



Court of Appeals

Memorandum

To: All Judges
From: William L. Martin, III
Subject: Committee Assignments
Date: May 30, 2008

Chief Judge Barnes asked that I distribute to each of you the Committee Assignments which were discussed at the Banc Meeting and which were a part of our Strategic Plan for the Court as was adopted at our meeting at Brasstown Valley earlier in the month. Chief Judge Barnes has established the Committees as follows:

Uniform Practices for Hiring and Retention of Experienced Staff

Presiding Judge J.D. Smith, Chair
Judge John J. Ellington
Judge Herbert E. Phipps
Chief Judge Anne Elizabeth Barnes, Ex Officio
Staff to Committee: Jan Kelley and Bill Martin

Better Training for Work Procedures and Policies Practices

Judge M. Yvette Miller, Chair
Judge A. Harris Adams
Judge Debra Bernes
Chief Judge Anne Elizabeth Barnes, Ex Officio
Staff to Committee: Holly Sparrow, Bill Martin and Jan Kelley

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Legal On-Line Research and Training Program

Presiding Judge Edward H. Johnson, Chair
Judge Gary B. Andrews
Judge Charles B. Mikell
Judge Debra Bernes
Chief Judge Anne Elizabeth Barnes, Ex Officio
Staff to Committee: John Ruggeri, Holly Sparrow and Jan Kelley

Business Continuity

Chief Judge and four Presiding Judges (Executive Council)
Bill Martin
Staff to Committee: Holly Sparrow, John Ruggeri and Jan Kelley

Chief Judge Barnes has tried to place you in a committee to which you have shown interest either at the Banc Meeting or at the Court Planning Session. If anyone is on a committee that he or she does not want to be on or if anyone would like to be on a particular committee and has not been assigned to that committee, please contact Chief Judge Barnes as soon as possible. She would like to have these committees in place quickly so the committees and staff can begin their work as contemplated by the Strategic Plan adopted by the Court.

Thank you.

/ld

cc: John Ruggeri
Jan Kelley

Holly Sparrow



Court of Appeals

Memorandum

To: All Judges

From: 
William L. Martin, III

Subject: Court Planning Session Recap/Debriefing and
Court of Appeals Strategic Plan

Date: June 2, 2008

Chief Judge Barnes wanted me to give each of you the Recap/Debriefing of the Court Planning Session in Brasstown, which was conducted in Brasstown Valley last month, as well as, the revised Strategic Plan. Shortly, the staff of your committees will be contacting you about scheduling meetings to follow through on the Strategic Plan adopted by the Court.

If you have any questions about the Recap or Strategic Plan, please feel free to contact Jan Kelley or me.

Thank you.

/ld

Attachments

bcc: Jan Kelley

 Holy Sparrow

STRATEGIC PLANNING MEETING

March 19, 2008

10:30 a.m.

Attendees: Bill Martin, Holly Sparrow, Jan Kelley, Brett Muller

Jan Kelley asked everyone to look at the new strategic planning information she had received from an OPB Webcast on 3/14/08. The information was entitled "Results Accountability Decision-making and Budgeting". In this information the main definitions to be used in setting your strategic goals was RESULT or OUTCOME , INDICATOR OR BENCHMARK, PERFORMANCE MEASURE. The RESULT OR OUTCOME and the INDICATOR or BENCHMARK are the ENDS (consumer result) and the PERFORMANCE MEASURE is the means (service delivery).

The 7 important Performance Accountability Questions are as follows:

1. Who are our customers?
2. How can we measure if our customers are better off?
3. How can we measure if we are delivering services well?
4. How are we doing on the most important of these measures?
5. Who are the partners that have a role to play in doing better?
6. What works to do better, including no-cost and low-cost ideas?
7. What do we propose to do?

Discussion then ensued regarding the previous strategic plan and what was remaining to be done and what new items should be added to the new strategic plan focusing on doing a better/more efficient job of handling appeals cases and providing information to the public.

SPACE

1. **Judges need to be housed secure self-contained suites.** Three of the 12 judgeships are now in secure self-contained suites (20%) of the 100% target.
2. **All Court offices should be in one building.** Currently in three buildings. Formerly in four buildings.
3. **New Judicial Building configured for greatest efficiency, security and best utilization for judges and staff and public**
 - A. Clerk's Office should be on Ground Floor readily accessible to public.
 - B. Courtroom should be accessible through keyed elevators which would only allow public access on court dates. Courtroom should be on 1st or 2nd Floor. ~~A~~
 - C. Actual staff offices should not be accessible to public except through escort.
 - D. Administrative Offices should be located near each other.
 - E. Technical Services should be located near ~~by~~ administrative offices and easily accessible to Staff and Courtroom.

- F. Space should anticipate future growth of the court.

SECURITY

1. **Court Security Officer to provide security services for Court.** Adequate personnel, cameras and monitors.
2. Adequate perimeter security.
3. **Courtroom should be secure for judges.**
 - A. Kevlar Lining for Judges Bench, Clerk of the Court & Security Officer. *Entrance to Bench*
 - B. Safe and secure exit for judges from Courtroom. *Exit to Courtroom more reliable & secure operation*
 - C. Cardkey only access for Judges Robing Room
4. **General Emergency Plan & Security Plan** needs to be completed and staff trained. Annual Drill in Security Measures.
5. Judges need **Security Awareness Training.**

UNIFORM APPLICATION OF POLICIES

1. Develop ^{orientation} training videos for Judges, Staff Attorneys & A.A.s.
2. **Lexis/Nexis & Westlaw Training** - All of new staff need to undergo orientation/training on both Lexis-Nexis & Westlaw Usage. Training should be performed by an experienced user (attorney). Periodic training on new features, etc. for all users. *encompass data*
3. Pay Scales new to be revamped for consistent hiring practices. Entry Level Pay should be indexed 4-4 ½% steps. Criteria for entry level hiring should be 1-5 years, 5-10 years, Greater than 10 years of outside experience (Level 1) or # yrs of appellate court experience Entry Pay Level 2. Suggest 8 steps in each Level with a couple of L-steps (2-year steps) prior to reaching top of scale. All staff must go down step in systematic experience level order, no exemptions. *for several staff*
Consistent hiring policies and salary scales pegged to qualifications & experience

INCREASE EFFICIENCY & EFFECTIVENESS OF CASE PROCESSING THROUGH USE OF TECHNOLOGY

1. **Improve check-in procedure for attorneys in Courtroom.** Computer in Courtroom to be used to check in attorneys (currently manual) Printer to be located in Robing Room or Technical Services Room off bi-way.

2. **Oral Argument Orientation Video** available to public via internet and ~~through the Clerk's Office in courtroom, clerk's office~~

3. Continue with development of **E-filing & E-Filing Compatible Docket System.**

- A. E-filing system should be able to accommodate transmissions bi-directional.
- B. Able to receive records electronically from trial courts and to transfer to Supreme Court. (Access from lower courts to Upper Court)
- C. Simultaneous access to appellate records through remote access for attorneys, parties, judges, and staff.

4. **Written instructions available to ^{train} staff for tele-working access.**

5. Pro Se Litigation & Remote Access Video on How to Appeals a Case available via internet access and Clerk's Office.

6. **Remote Oral Arguments** through Video Conferencing. Attorneys could be located in various sites in the state without having to travel to Atlanta for oral argument.

7. **Disaster Recovery Plan** - Concise Written Disaster Recovery Plan detailing various disaster recovery scenarios and detailing everything from How/What/Where/When/How, Etc. work would be completed and cases accessed and processed in natural disaster, terrorism, etc.

- A. Need to know who many employees could effectively tele-work from home.
- B. How would cases be routed between panels (electronically)?
- C. What supplies, equipment would be needed?
- D. What offices must be housed together and what potential sites, space could be utilized temporarily?
- E. How long to get a temporary site up and running.
- F. How long could Court shut-down without affecting completion of cases by deadlines?

Continued Enhancement of Case Management System for Efficiency
Communications Leadership
Reporting

Develop Implement on say Training

see old 4/4/08

Business Contin Plan

John at the for seen IT

IMPROVED ACCESS TO PUBLIC INFORMATION

1. **Court TV** - Courtroom schedule as well as video feed should be available through monitors in the Clerk's Office via remote earphones. Court schedule should be posted on video display in lobby area of 6th floor for Court Dates.

7. **Internet - Court Web Page enhancements**
 - A. Include Court of Appeals Orders & Records Access
 - B. Synopses of non-confidential cases available to public. *prior to oral argument*

8. **Public Information Officer.**
 - A. Officer would write synopses of cases for public and parties viewing.
 - B. Coordinate with newspapers.
 - C. Coordinate with District Administrator and other Courts. (*Assist coordinate off-site visits of Courts*)
 - D. Coordinate with Legislative Branch, and other inquiries. *oral argument schedule*

IMPROVED OPINION WRITING

1. All cases must be processed within two terms. 100% compliance.

2. % of cases which should be completed prior to Artificial Distress Date (30 days prior to actual Distress)

3. Goal - to be a term ahead in cases.
*Other items beyond speed - electronic circulation ?
continued writing training in CLF
drafting*

STRATEGIC PLANNING RECAP MEETING
ATTENDEES: BILL MARTIN & JAN KELLEY
DATE: TUESDAY, MAY 13, 2008
PLACE: BILL'S OFFICE

RECAP:

IMPROVE EFFICACY OF COURT'S INTERNAL STRUCTURE:

ENHANCE COURTROOM SECURITY -

- Fiscal Office will request an estimate on improving shutting device on doors leading to bench & kevlar lining for judges bench, clerk & security areas.
- Fiscal Office will prepare and circulate a requisition for cardkey only access to Judges Kitchen Area.

ENHANCE SECURITY FOR STAFF IN JUDICIAL BLDG -

- Fiscal Office is in the process of requesting CCTV monitor and two additional security cameras for building. CCTV monitor will be place in room 615A for security officer to use on court days.
- Fiscal Office is currently working with CWC for Receptionist Workstation for Front Lobby Area on 4th floor.
- Fiscal Office will request an estimate for securing the 4th floor with glass enclosure and cardkey only access.

SAFETY/EMERGENCY PREPAREDNESS -

- Continue working emergency planning manual and start training for emergency preparedness with staff.

IMPROVED EFFICIENCY OF SPACE

- Jan will call Steve Stancil at State Properties and see what the latest status is regarding the Judicial Building.

UNIFORM APPLICATION OF POLICIES:**UNIFORM TELEWORKING PRACTICES-**

- John Ruggeri should develop manual for teleworking.

UNIFORM PRACTICES FOR HIRING & RETENTION OF EXPERIENCED STAFF-

- Committee should be assigned to discuss hiring practices and recommend changes to promote experienced appellate attorneys and administrative assistants over non-relevant experience.

Suggested Committee Members: Judge Phipps
Judge Smith, Chair
Judge Ellington
Chief Judge Barnes, ex officio

Staff to Committee: Jan Kelley
Bill Martin

BETTER TRAINING FOR WORK PROCEDURES & POLICY PRACTICES-**TRAINING MANUALS-**

- Chief Judge Barnes should send memo to Judges to request current job descriptions for their staff.

POLICIES -

- Committee should be assigned to update or create policies for the Court on Sexual Harassment, Race, Age, ADA Discrimination. Such policies should not only address what is considered sexual Harassment or race, etc. discrimination but should also address the procedure in dealing with the situation. Grievance Committee? How to bring about a claim, what are the punishments, suspension, termination, etc. Court should include training in these areas inhouse CLE. Training in these areas should be ongoing.

Suggested Committee Members: Judge Adams
Judge Bernes
Judge Miller, Chair
Chief Judge Barnes, ex officio

Staff to Committee: Holly Sparrow
Bill Martin
Jan Kelley

LEGAL ONLINE RESEARCH & TRAINING PROGRAM -

- Committee should be assigned to develop policy on usage for online legal research and to appoint an attorney committee who will develop & train staff regarding mandatory online legal research.

Suggested Committee Members: Judge Johnson, Chair
Judge Mikell
Judge Bernes
Chief Judge Barnes, ex officio

Staff to Committee:
John Ruggeri
Holly Sparrow
Jan Kelley

BUSINESS CONTINUITY-

- Committee should be assigned to develop Business Continuity Plan for Court. The committee members should always be the judges who occupy the position of CJ and PJs.

Suggested Committee Members: Chief Judge
4 Presiding Judges (Executive Council)
Bill Martin

Staff to Committee: Holly Sparrow
John Ruggeri
Jan Kelley

- Assigned Committee should receive training regarding business continuity plans.

**INCREASE EFFICIENCY & EFFECTIVENESS OF CASE
PROGRESSING THROUGH USE OF TECHNOLOGY****BETTER EFFICIENCY & MORE COST-EFFECTIVE USE OF LEGAL RESEARCH
LIBRARIES**

- Mandatory online legal research for all staff attorneys regarding most cost-effective use of online legal research libraries. Training should be cohesive with new hire training.
-
- John Ruggeri should request Westlaw Representative to meet with Westlaw Committee to further discuss contract rate and coverage and seek resolution of overage charges.

MORE EFFICIENT ATTORNEY CHECK-IN PROCEDURE-

- Computer & Printer & software need to be installed by Information Technology to accomplish this.

EFILING/DOCKET UPGRADE-

- Continuation of this ongoing project.
- Considering hiring consultant to help court address Change Management Issues & Implementation. (added to Strategic Plan after the Court Planning Session)
- Identify Trainers for Staff regarding Work Flow

ENHANCE ACCESS TO ORAL ARGUMENTS-

- Information Technology will coordinate audio streaming & teleconferencing oral arguments projects.
- Information Technology will coordinate the development of employee portal/social networking site with input from various court divisions. (4 yr)

IMPROVE ACCESS TO PUBLIC INFORMATION:**INCREASE FILING FEES-**

- Court will draft a suggested bill for increasing filing fees to \$300. Chief Judge Barnes should send to Chuck Martin.

ENHANCED PRO SE LITIGANT INFORMATION-

- Development of informative video is planned (3 yr)

ENHANCEMENT OF PUBLIC INFORMATION VIA COURT WEB PORTAL- (LT)

- Court should seek new public information officer position when economy improves.

COURT TV-

- Information Technology should order two plasma televisions one for Clerk's Office and one for 6th floor Lobby area in which to show courtroom schedule, etc.

IMPROVED OPINION WRITING:

CASE DEADLINES-

- Case Deadline for Drafted Opinions to be the Artificial Distress Day (30 days prior to actual Address) This was voted as our #1 priority.
- New Drafting Goal to Enhance Case Processing Efficiency - 50% of offices working on current term cases. This goal will enhance the court's ability to meet deadlines should we suffer interruption in court due to natural disaster, threat, etc.

REDUCE CASELOADS FOR JUDGES/STAFF-

- Request new floating staff to assist judges offices as caseload warrants.
- Consider increase of one panel (15 Judgeships) by year 2015.

Cost Per Case

Measure

10

Definition: The average cost of processing a single case, by case type.

Purpose: Monitoring cost per case, from year to year, provides a practical means to evaluate existing case processing practices and to improve court operations. Cost per case forges a direct connection between how much is spent and what is accomplished. This measure can be used to assess return on investment in new technologies, reengineering of business practices, staff training, or the adoption of "best practices." It also helps determine where court operations may be slack, including inefficient procedures or underutilized staff.

Method: A primary responsibility of courts is efficient processing of cases. Efficiency within the context of case resolution means to use resources in their most productive fashion to produce the most of what a court system values. Gauging efficiency, then, requires careful examination of how courts can best use their personnel, procedures, and technology to achieve desired outcomes such as access, fairness, and timeliness.

This measure provides important insight into the management of a court's limited resources. Cost per case requires the following data for a given time period (e.g., a year):

- total court expenditures
- case dispositions (or filings) by major case type
- a complete inventory of all judicial officers and court staff

The court's allocation of personnel across case types is used to distribute the court's total expenses across case types. This method is used because the vast majority of court expenditures are personnel related, and courts generally allocate their judicial and staff resources rationally to accommodate their workload. Total costs by case type are then divided by the total number of cases in each relevant case type to obtain the cost of a single case.

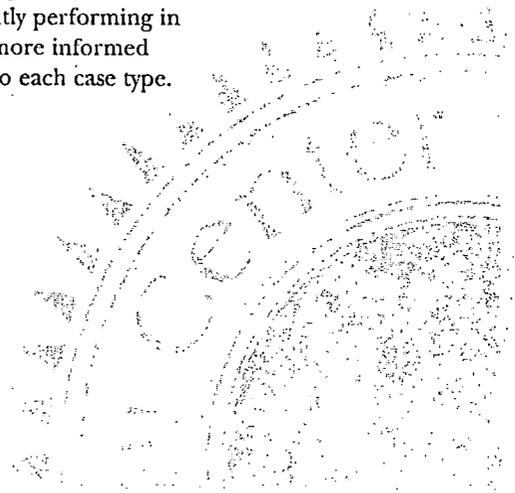
The primary use of this measure is within a court, over time. The utility of cost per case increases when it can be linked directly to other elements of court performance (i.e., other CourTools measures) as it provides an important perspective for interpreting the relationship between cost and outcomes. Once a court determines how it is currently performing in different case type areas, court managers can make more informed decisions regarding the level of resources to devote to each case type.

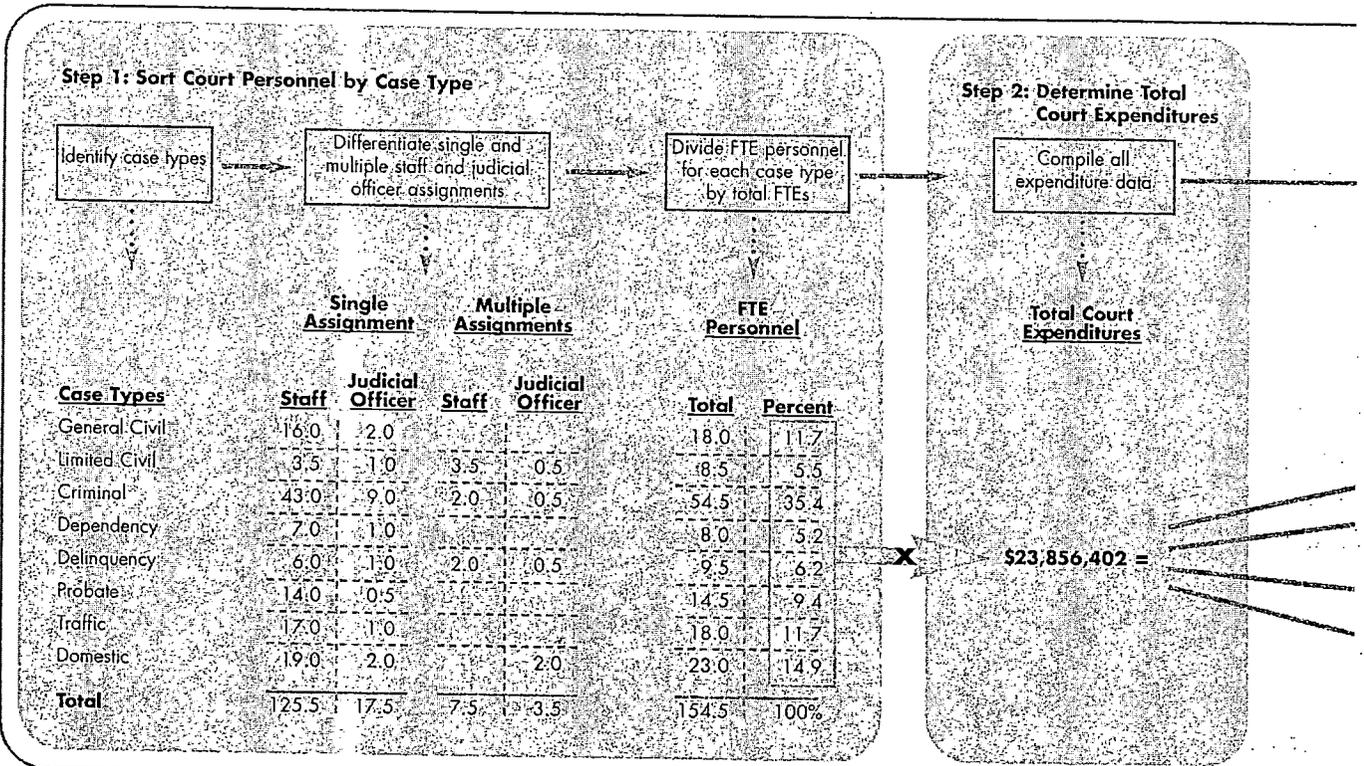


CourTools

National Center for State Courts
300 Newport Avenue
Williamsburg, Virginia 23185
800-466-3063

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Step 1: Sort Court Personnel by Case Type

First, identify the primary case types handled by the court. The example above uses 8 major case types, but the actual number and type will vary based on court jurisdiction. The goal is a manageable number of distinct, important case types that cover the gamut of judicial work.

Using information about work assignments and job responsibilities, classify all full-time and part-time judicial officers and staff by the selected case types. Compute the percentage of total full-time equivalent (FTE) judicial officers and court staff for each of the major case types. This distribution of personnel by case type will be used to allocate costs in subsequent steps.

A classification scheme similar to the one below works well:

1. Single assignment. Judicial officers and staff with formal case-type-specific assignments (e.g., juvenile court judges or traffic court staff) are classified and counted by case type.
2. Multiple assignments. When judicial officers and staff work across several case types on a regular basis, the court will need to estimate (using FTE) the proportion of each staff and judicial officer's time devoted to the different case types (e.g., courtroom support staff with responsibility for criminal and delinquency cases). This category also includes regular court staff working in areas such as jury management or court interpretation. For example, if jury trials are limited to specific case types (e.g., criminal and civil), jury management staff will be proportionately allocated to those specific case types. Likewise, court interpreter staff might also be assigned to specific case types. While precise FTE estimates by case type are encouraged, approximations are sufficient, say within 5% to 10% of the actual.
3. Overhead assignments. This category of staff supports the common objectives of the court and therefore cannot be identified readily and specifically with case-related work (e.g., human resources, information technology, fiscal). These staff members do not need to be individually allocated by case type: all non-case-type-specific costs will be applied proportionately across all case types in Step 3 below. For example, the steps above show 9.4% of the case-type-specific judicial officers and staff work in probate cases; thus, 9.4% of the total court expenditures will be allocated to the probate case type.



Step 3: Allocate Total Court Costs by Case Type

Multiple FTE personal %s by total court expenditures

Total Cost by Case Type

\$2,791,199
1,312,102
8,445,166
1,240,533
1,479,097
2,242,502
2,791,199
3,554,604
\$23,856,402

Step 4: Calculate Cost per Case

Divide total cost for each case type by total dispositions per case type

Total Dispositions	Cost Per Case
3,450	\$809
6,019	218
19,414	435
206	6,022
1,624	.911
804	2,789
62,027	45
3,746	949

Determine FTE by Case Type

Sum the total number of court employees attributed to each case type across the two assignment categories. In this example, 16 staff and 2 judicial officers have specific case type responsibilities for General Civil cases. In Domestic, the court employs several part-time judicial officers, whose combined time equals 2 FTE judicial officers. The court also has staff who split their time between Criminal and Delinquency. Once total court personnel are allocated, the percentage of personnel can be calculated for each case type.

The effort to allocate personnel by case-type-specific assignments will be simplified if the court has developed case-specific workload standards; measured workload can be easily translated into judicial officers and staff need by case type. Regardless of the way Step 1 is calculated, its methods and decision-making rules should be documented for future reference and refinement.

Step 2: Determine Total Court Expenditures

Expenditures are used (rather than budget) as they document how funds were actually spent. A complete list of court expenditures will include categories such as:

- salaries and benefits (e.g., for staff and judicial officers)
- goods and services to run the courthouse (e.g., supplies and equipment)
- facility expenses (e.g., rent, maintenance, insurance)

No matter how the court classifies its expenses, for the purposes of this measure all the court's expenditures should be included. For example, personnel and expenditures related to administrative overhead, such as staff in the executive office, should be included as well as building rent and other fixed costs associated with keeping the courthouse doors open. In the most basic approach, the goal of this step is to produce an estimate of total expenditures, which can be allocated across the case types.

Although assembling all expenditure data can be labor intensive at first, once the initial classification scheme is defined and completed, systems can be set in place to capture the necessary information on a routine basis.



Cost Per Case

Measure



Step 3: Allocate Total Court Costs by Case Type

Using the results of Step 1 and Step 2, compute the percentage of total expenditures for each of the major case types by applying the percentage of court personnel by case type to the total court expenditures.

This distribution relied on an important simplifying assumption that all overhead (i.e., non-case-type-specific) costs are applied proportionately across all case types. To the extent that a court can accurately attribute certain expenditures, e.g., nonpersonnel jury costs, to specific case types, the measure will be more precise. For example, the payment of juror fees can be applied to those case types making use of jury trials (e.g., civil and criminal). If total juror fees and payments are \$400,000 and 75 percent of jurors are summoned for trials in criminal cases, then allocate 75% of the \$400,000, or \$300,000, to the criminal case type.

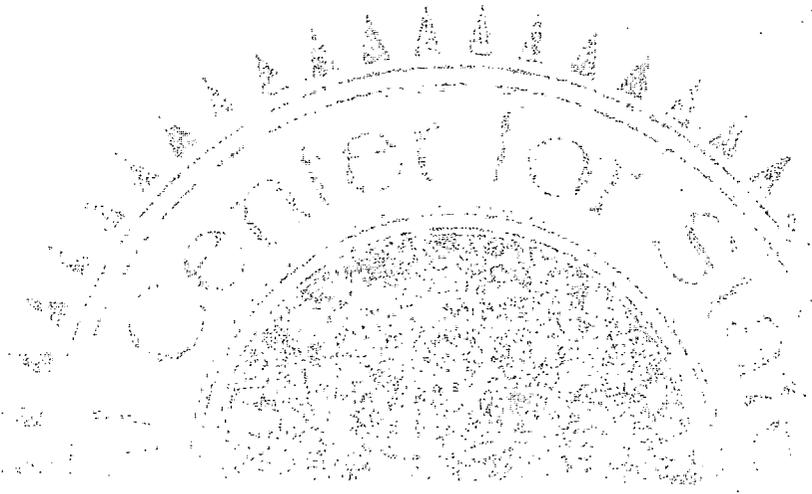
As another example, if court interpreter services are handled by contract rather than regular court staff, these contract costs can be allocated to specific case types in proportion to the use of interpreters. As with the cost of jury management, interpreter services are generally provided in only a limited number of case types. Any information that is available to determine the proportions of costs that are incurred across, say, criminal and juvenile cases, should be used to apportion these costs to the appropriate case type. Once again, precision is not critical; rough accuracy is sufficient.

An additional step is required when select overhead costs, such as juror fees or interpreter contracts, can be apportioned to specific case types. These costs would be removed from the total expenditure amount prior to allocating the total expenditures across case types in Step 3, then added back in to the relevant case types for which the court provides interpreter services prior to Step 4.

Clearly, what is and is not included in total costs will have a major impact on measured cost per case. For example, jurisdictions that include probation services as part of the court budget will appear to have higher costs per case than jurisdictions that do not. The point here is to be consistent, and to avoid comparisons with courts whose expenditures and staff allocation are not based on the same decision rules or case types.

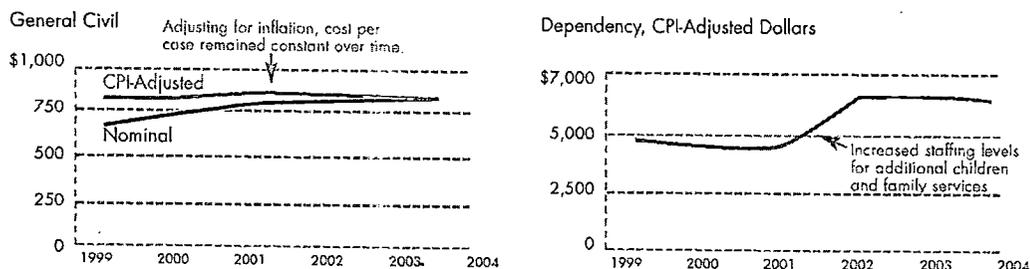
Step 4: Calculate Cost per Case

Cost per case is derived by taking aggregate costs by case type and dividing this figure by the total number of cases disposed in the year. If the reliability of disposition data is suspect, filings data may be used.





Tracking changes in CPI-adjusted costs over time . . .



Cost analyses are critically important for deciding how to allocate funds within the court and for understanding the link between costs and outcomes. The figure above left illustrates that the cost in General Civil cases, when adjusted for inflation, has remained almost constant over time. The figure on the right shows that as the court shifted more resources to Dependency cases, cost per case rose significantly, even when adjusting for inflation. It would be good to know if the higher cost per case is associated with more effective services, such as expanded court oversight, improved information, tighter timelines, and enhanced child health and safety. A higher cost per case need not mean the court is inefficient; in fact, it may indicate that the court is now providing higher quality service than it did before. Understanding the relationship between dollars spent and outcomes achieved is key. If a strategy is dubbed "cost-effective," it does not mean that the new strategy saves money; rather, it means that the strategy is a good value.

Knowledge of the court's cost structure allows a manager to allocate scarce resources more effectively to where they are most needed—and to justify those decisions to funding bodies. Measuring cost per case builds the court's capacity to measure effectiveness and cost-effectiveness of court operations.

Terms You Need to Know

Consumer Price Index (CPI): Measures the average change over time in the prices paid by urban consumers for a market basket of consumer goods and services.

CPI-Adjusted Cost: The cost of goods and services expressed in inflation-adjusted dollars, also known as real cost.

Full-Time Equivalent (FTE): A measure of a job associated with a full-time position, used for budgeting or personnel management purposes.

Judicial Officer: A judge, commissioner, referee, magistrate, or hearing officer.

Nominal Cost: The cost of goods and services expressed in current (actual) prices.





Court of Appeals

Memorandum

To: Judge Debra Bernes, Chair, IOM Committee
Chief Judge Anne Elizabeth Barnes
Presiding Judge G. Alan Blackburn, Member, IOM Committee
Judge John J. Ellington, Member, IOM Committee

From: Judge Herbert E. Phipps

Subject: Proposed Revision of IOM Rule XXX. Processing of Opinions.

Date: July 18, 2007

I propose that the IOM Committee consider the attached proposed revision to IOM Rule XXX, Processing of Opinions. If your committee feels this is a worthy recommendation I would ask that you propose this revision to the whole court.

The proposed language would be substituted for what is now No. 2 of the Rule, which would be deleted in its entirety. Number 1 of the Rule would remain as written.

Attachments

2. If a voting judge holds a case more than 10 working days, that judge must send a courtesy memo to the authoring judge stating the status of his or her consideration of the case, e.g., whether he or she is drafting or considering a special concurrence or dissent, or is unavailable to vote. If more time is needed, the memo should identify the aspect of the case which requires extra study and consideration. Thereafter, a similar memo must be sent after each additional week that the case is held.

Once we enter the internal distress period (30 days prior to Distress Day) the time period after which the memo must be sent will change from 10 days, as follows:

- 4th week out: after 4 days
- 3rd week out: after 3 days
- 2nd week out: after 2 days
- Final week: after 24 hours or less

During the internal distress period, if the case is circulating whole court the memo should go to every judge on the circulation path.

The idea behind this rule is that when a judge receives a case, he or she should vote on it within a reasonable time, or inform the authoring judge (who needs to know for case and staff management purposes) and other judges within the circulation path why he or she is holding the case so that they can plan accordingly.

XXX. PROCESSING OF OPINIONS

1. It is the duty of every judge to give his/her prompt attention to an opinion prepared by an associate. This duty results not only from common judicial courtesy but from the necessity of processing cases with reasonable diligence in view of the workload of the court. THE REVIEW OF OPINIONS PREPARED BY OTHER JUDGES SHALL HAVE FIRST PRIORITY OVER THE PREPARATION OF OPINIONS IN CASES ASSIGNED TO THE REVIEWING JUDGE. Opinions shall be reviewed and acted upon in the following order of priority:
 - a. Whole Court -- Distress.
 - b. Division -- Distress.
 - c. Whole Court -- Non-Distress.
 - d. Division -- Non-Distress.
 - e. Cases assigned to author judge -- Distress and Non-Distress.

2. This is not a fixed rule but expresses guidelines which, when reasonably possible, will be followed.



Court of Appeals

Memorandum

To: Jan Kelley
~~Holly Sparrow~~

From: William L. Martin, III

Subject: Court Planning Session

Date: April 24, 2008

Attached please find the information on the filing fees which you prepared and also the information detailing the filing fees for the individual States and/or courts. I thought you might like to make copies of these to put into the judges notebooks. Also, please find copies of the Revised Salary Scale which we might need to put into the Court Planning notebook.

Thank you.

/ld

Attachments

COURT OF APPEALS OF GEORGIA

FILING FEES

	<u>RATE</u>	<u>CHANGE</u>	<u>%</u>
1982	\$30		
1991	\$80	\$50	267%
	\$213	\$133	267%

17 YEARS W/O INCREASE

FILING FEES COLLECTIONS

<u>#</u>	<u>RATE</u>	<u>STATE REVENUE</u>	<u>INCREASED REVENUE</u>
2000	\$80	\$160,000	
	\$125	\$250,000	\$90,000
	\$150	\$300,000	\$140,000
	\$175	\$350,000	\$190,000
	\$200	\$400,000	\$240,000
	\$225	\$450,000	\$290,000
	\$250	\$500,000	\$340,000
	\$275	\$550,000	\$390,000
	\$300	\$600,000	\$440,000

COURT OF APPEALS OF GEORGIA

FILING FEES

	<u>RATE</u>	<u>CHANGE</u>	<u>%</u>
1982	\$ 30		
		\$ 50	267%
1991	\$ 80		
	\$ 213	\$ 133	267%

17 YEARS W/O INCREASE

FILING FEES COLLECTIONS

<u>#</u>	<u>RATE</u>	<u>STATE REVENUE</u>	<u>INCREASED REVENUE</u>
2000	\$ 80	\$ 160,000	
	\$ 125	\$ 250,000	\$ 90,000
	\$ 150	\$ 300,000	\$ 140,000
	\$ 175	\$ 350,000	\$ 190,000
	\$ 200	\$ 400,000	\$ 240,000
	\$ 225	\$ 450,000	\$ 290,000
	\$ 250	\$ 500,000	\$ 340,000
	\$ 275	\$ 550,000	\$ 390,000
	\$ 300	\$ 600,000	\$ 440,000

Appellate Court Filing Fees

	Supreme	Intermediate Appellate	Motion Fees
Alabama	\$100.00	\$100.00	
Alaska	\$150.00	\$150.00	
Arizona	\$210.00	\$140.00	
Arkansas	\$150.00	\$150.00	
California	\$590.00	\$655.00	
Colorado	\$225.00 to \$340.00	\$235.00	
Connecticut	\$250.00	\$250.00	
Delaware	\$310.00	n/a	
Florida	\$300.00	\$300.00	
Georgia	\$80.00	\$80.00	
Hawaii	\$125.00	\$125.00	
Idaho	\$86.00		
Illinois	\$150.00	\$150.00	
Indiana	\$250.00	\$250.00	
Iowa	\$30.00	\$30.00	
Kansas	\$125.00	\$125.00	
Kentucky	\$125.00	\$160 Civil \$150 Criminal	
Louisiana	\$170.00	\$120.00	100.00 amicus brief
Maine	\$150.00		
Maryland	\$50.00	\$50.00	
Massachusetts	\$300.00		
Michigan	\$375.00	\$375.00	\$100 to \$200
Minnesota	\$500.00	\$500.00	
Mississippi	\$100.00	\$100.00	
Missouri	\$70.00	\$70.00	
Montana	\$100.00		
Nebraska	\$122.00		
Nevada	\$250.00		

New Hampshire	\$175.00	n/a	
New Jersey	\$200.00	\$300.00	\$30.00
New Mexico	\$125.00	\$125.00	
New York	\$315.00	\$315.00	\$45.00
North Carolina	\$10.00	\$10	
North Dakota	\$125.00		
Ohio	\$40.00	\$150.00	
Oklahoma	\$200.00		
Oregon	\$392.00	\$392.00	
Pennsylvania	\$120.00	\$120.00	
Rhode Island	\$150.00		
South Carolina	\$100.00	\$100.00	\$25.00
South Dakota	\$75.00		
Tennessee	\$200.00 to \$2000.00	\$1000.00 Bond	
Texas	\$125.00	\$175.00	
Utah	\$205.00		
Vermont	\$225.00		
Virginia	\$50.00	\$50.00	
Washington	\$250.00	\$250.00	
West Virginia	no fees		
Wisconsin	\$195.00		
Wyoming	\$85.00	\$85.00	
Puerto Rico	\$455.00		
District Columbia	\$100.00		
Federal Court	\$250.00		

Court of Appeals of Georgia

REVISED SALARY SCALE

Effective:	January 1, 2008	SALARY CAP
	COLA	3.0%

STAFF ATTORNEYS

<u>EXPERIENCE</u>	<u>SEMI-MO SALARY</u>	<u>MONTHLY SALARY</u>	<u>YEARLY SALARY</u>
0 to 1 year	\$3,228.6998	\$6,457.3996	\$77,488.80
1 to 2 years	\$3,458.9357	\$6,917.8714	\$83,014.56
2 to 3 years	\$3,660.7333	\$7,321.4666	\$87,857.52
3 to 4 years	\$3,853.3845	\$7,706.7690	\$92,481.12
4 to 5 years	\$4,042.9045	\$8,085.8090	\$97,029.60
5 to 6 years	\$4,166.5148	\$8,333.0296	\$99,996.24
6 to 8 years	\$4,291.3096	\$8,582.6192	\$102,991.44
8 to 10 years	\$4,412.1080	\$8,824.2160	\$105,890.64
10 or more years	\$4,515.8599	\$9,031.7198	\$108,380.64

ADMINISTRATIVE ASSISTANTS

0 to 2 years	\$1,593.4100	\$3,186.8200	\$38,241.84
2 to 3 years	\$1,821.0400	\$3,642.0800	\$43,704.96
3 to 4 years	\$1,957.6180	\$3,915.2360	\$46,982.83
4 to 6 years	\$2,094.1960	\$4,188.3920	\$50,260.70
6 to 8 years	\$2,230.7740	\$4,461.5480	\$53,538.58
8 to 10 years	\$2,321.8260	\$4,643.6520	\$55,723.82
10 to 12 years	\$2,524.5506	\$5,049.1012	\$60,589.21
12 or more years	\$2,625.5112	\$5,251.0224	\$63,012.27

For pay purposes, each Staff Attorney's anniversary date shall be the date of the admission to the bar.

Each Judge shall determine to which grade the Staff Attorneys and Administrative Assistants qualify and shall certify same to the Personnel Officer to insure the appropriate pay scale.

COURT OF APPEALS OF GEORGIA

SALARY SCALE

STAFF ATTORNEYS

EXPERIENCE

SALARY CAP

COLA

4.0%

SALARY SCALE

EFFECTIVE

1/1/2008

SEMI-MO MO YEAR

1	0 to 1 year	\$ 3,228.70	\$ 6,457.40	\$ 77,488.80
2	1 to 2 years	\$ 3,458.94	\$ 6,917.88	\$ 83,014.56
3	2 to 3 years	\$ 3,660.73	\$ 7,321.46	\$ 87,857.52
4	3 to 4 years	\$ 3,853.38	\$ 7,706.76	\$ 92,481.12
5	4 to 5 years	\$ 4,042.90	\$ 8,085.80	\$ 97,029.60
6	5 to 6 years	\$ 4,166.51	\$ 8,333.02	\$ 99,996.24
7	6 to 8 years	\$ 4,291.31	\$ 8,582.62	\$ 102,991.44
8	8 to 10 years	\$ 4,412.11	\$ 8,824.22	\$ 105,890.64
9	10 to 12 years	\$ 4,515.86	\$ 9,031.72	\$ 108,380.64
	12 to 14 years			
	14 or more years			

SALARY SCALE

EFFECTIVE

1/1/2009

SEMI-MO MO YEAR

					PP	MO	YEAR
				Variance			
1	\$ 3,500.00	\$ 7,000.00	\$ 84,000.00	\$ 271.30	\$ 542.60	\$ 6,511.20	
2	\$ 3,666.67	\$ 7,333.33	\$ 88,000.00	\$ 207.73	\$ 415.45	\$ 4,985.44	
3	\$ 3,833.33	\$ 7,666.67	\$ 92,000.00	\$ 172.60	\$ 345.21	\$ 4,142.48	
4	\$ 4,000.00	\$ 8,000.00	\$ 96,000.00	\$ 146.62	\$ 293.24	\$ 3,518.88	
5	\$ 4,166.67	\$ 8,333.33	\$ 100,000.00	\$ 123.77	\$ 247.53	\$ 2,970.40	
6	\$ 4,312.50	\$ 8,625.00	\$ 103,500.00	\$ 145.99	\$ 291.98	\$ 3,503.76	
7	\$ 4,458.33	\$ 8,916.67	\$ 107,000.00	\$ 167.02	\$ 334.05	\$ 4,008.56	
8	\$ 4,583.33	\$ 9,166.67	\$ 110,000.00	\$ 171.22	\$ 342.45	\$ 4,109.36	
9	\$ 4,708.33	\$ 9,416.67	\$ 113,000.00	\$ 192.47	\$ 384.95	\$ 4,619.36	
10	\$ 4,812.50	\$ 9,625.00	\$ 115,500.00	\$ 296.64	\$ 593.28	\$ 7,119.36	
11	\$ 4,916.67	\$ 9,833.33	\$ 118,000.00	\$ 400.81	\$ 801.61	\$ 9,619.36	

**COURT OF APPEALS OF GEORGIA
STRATEGIC PLAN - FY 2009-2011**

STATE STRATEGIC GOAL - THE BEST MANAGED STATE

S	INPUT/EFFORT				RESOURCE PLANNING						OUTCOME		
	YEAR	PERFORMANCE MEASUREMENT	SPECIFIC ACTIVITY	INDICATOR	COSTS		TYPE OF FUNDS	KEY PARTNERS	IMPLICATIONS			OBJECTIVE	ANTICIPATED IMPACT FOR CUSTOMERS
					STARTUP	ONGOING			STAFFING	IT	SPACE		

SECURITY OF COURT'S INTERNAL STRUCTURE

SECURITY-JUDICIAL BLDG. (Bill)

	1 yr	Risk Level of Violence In Courtroom	Armed Security Officer on duty during Court proceedings	% of workdays armed security available in Courtroom and Judicial Building on Court dates.	OT Funds-Public Safety	Public Safety	State Funds	Capitol Police/Public Safety	Capitol Police/Public Safety			Safe & Secure Courtroom-Lower Potential Risk Level of Violence in Courtroom	BETTER SECURITY/ PROVIDE AN ATTRACTIVE PLACE TO WORK & BUILD A CAREER IN STATE GOVERNMENT
	2 yr	Risk/Safety Level of Judges In Courtroom	Cardkey only access to Judges Robing Room. Upgrade shutting device on Judges automatic doors for entrance/exit from Robing Room. Kevlar Lining for Judges Bench, Clerk of Court & Security Officer.	Security features installed in Courtroom	\$2,500-Card Key Access, Other Security Measures \$?		State Funds-Enhancement	GBA/Legislature				Safe & Secure Courtroom-Increase Safety factor for Judges & Staff	
	3 yr	Risk Level of Violence In Courtroom	Limit Public Access to Courtroom to Court dates unless arranged through Court.	Amount & Types of Access Available	?	?	State Funds-Enhancement	GBA/Legislature				Safe & Secure Courtroom-Lower Potential Risk Level of Violence in Courtroom	
STAFF	1 yr	Security Awareness of Staff & Improvement in Security Response	Active Video Monitoring of Building	% of workdays with active security monitoring in Judicial Bldg.	\$3,674-CCTV monitor/Security provided by Public Safety on Court dates	Security Provided by Public Safety	State Funds-Base Budget	Capitol Police/Public Safety	Capitol Police/Public Safety	CCTV Monitoring Station	CCTV Monitor Installed in Room 615A	Lower Security Risk to Judges and Staff and increase response to threats within Judicial Bldg.	
	1 yr	Risk of Unauthorized Access to Offices	Install Receptionist Workstation in Front Lobby Area on 4th Floor	% of Completion	\$12,500		State Funds-Base Budget	GBA		IT/Telcom Connectivity In Lobby Area	Lobby Area 4th Floor	Lower Security Risk to Judges & Staff for unauthorized entry.	
	2 yr		Secure 4th Floor by building wall (wall/glass) to separate elevators from staff hallways & offices. Judges & Staff would enter using cardkey. Visitors must be cleared through receptionist.	% of Offices with Secured Access	\$2,500 Cardkey access each access point Renovation Costs Unknown		State Funds-Enhancement	GBA/Legislature					Lower Security Risk to Judges & Staff located on 4th floor
	3 yr		Secure Access to Staff Offices-Reduce Risk of Unauthorized Access to Offices.		\$2,500 per office door for cardkey access only		State Funds-Base Budget	GBA					Lower Security Risk to Judges & Staff
LT	Armed Security available to Judicial Bldg.	Full-time armed security patrolling Judicial Building	% of workdays armed security available within Judicial Bldg.	\$40,000/yr-Contract w/Public Safety	\$40,000/yr-Contract w/Public Safety	State Funds-Enhancement	Capitol Police/Legislature	Capitol Police/Public Safety			615A	Lower Security Risk to Judges & Staff in Judicial Bldg.	
AGENCY	3 yr	Court Employees	Train Staff regarding safety/security procedures	% of staff who have been trained on safety/security procedures.				COA Employees				Staff ready to handle emergency situation. - 100% of staff trained	

ask la. personnel to come

**COURT OF APPEALS OF GEORGIA
STRATEGIC PLAN - FY 2009-2011**

STATE STRATEGIC GOAL - THE BEST MANAGED STATE

		INPUT/EFFORT			RESOURCE PLANNING						OUTCOME		
					COSTS		TYPE OF FUNDS	KEY PARTNERS	IMPLICATIONS			OBJECTIVE	ANTICIPATED IMPACT FOR CUSTOMERS
YEAR	PERFORMANCE MEASUREMENT	SPECIFIC ACTIVITY	INDICATOR	STARTUP	ONGOING	STAFFING			IT	SPACE			

EFFICIENCY OF SPACE (Jan)

EFFICIENCY	LT	Judges & Staff housed in secure self-contained suites.	Judges and staff housed in secured self-contained suites.	% of Judges & staff in secure self-contained suites.	\$2M	\$30,750 -rent	State Funds-Enhancement	Legislature/State Properties/GBA			Add'l space needed-at least 2,500 sq. ft.	Work performance efficiencies gained by judges & staff in efficient workspace.	DELIVER STATE SERVICES FASTER, FRIENDLIER & EASIER					
EFFICIENCY	LT	Buildings housing court offices.	Creation of new Justice Center housing all of Court offices.	# of buildings for personnel and case storage	COST OF NEW JUDICIAL BLDG	\$714,006-Add'l Rent) Enhancement for Court of Appeals (Ongoing Funds)	State Funds-Capitol Outlay for new Justice Center to house Judicial Courts & Offices	Legislature/State Properties/GBA/ Other Courts within Judicial Branch			Need Approx 99,456 sq. ft. to house 24 Judgeships & Staff (Population is estimated to increase to 10.8M in 2015 at current ratio we would need at least 15 Judgeships by 2015.)	Work performance efficiencies gained by all offices in one building.						
	LT	Staff located remotely from administrative & support services.	Locate administrative & support services near staff.	% of staff located near administrative/support offices.								Easy Access to Services & Support for Staff						
EFFICIENCY	LT	Accessibility of Clerk's Office to Public	Locate Clerk's Office on Ground Level with adequate public parking available. (Clerk's ofc now on 5th floor, minimal street parking available)	Public Access to Clerk's Office with adequate public parking located on premises or nearby.														
EFFICIENCY	LT	Unoccupied space available to court for future needs.	Additional offices for growth.	# of additional offices currently available for growth, Est. # of years current space will accommodate Court needs.														Space should be fill Court needs for: New Construction - 30 yrs/ Renovated Space - 15 yrs.

**COURT OF APPEALS OF GEORGIA
STRATEGIC PLAN - FY 2009-2011**

STATE STRATEGIC GOAL - THE BEST MANAGED STATE

		INPUT/EFFORT			RESOURCE PLANNING						OUTCOME		
					COSTS		TYPE OF FUNDS	KEY PARTNERS	IMPLICATIONS			DESIRED RESULT	
YEAR	PERFORMANCE MEASUREMENT	SPECIFIC ACTIVITY	INDICATOR	STARTUP	ONGOING	STAFFING			IT	SPACE	OBJECTIVE	ANTICIPATED IMPACT FOR CUSTOMERS	

STATEMENT OF POLICIES

	1 yr	Employees Teleworking	Develop Employee Manual for Teleworking	% legal staff having received written teleworking procedures				COA-IT Staff/Employees				More efficient teleworking	DELIVER STATE SERVICES FASTER, FRIENDLIER & EASIER
HIRING SCALES (Bill)	2 yr	<i>deal state judges panels to provide for exceptions</i> New Hires	New Salary Scale & policy for new hires which promotes prior appellate experience. New hires without prior appellate experience can only be hired at beginning entry and must work way up scale. <i>relevant experience</i>	Hires placed on new salary scale at lower rate for non-appellate experience.				State Funds-Base Budget	COA-Judges			Better use of monies for personal services. Scale and hiring practices promote retention of long-term employees.	PROVIDE AN ATTRACTIVE PLACE TO WORK & BUILD A CAREER IN STATE GOVERNMENT
	ORK	1 yr	Jobs at Court of Appeals	Update all job descriptions	% of job descriptions updated				COA-Judges, Division Directors				Adequate description of job requirements available to staff for recruitment & expectations
	2 yr	Training Manuals Needed	Create or Revise Employee Training Manuals	# of training manuals completed				COA-Clerk of Court				Better & more consistent training of new staff	
	3 yr	Employees		% of employees having received procedure manuals						Better & more consistent training of new staff			
	2 yr	Legal Online Research Training Program	Development of Attorney Committee to serve as Orientation Panel to create training program on online legal research & share in training duties.	% of completion of legal online research training program				COA Attys / IT				More relevant training for new staff attorneys.	
	3 yr	New Staff Attorneys & Judges	Legal online research training for new staff utilizing online legal research tools. Training performed by Orientation panel member.	% of new staff receiving online legal research orientation									More relevant training for new staff attorneys & more cost effective use of resource
	LT	Training Videos	Training Videos for new staff	% of training videos completed	\$4,000 per video (at least 3 videos)		State Funds-Base Budget	Clerk of Court/ IT				Better & more consistent training of new staff	

*Sex Harassment
race
etc
Pornography on IT
include in CLE hours*

**COURT OF APPEALS OF GEORGIA
STRATEGIC PLAN - FY 2009-2011**

STATE STRATEGIC GOAL - THE BEST MANAGED STATE

S	INPUT/EFFORT				RESOURCE PLANNING						OUTCOME		
	YEAR	PERFORMANCE MEASUREMENT	SPECIFIC ACTIVITY	INDICATOR	COSTS		TYPE OF FUNDS	KEY PARTNERS	IMPLICATIONS			OBJECTIVE	ANTICIPATED IMPACT FOR CUSTOMERS
					STARTUP	ONGOING			STAFFING	IT	SPACE		

CONTINUITY

IF	1 yr	Virtual Servers	Migration to use of virtual servers incorporated with physical servers.	% of servers virtualized	\$45,000 Software/ \$30,000 Hardware		State Funds- Base Budget	COA IT				Better use of resources, Reduction of rebuild time, facilitates business continuity	DELIVER STATE SERVICES FASTER, FRIENDLIER & EASIER
CONCISE PLAN	3 yr	Develop & Implement Plan	Development and Implementation of Approved Plan	% of completion			State Funds- Base Budget	All COA Divisions				Approved Plan of Action ready to be implemented during disaster, court shutdown, etc.	EMPLOY AN ENTERPRISE APPROACH AND BEST PRACTICES IN GEORGIA'S FINANCIAL MGMT
ADINESS	LT	Court & Staff prepared to handle emergency situation	Training for Disaster Recovery/Business Continuity	Performance of Mock Disaster Recovery Drills - % of readiness				COA Staff				Staff ready to handle emergency situation.	

EFFICIENCY & EFFECTIVENESS OF CASE PROCESSING THROUGH USE OF TECHNOLOGY

ICY & OF H	2 yr	Lexis/Westlaw Usage	Mandatory once a year training for all staff attorneys on online legal research tools	% of attorneys attending annual training for online research tools.				COA-IT Staff/Attys & Judges				More efficient use of online tools, Reduction in excluded charges.	EMPLOY AN ENTERPRISE APPROACH AND BEST PRACTICES IN GEORGIA'S FINANCIAL MGMT
(-IN y)	2 yr	Minutes and effort required to check-in attorneys	Computerization of Attorney Check-In Procedure	% of attorneys being electronically checked-in	\$16,000 Software Development/ Hardware \$3,500		State Fund Base Budget	COA Clerk, IT				Efficient Electronic Check-in Procedure utilizing computer/printer in Courtroom	DELIVER STATE SERVICES FASTER, FRIENDLIER & EASIER

**COURT OF APPEALS OF GEORGIA
STRATEGIC PLAN - FY 2009-2011**

STATE STRATEGIC GOAL - THE BEST MANAGED STATE

		INPUT/EFFORT			RESOURCE PLANNING						OUTCOME		
		PERFORMANCE MEASUREMENT	SPECIFIC ACTIVITY	INDICATOR	COSTS		TYPE OF FUNDS	KEY PARTNERS	IMPLICATIONS			OBJECTIVE	ANTICIPATED IMPACT FOR CUSTOMERS
YEAR					STARTUP	ONGOING			STAFFING	IT	SPACE		
UPGRADE (John)													
G	1 yr	Development of e-filing system	Preliminary Development for Current Docket	% of completion	\$150,000-Software Development-FY05 Funds			COA Judges, Clerk's Staff, IT				Application Developed	DELIVER STATE SERVICES FASTER, FRIENDLIER & EASIER
NT FOR ET	1 yr	Creation of Requirements Document for New Docket	Develop Requirements Document	% of completion									
	1 yr	Docket System longevity extended	Rewrite of Docket System	Programming Capabilities meet current and future needs	\$147,900 Software Development	\$45,329 software maintenance	State Funds-Enhancement (One-Time Funds & Ongoing Funds)	Legislature/COA-Clerk's Staff, IT				Stable system, easier programming capability and use	ENTERPRISE SYSTEMS
IZING	2 yr	Acceptance of e-file applications	Rewrite of Docket System	Programming Capabilities meet current and future needs	\$150,000-Software Development, \$25,000 Security Appliance, \$50,000 Hardware	\$5,000-Software Maintenance,-MySQL Server, \$33,000 Software Maintenance-Docket Onsite Support, \$7,000-Software Maintenance-Security Appliance	State Funds-Enhancement (One-Time Funds & Ongoing Funds)	Legislature, Pro Se Parties, Trial Court Clerks, COA Judges & Staff				Increase efficiency of case processing through automation	DELIVER STATE SERVICES FASTER, FRIENDLIER & EASIER
TO	2 yr	Pro Se Litigants file electronically	Implement enhancements to permit Pro Se Parties to file electronically	% of completion/% of pro se parties able to file electronically									
	2 yr	E-File Voting for Judges	Create electronic circulation and voting for opinions	##% of cases being electronically circulated & voted									
	2 yr	Begin Case Origination	Begin case origination-Receive E-File Transcripts from Lower Courts	##% of cases being electronically circulated & voted									
	3 yr	Integrate E-filing Systems of COA and Supreme Court	Enhancements to docket for electronic transfer of cases to and from Supreme Court	% of cases able to be electronically transferred between courts.	\$?		Base Budget?	COA Clerk's Ofc, IT, Supreme Court					
	3 yr	Improved Caseload Statistical Reporting	Enhancements to docket for improved caseload statistical reporting	Caseload statistic requirements	\$?		Base Budget?	COA Clerk's Ofc, IT					IMPROVE DECISION MAKERS ACCESS TO QUALITY ENTERPRISE DATA THROUGH INTEGRATED ENTERPRISE SYSTEMS
	LT	Georgia State Bar Identity Integration	Link with State Bar for Attorney Identification	% of Attorneys linked through Georgia State Bar	\$75,000-Integration Costs, \$30,000-Identity Licenses	Replace Server every 3-5 yrs. (\$25,000)	State Funds-Enhancement (One-Time Funds) Base Budget (Ongoing Funds)	Legislature, COA Clerk's Ofc, IT, Georgia State Bar					DELIVER STATE SERVICES FASTER, FRIENDLIER & EASIER
	LT	Commercial E-filing Integration	Create Web Services for Commercial E-filing Companies	% of Commercial E-filers	\$?		Base Budget?	COA IT, Commercial E-Filers					

**COURT OF APPEALS OF GEORGIA
STRATEGIC PLAN - FY 2009-2011**

STATE STRATEGIC GOAL - THE BEST MANAGED STATE

		INPUT/EFFORT			RESOURCE PLANNING						OUTCOME		
					COSTS		TYPE OF FUNDS	KEY PARTNERS	IMPLICATIONS			OBJECTIVE	ANTICIPATED IMPACT FOR CUSTOMERS
YEAR	PERFORMANCE MEASUREMENT	SPECIFIC ACTIVITY	INDICATOR	STARTUP	ONGOING	STAFFING			IT	SPACE			

TO ORAL ARGUMENTS

	3 yr	Oral Arguments able to be audio streamed to public.	Audio streaming of oral arguments through web to Clerk's Ofc., Lawyer's Lounge, staff offices, etc.	# Oral Arguments needs to be streamed.	?		State Funds-Enhancement	COA-IT					
AL	LT	Ability to hold Remote Oral Arguments from remote sites.	Attorneys located in various sites in the state could participate in oral arguments without having to travel to Atlanta	# of cases requested to remotely orally argued.	?		State Funds-Enhancement	COA-IT/Judges				Enhanced Access to Oral Arguments	DELIVER STATE SERVICES FASTER, FRIENDLIER & EASIER
EE	4 yr	Informed Employees	Develop & implement Employee Portal used for sharing of information and teleworking purposes.	#/% Court employees using employee portal.	?		State Funds-Enhancement	COA Employees/IT Staff				100% of employees utilizing web portal for work-related information	PROVIDE AN ATTRACTIVE PLACE TO WORK & BUILD A CAREER IN STATE GOVERNMENT

**COURT OF APPEALS OF GEORGIA
STRATEGIC PLAN - FY 2009-2011**

STATE STRATEGIC GOAL - THE BEST MANAGED STATE

S	INPUT/EFFORT				RESOURCE PLANNING						OUTCOME		
	YEAR	PERFORMANCE MEASUREMENT	SPECIFIC ACTIVITY	INDICATOR	COSTS		TYPE OF FUNDS	KEY PARTNERS	IMPLICATIONS			OBJECTIVE	ANTICIPATED IMPACT FOR CUSTOMERS
					STARTUP	ONGOING			STAFFING	IT	SPACE		

OPINION WRITING

LOAD	CUR	American Bar Association Recommended Caseload	Process at least 100 cases per Judgeship per year	# of cases completed per judgeship				COA Judges & Staff				100 cases per judgeship per year	DELIVER STATE SERVICES FASTER, FRIENDLIER & EASIER
COMPLIANCE	CUR	Statutory Requirement	All cases must be processed within two terms.	% of compliance				COA Judges & Staff				100% compliance	
POLICY	1 yr	<i>circulate Courtesy copies to all 12 if overruled</i> 100% of cases should be drafted prior to Artificial Distress Date (30 days prior to actual Distress).	Cases Drafted 30 days prior to Distress New Court Policy implemented to support case processing deadline for new mandatory drafted opinions goal	% of compliance				COA Judges & Staff				Fewer cases to be newly circulated just prior to Distress	
POLICY	3 yr	Drafting Deadline Policy	Implement new drafting deadline policy. 50% of offices working on current term cases.	% of compliance	NA	NA	NA	COA Judges & Staff	NA	NA	NA	Business Continuity	
RESOURCES (Bill)	LT	# of staff handling cases	Increase floating staff to assist judges' offices.	Ratio of Floating Staff Available to Yearly Cases Processed	\$10,000 startup equipment	\$152,000 salary & benefits-1 staff atty	State Funds-Enhancement	COA Judges & Legislature	Staff Atty position	Equip for New Position	Office	Emphasis on Quality versus Quantity	
	LT	# of judgeships	Increase # of judgeships	# of cases per judgeship per year	\$50,000 per Judgeship-Equip & startup operating costs	\$1,000,000 per Judgeship	State Funds-Enhancement		5 employees per Judgeship	IT Equipment for Staff	2500 Sq. Ft. per Judgeship		

*proved unan
③ adjourned*