount</td>
<td>• Establish uniform policy committee &lt;br&gt;• Develop a staff information and input process &lt;br&gt;• Secure necessary funding</td>
<td>HR Administrative Director &lt;br&gt;Supreme Ct. Clerk</td>
<td>July 2012 &lt;br&gt;July 2013 &lt;br&gt;July 2014</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Initial Action Steps</th>
<th>Target Completion Date</th>
<th>Measure</th>
<th>Type of Measure</th>
<th>Data Element</th>
<th>Data Source</th>
</tr>
</thead>
</table>
| Meet standards for direct review by the U.S. Supreme Court rather than the 3rd Circuit | - Review of Requirements  
- Prompt Dispositions  
- Oversight of the entire Judicial Branch  
- Initiation of Judicial Disciplinary Commission  
- Prepare quality opinions | Dec. 2013  
Sept. 2011 | - List of requirements  
- Change in elapsed time from filing of appeal to decision  
- Appointment of Commission members  
- % of opinions upheld by 3rd Circuit  
- % of lawyers responding that opinions are prompt, well-reasoned, and clear  
- % of persons & units using system  
- % of functions operational  
- Order promulgating Judicial Disciplinary Rules  
- Order adopting client protection measures  
- Counsel reports for work | Process  
Outcome  
Impact | Copy of List  
Average time from filing to decision by year  
List of members  
# of decisions appealed to the 3rd Cir. & Writs of Certiorari granted  
# of decisions upheld  
Favorable responses divided by the # of lawyers responding to the survey  
# of justices, staff, units logging in divided by total #  
# of functions operational divided by total number  
Copy of order  
Personnel action form | Court records  
Court records  
Court records  
Lawyer survey  
C-Track  
Court records  
Court records  
HR records |
| Provide education for the bar on ethics and professional responsibility | - Contact VI Bar re: scope & presentation of training  
- Survey VI Bar members for suggestions regarding training content  
- Include training in educational program of VI Bar meetings and arrange for CLE credit | Dec. 2010 | - Discussions held  
- # of suggestions received  
- # of training sessions  
- # of lawyers receiving training  
- Value and effectiveness of training  
- Change in the number of grievances filed | Process  
Process  
Outcome  
Process  
Impact | Meeting calendar  
# of substantive suggestions received  
# of ethics & professional responsibility courses  
# of lawyers receiving completion certificates  
% of positive responses on evaluation  
# of grievances filed/per month before & after training | Court records  
Bar records  
Lawyer survey  
Court and Bar records  
Court and Bar records  
Court and Bar records  
Court and Bar records |
<table>
<thead>
<tr>
<th>Strategy</th>
<th>Initial Action Steps</th>
<th>Target Completion Date</th>
<th>Measure</th>
<th>Type of Measure</th>
<th>Data Element</th>
<th>Data Source</th>
</tr>
</thead>
</table>
| **Promulgate appellate time standards** | ‣ Create a Standards Committee  
› Review national appellate time standards  
› Examine similar courts and analyze case types  
› Draft a standard for each case type | Dec. 2010 | ‣ Formation of Committee  
› Review completed  
› Examination completed  
› Adoption of time standards | Process Process Process Outcome | ‣ Order creating the Committee  
› Analysis memorandum  
› Data on current time from filing to decision  
› Order adopting standards | Court Records  
ABA & state appellate time standards  
NCSC, websites  
Court records |
| **Align performance with appellate time standards** | ‣ Compare actual times to decision with standard  
› Review business process to identify opportunities to improve performance | Mar, 2011 | ‣ Reduced case processing time  
› Changes in business processes | Impact Impact | ‣ Time from filing to decision before & after adoption of standards  
› Revised Internal Operating Procedures | C-Track  
Court records |
| **Update appellate rules & operating procedures** | ‣ Create a Rules Committee  
› Review/update internal operating procedures  
› Review applicable rules  
› Draft revised rules and internal operating procedures | Ongoing | ‣ Formation of a committee  
› List of rules and business process changes required  
› Promulgation of new rules  
› Adoption of new internal operating procedures  
› Reduced case processing time | Process Process Outcome Impact | ‣ Committee members notified  
› Analysis memorandum  
› Order adopting new rules  
› Order adopting new IOPs  
› Data on time from filing to decision before & after adoption of new rules | Court records  
Court records  
Court records  
C-Track |
| **Enforce internal and external deadlines** | ‣ Periodic review of how quickly cases are being disposed (filing to disposition)  
› Comparison to rules and internal operating procedures | Semi-annually | ‣ Change in the number of enforcement orders issued  
› Change in number of continuance requests  
› Reduced case processing time | Outcome Impact | ‣ # of enforcement orders issued  
› # of continuances granted  
› Time from filing to decision | C-Track  
C-Track  
C-Track |
| **Update Code of Judicial Conduct and Enforcement Procedures** | ‣ Create a Rules Committee  
› Review other applicable rules  
› Draft revisions | Dec. 2010 | ‣ Formation of Committee  
› Issuance of revised rules | Process Outcome | ‣ Committee members notified  
› Order promulgating new provisions | Court records  
Court records |
<table>
<thead>
<tr>
<th>Strategy</th>
<th>Initial Action Steps</th>
<th>Target Completion Date</th>
<th>Measure</th>
<th>Type of Measure</th>
<th>Data Element</th>
<th>Data Sources</th>
</tr>
</thead>
</table>
| Provide judicial and staff training in accord with national standards   | ▶ Conduct a training needs assessment  
▶ Review national training standards  
▶ Identify the training available in VI, in Puerto Rico, on the Mainland, and on-line  
▶ Prepare a multi-year training plan  
▶ Design a knowledge transfer assurance methodology | Mar. 2011 | ● Completion of analysis of assessment data  
● Completion of analysis of national training standards  
● Completion of list of available training  
● Completion of multi-year training plan  
● Preparation of knowledge transfer requirements  
● Initiation of staff training in accordance with the multi-year training plan  
● More efficient and effective operations | Process  
Process  
Process  
Process  
Process  
Outcome  
Impact | ● Assessment analysis memorandum  
● Training standards analysis memorandum  
● List of training opportunities  
● Training plan  
● Knowledge transfer IOP  
● Training approvals  
● Semi-annual data on time from filing to decision | Employee survey & observation  
Internet search  
Internet employee manual  
Court records  
Court records  
Court records  
C-track |
| Employ multilingual staff                                               | ▶ Secure needed budget allocation  
▶ Prepare position description  
▶ Post recruitment notice | Jan. 2011 | ● Budget request submitted  
● Appropriation enacted  
● Position descriptions prepared  
● Recruitment notices issued  
● # of applications received from qualified multilingual persons  
● # of multilingual staff  
● Customer satisfaction improved | Process  
Process  
Process  
Process  
Outcome  
Impact | ● Budget line items  
● Appropriations line item  
● Paragraph referring to multilingual qualification  
● Number of applications  
● Number of multilingual staff  
● Ratings on fairness, access, & efficiency | Budget Appropriations bill  
HR records  
HR records  
HR records  
Litigant surveys  
Public surveys |
| Utilize staff attorneys to screen cases                                 | ▶ Identify training available to State Supreme Courts that utilize attorneys for screening cases  
▶ Prepare screening criteria | Sept. 2010 | ● Completion of analysis  
● Screening criteria  
● Reduction of number of preliminary matters assigned to law clerks | Process  
Process  
Outcome  
Impact | ● Analysis memorandum  
● List of criteria  
● Number of preliminary matters assigned to law clerks before and after hiring of staff attorney | Court records  
IOPs  
Court records |
### Strategy: Implement a case management system

- **Initial Action Steps:**
  - Finalizing the system for:
    - The Clerk’s Office
    - Chambers and Bar Admissions
  - Entry of cases into the system

- **Target Completion Dates:**
  - System operational: Sept, 2010
  - Completion Date: Dec. 2011

- **Measure:**
  - System operational
  - All staff and Justices trained on system use
  - Data generated on case processing
  - All Supreme Court cases entered into system
  - Reduced case processing time

- **Type of Measures:**
  - Process
  - Outcome

- **Data Elements:**
  - # of justices, staff, units logging in
  - % of persons trained
  - C-Track reports
  - C-Track reports
  - Time from filing to decision before & after system operational

- **Data Source:**
  - C-Track
  - HR records
  - C-Track
  - C-Track

### Strategy: Keep the Court’s IT Capacity on the cutting edge

- **Initial Action Steps:**
  - Develop a long-range IT plan

- **Target Completion Dates:**
  - Long-range IT plan developed: Feb. 2011
  - Long-term IT plan approved: Feb. 2011
  - Initial elements of long-term IT plan incorporated into 2012 budget

- **Measure:**
  - Long-range IT plan developed
  - Long-term IT plan approved
  - Initial elements of long-term IT plan incorporated into 2012 budget

- **Type of Measures:**
  - Process
  - Process
  - Process
  - Process

- **Data Elements:**
  - Completed plan
  - Plan approval order
  - Line-items in internal court budget

- **Data Source:**
  - Court records
  - Court records
  - Court budget

### Strategy: Implement electronic filing of appellate pleadings and documents

- **Initial Action Steps:**
  - Implement IT capacity
  - Draft rules and procedures
  - Develop and provide training

- **Target Completion Dates:**
  - E-filing software installed: Nov 2010
  - E-filing rules drafted: Nov 2010
  - E-filing rules promulgated: Nov 2010
  - E-filing training provided to Court, staff, and attorneys: Nov 2010
  - 50% of cases include e-filed documents within 6 months: Nov 2010
  - 90% of cases included e-filed documents within one year: Nov 2010
  - 50% of appeals initiated electronically within two years: Nov 2010
  - Court operating costs reduced: Nov 2010

- **Measure:**
  - E-filing software installed
  - E-filing rules drafted
  - E-filing rules promulgated
  - E-filing training provided to Court, staff, and attorneys
  - 50% of cases include e-filed documents within 6 months
  - 90% of cases included e-filed documents within one year
  - 50% of appeals initiated electronically within two years
  - Court operating costs reduced

- **Type of Measures:**
  - Process
  - Process
  - Process
  - Process
  - Process

- **Outcome:**
  - Log-ins
  - Draft rules
  - Order promulgating rules
  - % of persons trained
  - # of cases with e-filed documents by the total number of cases
  - # of cases with e-filed documents by the total number of cases
  - # of appeals filed electronically divided by total number of appeals
  - Reams of paper and boxes of file folders purchased following implementation of e-filing divided to # of reams and folders purchased prior to implementation

- **Data Elements:**
  - C-Track
  - Court records
  - Court Records
  - HR records
  - C-Track
  - C-Track
  - Court records
<table>
<thead>
<tr>
<th>Strategy</th>
<th>Initial Action Steps</th>
<th>Target Completion Date</th>
<th>Measure</th>
<th>Type of Measure</th>
<th>Data Element</th>
<th>Data Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Enable attorneys to appear from other locations</strong></td>
<td>Identify most cost-effective IT solution</td>
<td>Nov. 2010</td>
<td>Identify software and hardware</td>
<td>Process Process Process</td>
<td>Procurement request</td>
<td>Court records</td>
</tr>
<tr>
<td></td>
<td>Draft operating procedures</td>
<td></td>
<td>Purchase software and hardware</td>
<td>Process</td>
<td>Invoice</td>
<td>Court records</td>
</tr>
<tr>
<td></td>
<td>Notify and train the VI Bar</td>
<td></td>
<td>Install software and hardware</td>
<td>Process</td>
<td>Log-ins</td>
<td>Court records</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Promulgate rules governing video appearances</td>
<td>Process</td>
<td>Order promulgating rule</td>
<td>Court records</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Provide training for Court, staff, and attorneys on rules and use of video appearance system</td>
<td>Process</td>
<td># of persons trained</td>
<td>C-Track</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>20% of arguments include one or more video appearances within one year of installation</td>
<td>Outcome</td>
<td># of arguments with a video appearance divided by the total # of arguments</td>
<td>C-Track</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>33% of arguments include one or more video appearances within one year of installation</td>
<td>Outcome</td>
<td># of arguments with a video appearance divided by the total # of arguments</td>
<td>C-Track</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>75% reduction in postponement of hearings due to weather or travel problems</td>
<td>Outcome</td>
<td>Number of weather/travel related postponements before &amp; after implementation of video capacity</td>
<td>C-Track</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Reduced case processing time for cases including one or more video appearances within one year of installation</td>
<td>Impact</td>
<td>Elapsed time between filing and decision before and after implementation of video appearance capacity</td>
<td>C-Track</td>
</tr>
<tr>
<td><strong>Obtain permanent facilities</strong></td>
<td>Complete move into temporary facility</td>
<td>Sept. 2009</td>
<td>Temporary facility opened</td>
<td>Outcome</td>
<td>Work begun at new facility</td>
<td>Court records</td>
</tr>
<tr>
<td></td>
<td>Ensure that staff cohesion &amp; collaboration is maintained</td>
<td></td>
<td>Average time to decision maintained or reduced</td>
<td>Impact</td>
<td></td>
<td>C-Track</td>
</tr>
<tr>
<td></td>
<td>Plan for permanent courthouse</td>
<td></td>
<td>Possible sites identified</td>
<td>Underway</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Select and secure site</td>
<td></td>
<td>Agreement to procure site negotiated</td>
<td>To be started</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Obtain funding for site</td>
<td></td>
<td>Appropriation secured</td>
<td></td>
<td></td>
<td>Court records</td>
</tr>
<tr>
<td></td>
<td>Develop design</td>
<td></td>
<td>Architectural design approved</td>
<td></td>
<td></td>
<td>Court records</td>
</tr>
<tr>
<td></td>
<td>Obtain construction funding</td>
<td></td>
<td>Bonds authorized or funding appropriated</td>
<td></td>
<td></td>
<td>Court records</td>
</tr>
<tr>
<td></td>
<td>Construct facility</td>
<td></td>
<td>Vendor selected</td>
<td></td>
<td></td>
<td>Court records</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Permits obtained</td>
<td></td>
<td></td>
<td>Court records</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Construction initiated</td>
<td></td>
<td></td>
<td>Court records</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Permanent facility opened</td>
<td></td>
<td></td>
<td>Court records</td>
</tr>
<tr>
<td>Strategy</td>
<td>Initial Action Steps</td>
<td>Target Completion Date</td>
<td>Measure</td>
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<td>Data Element</td>
<td>Data Source</td>
</tr>
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</tr>
</tbody>
</table>
| Increase communication with appellate court managers nationally | ‣ Attend meetings of COSCA, NCACC, NACM, and other relevant national organizations | On-going | ● # of staff attending national meetings  
 ● Implementation of new concepts or training programs obtained from meetings or other courts | Outcome | ● Vouchers for registration  
 ● Changes in IOPs based on information from meetings  
 ● Training workshop conducted using material obtained at meetings | Court records |
| Enhance communication with other Virginia governmental entities | ‣ Schedule regular meetings with the Governor and Legislative leaders  
 ‣ Schedule meetings with other courts  
 ‣ Schedule regular meetings with justice and social service partner agencies | On-going | ● Number of meetings held  
 ● Funding for new Court initiatives obtained  
 ● Number of meetings held  
 ● Coordination of court functions  
 ● Collaborative programs implemented | Process  
 Impact | ● Calendar entries  
 ● Appropriations bills  
 ● Calendar entries  
 ● Changes in operating procedures  
 ● Administrative orders | Court records |
| Enhance access to court records | ‣ Enhance website  
 ‣ Draft rules on access to Court records  
 ‣ Draft rules on e-filing  
 ‣ Implement e-filing  
 ‣ Scan selected appellate documents  
 ‣ Install public access terminal at the Court  
 ‣ Enable access to records via the web | On-going  
 July 2010  
 Jan. 2011 | ● Adopted rules  
 ● Adopted rules  
 ● E-filing software installed  
 ● E-filing training provided to Court, staff, and attorneys  
 ● Court records made available on internet  
 ● Public access terminal installed at Supreme Court  
 ● Use of court records downloaded on website  
 ● Use of public access terminal | Process  
 Process  
 Process  
 Process  
 Process  
 Process  
 Process  
 Outcome  
 Outcome  
 Outcome | ● Order promulgating rules  
 ● Log-ins  
 ● # of persons trained  
 ● # of records posted  
 ● Log-ins  
 ● # of records downloaded  
 ● # of log-ins | Court records  
 Court records  
 Court records  
 Court records  
 Court records  
 Court records  
 Court records  
 Court records  
 Court records  
 Court records  
 Court records  
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<tbody>
<tr>
<td>Strengthen communication with the public about Court decisions and operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
|  | ▶ Invite different segments of the community to oral arguments  
▶ Encourage media coverage of oral arguments  
▶ Invite media interviews of the Court’s leadership re: Court activities and the role of the judiciary  
▶ Hire Public Information Officer  
▶ Conduct annual court/media workshops  
▶ Initiate internet coverage of oral arguments:  
  ▪ Pre-recorded  
  ▪ Live-stream  
▶ Offer frequent appellate writing training for Justices and legal staff to encourage preparation of clear, easily understood opinions  
▶ Enhance Court website  
▶ Develop self-help materials for self-represented appellate litigants  
▶ Facilitate prompt disposition of pro se and small cases as close to the entry level as possible | Jan. 2010  
April 2010  
Dec. 2010  
Jan. 2011  
July 2011  
April 2010  
Dec. 2010  
On-going  
On-going  
Dec. 2010  
On-going | • Increase in community groups attending an oral argument  
• Increase in media stories regarding Court decisions and programs  
• Increase in media stories regarding Court activities and judiciary’s role  
• Secure appropriation  
• Post job announcement  
• Select PIO  
• Initial workshop conducted  
• Reduced number of inquiries  
• More accurate stories  
• Number of hits on pre-recorded and streamed oral arguments  
• Training offered  
• Materials posted; number of hits  
• Reduced questions to the Clerk’s staff  
• Improved public trust and confidence  
• Self-help materials developed  
• Change in quality of materials and arguments presented by self-represented litigants  
• Improved public trust and confidence in the Court  
• Change in time to disposition of pro se and small cases  
• Change in stage of disposition | Outcome  
Outcome  
Outcome  
Process  
Process  
Process  
Outcome  
Process  
Process  
Process  
Impact  
Impact  
Impact  
Impact | • # of community groups attending oral arguments  
• # of media stories re: the VI Supreme Court decisions & programs  
• # of media stories re: the VI Supreme Court’s activities & the role of the judiciary  
• Appropriations bill  
• Job announcement  
• Personnel action  
• Date & # of workshops  
• # of inquiries before & after workshops  
• # of corrections requested  
• # of arguments posted  
• # of hits  
• # of Justices receiving training  
• # of materials posted; # of hits  
• # of questions before & after enhancements  
• Ratings on fairness & access  
• # of materials posted & distributed  
• Ratings of Justices, law clerks & Supreme Ct. Clerk  
• Ratings on fairness & access  
• Average time from filing to final disposition  
• Point in process when disposition occurs | Court records  
Media tracking service  
Legis. records  
HR records  
Court records  
HR records  
Court records  
Court records  
HR records  
Court records  
Public survey  
Survey of Court & staff  
Public Survey  
C-Track  
C-Track |
<table>
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</thead>
</table>
| **Strengthen communication with the public about Court decisions and operations (continued)** | • Provide information on the role of the VI Bar grievance Committee and the process for raising grievances  
• Appoint Disciplinary Counsel | Mar. 2011 | • Public information material (pamphlets, web pages) regarding VI Bar Grievance process developed  
• Change in # of grievances filed  
• Change in # of grievances filed | Process  
Impact | • Number of materials posted & distributed  
• # of grievances before & after materials available  
• # of grievance before and after Counsel | Court records  
Court records  
Court records |
| **Provide customer service training for staff** | • Identify training program and materials  
• Schedule multiple training sessions to accommodate staff schedule | Sept. 2010  
On-going | • Completion of list of training programs  
• Staff trained  
• Reduction of referrals of dissatisfied court customers to supervisors  
• Improved public trust and confidence | Process  
Process  
Outcome  
Impact | • List  
• # of persons trained  
• # of referrals before & after training  
• Ratings on fairness & access | Court records  
HR records  
Court records  
Public & litigant survey |
| **Adopt a policy on uniforms for staff** | • Establish uniform policy committee  
• Develop a staff information and input process  
• Secure necessary funding | July 2012  
July 2013  
July 2014 | • Formation of committee  
• Completion of input process  
• Approval of committee recommendation  
• Purchase of Uniforms | Process  
Process  
Process  
Outcome | • Committee members notified  
• Order approving uniform policy  
• Line item in internal court budget | Court records  
Court records  
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.
<table>
<thead>
<tr>
<th>Strategy</th>
<th>Initial Action Steps</th>
<th>Individuals or Units Responsible</th>
<th>Target Completion Date</th>
<th>Measure</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meet standards for direct review by the U.S. Supreme Court rather than the 3rd Circuit</td>
<td>Review of Requirements • Prompt Dispositions • Initiation of Judicial Disciplinary Commission • Oversight of the entire Judicial Branch • Prepare quality opinions • Implementation of C-Track • Development of Judicial Disciplinary Rules • Adopt client protection measures • Appoint Disciplinary Counsel</td>
<td>Justices • Justice • Chief Justice • Justices • IT, Supreme Court Clerk, Administrative Director • Justices, VI Bar, Bar Admissions • Chief Justice, HR</td>
<td>Dec. 2013 • Dec. 2013 • Dec. 2011 • Sept. 2011 • Ongoing • Sept. 2010 • Dec. 2009 • Dec. 2010 • Dec. 2010</td>
<td>• List of requirements • Elapsed time from filing of appeal to decision • Appointment of Commission members • % of opinions upheld by 3rd Circuit • % of lawyers responding that opinions are prompt, well-reasoned, and clear • % of persons and units logged in • % of functions operational • Order promulgating Judicial Disciplinary Rules • Order adopting client protection measures • Counsel reports for work</td>
<td>Underway • Underway • To be started • Underway • Underway • Nearing completion</td>
</tr>
</tbody>
</table>
# VIRGIN ISLANDS SUPREME COURT
## STRATEGIC PLAN

### Category: Governance

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Initial Action Steps</th>
<th>Individuals or Units Responsible</th>
<th>Target Completion Date</th>
<th>Measure</th>
<th>Status</th>
</tr>
</thead>
</table>
| **Align performance with appellate time standards** | • Compare actual times to decision with standard  
• Review business process to identify opportunities to improve performance | Clerk of Court Administrative Director Justices | Mar. 2011 | • Changes in business processes  
• Reduced case processing time | To be started |
| **Update appellate rules & operating procedures** | • Create a Rules Committee  
• Review/update internal operating procedures  
• Review other applicable rules  
• Draft revised rules and internal operating procedures | Justices Professional staff VI Bar | Ongoing | • Formation of a committee  
• List of business process and rule changes required  
• Promulgation of new rules  
• Issuance of new internal operating procedures | Underway |
| **Enforce internal and external deadlines** | • Periodic review of how quickly cases are being disposed (filing to disposition)  
• Comparison to rules and internal operating procedures | Supreme Court Clerk Administrative Director | Semi-annually | • Change in the # of enforcement orders issued  
• Change in number of continuance requests  
• Reduced case processing time | Underway |
| **Update Code of Judicial Conduct and Enforcement Procedures** | • Create a Rules Committee  
• Review other applicable rules  
• Draft revisions | Justices Professional Staff VI Bar | Dec. 2010 | • Issuance of revised rules | Completed |
## VIRGIN ISLANDS SUPREME COURT
### STRATEGIC PLAN

**Category:** Human Capital

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Initial Action Steps</th>
<th>Individuals or Units Responsible</th>
<th>Target Completion Date</th>
<th>Measure</th>
<th>Status</th>
</tr>
</thead>
</table>
| **Provide judicial and staff training in accord with national standards** | ✷ Conduct a training needs assessment  
✦ Review national training standards  
✦ Identify the training available in VI, in Puerto Rico, on the Mainland, and on-line  
✦ Prepare a multi-year training plan  
✦ Design a knowledge transfer assurance methodology | Human Resources Administrative Director  
Chief Justice | Mar. 2011  
Ongoing | • Completion of analysis of assessment data  
• Completion of analysis of national training standards  
• Completion of list of available training  
• Completion of comparison of current internal operation procedures (IOPs) with IOPs nationally  
• Completion of multi-year training plan  
• Initiation of staff training in accordance with the multi-year training plan  
• More efficient and effective operations | To be started |
| **Employ multilingual staff** | ✷ Secure needed budget allocation  
✦ Prepare position description  
✦ Post recruitment notice | Human Resources Administrative Director  
Chief Justice | Jan. 2011  
Underway | • Budget request submitted  
• Appropriation enacted  
• Position descriptions prepared  
• Recruitment notices issues  
• # of applications received from qualified multilingual persons  
• # of multilingual staff  
• Customer satisfaction improved | Underway |
| **Utilize staff attorneys to screen cases** | ✷ Identify training available to State Supreme Courts that utilize attorneys for screening cases  
✦ Prepare screening criteria | Human Resources Justices  
Supreme Court Clerk | Sept. 2010  
Underway | • Completion of analysis  
• Screening criteria  
• Reduction of number of preliminary matters assigned to law clerks | Completed |
## VIRGIN ISLANDS SUPREME COURT
## STRATEGIC PLAN

### Category: Infrastructure and Facilities

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Initial Action Steps</th>
<th>Individuals or Units Responsible</th>
<th>Target Completion Date</th>
<th>Measure</th>
<th>Status</th>
</tr>
</thead>
</table>
| Implement a case management system | Finalizing the system for:  
   - The Clerk’s Office  
   - Chambers and Bar Admissions  
   - Entry of cases into the system | IT Supreme Court Clerk  
   Administrative Director  
   Judicial Chambers  
   Bar Admissions | Sept. 2010 | • System operational  
   • All staff and Justices trained on system use  
   • Data generated on case processing  
   • All Supreme Court cases entered into system  
   • Reduced case processing time | Completed  
   Underway  
   Underway |
| Keep the Court’s IT Capacity on the cutting edge | Develop a long-range IT plan | IT Supreme Court Clerk  
   Administrative Director  
   Bar Admissions | Feb. 2011 | • Long-range IT plan developed  
   • Long-term IT plan approved  
   • Initial elements of long-term IT plan incorporated into 2012 budget | To be started |
| Implement electronic filing of appellate pleadings and documents | Implement IT capacity  
   Draft rules and procedures  
   Develop and provide training | IT Supreme Court Clerk  
   Administrative Director  
   Justices  
   VI Bar | Nov. 2010 | • E-filing software installed  
   • E-filing rules drafted  
   • E-filing rules promulgated  
   • E-filing training provided to Court, staff, and attorneys  
   • 50% of cases include e-filed documents within 6 months  
   • 90% of cases include e-filed documents within one year  
   • 50% of appeals initiated electronically within 2 years  
   • Court operating costs reduced | Underway |
### VIRGIN ISLANDS SUPREME COURT
### STRATEGIC PLAN

#### Category: Infrastructure and Facilities

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Initial Action Steps</th>
<th>Individuals or Units Responsible</th>
<th>Target Completion Date</th>
<th>Measure</th>
<th>Status</th>
</tr>
</thead>
</table>
| **Enable attorneys to appear from other locations** | - Identify most cost-effective IT solution  
- Draft operating procedures  
- Notify and train the VI Bar | IT Justices  
Administrative Director  
Supreme Court Clerk | Nov. 2010 | - Identify software and hardware  
- Purchase software and hardware  
- Install software and hardware  
- Promulgate rules governing video appearances  
- Provide training for Court, staff, and attorneys on rules and use of video appearance system  
- 20% of arguments include one or more video appearances within one year of installation  
- 33% of arguments include one or more video appearances within one year of installation  
- 75% reduction in postponement of hearings due to weather or travel problems  
- Elapsed time from filing to decision reduced for arguments that include one or more video appearances within one year of installation | Underway |
| **Obtain permanent facilities** | - Complete move into temporary facility  
- Ensure that staff cohesion and collaboration is maintained  
- Plan for permanent courthouse  
- Select and secure site  
- Obtain funding for site  
- Develop design  
- Obtain construction funding  
- Construct facility | All staff  
Chief Justice  
Administrative Director  
Chief Justice  
Administrative Director | Sept. 2009  
Mar. 2011  
Oct. 2011 | - Temporary facility opened  
- Average time to decision reduced  
- Possible sites identified  
- Agreement to procure site negotiated  
- Appropriation secured  
- Architectural design approved  
- Bonds authorized or funding appropriated  
- Vendor selected  
- Permits obtained  
- Construction initiated  
- Permanent facility opened | Completed |
<table>
<thead>
<tr>
<th>Strategy</th>
<th>Initial Action Steps</th>
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<th>Target Completion Date</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Increase communication with appellate court managers nationally</td>
<td>▶ Attend meetings of COSCA, NCACC, NACM, and other relevant national organizations</td>
<td>Administrative Director</td>
<td>On-going</td>
<td>● Number of staff attending national meetings</td>
<td>Underway</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Supreme Court Clerk</td>
<td></td>
<td>● Implementation of new concepts or training programs obtained from</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>meetings or other courts</td>
<td></td>
</tr>
<tr>
<td>Enhance communication with other VI governmental entities</td>
<td>▶ Schedule regular meetings with the Governor and Legislative leaders</td>
<td>Chief Justice</td>
<td>On-going</td>
<td>● Number of meetings held</td>
<td>Underway</td>
</tr>
<tr>
<td></td>
<td>▶ Schedule regular meetings with the other Courts</td>
<td>Administrative Director</td>
<td></td>
<td>● Funding for new Court initiatives obtained</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▶ Schedule regular meetings with justice and social service partner agencies</td>
<td></td>
<td></td>
<td>● Number of meetings held</td>
<td>Underway</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>● Coordination of court functions</td>
<td>To be started</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>● Collaborative programs implemented</td>
<td>To be started</td>
</tr>
<tr>
<td>Enhance access to court records</td>
<td>▶ Enhance website</td>
<td>IT</td>
<td>On-going</td>
<td>● Order promulgating rules</td>
<td>To be started</td>
</tr>
<tr>
<td></td>
<td>▶ Draft rules on access to Court records</td>
<td>Supreme Court Clerk</td>
<td></td>
<td></td>
<td>To be started</td>
</tr>
<tr>
<td></td>
<td>▶ Draft rules on e-filing</td>
<td>Justices</td>
<td>July 2010</td>
<td>● Order promulgating rules</td>
<td>To be started</td>
</tr>
<tr>
<td></td>
<td>▶ Implement e-filing</td>
<td>Supreme Court Clerk</td>
<td></td>
<td></td>
<td>To be started</td>
</tr>
<tr>
<td></td>
<td>▶ Scan selected appellate documents</td>
<td>IT</td>
<td>July 2010</td>
<td>● E-filing software installed</td>
<td>To be started</td>
</tr>
<tr>
<td></td>
<td>▶ Scan selected appellate documents</td>
<td>Supreme Court Clerk</td>
<td></td>
<td>● E-filing training provided to Court, staff, and attorneys</td>
<td>To be started</td>
</tr>
<tr>
<td></td>
<td>▶ Install public access terminal at the Court</td>
<td>Justices</td>
<td></td>
<td>● Court records made available on internet</td>
<td>To be started</td>
</tr>
<tr>
<td></td>
<td>▶ Enable access to records via the web</td>
<td>Supreme Court Clerk</td>
<td></td>
<td>● Public access terminal installed at Supreme Court</td>
<td>To be started</td>
</tr>
<tr>
<td></td>
<td></td>
<td>IT</td>
<td></td>
<td>● Use of court records downloaded on website</td>
<td>To be started</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Supreme Court Clerk</td>
<td></td>
<td>● Use of public access terminal</td>
<td>To be started</td>
</tr>
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</table>
### Category: Communications and Outreach

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<tr>
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</table>
| Strengthen communication with the public about Court decisions and operations | - Invite different segments of the community to oral arguments  
- Encourage media coverage of oral arguments  
- Invite media interviews of the Court’s leadership concerning Court activities and the role of the judiciary  
- Hire Public Information Officer  
- Conduct annual court/media workshops  
- Initiate internet coverage of oral arguments: Pre-recorded Live-stream  
- Offer frequent appellate writing training for Justices and legal staff to encourage preparation of clear, easily understood opinions  
- Enhance Court website  
- Develop self-help materials for unrepresented appellate litigants  
- Facilitate prompt disposition of pro se & small cases as close to the entry level as possible  
- Appoint Disciplinary Counsel  
- Provide information to the public on the role of the VI Bar grievance Committee and the process for raising grievances | Supreme Court Clerk  
Supreme Court Clerk  
Chief Justice  
Administrative Director  
Administrative Director HR  
Supreme Court Clerk  
Administrative Director IT  
Human Resources  
Supreme Court Clerk, IT  
Supreme Court Clerk  
Law Clerks, Justices IT  
Chief Justice, Admin. Dir., S.Ct. Clerk  
Chief Justice, HR  
Supreme Court Clerk  
Bar Admissions VI Bar, Law Clerks | Jan. 2010  
April 2010  
Dec. 2010  
Jan. 2011  
July 2011  
April 2010  
Dec. 2010  
On-going  
On-going  
Dec. 2010  
On-going  
Dec. 2010  
Mar. 2011 | - Increase in community groups attending an oral argument  
- Increase in media stories regarding Court decisions and programs  
- Increase in media stories regarding Court activities and judiciary’s role  
- Secure appropriation  
- Post job announcement  
- Select PIO  
- Initial workshop conducted  
- Reduce number of inquiries  
- More accurate stories  
- Number of hits on pre-recorded and streamed oral arguments  
- Training offered  
- Materials posted; number of hits  
- Reduce questions to the Clerk’s staff  
- Improved public trust and confidence  
- Self-help materials for unrepresented appellate litigants developed  
- Change in quality of materials and arguments presented by self-represented litigants  
- Improved public trust and confidence in the Court  
- Average time from filing to final disposition  
- Point in process when disposition occurs  
- Change in # of grievance filed  
- Public information material (pamphlets, web pages) regarding VI Bar Grievance process developed  
- Improved public trust & confidence in the Court | Underway  
Underway  
Underway  
To be started  
Completed  
Underway  
To be started  
To be started  
To be started  
To be started  
To be started  
To be started  
To be started  
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</table>
| Provide customer service training for staff | ▶ Identify training program and materials  
▶ Schedule multiple training sessions to accommodate staff schedule | Human Resources Administrative Director  
Human Resources Administrative Director  
Supreme Court Clerk  
Supreme Court Clerk | Sept. 2010  
On-going | • Completion of list of training programs  
• Staff trained  
• Reduction of referrals of dissatisfied court customers to supervisors  
• Improved public trust and confidence | To be started  
To be started |
| Adopt a policy on uniforms for staff    | ▶ Establish uniform policy committee  
▶ Develop a staff information and input process  
▶ Secure necessary funding | Human Resources Administrative Director  
Supreme Court Clerk | July 2012  
July 2013  
July 2014 | Formation of committee  
Completion of input process  
Approval of committee recommendation  
Purchase of Uniforms | To be started  
To be started  
To be started |