

# FY 2024 Budget Justification



## District of Columbia Courts

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**District of Columbia Courts  
FY 2024 Budget Justification  
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**DISTRICT OF COLUMBIA COURTS**  
**Budget Justification**  
**Summary**  
**Fiscal Year 2024**

Comprised of the Court of Appeals, the Superior Court, and the Court System, the District of Columbia Courts constitute the Judicial Branch of the District of Columbia government. The mission of the District of Columbia Courts is to protect rights and liberties, uphold and interpret the law, and resolve disputes fairly and effectively in the District of Columbia.

The D.C. Courts directly serve our community in many ways. The D.C. Courts are vital to public safety in the Nation's Capital as crucial elements in the adult criminal and juvenile justice systems, as well as the child welfare system and protections for vulnerable elderly persons. The Courts operate targeted courts that effectively fight criminal recidivism and illicit drug use. The D.C. Courts provide a forum for resolving disputes among businesses and individuals and within families. Litigants without lawyers can get assistance at self-help and resource centers. As a repository of vast personal data on litigants, cybersecurity is crucial to protect these individuals. The Courts' multi-year Facilities Master Plan reflects an infrastructure plan to modernize our facilities that also creates numerous jobs in our community as it is implemented.

To meet the Courts' mission of administering justice in the community, the D.C. Courts request \$444,761,000 for operations and capital improvements in FY 2024. Of this amount, \$15,865,000 is requested for the Court of Appeals operations; \$150,987,000 is requested for the Superior Court; and \$101,329,000 is requested for the Court System. For capital improvements to courthouse facilities \$176,580,000 is requested. In addition, the Courts request \$46,005,000 for the Defender Services account.

Table 1 shows the FY 2022 and FY 2023 enacted budgets and the FY 2024 request.

Table 1  
**DISTRICT OF COLUMBIA COURTS**  
**FY 2024 Budget Justification**  
**Comparison Table**

	FY 2022	FY 2023	FY 2024
	Enacted Budget	Enacted Budget	Courts' Request
Court of Appeals	14,366,000	15,055,000	15,865,000
Superior Court	133,829,000	140,973,000	150,987,000
Court System	<u>83,443,000</u>	<u>88,290,000</u>	<u>101,329,000</u>
Subtotal, Operations	231,638,000	244,318,000	268,181,000
Capital	25,953,000	46,750,000	176,580,000
Total, Federal Payment	257,591,000	291,068,000	444,761,000
Defender Services	46,005,000	46,005,000 *	46,005,000

\* Includes a rescission of \$22 million, for a net appropriation of \$24,005,000.

Summaries of the operating budget request by strategic goal, the capital request, and the defender services request follow under the FY 2024 Request Summary heading. Operating budget requests are described in detail in the respective division section, where detailed performance data for each division are also located. The capital budget section of this request contains detailed information on the Courts' capital projects, their management, and the funding needed to protect recent capital investments and to maintain the Courts' infrastructure.

## D.C. Courts Budget Overview

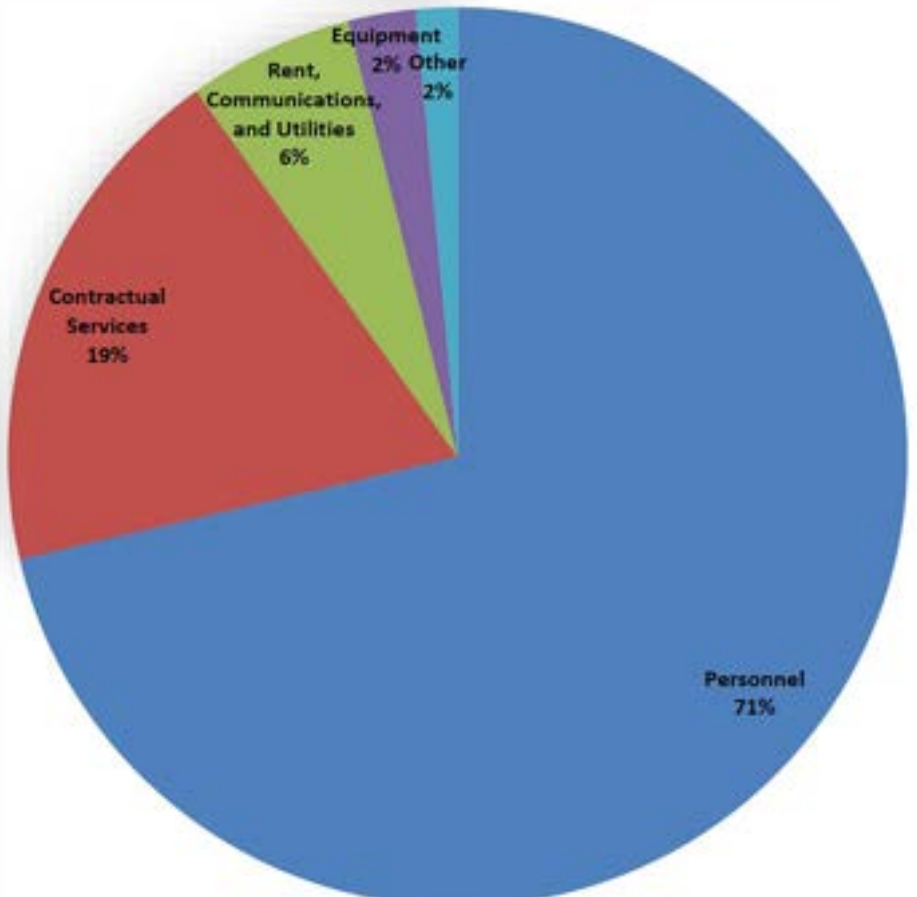
To carry out our mission to administer justice for all persons in the Nation’s Capital, the D.C. Courts rely on our personnel—judges in courtrooms hearing cases, clerks at public counters processing cases, probation officers supervising juvenile offenders, and numerous other critical workers. As illustrated in Chart 1, nearly three-quarters of the Courts’ operating budget (71%) finances court personnel.

The remaining budget finances necessary operations and support. For example, under contractual services the Courts finance interpreters for persons with hearing impairments and limited English proficiency and special security officers to protect the public and court personnel by providing security in the courthouse. To help support juveniles on probation and their rehabilitation, the Courts contract for services for youth and lease and maintain community-based drop-in centers/probation offices. In addition, the Courts’ budget includes basic

support functions, such as information technology, housekeeping, electricity, water, steam, telecommunications, and office rental.

Budget reductions in FY 2018 caused the Courts to eliminate more than 100 positions, nearly 10% of non-judicial staff. In Fiscal Year 2018, the D.C. Courts’ budget was significantly reduced, resulting in a considerable decrease in the funds available for salaries and benefits, which, as shown above, comprise nearly three-fourths of the Courts’ budget. In addition to reducing contracts and eliminating travel, the D.C. Courts implemented a hiring freeze for nearly all positions, which permitted staffing reductions by attrition but necessitated reassignment of staff to minimize impact on the public. After the Courts reduced staffing to the level that the

**Chart 1**  
**Composition of DC Courts' Operating Budget**  
**(FY 2022 Data)**



budget could support (assuming a full complement of judges and their statutory staff because judges are nominated by the President, subject to Senate confirmation, rather than through the Courts' administrative hiring authority), only the most critical positions were filled as new vacancies were created by staff retirement or other separations. Although Congress and the President have restored funding for 21 of these positions and financed other staffing priorities in the past few years, the Courts' non-judicial staffing levels remain significantly reduced.

### **Pandemic Operations**

The novel coronavirus forced drastic changes to court operations, as it impacted society at large. The Courts struggled, like other institutions, to balance competing demands to carry out our mission and to protect the health and safety of litigants, jurors, judges, and court staff.

Initially, in mid-March 2020, the Courts closed facilities to the public (with few exceptions), canceled all but emergency proceedings, and transitioned judges and staff to remote work as much as possible. Policies requiring social distancing and masks were put in place to protect persons who could not avoid entering court facilities and to protect health and safety as the Courts increased on-site proceedings.

The Court of Appeals, which relies more on legal documents and less on evidentiary proceedings than the trial court, continued to process cases, accepting e-filings and paper documents delivered to the courthouse. Initially, the court canceled oral arguments, deciding cases based on the documents, unless the parties requested to reschedule. The Court innovated to transition almost completely to remote work, setting up an email box for emergency filings, advancing use of electronic signatures, and conducting meetings by videoconference. In May 2020, the court held its first oral argument by videoconference, live streaming the proceedings on YouTube for public access. The court also elected to offer its first-ever remote bar examination and negotiated reciprocity agreements with at least a dozen other jurisdictions to facilitate examinees' licensure and employment in multiple locations.

The Superior Court, which typically served approximately 10,000 persons in person every day, faced increased challenges to conduct its work and provide access to justice for the community. Initially, the court canceled proceedings, except in limited cases. Over the following months, the court deployed technology to return operations to more than 80 courtrooms, most working remotely via videoconference or telephone. In addition, the court expanded capacity to accept online payments. In April 2021, the court resumed criminal jury trials, holding its first jury trial in over a year. In September 2021, the Superior Court expanded in-person proceedings, prioritizing trials for defendants who had been detained pending trial.

The Court System worked to support both courts in transitioning to remote work and protecting the safety of personnel on site. Most prominently, Information Technology staff supported the rapid transition to nearly universal telework and audio or video court proceedings. Cleaning protocols were intensified, Plexiglas screens installed in courtrooms and public counters, and markers placed on the floor to promote social distancing. Recruitment, hiring, and onboarding new staff was conducted remotely.

The Courts explored ways to provide access remotely in an environment where large segments of the community lack Internet service and equipment to participate. Accordingly, in September 2020, the Courts opened five locations in the community where persons can use computers and Internet connections to access court services. In July 2021, the Courts opened public counters to strengthen access to justice.

From a budgetary standpoint, the court increased spending for technology implementation, janitorial services to increase cleaning, personal protective equipment, and physical barriers. Conversely, with significantly fewer in-person proceedings, security savings initially offset these cost increases. In addition, with fewer proceedings, the Defender Services account realized savings.

### **Reimagining the Courts for a New Normal**

Recognizing that remote operations offered opportunities to improve service to the public, the Courts launched a “Reimagining the Courts” initiative to apply lessons learned during the pandemic and envision the “new normal.” The Courts gathered input from judges, staff, attorneys, and community stakeholders, examining innovations sparked by the pandemic conditions, and looking to the future.

Incorporating this input, the Courts plans for our new normal operations include the following key elements:

- All D.C. Courts’ public offices are open.
- Services are available both online and in person to provide access to justice to all. Staff operate in-person and remotely, depending on the operational needs.
- Parties who want to or must conduct business virtually and who lack internet access or a computer may use one of the Courts’ [remote hearing sites](#).
- The Court of Appeals is moving to a paperless model where all business will be done electronically. However, individuals needing help may visit the Public Office in person, and parties without attorneys may submit paper files.
- Appellate oral arguments are in-person starting in the term beginning in September 2022, but parties may request to appear remotely, and the public may view proceedings in person or on YouTube.
- Bar admissions include fully online application and payment, remote swearing-in ceremonies and other Committee on Admissions activities. Bar exams will continue to be in-person.
- Superior Court judges conduct virtual, in-person, or hybrid proceedings from the courtroom, with limited exceptions.
- All jury trials, Civil and Criminal, and other evidentiary proceedings are held in person. The public may observe most in-person trials and hearings in the courtroom and may access some proceedings remotely by WebEx.
- Mediations, both trial and appellate, are held virtually or in person.
- Policies now permit broader workplace flexibilities, including more opportunities for employees to telework.

## **Management Practices**

Although the D.C. Courts are not an executive agency, many of our management and operational initiatives and practices coincide with Executive Branch themes of advancing equity, addressing climate change, prioritizing modernized information technology and cybersecurity, delivering services, and applying evidence and evaluation.

### ***Advancing Equity***

The D.C. Courts are committed to fairness and access to all. Promoting racial equity has always been a priority for the D.C. Courts. Nevertheless, the current local and national environment calls for a renewed sense of purpose, and stronger actions with measurable outcomes. In April 2021, the Joint Committee on Judicial Administration, the Courts' policy-making body, launched a Racial Equity Initiative to establish a comprehensive strategy and next steps to assess the D.C. Courts' processes, policies, and procedures through a racial equity lens.



The Racial Equity Initiative consists of a four-pronged approach, including the following:

- Expanding education and training on racial equity;
- Engaging an expert on racial equity to conduct an examination of operations throughout the D.C. Courts through a racial equity lens, including systematic data collection and analysis across our processes and procedures and an evaluation of our existing hiring and employment practices for staff, including judicial staff;
- Gauging interest in establishing a coalition of outside stakeholders and agency partners to implement changes across the D.C. criminal and civil justice systems, as needed;
- Establishing an Advisory Committee to plan and facilitate internal efforts, programs, and strategies to promote and enhance a culture of racial equity within the Courts.

The D.C. Courts have leveraged existing resources, adding to our personnel policies, establishing an employee dispute resolution plan, and expanding the reach of our Equal Employment Office to include a focus on diversity, equity, and inclusion.

The D.C. Courts are committed to intensifying our efforts to address inequities in our justice system, and to make the systemic changes required to ensure that equal access to justice is a reality for all. We must fulfill our vision of being “Open to All, Trusted by All, with Justice for All.”

### ***Addressing Climate Change***

The D.C. Courts strive to play our part in addressing climate change. As detailed in the Capital Budget section of this submission, the Courts incorporate clean infrastructure into our capital



improvements. Recent major capital projects, for example, have been designed to U.S. Green Building Council Leadership in Energy and Environmental Design (LEED) standards for energy efficiency, water conservation, green materials, and other environmental benefits. In addition, our capital budget request includes funds to conserve resources, such as installation of energy-efficient lighting. Timely maintenance promotes efficient operation of mechanical and other building systems. Furthermore, operational changes in recent years not only enhance court functions, but also yield environmental benefits. For example, electronic filing reduces paper consumption and trips to the courthouse; increased telework and virtual proceedings also reduce trips to the courthouse.

### ***Prioritizing Information Technology (IT) Modernization and Cybersecurity***

Information Technology is a key element of the D.C. Courts' Strategic Plan. Goal IV of the Plan, "Resilient and Responsive Technology," reflects the Courts' intention to enhance technology capabilities to serve the public and provide modern IT tools to our workforce to enhance mission effectiveness. Strategies and key results to achieve this goal include providing court personnel remote access to core court systems (which was expedited during the pandemic), expanding public electronic access to court information, enhancing electronic disaster preparedness, improving data quality, digitizing files, and complying with Federal Information Security Management Act (FISMA) standards for cybersecurity.

Information technology, however, runs through every area of the Strategic Plan. For example, electronic public interfaces, mobile-friendly applications, electronic filing for self-represented litigants, informational web-based videos, and electronic check-in for court participants are key strategies and results needed to achieve Goal I: Access to Justice for All. Goal II: Fair and Timely Case Resolution is also reliant on technology to transform business processes and enhance mission effectiveness. As noted above, the Courts are now using technology for video or teleconference court proceedings. We envision expanding technology to formal notification, document transmission, and service of process in court cases as well as new case management systems.

As shown in Table 2 below, the D.C. Courts have prioritized requested resources for IT modernization and cybersecurity. Technology initiatives are described in detail in the Information Technology Division section of this request as well in as the Capital Budget. The Courts utilize shared services for financial and human resources management systems. We are moving to cloud-based solutions for email, document storage, and major case management systems, with the appellate case management system migrated to the Cloud in July 2020 and the new trial court system in development for cloud implementation.

### ***Delivering Services***

The D.C. Courts are committed to translating court values and vision into services for the community we serve. Our strategic planning cycle is critical to this effort.

To hold our organization accountable to the public and ensure that operations and taxpayer resources align with established goals, the D.C. Courts have employed strategic management

practices in the District’s Judicial Branch for the past 19 years. This process starts with the creation of a Strategic Plan, every five years, that sets broad goals for the Courts consistent with our mission and vision for the organization’s future. The Courts’ Strategic Planning Leadership Council, a planning group comprised of judicial officers, court executives, managers, and employees, develops the Strategic Plan following an extensive outreach effort to gather input from a broad array of individuals and groups served by the Courts, as well as those who work within the court community.

Once adopted by the Joint Committee on Judicial Administration, the Strategic Plan is implemented throughout the organization, with each court division developing its own strategic objectives, called Management Action Plans (MAPs), that are aligned to the goals of the Strategic Plan. In addition, the Courts have developed courtwide and division-level performance metrics that are tracked throughout the year to measure progress against goals and enable court leaders to make data-informed decisions to enhance operations. Our current Plan includes publication of these metrics on our website, enhancing public accountability. Division directors are held accountable for achievement of their division MAP objectives through the annual performance review process. Staff performance plans also incorporate achievement of division MAP objectives. The Courts’ Strategic Management Division provides strategic planning and development, research, evaluation, and organizational performance analysis and management services in support of strategic management of the Courts.

The Courts have realized a number of benefits as a result of adopting strategic management practices. Courts by necessity operate with much autonomy, as judicial officers must have independent decision-making authority. Further, court divisions handling criminal matters operate very differently from divisions handling family cases, or civil cases. Yet, all judicial officers and all court divisions fulfill a critical mission to serve the public, and the Courts are a public institution, which must use resources prudently. The Strategic Plan emphasizes to all who work within the Courts their shared mission and goals and provides a foundation from which to make decisions for the good of the institution reflecting its mission. The Courts also continually communicate goals and progress to the public through the Strategic Plan, thereby enhancing public accountability and trust and confidence in the Judicial Branch.

The Courts are operating under our fourth five-year strategic plan, “Open to All, Trusted by All, Justice for All: Strategic Plan of the District of Columbia Courts 2018 – 2022”, which is



available on our website.<sup>1</sup> The plan delineates the Courts' mission to protect rights and liberties, uphold and interpret the law, and resolve disputes fairly and effectively in the District of Columbia. It describes the vision of the court system we aspire to be, outlines the values with which we operate, and guides the development of goals and priorities, resource allocation, decision-making, and day-to-day work. The plan sets five strategic goals as well as strategies to achieve them: 1) access to justice for all, 2) fair and timely case resolution, 3) professional, engaged workforce, 4) resilient and responsive technology, and 5) effective court management and administration.

Each request for new resources in this submission is tied to the goals of the strategic plan and the objectives of the applicable division to ensure that resources drive results for the community.

### ***Applying Evidence and Evaluation***

The D.C. Courts have long been a leader nationally among state-level court systems in evidence-based decision-making, establishing the first court research and development division in the 1980's and continuing to undertake rigorous evaluations of court programs and to utilize their results to improve services to the community.

As detailed in the Evaluations and Evidence section of this request, the Courts have committed to adopt many of the best practices contained in the Evidence-Based Policy Making Act of 2018, although the Act itself does not apply to the Courts.

The Courts routinely utilize independent program evaluations and the analytic capacity in our Strategic Management Division. The Evaluations and Evidence section of this request describes current formal independent evaluations of court programs and includes the Evidence Template. The research professionals in the Courts' Strategic Management Division administer these evaluations and contribute their expertise to the development and implementation of performance measures courtwide. These studies are undertaken to assess program efficacy and assist court leadership in making decisions related to program structure, function, and continuation.

One example of a recent evidence-based decision is the Courts' expansion of the community court model citywide, following a program evaluation that showed significantly reduced recidivism rates for defendants whose cases were processed in the East of the River Community Court, compared to a group of similar defendants processed using traditional methods. Community courts aim to reduce recidivism and break the cycle of crime by combining elements of therapeutic justice (connecting defendants with needed services like drug treatment or job training) and restorative justice (paying back the community for the harm caused by the offense through community service to enhance defendant accountability).

In addition, the Courts have developed our business intelligence capabilities to incorporate evidence-based practices into day-to-day management decisions. Major divisions have

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<sup>1</sup> The Strategic Plan is available at [https://www.dccourts.gov/sites/default/files/matters-docs/2018-2022\\_StrategicPlan.pdf](https://www.dccourts.gov/sites/default/files/matters-docs/2018-2022_StrategicPlan.pdf) .

developed dashboards that provide at-a-glance information on division performance in key areas, such as time standards for case processing and number of cases filed. Performance data guides deployment of staff and daily priorities.

In 2019, the D.C. Courts launched a Data Governance Program to improve the quality of the Courts' data and improve the data's usefulness in decision-making. The benefits of a Data Governance Program are to improve trust and confidence in data; make information accessible, understandable, and useable; ensure data security and privacy; promote information-sharing; and reduce cost and duplication. A critical piece of this program is a Data Governance Council, a cross-functional team comprised of representatives from all areas of the Courts that is responsible for determining what data means, how it is derived, what rules to apply to determine data quality, and what data governance projects should be pursued.

## **FY 2024 Request Summary**

### **Operating Budget by Strategic Goal**

The D.C. Courts are currently operating under our fourth five-year Strategic Plan, which guides court operations from 2018 to 2022. The plan reflects input from several thousand members of the community, justice system agencies, and individuals served by the Courts, including litigants and their family members, victims, witnesses, attorneys, jurors, and others who were asked to assess their needs, views, and expectations of the Courts. The Courts' divisions develop Management Action Plans (MAP's) which prioritize their activities and align them with courtwide goals and strategies.

To build on past accomplishments and to continue to serve the public in the District of Columbia during FY 2024, the Courts require adequate resources. Listed below are the D.C. Courts' strategic goals and requested additional operating budget resources, arranged by goal, to ensure that we adapt to the changing needs and perform our mission with professionalism, efficiency, and fiscal integrity.

**Goal 1:** Access to justice for all

**Goal 2:** Fair and timely case resolution

**Goal 3:** Professional, engaged workforce

**Goal 4:** Resilient and responsive technology

**Goal 5:** Effective court management and administration

The FY 2024 budget request enhances all five strategic goals and includes performance projections for all core functions.

#### ***Goal 1: Access to Justice for All--\$2,279,000, 17 FTEs***

*The Courts have a responsibility to eliminate barriers to meaningful participation in the judicial process and to accessing court services. Such barriers may include a lack of legal representation, limited literacy or limited English language skills, limited financial resources,*

*and physical or mental disability. In collaboration with justice and community partners, the Courts must work to ensure full access to the justice system and court services.*

The request includes \$560,000 and 1 FTE to respond to the increased demands for language access services and to address a critical shortage of certified and qualified spoken language and sign language interpreters, particularly for in-person trials; \$244,000 for 2 FTEs to meet the demands of an increasing Probate caseload; \$236,000 for 2 FTEs to respond to the growing needs of Domestic Violence Services; \$202,000 for 2 FTEs to support an eviction diversion program, initiated with grant funds, that helps manage the trial court's largest caseload, Landlord Tenant; \$200,000 for 1 FTE to improve service delivery for jurors, library patrons, and other court participants; \$202,000 for 2 FTEs to monitor guardians of incapacitated adults; \$168,000 for 2 FTEs to provide court navigation services in support of the eviction diversion program; \$143,000 for 2 FTEs to support persons summoned for jury service, with an anticipated increase in jury trials; \$122,000 for 1 FTE to mediate an increased caseload in family cases; \$101,000 for 1 FTE to expedite child custody assessments; and \$101,000 for 1 FTE to expand access to justice court-wide by promoting the availability of support services for the public we serve.

***Goal 2: Fair and Timely Case Resolution--\$665,000, 7 FTEs***

*The Courts are committed to resolving disputes and legal matters in a fair and timely manner. The Courts must continue to provide due process and equal protection of the law, giving individual attention to each case and consistently applying the law in all cases.*

The request includes \$252,000 for 3 FTEs to manage courtroom operations; \$168,000 for 2 FTEs to manage court hearings for cases involving complex financial matters; \$144,000 for 1 FTE to expedite compensation to victims of violent crime; \$101,000 for 1 FTE to speed review of complex financial records involved in court cases; and \$101,000 for 1 FTE to expand access to justice court-wide by promoting the availability of support services for the public we serve.

***Goal 3: Professional, Engaged Workforce--\$92,000 1 FTE***

*The Courts will ensure a professional, engaged workforce that consistently achieves excellence and is agile to meet the demands of a changing environment. The Courts will continue to invest in education, training, and other development opportunities to enhance the knowledge and skills of its workforce. To advance our long-standing commitment to being a great place to work, the Courts will strive to create a flexible and high-performing work environment where all personnel are positively engaged.*

The request includes \$92,000 for 1 FTE to provide administrative support services for the Human Resources Division.

***Goal 4: Resilient and Responsive Technology--\$2,166,000, 2 FTEs***

*The D.C. Courts must continue to enhance information technology capabilities to provide the highest level of service to the public and state-of-the-art technology tools to its workforce. The Courts must develop, manage, and maintain an information technology infrastructure and*

*services that are effective, efficient, and resilient in supporting the Courts' mission. The Courts must focus on providing exceptional customer service by expanding access to court information and services, enhancing technology capabilities, and ensuring optimal security for court data and information assets.*

The request includes \$844,000 for 1 FTE and Security Information and Event Management software to ensure IT compliance with security requirements; \$122,000 for 1 FTE for customer support services; and \$1,200,000 for the implementation of a case management system to support the Crime Victims Compensation Program.

***Goal 5: Effective Court Management and Administration--\$7,032,000, 5 FTEs***

*Effective management and operation of the justice system for the District of Columbia requires a team of knowledgeable professionals with a common mission and shared resources, collaborating to achieve results that best serve the public. The Courts are committed to fiscal accountability with respect to all Courts' resources. Confidence in the judicial system necessitates that each case management function -- trial and appellate -- understands the individual responsibilities and unique role of the other while leveraging opportunities for shared approaches to administrative functions.*

The request includes \$5,000,000 to strengthen security by adding contractual Court Security Officers (CSOs) and supporting necessary upgrades to the Courts' physical security systems; \$1,462,000 to maintain the Moultrie Courthouse Addition; \$269,000 for 3 FTEs to support facilities maintenance and repair; and \$301,000 for 2 FTEs to enhance compliance with legal requirements.

***Built-In Increases--\$11,629,000***

The request also includes \$11,629,000 for built-in increases, including cost-of-living (at 4%), within-grade, and non-pay inflationary increases. The Courts request funding for within-grade increases because we have a considerably lower turnover rate compared to the Federal government, which can finance within grade increases through higher turnover (4% in 2020 versus 28%, respectively)<sup>2</sup>.

**Capital Budget Request**

The FY 2024 Capital Budget Request is divided into two sections. The first section includes projects to renovate, improve, and expand court facilities, as detailed in the master plans. The second section includes projects necessary to maintain existing infrastructure in the D.C. Courts' facilities portfolio as detailed in the re-baselined 2021 Facilities Condition Assessment (FCA) Report.

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<sup>2</sup> The turnover rate does not include law clerks, who typically turn over annually and for whom no within-grade increase funding is requested.

The D.C. Courts' FY 2024 Full Capital Budget Request totals \$176.6 million, including \$105.5 million to renovate, improve and expand the D.C. Courts' facilities and grounds, and \$71.1 million to maintain the D.C. Courts' existing facilities and surrounding public space.

## **Renovations, Improvements & Expansions**

### ***Recorder of Deeds Restoration***

The FY 2024 Capital Budget request includes a total of \$15.95 million to restore the historic Recorder of Deeds building and meet Courts' long term space requirements. The building, which contains culturally significant murals, has suffered from extensive water intrusion, and has deteriorated considerably since it was vacated by the District Government in 2008.

The benefits of restoring the Recorder of Deeds building for the D.C. Courts' use are three-fold:

1. The D.C. Courts' anticipated space need will be fulfilled through 2030 without dependency on high-cost leased space, as all D.C. Courts' components requiring functional adjacency to the courthouses will be consolidated into the D.C. Courts' Judiciary Square portfolio of government-owned facilities.
2. Adjacency to the courthouse will allow the D.C. Courts to provide greater "access to justice for all" in the D.C. community by co-locating the D.C. Courts and D.C. community partners who deliver vital services in one easily accessible location.
3. Restoration of the historic Recorder of Deeds Building will not only preserve a building that is an important part of our nation's African American history, but it will also lower the number of excess and underutilized properties in the District of Columbia's real property portfolio by bringing a vacant, deteriorating building back into active use.

### ***Accommodating the D.C. Courts' Anticipated Growth Through 2030***

In 2018, the D.C. Courts commissioned a master planning team to perform an update to the Facilities Master Plan. The intent of the Facilities Master Plan update was to assess progress that has been made implementing both the Judiciary Square Master Plan (an urban design plan for the area) and the Facilities Master Plan to date, and to look forward ten years to determine D.C. Courts' facility needs through 2030. As part of the master planning effort, the team assessed space requirements based on historic patterns, current usage, current caseload, D.C. Courts space standards, funded positions, and anticipated operational changes and growth over time. Based on their research and statistical analysis of these factors, paired with the anticipated increase in District of Columbia population over the next 10 years, the master planning team concluded that, through 2030, the D.C. Courts will require approximately 18,000 USF in addition to what is currently in the D.C. Courts' Judiciary Square government-owned portfolio. The Recorder of Deeds building, restored in its existing configuration, will provide approximately 20,100 USF above ground, thereby fulfilling the D.C. Courts' projected space need through 2030.

The projected 2030 space requirements are modeled on the relationship between the size and characteristics of the D.C. population and the D.C. Courts' facilities necessary to serve

them. Court operations with a high degree of public transactions are sensitive to demographic shifts and population changes and, therefore will grow as the DC population grows.

The anticipated space need through 2030 is based on the following assumptions:

- Courtrooms, chambers and needs of most D.C. Courts' organizations will not increase over the next five years. Existing courtrooms and chambers are expected to absorb projected court activity increase to 2030.
- Public-oriented D.C. Courts divisions will grow reflecting the projected District of Columbia population growth. The rate of growth applied is 13.9% based on 2019 Census Bureau average projected growth from 2020 to 2030. This percentage is applied to D.C. Courts' divisions with significant public service functions.
- Technology improvements will offset growth in general administrative areas. For example, filing requirements are decreasing with e-filing procedures and an ongoing program to scan existing hard copy files.
- D.C. city and community partner personnel who are currently co-located with the D.C. Courts at Judiciary Square will not receive additional space in D.C. Courts' buildings.

### ***Providing "Greater Access to Justice for All"***

As detailed above, one assumption that underlies the D.C. Courts' space need through 2030 is that D.C. city and community partner personnel who are currently co-located with the D.C. Courts at Judiciary Square will not receive additional space in D.C. Courts' buildings, as the provision of additional space would contribute to an anticipated space shortfall in future years. Consequently, *The Strategic Plan of the District of Columbia Courts 2018-2022*, that articulates the D.C. Courts' goal to collaborate with city and community partners to offer expanded information and selected services at court facilities would not be realized. This goal is only realized with either (1) the addition of space to the existing D.C. Courts' portfolio of government-owned facilities or (2) the continued use of high-cost leased space adjacent to the courthouse. A designated location, such as the historic Recorder of Deeds Building, would provide the additional space required to not only fulfill the anticipated space requirement, but also to meet the intent of the Strategic Plan Goal I:

*"The Courts have a responsibility to eliminate barriers to meaningful participation in the judicial process and to accessing court services. Such barriers may include a lack of legal representation, limited literacy or limited English language skills, limited financial resources, and physical or mental disability. In collaboration with justice and community partners, the Courts will work to ensure full access to the justice system and court services."*

### ***Preserving Our Nation's History***

As noted by the D.C. Preservation League, the historic Recorder of Deeds "building [and the artwork within] expresses the interplay between political aspirations, social struggle, the search for civic identity, and even the influence of global war on the District of Columbia." This building, listed on the District of Columbia's inventory of Historic Sites, and an important stop on the African American Heritage Trail now sits vacant, visibly neglected by lack of protection against twelve years of water intrusion after the building was vacated in 2008. Review of the



original building drawings, various reports, assessments, and studies performed prior to 2011, combined with recent visual assessments have revealed that deterioration of the building has escalated and threatens the structural integrity of the historic building and unique artwork that together strongly identify with the struggle of African Americans for political and social rights in the United States. With the addition of the historic Recorder of Deeds Building to the D.C. Courts' portfolio at Judiciary Square, the D.C. Courts will work with our partners to save this deteriorating landmark and continue to serve as a custodian for assets of historical significance—operating and maintaining a total of four historically significant buildings designed by Nathan Wyeth within the proposed Historic Judiciary Square District.

### ***Courtrooms and Judges' Chambers***

The Courts must systematically modernize courtrooms, courtroom support space, and judges' chambers campus wide. The renovation of approximately 70 courtrooms (including their supporting spaces), hearing rooms, and approximately 70 judges' chambers will be phased over 15 to 20 years. The FY 2024 total request for \$73.02 million supports the near-term priorities, to include the following initiatives:

#### *1. Modernizing Courtroom Sets for ADA Accessibility*

Most of the courtrooms in the H. Carl Moultrie I Courthouse have not been significantly altered since the building was constructed in the 1970's and the same is true for courtrooms in other court buildings on Judiciary Square campus. The Courts have modified some courtrooms over the years to provide limited accessibility (such as wheelchair lifts for judges); however, most courtrooms are not ADA compliant. In addition, most of the Courts' portfolio of existing courtrooms lack complete fire protection systems, building systems, and technology to efficiently support contemporary courtroom practices. This targeted initiative is to ensure that all types of court cases have a fully ADA compliant venue on the Judiciary Square campus. It is, therefore, focused on the modernization of courtroom sets that are in poor condition and that the DC Courts are targeting to make ADA accessible; priority for modernization will be given to courtroom sets that are not currently ADA compliant. Modernizations will include much-needed fire and life safety, security, electrical, and HVAC upgrades; new finishes; and technology upgrades to accommodate case processing and evidence presentation equipment that was barely imaginable when these courtrooms were constructed. The result will be fully modernized, ADA accessible courtrooms with improved layouts and systems for maximum operational efficiency. This initiative will continue until the Courts' goal for provision of ADA accessible courtrooms is met.

The Courts' request to modernize courtroom sets and associated support space on two levels of the H. Carl Moultrie I Courthouse totals \$50.71 million and the breakdown of the request follows:

The total of \$28.1 million is requested for the modernization of courtrooms 100-104 and hearing rooms 105-110 on the IA Level of Moultrie, which currently lack sprinklers and other elements that define a complete fire protection system. The scope includes modernization of the entire area that encompasses the courtrooms to the West of the atrium and North of the C Street Addition boundary to ensure a visual and functional extension of the C Street Addition in this area of the Moultrie building. The total scope includes modernization of the following:

- Five (5) existing courtroom sets including four (4) jury rooms with holding and toilets, plus nine (9) jury room toilets
- Six (6) existing small hearing rooms to three (3) larger hearing rooms with space required for separation of participants
- One (1) existing small hearing room into three (3) attorney/witness rooms
- Existing toilets, janitorial & storage closets adjacent to courtrooms
- Existing public corridor
- Extension of existing detainee corridor to courtroom 100 and the addition of a holding cell
- Completion of all 2021 FCA items identified in this area of the Moultrie Courthouse to provide ADA compliant courtrooms with complete fire protection systems for increased life safety

The total of \$22.54 million is requested to modernize existing courtrooms 1-4 on the JM Level of Moultrie, which currently lack sprinklers and other elements that define a complete fire protection system. The scope includes modernization of the entire area that encompasses the courtrooms to the West of the atrium and North of the C Street Addition boundary to ensure a visual and functional extension of the C Street Addition in this area of the Moultrie building. The total scope includes modernization of the following:

- Four (4) existing courtroom sets including four (4) jury rooms with eight (8) jury room toilets
- Existing toilets, janitorial & storage closets adjacent to courtrooms
- Existing public corridor and secure corridor adjacent to courtrooms
- Completion of all 2021 FCA items identified on the West side of the atrium to provide ADA compliant courtrooms with complete fire protection systems for increased life safety

## 2. *Modernizing Judges Chambers*

Like courtrooms, there are many judges' chambers in the D.C. Courts' Judiciary Square campus buildings that have been refreshed over the years, however, many judges' chambers still lack complete fire protection systems and have egress issues, posing a life safety threat to the personnel who work in them. Like the courtrooms, these chambers are not ADA compliant, they lack mechanical and electrical infrastructure to support modern equipment, and they have outdated finishes, fixtures, and furniture. In short, they require modernization to support contemporary operations and ensure the life safety of court personnel. This initiative will continue until all chambers have complete fire protection systems and comply with ADA requirements.

The FY 2024 request for \$13 million includes the modernization of sixteen judges' chambers on the north and northeast perimeter of the 2<sup>nd</sup> and 3<sup>rd</sup> floors of the H. Carl Moultrie I Courthouse, including adjacent support space and access pathways.

## 3. *Refreshing Courtrooms & Chambers for Continuity of Operations*

Considering that so many courtrooms and judges' chambers in the Courts' portfolio are in poor condition and that modernization of all of them may take up to twenty years, the Courts must make minor upgrades to, or "refresh," some courtrooms and chambers in the short term. This

initiative targets courtrooms and chambers that are in poor condition (resulting in complaints to the facilities maintenance team) and are not planned for modernization for at least 3-5 years.

The FY 2024 request for \$9.31 million includes the refresh of ten courtrooms and ten chambers and funds to address all items related to courtrooms and chambers (and supporting infrastructure) campus-wide identified in the 2021 FCA for action by or before FY 2024. The D.C. Courts will identify the exact courtrooms and chambers to be refreshed and will schedule refreshes to align with other budget initiatives and master plan priorities to ensure cost and construction efficiencies.

### ***Campus Security, Signage and Lighting***

The Courts request \$13.4 million to complete security enhancements to the Courts' Judiciary Square campus as detailed in the Judiciary Square Master Plan and the Open Space and Perimeter Security Design. This project will provide a secure perimeter around court buildings and increased pedestrian safety. The Courts have prioritized portions of the total requirement and identified the following FY 2024 initiatives:

#### ***1. Securing the Northeast Block of Campus***

This initiative will secure the perimeter of the northeast block of the Courts' campus at Judiciary Square, implementing the Open Space and Perimeter Security Design, approved by the National Capital Planning Commission (NCPC). The FY 2024 request for \$7.03 million includes the renewal of existing parking access and control measures and the addition of physical vehicle barriers (heightened curbs, fence walls, tree fences and tall trees, bollards, and hardened benches) to create a continuous security perimeter around the block on which Building B sits. It also includes the addition of site lighting and security surveillance cameras for increased safety of pedestrians and D.C. Courts personnel. Now that the D.C. Courts' migration from Gallery Place effort has been funded, this fund request will support the start of exterior work to secure the block as work on the interior of Building B is being completed.

#### ***2. Securing the Northwest Block of Campus***

This initiative is focused to implement the Open Space and Perimeter Security Design, approved by NCPC, to secure the perimeter of the northwest block of the D.C. Courts' campus at Judiciary Square. The FY 2024 request for \$6.37 million includes the replacement of aged parking access and control devices and the addition of physical vehicle barriers (heightened curbs, fence walls, tree fences and tall trees, bollards and hardened benches) to create a continuous security perimeter around the block on which Building A sits. It also includes the addition of site lighting and security surveillance cameras for increased safety of pedestrian and D.C. Courts personnel. The funding request is aligned with the *Securing the Northeast Block of Campus* initiative to complete both initiatives as one project, thereby achieving construction mobilization efficiencies and cost savings.

### ***Life Safety and Code Compliance Upgrades***

The D.C. Courts request \$3.15 million in FY 2024 to complete work in locations where life safety and code compliance issues have progressed to a point that poses an eminent threat to the personnel and visitors who occupy the space. The 2021 FCA identified corrosion on the sprinkler system piping and sprinkler heads throughout Building B. This corrosion, especially as

it continues to progress, may impact the functionality of the sprinkler system to suppress fire, thereby compromising life safety in all areas of the building. Some of the issues within the work area of the Migration from Gallery Place Modernization Project will be mitigated or repaired, however the full extent of damage will not be addressed in that work or in other areas of the building. The total request will fund (1) an engineering investigation and identification of the building-wide issue, (2) the development of a strategy and cost for correction of the issue(s) identified, and (3) the start of work to correct the issue building-wide. This is identified as a Priority 1 item in the FCA, requiring immediate action in FY 2021, therefore the Courts will conduct mitigation activities until funds are available to comprehensively repair the system in its entirety.

## **Maintain Existing Infrastructure**

The FY 2024 Capital Budget request includes a total of \$71.06 million to address necessary building maintenance and infrastructure upgrades. Significant public resources have been expended over the past decade to restore and modernize the D.C. Courts' older buildings. As detailed in the 2021 FCA, mechanical systems and structural repairs are necessary to ensure the safety of building occupants and to preserve the integrity of these historic structures, and to protect taxpayer investment in building restorations.

### *HVAC, Electrical and Plumbing Upgrades*

The D.C. Courts request \$26.91 million for HVAC, Electrical, and Plumbing Upgrades to continue to upgrade mechanical, electrical, and plumbing systems and equipment in D.C. Courts' facilities as components reach the end of their useful life. Campus wide, the recent re-baselining of the FCA in 2021 identified mechanical, electrical, and plumbing items that require action prior to FY 2024 to avoid near term failure. As a result, the FY 2024 funds request will support the completion of mechanical, electrical, and plumbing action items identified in the 2021 FCA Report, beginning with those of the highest priority in 2024. Continued deferment of funds on this line item will create the potential for system failures that will most likely result in costly emergency repairs. The most critical 2021 FCA items include:

- Replacement of the Courts' aged water piping, valves and related systems
- Installation of code compliant sprinkler systems to prioritize life safety
- Replacement of non-compliant or failing electrical equipment and systems

### *Fire and Security Alarm Systems*

Regarding court security, the D.C. Courts' video management system serves as an initial line of defense, enabling the D.C. Courts to manage real time threats, provide incident responses, and document criminal activities occurring in court buildings. The existing video management system was installed in 2004 and, at twenty years old by 2024, has aged beyond its useful life. In the event of a system malfunction in the near future, neither tech support nor replacement parts will be available, rendering the system inoperable. The system is analog based, much of the marketplace has ceased production of analog components, and the remaining vendors plan to do so within the next one to five years. All technology support for analog-based systems will end after 2022. The unavailability of parts has already begun to affect the repair of the existing systems. The \$6.30 million requested for Fire and Security Alarm Systems will fund the continuation of a multi-year effort to replace this existing analog-based video management

system with a contemporary Internet Protocol (IP) system campus-wide. This replacement is critical for the D.C. Courts to avoid a system-wide failure, as a functional video management system allowing for continuous video monitoring of public as well as secure courthouse space is central to ensuring that the D.C. Courts provide a safe and secure environment for the administration of justice.

#### *General Repair Projects*

The \$26.77 million request will permit the D.C. Courts to continue, in all five Judiciary Square campus buildings and grounds, (1) accessibility and safety improvements; (2) replacement of fixtures, lighting, flooring, and ceiling tiles; and (3) replacement of equipment, as required due to aging and failure. General repair projects will be completed as prioritized and recommended in the 2021 FCA, and funds requested in FY 2024 will support the completion of projects identifying what repairs are most urgent to complete in 2024 to ensure operational continuity in Courts' facilities. The most critical 2021 FCA items to ensure life safety in the event of a fire and to ensure code compliance, accessibility, and occupant security:

- Replace fire-rated door assemblies
- Replace door hardware & frames necessary to maintain building fire separations
- Replace non-compliant railing at emergency stairs
- Replace railings at atrium surround escalators
- Replace structural steel bracing and steel columns
- Replace numerous back-of-house doors to resolve all non-compliant life safety and egress issues and eliminate building security breaches
- Replace and reconfigure restroom accessories to meet ADA guidelines

#### *Restoration of the Historic Courthouse*

The FY 2024 request includes \$5.78 million to fund the courthouse and surrounding plaza items identified in the 2021 FCA as requiring immediate corrective action or action through 2024.

#### *Technology Infrastructure*

In the area of technology, the D.C. Courts are requesting \$5.3 million to support the organization's strategic goals, specifically, to provide resilient and responsive technology resulting in the highest level of service to the public. The Courts' technology request will focus on three major areas. The first area enhances access to information by ensuring efficient access to justice and fair and timely case resolution through web-based and mobile applications that will provide court participants greater access to information. This initiative will enhance court personnel's ability to utilize computer applications remotely. The second focus area will enhance technology capabilities and promote operational effectiveness by seeking innovative technology solutions, specifically cloud computing, workspace virtualization, and network infrastructure enhancements. Implementing these technologies will ensure compliance with federal requirements and internal standards. The third area targets information security technologies that protect court information and assets from cyber threats and other risks, both internal and external. The implementation of these technologies will provide effective prevention against attacks on information technology assets, ensure continuous uninterrupted service of court systems, and allow for high availability of critical court applications in an emergency.

## Defender Services Budget Request

To support Strategic Goal 2: Access to Justice, the FY 2024 Defender Services request totals \$46,005,000, unchanged from FY 2023.

### Budget Priorities

The Judicial Branch of the District of Columbia is a complex organization, which strives to meet the changing needs of the public, governed by our strategic plan. Each requested item in this budget supports the goals of the strategic plan.

**Table 2**  
**District of Columbia Courts**  
**FY 2023 Operating Budget Request Priorities**

Priority	Operating Budget	Court of Appeals		Superior Court		Court System	
		Amount	FTE	Amount	FTE	Amount	FTE
	<b>FY 2023 Level</b>	<b>15,055,000</b>	<b>95</b>	<b>140,973,000</b>	<b>942</b>	<b>88,290,000</b>	<b>308</b>
<b>#</b>	<b>Item</b>						
1	Maintain Current Level	810,000		7,339,000		3,480,000	
2	Enhancing Public Security (Initiatives Section)					5,000,000	-
3	Strengthening Information Security (IT Division)					844,000	1
4	Customer Service Technician (IT Division)					122,000	1
5	Facilities Maintenance, Repair, and Operations (MRO) Costs for the Moultrie Courthouse Addition (Capital Projects and Facilities Management Division)					1,462,000	-
6	Facility Maintenance Staff (Capital Projects and Facilities Management Division)					269,000	3
7	<b>Enhancing Case Resolution</b>						
7.01	Strengthening Language Access (Special Operations Division)			560,000	1		
7.02	Eviction Diversion Program Staff (Civil Division)			202,000	2		
7.03	Eviction Diversion Program Staff--Court Navigators (Executive Office)					168,000	2
7.04	Monitoring Guardians of Incapacitated Adults (Probate Division)			202,000	2		
7.05	Meeting the Demands of an Increasing Caseload (Probate Division)			244,000	2		
7.06	Enhancing Compliance with Legal Requirements (Office of the General Counsel)					301,000	2
7.07	Deputy Director (Special Operations Division)			200,000	1		
7.08	Expediting Child Custody Assessments (Family Court)			101,000	1		
7.09	Responding to the Growing Need for Domestic Violence Services (Domestic Violence Division)			236,000	2		
7.10	Juror Customer Service (Special Operations Division)			143,000	2		

7.11	Expediting Victims Compensation (Crime Victims Compensation Program)			144,000	1		
7.12	Mediating Cases for Families (Multi-Door Division)			122,000	1		
7.13	Managing Court Hearings (Office of the Auditor Master)			168,000	2		
7.14	Expediting Account Audits and Financial Review (Office of the Auditor Master)			101,000	1		
7.15	Staffing Courtrooms (Civil Division)			252,000	3		
8	<b>Enhancing Access to Justice</b>						
8.01	Justice Resource Center--Intake Specialist (Executive Office)					101,000	1
8.02	Human Resources Administrative Assistant (Human Resources Division)					92,000	1
9	<b>Resilient and Responsive Technology</b>						
9	New Claims Management System for Crime Victims Compensation Program (IT Division)					1,200,000	-
	<b>Total Increases</b>	<b>810,000</b>	<b>-</b>	<b>10,014,000</b>	<b>21</b>	<b>13,039,000</b>	<b>11</b>

## **Recent Achievements**

In FY 2021, the Court of Appeals and the Superior Court resolved more than 38,000 cases (1,120 and 36,886 cases, respectively). The Courts look forward to continued success in enhancing technology, expediting case processing, promoting equity, and managing operations. In addition to the Courts' accomplishments in response to the novel coronavirus pandemic, we are proud of the Courts' recent successes in achieving our strategic goals that include the following:

### **Goal I: Access to justice for all**

- Initiation of an Eviction Diversion Program to promote early case resolution; reduce default judgments; connect litigants to legal, housing, rental assistance and social services providers soon after case filing; increase public information about the eviction process; and increase litigant satisfaction.
- Creation of informational videos to help guide self-represented litigants through the court process. Since the first videos were launched in the Court of Appeals and Landlord Tenant, the Courts have developed more than 10 videos covering different types of cases.
- Implementation of Forms Help Online, interactive interview software that uses self-guided interview questions to help self-represented litigants generate court forms. The Courts have self-guided interview questions for about 20 forms in case types with high levels of litigants without lawyers (for example, appellate, family, domestic violence, small claims, and housing conditions matters).
- Translation of commonly used court forms into many of the languages spoken in the community: Spanish, Amharic, Arabic, Chinese, French, Korean, Russian, and Vietnamese; nearly 400 translated documents are now available as the Courts implement their Language

Access Plan, developed to assure meaningful access to court proceedings for limited English proficient (LEP) persons in the community;

- Initiation of live chats through the D.C. Courts' website to provide the public real-time online responses to questions regarding court matters;
- Facilitation of payment of court financial obligations with an online payment system for criminal cases and credit card machines in the file review area in Landlord Tenant, decreasing customer wait and service times.
- Expansion of e-filing to landlord tenant and small claims cases, appellate matters, probate cases, nearly all civil actions, and several types of family cases, which facilitates access to the court, reduces duplicative data entry thereby improving the quality of court data, and enhances efficiency at the court and other agencies;
- Implementation of a Court Navigator Program in Landlord Tenant and Small Claims Courts to support self-represented litigants by providing a variety of informational services about court processes and available services;
- Greater assistance to litigants without lawyers through judicial ethics rules based on national standards that include a provision on the judge's role in facilitating self-represented litigants' right to be heard. For example, the judge in a case may consider providing information about the proceedings, asking neutral questions, or explaining the basis for a ruling;
- Initiation of live video streaming of arguments before the Court of Appeals on the Internet, leveraging technology to provide the public greater access to the Court;
- Continuation of the Public Education Outreach Initiative, in which the Court of Appeals holds oral arguments at local law schools several times each year (pre-pandemic);
- Initiation of HOPE Court (which stands for "Here Opportunities Prepare you for Excellence"), a specialized treatment court that serves court-involved youth who are victims of sex trafficking and commercial sexual exploitation.
- Operation of juvenile probation programs by the Family Court Social Services Division to enhance public safety and rehabilitation of juveniles, including the Juvenile Behavioral Diversion Program to focus on juveniles with serious mental health concerns; the Leaders of Today in Solidarity (LOTS) program to address the needs of female juveniles; the Balanced and Restorative Justice Drop-In Centers in all four quadrants of D.C. to provide community-based juvenile probation supervision and services; the restructuring of supervision for juveniles to a seamless, one youth/family, one probation officer model; and the implementation of activities to engage youth in productive activities during their spring and summer breaks from school;
- Operation of self-help centers in partnership with the D.C. Bar, several law firms, AARP, the Legal Aid Society, and law schools to assist unrepresented litigants in Family Court, Landlord Tenant and Small Claims courts; Consumer Law, Probate and Tax matters; and Domestic Violence cases;
- Implementation of a call center in the Family Court to enhance customer service;
- Issuance of a court order whereby lawyers not licensed to practice law in the District may represent clients in domestic relations, landlord tenant, and domestic violence cases to facilitate representation of individuals of modest means by the D.C. Affordable Law Firm;
- Collaboration with the Legal Aid Society to support limited scope representation by providing audio recordings to attorneys handling a portion of landlord tenant or small claims



cases so they have a better understanding of what transpired in the case prior to their representation;

- Expansion of public access to court documents online by adding briefs and court orders in civil appeals, the first documents available to the public on the D.C. Court of Appeals public access portal, which has long provided public access docket information. In the Superior Court public access portal, the public can also access documents in some felony cases, all civil cases and lower-level criminal and case dockets in criminal, probate and civil cases.

## **Goal II: Fair and timely case resolution**

- Initiation of an appellate mediation program to help the Court of Appeals resolve cases in a timely and fair manner and provide litigants a less expensive and less time-consuming means of resolving their cases;
- Initiation of staggered schedules, in which Superior Court litigants are scheduled to appear at different times during the day, rather than being told to report first thing in the morning, to reduce wait times for litigants and enhance efficiency. Staggered schedules are used in some domestic violence, paternity and support, landlord tenant, civil, and criminal misdemeanor calendars;
- Posting of schedules online for Landlord Tenant courtrooms to facilitate litigant preparedness and speed case resolution.
- Consolidation of judge-in-chambers functions with other divisions to increase efficiency and decrease wait times in these urgent matters. For example, the Probate Division, which processes long-term guardianships for incapacitated adults now also processes emergency guardianships.
- Development of simplified forms in small claims matters to use plain language and make the form more user-friendly.
- Expansion of alternative dispute resolution to family cases involving intimate partner violence or abuse (studied by Indiana University and the University of Arizona to assess whether parties with high degrees of violence can be accommodated in mediation) thereby increasing access to justice for victims; to guardianship cases to help families reach agreement on the best care for incapacitated adults; to tax appeal cases to expedite resolution; and to same-day mediation in civil preliminary injunction cases, usually involving disputes between neighbors, to speed resolution of these cases;
- Implementation of a new process in civil action cases to assure procedural fairness in cases where a default has been entered against a defendant who failed to respond to a suit, whereby the court holds an initial scheduling conference to give the defendant an additional opportunity to be heard;
- Development of a mechanism to address fraudulent practices relating to service of process, in collaboration with the Consumer Protection Unit of the Office of the Attorney General;
- Development of a more evidence-based approach to summoning jurors, which resulted in better use of jurors' time (75% of jurors are now sent to a courtroom compared to 66% before the new approach) and reductions in the number of citizens called to serve as jurors;
- Implementation of an on-call jury system to more closely align juror demand with the number of jurors that report to service;

- Initiation of a new procedure for the public to bring complaints about adult guardianship cases to the attention of the court;
- Expansion of the Superior Court's Community Court city-wide, which addresses quality-of-life crimes through a blend of therapeutic and restorative justice (i.e., solve the underlying issue causing the criminal behavior and restore, or pay back, the community through service hours), after a program evaluation showed the initial community court reduced recidivism rates by as much as 60%;
- Operation of the adult Mental Health Community Court to address the special needs of defendants suffering from mental illnesses, including a mental health clinic in the courthouse. A recent study revealed that Mental Health Community Court participants were significantly less likely than defendants in traditional courts to be re-arrested during the year after exiting the Mental Health Court;
- Operation of the Family Treatment Court, expanded in 2013, provides residential substance abuse treatment to parents in the child welfare system, keeping their children with them during treatment, rather than placing the children in foster care;
- Enhancement of case processing opportunities for persons with housing problems, including a Housing Conditions Calendar, where tenants can file expedited actions to enforce remediation of housing code violations, and a Foreclosure Calendar with specially trained mediators, counselors, and *pro bono* attorneys;
- Implementation of new procedures to establish guardianships for abused and neglected children, thereby more efficiently creating permanent families for these vulnerable young people;
- Implementation of a comprehensive revision of Court of Appeals rules of practice to reduce expenses associated with record preparation.

### **Goal III: Professional, engaged workforce**

- Mandatory training to strengthen leadership and management at the D.C. Courts for all supervisors, managers, and executives through a nine-module program to provide management tools centered on court values and leadership principles, and a two-day session on strategic performance management to foster collaboration, employee input, and consistency in the Courts' performance management system;
- Development of the Living Our Values initiative, an employee-driven effort to integrate the values in the Courts' strategic plan into day-to-day operations. The initiative includes additional employee feedback and training for executives, managers, and front-line supervisors on the Courts' culture, leadership principles, and values;
- Creation of leadership principles for the D.C. Courts: (1) Establish a vision and goals for the future; (2) Create an environment that is a great place to work; (3) Collaborate across the organization; (4) Encourage innovation; (5) Develop employees to contribute their full potential; and (6) Promote excellence in services and the administration of justice;
- Development of a Judicial Coaching Program in the Superior Court in which experienced judges participate in several days of skills-based training to become coaches and mentors for their colleagues;
- Operation of a robust training program, including online and classroom training; approximately 150 classes are held each year on technology, customer service, and other

skills; a management training program to develop and retain talented employees; specialized judicial training; and a biennial Courtwide Employee Conference;

- Development of a succession management action plan to identify and mitigate risks associated with the anticipated loss of executive leadership as more and more employees approach retirement;
- Ongoing strategic human resources initiative to expand the role of the Human Resources Division from a transaction-based function to a strategic partner in establishing court goals, determining the future workforce, and assuring mission delivery. To assist in this effort, the Courts implemented an integrated human resources information system (HRIS). The recruiting component of the HRIS has expanded the applicant pool and facilitated hiring. As part of this process, a five-year Human Resources Strategic Plan was developed;
- Implementation of telework to enhance productivity and work flexibility and increase job retention;
- Establishment of a Buddy Program pairing new employees with veteran employees to help them understand court processes, navigate the court, and integrate into the court culture;
- Ongoing “Building a Great Place to Work” initiative to ensure that our employees are highly productive and fully engaged and provide excellent public service. In the 2019 Employee Viewpoint Survey, with 62% of employees responding, 97% of D.C. Courts’ employees indicated they were willing to put in extra effort to get the job done. The Courts will continue to focus on the areas of health and wellness, work/life balance, internal communications, and performance management.

#### **Goal IV: Resilient and Responsive Technology**

- Initiated implementation of a new cloud-based trial court case management system, which will also enhance data quality and link with the Courts’ business intelligence system. “Go live” for the first phase is scheduled in 2022;
- Initiated a project to gather requirements for the next appellate case management system, utilizing best practices and gathering input from all levels of the organization, as well as external stakeholders, to assure that the new system optimizes efficiency and service to the public;
- Installation of an electronic information board, in the lobby of the Moultrie Courthouse that lists all criminal, civil, domestic violence, divorce, and custody cases scheduled in Moultrie that day. The public can locate a party’s name on the board’s alphabetical list and see the courtroom, the time of the proceeding, and the judge in the case. The information is updated in real time;
- Initiation of electronic, online application for admission to the D.C. Bar;
- Implementation of an automated web-based tool to assist family members in administering an estate when there is no will. The program asks the user questions about close relatives of the decedent to help identify the heirs, estimates the asset distribution plan, and prepares a report at the end of the interview;
- Implementation of a cloud-based case management system to manage juveniles under court supervision;
- Expansion of the use of Voice Over Internet Protocol (VoIP) technology for telephone service, making phone calls portable, decreasing costs, and simplifying administration;

- Creation of Web-Ex Warrant Process, in collaboration with other justice system agencies to streamline the process of issuing warrants and decrease travel costs and overtime pay for the Metropolitan Police Department: police officers scan warrants into the computer system at the Police District, a judge reviews the warrant with the officer via web conference, and, if approved, the court electronically sends the warrant to the officer, who makes an arrest or executes a search;
- Implementation of a service management tool that permits court staff to request technology and facilities services, thereby enhancing customer service by streamlining the service request process;
- Upgrade of information technology equipment at the Courts' disaster recovery site;
- Implementation of a computerized intake system, electronic scheduling, and an automated check-in system to enhance customer service and operational efficiencies.

### **Goal V: Effective Court Management and Administration**

- Support for efforts to strengthen the rule of law and the development of justice systems around the world by hosting international judicial system delegations sponsored by the U.S. Department of State, the U.S. Agency for International Development (USAID), World Bank, and international cultural exchange organizations, providing educational programs tailored to the needs and interests of each individual delegation;
- Participation in community events and festivals to provide opportunities for the public to learn about the D.C. Courts; the Courts also sponsor and participate in community meetings;
- Implementation of the Courts' fourth Strategic Plan to ensure strategic alignment of our goals, functions, and resources in 2018 - 2022, following extensive community input, including surveys of persons conducting business at the courthouse, attorneys who recently appeared in the Courts, and D.C. Courts' judges and employees;
- Recognition of the critical role jurors play in the justice system during Jurors Appreciation Week in which the judicial and executive leadership hosted daily "meet and greet" sessions with prospective jurors and discussed the importance of jury service;
- Adoption of courtwide performance measures to monitor and assess case processing activities, court operations and performance and initiation of a multi-year business intelligence initiative to enhance performance analysis, reporting, and public accountability;
- Initiation of a data governance program to improve the quality of court data and enhance our ability to use the data to make management decisions, including adoption of a model to provide a framework around which data governance can be assessed and progress measured, development of an open data policy communications plan, and conducting an inventory of datasets with detailed metadata information;
- Hosting of Safe Surrender, a program that allows persons with outstanding warrants for non-violent felonies or misdemeanors to surrender in a safe environment, appear before a judge, and put the matter behind them;
- Continuation of sound fiscal management, including a transition to Federal financial statements and "unqualified" opinions on the Courts' annual independent financial audits conducted in accordance with OMB Circular No. A-133 for fiscal years 2000 through 2021;
- Operation of an Acquisition Institute to train court staff with acquisition and contract management responsibilities;

- Construction of the western portion of the Moultrie Courthouse Addition, which will provide additional courtrooms and administrative space, addressing space shortages and making possible the co-location of remaining Family Court functions;
- Modernization and renovation of Building C to provide up-to-date, energy efficient space for the public visiting the Multi-Door Dispute Resolution Division and for the Information Technology Division;
- Implementation of physical security enhancements such as installation of an access control system and additional security cameras, issuance to employees of enhanced access credentials with current photographs and other information, and upgrading of life safety systems;
- Training for judges, court staff, and court-housed employees of other agencies on steps to take in the event of an active shooter or a bomb threat in the courthouse.

Chart 2  
**DISTRICT OF COLUMBIA COURTS**  
**Organizational Structure**

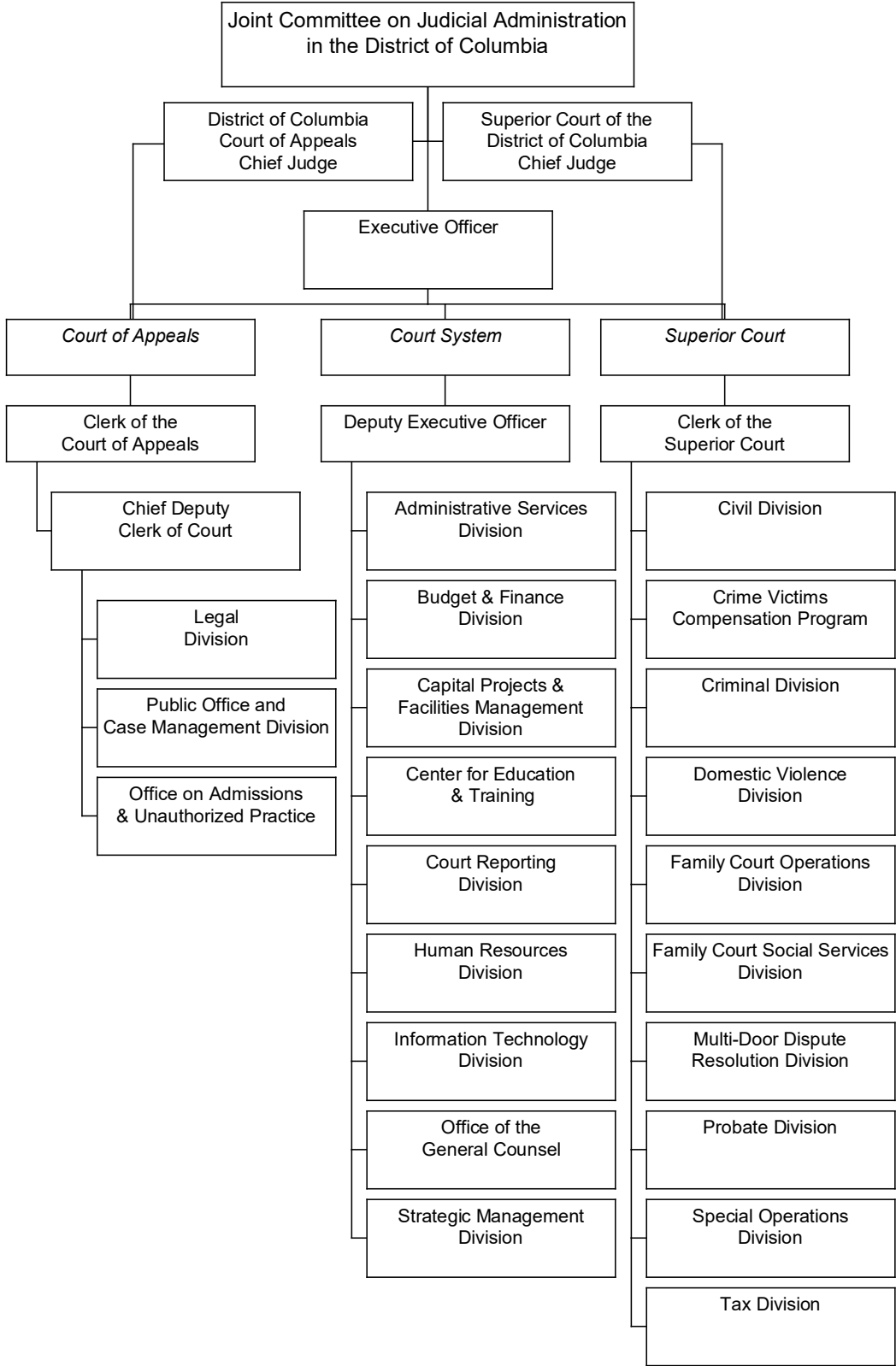


Table 3  
**DISTRICT OF COLUMBIA COURTS**  
**FY 2024 Budget Justification**  
**Summary Table**

Operations

	<u>Amount</u>	<u>FTE</u>
<b>District of Columbia Court of Appeals</b>		
<b>FY 2023 Level</b>	<b>15,055,000</b>	<b>95</b>
FY 2024 Requested Increases		
<i>A. Built-In Cost Increases</i>		
1. COLA, FY 2024	630,000	-
2. Within-Grade Increases	130,000	-
3. Non-pay built-in cost increases	50,000	-
<i>Subtotal</i>	810,000	-
<b>FY 2024 Budget, Court of Appeals</b>	<b>15,865,000</b>	<b>95</b>
<b>Superior Court of the District of Columbia</b>		
<b>FY 2023 Level</b>	<b>140,973,000</b>	<b>942</b>
FY 2024 Requested Increases		
<i>A. Goal 1: Access to Justice for All</i>		
1. Strengthening Language Access (Special Operations Division)	560,000	1
2. Meeting the Demands of an Increasing Caseload (Probate Division)	244,000	2
Responding to the Growing Need for Domestic Violence Services		
3. (Domestic Violence Division)	236,000	2
4. Eviction Diversion Program Staff (Civil Division)	202,000	2
5. Monitoring Guardians of Incapacitated Adults (Probate Division)	202,000	2
6. Deputy Director (Special Operations Division)	200,000	1
7. Juror Customer Service (Special Operations Division)	143,000	2
8. Mediating Cases for Families (Multi-Door Division)	122,000	1
9. Expediting Child Custody Assessments (Family Court)	101,000	1
<i>Subtotal</i>	2,010,000	14
<i>B. Goal 2: Fair and Timely Case Resolution</i>		
Expediting Victims Compensation (Crime Victims Compensation		
1. Program)	144,000	1
2. Staffing Courtrooms (Civil Division)	252,000	3
3. Managing Court Hearings (Office of the Auditor Master)	168,000	2
Expediting Account Audits and Financial Review (Office of the		
4. Auditor Master)	101,000	1
<i>Subtotal</i>	665,000	7
<i>C. Built-In Cost Increases</i>		
1. COLA, FY 2024	5,865,000	-
2. Within-Grade Increases	934,000	-
3. Non-pay built-in cost increases	540,000	-
<i>Subtotal</i>	7,339,000	-
<b>FY 2024 Budget, Superior Court</b>	<b>150,987,000</b>	<b>963</b>

	<u>Amount</u>	<u>FTE</u>
<b>District of Columbia Court System</b>		
<b>FY 2023 Level</b>	<b>88,290,000</b>	<b>308</b>
FY 2024 Requested Increases		
<i>A. Goal 1: Access to Justice for All</i>		
1. Justice Resource Center--Intake Specialist (Executive Office)	101,000	1
Eviction Diversion Program Staff--Court Navigators (Executive		
2. Office)	<u>168,000</u>	<u>2</u>
<i>Subtotal</i>	269,000	3
<i>B. Goal 3: Professional, Engaged Workforce</i>		
Human Resources Administrative Assistant (Human Resources		
1. Division)	<u>92,000</u>	<u>1</u>
<i>Subtotal</i>	92,000	1
<i>C. Goal 4: Resilient and Responsive Technology</i>		
New Claims Management System for Crime Victims Compensation		
1. Program (IT Division)	1,200,000	-
2. Strengthening Information Security (IT Division)	844,000	1
3. Customer Service Technician (IT Division)	<u>122,000</u>	<u>1</u>
<i>Subtotal</i>	2,166,000	2
<i>D. Goal 5: Effective Court Management and Administration</i>		
1. Enhancing Public Security (Initiatives Section)	5,000,000	-
Facilities Maintenance, Repair, and Operations (MRO) Costs for the		
Moultrie Courthouse Addition (Capital Projects and Facilities		
2. Management Division)	1,462,000	-
Facility Maintenance Staff (Capital Projects and Facilities		
3. Management Division)	269,000	3
Enhancing Compliance with Legal Requirements (Office of the		
4. General Counsel)	<u>301,000</u>	<u>2</u>
<i>Subtotal</i>	7,032,000	5
<i>E. Built-In Cost Increases</i>		
1. COLA, FY 2024	2,177,000	-
2. Within-Grade Increases	313,000	-
3. Non-pay built-in cost increases	<u>990,000</u>	<u>-</u>
<i>Subtotal</i>	3,480,000	-
<b>FY 2024 Budget, Court System</b>	<b>101,329,000</b>	<b>319</b>
<b>Total FY 2024 Budget, D.C. Courts Operations</b>	<b>268,181,000</b>	<b>1,377</b>



## Capital Improvements

	<u>Amount</u>
Renovations, Improvements & Expansions	
1. Historic Recorder of Deeds Restoration	15,950,000
2. Courtrooms and Chambers	73,020,000
<i>Modernizing Courtroom Sets for ADA Accessibility</i>	<i>50,710,000</i>
<i>Modernizing Judges' Chambers</i>	<i>13,000,000</i>
<i>Refreshing Courtrooms and Chambers for Continuity of Operations</i>	<i>9,310,000</i>
3. Campus Security, Signage, and Lighting	13,400,000
<i>Securing the Northeast Block of Campus</i>	<i>7,030,000</i>
<i>Securing the Northwest Block of Campus</i>	<i>6,370,000</i>
4. Life Safety and Code Compliance Upgrades	<u>3,150,000</u>
<i>Subtotal, Renovations, Improvements &amp; Expansions</i>	<i>105,520,000</i>
Maintain Existing Infrastructure	
1. HVAC, Electrical and Plumbing Upgrades	26,910,000
2. Fire and Security Alarm Systems	6,300,000
3. General Repair Projects	26,770,000
6. Historic Courthouse	5,780,000
7. Technology Infrastructure	<u>5,300,000</u>
<i>Subtotal, Maintain Existing Infrastructure</i>	<i>71,060,000</i>
<b>FY 2024 Budget, Capital Improvements</b>	<b>176,580,000</b>
<b>Defender Services</b>	
<b>FY 2023 Level</b>	<b>46,005,000</b>
FY 2024 Requested Increases	<u>-</u>
<b>FY 2024 Budget, Defender Services</b>	<b>46,005,000</b>

Table 4  
**DISTRICT OF COLUMBIA COURTS**  
**FY 2024 Budget Justification**  
**Interagency Agreements**

<b>Partner Agency</b>	<b>Contract Information</b>	<b>Agreement Amount (in dollars)</b>
Federal Occupational Health Services	Health Care Services	560,000
Federal Occupational Health Services	Employee Assistance Program & WorkLife4You	43,000
Federal Occupational Health Services	Medical Clearance Review Services (For Contractual Security Officers)	25,000
Federal Occupational Health Services	Medical employability case review services	30,000
Federal Occupational Health Services	Ergonomics consultation services	50,000
Federal Occupational Health Services	Dependent backup care services	5,000
General Services Administration	Steam	1,600,000
General Services Administration	WITS - FTSBILLS (Telephone services)	580,000
Interior Business Center	Accounting Operations Financial Services Support	2,500,000
Interior Business Center	Human Resources System	610,000
Office of Personnel Management	Electronic Official Personnel File (eOPF) Hosting & Maintenance	30,000
Office of Personnel Management	Adjudicated Services for Public Trust Investigations	16,000
Office of Personnel Management	FSAFEDS employee flexible spending risk reserve	15,000
US Department of Justice	US Marshals Service	660,000
US Department of Labor	Unemployment compensation	80,000
US Department of Labor	Workers' compensation	141,000
<b>Total</b>		<b>4,703,000</b>

**District of Columbia Courts  
FY 2024 Budget Justification  
Appropriations Language**

**Language**

FEDERAL PAYMENT TO THE DISTRICT OF COLUMBIA COURTS

For salaries and expenses for the District of Columbia Courts, including the transfer and hire of motor vehicles, [\$291,068,000] \$444,761,000 to be allocated as follows: for the District of Columbia Court of Appeals, [\$15,055,000] 15,749,000, of which not to exceed \$2,500 is for official reception and representation expenses; for the Superior Court of the District of Columbia, [\$140,973,000] \$149,919,000, of which not to exceed \$2,500 is for official reception and representation expenses; for the District of Columbia Court System, [\$88,290,000] \$100,926,000, of which not to exceed \$2,500 is for official reception and representation expenses; and [\$46,750,000] \$173,280,000, to remain available until September 30, [2024] 2025, for capital improvements for District of Columbia courthouse facilities: *Provided*, That funds made available for capital improvements shall be expended consistent with the District of Columbia Courts master plan study and facilities condition assessment: *Provided further*, That, in addition to the amounts appropriated herein, fees received by the District of Columbia Courts for administering bar examinations and processing District of Columbia bar admissions may be retained and credited to this appropriation, to remain available until expended, for salaries and expenses associated with such activities, notwithstanding section 450 of the District of Columbia Home Rule Act (D.C. Official Code, sec. 1-204.50): *Provided further*, That notwithstanding any other provision of law, all amounts under this heading shall be apportioned quarterly by the Office of Management and Budget and obligated and expended in the same manner as funds appropriated for salaries and expenses of other Federal agencies: *Provided further*, That 30 days after providing written notice to the Committees on Appropriations of the House of Representatives and the Senate, the District of Columbia Courts may reallocate not more than \$9,000,000 of the funds provided under this heading among the items and entities funded under this heading: *Provided further*, That the Joint Committee on Judicial Administration in the District of Columbia may, by regulation, establish a program substantially similar to the program set forth in subchapter II of chapter 35 of title 5, United States Code, for employees of the District of Columbia Courts. (*District of Columbia Appropriations Act, 2023*)

FEDERAL PAYMENT FOR DEFENDER SERVICES IN DISTRICT OF COLUMBIA  
COURTS

[(INCLUDING RESCISSION OF FUNDS)]

For payments authorized under section 11-2604 and section 11-2605, D.C. Official Code (relating to representation provided under the District of Columbia Criminal Justice Act), payments for counsel appointed in proceedings in the Family Court of the Superior Court of the District of Columbia under chapter 23 of title 16, D.C. Official Code, or pursuant to contractual agreements to provide guardian ad litem representation, training, technical assistance, and such other services as are necessary to improve the quality of guardian ad litem representation,

payments for counsel appointed in adoption proceedings under chapter 3 of title 16, D.C. Official Code, and payments authorized under section 21-2060, D.C. Official Code (relating to services provided under the District of Columbia Guardianship, Protective Proceedings, and Durable Power of Attorney Act of 1986), \$46,005,000, to remain available until expended: *Provided*, That funds provided under this heading shall be administered by the Joint Committee on Judicial Administration in the District of Columbia: *Provided further*, That, notwithstanding any other provision of law, this appropriation shall be apportioned quarterly by the Office of Management and Budget and obligated and expended in the same manner as funds appropriated for expenses of other Federal agencies[: *Provided further*, That of the unobligated balances from prior year appropriations made available under this heading, \$22,000,000, are hereby rescinded not later than September 30, 2023]. (*District of Columbia Appropriations Act, 2023*)

**Justification**

<b>Account:</b> FEDERAL PAYMENT FOR DEFENDER SERVICES IN DISTRICT OF COLUMBIA COURTS— ADMINISTRATIVE PROVISION	
<b>Proposed change</b>	Deletion of language: “(INCLUDING RESCISSION OF FUNDS)” and “: <i>Provided further</i> , That of the unobligated balances from prior year appropriations made available under this heading, \$22,000,000, are hereby rescinded not later than September 30, 2023”
<b>Purpose</b>	Removes the FY 2023 rescission of prior year unobligated balances in the Defender Services account.
<b>Justification</b>	<p>Although D.C. Courts modestly increased the hourly rate for court-appointed attorneys in January 2023 for the first time since 2009, the rate remains considerably lower than that paid in Federal Courts. As the rate increase is phased in over several years, the D.C. Courts were able to finance it from the unobligated balance in the Defender Services account.</p> <p>With the support of Congress and the President for language in the FY 2023 appropriation, the D.C. Courts increased the hourly rate by \$20, from \$90 to \$110. However, the rate paid to attorneys appointed in federal cases pursuant to the Criminal Justice Act, 18 U.S.C. § 3006A, has risen to \$164 per hour. 7 Guide to Judiciary Policy: (<i>December 29, 2022</i>), <a href="http://www.uscourts.gov/rules-policies/judiciary-policies/cja-guidelines/chapter-2-ss-230-compensation-and-expenses">http://www.uscourts.gov/rules-policies/judiciary-policies/cja-guidelines/chapter-2-ss-230-compensation-and-expenses</a>.</p> <p>Although the D.C. Courts have begun to address the hourly rate gap, the Federal Court rate is now 49 percent higher than the rate paid to attorneys appointed in District of Columbia cases. Any further rescissions of unobligated balances would limit the Courts’ ability to provide additional rate increases to address this disparity, which adversely affects the Courts’ ability to attract qualified attorneys for indigent parties who are entitled to appointed counsel.</p>



**District of Columbia Courts  
FY 2024 Budget Justification  
Initiatives**

**ENHANCING PUBLIC SECURITY**

Initiative Element	Requested Increase
Court Security Officers (contractor increase) - 18 additional CSOs	\$3,500,000
Active Shooter Security Upgrades (Phase 1 of 2)	\$1,500,000
<b>Total</b>	<b>\$5,000,000</b>

Problem Statement. Increasing incidents of violence in courthouses throughout the country have made the enhancement of courthouse security a top priority nationwide. A survey by the American Bar Association found that 60% of judges have been threatened, and locally the U.S. Marshals Service (USMS) has reported an increase in threats against judicial officers at the District of Columbia Courts. For the 2020-2021 timeframe alone, there has been a 52.5% increase in active shooter incidents across the country. Located in the Nation’s Capital, the D.C. Courts receive a significant number of bomb threats; and are positioned at the epicenter of many protests arising from high-visibility incidents of national interest. Due to the Courts’ proximity to elevated risks facilities (U.S. Capitol, Federal Courthouse, Metropolitan Police Department Headquarters, etc.), the risk of active shooter threats or lone wolf attacks have increased exponentially.

The D.C. Courts operate one of the busiest courthouse complexes in the country. Daily, thousands of court participants, including hundreds of prisoners are processed into the Moultrie Courthouse. The D.C. Courts have seen a continual increase in disruptive behavior by Court participants over the past decade. This combined with the completion of phase 2B of the Moultrie Courthouse Construction project, which added an additional 108,000 occupiable sq. ft., has resulted in the need for additional Court Security Officers (CSOs) to provide baseline security, as well as address any active shooter or insider threat response. In addition to the Moultrie Courthouse, proceedings are occurring in all court buildings, including the Historic Courthouse, Buildings A, B, and C. The Courts also have support offices located in Gallery Place, and juvenile probation services are provided in Balanced and Restorative Justice (BARJ) centers located in various areas of the community. The additional CSOs will be utilized to strengthen the entry screening locations, cover high threat trials, and establish an increased security presence for BARJ onsite youth programing, including monitoring the presence of rival gangs during violence interruption programming.

With the increase in judicial threats and high-threat trials, additional security staff is essential to ensure that courtroom decorum is maintained and that physical conflicts between parties as well as witness intimidation is mitigated. As the use of electronic devices has expanded, the Courts must also have security staff in place to prevent the unauthorized recording and subsequent transmission of witness testimony, which is another form of witness intimidation.

In addition to the need for additional CSOs to support court operations, funding is needed to augment the base security contract to keep pace with escalating security costs. Effective April 2022, the USMS accepted a new rate structure for the CSOs contract. Acceptance of the new rate structure is part of the binding Collective Bargaining Agreement that is a component of the D.C. Courts contract with the USMS. In just one year, the security contract increased by \$1.1 million.

To mitigate active shooter threats, physical security system upgrades are necessary. Physical security systems serve as one of the first lines of defense in the mitigation of security risks, and an upgrade of the systems will enable the Courts to manage real time threats, provide incident responses, and document criminal and civil activities occurring within the Courts' campus. Given the magnitude of the security system upgrade, a phased approach is proposed, to occur over two fiscal years.

Relationship to Court Vision, Mission and Strategic Goals. The additional CSOs and active shooter enhancements support the Courts' Objective 4.C – “The D.C. Courts will provide a safe environment for the administration of justice and ensure that operations continue in the event of an emergency or disaster.” A secure environment is essential to the Courts' mission of protecting rights and liberties and upholding the law. The Courts have an obligation to take every available measure to proactively ensure the safety of all court participants, judges and court staff.

Proposed Solution. The Courts plan to procure additional CSOs in accordance with the current Security Services contract with the USMS. The Courts are a rider on the USMS's national contract for CSOs. The Courts will also begin upgrading its physical security systems which serve as one of the first lines of defense. Phase 1 of the physical security enhancements to mitigate active shooter threats will include: John Marshal security entrance redesign to establish standoff space and replace security doors, installation of unilateral lockdown programming on all Moultrie Courthouse entrance points, and installation of card readers on inner courtroom doors with remote locking feature located at the Courtroom Clerk's station.

Methodology. The cost estimate is based on historical data as well as the current rates established by the current Contracted Court Security Officers Services contract.

Expenditure Plan. The Courts' contracted Security Services and building security enhancements will be procured in accordance with the Courts' Procurement Guidelines.

Performance Indicators. The proposed enhancements comply with all Federal Courthouse security standards. Ultimately in the area of security, the best measure of performance is the avoidance of harm to individuals and facilities. Since the precise level and nature of the risks changes constantly, overall threat management and event mitigation will establish the efficacy of security enhancements. The approach taken here is to identify known risks and gaps in existing security and to proactively address them.



**DISTRICT OF COLUMBIA COURT OF APPEALS**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
94	14,366,000	95	15,055,000	95	15,865,000	0	810,000

The District of Columbia Court of Appeals is the highest court for this jurisdiction. The court consists of a Chief Judge and eight Associate Judges. However, the court has had one judicial vacancy since November 2013 and a second vacancy from March 2017 to January 2020 and again from August 2020 to February 2022. These two vacancies represent a period of over seven years with an 11% decrease in the judicial workforce, including more than five years with a 22% decrease. To help address its workload, the court is assisted by the service of retired judges who have been recommended and approved as Senior Judges. The cases before the court are decided by randomly selected three-judge panels, unless a hearing or rehearing before the entire court sitting *en banc* is ordered.

As the court of last resort for the District of Columbia, the Court of Appeals is authorized to: (1) review all final orders and judgments, as well as specified interlocutory orders, of the Superior Court of the District of Columbia (D.C. Superior Court); (2) review decisions of administrative agencies, boards, and commissions of the District government; and (3) answer questions of law certified by the Supreme Court of the United States, a Court of Appeals of the United States, or the highest appellate court of any state. The court also: (1) processes applications for admission to the District of Columbia Bar and attorney discipline matters; (2) manages the resolution of complaints of unauthorized practice of law; (3) promulgates its own rules and the rules of professional conduct for members of the District of Columbia Bar; and (4) reviews proposed rules of the D.C. Superior Court.

**Organizational Structure**

The staff of the Court of Appeals is divided into the following five components: (1) Clerk’s Office; (2) Public Office and Case Management Division; (3) Appellate Mediation Office; (4) Legal Division; and (5) Office of the Committees on Admissions and the Unauthorized Practice of Law. Functionally, these components are involved in four major activities: case processing; mediation of cases; and bar admissions and unauthorized practice of law matters.

- Clerk’s Office - The Clerk’s Office, which includes the Clerk and the Chief Deputy Clerk, handles general administration; coordinates the processing of appeals after briefing (calendar, case screening, and processing motions and orders in calendared matters); coordinates the issuance of opinions and mandates; processes petitions for rehearing and/or rehearing *en banc*; processes bar-related discipline matters, admissions, and unauthorized practice of law matters; and provides library services. This office currently has 8 FTEs.

- Public Office and Case Management Division - The Public Office Section receives incoming documents, docket pleadings, maintains official case files, receives and answers public inquiries, provides internal mail service, and supports courtroom operations. The Case Management Section oversees the processing of cases prior to calendaring for argument or submission without argument. The process includes motions matters, briefing schedules, and those matters expedited by order of the court. The section reviews incoming motions and pleadings and prepares proposed orders for approval by the Clerk, Chief Judge, or a motions panel (comprised of three judges). This division currently has 18 FTEs.
- Office of the Committees on Admissions and the Unauthorized Practice of Law - The staff of the Committee on Admissions and the Committee on Unauthorized Practice of Law works to ensure that local legal needs are met by properly qualified and licensed attorneys. The office administers Bar admissions: (1) applications for admission to the Bar by examination and motion; (2) applications for authorization to practice as special legal consultants; (3) applications by law students to practice under D.C. App. R. 48; and (4) motions to practice law *pro hac vice* (in a particular case). This office also provides staff support to investigate complaints against unauthorized persons allegedly practicing law. This office currently has 7 FTEs.
- Appellate Mediation Office - The court's mediation program is an informal, confidential process in which the parties work with an impartial mediator to reach a negotiated resolution of their case. The court selects, trains, and oversees a roster of experienced mediators who provide their services without charge. The court also maintains and trains a roster of apprentice mediators who have expressed interest in volunteering with the program but lack the requisite experience. The court also provides mediation and negotiation training to the D.C. legal community generally through experienced alternative dispute resolution practitioners who volunteer to provide training sessions that are open to the public free of charge and are also available via live stream and video. This office currently has 2 FTEs.
- Legal Division - Attorneys serve as counsel to judges and staff throughout the appeals process. They provide research memos and accompanying draft orders on substantive motions filed in appellate cases, including dispositive motions and emergency matters (such as motions to stay the actions of the trial court or District agencies) and matters brought under the court's original and discretionary jurisdictions. They also review new cases to ensure that the Court of Appeals has jurisdiction over the matter, handle attorney discipline matters, support judicial committees, and prepare appellate manuals. This division currently has 9 FTEs.

## **Organizational Objectives**

### **Strategic Goal 1: Access to Justice for All**

Management Action Plan: The courts have a responsibility to eliminate barriers to meaningful participation in the judicial process and to accessing court services. Such barriers may include a

lack of legal representation, limited literacy or limited English language skills, limited financial resources, and physical or mental disability. In collaboration with justice and business partners, the Court of Appeals will work with the legal community to increase *pro bono* representation.

Management Action Plan: Expand the availability of court information and services online to enhance public access and reduce the need for in-person visits to the courthouse. Mobile applications will be developed so court users can access information about how to file cases and documents with the courts, make payments, and obtain information and other services. The Court of Appeals will update and expand information on our website for self-represented parties.

### Strategic Goal 2: Fair and Timely Case Resolution

Management Action Plan: Ensure appropriate and timely processing of appeals by developing and implementing practices and internal procedures which enhance and expedite the processing of appeals.

Management Action Plan: The Court of Appeals will review and revise, as appropriate, time standards for case processing and implement quality assurance review throughout the operations unit (Intake and File Room) to ensure that new cases, pleadings, motions, records on appeal, transcripts are processed accurately and efficiently by staff.

Management Action Plan: Building on the success of alternative dispute resolution at the trial court level, the courts introduced mediation at the Court of Appeals. During the next five years, the Court of Appeals will continue to expand the appellate mediation program.

### Strategic Goal 3: A Professional and Engaged Workforce

Management Action Plan: Develop the next generation of court leaders through training and development to ensure that employees can qualify for management and leadership positions when they become available. The Court of Appeals will continue knowledge transfer and new skills development training through mentoring, job rotations, and other flexible work assignments.

Management Action Plan: Identify areas of performance for staff improvement, support their participation in training opportunities and provide in-house, on-going training programs regarding the legal process, in general, and appellate procedure, in particular.

### Strategic Goal 5: Effective Court Management and Administration

Management Action Plan: The Court of Appeals will continue to measure and monitor our performance and use the results to improve operations. To ensure the high quality of court records and data, the Court of Appeals will review and update data quality management practices as part of the courtwide initiative.

## **Workload Data**

The Court of Appeals tracks its workload and performance for two major categories of activities: (1) case processing and (2) bar admissions and related activities. Case processing performance indicators include (1) the case clearance rate, or the ratio of cases disposed to cases filed in a given year; and (2) the reduction of cases pending at the end of the year. Factors used to assess staffing needs include the number of case filings, number and type of dispositions, cases pending, time involved in various stages of the case process, and types of cases pending.

The novel coronavirus impacted the caseload in 2020 and 2021, significantly reducing case filings due to decreased filings and dispositions in the trial court and administrative agencies, but through rapid adoption of telework, the Court's output of case dispositions was near normal.

Table 1  
**COURT OF APPEALS**  
**Caseload and Efficiency Measures**  
**Case Processing Activity**

<b>Fiscal Year</b>	<b>Cases Filed</b>	<b>Cases Disposed</b>	<b>Case Clearance Rate*</b>	<b>Cases Pending</b>	<b>Motions and Petitions Filed</b>
2017	1,425	1,447	102%	1,381	4,847
2018	1,438	1,514	102%	1,298	5,030
2019	1,307	1,323	101%	1,558**	4,354
2020	973	1,191	125%	1,326	4,031
2021	946	1,120	118%	1,128	3,696

\* Ratio of cases disposed to cases added (filed and reinstated) in a given year. A 100% case clearance rate means one case disposed for each case filed.

\*\* Starting in 2019, the Cases Pending figure reflects a new methodology of accounting for the cases.

Table 2  
**COURT OF APPEALS**  
**Workload and Efficiency Measures**  
**Bar Admissions Activity**

<b>Fiscal Year</b>	<b>Applications for Admission by Examination</b>	<b>Applications for Admission by Motion or Uniform Bar Examination Transfer</b>	<b>Total Applications</b>
2017	1,806	3,362	5,168
2018	2,840	3,011	5,851
2019	2,941	2,685	5,626
2020	3,113	2,506	5,619
2021	3,214	2,637	5,851

Table 3  
**COURT OF APPEALS**  
**Key Performance Measurement Table**

<b>Type of Indicator</b>	<b>Performance Indicator</b>	<b>Data Source</b>	<b>Actual FY 2021</b>	<b>Projection FY 2022</b>	<b>Projection FY 2023</b>	<b>Projection FY 2024</b>
Productivity/ Efficiency	Clearance Rate	Court data	118%	109%	104%	100%
Output/Activity	Number of Formal Opinions	Court data	135	145	150	150
Outcome	Mediated cases: Average days from filing to settlement	Court data	216	216	227	227
Outcome	Median overall days on appeal	Court data	341	344	345	345
Outcome	Median days for briefed cases to get before panels of judges	Court data	197	190	185	180
Outcome	Median days for panels of judges to decide cases	Court data	174	164	160	160

## **Restructuring and Work Process Design**

### **Pandemic Response**

The novel coronavirus impacted every aspect of life in the District and across America and the world. The Court remained open to serve the public, albeit in new ways. The Court continued to accept new filings and to publish decisions online. Transitioning almost entirely to telework over the course of a few days, the court’s dedicated public servants innovated to change the way the court operates, most publicly by hearing oral arguments by videoconference. In addition, the court automated processes that traditionally required an official’s signature on paper, accepted transcripts of trial court proceedings by email, and extended deadlines during the early months of the pandemic.

The Court took several steps to facilitate public access during the pandemic. A video explained health and safety procedures during the pandemic and how to access the court during this time. The Court live streamed videoconference oral arguments over YouTube so the public could see them in real time. To receive emergency filings, such as appeals of trial court decisions regarding compassionate release from incarceration, the Court established a new email address. The Court also permitted self-represented parties to send filings to an email address and continued to process paper filings from those without email access (e.g., incarcerated persons). The Court began to expand on-site operations in July 2021 by opening public counters, particularly to assist parties who lack access to technology.

Furthermore, the court continued to process applications for admission to the bar and, grappling with the challenges of administering a bar examination to assure the competence of those licensed to practice law, delayed the traditional July 2020 bar exam, instead adopting a remote bar exam, the first Uniform Bar Examination jurisdiction to do so. In-person examinations resumed in 2022, bringing new challenges to safely test applicants from the local area and around the world.

The “Reimagining the Court” initiative explored possibilities for the “new normal” moving forward from the pandemic. The court surveyed employees and received input from community

stakeholders, such as the Public Defender Service, the United States Attorney’s Office, and the Access to Justice Commission, among others. We plan to retain practices that have supported our strategic goals during the past two years, such as acceptance of emailed filings, live-streaming video of oral arguments on YouTube, and expanded telework for employees. Effective with the 2022-2023 term in September, the court once again hears oral arguments in person, with a hybrid pilot project to permit participants to request to appear remotely.

### Business Process Working Group

The Court launched a broad initiative that supports all of our strategic goals: the Business Process Working Group, an interdisciplinary committee including a judicial liaison, appellate court staff, information technology experts, and data specialists to examine broadly court business processes, identify opportunities for improvement, and to guide implementation. The group is charged with mapping processes, gathering input from all levels of the organization, leveraging technology, identifying data that should be collected and utilized, utilizing cross-training, managing change, and planning implementation of its recommendations.

### Strategic Goal 1: Access to Justice

The Court serves a large population of self-represented litigants; outside of criminal and certain types of family cases, in which parties are often eligible for publicly funded attorneys, more than half of the court’s cases involve one or more self-represented parties. To make the court more accessible to the public, particularly to these self-represented litigants, the court took the following steps recently:

- Initiated a pilot project to make case documents available to the public online, starting with redacted briefs in selected cases scheduled for oral argument. Following public comment, the court expanded the pilot to briefs in civil cases, requiring parties to file redacted briefs in these cases effective August 2021 so they can be available online. After carefully evaluating compliance with requirements intended to safeguard private information, the court made orders and redacted briefs in civil cases available to the public in August 2022.
- Updated the court’s web page on “How to Start an Appeal.” The page includes infographics that provide user-friendly help for self-represented litigants as well as more detailed information and links.
- Implemented online software that helps parties fill out the forms required to initiate their appeals cases and to request waiver of fees, along with easy-to-read instructions.
- Launched an online video that illustrates the appellate process, explaining, at a high level, how to initiate an appeal and what happens as the court considers it and renders a decision.
- Established the DC Bar Pro Bono Working Group to collaborate with the legal community to increase legal services available to parties in appeals cases, in addition to the services available for trial court cases. (also supports Strategic Goal 5)
- Created an appellate mediation pro bono counsel panel that matches self-represented litigants with volunteer attorneys who provide limited scope representation for the mediation process. Because, to assure fairness, appellate mediation is available only in cases in which both parties have attorneys, the panel allows self-represented litigants to participate in mediation and to enjoy the benefits afforded by mediated settlement of cases. The court also worked with local law schools, recruiting law students to assist with representation to provide

additional resources to the parties and to build future capacity for appellate mediation in the District. (also Supports Strategic Goal 2)

In addition, the court continued to provide one-on-one information to parties through the Public Office, to offer e-filing to self-represented parties (in addition to requiring attorneys to e-file), and to make court decisions and dockets available online.

#### Strategic Goal 2: Fair and Timely Case Resolution

- As noted above, the court expanded its mediation program by including self-represented parties. The Appellate Mediation Program provides parties an opportunity to resolve their cases in an efficient manner, saving time and money for the parties and judicial resources for the court. The court's mediation program is an informal, confidential process in which the parties work with a volunteer mediator, trained and selected by the court.
- To resolve cases at earlier stages of the appeals process and at lower cost to the parties, the court has continued to informally encourage parties to file motions for summary affirmance. These motions rely more heavily on staff resources for the court to issue a decision, reducing the judicial workload.
- The court continues to transition to a paperless environment through e-filing and the court's case management system.

#### Strategic Goal 3: A Professional and Engaged Workforce

The Court of Appeals achieved strong results on the 2022 Employee Viewpoint Survey, as indicated by three index scores that combine the results of related questions. The employee engagement index for appellate staff was 83, compared to the Federal Government engagement score of 71 (2021 survey). Employee satisfaction increased from 73% in 2019 to 76% in 2022. Although employee perception of fairness continued to present a challenge to the court, the fairness index remained steady at 55%. In addition, 100% of staff indicated they know what is expected of them and 91% understand how their work relates to the broader D.C. Courts' goals.

#### Strategic Goal 4: Resilient and Responsive Technology

The Court reorganized the small information technology unit that serves the Court of Appeals, merging it with the larger IT Division in the Court System to enhance efficiency and leverage skill sets across the organization.

The court embarked on a project to gather requirements for the next appellate case management system, examining and updating process documentation, holding sessions with judges and staff, and examining procurements of other appellate courts. Our goal is to procure a state-of-the-art system that incorporates best practices to facilitate efficient service to the public. The current case management system was implemented in 2011.

Strategic Goal 5: Effective Court Management and Administration

As discussed above, the court launched the DC Bar Pro Bono Working Group in collaboration with the DC Bar and the legal community. Appellate cases require legal arguments; accordingly, it is particularly challenging for the court to serve self-represented litigants and, therefore, necessary to build the services available to appellate parties who cannot afford an attorney.

**FY 2024 Request**

In FY 2024, the D.C. Courts’ request for the Court of Appeals is \$15,865,000, an increase of \$810,000 (5%) above the FY 2023 Enacted Budget. The requested increase consists entirely of built-in cost increases.

Table 4  
**COURT OF APPEALS**  
**Budget Authority by Object Class**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Compensation	9,854,000	10,375,000	10,987,000	612,000
12 - Personnel Benefits	2,344,000	2,468,000	2,616,000	148,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>12,198,000</i></b>	<b><i>12,843,000</i></b>	<b><i>13,603,000</i></b>	<b><i>760,000</i></b>
21 - Travel, Transp. of Persons	61,000	62,000	63,000	1,000
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	101,000	103,000	105,000	2,000
24 - Printing & Reproduction	84,000	86,000	88,000	2,000
25 - Other Services	1,205,000	1,229,000	1,257,000	28,000
26 - Supplies & Materials	90,000	92,000	94,000	2,000
31 – Equipment	627,000	640,000	655,000	15,000
<b><i>Subtotal Non-Personnel Services</i></b>	<b><i>2,168,000</i></b>	<b><i>2,212,000</i></b>	<b><i>2,262,000</i></b>	<b><i>50,000</i></b>
<b>TOTAL</b>	<b>14,366,000</b>	<b>15,055,000</b>	<b>15,865,000</b>	<b>810,000</b>
FTE	94	95	95	0



Table 6  
**COURT OF APPEALS**  
**Detail Difference, FY 2023/2024**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY2023/FY2024</b>
11 – Personnel Compensation	Current Position WIG	95	103,000	
	Current Position COLA	95	509,000	
<i>Subtotal 11</i>				<i>612,000</i>
12 – Personnel Benefits	Current Position WIG	95	27,000	
	Current Position COLA	95	121,000	
<i>Subtotal 12</i>				<i>148,000</i>
<b><i>Subtotal Personnel Services</i></b>				<b><i>760,000</i></b>
21 – Travel, Transp. of Persons	Built-in Increases			1,000
22 – Transportation of Things				
23 – Rent, Commun. & Utilities	Built-in Increases			2,000
24 – Printing & Reproduction	Built-in Increases			2,000
25 – Other Services	Built-in Increases			28,000
26 – Supplies & Materials	Built-in Increases			2,000
31 – Equipment	Built-in Increases			15,000
<b><i>Subtotal Non-Personnel Services</i></b>				<b><i>50,000</i></b>
<b>Total</b>				<b>810,000</b>

Table 7  
**COURT OF APPEALS**  
**Detail of Full-Time Equivalent Employment**

<b>Grade</b>	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>
JS-6	2	2	2
JS-7	1	1	1
JS-8	5	5	5
JS-9	6	7	7
JS-10	7	7	7
JS-11	43	43	43
JS-12	6	6	6
JS-13	7	7	7
JS-14	2	2	2
JS-15	4	4	4
CES	2	2	2
Associate Judge	8	8	8
Chief Judge	1	1	1
<b>Total Salaries</b>	<b>9,854,000</b>	<b>10,375,000</b>	<b>10,987,000</b>
Total FTEs	94	95	95



**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA**  
**Overview**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
923	133,829,000	940	140,973,000	961	150,987,000	21	10,014,000

**Introduction**

The Superior Court of the District of Columbia is unique among the nation’s trial courts. It is a singled tiered trial court serving all those residing, visiting, and conducting business in the Nation’s Capital. It receives its funding directly from the Federal government and operates in the nation’s most visible arena as the judicial branch of the District of Columbia. With the support of 117 judicial officers, including 62 active judges, 29 senior judges, and 26 magistrate judges, the Superior Court is the court of general jurisdiction over virtually all local legal matters. Supported by approximately 670 non-judicial personnel, the Court operates six major divisions identified below and the Special Operations Division (including the Tax Division), the Domestic Violence Division, Office of the Auditor Master and the Crime Victims Compensation Program. The major operating divisions are –

- **Civil Division**, which has general jurisdiction over any civil action at law or in equity brought in the District of Columbia, regardless of the amount in controversy, including Small Claims and Landlord Tenant cases;
- **Criminal Division**, which has jurisdiction over defendants who are charged with criminal offenses under any law applicable exclusively to the District of Columbia;
- **Family Court**, which serves children and families in the District and is comprised of—
  - **Family Court Operations Division**, which has jurisdiction over the following types of cases: abuse and neglect, juvenile, domestic relations, paternity and support, mental health and habilitation, and adoptions; and
  - **Social Services Division**, which is the juvenile probation system for the District of Columbia and provides information and recommendations to assist the court in decision-making, court-supervised alternatives to incarceration, and support services to youth within the court’s purview;
- **Probate Division**, which supervises the administration of all decedents’ estates, guardianships of minors, conservatorships and guardianships of adults, certain trusts, and assignments for the benefit of creditors; and
- **Multi-Door Dispute Resolution Division**, which provides a variety of alternative dispute resolution services to assist citizens in resolving their problems without litigation.

## Caseload and Efficiency Measures

During FY 2021, nearly 30,000 new cases were filed with the Superior Court, with 27% of the caseload representing family court matters. The remainder of the new filings included 21% each for civil, criminal and domestic violence matters, 9% for probate, and 2% tax. Tables 1 and 2 provide Superior Court caseload data.

**Table 1**  
**District of Columbia Superior Court Caseload**

<u>Fiscal Year</u>	<u>New Cases</u>	<u>Start-of-Year Pending Cases</u>	<u>Total Cases Available for Disposition</u>
2017	89,224	35,730	133,842
2018	89,055	36,819	128,499
2019	82,241	35,954	126,870
2020	52,569	34,236	91,210
2021	29,685	36,731	71,799

Note: Rows may not add because “total cases” includes reactivated and reopened cases not shown.

Table 2  
**District of Columbia Superior Court**  
**Efficiency Measures**  
**(Fiscal Year 2021 data)**

	Cases Disposed	Cases Added	Clearance Rate*	Cases Pending		
				1-Oct	30-Sep	Change
Civil	9,085	6,472	140%	11,974	9,361	-21.8%
Criminal**	10,159	10,628	96%	8,557	9,026	5.5%
Domestic Violence	6,803	6,307	108%	3,314	2,818	-15.0%
Family***	7,972	8,100	98%	3,515	3,643	3.6%
Probate	2,274	2,872	79%	8,299	8,897	7.2%
Tax***	593	689	86%	1,072	1,168	9.0%
<b>Total</b>	<b>36,886</b>	<b>35,068</b>	<b>105%</b>	<b>36,731</b>	<b>34,913</b>	<b>-4.9%</b>

\*Ratio of cases disposed to cases added (filed or reopened) in a given year. A standard efficiency measure is 100% meaning one case disposed for each case added.

\*\*Includes all outgoing case activity.

\*\*\*Beginning pending figures adjusted.

## Expansion of Onsite Court Operations

To fulfill its mission of resolving cases fairly and timely and providing access to justice, the work of the Superior Court continued throughout the novel coronavirus pandemic. For FY2021, the Court leveraged technology and innovations from the pandemic to expand onsite operations

for court hearings and services. The Court is committed to maintaining the innovations resulting from the ongoing pandemic as a “Reimagined Court” including different methods to participate in court hearings. The Court provided services and conducted hearings onsite, remotely via videoconference or telephone and using a hybrid model where some participants appeared in person and others remotely. The ability to conduct virtual and in person hearings enables the Court to increase court appearances by participants, efficiently dispose of cases and increase access to justice for court users.

The Criminal Division Arraignment Court continued to be fully operational during the pandemic, with some defendants being presented remotely to guarantee the assignment of counsel and appearance before the court within 24 to 48 hours. Although in-person bench trials started in November 2020, April 2021 marked the earliest opportunity to resume a limited number of felony jury trials to maintain the health and safety of the judges, jurors and other court participants. Overtime, the number of scheduled jury trials increased, to the point that in January 2022, jury trials were scheduled for all felony calendars. As of September 2021, all felony and misdemeanor calendars were fully operational onsite with court participants appearing remotely or in person, except the citation arraignments and diversion hearings, Mental Health Court and Drug Court. The citation arraignments and diversion hearings will continue to be held remotely and the Drug Court and Mental Health Court resumed in person hearings in July 2022.

Family Court is currently operating 22 courtrooms, with the support of 10 Associate Judges and 12 Magistrate Judges. Since June 2020, nearly all Family Court hearings were held remotely, with the exception of trials involving detained juveniles. Starting in June 2022, the judges on Juvenile, Domestic Relations and Parentage and Support calendars began hearing cases on-site, though several hearing types will continue to be virtual. In July 2022, the judges handling all other case types, including Mental Health, Mental Habilitation, and Neglect, began to conduct hearings onsite.

To enhance public safety and address the needs of the District’s youth under pretrial or probation supervision, in March 2022 the Family Court Social Services Division resumed limited in person services and offered an array of prosocial services in collaboration with local juvenile and criminal justice, child welfare, health, behavioral health, and education stakeholders. Intake probation officers remained in a centralized location at the Youth Services Center and all youth were screened and assessed within the 4-hour timeline recommended by the Office of Juvenile Justice and Delinquency Prevention, and the social history reports required as part of the Juvenile Intake Hearing were completed and presented timely. As of June 2022, all operations have resumed onsite.

The Domestic Violence Division is managing five courtrooms consisting of in-person, remote and hybrid hearings. Judges handling Criminal Matters returned onsite in September 2021 to conduct hybrid hearings with judges and court staff onsite, and attorneys and parties having the option to appear remotely depending on the matter. Civil courtrooms are operating remotely. Over 5,660 civil matters were adjudicated in FY2021 resulting in a significant decrease in pending cases that were delayed due to the pandemic. Parties are able to meet with Attorney Negotiators and participate in remote trials with witnesses and evidence fully remotely. These remote hearings have provided increased participation and an additional level of access for

litigants who faced challenges appearing in person. They have proven to be safer because victims do not have to personally face their abusers in many instances. Victims have reported reduced stress when they do not have to come to the courthouse or remain in the same room as the opposing party. Stakeholders have reported that victims feel empowered and are able to have their voices heard when they are not in the physical presence of the offenders.

The Civil Division is currently operating 18 courtrooms. In person jury trials resumed in June 2021. Judges resumed bench trials onsite in June 2022 and most pre-trial hearings will continue to be conducted remotely. Since the conclusion of the eviction moratoria the Division is experiencing an increase in Landlord Tenant cases. The Division collaborated with stakeholders to implement a comprehensive eviction diversion program with the goal of promoting early case resolution, reducing the number of default judgments and connecting litigants to legal, housing, rental assistance and social services to address the increasing caseload.

There are five courtrooms currently operating in the Probate Division. In August 2022, the Division began conducting hearings in-person and remotely. Trials, evidentiary hearings, and summary hearings for failure to file accounts, plans and inventories will occur in person. All other matters will proceed remotely. Mandatory periodic reviews of intervention matters have resumed, taking into consideration the limitations on face-to-face interactions due to the COVID-19 pandemic. The Self-Help Center continues to provide in-person and remote services.

Starting in July 2021, all of the public facing offices (including the Central Intake Center, the Self-Help Center, the Marriage Bureau and all clerk's offices) increased onsite operations for customers to file documents and view cases in person while maintaining virtual operations. Marriage licenses were issued both remotely and in-person and civil ceremonies continued to be performed remotely.

With the expansion of onsite court operations, the Court continued to meet challenges to completely resolve cases in a timely manner. Remote operations present obstacles for litigants who do not have adequate technology to participate as a result of the digital divide, and the hearings typically take longer than in-person hearings due to technology issues and increased participation. These challenges coupled with judicial vacancies have resulted in delays for resolving cases and meeting performance standards. The Court will continue to collaborate with partner agencies and stakeholders to promote the administration of justice and better serve the public using technology and hybrid operations.

## **FY 2024 Request**

The D.C. Courts' mission is to protect rights and liberties, uphold and interpret the law, and resolve disputes fairly and effectively in the District of Columbia. To perform the mission and realize their vision of a court that is open to all, trusted by all, and provides justice for all, the Courts have identified five strategic goals:

- Goal 1:** Access to justice for all
- Goal 2:** Fair and timely case resolution
- Goal 3:** Professional, engaged workforce
- Goal 4:** Resilient and responsive technology
- Goal 5:** Effective court management and administration

The FY 2023 budget request enhances two of the five strategic goals and includes performance projections for all core functions.

### ***Goal 1: Access to Justice for All--\$2,010,000, 14 FTEs***

*The Courts have a responsibility to eliminate barriers to meaningful participation in the judicial process and to accessing court services. Such barriers may include a lack of legal representation, limited literacy or limited English language skills, limited financial resources, and physical or mental disability. In collaboration with justice and community partners, the Courts must work to ensure full access to the justice system and court services.*

The request includes \$560,000 and 1 FTE to respond to the increased demands for language access services and to address a critical shortage of certified and qualified spoken language and sign language interpreters, particularly for in-person trials; \$244,000 for 2 FTEs to meet the demands of an increasing Probate caseload; \$236,000 for 2 FTEs to respond to the growing needs of Domestic Violence Services; \$202,000 for 2 FTEs to support an eviction diversion program, initiated with grant funds, that helps manage the trial court's largest caseload, Landlord Tenant; \$200,000 for 1FTE to improve service delivery for jurors, library patrons, and other court participants; \$202,000 for 2 FTEs to monitor guardians of incapacitated adults; \$143,000 for 2 FTEs to support persons summoned for jury service, with an anticipated increase in jury trials; \$122,000 for 1 FTE to mediate an increased caseload in family cases; and \$101,000 for 1 FTE to expedite child custody assessments.

### ***Goal 2: Fair and Timely Case Resolution-- \$665,000, 7 FTEs***

*The Courts are committed to resolving disputes and legal matters in a fair and timely manner. The Courts must continue to provide due process and equal protection of the law, giving individual attention to each case and consistently applying the law in all cases.*

The request includes The request includes \$252,000 for 3 FTEs to manage courtroom operations; \$168,000 for 2 FTEs to manage court hearings for cases involving complex financial matters; \$144,000 for 1 FTE to expedite compensation to victims of violent crime; and \$101,000 for 1 FTE to speed review of complex financial records involved in court cases.

**Built-In Increases--\$7,339,000**

The request also includes \$7,339,000 for built-in increases, including cost-of-living, within-grade, and non-pay inflationary increases. The Courts request funding for within-grade increases because we have a considerably lower turnover rate compared to the Federal government, which can finance within grade increases through higher turnover (4% in 2020 versus 28%, respectively).<sup>3</sup>

Table 3  
**SUPERIOR COURT**  
**Budget Authority by Object Class**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>Difference FY 2023/2024</b>
11 – Compensation	89,857,000	95,157,000	102,310,000	7,153,000
12 – Benefits	20,749,000	22,130,000	23,992,000	1,862,000
<b><i>Subtotal Personal Services</i></b>	<b><i>110,606,000</i></b>	<b><i>117,287,000</i></b>	<b><i>126,302,000</i></b>	<b><i>9,015,000</i></b>
21 - Travel, Transp. of Persons	409,000	417,000	426,000	9,000
22 - Transportation of Things	14,000	14,000	14,000	0
23 - Rent, Commun. & Utilities	4,367,000	4,454,000	4,556,000	102,000
24 - Printing & Reproduction	598,000	610,000	624,000	14,000
25 - Other Services	16,250,000	16,575,000	17,413,000	838,000
26 - Supplies & Materials	973,000	992,000	1,014,000	22,000
31 – Equipment	612,000	624,000	638,000	14,000
<b><i>Subtotal Non-personal Services</i></b>	<b><i>23,223,000</i></b>	<b><i>23,686,000</i></b>	<b><i>24,685,000</i></b>	<b><i>999,000</i></b>
<b>TOTAL</b>	<b>133,829,000</b>	<b>140,973,000</b>	<b>150,987,000</b>	<b>10,014,000</b>
FTE	923	940	961	21

<sup>3</sup> The turnover rate does not include law clerks, who typically turn over annually and for whom no within-grade increase funding is requested



**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA  
JUDGES AND CHAMBERS STAFF**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference FY 2023/FY 2024</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
248	35,056,000	250	36,984,000	250	39,169,000	0	2,185,000

**Organizational Background**

The Superior Court of the District of Columbia is the court of general jurisdiction over virtually all local legal matters. The Court is comprised of eleven divisions and offices, which provide for all local litigation functions, including criminal, civil, family, probate, and tax. In FY 2021, Superior Court judges handled more than 29,000 case filings. There are 61 Associate Judges in the Superior Court and one Chief Judge. The Associate Judges are assigned to a division by the Chief Judge on a yearly basis, with judges in the Family Court serving renewable three-year terms. Each Superior Court judge has two support staff (typically a judicial administrative assistant and a law clerk, or two law clerks).

The Superior Court also has 26 Magistrate Judges, 15 of whom are assigned to Family Court matters. Magistrate Judges in the Family Court and the Domestic Violence Division of the Superior Court are responsible for the following: (1) administering oaths and affirmations and taking acknowledgements and; (2) conducting hearings, making findings and entering judgments in connection with questions of child support handled by the Family Court and Domestic Violence Division, including establishing temporary support obligations and entering default orders; (3) making findings and entering interim and final orders or judgments in other contested or uncontested proceedings in the Family Court and Domestic Violence Division, except for jury trials or felony trials; and (4) ordering imprisonment of up to 180 days for contempt.

The nine Magistrate Judges serving in other areas of the Superior Court are responsible for the following: (1) administering oaths and affirmations and taking acknowledgements; (2) determining conditions of release on bond or personal recognizance, or detention pending trial, of persons charged with criminal offenses; (3) conducting preliminary examinations and initial probation revocation hearings in all criminal cases to determine if there is probable cause to believe that an offense has been committed and that the accused committed it; and, (4) with the consent of the parties involved, making findings and entering final orders or judgments in other contested or uncontested proceedings in the Civil and Criminal Divisions, except for jury trials or felony trials.

Fifteen law clerks, five judicial administrative assistants, and one paralegal support the 26 Magistrate Judges and eight part-time members of the Commission on Mental Health (2 FTEs).

**FY 2024 Request**

In FY 2024, the Courts’ request for the Judges and Chambers Staff is \$39,169,000, an increase of \$2,185,000 (6%) above the FY 2023 Enacted Budget. The requested increase consists entirely of built-in cost increases.

Table 1  
**JUDGES AND CHAMBERS STAFF**  
**Budget Authority by Object Class**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Salaries	30,183,000	31,709,000	33,439,000	1,730,000
12 - Personnel Benefits	4,651,000	5,048,000	5,498,000	450,000
<b><i>Subtotal Personnel Cost</i></b>	<b><i>34,834,000</i></b>	<b><i>36,757,000</i></b>	<b><i>38,937,000</i></b>	<b><i>2,180,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	30,000	31,000	32,000	1,000
25 - Other Services				
26 - Supplies & Materials	131,000	134,000	137,000	3,000
31 - Equipment	61,000	62,000	63,000	1,000
<b><i>Subtotal Non- Personnel Cost</i></b>	<b><i>222,000</i></b>	<b><i>227,000</i></b>	<b><i>232,000</i></b>	<b><i>5,000</i></b>
<b>TOTAL</b>	<b>35,056,000</b>	<b>36,984,000</b>	<b>39,169,000</b>	<b>2,185,000</b>
FTE	248	250	250	0

Table 2  
**JUDGES AND CHAMBERS STAFF (& MAGISTRATES)**  
**Detail, Difference FY 2023/FY2024**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2023/FY 2024</b>
11 - Personnel Compensation	Current Position WIG	250	178,000	
	Current Position COLA	250	1,552,000	
<b><i>Subtotal 11</i></b>				<b><i>1,730,000</i></b>
12 - Personnel Benefits	Current Position WIG	250	46,000	
	Current Position COLA	250	404,000	
<b><i>Subtotal 12</i></b>				<b><i>450,000</i></b>
<b><i>Subtotal Personnel Services</i></b>				<b><i>2,180,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	Built-in Increases			1,000
25 - Other Service				
26 - Supplies & Materials	Built-in Increases			3,000
31 - Equipment	Built-in Increases			1,000
<b><i>Subtotal Non-Personnel Services</i></b>				<b><i>5,000</i></b>
<b>Total</b>				<b>2,185,000</b>

Table 3  
**JUDGES AND CHAMBERS STAFF**  
**Detail of Full-Time Equivalent Employment**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>
JS-3			
JS-4			
JS-5			
JS-6			
JS-7			
JS-8			
JS-9			
JS-10	121	123	123
JS-11	35	35	35
JS-12	1	1	1
JS-13			
JS-14	3	3	3
JS-15	26	26	26
Associate Judge	61	61	61
Chief Judge	1	1	1
<b>Total Salary</b>	<b>30,183,000</b>	<b>31,709,000</b>	<b>33,439,000</b>
Total FTEs	248	250	250

**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA  
OFFICE OF THE CLERK OF THE COURT**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference FY 2023/2024</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
8	1,288,000	8	1,345,000	8	1,412,000	0	67,000

**Mission Statement**

The Office of the Clerk of the Court manages the day-to-day operations of the Superior Court. The Clerk provides policy guidance, administrative direction, and supervision for eleven Superior Court divisions and offices; reviews and issues final recommendations in employee disciplinary actions and grievances; approves division requests for staff, equipment, and other resources; plans and monitors the implementation of court improvement projects; and develops the Superior Court’s annual budget.

In 2019 the Judicial Support Unit (JSU) was established as a unit within the Office of the Clerk of Court to serve as a centralized resource that functions as support to and liaison among judges, chambers staff, and the administrative offices of the court. The primary purpose of JSU is to streamline and consolidate administrative functions to ensure operational efficiency and consistency for judicial chambers.

**Organizational Background**

The Office of the Clerk of the Court contributes to the Courts’ strategic goals by providing managerial assistance and support to the operating divisions so they can provide fair, swift, and accessible justice; enhance public safety; and ensure public trust and confidence in the justice system.

The Clerk of the Court has management and supervisory responsibility over eleven Superior Court operating divisions, programs, special units and their employees. Court divisions and offices under the administrative authority of the Clerk of the Court include the Civil Division, Crime Victim’s Compensation Program, Criminal Division, Domestic Violence Division, Family Court Operations Division, Family Court Social Services Division, Multi-Door Dispute Resolution Division, Probate Division, Special Operations Division, Office of the Auditor Master, and the Judicial Support Unit. The Clerk of the Court is responsible for ensuring that each division and program processes all cases in a timely manner and provides timely and accurate customer service to judicial officers, residents of the District of Columbia, and persons conducting business with the Courts. The Clerk of the Court also delegates to each director or manager the responsibility to manage staff, and budgetary and operating resources.

The Office of the Clerk of the Court is staffed by eight employee. The staff assigned to the Office follows: Clerk of Court, three Senior Operations Managers, two Judicial Administrative Support Specialists, and two administrative support staff.

The Office includes the Judicial Support Unit (JSU), a centralized resource for judges, chambers staff and administrative offices of the court. The primary purpose of the JSU is to streamline and consolidate administrative functions to ensure operational efficiency and consistency for judicial chambers. The JSU serves as the point of contact for coordinating logistics for chambers’ moves and set-up; coordinating investiture and installation ceremony logistics; supporting the on-boarding and exiting/separation of judicial chambers staff; and maintaining and updating judicial library references. Additionally, the JSU provides training and support for administrative and logistical functions of chambers staff. The JSU is comprised of two Judicial Administrative Support Specialists.

**FY 2024 Request**

In FY 2024, the Courts’ request for the Office of the Clerk of the Court is \$1,412,000, an increase of \$67,000 (5%) above the FY 2023 Enacted Budget. The requested increase consists entirely of built-in costs.

Table 1  
**OFFICE OF THE CLERK OF THE COURT**  
**Budget Authority by Object Class**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Salaries	982,000	1,027,000	1,080,000	53,000
12 - Personnel Benefits	255,000	267,000	281,000	14,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>1,237,000</i></b>	<b><i>1,294,000</i></b>	<b><i>1,361,000</i></b>	<b><i>67,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	3,000	3,000	3,000	0
25 - Other Services	7,000	7,000	7,000	0
26 - Supplies & Materials	20,000	20,000	20,000	0
31 - Equipment	21,000	21,000	21,000	0
<b><i>Subtotal Non-Personnel Services</i></b>	<b><i>51,000</i></b>	<b><i>51,000</i></b>	<b><i>51,000</i></b>	<b><i>0</i></b>
<b>TOTAL</b>	<b>1,288,000</b>	<b>1,345,000</b>	<b>1,412,000</b>	<b>67,000</b>
FTE	8	8	8	0

Table 2  
**OFFICE OF THE CLERK OF THE COURT**  
**Detail, Difference FY 2023/FY2024**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2023/FY 2024</b>
11 - Personnel Compensation	Current Position WIG	8	3,000	
	Current Position COLA	8	50,000	
<i>Subtotal 11</i>				<i>53,000</i>
12 - Personnel Benefits	Current Position WIG	8	1,000	
	Current Position COLA	8	13,000	
<i>Subtotal 12</i>				<i>14,000</i>
<b><i>Subtotal Personnel Services</i></b>				<b><i>67,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service				
26 - Supplies & Materials				
31 - Equipment				
<b><i>Subtotal Non-Personnel Services</i></b>				<b><i>0</i></b>
<b>Total</b>				<b>67,000</b>

Table 3  
**OFFICE OF THE CLERK OF THE COURT**  
**Detail of Full-Time Equivalent Employment**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>
JS-3			
JS-4			
JS-5			
JS-6			
JS-7			
JS-8			
JS-9	1	1	1
JS-10	2	2	2
JS-11	1	1	1
JS-12			
JS-13			
JS-14	3	3	3
JS-15			
CES	1	1	1
<b>Total Salary</b>	<b>982,000</b>	<b>1,027,000</b>	<b>1,080,000</b>
Total FTEs	8	8	8

**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA  
CIVIL DIVISION**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference FY 2023/2024</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
101	9,047,000	101	9,454,000	106	10,470,000	5	1,016,000

**Mission Statement**

The mission of the Civil Division is to provide access to justice in civil matters by processing cases and providing courtroom support to ensure fair and timely case resolution and information to our customers.

**Introduction**

The Civil Division has jurisdiction over any civil action at law or in equity (excluding family matters) brought in the District of Columbia, except where jurisdiction is exclusively vested in the Federal Court. The Division is comprised of the Director’s Office, four branches, and one unit, with 101 full time equivalent employees (FTEs). The Division processed 18,446 civil cases in FY 2021. The overall caseload of the division was impacted in FY 2021 by legislative stays and moratoriums enacted in response to the COVID-19 pandemic. The legislation impacted the division’s high-volume caseloads of landlord/tenant, residential mortgage foreclosure and debt collection.

**Organizational Background**

The Division is comprised of a Director’s Office, which has 13 FTEs, and the following branches and operational unit:

1. The **Civil Actions Branch** processes all new civil cases where the amount in controversy exceeds \$10,000, including cases requesting equitable relief (such as an injunction or temporary restraining order). In FY 2021, there were more than 4,500 civil action cases filed. Branch responsibilities also include providing case and procedural information to the public, reviewing and processing electronically filed documents and in-person filings in compliance with court rules, processing all post-judgment execution requests, scanning documents into the case management system, and securely maintaining all civil cases electronically. This branch has 20 FTEs.
2. The **Courtroom Support Branch** manages and assigns courtroom clerks who are responsible for effective courtroom management, processing cases, and assisting judicial officers and courtroom participants for 21 civil calendar assignments. This branch has 31 FTEs.
3. The **Landlord Tenant Branch** processes all actions for the possession of real property and violation of lease agreements filed by landlords including writs for the eviction process. The branch handled 291 filings in FY 2021. This branch has 22 FTEs.

4. The **Small Claims and Conciliation Branch** oversees the processing, scheduling, and adjudication of cases where the amount in controversy is up to \$10,000. The branch also processes all post-judgment execution requests. In FY 2021, there were over 1,245 small claims cases filed. This branch has 15 FTEs.
5. The **Quality Management Unit** is responsible for monitoring caseload activity and performance measures across all operational branches; ensuring the quality of data and implementing measures to minimize case activity errors; validating Business Intelligence (BI) report requirements and data; and conducting case management system training for judicial and non-judicial staff. This unit's 6 FTEs are included in the count for the Director's Office.

### **Divisional Management Action Plan (MAP) Objectives**

The following are key Civil Division MAP objectives implemented to further the Strategic Plan of the District of Columbia Courts:

- Improve the management of courtroom calendars, resources, and case scheduling to maximize efficiency of courtroom operations.
- Minimize wait times and delays for all court participants.
- Promote a values-based culture focused on high ethical standards to ensure a professional and engaged workforce.
- Enhance efficient and timely case resolution and customer satisfaction by expanding electronic filing to all civil cases and ensuring real-time processing of all electronic filings.
- Enhance internal and external customer service by training court personnel on the unique needs of the elderly, self-represented persons, and individuals with physical and mental health issues, with an emphasis on the impact of customer service on perceptions of procedural fairness.

### **Key Strategic Accomplishments**

#### **Strategic Goal 1: Access to Justice for All**

- **Remote Operations.** The Division maintained remote operations and processed most filings within three business days to provide services to the public. All civil division staff were able to maintain a high level of customer service by assisting litigants by phone, email and online chat while operating remotely.
- **Online Instructional Videos.** The division partnered with its electronic filing vendor, File&ServeXpress, to rapidly develop online instructional videos to assist self-represented litigants with navigating and using the electronic filing process.



## **Strategic Goal 2: Fair and Timely Case Resolution**

- **Increased Access.** Due to remote operations, the division created an email process to receive emergency and other filings from self-represented litigants including fee waiver requests thereby continuing to increase access to justice, procedural fairness and enhance efficient and timely case resolution.

## **Strategic Goal 3: A Professional and Engaged Workforce**

- **Workforce Training.** Frequent training sessions with staff were conducted virtually through WebEx, Zoom and/or Microsoft Teams to ensure operational and case processing efficiency. The division is also expanding training opportunities to promote high achievement and professional development for all staff.
- **Expanded Telework.** Expanded telework and rotational schedules were used to promote work life balance for staff while maintaining expected service levels.

## **Strategic Goal 4: Resilient and Responsive Technology**

- **Online Payments.** Online payment portals were implemented to provide the public access to make protective order, certified copy and copy request payments.

## **Strategic Goal 5: Effective Court Management and Administration**

- **Collaborative Partnerships.** The division continued its strategic partnerships with members of the bar and legal service providers to address strategic areas in the Landlord and Tenant, Mortgage Foreclosure and Small Claims and Conciliation Branches. These working groups meet monthly.
- **Community Outreach.** The division participated in 2021 White House Summits on Eviction Prevention and the White House Eviction Prevention D.C. Workgroup. The working group which is comprised of D.C. government representatives, D.C. Superior Court judicial officers and staff; legal services providers, housing agency representatives, and social services agency representatives collaborated to strategize on ways to connect landlords and tenants with available resources aimed at preventing homelessness and ensuring landlords are compensated.

## **Workload Data**

As shown in Table 1, the Civil Division disposed of 9,085 cases in Fiscal Year 2021, including 5,056 civil actions cases; 2,689 landlord tenant cases; and 1,340 small claims cases. The Division has a caseload clearance rate of 140% (with a 106% clearance rate for civil actions cases, 106% clearance rate for small claims cases and a 592% clearance rate for landlord tenant cases). The Civil Division's current caseload and efficiency measures are reflected in Table 1, and the key performance measures are displayed in Table 2.

Table 1  
**CIVIL DIVISION**  
**Caseload and Efficiency Measures**  
**(Fiscal Year 2020 Data)**

	Case Filings	Dispositions	Clearance Rate*	Pending Cases		
				1-Oct	30-Sep	Change
Civil Actions	4,561	5,056	106%	6,633	6,325	-4.6%
Landlord Tenant**	291	2,689	592%	3,175	940	-70.4%
Small Claims	1,245	1,340	106%	2,166	2,096	-3.2%
Total	6,097	28,876	140%	13,733	9,361	-21.8%

\*Ratio of cases disposed to cases filed in a given year. A standard efficiency measure is 100% meaning one case disposed for each case filed.

\*\* Clearance rate should n viewed with caution due to the stays and moratoriums enacted.

Table 2  
**CIVIL DIVISION**  
**Key Performance Indicators**

Type of Indicator	Key Performance Indicator	Data Source	FY 2021		FY 2022		FY 2023		FY2024	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Outcome	Customer satisfaction ratings of Good or Excellent.	Customer Surveys	95%	94%	95%	94%	95%	95%	95%	95%
Input	Case processing performed within established time standards and SOPs	BI Dashboard & CMS Reports	90%	91%	90%	91%	90%	92%	90%	92%
Outcome	Average customer wait time (Minutes)	eLobby	10	8	10	8	10	10	10	10
Output	Employee engagement index for the division	Employee Viewpoint Surveys, Internal Surveys	70%	58%	70%	60%	70%	62%	70%	64%

**FY 2024 Request**

In FY 2024, the Courts’ request for the Civil Division is \$10,470,000, an increase of \$1,016,000 (11%) above the FY 2023 Enacted Budget. The requested increase includes \$252,000 for 2 FTEs to support courtroom operations, \$202,000 for 2 FTEs to enhance case resolution, and \$562,000 for built-in cost increases.

***Staffing Courtrooms, 3 FTEs, \$252,000***  
***Courtroom Clerk (JS-7/8/9)***

Problem Statement. Courtroom clerks in the Courtroom Support Branch are responsible for providing orderly and expeditious administration of courtroom proceedings in compliance with court rules, business processes, and standard operating procedures. Specifically, courtroom clerks are responsible for reviewing and preparing cases to be heard by the court; coordinating and directing court participants and ensuring parties are ready for proceedings; calling and identifying for the record all cases before the court; recording all proceedings and judicial decisions in the Courts’ case management and recording systems; administering oaths to court participants and impaneling jurors; acting as a liaison between the judge, jurors, and other court

participants; identifying, processing, and accounting for all exhibits; and providing administrative, procedural, and technical assistance to the judge.

In addition to their regular courtroom assignments, courtroom clerks are required to provide coverage on an ad hoc basis for magistrate judges and senior judges. The current team of 24 courtroom clerks provides daily courtroom support to the division's 21 calendars and 27 daily courtroom assignments, including high volume calendars in the Landlord Tenant and Small Claims Branches that require the assignment of 2 to 3 courtroom clerks. The shortage of courtroom clerks impedes the division's ability to cover all assignments in an effective and timely manner. The Courtroom Support Branch juggles courtroom clerk assignments on a daily basis to ensure coverage and must frequently reassign deputy clerks to cover courtrooms, negatively impacting timeliness of case processing in the clerk's office. On average in FY 2019, Courtroom Support Branch supervisors had to provide courtroom coverage to mitigate staffing shortages at least 4-8 times per month. At times, the need for this coverage rose to 8-10 times per month, which means supervisors were unable to perform their management and leadership duties. In FY 2020, while hearings were conducted remotely, supervisors had to provide courtroom coverage 1-2 times per month. Support from other divisions is not possible, as they face similar staffing challenges. As legislative stays and moratoriums enacted in response to the COVID-19 pandemic lift, the division anticipates a substantial increase in the number of cases that will be filed. The resulting caseload increase will place a significant burden on the courtroom to accommodate and keep up with the expected increase in the high-volume caseloads which are summary in nature such as landlord/tenant, debt collection and residential mortgage foreclosure.

As a result of these shortages, the Division has struggled to meet its time standard for entering 100% of courtroom events in the case management system in real-time. In FY 2019, the division entered 94% of courtroom events with the help of deputy clerks and supervisors. As a result of this inconsistent performance, some judicial decisions are not entered in a timely manner. This is of particular concern for the Civil Division, which receives the highest volume of case filings in the Court. This delay not only impacts the integrity of the public record but has also resulted in a backlog of scheduling future hearings, entering orders and disposing cases, which delays the resolution of cases and slows the eviction process.

Relationship to the Courts' Vision, Mission, and Goals. The requested courtroom clerk positions are needed to fulfill the Courts Strategic Goal II of fair and timely case resolution.

Relationship to Division MAP Objectives. This request is directly tied to the Division's ability to facilitate fair and timely case resolution through effective case management, ensure procedural fairness to litigants, and ensure a professional and engaged workforce.

Methodology. The grade level and classification of these positions are determined by the Courts' Personnel Policies and position classification standards.

Expenditure Plan. The Division will recruit and fill these positions in accordance with the Courts' recruitment and hiring practices.

Relationship to Existing Funding. Due to budgetary reductions, the funding for three Courtroom Clerk positions was eliminated, and is not currently available in the Courts’ budget. This request requires an increase in current division personnel funding levels.

Performance Indicators. Performance indicators include: provide courtroom clerk support to judicial officers in a timely manner and enter case outcomes for 100% of events in real-time. Provide enhanced support to judicial officers in the courtroom in order to meet the performance goal of 100% of outcomes entered in real time.

***Eviction Diversion Program Staff, 2 FTEs, \$202,000  
Civil Case Specialist (JS-11)***

Problem Statement. Landlord Tenant cases have historically been the Court’s largest single caseload, with approximately 30,000 case filings annually, and we anticipate a surge of filings in the coming months due to the expiration of federal and local eviction moratoria.

The Courts was awarded a grant from the National Center of State Courts to implement an eviction diversion program in the Landlord and Tenant Branch and has received grant funding to hire two civil case specialists. The goals of the Court’s enhanced Eviction Diversion Program are to promote early case resolution, reduce the percentage of cases resolved by judgments, especially default judgments, connect litigants to legal, housing, rental assistance and social services providers soon after case filing, increase the availability of educational information for the public and court users about the eviction process and resources for assistance, and increase litigant satisfaction with the court process based on the prompt dissemination of information about eviction-related services and resources. To achieve these goals, the Court will implement a new case triage and management process for Landlord and Tenant cases and divert cases to early mediation. The Civil Case Specialists will triage landlord and tenant cases upon case initiation and assign them to a case management pathway, contact parties to provide information about the court process, provide information about resources available for assistance, schedule cases for early mediation before an initial hearing, and monitor the outcomes of mediation. The court is seeking permanent funding for these positions to continue to promote the early diversion of eviction cases and ensure the just, speedy and inexpensive resolution of these cases for landlords and tenants.

Table 2  
**CIVIL DIVISION**  
**New Positions Requested**

<b>Positions</b>	<b>Grade</b>	<b>Number</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total Personnel Costs</b>
Civil Case Specialist	JS-11	2	\$160,000	\$42,000	\$202,000
Courtroom Clerk	JS-9	3	\$199,000	\$53,000	\$252,000
<b>TOTAL</b>		<b>5</b>	<b>\$359,000</b>	<b>\$95,000</b>	<b>\$454,000</b>

Table 3  
**CIVIL DIVISION**  
**Budget Authority by Object Class**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Compensation	6,986,000	7,307,000	8,110,000	803,000
12 - Personnel Benefits	1,955,000	2,038,000	2,248,000	210,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>8,941,000</i></b>	<b><i>9,345,000</i></b>	<b><i>10,358,000</i></b>	<b><i>1,013,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	45,000	46,000	47,000	1,000
25 - Other Services				
26 - Supplies & Materials	35,000	36,000	37,000	1,000
31 – Equipment	26,000	27,000	28,000	1,000
<b><i>Subtotal Non-Personnel Services</i></b>	<b><i>106,000</i></b>	<b><i>109,000</i></b>	<b><i>112,000</i></b>	<b><i>3,000</i></b>
<b>TOTAL</b>	<b>9,047,000</b>	<b>9,454,000</b>	<b>10,470,000</b>	<b>1,016,000</b>
FTE	101	101	106	5

Table 4  
**CIVIL DIVISION**  
**Detail, Difference FY 2023/FY2024**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2023/FY 2024</b>
11 - Personnel Compensation	Current Position WIG	101	86,000	
	Current Position COLA	101	358,000	
	Civil Case Specialist	2	160,000	
	Courtroom Clerk	3	199,000	
<b><i>Subtotal 11</i></b>				<b><i>803,000</i></b>
12 - Personnel Benefits	Current Position WIG	101	22,000	
	Current Position COLA	101	93,000	
	Civil Case Specialist	2	42,000	
	Courtroom Clerk	3	53,000	
<b><i>Subtotal 12</i></b>				<b><i>210,000</i></b>
<b><i>Subtotal Personnel Services</i></b>				<b><i>1,013,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	Built-in Increases			1,000
25 - Other Service				
26 - Supplies & Materials	Built-in Increases			1,000
31 – Equipment	Built-in Increases			1,000
<b><i>Subtotal Non-Personnel Services</i></b>				<b><i>3,000</i></b>
<b>Total</b>				<b>1,016,000</b>

Table 5  
**CIVIL DIVISION**  
**Detail of Full-Time Equivalent Employment**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>
JS-3			
JS-4			
JS-5			
JS-6	14	14	14
JS-7	8	8	11
JS-8	26	26	26
JS-9	26	26	26
JS-10	6	6	6
JS-11	7	7	9
JS-12	3	3	3
JS-13	7	7	7
JS-14	2	2	2
JS-15			
CEMS	1	1	1
CES	1	1	1
<b>Total Salary</b>	<b>6,986,000</b>	<b>7,307,000</b>	<b>8,110,000</b>
Total FTEs	101	101	106

**THE SUPERIOR COURT OF THE DISTRICT OF COLUMBIA  
CRIME VICTIMS COMPENSATION PROGRAM**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference FY 2023/2024</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
13	1,382,000	13	1,442,000	14	1,667,000	1	225,000

**Mission Statement**

The mission of the Crime Victims Compensation Program is to provide assistance to victims and their families with financial burdens in the aftermath of violent crime. The program provides assistance with sensitivity to the dignity of the victim in a fair and consistent manner. The program assists innocent victims of violent crime, survivors of homicide, and their dependent family members with certain expenses that become necessary as a result of the crime.

Compensable expenses include medical costs, mental health counseling, funeral bills, lost wages and support, the cost of temporary emergency housing and moving expenses made necessary as the result of a crime, replacement of clothing held as evidence, and costs associated with cleaning a crime scene. Applications are filed, investigated, and adjudicated by Crime Victims Compensation Program staff. Crime victims are provided with assistance in filing applications, locating other victim service programs, and addressing many of the other quality of life issues that arise after victimization. Program staff also engage in outreach to ensure the community is aware of services.

**Organizational Background**

The major activities of the Crime Victims Compensation Program are case processing, record management, outreach, and administrative functions. Case processing, and its associated activities, affects every position and accounts for the majority of functions. The major tasks associated with case processing include conducting the victim interview, inputting the application into the case management system, examining and investigating the claim, approving/denying the claim, and paying for compensable services. The program has a total of 15 staff members: 13 FTEs – one Director, one Accounting Officer, one Administrative Assistant, six Legal Claims Examiners, and four Assistant Legal Claims Examiners; two positions – one Legal Claims Examiner and one Assistant Legal Claims Examiner, are currently financed by grant and administrative funds.

**Crime Victims Compensation Program Funding**

More than \$5.3 million in payments to victims during Fiscal Year 2021 were made from the Crime Victims Fund, which is financed by court fines, fees, and assessments and an annual grant from the U.S. Department of Justice under the Victims of Crime Act (VOCA).

Operation of the Crime Victims Compensation Program (CVCP) is financed by the requested appropriation, administrative funds from the VOCA grant, and a small portion of the unobligated balance in the Fund at the end of each year. The VOCA formula grant is based upon past

payments to victims funded directly by Court fines, fees, and assessments: CVCP receives 75% of the amount paid in victims' claims two years prior to the year of the grant award. In accordance with grant guidelines, up to 5% of the grant may be used for administrative expenses including staff, training, and other costs. In addition to the VOCA grant, administrative costs may be paid from up to 5% of the portion of the unobligated balance of the Crime Victims Fund retained by CVCP at the end of each year.<sup>4</sup>

### **Division Management Action Plan (MAP) Objectives**

The MAP objectives of the Crime Victims Compensation Program are as follows:

- Provide timely service to crime victims by processing at least 80% of claims for assistance within 5 weeks.
- Explore enhanced processing, customer service, and case management through the use of electronic sign-in for claimants who visit the office.
- Continue to collaborate with other agencies to enhance the coordination of services to victims.
- Administer the CVCP by securing and managing grant awards to ensure the viability and longevity of the Crime Victims Fund to pay crime victim claims and operate the program.
- Promote employee engagement and professional development by offering in-service trainings on topics that will help staff perform their duties with greater understanding of victim services and the ancillary organizations that can assist with some of the issues created by victimization.
- Increase employee participation in the courtwide values initiative.
- Continue collaboration with victim service providers to ensure that sufficient temporary emergency shelter sites are in place and service protocols are followed.
- Participate in the Crime Victims Compensation Advisory Commission to review current rules and their application in everyday service provision.

### **Division Restructuring or Work Process Redesign**

The Crime Victims Compensation Program has taken several innovative and collaborative approaches to improve interagency coordination, enhance public awareness, and improve timely access to information and services.

### **Program Awareness and Accessibility**

The Crime Victims Compensation Program (CVCP) remains committed to ensuring that the community is aware of the services provided by the Program in accordance with D.C. Code § 4-503(c)(6).<sup>5</sup> The CVCP uses its webpage, social media, and community partners to communicate

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<sup>4</sup> At the end of each fiscal year, in accordance with statutory requirements, the unobligated balance of the Fund is calculated and one-half is distributed to the Mayor's Office on Victim Services to fund local victim service providers. Of the half retained by the CVCP, 95% is needed to pay victims and 5% is available for administrative expenses.

<sup>5</sup> D.C. Code § 4-503(c)(6) The Court shall: Publicize the existence of the Program and the procedure for obtaining compensation under the Program through the Court and the Crime Victims Compensation.



updates regarding services, times of operations, and locations. The Program has established a working group to focus on increasing awareness of the CVCP in light of the COVID-19 pandemic. In addition, the CVCP established a program awareness team and has begun providing training to community groups and organizations.

The pandemic impacted the CVCP's operation significantly. The CVCP began accepting applications via email in May 2020. However, the Program fully transitioned to remote operations, providing full service to claimants by December of 2020. In April 2021, the program began to provide some in-person services such as food and metro card distribution to eligible claimants. The Program established a new application email address, updated the website, and implemented a Microsoft Word and fillable Adobe PDF application. The Program has also implemented an online application process through Pro Bono Net and continues to accept applications via the U.S. mail and email. The Program modified the CVCP application to make it more user-friendly, including the use of plain language. The goal to have the CVCP application available online by FY 2022 was achieved through the partnership with Pro Bono Net. Many victims and advocacy organizations utilize the online application process.

In January 2021, with the assistance of the Court Navigators, the Program began to use and still utilizes four of the Courts' remote sites for victims to pick up, drop off, and complete applications on-site. The remote sites located throughout the District of Columbia increased accessibility to the Program. It is anticipated that the program will add a remote site, in the northwest quadrant of the city, by the end of 2022. Beginning, July 2022 the program resumed full in-person intake services Mondays through Friday 9:00 a.m. – 5:00 p.m.

The Program expanded the use of technology to be fully accessible to the victims/claimants in the community and reduced the need for in-person services, thereby resulting in cost and time savings for crime victims. WebEx is available to conduct virtual intakes, interviews, and claim examiner appointments when needed.

### **Satellite Office**

The new Southeast Domestic Violence Intake Center (S.E. DVIC) is scheduled to open in the fall of 2022. It is a collaborative effort with other victim service providers and agencies in the District of Columbia, including the Superior Court's Domestic Violence Division. Petitions for domestic violence protection orders may be filed at this center, as well as CVCP applications. Representatives from several domestic violence organizations, law enforcement agencies, and the CVCP share office space. Not only does this provide wrap-around services for the victim in one location, it creates, among the service providers, greater understanding of and compassion for the many challenges faced by victims.

**Workload Data**

Table 1  
**CRIME VICTIMS COMPENSATION PROGRAM**  
**Caseload Overview**

	Actual FY 2021	Estimated FY 2022	% Change
New Cases Filed	1,948	2,200	8%
Claims Processed	2,235	2,500	9%

**Key Performance Indicators**

Table 2  
**CRIME VICTIMS COMPENSATION PROGRAM**  
**Performance Measurement Table**

Type of Indicator	Performance Indicator	Data Source	FY 2021 *		FY 2022		FY 2023		FY 2024	
			Goal	Actual	Goal	Estimated	Goal	Projection	Goal	Projection
Input	New claims filed	Case Management Software	3,000	1,948	2,500	2,200	3,000	2,700	3,300	3,200
Output	Claims processed within time standards (90days)	Case Management Software	3,500	2,235	2,700	2,500	3,200	2,940	3,400	3,200
Outcome	Payment Amounts	Case Management Software	\$7.5M	\$5.3M	\$7.5M	\$5.5M	\$7.5M	\$6.0M	\$7.5M	\$6.5M
Outcome	Avg. claim processing time	Case Management Software	5 weeks	10 weeks	5 weeks	12 weeks	6 weeks	8 weeks	6 weeks	7 weeks

\* In FY 2021, CVCP operated at limited capacity due to the COVID pandemic, which impacted the number of actual claims. In FY 2022, with the expansion of onsite operations, it is estimated that the caseload will increase

\*\* In FY 2022, the pending new legislation adds five new crime categories to DC Code §4-501. It is estimated that the increase in crime categories will have a significant impact on the number of applicants who qualify for CVCP services.

\*\*\* In FY 2022, CVCP was down 4 staff members, 2 Legal Claim Examiners, 1 Assistant Legal Claims Examiner and 1 Administrative Assistant, which impacts the claim processing time for FY 2022

**FY 2024 Request**

In FY 2024, the Courts’ request for the Crime Victims Compensation Program is \$1,667,000, an increase of \$225,000 (16%) above the FY 2023 Enacted Budget. This increase includes \$144,000 for 1 FTE to expedite claims processing and \$81,000 for built in cost increases.

***Expediting Victims Compensation, 1 FTE, \$144,000  
Claims Examiner Supervisor (JS-13)***

Problem Statement. Currently, the CVCP Director oversees the daily work of the Claims Examiners (CE) and the Assistant Claims Examiners (ACE); and is responsible for providing guidance to CEs and ACEs with regards to the processing of claims and responding to complex questions from the CVCP stakeholders. This current reporting structure, coupled with the large number of claims submitted to the CVCP challenges the Director to balance day-to-day operations and focus on policy, process and procedural enhancements, stakeholder collaboration, innovations, and leadership of the Program. This challenge creates customer service and case processing delays. Pending legislation will increase the number of new crime categories eligible for compensation. A Claims Examiner Supervisor is critically needed to supervise and train the staff and free the Director to focus her time and attention on leadership responsibilities and operational enhancements.

Relationship to the Courts' Vision, Mission, and Goals. This request will support the following Courts' Strategic Goals: Goal I: Access to Justice for All, Goal II: Fair and Timely Case Resolution, and Goal V: Effective Court Management and Administration.

Relationship to Division MAP Objectives. This request is directly linked to the CVCP's MAP objectives of ensuring fair and timely case resolution through effective case management; ensuring procedural fairness to claimants; and enhancing efficient and timely case resolution and customer satisfaction.

Relationship to Existing Funding. Funding for this position is not available in the Courts' budget.

Methodology. The grade level for this position is determined in accordance with the Courts' Personnel Policies and classification standards.

Expenditure Plan. CVCP will follow the Courts' Personnel Policies to recruit and select the best candidate for the position.

Performance Indicators. This position will assist in decreasing wait times for customer inquiries and claims processing and enhancing quality customer service.

Table 3  
**CRIME VICTIMS COMPENSATION PROGRAM**  
**New Position Requested**

<b>Position</b>	<b>Grade</b>	<b>Number</b>	<b>Annual Salary</b>	<b>Benefits</b>	<b>Total Personnel Costs</b>
Claims Examiner Supervisor	JS-13	1	\$114,000	\$30,000	\$144,000

Table 4  
**CRIME VICTIMS COMPENSATION PROGRAM**  
**Budget Authority by Object Class**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Compensation	1,051,000	1,099,000	1,277,000	178,000
12 - Personnel Benefits	293,000	305,000	352,000	47,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>1,344,000</i></b>	<b><i>1,404,000</i></b>	<b><i>1,629,000</i></b>	<b><i>225,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	2,000	2,000	2,000	0
25 - Other Services	20,000	21,000	21,000	0
26 - Supplies & Materials	9,000	9,000	9,000	0
31 - Equipment	6,000	6,000	6,000	0
<b><i>Subtotal Non-Personnel Services</i></b>	<b><i>38,000</i></b>	<b><i>38,000</i></b>	<b><i>38,000</i></b>	<b><i>0</i></b>
<b>TOTAL</b>	<b>1,382,000</b>	<b>1,442,000</b>	<b>1,667,000</b>	<b>225,000</b>
FTE	13	13	14	1

Table 5  
**CRIME VICTIMS COMPENSATION PROGRAM**  
**Detail, Difference FY 2023/2024**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Compensation	Current Positions WIG	13	10,000	
	Current Position COLA	13	54,000	
	Claims Examiner Supervisor	1	114,000	
<b><i>Subtotal, 11</i></b>				<b><i>178,000</i></b>
12 - Personnel Benefits	Current Position WIG	13	3,000	
	Current Position COLA	13	14,000	
	Claims Examiner Supervisor	1	30,000	
<b><i>Subtotal, 12</i></b>				<b><i>47,000</i></b>
<b><i>Subtotal Personnel Services</i></b>				<b><i>225,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service				
26 - Supplies & Materials				
31 - Equipment				
<b><i>Subtotal Non-Personnel Services</i></b>				<b><i>0</i></b>
<b>Total</b>		<b>14</b>		<b>225,000</b>

Table 6  
**CRIME VICTIMS COMPENSATION PROGRAM**  
**Detail of Full-Time Equivalent Employment**

Grade	FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request
JS-6			
JS-7			
JS-8			
JS-9	5	5	5
JS-10	0	0	0
JS-11	1	1	1
JS-12	5	5	5
JS-13	0	0	1
JS-14	1	1	1
JS-15			
CEMS			
CES	1	1	1
<b>Total Salaries</b>	<b>1,051,000</b>	<b>1,099,000</b>	<b>1,277,000</b>
Total FTEs	13	13	14

**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA**  
**CRIMINAL DIVISION**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference FY 2023/2024</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
106	11,002,000	110	11,825,000	110	12,511,000	0	686,000

**Mission**

The Criminal Division's mission is to ensure public safety by processing criminal cases efficiently, providing competent administrative and courtroom support to judicial officers, personnel, and the public, and providing accurate criminal case information.

The Criminal Division's responsibilities include processing criminal cases brought by the US Attorney and the Attorney General of the District of Columbia including violations of the US Code, the DC Official Code, and municipal and traffic regulations.

**Introduction**

The Criminal Division is in charge of all criminal cases in the District of Columbia that aren't solely federal. The Division assigns judges to cases, prepares judicial calendars (a list of cases assigned to each judge), docket proceedings and filings, looks for new ways to improve public service, recommends changes to the Criminal Rules and Procedures, automates operations, promotes operational efficiencies, and compiles statistical and public data.

In addition, the Division encourages high professional standards and great public service.

**Organizational Background**

The Criminal Division is comprised of the Director's Office and four branches; and manages nine community court misdemeanor calendars (low-level non-violent offenses) with 106 full time equivalent employees (FTEs).

The Director's Office oversees all administrative, fiscal, and personnel affairs as well as developing division policies, and planning, managing, and coordinating the Criminal Division's activities. The Director's Office has **9 FTEs**.

The Quality Assurance Branch performs quality review of updates to the electronic case management system and the final disposition of cases; ensures that judges' orders regarding release and commitment of defendants are followed; and handles matters regarding mental competency, scanning documents from court hearings and federal designation of prisoners. The Quality Assurance Branch has **17 FTEs**.

The Case Management Branch/ Community Court processes, motions, appeals, cases to be expunged, and sealed. The branch also assigns and monitors community service placements and completions.

Furthermore, the branch oversees the operation of several specialized diversion and community courts: the Mental Health Community Court (MHCC), the Drug Court (SCDIP-Superior Court Drug Intervention Program), the 1D (First District) Community Court, the 2D/4D (Second District/Fourth District) Community Court, the 3D (Third District) Community Court, the 5D (Fifth District) Community Court, the 6D (Sixth District) Community Court, the 7D (Seventh District) Community Court, and three DC/Traffic Calendars. These Community Courts are unique in that they focus not only on holding criminals accountable for their conduct, but also on ensuring that they obtain essential drug and mental health treatment, social service connections, and, where necessary, continued judicial monitoring. This branch has **19 FTEs**.

The Courtroom Support Branch consists of courtroom clerks assigned to work with the judges who preside over criminal calendars, including Arraignment and Presentment. The branch also secures court evidence and trains courtroom clerks from other divisions who handle criminal cases. This branch has **48 FTEs**.

The Special Proceedings Branch: The Warrant Office, Criminal Finance Office, and Criminal Information are all part of the Special Proceedings Branch. All bench warrants, search warrants, arrest warrants, subpoenas, habeas corpus writs, fugitive cases, out-of-state witness cases, grand jury directives, sex offender registration matters, and contempt of court/show cause orders are processed and maintained by the Warrant Office. The Criminal Finance Office processes bond refunds and receives court-ordered fines, fees, bonds, and restitution payments. The Criminal Information Section makes accurate criminal case information available to the public. This branch has **13 FTEs**.

### **Criminal Division MAP Objectives**

The following are the Criminal Division's strategic objectives implemented to further the Strategic Plan of the District of Columbia Courts.

- Ensure that Criminal Division cases are resolved timely and efficiently by maintaining performance standards within statutory and administrative requirements that address time standards, trial certainty, staggered schedules, age of pending caseload, and accuracy of court records
- Minimize wait time by implementing electronic check in for court participants
- Encourage professional development through mentoring, cross training, and coaching
- Ensure access to justice by eliminating barriers to meaningful participation in the judicial process by ensuring court documents and information are developed in plain language through multiple platforms
- Ensure court personnel are able to perform their work effectively and efficiently by providing remote access
- Ensure access to justice for eligible misdemeanors offenses in compliance with legislation that expands jury trials

- Ensure that court personnel demonstrate professionalism, exemplify the Courts' values, and provide excellent customer service

## **Divisional Restructuring and/or Work Process Redesign**

### Conversion Integrated JUSTIS Information System

The Criminal Division staff are preparing for the launch of Odyssey, a new case management system. Staff continues to revise business processes and standard operating procedures to guarantee a smooth and effective transition to the new system. This work is critical to ensure streamlined and efficient processes for the conversion to the new case management database.

### Operations

The Criminal Division used a phased approach to resume on site operations. For example, in order to address the huge backlog of felony cases where defendants were detained, jury trials were resumed in February 2021. Non-detained misdemeanor, and citations arraignments remained fully remote. A hybrid approach was used where defendants could appear remote or in person for all hearings except for trials and preliminary/detention hearings,

On April 8, 2022, the Chief Judge of Superior Court issued a new Administrative Order. The Order expanded the types and number of cases to be heard. The suspension, tolling and extension of Statutory and rules-based time limits that were imposed during the pandemic ceased.

The most recent adjustment to the Criminal Division's on-site approach will take effect on July 18, 2022, when remote access will no longer be available for Mental Health and Drug Court.

In February 2021, Courtrooms were setup to accommodate both in-person and remote participation in order to protect the health and safety of defendants, witnesses, victims, attorneys, court personnel, jurors, and other members of the public.

### **Workload Data**

The Criminal Division's case disposition data and performance metrics are shown below. These strategies match industry standards for processing cases and reducing the time between filing and final disposition. The goal is to ensure that court users obtain fair and timely case resolutions.

Due to the COVID-19 impact on court operations, as seen in the workload and efficiency chart below, the Criminal Division disposed of over 8,218 cases in FY 2021, a decrease of 1,544 from FY 2020. The total case numbers reflect: 576 D.C. Misdemeanors; 1,401 Felony cases; 3,028 Traffic cases; and 3,213 U.S. Misdemeanors.



Table 1  
**CRIMINAL DIVISION**  
**Caseload and Efficiency Measures**  
**(Fiscal Year 2021 Data)**

	New Filings (includes reactivated & reopened cases)	Pending Cases 30-Sep	Disposition (includes inactive status)	Clearance Rate*
D.C. Misdemeanor	761	347	609	80%
Felony	2,218	2,943	1,798	81%
Traffic	3,476	2,079	3,137	90%
U.S. Misdemeanors	4,173	3,657	4,615	111%
<b>Total</b>	<b>10,628</b>	<b>9,026</b>	<b>10,159</b>	<b>96%</b>

\* The clearance rate, a measure of court efficiency, is the total number of cases disposed (including those placed in an inactive status), divided by the total number of cases added (i.e. new filings/reactivated/reopened) during a given time period. Rates of over 100% indicate that the court disposed of more cases than were added, thereby reducing the pending caseload.

**Key Performance Indicators**

Table 2  
**CRIMINAL DIVISION**  
**Key Performance Indicators**  
**(Calendar Year 2020 data)**

Type of Indicator	Key Performance Indicator	Data Source	FY 2021		FY 2022*		FY 2023		FY2024	
			Goal	Actual	Goal	Actual	Goal	Estimate	Goal	Estimate
Input	**Misdemeanor jury trials performed within established time standards and SOPs	Management Reports	N/A	N/A	N/A	N/A	70%	65%	75%	70%
Input	**Processing of automatic sealing of misdemeanor and no papered cases	Management Report	N/A	N/A	N/A	N/A	75%	70%	75%	70%
Input	Felony I (Murder, Sexual Assault, etc.) case resolved within: 12 months 18 months 24 months	Management Report	75% 90% 98%	58% 77% 89%	75% 90% 98%	 77% 89%	75% 90% 98%	70% 80% 90%	75% 90% 98%	70% 85% 90%
Input	Felony II cases resolved within: 6 months 9 months 12 months	Management Report	75% 90% 98%	36% 51% 74%	75% 90% 98%	40% 60% 75%	75% 90% 98%	45% 65% 78%	75% 90% 98%	68% 81% 90%
Input	AFTC cases resolved within: 6 months 9 months 12 months	Management Report	75% 90% 98%	39% 51% 74%	75% 90% 98%	39% 60% 74%	75% 90% 98%	40% 65% 80%	75% 90% 98%	65% 70% 85%
Input	U.S. Misdemeanor cases resolved within: 4 months 6 months 9 months	Management Report	75% 90% 98%	41% 52% 65%	75% 90% 98%	41% 52% 65%	75% 90% 98%	33% 47% 63%	75% 90% 98%	76% 89% 96%
Input	D.C. Misdemeanor cases resolved within: 4 months 6 months 9 months	Management Report	75% 90% 98%	73% 80% 84%	75% 90% 98%	73% 80% 84%	75% 90% 98%	59% 68% 75%	75% 90% 98%	82% 92% 96%
Input	D.C. Traffic cases resolved within: 3 months 6 months 9 months	Management Report	75% 90% 98%	61% 75% 83%	75% 90% 98%	 75% 83%	75% 90% 98%	49% 68% 79%	75% 90% 98%	62% 88% 96%
Input	Felony I (Murder, Sexual Assault, etc.), Felony II, AFTC jury cases resolved by the second trial date	Management Report	70%	67%	70%	100%	70%	70%	70%	60%
Input	U.S. Misdemeanor jury cases resolved by the second trial date	Management Report	70%	50%	70%	0%	70%	70%	70%	93%
Input	Traffic jury cases resolved by the second trial date	Management Report	80%	100%	70%	0%	70%	70%	70%	78%
Input	Felony non-jury cases resolved by the second trial date	Management Report	80%	63%	80%	50%	80%	50%	80%	63%
Input	U.S./ DC Misdemeanor, Traffic non-jury cases resolved by the second trial date	Management Report	80%	86%	80%	91%	80%	91%	80%	87%

\*The 2021 figures are significantly lower due to the limited operations during the COVID-19 pandemic.

\*\*These two performance indicators reflect the pending legislation’s impact on performance measures.

**FY 2024 Request**

In FY 2024, the Courts’ request for the Criminal Division is \$12,511,000, an increase of \$686,000 (6%) above the FY 2023 Enacted Budget. This increase consists entirely of built-in cost increases.

Table 3  
**CRIMINAL DIVISION**  
**Budget Authority by Object Class**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>Difference FY2023/2024</b>
11 - Personnel Compensation	8,493,000	9,143,000	9,684,000	541,000
12 - Personnel Benefits	2,377,000	2,547,000	2,688,000	141,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>10,870,000</i></b>	<b><i>11,690,000</i></b>	<b><i>12,372,000</i></b>	<b><i>682,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	71,000	72,000	74,000	2,000
25 - Other Services				
26 - Supplies & Materials	31,000	32,000	33,000	1,000
31 - Equipment	30,000	31,000	32,000	1,000
<b><i>Subtotal Non-Personnel Services</i></b>	<b><i>132,000</i></b>	<b><i>135,000</i></b>	<b><i>139,000</i></b>	<b><i>4,000</i></b>
<b>TOTAL</b>	<b>11,002,000</b>	<b>11,825,000</b>	<b>12,511,000</b>	<b>686,000</b>
FTE	106	110	110	0

Table 4  
**CRIMINAL DIVISION**  
**Detail, Difference FY 2023/FY2024**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2023/FY 2024</b>
11 - Personnel Compensation	Current Position WIG	106	94,000	
	Current Position COLA	106	447,000	
<b><i>Subtotal 11</i></b>				<b><i>541,000</i></b>
12 - Personnel Benefits	Current Position WIG	106	24,000	
	Current Position COLA	106	117,000	
<b><i>Subtotal 12</i></b>				<b><i>141,000</i></b>
<b><i>Subtotal Personnel Services</i></b>				<b><i>682,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	Built-in Increases			2,000
25 - Other Service				
26 - Supplies & Materials	Built-in Increases			1,000
31 - Equipment	Built-in Increases			1,000
<b><i>Subtotal Non-personnel Services</i></b>				<b><i>4,000</i></b>
<b>Total</b>				<b>686,000</b>

Table 5  
**CRIMINAL DIVISION**  
**Detail of Full-Time Equivalent Employment**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>
JS-3			
JS-4			
JS-5			
JS-6	1	1	1
JS-7	12	15	15
JS-8	26	26	26
JS-9	35	35	35
JS-10	14	14	14
JS-11	2	2	2
JS-12	6	6	6
JS-13	7	8	8
JS-14	1	1	1
JS-15	1	1	1
CEMS			
CES	1	1	1
<b>Total Salary</b>	<b>8,493,000</b>	<b>9,143,000</b>	<b>9,684,000</b>
Total FTEs	106	110	110

**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA  
DOMESTIC VIOLENCE DIVISION**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference FY 2023/2024</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
29	2,685,000	34	3,261,000	36	3,690,000	2	429,000

**Mission Statement**

The mission of the Superior Court’s Domestic Violence Division is to resolve domestic violence disputes, protect domestic violence victims, and hold perpetrators accountable.

**Organizational Background**

The Domestic Violence Division (Division) is comprised of 29 FTEs, including the Director’s Office, and the functions described below:

- The Division Clerk’s Office, comprised of 10 FTEs, processes all petitions for civil protection Orders (CPOs), Anti-Stalking Orders (ASOs), Extreme Risk Protection Orders (ERPOs), DV criminal contempt cases (CCCs), and subsequent filings related to DV Misdemeanor matters (DVM). The Clerk’s Office is responsible for initiating cases; scanning all documents in the case management system; providing trauma-informed case and procedural information to the public; reviewing and processing documents filed electronically or in person; and securely maintaining all civil cases electronically in compliance with Court rules and statutes
- The Courtroom Support Branch, comprised of 9 FTEs, processes all court hearings and provides courtroom clerk support for six judicial officers. The Courtroom Clerks manage high volume fast paced courtrooms, and maintain paperless records by simultaneously uploading documents to an electronic case management system during court proceedings. Courtroom Clerks are cross trained to support the Division’s integrated adjudication of criminal and related civil matters (including CPOs, ASOs, ERPOs, CCC, and paternity and support cases with related domestic violence cases).
- The Quality Assurance Branch, comprised of 3 FTEs, reviews all cases initiated and adjudicated in the Division due to the emergency nature of DV cases. They ensure accuracy of case processing, and assist with prisoner movement and warrants.
- The Division’s Attorney Negotiators, comprised of 2 FTEs, meet with litigants appearing for trials in CPO and ASO cases. They provide information and help parties negotiate their cases. With their assistance, most parties are able to come to an agreement without a trial or dismissal of a matter and obtain an order in the first trial setting. This allows parties to have autonomy over their cases which is critical in matters with domestic violence dynamics, and supports court efficiency with the swift and expeditious disposition of cases. The Attorney Negotiators help ensure fair and timely case resolution in the Division by using trauma-informed skills to explain the court process to self-represented parties, drafting clear and enforceable orders to aid in accurate enforcement and future contempt litigation, and facilitating comprehensive agreements with input from both parties.

- The Branch Supervisors, comprised of 2 FTEs, manage the daily operations of the Division and 22 front line employees. The Clerk's Office Branch Supervisor manages 11 FTEs, overseeing case initiation, processing of subsequent filings, entry of warrant and protection order data into the national database, and one Quality Assurance employee who reviews accuracy of case information and initial court hearings. The Courtroom Support Branch Supervisor manages 11 FTEs, overseeing case flow of civil and criminal cases in six courtrooms (both on-site and remote) and the two Quality Assurance employees who review all hearings for accuracy. The Branch Supervisors are responsible for training all employees and maintaining and updating the Division's standard operating procedures and business processes.

### **Management Action Plan (MAP) Objectives**

The Division's main objective is to provide increased access to justice for all by ensuring that documents and information are in plain language and accessible in multiple languages; leveraging effective, trauma-informed practices to ensure fair and timely resolution of all matters; and maintaining accessible remote operations for the public.

Other objectives for the Domestic Violence Division are to:

- Maintain and increase partnerships with community organizations, including those providing pro bono legal representation to petitioners and respondents, to enhance access to resources for all Division customers.
- Enhance newly implemented hybrid operations to ensure litigants have access to all DV services both in person and remotely.
- Maintain access to immediate relief through the Temporary Protection Order (TPO) and Temporary Anti-Stalking Order (TASO) process including access to after-hours TPOs in emergency situations remotely.
- Maintain and monitor an Electronic Sign-In System in the Clerk's Office to reduce wait times and to ensure expeditious submission of filings.
- Continue collaboration with agencies providing respondents rehabilitative support through court-ordered DV and family-violence intervention, substance abuse, parenting skills classes, mental health evaluations, and anger management treatment through deferred sentencing and judicial review procedures that ensure completion of programs.
- Enhance access to justice for Spanish-speaking and other non-English speaking court users by translating all court forms into Spanish and other languages (e.g. Amharic and Chinese), ensuring that interpreters (or bilingual staff) are available during all stages of case processing and hearings, and making instructions and procedures accessible in various languages.
- Enhance and assure safety of victims by utilizing additional tools for enforcement of protection orders, such as updating the Regional and National Register for protection orders.
- Collaborate with surrounding jurisdictions in Maryland and Virginia regarding enforcement of protection orders and service on their residents.
- Enhance the Division's dashboard to improve data collection and oversight of performance standards.
- Leverage technology by expanding the function of the Electronic Courtroom Check-In System to allow negotiators to upload documents directly to the courtroom.

- Maintain the electronic platform for parties to check-in to their court hearing remotely and provide contact information in a confidential breakout room.
- Enhance informed judicial decision-making by ensuring that related cases are identified so that judicial officers have all necessary information available prior to the hearing.
- Continue to monitor and update the Division web page to ensure the public has access to information, forms, resources, and current remote operations.
- Expand availability of video conferencing equipment and designated office spaces within the Southeast Intake Center from one to three hearings to increase the number of simultaneous remote hearings held from the satellite office.
- Update Court rules to expand service of process capabilities to expedite case resolution.
- Implement policy changes and update procedures and forms as required by the new Intrafamily Offenses Act, including the creation of the new ASO case type.
- Provide a video presentation to litigants in the courtroom (on-site, in person, and on the website), explaining court processes.

### **Restructuring or Work Process Redesign**

Domestic Violence cases are among the most complex and volatile in the D.C. Courts. Judges and court personnel must navigate complicated cases with family relationships and dynamics of abuse as well as severe mental health and addiction issues. The Division also handles cases with parties who are sharing the same residence, and are alleging stalking, sexual abuse, or sexual assault. The Division specializes in addressing these challenging cases in ways that increase victim safety, respondent accountability and rehabilitative support, and efficient and effective adjudication.

In April 2021, new legislation expanded the case types in the Division by creating the ASO case type and changing the CPO law. These changes impacted the Division's business processes and resources by increasing case processing times; requiring additional training and supervision; and the development of new forms, case management system-changes, and informational materials. Since April 2021, the Division has seen a progressive increase in ASO filings. In addition, the ASO filings are complicated cases that require longer hearings which have impacted the Division's workflow.

When the pandemic was declared in March 2020, the Division immediately transitioned to remote operations and began hearing cases virtually via WebEx. The transition was challenging because all procedures had to be re-evaluated to mitigate additional dangers and dynamics caused by the pandemic. Victims could still be residing with their abusers and had to be careful to access remote services when the abuser was not in the home which was not very often due to the lockdown. For those reasons, the Division collaborated with stakeholders to create a 24-hour low-barrier remote process for parties to request assistance for emergency resources and prepare court filings. As a result of this collaboration, there was no gap in access to same-day emergency protection orders. In addition to creating a remote process, the Division strengthened its emergency temporary protection order process to ensure parties could request an order after business hours and on the weekend from a police station. During the creation of these new procedures, the Division took the following steps to ensure its processes were trauma-informed and accessible: 1) conducted a plain language review of all public-facing resources, filing

platforms, and information; 2) provided a crisis-response line phone number (in English and Spanish) in all court notices and electronic correspondence; 3) trained and developed procedures for staff to follow when calling parties who could be in dangerous situations; and 4) developed safeguards during court proceedings by monitoring participants in virtual hearings and using breakout rooms for parties to privately connect with their advocate or attorney.

In November 2020, the Division decided to implement an aggressive plan to attack the backlog of cases that had developed due to the pandemic. The Division designed and implemented a sophisticated process to hear remote trials with witnesses and evidence. After implementing robust remote operations in response to the COVID-19 pandemic, in FY 2021 the Division focused on increasing the pace in which cases were resolved and clearing the backlog of cases that was created during the first year of the pandemic. By May 2021, the Division was hearing double calendars. This was done to ensure that trials that had been delayed due to the Courts' tolling order and subsequent transition to remote operations due to the pandemic were heard as soon as possible. The division decided to resume the scheduling of new cases to the normal timeline of two weeks from the filing date as opposed to as far out as eight months. In addition, the Division began to hear the older cases earlier by reaching out to parties where service was effectuated to see if they wanted to resolve their matter earlier. These processes inadvertently doubled the daily calendar of cases and increased the workload significantly. Furthermore, the Division worked at a faster pace to get through the high volume which required longer work hours. This new process reengineering to address a heavier and faster workflow proved to be effective even with a lack of resources and numerous challenges.

In July 2021, the Division expanded its onsite services when the Clerk's office opened for in-person filers. The Division re-engineered operations to manage two entry points for filers; remote and in person. This required a high degree of coordination within the Division because 99% of filings require a same-day hearing and all matters had to be set in one courtroom. Without the proper coordination, a backlog could be created and impact workflow. Additionally, the courtroom clerks and the judges had to make diligent efforts to reach victims for telephonic hearings; which also impacts workflow. Since the Clerk's Office opened for onsite filings, the Division has notice an increase of in person filings. The two entry points, challenges of remote filings, and access to filings 24 hours a day have increased the workload of the Division and the potential for error requiring additional staff to ensure accuracy of the work.

### **Workload Data**

In FY 2021, the Domestic Violence Division processed 6,309 new filings and reinstated cases and disposed of 7,507 cases. Table 1 below provides caseload data for the Domestic Violence Division. Table 2 provides performance data for the Domestic Violence Division.



Table 1  
**DOMESTIC VIOLENCE DIVISION**  
**Caseload and Efficiency Measures**  
(Fiscal Year 2021 Data)

	Cases Added*	Cases Disposed	Clearance Rate**	Cases Pending		
				1-Oct	30-Sep	Change
Intra-family (Protection Orders)	4,432	5,369	105%	2,163	1,226	10.9%
Anti-Stalking Orders	372	279	75%	0	2	N/A
U.S. Misdemeanors	1,447	1,812	125%	1,171	806	-31.2
Extreme Risk Protection Orders	13	12	109%	2	1	50.0%
Criminal Contempt Cases	45	35	250%	4	14	78%
<b>Total</b>	<b>6,309</b>	<b>7,507</b>	<b>556%</b>	<b>2,280</b>	<b>2,049</b>	<b>107.7%</b>

\* Includes cases filed and reopened cases.

\*\*Ratio of cases disposed to cases filed in a given year. A standard efficiency measure is 100%, meaning one case disposed for each case filed.

Table 2  
**DOMESTIC VIOLENCE DIVISION**  
**Key Performance Measures**

Type of Indicator	Key Performance Indicator	Data Source	FY 2021		FY 2022		FY 2023		FY 2024	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Output/Activity	Hearings/events scheduled	CourtView	30,000	22,679	32,000	32,000	32,900	32,900	32,900	32,900
Quality	Cases reviewed & processed within 48 hours in Court's database	CourtView	95%	98%	95%	95%	95%	85%	95%	85%
Quality	Cases reviewed & processed within 48 hours in the national law enforcement database (WALES)	CourtView/WALES	100%	98%	100%	98%	100%	85%	100%	85%
Activity	Case initiation in the SE Satellite Office	CourtView	25%	0%	30%	30%	30%	30%	30%	30%

**FY 2024 Request**

In FY 2024, the D.C. Courts' request for the Domestic Violence Division is \$3,690,000, an increase of \$429,000 (13%) above the FY 2023 Enacted Budget. The requested increase includes \$236,000 for 2 FTEs to manage complex hybrid operations and ensure the accuracy of the creation of new cases in a high pace high volume environment, and \$193,000 for built-in cost increases.

***Responding to the Growing Demand for Domestic Violence Services, 2 FTEs, \$236,000***

***Case Manager (JS-10)***

***Branch Chief (JS-13)***

Introduction. The Division needs additional staff to manage robust and complex hybrid operations that have been established due to a myriad of reasons. The primary reason was that the COVID-19 pandemic initially required the Division to implement remote operations that provided access to justice to victims of domestic violence when the Court was closed to in-person filers. The process that was established allowed the Division to successfully operate and assist tens of thousands of filers without a gap in service. When the Court resumed the Clerk's Office to in-person filers, the Division developed hybrid operations to accept both in person and remote filings. Although the Division has seen an incremental increase in in-person filings since the Clerk's Office opened in July 2021, the vast majority of filings are remote. As a result, the Division is managing complex operations with two entry points for filings many of which require a same-day hearing. The staff is operating at a fast pace which naturally increases the error rate requiring designated staff to manage accuracy of initial filings in hybrid operations. Another reason for hybrid operations is because of the changes in the Intrafamily Offenses Act enacted in April 2021. This legislation has increased the length of hearings, as well as case processing times which impact the workflow of the day to day operations and requires more oversight. In addition, the establishment of remote operations has highlighted the safety benefits to virtual filings and hearings which require different business processes and increased staff. The goal of the Division is to balance the litigants' need for trauma-informed services, while maintaining reasonable wait times for parties, and ensuring access to justice. The Division must expand its workforce to continue to implement best practices and serve the changing needs of the public, particularly as the court expands its capacity.

Problem Statement. Since the Division was established the number of filings has increased exponentially. According to a recent study by the DC Coalition Against Domestic Violence (DCCADV), 40% of female DC residents have been hit, slapped, punched, threatened, beaten, stalked, or raped by an intimate partner. Furthermore, 50% have experienced some form of psychological aggression by an intimate partner, and 30% have experienced sexual violence or stalking by an intimate partner. While there is severe underreporting for these crimes; on a given day in DC, there are over 500 victims served by eleven domestic violence programs. (National Network to End Domestic Violence [NNEDV], 2020). Of the services provided daily across the District, at least 27% involve some form of court assistance (NNEDV, 2020). Domestic Violence has been referred to as the "pandemic within the pandemic" due to the impact of COVID-19. The nature of the pandemic and the lock down of many communities created a breeding ground for more violence and less access to services. Between 2020 and 2022, the Division focused on ensuring that victims of domestic violence had access to services despite the Court being temporarily closed for in-person filings. The Division worked with stakeholders to develop hybrid operations and provided access to justice to tens of thousands of victims and maintained minimal wait times, and same day services. The newly established sophisticated operations require additional oversight to ensure accuracy of work.

### *Case Manager*

The Case Manager will ensure that all new cases initiated in the Clerk's Office effectively go through the Division's Case Management Plans and are processed expeditiously and disposed of properly. The Division's quality review team is responsible for ensuring all court hearing information is accurate, and the Case Manager will focus specifically on the accuracy of the creation of cases, the maintenance of confidential records, and the proper disposition of cases on the record. The initiation of a civil case has many steps and requires a great deal of accuracy. Furthermore, the initiation of civil cases in the Division require background checks, and the maintenance of confidential information. The new Intrafamily Offenses Act of 2020, which created the ASO, and the Address Confidentiality Program (ACP) implemented in 2021 have requirements that increase the margin of error for case creation significantly; and the impact of an error in these cases can put a life in danger. The Case Manager will ensure the accuracy of all requirements in the collection and reporting of data. Finally, the Case Manager will ensure data is accurately entered into the Regional and National Register for protection orders. This additional resource will allow the deputy clerks to focus solely on processing cases while maintaining time standards; and allow the Quality Assurance team to focus on the accuracy of court hearing information.

### *Branch Chief*

Due to the emergency nature of the cases in the Division and the requirement for same day hearings in most cases, filings intersect between the Clerk's Office, Courtroom Support, and Quality Assurance Branches every day. Branch Supervisors oversee the day-to-day operations of the branches, but a Branch Chief is needed to supervise the Branch Supervisors and ensure that workflow and processes are working across all branches in a concerted effort. The Branch Chief will support the Branch Supervisors and ensure that business procedures and projects are developed to continually respond to the increasing volume of cases and complexity of operations. The Division relies on several technological systems to operate and these systems require constant review and enhancements to operate effectively. The Branch Chief will ensure that the systems the division relies on to operate are effective and will continually look to improve them and leverage additional technology. Finally, the Division manages a newly developed satellite office and the Branch Chief is needed to oversee those operations offsite to ensure the effective workflow of cases through that center. Currently all of these tasks are managed by the Deputy Director who should be focused on developing and executing the strategic plan for the division and supporting the Director. A Branch Chief is needed to directly manage the Branch Supervisors and support operations so the Directors can focus on strategic level work.

Relationship to Courts Mission and Goals. This request supports the Courts' Strategic Goal I: Access to Justice by providing more quality reviews and oversight to ensure the safety of filers; Goal II: Fair and Timely Case Resolution and Goal V: Effective Court Management and Administration by improving the management of operations and implementation of enhancements with greater oversight.

Relationship to Divisional Objectives. These requests are directly related to the Division’s main objective to enhance newly implemented hybrid operations to ensure litigants have access to services both in person and remotely.

Relationship to Existing Funding. Currently, the funding for the Division is only sufficient for the current number of FTEs.

Methodology. The grade level for this position is determined in accordance with the Courts’ Personnel Policies and classification standards.

Expenditure Plan. The new FTEs will be recruited and hired according to the Courts’ Personnel Policies and procedures.

Performance Indicators. The new Case Manager will ensure cases are meeting safety and legal standards such as confidentiality of information before the cases go before the Court for a hearing. This will improve accuracy of information and support time standards so that cases can be processed expeditiously. The Branch Chief will provide more leadership and oversight to support the operations. This additional layer of management is needed to ensure that procedures and systems are working effectively and to support the expansion of the divisions’ services with the enhanced capacity in the new satellite center.

Table 3  
**DOMESTIC VIOLENCE DIVISION**  
**New Positions Requested**

Positions	Grade	Number	Salary	Benefits	Total Personnel Cost
Branch Chief	JS-13	1	\$114,000	\$30,000	\$144,000
Case Manager	JS-10	1	\$73,000	\$19,000	\$92,000
<b>TOTAL</b>		<b>2</b>	<b>\$187,000</b>	<b>\$49,000</b>	<b>\$236,000</b>

Table 4  
**DOMESTIC VIOLENCE DIVISION**  
**Budget Authority by Object Class**

	FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request	Difference FY 2023/2024
11 - Personnel Salaries	2,082,000	2,538,000	2,878,000	340,000
12 - Personnel Benefits	583,000	703,000	792,000	89,000
<b>Subtotal Personnel Cost</b>	<b>2,665,000</b>	<b>3,241,000</b>	<b>3,670,000</b>	<b>429,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	11,000	11,000	11,000	0
31 - Equipment	9,000	9,000	9,000	0
<b>Subtotal Non-Personnel Cost</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>
<b>TOTAL</b>	<b>2,685,000</b>	<b>3,261,000</b>	<b>3,690,000</b>	<b>429,000</b>
FTE	29	34	36	2

Table 5  
**DOMESTIC VIOLENCE DIVISION**  
**Detail, Difference FY 2023/2024**

Object Class	Description of Request	FTE	Cost	Difference FY 2023/FY 2024
11 - Personnel Compensation	Current Position WIG	34	29,000	
	Current Position COLA	34	124,000	
	Branch Chief	1	114,000	
	Case Manager	1	73,000	
<i>Subtotal 11</i>				<i>340,000</i>
12 - Personnel Benefits	Current Position WIG	34	8,000	
	Current Position COLA	34	32,000	
	Branch Chief	1	30,000	
	Case Manager	1	19,000	
<i>Subtotal 12</i>				<i>89,000</i>
<b><i>Subtotal Personnel Services</i></b>				<b><i>429,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service				
26 - Supplies & Materials				
31 - Equipment				
<b><i>Subtotal Non-Personnel Services</i></b>				<b><i>0</i></b>
<b>Total</b>				<b>429,000</b>

Table 6  
**DOMESTIC VIOLENCE DIVISION**  
**Detail of Full-Time Equivalent Employment**

	FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request
JS-3			
JS-4			
JS-5			
JS-6	1	2	2
JS-7	3	5	5
JS-8	8	8	8
JS-9	7	7	7
JS-10	4	4	5
JS-11			
JS-12	2	2	2
JS-13	2	4	5
JS-14			
JS-15	1	1	1
CEMS			
CES	1	1	1
<b>Total Salary</b>	<b>2,082,000</b>	<b>2,538,000</b>	<b>2,878,000</b>
Total FTEs	29	34	36

**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA  
FAMILY COURT OPERATIONS DIVISION**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference FY 2023/2024</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
157	16,083,000	157	16,773,000	158	17,774,000	1	1,001,000

**Mission Statement**

The mission of the Family Court is to protect and support children brought before it, strengthen families in trouble, provide permanency for children, and decide disputes involving families fairly and expeditiously, while treating all parties with dignity and respect.

**Organizational Background**

The District of Columbia Family Court Act of 2001 (“the Act”) was enacted to ensure the safety and well-being of children and families in the District of Columbia. Pursuant to the Act, specially trained and qualified judges serve on the Family Court at least three years, all family cases remain assigned to judges serving on the Family Court bench, and a one judge/one family case management model is utilized to facilitate more informed decision making, thereby facilitating enhanced service delivery to families, avoiding the risk of conflicting orders, and reducing the number of court appearances for families.

The Family Court has jurisdiction over cases of child abuse and neglect, custody, termination of parental rights, adoption, paternity and support, mental health and mental habilitation, juvenile delinquency, marriage, and divorce. The Division is comprised of the Office of the Director and six administrative branches, along with the following offices: The Counsel for Child Abuse and Neglect, the Family Self Help-Center, the Legal Section, the Family Treatment Court, and the Fathering Court.

1. The Central Intake Center (CIC) serves as the initial point of contact between the public and the Family Court. Its primary mission is to provide comprehensive, timely, and efficient case processing services to the citizens of the District of Columbia and public agencies, from one centralized location. The CIC initiates cases and receives all subsequent case filings, as well as filing fees. The CIC is the primary location for the dissemination of Family Court case status information to the public. This office has 18 FTEs.
2. The Counsel for Child Abuse and Neglect Branch (CCAN) recruits, trains, and assigns attorneys to provide representation for children, eligible parents, and caretakers in proceedings of child abuse and neglect. This branch has 3 FTEs.
3. The Courtroom Support and Quality Control Branch provides in-court clerical support to judicial officers presiding over Family Court cases and supports all branches by processing prisoner transfer requests, preparing daily assignments for courtrooms, reviewing juvenile files after hearings, and conducting limited reviews of abuse and neglect files to facilitate compliance with the Adoptions and Safe Families Act (ASFA). This branch has 45 FTEs.

4. The Director's Office is responsible for managing the Division's budget and administrative staff. The Office of the Director oversees implementation of divisional objectives in support of the Courts' Strategic Plan and court-wide performance measures. The office is responsible for preparing all legally mandated reports on divisional operations required by the local legislature and the U.S. Congress. Including the Family Court Call Center, this office has 11 FTEs.
5. The Domestic Relations Branch processes divorce, annulment, custody, termination of parental rights, and adoption cases. This branch has 19 FTEs.
6. The Juvenile and Neglect Branch is responsible for cases involving children alleged to be delinquent, neglected, abused, or otherwise in need of supervision. This branch has 15 FTEs.
7. The Legal Section consists of the Family Court attorneys, including attorney negotiators, attorney advisors, staff attorney, and the branch chiefs for CCAN and the Self-Help Center. This office has 5 FTEs.
8. The Marriage Bureau issues licenses and authorizations for marriages in the District of Columbia and maintains a list of officiants who are authorized to perform civil weddings. This branch has 8 FTEs.
9. The Mental Health and Mental Habilitation Branch is responsible for matters involving the emergency hospitalization or commitment of individuals in need of mental health services and matters for persons with intellectual disabilities in need of habilitation services. This branch has 7 FTEs.
10. The Parentage and Support Branch processes paternity actions and requests to establish, modify, and enforce child support orders. This branch has 16 FTEs.
11. The Self-Help Center provides legal information and assistance to self-represented parties. This office has 4 FTEs.
12. The Specialty Courts consist of the Family Treatment Court and the Fathering Court.
  - The Family Treatment Court, a partnership between the Family Court and the Office of the Deputy Mayor for Children, Youth, Families, and Elders, in cooperation with key District health and human services stakeholders, is a voluntary comprehensive residential substance abuse treatment program for parents whose children are the subject of a child neglect case. This office has 2 FTEs.
  - The Fathering Court, a partnership between Family Court and the District of Columbia Office of Child Support Enforcement Services Division, provides services to non-custodial fathers who are unable to pay court-ordered child support. The program helps fathers find stable employment that will enable them to become financially supportive of their children. The Fathering Court empowers fathers to maintain a physical and emotional presence in the lives of their children. This office has 2 FTEs.

### **Family Court Operations Division Management Action Plan Objectives**

- Promote a competent and well-trained Family Court CCAN and Guardian *ad Litem* Panel by continuing to ensure compliance with practice standards and certification requirements and by conducting annual training and monthly brown bag sessions for attorneys.
- Ensure access to court services by providing Mental Habilitation Advocates.

- Promote access to legal services for litigants without lawyers through the Family Court Self-Help Center and other methods.
- Provide efficient and timely case processing by performing division case processing activities within established time frames and standard operating procedures.
- Ensure case management and division performance by collaborating with judicial leadership to achieve established case processing time standards in compliance with the Administrative Order.
- Minimize wait-times and delays by increasing the use of electronic sign-in.
- Enhance procedures to start trials on their first scheduled dates and to finish them on succeeding days, beginning with neglect cases.
- Expand the use of electronic notice and document transmission.
- Promote timely case resolution by completing home studies within established time standards.
- Enhance employee engagement by holding weekly Director’s Office video check-ins with employees.
- Enhance employee engagement by holding quarterly Transparency Meetings with the Director’s Office and each branch, in addition to holding quarterly Transparency Meetings with each branch’s management team.
- Create an engaged and informed workforce by notifying staff of Court-offered trainings.
- Increase transparency by sending real-time and monthly emails to the Division.
- Ensure the effectiveness of court operations by providing legal analysis of statutes and case law.
- Manage and report on Family Court case data through various reports and presentations.
- Enhance the use of attorney negotiators to increase settlement rates and improve case dispositions.
- Enhance case processing, information management, and performance measurement and reporting through targeted technology investments.
- Enhance an electronic case processing system (“paperless”) for all case types except Adoptions and Relinquishments.
- Monitor Call Center performance to determine its effectiveness in resolving customer inquiries and enhance customer satisfaction.

### **Workload Data**

There were 3,515 pending pre-disposition cases in the Family Court on October 1, 2020. In fiscal year 2021, there were a total of 7,923 new cases filed and 176 cases reopened in the Family Court. During the same period, 7,972 cases were disposed. As a result, there were 3,642 cases pending in the Family Court on September 30, 2021. The overall clearance rate was 98% (Table 1).



Table 1  
**FAMILY COURT OPERATIONS DIVISION**  
**Caseload and Efficiency Measures**  
**(Fiscal Year 2020 Data)**

	Cases Added	Cases Disposed	Clearance Rate*	Cases Pending		
				1-Oct-20	30-Sep-21	Change
Abuse & Neglect	252	242	96%	40	50	25%
Adoption	195	211	108%	150	134	-10.7%
Divorce & Custody	2,966	2,850	96%	1,430	1,546	8%
Juvenile	789	899	114%	389	279	-28.3%
Mental Health	2,940	2,890	102%	184	134	-27.2%
Parentage & Support	1,057	880	83%	1,322	1,499	13.4%
Total	8,099	7,972	98%	3,515	3,642	3.6%

\*The clearance rate, a measure of court efficiency, is the total number of cases disposed divided by the total number of cases added (i.e., new filings/reopened) during a given time period. Rates over 100% indicate that the court disposed of more cases than were added, thereby reducing the pending caseload.

Table 2  
**FAMILY COURT OPERATIONS DIVISION**  
**Key Performance Indicators**

Type of Indicator	Key Performance Indicator	Data Source	2021		2022		2023		2024	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Time to Disposition	Contested Custody Cases: 98% within 270 days	Performance Measure Report	98%	68%	98%	75%	98%	80%	98%	85%
Time to Disposition	Contested Divorce Cases: 98% within 270 days		98%	81%	98%	85%	98%	90%	98%	95%
Time to Disposition	Child Support: 90% within 18 months		90%	69%	90%	75%	90%	80%	90%	85%
Time to Disposition	Neglect (Child Removed): 100% with 105 days		100%	85%	100%	90%	100%	95%	100%	100%
Time to Disposition	Neglect (Child Not Removed): 100% with 45 days		100%	70%	100%	75%	100%	80%	100%	85%
Time to Disposition	Juvenile (Released): 98% with 270 days		90%	75%	90%	80%	90%	85%	90%	90%
Persons Assisted	Number of Persons Assisted in the Self-Help Center	Family Statistics	9,100	5,983	7,000	6,050	7,000	6,250	7,000	6,500

**FY 2024 Request**

In FY 2024, the Courts' request for the Family Court Operations Division is \$17,774,000, an increase of \$1,001,000 (6%) above the FY 2023 Enacted Budget. The requested increase includes \$101,000 for 1 FTE to expedite the completion of custody assessments and \$900,000 for built-in cost increases.

***Expediting Custody Assessments, 1 FTE, \$101,000***  
***Custody Assessor, (JS-11)***

Problem Statement: The Custody Assessment Unit performs home study assessments (HSA), social history assessments (SHA) and brief focused assessments (BFA) in the Domestic Relations Branch, specifically for cases involving the custody of minor children.

In FY 2020, the judges on the Domestic Relations calendars requested 94 HSAs, 67 SHAs and 9 BFAs. Beginning in FY 2021, there were fewer Guardians *ad Litem* available to be appointed in custody cases, thus leaving judges with fewer resources to make custody decisions. As a result, there was a steep increase in the number of requests made to the Custody Assessment Unit for home studies, social history assessments and brief focused assessments. In FY 2021, judges requested 131 HSAs, 124 SHAs and 28 BFAs, a total increase of 66% from FY 2020. These numbers continue to increase in FY 2022, with projected requests (based on the first 8 months of the fiscal year) of 133, 89 and 92, respectively.

This increase in custody assessment requests has resulted in a delay in the processing of such requests. Before the increase, HSAs and SHAs took approximately 4-6 weeks to complete, and BFAs took approximately 8 weeks to complete. Since the marked increase in requests, HSAs and SHAs have taken closer to 12 – 16 weeks to complete and BFAs have taken 16 weeks to complete. As a direct result of these delays, cases take longer to be resolved and families suffer.

In order to address this increased demand for assessments, one custody assessor is needed to process the work in a timely manner, to improve the customer experience and remove the barriers to access justice.

Additional responsibilities of the custody assessor include:

- Providing referrals for housing, mental health services, and other services that supports the stability and well-being of children
- Coordinating communication between parties and service providers

Relationship to the Courts' Vision, Mission, and Goals. This request will support the accomplishment of the following strategic goals: Goal I-Access to Justice for All and Goal II-Fair and Timely Case Resolution. Adequate staffing in the Custody Assessment Unit will ensure that high quality customer service is provided without delay to the public, stakeholders, and judicial officers. The assessments provided are fact finding and used to make conclusions regarding custody matters that impact families and the mission of the Family Court.

Relationship to Division MAP Objectives. This request is aligned with the Division's MAP objective of efficient and timely case processing by performing home study assessments, social history assessments and brief focused assessments within the established time frames that are outlined within the standard operating procedures and to minimize wait times and delays.

Methodology. The grade level for this position is determined in accordance with the Courts' Personnel Policies and classification standards.

Expenditure Plan. The Family Court Operations Division will recruit and hire the staff in accordance with the Courts' Personnel Policies.

Performance Indicators. The performance indicators will include a reduction in wait times for assessments and increased customer, stakeholder, and judicial staff satisfaction.

Performance Indicators. Success of the position will be measured through timely family mediations and the employee's performance plan.

Table 3  
**FAMILY COURT OPERATIONS DIVISION**  
**New Positions Requested**

<b>Position</b>	<b>Grade</b>	<b>Number</b>	<b>Annual Salary</b>	<b>Benefits</b>	<b>Total Personnel Costs</b>
Custody Assessor	JS-11	1	\$80,000	\$21,000	\$101,000

Table 4  
**FAMILY COURT OPERATIONS DIVISION**  
**Budget Authority by Object Class**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Salaries	11,349,000	11,871,000	12,637,000	766,000
12 - Personnel Benefits	3,171,000	3,307,000	3,506,000	199,000
<b><i>Subtotal Personnel Cost</i></b>	<b><i>14,520,000</i></b>	<b><i>15,178,000</i></b>	<b><i>16,143,000</i></b>	<b><i>965,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	91,000	93,000	95,000	2,000
25 - Other Services	1,079,000	1,101,000	1,126,000	25,000
26 - Supplies & Materials	46,000	47,000	48,000	1,000
31 - Equipment	347,000	354,000	362,000	8,000
<b><i>Subtotal Non-Personnel Cost</i></b>	<b><i>1,563,000</i></b>	<b><i>1,595,000</i></b>	<b><i>1,631,000</i></b>	<b><i>36,000</i></b>
<b>TOTAL</b>	<b>16,083,000</b>	<b>16,773,000</b>	<b>17,774,000</b>	<b>1,001,000</b>
FTE	157	157	158	1

Table 5  
**FAMILY COURT OPERATIONS DIVISION**  
**Detail, Difference FY 2023/FY2024**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2023/FY 2024</b>
11 - Personnel Compensation	Current Position WIG	157	105,000	
	Current Position COLA	157	581,000	
	Custody Assessor	1	80,000	
<i>Subtotal 11</i>				<i>766,000</i>
12 - Personnel Benefits	Current Position WIG	157	27,000	
	Current Position COLA	157	51,000	
	Custody Assessor	1	21,000	
<i>Subtotal 12</i>				<i>199,000</i>
<b><i>Subtotal Personnel Services</i></b>				<b><i>965,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	Built-in Increases			2,000
25 - Other Service	Built-in Increases			25,000
26 - Supplies & Materials	Built-in Increases			1,000
31 - Equipment	Built-in Increases			8,000
<b><i>Subtotal Non-Personnel Services</i></b>				<b><i>36,000</i></b>
<b>Total</b>				<b>1,001,000</b>

Table 6  
**FAMILY COURT OPERATIONS DIVISION**  
**Detail of Full-Time Equivalent Employment**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>
JS-3			
JS-4			
JS-5	1	1	1
JS-6	18	18	18
JS-7	9	9	9
JS-8	42	42	42
JS-9	35	35	35
JS-10	19	19	19
JS-11	7	7	8
JS-12	10	10	10
JS-13	13	13	13
JS-14	1	1	1
JS-15			
CEMS	1	1	1
CES	1	1	1
<b>Total Salary</b>	<b>11,349,000</b>	<b>11,871,000</b>	<b>12,637,000</b>
Total FTEs	157	157	158

**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA  
FAMILY COURT SOCIAL SERVICES DIVISION**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference FY 2023/2024</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
141	23,281,000	141	24,190,000	141	25,374,000	0	1,184,000

**Mission Statement**

The mission of the Family Court Social Services Division (CSSD) is to assist the Superior Court of the District of Columbia’s Family Court and the city’s juvenile justice system with screening, assessing, and rehabilitating youths and their families through the provision and coordination of positive youth development frameworks, comprehensive prosocial services, and community supervision to enhance public safety and prevent recidivism.

**Organizational Background**

As the juvenile probation agency for the nation’s capital, which includes pre-trial services, formal diversion and supervision as well as post-adjudicated probation, the CSSD is responsible for all youth involved in the District of Columbia’s juvenile justice system who are not committed to the District of Columbia’s Department of Youth Rehabilitation Services (DYRS). CSSD responsibilities primarily include: 1) screening and assessing each newly referred youth’s social service needs and risk to public safety following arrest for delinquency or referral as a status offender (e.g. truant) or Person In Need of Supervision (PINS); 2) making initial detention/release decisions when court is not in session; 3) assessing each youth’s eligibility for formal specialized diversion programs; 4) conducting youth and family assessments; 5) making petition and detention recommendations to the Office of the Attorney General (OAG); 6) advising and making recommendations to the court throughout all phases of the adjudication process; 7) conducting home, school, and community assessments toward the development of comprehensive pre-trial and post-disposition probation services/supervision plans and alternatives to detention; 8) facilitating Family Group Conferences (FGC); 9) coordinating youth commitment to the DYRS; and 10) coordinating services and supervision to all court-involved youth. The Division is comprised of the Director’s office, two units, and four branches:

- The Director’s Office is responsible for leadership, oversight and guidance of all goals, objectives, programs and activities across the Division in accordance with the District of Columbia Municipal Code and Annotated Rules. The office has 4 FTEs.
- The Information, Contracts and Community Outreach (ICCO) Branch coordinates all court-ordered referrals, oversees the procurement of services, coordinates reimbursement for contractual service providers, and compiles CSSD’s data. ICCO is also responsible for developing Statements of Work and convening Source Solicitation Evaluation Boards enabling the CSSD to procure services for youth and families via solicitations under the guidance of the Administrative Services Division. Additionally, ICCO encompasses the Juvenile Information Control (JIC) team responsible for managing the distribution of court

reports and both inner and out of office mail, overseeing the general maintenance of the Division's vehicles, and providing customer service to youth and families reporting to the central administrative office for CSSD. The branch also oversees co-located absconder efforts and coordinates the Division's internships and staff training. The branch has 12 FTEs.

- The Intake Services and Delinquency Prevention Branch (ISDP) is comprised of three teams, including two teams dedicated to day evening and overnight intake services and one team responsible for community outreach and education, and Global Positioning System (GPS) electronic monitoring. Intake Units I and II are responsible for screening each newly referred youth's risk to public safety; screening and assessing all truancy referrals; conducting social assessments on all youth referred by law enforcement; coordinating the Connors and STAR assessment tools; presenting all referrals before a judicial officer presiding over the juvenile new referrals calendar (JM-15); and making pre-trial recommendations. The Delinquency Prevention Unit (DPU) manages the Division's GPS electronic monitoring, coordinates detention diversion transportation, and facilitates public safety community education presentations and outreach throughout the city. The branch also leads many of the Division's collaborative efforts with other agencies in the District. Intake Teams I and II operate 24 hours a day, seven days a week. The branch consists of 25 FTEs.
- The Pre/Post Probation Supervision Branch - Region I provides a seamless set of services, comprehensive case management, and community monitoring/supervision by one assigned probation officer of record throughout the life of the youth's case. The branch consists of: 1) the Southeast Satellite Office (SESO) Balanced and Restorative Justice (BARJ) Drop-In Center, responsible for serving and supervising all youth residing in the southeast quadrant of the District; 2) the Southwest Satellite Office (SWSO), created to serve youth residing in the southwest and lower northwest quadrants of the city; 3) the Interstate Probation Supervision Office (IPSO), which manages all youth adjudicated in the District who reside outside the city as well as youth adjudicated outside the District who reside in the city; and 4) Ultimate Transitions Ultimate Responsibilities Now (UTURN), responsible for case management, and the supervision of high-risk youth across the city. UTURN also provides an alternative to commitment to the DYRS. The branch consists of 44 FTEs.
- The Pre/Post Probation Supervision, Status Offender & Solution Courts Branch -Region II is responsible for the provision of seamless comprehensive case management services and community monitoring/supervision by one assigned probation officer of record throughout the life of the youth's case. The branch also includes a unit serving status offenders and youth with principle mental health diagnoses, who are determined eligible for diversion and adolescents identified as at-risk for or victims of exploitation and/or human trafficking. The branch consists of: 1) the Northwest Satellite Office (NWSO), responsible for serving and supervising most youth residing in the northwest quadrant of the city; 2) the Northeast Satellite Office (NESO) Balanced and Restorative Justice (BARJ) Drop-In Center responsible for serving male youth residing in the Northeast quadrant of the city; 3) the Leaders of Today in Solidarity - LOTS, the city's first female gender-specific seamless probation program (created in 2006); 4) the Status Offender and Solution Courts (SOSC) team, charged with assessing, diverting, petitioning, case managing, and supervising youth

referred for alleged habitual truancy (status offense) or as a Person in Need of Supervision (PINS) and youth served/supported by the youth solutions courts; the Juvenile Behavioral Diversion Program (JBDP), which serves youth with mental health challenges; the Truancy/PINS program; and the Here Opportunities Prepare You For Excellence (HOPE) Court, which serves victims of sex trafficking. This branch consists of 46 FTEs.

- The Child Guidance Clinic (CGC) Branch provides court-ordered psychological, psycho-educational, neuro-psychological, competency, forensic evaluations, and initial clinical screenings to determine the needs of youth and families and guide judicial decision-making. Additionally, CGC staff recommends eligible youth for the JBDP and HOPE Courts and provides psychotherapy to a limited number of uninsured youth and families. The CGC also serves on the city's residential Level of Care Committee; oversees Connors and Sex Trafficking and Assessment Review (STAR) screenings for all youth; oversees the designated Therapeutic Shelter Home; and coordinates use of Residential Treatment Center placements. The Unit has 10 FTE's and 3 paid interns.

### **Division Management Action Plan - MAP Objectives**

The Family Court Social Services Division - CSSD will:

- Use a valid Risk Assessment Instrument (RAI), Social Assessment, Connors, and Sex Trafficking Assessment Review (STAR) screening tools to interview all youth within four hours of referral, ensuring sound detention/release, petitioning recommendations (following consultation with the Office of the Attorney General), and expeditious case initiation by transferring 99% of cases to appropriate teams within three business days of initial hearing.
- Provide high quality screenings for Persons In Need Of Supervision (PINS) and alleged truant youth (Status Offenders) in non-secure settings, and ensure assessments, individualized services, and supervision to all youth determined eligible for pre-plea and post-disposition diversion and petitioning within 15 calendar days of the petition, as well as post-adjudication supervision.
- Ensure accurate and timely processing of all services designated by probation officers and/or court order by processing all referrals within seven days of the probation officer of record receiving the case.
- Coordinate and facilitate Family Group Conferences (FGC) on all youth within 15 calendar days of receiving the case to determine the appropriate level of services and community supervision necessary to achieve the objectives detailed in pre-trial and post-disposition plans for at least 97% of all juveniles.
- Develop comprehensive strength-based social studies to guide services and supervision of all juveniles (as ordered by the Court) by completing 97% of all social studies within 1 day for detained youth and 3 days of the court order for non-detained/community released youth.

- Ensure comprehensive service delivery and community supervision for all youth referred via Interstate Compact who reside within a 20-mile radius of the city and ensure all cases adjudicated in the District of Columbia involving youth residing outside of the radius are transferred to the appropriate jurisdiction for services and supervision within 15 days of the disposition.
- Provide high-quality psychological, neuro-psychological, psychosexual, and psycho-educational evaluations for all court-ordered youth within 25 business days.
- Coordinate with local law enforcement (Metropolitan Police and Metro Transit Police) canvassing high traffic areas to ensure the safe passage of youth to and from school and after school enrichment programs.
- Maintain use of the Graduated Response Matrix guided by behavioral modification incentives for youth in compliance with court conditions, and the imposition of consequences for youth who fail to maintain compliance, consistent with BARJ principles.

### **Restructuring or Work Process Re-Design**

The Family Court Social Services Division (CSSD) continued to enhance its strength-based, proactive, and prosocial positive youth development philosophy to guide the services to supervised youth. In 2019, the court opened the sixth Balanced and Restorative Justice (BARJ) Drop-In Center to serve adolescent males in the Northwest area. Planning for delivery of services via the Northwest BARJ were delayed due to the onset of the COVID-19 pandemic in 2020. In fact, except for 24-hour Intake and Delinquency Prevention services, the CSSD discontinued all onsite services and supports to minimize the spread of COVID-19 among staff and youth. In the fall of 2020, CSSD resumed face-to-face curfews, which had to be suspended as the city and nation experienced an uptick in COVID-19 transmissions. During the Spring of 2021, working in collaboration with its contract vendors, the CSSD launched a set of comprehensive groups utilizing virtual platforms. These groups continued into the Spring of 2022 and were rolled into the CSSD programming as the Division resumed onsite programming in March 2022.

Maintaining its commitment to retain a progressive workforce and ensure timely delivery of services to youth and families, while educating the public on the role of the CSSD within the city's juvenile justice system consistent with the Strategic Plan of the D.C. Courts, the Division continued to enhance essential components of its service model. The four pillars of this approach are: 1) Accountability - we are all accountable for our actions; 2) Competency Development - crime reduction is contingent on society's ability to aid individuals in the development of acceptable norms and values which govern our behavior; 3) Community Restoration - when a crime occurs communities, victims and transgressors must be restored to an equal or better state such that members of the community can continue developing; and 4) Community Safety - societies are responsible for the safety of all individuals. The CSSD continued to utilize its BARJ Graduated Responses Matrix (GRM) to guide youth, aid competency development, enhance successful completion of court involvement, and enable timely responses for youth.



## Workload Data

Table 1  
**FAMILY COURT SOCIAL SERVICES DIVISION**  
**Caseload**  
**(Calendar Year 2021 Data)**

Case Type	New Cases	Cases Closed	Cases Pending Beginning of CY 21	Cases Pending End of CY 21
Juvenile Intake	1106	1106	0	0
Intake Truancy Referrals	563	563	0	0
Pre/ Post Disp. Supervision	783	786	330	327
Status Offenders	11	15	8	4
Behavioral Health Court	0	35	22	27
*HOPE Court	18	24	9	8
Child Guidance Clinic	182	181	1	1

Table 2  
**FAMILY COURT SOCIAL SERVICES DIVISION**  
**Key Performance Indicators**

Performance Indicators	Data Source	FY 2021		FY 2022		FY 2023		FY 2024	
		Goal	Actual	Goal	Actual	Goal	Estimate	Goal	Estimate
Juveniles under supervision monthly cases average of total CSSD cases	Superior Court Data	1,100	518	900	455	600	550	650	700
Juveniles under supervision and drug screening conducted (youth screened at lockup)	Pretrial Services Data	1,200	0*	300	0	600	550	650	700
Juvenile probationers screening positive for drugs during probation	Pretrial Services Data	600	298	350	0	400	400	450	450
Percentage of juveniles successfully completing probation	CSSD Statistical Reports	88%	88%	90%	93%	91%	91%	92%	92%
Juveniles arrested for new offenses during probation	Superior Court Data	18%	14%	15%	13%	15%	15%	15%	15%
Average supervision caseload	CSSD Statistical Reports	22	12	18	15	17	18	18	18
Average intensive supervision caseload	CSSD Statistical Reports	12	12	12	13	12	12	12	12
Curfew checks -- face-to-face home contact	CSSD Statistical Reports	17,500	4,465	7,500	5,239	7,500	7,750	8,000	8,500
Curfew checks -- telephone calls	CSSD Statistical Reports	24,000	13,035	15,000	11,049	12,000	12,500	13,000	15,500
Compliance with face-to-face and telephone curfew checks	CSSD Statistical Reports	80%	78%	78%	79%	79%	80%	80%	80%

\* During FY 2021, no drug screenings were conducted at lockup due to logistical changes; screenings resumed in FY 2022.

## Division Outcomes and Accomplishments in FY 2021

In FY 2021 with an average daily population of 454, of whom 56 or 12% were females and 398 or 88% were males, the CSSD continued its innovative and comprehensive measures to serve and supervise court-involved youth. The Division continued to enhance successful prevention measures, including collaborative efforts with local agencies. The CSSD also ensured its

evidenced-based screening and assessment tools were administered timely, resulting in 100% timely presentment of all newly arrested youth in the initial hearing. A total of 1,106 new delinquency cases were processed, representing a 31% decrease from 1,612 in FY 2021. Additionally, the CSSD successfully screened 286 Truancy and PINS referrals. More than-two thirds of the Truancy referrals 280 or 95% screened were not petitioned and returned to the referring school based upon CSSD’s findings shared with the Office of the Attorney General.

As a result of the COVID-19 pandemic, the Division conducted virtual and face-to-face (socially distant) curfew visits (an average of 437 per month) with youth and families and conducted curfew calls (an average of 937 per month). CSSD expanded coordination of sound case management, and facilitated a variety of social services, offering enrichment experiences to youth in the satellite offices. Due to the COVID-19 pandemic, the CSSD did not resume onsite BARJ programming operations until March 2022. Upon resuming onsite BARJ programming, services were ramped up over a three (3) week timeline enabling staff, youth, and families to return to the BARJ centers in cohort groups: Cohort 1 (Mon, Wed, Fri) and Cohort 2 (Tue, Thurs, Sat). From October 2021 thru February 2022, pre-trial and post disposition youth were supervised remotely via virtual platforms and groups co-facilitated by probation officers and mentors.

Table 3  
**FAMILY COURT SOCIAL SERVICES DIVISION**  
**Southeast (SE) BARJ Drop-In Center**

<b>Month/Year</b>	<b>Oct 21</b>	<b>Nov 21</b>	<b>Dec 21</b>	<b>Jan 22</b>	<b>Feb 22</b>	<b>Mar 22</b>	<b>Apr 22</b>
# youth in BARJ/# supervision cases	7/46	12/52	11/53	12/63	12/61	16/58	12/58
% Not suspended from school	74%	100%	85%	87%	82%	86%	87%
% Not rearrested and petitioned	93%	100%	100%	100%	100%	100%	100%

Table 3 shows average outcomes achieved by the SE BARJ Drop-In Center from October 2021 through April 2022. Among the youth attending the SE BARJ Drop-In Center, an average of 100% were not re-arrested and 86% were not suspended from school.

Table 4  
**FAMILY COURT SOCIAL SERVICES DIVISION**  
**Southwest (SW) BARJ Drop-In Center**

<b>Month/Year</b>	<b>Oct 21</b>	<b>Nov 21</b>	<b>Dec 21</b>	<b>Jan 22</b>	<b>Feb 22</b>	<b>Mar 22</b>	<b>Apr 22</b>
# youth in BARJ/# supervision cases	16/21	16/30	22/28	20/27	17/29	16/38	16/46
% Not suspended from school	84%	75%	75 %	67%	76%	68%	60%
% Not rearrested and petitioned	79%	72%	73%	68%	74%	66%	67%

Table 4 shows outcomes achieved by the SW BARJ Drop-In Center youth from October 2021 through April 2022. Among the youth attending the SW BARJ Drop-In Center, an average of 71% were not re-arrested and 72% were not suspended from school.

Table 5  
**FAMILY COURT SOCIAL SERVICES DIVISION**  
**Northeast (NE) BARJ Drop-In Center**

Month/Year	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22
# youth in BARJ/# supervision cases	18/33	19/32	3/32	4/31	5/32	17/54	22/54
% Not suspended from school	100%	95%	100%	100%	100%	100%	91%
% Not rearrested and petitioned	94%	94%	100%	94%	94%	88%	86%

Table 5 shows outcomes achieved by the NE BARJ Drop-In Center youth from October 2021 through April 2022. Among the youth attending the NE BARJ Drop-In Center, an average of 80% were not re-arrested and 98% were not suspended from school.

Table 6  
**FAMILY COURT SOCIAL SERVICES DIVISION**  
**Northwest (NW) BARJ Drop-In Center**

Month/Year	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22
# youth in BARJ/# supervision cases	10/21	13/21	14/14	14/21	15/21	15/25	15/25
% Not suspended from school	100%	100%	100%	100%	99%	100%	99%
% Not rearrested and petitioned	99%	99%	100%	99%	100%	100%	100%

Table 6 shows outcomes achieved by the NW BARJ Drop-In Center youth from October 2021 through April 2022. Among youth participating in the NW BARJ Drop-In Center, an average of 99% were not re-arrested and 100% were not suspended from school.

Table 7  
**FAMILY COURT SOCIAL SERVICES DIVISION**  
**Leaders Of Today in Solidarity (LOTS) BARJ Drop-In Center**

Month/Year	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22
# youth in BARJ/# supervision cases	13/45	13/38	14/39	18/39	17/43	23/41	22/42
% Not suspended from school	59%	64%	61%	65%	65%	65%	65%
% Not rearrested and petitioned	55%	64%	61%	59%	58%	59%	60%

Table 7 shows outcomes achieved by the LOTS BARJ Drop-In Center youth from October 2021 through April 2022. Among youth participating in the LOTS BARJ Drop-In Center, an average of 59% were not re-arrested and 54% were not suspended from school.

Table 8  
**FAMILY COURT SOCIAL SERVICES DIVISION**  
**Behavioral Health (JBDP), Truancy & HOPE/BARJ Drop-In Center**

Month/Year	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22
# Truancy PINS/JBDP/HOPE youth in BARJ/# supervision cases	4/17	4/17	2/17	6/17	7/17	13/18	10/17
% Not suspended from school	75%	100%	100%	100%	100%	100%	100%
% Not rearrested and petitioned	100%	50%	50%	100%	86%	85%	90%

Table 8 shows outcomes achieved by the BARJ Drop-In Center that serves participants in the court's juvenile solutions courts from October 2021 through April 2022. Among the youth participating in this BARJ Drop-In Center, 67% were not re-arrested and 96% were not suspended from school.

Table 9  
**FAMILY COURT SOCIAL SERVICES DIVISION**  
**Interstate Juvenile Probation Satellite Office**

Month/Year	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22
# Youth supervision cases	70	74	83	93	95	93	107
% Not suspended from school	29%	29%	41%	47%	80%	47%	63%
% Not rearrested and petitioned	94%	96%	96%	95%	96%	99%	97%

\* Note: All Interstate staff and youth are decentralized across four (4) BARJ Drop-In Centers.

Table 9 shows outcomes achieved by Interstate youth from October 2021 through April 2022. Among youth served and supervised by Interstate staff, an average of 96% were not re-arrested and 48% were not suspended from school.

Table 10  
**FAMILY COURT SOCIAL SERVICES DIVISION**  
**Ultimate Transitions Ultimate Responsibilities Now (UTURN) Intensive Probation**

Month/Year	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22
# Youth supervision cases	74	85	77	81	77	76	77
% Not suspended from school	100%	100%	100%	100%	100%	100%	100%
% Not rearrested	99%	98%	97%	93%	93%	96%	95%

\* Note: All UTURN staff and youth are decentralized across three (3) BARJ Drop-In Centers.

Table 10 shows outcomes achieved by UTURN Intensive Supervision youth from October 2021 through April 2022. Among youth participating in UTURN, an average of 95% were not re-arrested and 100% were not suspended.

Table 11  
**FAMILY COURT SOCIAL SERVICES DIVISION**  
**Curfew Checks**

Month/Year	Oct 21	Nov 21	Dec 21	Jan 21/2	Feb 22	Mar 22	Apr 22
# Virtual and Face-to-Face	568	672	493	568	623	629	687
# Telephone	1,328	1,639	1,614	1,609	1,629	1,763	1,658

\* In-person curfews were suspended in the first six months of FY 22 due to COVID-19 pandemic.

Table 11 illustrates a total of 5,240 face-to-face curfew checks were conducted by probation officers from October 2021 to April 2022, and a total of 11,240 telephone curfew calls were conducted by probation officers. The population of youth receiving face-to-face curfew checks includes youth residing in the city, D.C. youth adjudicated outside the city, and youth adjudicated in D.C. who reside within a 20-mile radius of the city. The population of youth receiving telephone curfew checks includes all youth supervised by CSSD with either court-ordered or probation officer-imposed curfews.

Table 12  
**FAMILY COURT SOCIAL SERVICES DIVISION**  
**Parent Participation Orders**

Month/Year	Oct 21	Nov 21	Dec 21	Jan 21	Feb 22	Mar 22	Apr 22
# Parent Participation Orders	259	324	322	361	357	371	475
Compliance	241	295	303	335	335	357	268
% Compliance among parents	93%	92%	94%	93%	93%	97%	95%

Table 12 reveals that from October 2021 through April 2022, 93% of eligible parents complied with Parent Participation Orders. Parental involvement enables youth to build competencies and

maintain higher degrees of compliance with court-ordered conditions, enhances social skills, and promotes their development into contributing citizens.

In FY 2022, the CSSD continued to enhance partnerships with local, regional and national juvenile and criminal justice, child welfare, health and behavioral health stakeholders as well as public and public charter school professionals and agencies across the city. Through regularly convened collaborative meetings, committees, and task forces, the scope of innovative activities and programs to include utilization of virtual platforms, targeting at-risk youth were increased.

The Court continued its leadership role as a juvenile justice and child welfare partner. This year, all CSSD staff were recertified in the area of Therapeutic Aggression Control Techniques (TACT II), a comprehensive model for trauma-sensitive behavioral health management, crisis de-escalation and physical interventions. TACT II, which is a nationally recognized training will enhance CSSD staff's ability to effectively engage youth and redirect non-productive behavior among youth. Additionally, in April 2022, four (4) managers within the CSSD were trained and certified as Trainer of Training (TOT) facilitators to ensure CSSD staff maintain their annual national recertification for TACT II.

The CSSD's access to many of the educational, recreational, entertainment, and cultural venues was limited due to the COVID-19 pandemic. As a result, the CSSD enhanced its mentoring program, life-skills and tutoring services to support youth operating in a new virtual learning environment. In January 2022, the CSSD added four (4) new tutoring vendors and five (5) new mentoring vendors, thereby enhancing the volume of services for court-involved youth.

The Child Guidance Clinic (CGC) within the CSSD provided ongoing support of the mental health assessment and treatment of youth under pre- and post-adjudication court supervision. These services included scheduled and emergency psychological evaluations in secure and non-secure settings and individual therapy in the BARJ Drop-In Centers. The vast majority of services (99%) were conducted in person, utilizing COVID-19 safety procedures (e.g., use of personal protective equipment, social distancing, and COVID-19 screenings). To minimize any delays in the processing of court-ordered evaluations, a teleassessment protocol to complete virtual testing was developed. This included procuring additional testing materials and the facilitation of trainings on remote assessment administration. Also, in response to the increase in opioid-related deaths among youth in Washington, DC, a research-based fast fact sheet to assist probation officers in identifying signs of opioid use and addiction was developed and disseminated throughout the Division. The signature outpatient juvenile sex-offender therapeutic group, Sex Abuse Violates Everyone (SAVE), was facilitated primarily in person and virtually, when needed. Additionally, individual and group juvenile competency attainment classes were facilitated absent disruption. Finally, the CGC also supported the CSSD's facilitation of its first virtual symposium on juvenile specialty courts and commercial sexual exploitation of children for local juvenile court stakeholders.

**FY 2024 Request**

In FY 2024, the Courts’ request for the Family Court Social Services Division (CSSD) is \$25,374,000, an increase of \$1,184,000 (5%) above the FY 2023 Enacted Budget. The requested increase consists entirely of built-in cost increases.

Table 13  
**FAMILY COURT SOCIAL SERVICES DIVISION**  
**Budget Authority by Object Class**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Compensation	13,675,000	14,304,000	15,136,000	832,000
12 - Personnel Benefits	3,794,000	3,958,000	4,174,000	216,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>17,469,000</i></b>	<b><i>18,262,000</i></b>	<b><i>19,310,000</i></b>	<b><i>1,048,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	819,000	835,000	854,000	19,000
24 - Printing & Reproduction				
25 - Other Services	4,899,000	4,997,000	5,112,000	115,000
26 - Supplies & Materials	57,000	58,000	59,000	1,000
31 – Equipment	37,000	38,000	39,000	1,000
<b><i>Subtotal Non-Personnel Services</i></b>	<b><i>5,812,000</i></b>	<b><i>5,928,000</i></b>	<b><i>6,064,000</i></b>	<b><i>136,000</i></b>
<b>TOTAL</b>	<b>23,281,000</b>	<b>24,190,000</b>	<b>25,374,000</b>	<b>1,184,000</b>
<b>FTE</b>	141	141	141	0

Table 14  
**FAMILY COURT SOCIAL SERVICES DIVISION**  
**Detail, Difference FY 2023/2024**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Compensation	Current Position WIG	141	132,000	
	Current Position COLA	141	700,000	
<b><i>Subtotal 11</i></b>				<b><i>832,000</i></b>
12 - Personnel Benefits	Current Position WIG	141	34,000	
	Current Position COLA	141	182,000	
<b><i>Subtotal 12</i></b>				<b><i>216,000</i></b>
<b><i>Subtotal Personnel Services</i></b>				<b><i>1,048,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	Built-in Increases			19,000
24 - Printing & Reproduction				
25 - Other Services	Built-in Increases			115,000
26 - Supplies & Materials	Built-in Increases			1,000
31- Equipment	Built-in Increases			1,000
<b><i>Subtotal Non-Personnel Services</i></b>				<b><i>136,000</i></b>
<b>Total</b>				<b>1,184,000</b>

Table 15  
**FAMILY COURT SOCIAL SERVICES DIVISION**  
**Detail of Full-Time Equivalent Employment**

<b>Grade</b>	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>
JS-6	8	8	8
JS-7	4	4	4
JS-8	21	21	21
JS-9	15	15	15
JS-10	3	3	3
JS-11	8	8	8
JS-12	55	55	55
JS-13	19	19	19
JS-14	6	6	6
JS-15			
CEMS	1	1	1
CES	1	1	1
<b>Total Salary</b>	<b>13,675,000</b>	<b>14,304,000</b>	<b>15,136,000</b>
Total FTEs	141	141	141

**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA  
MULTI-DOOR DISPUTE RESOLUTION DIVISION**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
28	3,447,000	32	3,937,000	33	4,275,000	1	338,000

**Mission Statement**

The mission of the Multi-Door Dispute Resolution Division is to provide appropriate dispute resolution services to litigants and promote the fast, efficient, and fair settlement of disputes through the use of alternative dispute resolution (ADR).

**Organizational Background**

The Multi-Door Dispute Resolution Division provides mediation and other ADR services to assist in the settlement of disputes brought to the D.C. Superior Court. The individual who serves as the mediator or evaluator is identified as a neutral. The neutral’s role is to facilitate negotiations between the parties in an effort to resolve the case. The Division is comprised of the Director’s office and three branches, Civil ADR, Family ADR, and Program Assessment and Training. The division has 28 FTEs.

1. The Civil ADR Branch provides mediation for most of the Superior Court’s civil cases. Mediation is provided for small claims, landlord tenant, and civil actions cases as well as cases in the Tax and Probate Divisions. This branch has 9 FTEs.
2. The Family ADR Branch includes four programs: Child Protection Mediation, Community Information and Referral, Family Mediation, and Truancy Mediation. Child Protection Mediation includes multiple stakeholders who address family plans and legal issues in child neglect cases. The Community Information and Referral Program provides resource information, agency referrals, and mediation to individuals and families. The program addresses landlord tenant, consumer fraud, contract, domestic relations, and personal injury issues before a case is filed. The Family Mediation Program addresses domestic relations issues of custody, support, visitation, and property distribution. The Family Mediation Program also includes the Program for Agreement and Cooperation in Contested Custody Disputes (PAC), a parent education seminar for parents and their children involved in contested custody disputes. This seminar provides parents with information regarding the effects and potential consequences of a custody dispute on children and allows them to participate in a mediated resolution of the dispute in a manner that is in the best interest of the children. The Truancy Mediation Program is a joint effort between the Office of the Attorney General, the District of Columbia Public Schools and the Court. This branch has 13 FTEs.
3. The Program Assessment and Training Branch provides quality assurance through the training, evaluation, and support of 150 community-based mediators who are lawyers, social



workers, government employees, retirees, and others providing ADR services to the court. Mediators receive a stipend for their services. This branch has 2 FTEs.

International and domestic visitors look to the Multi-Door Division as a model program upon which to base their own programs. The ADR professionals of the Multi-Door Division provide program information and technical assistance to judges, lawyers, government officials, and court administrators from around the country and the world who seek to establish or improve ADR programs in their own jurisdictions.

### **Division MAP Objectives**

The Multi-Door Dispute Resolution Division developed a management action plan (MAP) with the following objectives:

- **Quality** – ADR services will be of the highest possible quality;
- **Responsiveness** – ADR services will meet client needs; and
- **Settlement** – ADR services will facilitate settlement of cases filed at Superior Court.

These objectives are accomplished through annual target goals that are measured through quantitative and qualitative performance data. The “settlement” objective is measured through quantitative caseload measures (cases scheduled, ADR sessions held, cases settled, and settlement rate); the “responsiveness” and “quality” objectives are measured through quality assurance performance indicators that measure satisfaction with the ADR process, outcome, and neutral performance. The quality indicators measure client satisfaction through participant surveys.

The Multi-Door Division MAP includes objectives that align with and serve the three division objectives as well as the D.C. Courts’ Strategic Plan. Multi-Door’s MAP objectives are as follows:

- Further the delivery of justice through effective and appropriate dispute resolution (ADR) in all case types by maintaining settlement and client satisfaction rates.
- Enhance case management by utilizing time standards for processing all cases referred to ADR.
- Enhance data collection and reporting procedures to ensure the integrity of court-wide data and the quality of all mediated agreements.
- Increase understanding of and access to ADR by conducting community outreach and education and creating high quality written materials in multiple languages and videos that better inform and prepare lawyers, clients and the public about the mediation process.
- Improve public access to Alternative Dispute Resolution by increasing services and options for participation.
- Recruit a well-trained roster of neutrals in all mediation programs by maintaining an open enrollment application process, providing basic and advanced mediation skills training, and maintaining a bi-annual renewal process to assure the quality of mediator performance.
- Enhance current and future delivery of Multi-Door services by initiating a workforce plan that includes position reengineering, cross training, and organizational and succession

planning that aligns all division goals and objectives with individual employee performance plans.

- Promote diversity by outreach efforts to minority groups.
- Promote the “Living Our Values” initiative by developing and implementing a “Values” divisional plan.
- Foster employee engagement by seeking employee input and encouraging innovation and collaboration in the development of court processes and procedures.

### **Division Restructuring or Work Process Design**

The Multi-Door Dispute Resolution Division continues to explore innovative and effective approaches to resolving disputes and designing dispute systems that resolve cases early in the court process. The Division supports and collaborates with the Family Court and Civil, Probate, and Tax Divisions by exploring new opportunities to mediate when the case is most amenable to settlement and developing new systems to improve the timing of the mediation process and its outcomes. During this fiscal year, the division implemented remote online mediation processes to assist civil and family litigants in resolving their disputes without physically coming to the court.

### **Civil ADR Branch**

During FY 2021, the Multi-Door Civil ADR Branch experienced a 3% (323 cases) reduction in the number of cases scheduled for mediation compared to FY 2020. This reduction in scheduled mediations follows a parallel reduction in the number of cases filed in the Civil Division. Of the cases scheduled for mediation in FY 2021, the Civil ADR Branch achieved a 41% settlement rate.

In FY 2022, the Multi-Door Dispute Resolution Division has been and continues to be significantly impacted by the Coronavirus Pandemic. The Civil ADR Branch has used this time to improve our remote operating capacity. This work included an extensive review of remote mediation processes and services. From this information, the branch developed remote mediation guidelines and technology instructions for staff, mediators and mediation participants. Existing procedures including an online training program for mediators were tested and refined in collaboration with our stakeholders.

### **Family ADR Branch**

Child Protection Mediation. The Child Protection Mediation (CPM) Program provides a collaborative problem-solving process for pre- and post-trial neglect and abuse cases. Child protection mediation continues to provide an expeditious and efficient court process that resolves the court case quickly; thus reducing the number of contested court matters.

In FY2021, CPM scheduled 181 families for mediation, representing 279 children. Of those families, 114 completed the mediation process. Parties reached an agreement on substantive issues and family services in 94 cases (82%), affecting 157 children who reached an earlier decision about their permanency status.

Family Mediation Program. The Family Mediation Program offers parties an opportunity and setting to discuss issues of communication, separation, divorce, child custody, visitation and support, alimony, debt, divisions of property, and other family matters.

In FY 2021, the Family Program scheduled mediation for 1,003 cases. Of those cases, 403 completed the mediation process. Parties reached an agreement on substantive issues that resolved the court case in 116 cases (29%). The Family Program scheduled 1,730 mediation sessions in FY 2021, of which, 1,242 (72%) were held. The program continues to reach 100% compliance with case processing time standards.

In FY 2022, the Family Mediation Program experienced an increase in the number of cases referred to mediations (446 cases referred to mediation from October through April in FY 2022, compared to 347 cases during this same time period in FY 2021) as well as an increase in the number of mediations sessions scheduled and held.

Program for Agreement and Cooperation in Contested Custody Disputes (PAC). PAC is a Family Court parent education seminar that operates adults' and children's seminars for contested custody cases twice a month.

During FY 2021, 2,985 domestic relations cases were filed, of which 690 were eligible for PAC. During this period, 110 parents participated in the PAC educational seminars remotely. PAC cases scheduled for mediation numbered 66, representing 132 parents. Of those cases, 60 (91%) attended mediation, representing 120 parents.

The Community Information and Referral Program (CIRP). The Community Information and Referral Program (CIRP) serves people seeking help with all types of disputes before they file a court case and screens Family Court Domestic Relations cases for mediation. During FY 2021, referrals for intake/screenings at Multi-Door increased by 12%, from 1,476 in FY 2020 to 1,659 in FY 2021. In FY 2022, the number of cases referred to Multi-Door for intakes/screenings continues to increase.

In addition, CIRP operates the Multi-Door Dispute Resolution Satellite Office at the Central American Resource Center (CARECEN) in the Adams Morgan Neighborhood in Northwest two days per month. In FY 2021, CARECEN referred 82 Spanish language cases to the division for resolution, including 20 cases referred to another agency for assistance and 48 cases resolved with Multi-Door assistance. The remaining 14 cases were closed because one party was not willing to participate in services.

Community Partnership – Abating Truancy Through Engagement and Negotiated Dialogue (ATTEND). ATTEND is a truancy mediation program operated by the Multi-Door Dispute Resolution Division in conjunction with the Office of the Attorney General to help parents of children ages 5 through 12 resolve school attendance issues, prior to charges being filed in the Superior Court. In FY 2021, ATTEND scheduled 28 families (28 children) for mediation. Of those 28 families, 9 families (32%) participated in mediation and developed a plan with the school for 9 children (100%), to abate truancy.

## Program Assessment and Training Branch

In FY 2021, the Division trained 27 new mediators to serve in the Family Mediation Program. The Division offered a 40-hour mediation skill training program that included mediation observations and six days of classroom training involving lecture and role-play. The Division also conducted a Property Mediation Training for Multi-Door mediators and a Landlord and Tenant training. The Division conducted 28 trainings on advanced ADR topics in FY 2021.

During FY 2022, the Division conducted 28 training sessions on topics such as rapport building online, understanding impasse and mediator ethics. The training also included a Child Protection Mediation Program; Stay DC program training to ensure Landlord and Tenant mediators awareness of financial resources available to assist with pandemic related evictions; and Debt Collection training. The Division anticipates conducting six more training sessions in FY 2022 including Rant & Reflect, Problem Solving, Ethics and Working with Interpreters.

The Division continues to expand its mediator training library to include an online library of twenty-three recordings, allowing mediators to view the recording of sessions they could not attend and comply more readily with training requirements in a remote environment. In turn, these training sessions improve mediators' practices and enhance the services received by the parties.

The Multi-Door Division is working with the Office of Court Interpreting Services to develop education videos on how to work with interpreters in mediations.

## Workload Data

Table 1  
**MULTI-DOOR DISPUTE RESOLUTION DIVISION**  
**Caseload Overview**

	Mediation Sessions Scheduled	*Mediations Held	**Cases Settled	***Settlement Rate
FY 2021 Actual	8,534	2,336	969	42%
FY 2022 Estimated	8,713	2,219	879	40%

\*The decrease in mediations held reflect the impact of the COVID-19 pandemic on in-person mediations. Mediation Sessions Held, excludes the mediation sessions held and continued and only includes mediations that reach an outcome within the current fiscal year.

\*\*Settlements include both full and partial settlements of family cases.

\*\*\*Settlement rate reflects number of civil and family cases settled as reflected in Tables 2 and 3.

Table 2  
**MULTI-DOOR DISPUTE RESOLUTION DIVISION**  
**Civil ADR Programs**  
**Performance Measurement Table**

Type of Indicator	Performance Indicator	Data Source	FY 2021 Actual	FY 2022 Estimated	Projection FY 2023	Projection FY 2024
Input	Mediation Sessions Scheduled	CourtView	6,582	6,453	6,679	7,000
Output	Mediations Held	CourtView	1,807	1,467	2,710	4,010
Outcome	Case Settlement Rate	CourtView	41%	42%	51%	53%
Outcome/Quality	Participant Satisfaction w/ ADR Process	SPSS database	86%	88%	88%	88%
Outcome/Quality	Participant Satisfaction w/ Outcome	SPSS database	74%	78%	78%	78%
Outcome/Quality	Neutral Performance Satisfaction	SPSS database	92%	92%	92%	92%

Table 3  
**MULTI-DOOR DISPUTE RESOLUTION DIVISION**  
**Family ADR Programs**  
**Performance Measurement Table**

Type of Indicator	Performance Indicator	Data Source	FY 2021 Actual	FY 2022 Estimated	Projection FY 2023	Projection FY 2024
Input	Mediation Sessions Scheduled	CourtView	1,952	2,260	2,510	2,725
Output	*Mediations Held	CourtView	529	562	595	615
Outcome	**Case Settlement Rate	CourtView	42%	47%	48%	50%
Outcome/Quality	Participant satisfaction w/ ADR process	SPSS database	94%	95%	96%	97%
Outcome/Quality	Participant satisfaction w/outcome	SPSS database	88%	89%	90%	91%
Outcome/Quality	Neutral performance satisfaction	SPSS database	95%	96%	97%	98%

\*Mediation Sessions Held, excludes the mediation sessions held/continued and only includes mediations that reach an outcome within the year.

\*\*Settlements include both full and partial settlements of family cases.

During FY 2021, the total number of cases scheduled for mediation decreased slightly (8,534 were scheduled in FY 2021 compared to 8,883 scheduled in FY 2020) because of health and safety concerns during the COVID Pandemic. However, the number of mediations scheduled began to increase towards the end of FY 2021 after the implementation of remote mediations and are expected to continue to increase. In FY 2022, the total number of cases scheduled for mediation is estimated to increase by 2%. The number of family cases scheduled for mediation is estimated to increase by 16% in FY 2022. Mediation projections in FY 2023 and FY 2024 are based on an expected increase in mediations due to the lifting of moratoriums for civil cases and an increase in filings in the family court.

Caseload projections in the Civil ADR program are based on the number of civil cases filed in the court and the number of cases referred to mediation. Due to the moratorium, landlord and tenant cases and debt collection cases were stayed during FY 2020 and FY 2021. In the Family ADR branch, projections are based on the actual number of sessions held per case during the

fiscal year. Family cases typically involve three to five mediation sessions per case. Settlement rate projections are based on continuing improvements to the ADR programs and mediator performance.

The caseload statistics in Tables 2 and 3 represent the total number for all programs within that branch of the division. The quality performance elements reported in Tables 2 and 3 are measured through participant surveys distributed to all ADR participants after mediation is completed. The statistics reflect the percentage of respondents who report being either “satisfied” or “highly satisfied” with the overall ADR process, outcome, and neutral performance.

**Key Performance Indicators**

Multi-Door will continue to exercise best efforts to achieve its objectives of quality, responsiveness, and settlement in ADR service delivery. The Division’s performance goals are to achieve settlement rates of at least 50% in every ADR program and to achieve ratings of “highly satisfied” from at least 30% of respondents in each of the three quality performance indicators (ADR process, ADR outcome, and neutral performance), and overall satisfaction rates (a combination of “satisfied” and “highly satisfied” responses) of at least 80%. Key performance indicators drawn from the Multi-Door MAP are as follows:

Table 4  
**MULTI-DOOR DISPUTE RESOLUTION DIVISION**  
**Key Performance Indicators**

Type of Indicator	Key Performance Indicator	Data Source	FY 2021		FY 2022		FY 2023		FY 2024	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Output	Settlement Rate	IJIS database	50%	42%	50%	50%	50%	50%	50%	50%
Outcome	Overall client satisfaction (ratings of satisfied or highly satisfied)	SPSS database	80%	88%	80%	89%	80%	90%	80%	90%

**FY 2024 Request**

In FY 2024, the D.C. Courts’ request for the Multi-Door Dispute Resolution Division is \$4,275,000, an increase of \$338,000 (9%) above the FY 2023 Enacted Budget. The requested increase includes \$122,000 for a Staff Mediator to address the increased caseload in family cases and \$216,000 for built-in cost increases.

***Mediating Cases for Families, 1 FTE, \$122,000***  
***Staff Mediator (JS-10)***

Problem Statement. The Family ADR Branch broadened access to mediation and its benefits for participants. Now all eligible family cases, including those with a history of intimate partner violence and truancy diversion cases, can participate in mediation. The FY 2022 caseload numbers are on pace to surpass those reported in FY 2021. During the first eight months of FY 2022, the Family ADR Branch experienced a 36% increase in the number of cases referred to family mediation with 384 cases referred to mediation in FY 2021, compared to 522 in FY 2022.

The increase in cases referred to mediation resulted in a significant increase in the number of mediation sessions scheduled and held.

In addition to the increase in the number of cases referred to family mediation in FY 2022, the Family Mediation Program has also seen a 20% increase in the number of cases scheduled for mediation (660 were scheduled for mediation in FY 2021 compared to 790 in FY 2022) as well as a 31% increase in the number of cases mediated (325 cases mediated in FY 2022 compared to 249 cases in FY 2021). The increased demand for family mediation has resulted in delays in the time it takes to schedule and mediate cases. In FY 2021, the number of days to schedule a case for mediation averaged 11 days compared to 31 days in FY 2022.

The court must expedite mediation of post-trial abuse and neglect permanency cases to help place children in permanent homes more quickly. Under the Adoption and Safe Families Act, the goal is to achieve permanency for abused or neglected children within 22 months. Expediting mediations for these families is critical to meeting this goal and supporting positive outcomes for the children and families.

Moreover, the court requires parties in contested matters to participate in mediation early in the case (prior to the pre-trial hearing). If, after a mediated case settles, a dispute arises regarding the settlement agreement (e.g. its interpretation or implementation) parties must return to mediation before filing an action in court. Current staffing levels in the Family ADR Branch are not adequate to serve the number of family cases (Domestic Relations, Abuse and Neglect, Truancy, Permanency, and Post Adoption Contact) referred for mediation nor to ensure timely scheduling of mediation sessions, despite scheduling mediations five days each week, three evenings each week, and at least three Saturdays per month.

In addition, over the past three years, cases involving intimate partner violence have increased. Expediting mediation in these cases (through a carefully developed and tested model) affords families the opportunity to develop a self-determined resolution, avoids exacerbating the situation with contentious litigation, and expedites their access to justice.

To meet standards for timely service to families, the Family Mediation Program must complete the mediation process within 120 days from the date a case is accepted to mediation. The Family ADR Branch has three full-time Family Staff Mediators, each staff mediator is responsible for carrying a minimum of 12 active family mediations each month. Due to the increase in the family mediation caseload, Family Staff Mediators are carrying 15-25 active cases to assist in addressing the increase in demand for family mediation. The requested Family Staff Mediator would provide the Family ADR Branch with an additional dedicated full-time employee to manage and mediate family cases. Family Staff Mediators manage cases from the time the case is accepted for mediation until the case is resolved through mediation. With the increasing family mediation caseload, the Program requires an additional staff to avoid delays in the mediation of family cases.

Relationship to Court Mission, Vision, and Strategic Goals. The Family Staff Mediator position supports the Courts' Strategic Goal I – Access to Justice, particularly for self-represented litigants and Goal II – Fair and Timely Case Resolution.

Relationship to Divisional Objectives. This position directly impacts the success of the Divisions’ strategic objective to provide efficient and effective alternative dispute resolution and case management to families in need of services.

Relationship to Existing Funding. The Division has no excess personnel funding for this position.

Methodology. The Family Staff Mediator is a grade JS-12 based on the Courts’ classification standards.

Expenditure Plan. The Family Staff Mediator will be recruited and hired according to D.C. Courts’ Personnel Policies.

Performance Indicators. Success of the position will be measured through timely family mediations and the employee’s performance plan.

Expenditure Plan. The Family Staff Mediator will be recruited and hired according to D.C. Courts’ Personnel Policies.

Performance Indicators. Success of the position will be measured through timely family mediations and the employee’s performance plan.

Table 5  
**MULTI-DOOR DISPUTE RESOLUTION DIVISION**  
**New Positions Requested**

Position	Grade	Number	Salary	Benefits	Total Personnel Cost
Staff Mediator	12	1	\$97,000	\$25,000	\$122,000

Table 6  
**MULTI-DOOR DISPUTE RESOLUTION DIVISION**  
**Budget Authority by Object Class**

	FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request	Difference FY 2023/2024
11 - Personnel Compensation	2,265,000	2,645,000	2,904,000	259,000
12 - Personnel Benefits	633,000	732,000	799,000	67,000
<b>Subtotal Personnel Cost</b>	<b>2,898,000</b>	<b>3,377,000</b>	<b>3,703,000</b>	<b>326,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	1,000	1,000	1,000	0
25 - Other Services	527,000	538,000	550,000	12,000
26 - Supplies & Materials	13,000	13,000	13,000	0
31 - Equipment	8,000	8,000	8,000	0
<b>Subtotal Non-Personnel Cost</b>	<b>549,000</b>	<b>560,000</b>	<b>572,000</b>	<b>12,000</b>
<b>TOTAL</b>	<b>3,447,000</b>	<b>3,937,000</b>	<b>4,275,000</b>	<b>338,000</b>
FTE	28	32	33	1



Table 7  
**MULTI-DOOR DISPUTE RESOLUTION DIVISION**  
**Detail, Difference FY 2023/FY2024**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2023/FY 2024</b>
11 - Personnel Compensation	Current Position WIG	32	32,000	
	Current Position COLA	32	130,000	
	Staff Mediator	1	97,000	
<i>Subtotal 11</i>				259,000
12 - Personnel Benefits	Current Position WIG	32	8,000	
	Current Position COLA	32	34,000	
	Staff Mediator	1	25,000	
<i>Subtotal 12</i>				67,000
<b><i>Subtotal Personnel Services</i></b>				<b>326,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	Built-in Increases			12,000
26 - Supplies & Materials				
31 - Equipment				
<b><i>Subtotal Non-Personnel Services</i></b>				<b>12,000</b>
<b>Total</b>				<b>338,000</b>

Table 8  
**MULTI-DOOR DISPUTE RESOLUTION DIVISION**  
**Detail of Full-Time Equivalent Employment**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>
JS-3			
JS-4			
JS-5			
JS-6	1	1	1
JS-7	1	1	1
JS-8	1	1	1
JS-9			
JS-10	11	15	15
JS-11	5	5	5
JS-12	4	4	5
JS-13	3	3	3
JS-14			
JS-15	1	1	1
CEMS			
CES	1	1	1
<b>Total Salary</b>	<b>2,265,000</b>	<b>2,645,000</b>	<b>2,904,000</b>
Total FTEs	28	32	33

**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA  
OFFICE OF THE AUDITOR-MASTER**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference FY 2023/2024</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
6	972,000	6	1,016,000	9	1,345,000	3	329,000

Mission Statement

The mission of the Office of the Auditor-Master is to assist the judiciary and parties in actions filed in the D.C. Superior Court to investigate and state accounts in matters involving complex financial computations. Most of these matters involve fiduciaries who have been appointed by the court to manage the assets of adults and minors who are not capable of managing their own assets, and fiduciaries appointed to administer decedent’s estates. These matters are referred when allegations of misappropriation and mismanagement have been brought before the court, or when the fiduciaries have failed to satisfy the accounting requirements of the Probate Division. Other matters are referred from the Civil Division and Family Court when parties are seeking an accounting of jointly owned assets.

The principal role of the Office of the Auditor-Master is to state accounts and determine the value of assets and liabilities and make other complex financial calculations where no agreement has been reached among the parties, thus conserving judicial time and resources. Through its subpoena authority, the Office of the Auditor-Master secures all relevant financial data, conducts evidentiary hearings, and presents a detailed account and report for the Court’s consideration. The Office of the Auditor-Master is available to assist the judiciary by presiding over discovery disputes, settlement negotiations and other pretrial issues. The Office is also available for post-trial monitoring of judgments, consent decrees, and settlements in complex civil litigation.

Organizational Background

The position of the Auditor-Master was created by D.C. Code §11-1724. The Office of the Auditor-Master currently consists of 6 FTEs: the Auditor-Master, Deputy Auditor-Master, two Attorney-Advisors, an Accountant, and an Administrative Assistant.

Divisional MAP Objectives

The objectives of the Office of the Auditor-Master are as follows:

- Further the delivery of justice through effective case processing by maintaining court participant satisfaction.
- Foster employee engagement by seeking employee input and encouraging innovation and collaboration in the development of processes and procedures.
- Enhance case management by utilizing time standards for processing all cases referred to the Office of the Auditor-Master.
- Promote employee engagement and professional development; and
- Increase employee participation in the Court-wide values initiative.

## Division Restructuring of Work Process

In support of the D.C. Courts' goal to increase case processing efficiency, the Office of the Auditor-Master has implemented several initiatives to improve the timeliness of disposition and clearance rate of all assigned matters. Some of these efforts include the following:

- Developing standard case processing forms, and other templates, which enhance consistency and timeliness. These processes expedite case investigation and preparation by promoting uniformity and eliminating duplication.
- Adopting trial court case management best practices, such as conducting status hearings to identify issues in contention, advance the settlement process, and resolve cases more timely.
- Promoting cross-training efforts among staff to improve the efficiency with which matters are investigated; and
- Reengineering internal office procedures and practices to allow the office to conduct remote hearings and trials.

## Workload Data

At least 90% of the cases referred to the Office of the Auditor-Master come from the Probate Division. The Probate Division has reported an increasing number of cases related to the increased number of senior citizens. As the number of cases that are referred from the Probate Division increase, it is anticipated that a similar increase in the Office's workload will occur. The rapidly increasing value of real property in the District of Columbia, will result in larger decedent and conservatorship estates. The increase will add to the complexity and contested nature of matters referred to the Office. (*See*, "DC is Growing Fast – The Near Doubling of DC Home Prices in 10 Years," DCUrbanSport.com. July 14, 2021).

**Table 1**  
**OFFICE OF THE AUDITOR-MASTER**  
**Caseload Overview**

Fiscal Year	Case Activity			Cases Pending		
	Reports (Dispositions)	Cases Referred	Clearance Rate	Oct 1	Sep 30	Change
2020	52	59	88%	101	108	+ 6%
2021	36	57	63%	108	129	+16%

**Table 2**  
**OFFICE OF THE AUDITOR-MASTER**  
**Key Performance Indicators**

Type of Indicator	Key Performance Indicator	Data Source	FY 2021		FY 2022		FY 2023		FY 2024	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Input	Percentage of cases wherein Reports are approved/approved in part	Management Reports	95%	100%	95%	95%	95%	95%	95%	95%
Output	Cases completed within 6 months		65%	14%	65%	5%	65%	30%	50%	50%
Output	Cumulative Cases completed within 9 months		80%	31%	80%	15%	80%	50%	75%	75%
Output	Cumulative Cases completed within 12 months		85%	39%	85%	20%	85%	70%	100%	100%
Efficiency	Clearance Rate (Reduction of pending cases)		100%	63%	100%	50%	100%	70%	100%	100%

**FY 2024 Request**

In FY 2024, the D.C. Courts’ request for the Office of the Auditor-Master is \$1,345,000, an increase of \$329,000 (32%) above the FY 2023 Enacted Budget. The requested increase includes \$269,000 for 3 FTEs to operate at the maximum efficiency to meet or exceed Key Performance goals and \$60,000 for built-in cost increases.

***Expediting Account Audits and Financial Review, 1 FTE, \$101,000 Accountant (JS-11)***

Introduction. The Office of the Auditor-Master utilizes expertise in accounting functions to analyze complex cases referred by the Court from the Civil, Family and Probate Divisions. This office has one FTE accountant, but the Office is not able to comply with the completion dates set forth in the orders of reference with only one accountant. Moreover, each of the referring divisions has Time to Disposition Standards to ensure that cases are resolved promptly. These standards range from 6 months for less complex cases to 37 months for the most complicated. The work of the Auditor-Master typically only resolves part of a case since its report must still be approved by the referring court after a hearing. The referral usually is made after a case has been pending for some time. For the court to meet the Time to Disposition Standards, the Office of the Auditor-Master must complete these matters more quickly than is possible with existing resources. An additional accountant is needed to improve case processing time and minimize delay for court participants.

Problem Statement. The Office currently operates with an Auditor-Master, Deputy Auditor Master, two Attorney Advisors, an Accountant, and an Administrative Assistant. Many cases involve highly complex issues that require a great deal of time from staff with accounting skills.

The accounting requires investigation and scrutiny of hundreds to thousands of transactions over an average of three years involving millions of dollars. In addition to the many banking and investment financial statements, most cases also require the examination and input of many boxes of supporting documentation and receipts. The complex and voluminous sources of data for inspection, verification, and analysis come from multiple sources, including bank and investment statements, credit card statements, spreadsheets, land records, rental records, utility bills, and receipts from miscellaneous sources.

As reflected above in Table 2, for FY 2021 and FY 2022, with only one accountant, the Office is not equipped to address its current caseload. The Office is also concerned about the projected increase of cases that is anticipated from the Probate Division given its increasing caseload. Moreover, the Office will not meet its performance goals of completing 65% of the cases within six months, 80% within nine months, and 85% within 12 months nor its 80% clearance rate goal with current staffing.

Many of the investigated cases require the accountant to work exclusively on one case at a time for lengthy periods. The accountant must input each transaction from the financial documents, examine backup financial documents, scrutinize individual transactions that lack sufficient source documentation and state accounts. Examples of the complexity and time-consuming nature of these cases include a case that involves six years of banking transactions for 17 separate bank accounts. Another case involved eight adult heirs demanding an accounting for the proceeds from the sales of ten encumbered rental properties. That case required the investigation of land and rental records, and property expenses to account for the properties, including the rents, encumbrances, and related expenditures over the past 13 years. The restated account for another case consisted of 45 pages of transactions where a fiduciary misappropriated significant sums of money that were held in a conservatorship. The case included volumes of credit card transactions, the opening and closing of multiple accounts, and repetitive transfers of funds to prevent detection. These cases are typical, not aberrant.

The Accountant must actively participate in the hearings for the cases in which they have prepared the accounting. Having only one accountant creates a delay in cases being heard and processed. With two hearing officers hearing cases with the assistance of two Attorney-Advisors, cases are double-tracked and often heard simultaneously. Similar to the need to have two Attorney-Advisors (one to assist each hearing officer) there is a need to have an accountant to assist each hearing officer with the financial aspects of the cases. Given the nature of the work performed in this office and the projection of increased referrals, an additional Accountant position is crucial to perform the functions necessary to handle the Court's caseload in a timely manner.

Relationship to Court Vision, Mission and Strategic Goals. This additional Accountant position is needed to reach the Courts' Strategic goal of fair and timely case resolution by minimizing wait times and delays for court participants, resolving disputes and legal matters in a timely manner by improving the management of calendars and case scheduling, enabling evidentiary hearings to start on their first scheduled day, and reducing the need to delay a matter because an accurate and comprehensive account has not been prepared.

Relationship to Divisional Objectives. The new position will support the Office's objectives to manage and resolve cases in a timely and efficient manner and meet case processing performance standards.

Relationship to Existing Funding. The existing funding cannot support the requested position.

Methodology. The grade level and classification of this position is determined by the Courts' Personnel Policies and position classification standards.

Expenditure Plan. The accountant will be recruited, hired and compensated according to the Courts' personnel policies.

Performance Indicators. The requested FTE will decrease the wait time for participants, improve customer satisfaction ratings, and the time to disposition performance measure for cases referred to the Office of the Auditor-Master. With the additional staff, the Office expects to meet its goal of completing 85% of its cases within 12 months by 2024.

### ***Managing Court Hearings, 2 FTEs, \$168,000*** ***Courtroom Clerk (JS-7/8/9)***

Introduction. The Office of the Auditor-Master conducts hearings during which evidence is presented and testimony is secured under oath. Courtroom Clerks are needed to input the requisite hearing information into the Court's case management system, to facilitate CourtSmart (the recording system), to swear in witnesses, to properly annotate the record of testimony, and to receive and disseminate exhibits to parties that are entered during hearings. Currently, these tasks are being performed by the Attorney-Advisors who must also assist the Hearing Officers with the prosecution of the case and the management of the voluminous documentation and exhibits. Due to the increasing complexity of the hearings and the increasing volume of exhibits, it is becoming increasingly impractical for the Attorney-Advisors to also act as the courtroom clerk.

Problem Statement. Due to insufficient staffing, the Attorney-Advisors have served as courtroom clerks. As courtroom clerks, they docket and record proceedings and make necessary comments in the CourtSmart recording system. They prepare for all factual and legal issues in advance of the hearings. They also arrange all exhibits for presentation to the parties before the hearing and during the hearing in addition to advising the hearing officers as necessary. The referred cases are increasingly complex which makes it practically impossible for the Attorney Advisors to fulfill both roles. In addition to entering information into the CourtSmart recording system, the office will be using the case management system to enter information. The Courtroom Clerks are needed to initiate and result hearings, maintain the calendar of hearings and notify and remind counsel and parties of hearings to ensure their presence, issue subpoenas and assist in exhibit preparation.

Relationship to Court Vision, Mission and Strategic Goals. These additional Courtroom Clerk positions are needed to accomplish the Courts' Strategic goal of fair and timely case resolution

by improving the management of calendars and case scheduling and enabling evidentiary hearings to start on their first scheduled day.

Relationship to Divisional Objectives. The new positions will support the Office’s objectives to manage and resolve cases in a timely and efficient manner and meet case processing performance standards.

Relationship to Existing Funding. The existing funding cannot support the requested positions.

Methodology. The grade level and classification of these positions is determined by the Courts’ Personnel Policies and position classification standards.

Expenditure Plan. New FTEs will be recruited, hired and compensated according to the Courts’ Personnel Policies and procedures.

Performance Indicators. The requested FTEs will decrease the wait time for participants, improve customer satisfaction ratings, and the time to disposition performance measure for cases referred to the Office of the Auditor-Master. With the additional staff, the Office expects to meet its goal of completing 85% of its cases within 12 months by 2024.

**Table 3**  
**OFFICE OF THE AUDITOR-MASTER**  
**New Positions Requested**

Position	Grade	Number	Annual Salary	Benefits	Total Personnel Costs
Accountant	JS-11	1	\$80,000	\$21,000	\$101,000
Courtroom Clerk	JS-7/8/9	2	\$133,000	\$35,000	\$168,000
<b>TOTAL</b>			<b>\$213,000</b>	<b>\$56,000</b>	<b>\$269,000</b>

**Table 4**  
**OFFICE OF THE AUDITOR-MASTER**  
**Budget Authority by Object Class**

	FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request	Difference FY 2023/2024
11 – Compensation	758,000	793,000	1,054,000	261,000
12 – Benefits	197,000	206,000	274,000	68,000
<b><i>Subtotal Personnel Services</i></b>	<b>955,000</b>	<b>999,000</b>	<b>1,328,000</b>	<b>329,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	2,000	2,000	2,000	0
25 - Other Services	5,000	5,000	5,000	0
26 - Supplies & Materials	5,000	5,000	5,000	0
31 – Equipment	5,000	5,000	5,000	0
<b><i>Subtotal Non-Personnel Services</i></b>	<b>17,000</b>	<b>17,000</b>	<b>17,000</b>	<b>0</b>
<b>TOTAL</b>	<b>972,000</b>	<b>1,016,000</b>	<b>1,345,000</b>	<b>329,000</b>
FTE	6	6	9	3

**Table 5**  
**OFFICE OF THE AUDITOR-MASTER**  
**Detail, Difference FY 2023/2024**

Object Class	Description of Request	FTE	Cost	Difference FY 2023/2024
11- Personnel Compensation	Current Positions WIG	6	9,000	
	Current Positions COLA	6	39,000	
	Accountant	1	80,000	
	Courtroom Clerk	2	133,000	
<i>Subtotal 11</i>				<i>261,000</i>
12- Personnel Benefits	Current Positions WIG	6	2,000	
	Current Positions COLA	6	10000	
	Accountant	1	21,000	
	Courtroom Clerk	2	35,000	
				<i>68,000</i>
<b>Subtotal Personnel Services</b>				<b>329,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun & Utilities				
24 - Printing & Reproduction				
25 - Other Service				
26 - Supplies & Materials				
31 - Equipment				
<b>Subtotal Non-Personnel Services</b>				<b>0</b>
<b>Total</b>				<b>329,000</b>

**Table 6**  
**OFFICE OF THE AUDITOR-MASTER**  
**Detail of Full-Time Equivalent Employment**

Grade	FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7			2
JS-8			
JS-9			
JS-10	1	1	1
JS-11			1
JS-12	1	1	1
JS-13	2	2	2
JS-14	1	1	1
JS-15			
CEMS			
CES	1	1	1
Total Salaries	<b>758,000</b>	<b>793,000</b>	<b>1,054,000</b>
Total FTEs	6	6	9



**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA  
PROBATE DIVISION/OFFICE OF THE REGISTER OF WILLS**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference FY 2023/2024</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
60	6,793,000	63	7,267,000	67	8,117,000	4	850,000

**Mission Statement**

The mission of the Probate Division/Office of the Register of Wills is to deliver quality services to the public fairly, promptly, and effectively; to record and maintain wills and case proceedings; to monitor supervised estates of decedents, incapacitated and developmentally disabled adults, guardianships of mentally challenged adults, minors, and certain trusts; to audit fiduciary accounts to ensure that the funds of disabled persons and other persons under court supervision are handled properly; and to make recommendations to judges on certain matters over which the Superior Court has probate jurisdiction.

**Introduction**

The Probate Division/Office of the Register of Wills has jurisdiction over decedents’ estates, trusts, guardianships of estates of minors, guardianships of mentally challenged adults, and guardianships and conservatorships of adults otherwise incapacitated.

The Probate Division has ongoing and periodic responsibility in these matters throughout the lifespan of the case. For example, Probate works to –

- Ensure large and small estates are administered in accordance with the law and the wishes of the decedent;
- Determine that adult guardianships remain in the least restrictive setting necessary and that court-appointed guardians perform their duties in accordance with the law;
- Review the financial activities of court-appointed conservators;
- Protect vulnerable persons and their property from financial exploitation; and
- Assist self-represented people gain access to justice under the law.

The demographic that the Probate Division serves continues to grow and expand. Last year was the 16<sup>th</sup> straight year of population growth in the District, according to U.S. Census Bureau data provided in August 2021 by the District of Columbia Office of Planning. From 2005 – 2020, D.C.’s population grew by 88,000. In particular, the size of the older adult population has “increased in D.C., growing from 62,392 in 2005 to 79,016 in 2016, yielded a 27 percent increase in 11 years,” according to 2018 data from a D.C. Policy Center report titled Portrait of D.C.’s Adults. Clear patterns in population growth are developing. These patterns and factors influence both the volume and complexity of the matters handled by the Probate Division. For example, a large estate may take up to 3 years to administer and may involve the resolution of complex family and financial circumstances. Minor children are entitled to the protection of their assets until they reach the age of 18. These cases may also bring complex family dynamics

before the Court and require periodic oversight. An adult guardianship, may be in place for decades, requiring semi-annual reporting, formal periodic review, and episodic problem resolution. Of the 2,664 probate cases filed last year, 1,332 will require on-going formal supervision. In addition, an estimated 482 Probate matters (that are not decedent's estates) filed will require on-going formal supervision. This means that the Court has an on-going role in over 50% of all new Probate matters.

### **Organizational Background**

The Probate Division consists of the Office of the Register of Wills, a statutory role with varied and specific obligations under the law. Included in the Office of the Register of Wills is the Probate Systems Office and Probate Analysis Office. These offices support the Register of Wills by providing core technology and data support, maintaining physical records, and overseeing the retrieval of off-site archival records, including original wills. The Office of the Register of Wills has 6 FTEs. The Register of Wills and the Probate Division are supported by:

- Operations Branch – 30 FTEs are the primary point of contact for the public, providing courtroom support, filing intake, and ensuring the integrity of the official court record.
- Legal Branch – 5 FTEs review pleadings, prepare recommendations for judges, and represent the Register of Wills in hearings before the Court.
- Auditing Branch – 11 FTEs audit the accounts of fiduciaries in supervised estates, trusts under court supervision, guardianship of minors' assets cases, and review the requests for compensation filed by court-appointed guardians, conservators, and attorneys.
- Guardianship Assistance Program – 6 FTEs provide support to the public, court-appointed guardians, persons under guardianship, and care providers through seminars, informational products, and one-on-one service. The Program staff also reviews the bi-annual Report of Guardian mandatory filing in every adult guardianship case.
- Self-Help Center – 8 FTEs assist self-represented persons in small estate matters, large estates of moderate complexity, and adult guardianship matters. The center provides a road map to estate administration, checklists and other materials designed to enhance access to justice for people without an attorney.

### **Divisional Management Action Plan (MAP) Objectives**

The Probate Division Management Action Plan (MAP) includes the following objectives:

1. Expand performance measures to additional case types and further consider options to increase the efficiency and productivity of current performance measures: triage efiled documents within one business day of receipt in the efileing queue; issue Letters of Administration within one day of processing orders of appointment or qualifying for appointment as personal representative; and identify delinquent filings timely and take appropriate action within 10 days of delinquency.
2. Enhance efficient and timely case resolution and customer satisfaction by expanding eFiling and information platforms to all probate cases.

3. Expand comprehensive workforce planning to prepare for a changing workforce and create an integrated staff portal that includes an employee performance dashboard, personalized training modules and customer experience data.
4. Enhance customer service metrics and ensure customer experience data is included in the development of self-help center tools and partnership programs.

### **Divisional Restructuring and/or Work Process Redesign**

During FY 2021 the Probate Division:

1. Continued preparations for the implementation of the new case management system, Odyssey. To ensure a smooth and efficient conversion to the new system, the Probate Division:
  - a. Completed the development of flowcharts for all work processes;
  - b. Documented Division standard operating procedures and business processes as well as identified, eliminated, and/or reengineered inefficient processes to support the conversion to the new system; and
  - c. Developed automated case management solutions within the new system for 50% of our new case filings to remove the need to collect paperwork, allowing documentation to be gathered and stored electronically. Manually collecting documents from filers and other parties wastes valuable resources and delays the successful resolution of cases. Automation and electronic filing will eliminate a significant amount of manual filing.
2. Ensured court procedures and policies were streamlined and communicated in plain language to allow self-represented filers the ability to better navigate the court system while preserving substantive and procedural fairness. This included implementing a virtual self-help center and implementing policies which enable remote access to the court system, and the promotion of technologies that also enable remote access such as guided interviews and virtual review of documents.
3. Probate Division leadership participated in a partnership between the Council for Court Excellence and D.C. Access to Justice Commission (ATJ) to conduct an evaluation and produce a report that identifies barriers that *pro se* parties face in probate in D.C. *Strengthening Probate Administration in the District of Columbia*<sup>6</sup> examined and discussed best practices and innovations from other jurisdictions, and offered a set of recommendations to improve probate for all parties and enhance access to justice for self-represented filers.
4. Expanded on-site operations in July 2021 by opening public counters. Special attention was given to parties who lack access to technology and otherwise would not be served if virtual only options remained.

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<sup>6</sup> On February 9, 2022, the Council for Court Excellence (CCE) and the D.C. Access to Justice Commission (ATJC) published *Strengthening Probate Administration in the District of Columbia*.

## Workload Data

The Probate Division processed 10,111 court orders and held 2,610 court hearings. There were 96 mandatory guardianship review reports during FY 2020. Due to the District of Columbia's emergency orders on social distancing and the prohibition on in person visits in facilities that service the incapacitated and elderly, the pandemic essentially eliminated the Division's ability to physically access adult persons under guardianship. Therefore, mandatory periodic reviews were suspended to ensure safety measures were in place to provide the highest levels of consideration to the vulnerable populations. The suspension of mandatory period reviews created a backlog of more than 1,500 cases. As shown in Table 1 below, the Probate Division disposed of 2,274 cases during FY 2021, with an overall clearance rate of 79%.

Table 1  
 PROBATE DIVISION  
 Caseload and Efficiency Measures  
 (Fiscal Year 2021 Data)

	Cases Added	Cases Disposed	Clearance Rate*	Cases Pending		
				1-Oct 2020	30-Sept 2021	Change
Cases Involving the Deceased						
Formal Probate (Decedents Estates)	1,871	1,619	87%	4,327	4,579	6%
Small Estates	342	223	65%	98	217	121%
Foreign Proceedings	154	90	58%	132	196	48%
Cases Involving the Incapacitated						
Conservatorships (Old Law) **	0	0	n/a	5	5	n/a
Guardianships (of Minors)	43	21	49%	197	219	11%
Intervention Proceedings (Adult Guardianships/Conservatorships)	456	319	70%	3,423	3,560	4%
Trusts	6	2	33%	117	121	3%
Total	2,872	2,274	79%	8,299	8,897	7%
* Ratio of cases disposed to cases added in a given year. A standard efficiency measure is 100%, meaning one case disposed for each case filed.						
** "Conservatorships (Old Law)" refers to conservatorships created prior to 1989. Obsolete case type.						

**Key Performance Indicators**

Table 2  
 PROBATE DIVISION  
 Key Performance Indicators

Performance Indicator	Data Source	FY 2021		FY 2022		FY 2023		FY 2024	
		Goal	Actual	Goal	Estimated	Goal	Projection	Goal	Projection
<b>Time Standard from Filing to Disposition</b>									
Administration of Decedents Estates	Monthly Reports	30%	25%	30%	30%	30%	30%	30%	30%
Within 395 days		75%	88%	75%	75%	75%	75%	75%	75%
Within 1,125 days		98%	97%	98%	98%	98%	98%	98%	98%
Within 1,490 days									
Appointment of fiduciary or other resolution in guardianship cases (incapacitated adults/minors)	Monthly Reports								
Within 60 days		75%	75%	75%	75%	75%	75%	75%	75%
Within 90 days		98%	89%	98%	90%	98%	90%	98%	90%
Efiled documents triaged w/in 1 business day of receipt	Monthly Reports	90%	79%	90%	90%	90%	90%	90%	90%
Letters of appointment issued w/in 1 business day of processing order or qualifying event	Monthly Reports	90%	90%	90%	90%	90%	90%	90%	90%
Delinquent filings identified and acted on w/in 10 days	Monthly Reports	90%	64%	90%	90%	90%	90%	90%	90%
Audit of Accounts w/in 45 days of filing	Monthly reports	90%	31%	90%	25%	75%	35%	75%	50%
Fee requests submitted to Court processed w/in 45 days	Monthly Reports	90%	98%	90%	90%	90%	90%	90%	90%
Schedule Hearing on Approval of Account w/in 45 days	Monthly Reports	90%	99%	90%	90%	90%	90%	90%	90%
Number of GAP reports submitted	Monthly Report	500	0*	500	0*	500	300	500	300

\*In-person visits and the resulting GAP reports are suspended during the pandemic.

**FY 2024 Request**

In FY 2024, the Courts’ request for the Probate Division is \$8,117,000, an increase of \$850,000 (12%) above the FY 2023 Enacted Budget. The requested increase includes \$446,000 for 4 FTEs to address increased caseloads and \$404,000 for built-in cost increases.

***Meeting the Demands of an Increasing Caseload, 2 FTEs, \$244,000 Auditor, (JS 11/12)***

Introduction. The Auditing Branch is responsible for auditing accounts of fiduciaries and reviewing and processing fee petitions, motions, objections, inventories, and responses/replies that may be associated with accounts, fee petitions, and motions. When one or more issues are identified during an annual accounting or audit, an auditor investigates the areas of concern. The

findings are reported to the court. The Court through the auditing branch plays a key role in protecting people that are incapable of managing their personal and financial affairs. The Auditing Branch is especially involved when there is evidence of fraud, waste, abuse and financial mismanagement; significant family discourse, assets are unprotected, or there are unusual transactions. The Probate Division seeks funding to employ two auditors to increase productivity and service levels and ensure that fiduciary accounts are adequately monitored, and fee petitions reviewed timely.

Problem Statement. The Auditing Branch is an oversight and compliance role in the Probate Division. The Auditing Branch's primary and statutory responsibilities are the detection of irregularities and fraud in accounts and fee petitions. The auditors have years of expertise in probate accounting matters and audit complex probate fiduciary cases. Accountings may involve millions of dollars and thousands of transactions. The complex and voluminous sources of data for audit, verification and analysis come from multiple sources of financial documentation. Probate cases may require the auditors to work on multiple accounts in one case. With an increased caseload and complexity, it is challenging for the Branch to conduct this work in a timely manner, ensure the proper use of public and beneficiary funds, and enhance public confidence in the court.

The auditors' primary functions include auditing accounts of fiduciaries, and reviewing and processing fee petitions and a myriad of services related to supervise probate matters. As the population of the District increases, there appears to be a need for more oversight. The causes are varied:

- Greater number of multimillion-dollar estate accounts are filed requiring a longer time period to audit accounts due to much more sophisticated investments in today's economy;
- Decedents' estates continue to be re-opened because of the length of time that has elapsed since the decedent's death, asset distribution issues, allegations of mismanagement by fiduciaries, and re-opened decedents' estates that continue to be converted to supervised status on a large scale.
- Mortgage creditors continue to request supervision of attorney fiduciaries and more creditors, not just mortgage companies, are requesting fiduciary panel lawyers to pursue liens and/or litigation.

In FY 2021, with seven auditors, of the 793 accounts filed, only 31% were processed timely within 45 days (See Table 2). The Auditing Branch has prioritized the review of fee petitions in compliance with the Prompt Pay Act. If Auditors do not timely review fee petitions, interest accrues on a daily basis. The division has assigned staff from other branches, as a special project, to provide temporary assistance with reviewing fee petitions; however, this assistance prevents staff from performing their assigned duties and only provides a temporary solution. While prioritization saves the Court from interest, it impacts the Auditors availability to audit accounts. The addition of FTEs will allow the branch to timely and accurately fulfill its function and decrease customer and judicial complaints received as a result of delayed processing. To address these concerns, the Division is requesting two additional auditors to better serve the needs of the public, including fair and timely case resolution of accounts.

Relationship to Courtwide Strategic Goals. This request would serve Strategic Goal I: Access to Justice for All, Strategic Goal 2: Fair and Timely Case Resolution, Strategic Goal III: Professional and Engaged Workforce, and Strategic Goal V: Effective Court Management and Administration.

Relationship to Existing Funding. The existing funding cannot support the requested positions.

Methodology: The grade level and classification of this position is determined by the Courts' Personnel Policies and position classification standards.

Expenditure Plan. The Probate Division will recruit and hire all additional staff in accordance with the Courts' Personnel Policies.

Performance Indicators. The performance indicators of this initiative would be timely case resolution, increased customer satisfaction and efficiency of operation.

***Monitoring Guardians of Incapacitated Adults, 2 FTEs, \$202,000  
Social Worker, JS-9/11***

Problem Statement. The Guardianship Amendment Act of 2014, D.C. Act 20-552, effective as of March 11, 2015, requires the regular review of guardianships of incapacitated adults at least once every three years in cases where a guardian is appointed after January 1, 2015, by a social worker licensed in the District of Columbia. This mandate represents a dramatic increase in cases subject to review and a critical shift from the Probate Division's former stance and use of volunteers to conduct guardianship reviews. Prior to the amendment the program utilized volunteer Masters of Social Work students to review and report on guardianship cases under the supervision of the Guardianship Assistance Program (GAP)'s Program Manager and Deputy Program Manager. Prior to the guardianship amendment act, GAP reviewed between 100 - 150 guardianship cases per fiscal year. This is less than 20% of the total number of guardianships in the Probate Division's current caseload of 3,674.

The legislation imposes additional duties by GAP when undertaking case reviews, which will lengthen the amount of time needed to investigate and prepare the report submitted to the court for each ward under court supervision. The new duties include, but are not limited to, obtaining an updated medical report or psychological report addressing current capacity, obtaining a statement from the person under guardianship regarding his or her expressed preferences regarding the guardianship and continuation thereof, investigating the least restrictive alternate to guardianship, if any, and arranging for personal service of the filed report on the person under guardianship.

As a result, GAP requires additional social workers to review approximately 600 cases per year. It should be noted that the pandemic created a backlog of approximately 1,600 cases. There are four full time social workers in GAP. The current backlog creates a hardship for the four social workers currently in GAP. In light of the pandemic and the attributes of the vulnerable adult guardianship population, the time required to conduct mandatory period reviews cannot be achieved with the current number of social workers employed in the Division.

Relationship to D.C. Courts’ Vision, Mission and Goals. This request supports Goal I - Access to Justice and would enhance assistance to the public by providing services to address the needs of incapacitated adults, often elderly and or disabled and enhance public trust and confidence.

Relationship to Divisional Objectives. With the requested social worker case managers, the current Probate Division MAP case processing standard and the National Probate Court Standard of increased case monitoring would be achievable.

Relationship to Existing Funding. The existing funding cannot support the requested position.

Methodology: The grade level and classification of this position is determined by the Courts’ Personnel Policies and position classification standards.

Expenditure plan: The new staff will be recruited, hired and compensated according to the Courts’ personnel policies.

Key Performance Indicators. The key performance indicator would be an increase in the number of in-depth reports submitted due to the addition of two social worker case managers. To comply with the new legislation, an estimated 875 cases will need to be reviewed annually.

**Key Performance Indicator for Additional Funding Request**

Key Performance Indicator	Data Source	FY2021		FY2022		FY2023		FY2024	
		Goal	Actual	Goal	Actual	Goal	Estimate	Goal	Estimate
Number of GAP in-depth reports submitted	Oracle Business Intelligence	592	0	600	0	600	450	600	600

Table 9

**PROBATE DIVISION/OFFICE OF THE REGISTER OF WILLS  
New Positions Requested**

Positions	Grade	Number	Annual Salary	Benefits	Total Personnel Costs
Auditor	JS-12	2	\$194,000	\$50,000	\$244,000
Social Worker	JS-11	2	\$160,000	\$42,000	\$202,000
<b>TOTAL</b>		<b>4</b>	<b>\$354,000</b>	<b>\$92,000</b>	<b>\$446,000</b>



**Table 10**  
**PROBATE DIVISION**  
**Budget Authority by Object Class**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Compensation	5,215,000	5,591,000	6,263,000	672,000
12 - Personnel Benefits	1,454,000	1,551,000	1,726,000	175,000
<b><i>Subtotal Personnel Services</i></b>	<b>6,669,000</b>	<b>7,142,000</b>	<b>7,989,000</b>	<b>847,000</b>
21 - Travel, Transp. of Persons	14,000	14,000	14,000	0
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	7,000	7,000	7,000	0
25 - Other Services	56,000	57,000	58,000	1,000
26 - Supplies & Materials	23,000	23,000	24,000	1,000
31 - Equipment	24,000	24,000	25,000	1,000
<b><i>Subtotal Non-Personnel Services</i></b>	<b>124,000</b>	<b>125,000</b>	<b>128,000</b>	<b>3,000</b>
<b>TOTAL</b>	<b>6,793,000</b>	<b>7,267,000</b>	<b>8,117,000</b>	<b>850,000</b>
FTE	61	64	67	4

**Table 11**  
**PROBATE DIVISION**  
**Detail, Difference FY 2023/2024**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Compensation	Current Position WIG	64	44,000	
	Current Position COLA	64	274,000	
	Auditor	2	194,000	
	Social Worker	2	160,000	
<b><i>Subtotal 11</i></b>				<b>672,000</b>
12 - Personnel Benefits	Current Position WIG	64	11,000	
	Current Position COLA	64	72,000	
	Auditor	2	50,000	
	Social Worker	2	42,000	
<b><i>Subtotal 12</i></b>				<b>175,000</b>
<b><i>Subtotal Personnel Services</i></b>				<b>847,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	Built-in Increases			1,000
26 - Supplies & Materials	Built-in Increases			1,000
31 - Equipment	Built-in Increases			1,000
<b><i>Subtotal Non-Personnel Services</i></b>				<b>3,000</b>
<b>Total</b>				<b>850,000</b>

**Table 12**  
**PROBATE DIVISION**  
**Detail of Full Time Equivalent Employment**

<b>Grade</b>	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>
JS-5			
JS-6	6	9	9
JS-7	1	1	1
JS-8	8	8	8
JS-9	10	10	10
JS-10	4	4	4
JS-11	9	9	11
JS-12	10	10	12
JS-13	7	7	7
JS-14	3	3	3
JS-15			
CEMS	2	2	2
CES	1	1	1
<b>Total Salary</b>	<b>5,215,000</b>	<b>5,591,000</b>	<b>6,263,000</b>
<b>Total FTEs</b>	<b>61</b>	<b>63</b>	<b>67</b>

**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA  
SPECIAL OPERATIONS DIVISION**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference FY 2023/2024</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
25	5,049,000	25	5,238,000	29	6,379,000	4	1,141,000

**Mission**

The Special Operations Division has administrative oversight for the Tax Division and provides specialized services within its six units to litigants, the general public, and court operations. The Division’s mission is to provide the highest quality service to the Courts and the public through efficiency, professionalism, and innovation.

**Organizational Background**

The Special Operations Division consists of five units plus the Director’s Office (3 FTEs), as follows:

- The Tax Division is responsible for the daily management of all tax appeals filed in the District of Columbia and for preparing and certifying these records on appeal. This office has 2 FTEs.
- The Jurors’ Office maintains a listing of potential jurors, processes summons, qualifies jurors, obtains information on the size of the juror panel needed, randomly selects and disperses jurors, and selects and swears-in grand jurors. This office has 10 FTEs.
- The Superior Court Library houses law books, legal periodicals, and electronic research tools for the use of judges, attorneys, court staff, and the public. This office has 3 FTEs.
- The Child Care Center provides childcare using developmentally appropriate practices for children of jurors, witnesses, other parties appearing in court, and court staff. This office has 2 FTEs.
- The Office of Court Interpreting Services provides foreign language and sign language interpreters to parties and others for judicial and quasi-judicial proceedings as well as court related translations upon request. The Office is also responsible for developing and monitoring the D.C. Courts’ Language Access Plan. This office has 5 FTEs.

**Division MAP Objectives**

The Special Operation Division’s MAP objectives, implemented to further the Strategic Plan of the D.C. Courts, include the following:

- Extend the time elapsing between juror summons for District of Columbia residents from 2 years to 3 years by increasing juror yield and monitoring juror utilization to ensure juror demand more closely matches juror availability.
- Enhance informed judicial decision-making by maintaining a library for judges, law clerks, attorneys, and court staff that provides up-to-date print and electronic resources on a broad range of subjects relevant to the administration of justice.

- Provide high quality childcare services for jurors, witnesses, and other persons attending court proceedings by offering age-appropriate play opportunities, supportive adult supervision, and a safe, stress-free environment.
- Ensure access to court proceedings and services by non-English speaking and deaf/hard-of-hearing persons by providing, upon request, certified foreign language and sign language interpreters for defendants and other parties for court hearings and interpreting related training to court employees, judges, and interpreters in order to improve efficiency in providing language access services.
- Expand access to court services for non-English speaking and deaf/hard-of-hearing persons conducting business with or litigating matters at the courthouse by assisting in the implementation of remote and hybrid interpreting systems and developing and monitoring the Courts' Language Access Plan.
- Expand access to court services by providing written translations of court forms, publications, notices, and orders, to assist non-English speaking persons conducting business with or litigating matters at the Court.

### **Restructuring and Work Process Redesign**

Several restructuring efforts are underway in the Special Operations Division.

The Tax Division continued to work collaboratively with internal and external stakeholders to implement business process changes that enhance timely disposition of Civil Tax cases. During the COVID-19 pandemic, the clearance rate decreased from 193% in FY 2020 to 86% in FY 2021, and the percentage of cases pending for 36 months or more increased from 3% (31 cases) in FY 2020 to 5% (55 cases) in FY 2021. The Tax Division anticipates improvement in its clearance rate, estimated at 105% for FY 2022, but expects the percentage of cases pending beyond the time standard to increase by approximately 2%.

In FY 2021, the Tax Division processed 6,445 pleadings filed in paper and electronically. At no time during the pandemic did the Tax Division experience a backlog of pleadings to process. The Tax Division also engaged in configuration of the new case management system, Odyssey, which involved validating data quality; redesigning business processes; refining and configuring forms; and performing other work needed to ensure successful implementation of the system for Civil Tax and Criminal Tax cases.

To improve data quality and access to historical tax cases, the Tax Division also completed the final year of a 2-year project to digitize historical Tax Division case records. Before the pandemic, approximately 590,000 microfilmed images for Civil Tax cases filed as early as 1937 were converted into electronic format. Between FY 2020 and FY 2021, paper records for an additional 4,000 old cases were also converted into electronic format.

The Tax Division designed and implemented a paperless, secured transmission system for delivering certified final orders to the D.C. Office of Tax and Revenue in response to the COVID-19 pandemic. This innovation ensured that payments of tax refunds were not delayed during the pandemic and has been incorporated into the permanent business processes of the Tax Clerk's Office.

In FY 2021, the Tax Division improved access to justice for self-represented litigants by developing and posting fillable petition forms on the Tax Division's webpage and interactive court forms that guide court participants with filling out the Petition to Appeal Tax Refund Denials through the Court's Forms Help Online Solution. The Tax Division also collaborated with the Office of the Attorney General, tax practitioners, and the Multi-Door Dispute Resolution Division to implement virtual mediations for all Civil Tax cases.

During FY 2021, the Jurors' Office developed a hybrid method of enrollment for new grand jury panels that utilizes both virtual and onsite locations. The Jurors' Office also adjusted procedures for the safe resumption of petit jury trials to include separate reporting locations for criminal and civil trials, a profile for summoning jurors each day of the week, and extended reporting times throughout the day. The Jurors' Office continued its efforts to increase juror utilization with *Jurors on Call*, which uses a predictive model to align juror demand more closely with juror supply. The system alerts potential jurors the evening prior to their summons date if they must report for service on the summons date. Jurors who are instructed not to report for service are placed back into the jury pool until the next summoning cycle (approximately 24 months). A total of 11,518 jurors did not have to report for jury duty, saving their time and saving the court \$57,590. The yearly juror utilization rate increased from 60% to 73%. By the close of FY 2021, 3 felony trials were conducted, 6 civil trials were held, and 12 grand jury panels were enrolled for service.

The Jurors' Office collaborated with subject matter experts on the new Odyssey case management system to develop hearing flags to replace emailed requests for jury panels, as well as a method to display Odyssey case numbers in the jury management system.

During FY 2021, the Office of Court Interpreting Services engaged 3,807 interpreters to fulfill 2,965 requests for interpreting services, predominantly for Spanish speakers. Other frequently requested languages include American Sign Language, Amharic, French, Arabic, Korean, Tigrinya, Vietnamese, and Mandarin. Interpreting services were offered remotely when the Courts' operation converted from onsite to remote, which required significant administrative adjustments to business practices in the Office of Court Interpreting Services.

In FY 2021, the Office of Court Interpreting Services expanded the D.C. Courts' Interpreter Registry to over 170 certified and qualified interpreters representing 52 languages. In FY 2021, the Courts offered 2 Orientation Workshops in a live virtual format and fully on boarded over 15 new interpreters.

Registry interpreters are required to complete 12 hours of continuing education every two years to remain in good standing. The Office of Court Interpreting Services offered 16 hours in continuing education training funded by grant monies from the State Justice Institute on preparation strategies for court interpreters, roles and ethics for court interpreters, and the application of forensic science in court. The Office of Court Interpreting Services also provided training to judicial officers, court employees, law clerks, and court security officers on the importance of language access and how to best serve the public.

In FY 2021, the Office of Court Interpreting Services administered the Amharic Court Interpreter Certification Examination, which was developed by the D.C. Courts in collaboration with the National Center for State Courts (NCSC) in FY 2020 and partially funded by grant monies from the State Justice Institute. The Amharic Court Interpreter Certification Examination is the first such examination for Amharic interpreters in the United States and will ensure that Amharic interpreters are fully qualified to interpret in a court setting, enhancing the public's access to justice. In June 2021, the Office of Court Interpreting Services received proctor training from NCSC on exam administration protocols and administered the Amharic Court Interpreter Certification Exam to seven registered candidates. The exam was held in person in adherence to NCSC exam administration protocols on the Court's campus. NCSC, under contract with the Court, recruited Amharic speaking SMEs and hosted an Amharic rater training event in live virtual format to train raters on how to rate the exam in September 2021.

To prepare Amharic interpreters for the examination, the Office of Court Interpreting Services developed and hosted a skills-building workshop for Amharic interpreters who currently serve the Courts as qualified contract interpreters. The workshop, held in April 2021, focused on sight translation between English and Amharic, consecutive interpretation between English and Amharic, and simultaneous interpretation from English to Amharic. This workshop will be offered annually and was held in April 2022 in preparation for the Amharic Court Interpreter Certification Examination scheduled in June 2022.

A goal of the Court is to ensure that LEP parties have access to court documents in their own languages in compliance with Department of Justice guidance. In FY 2021, the Court translated 467 court orders, notices, summons, handbooks, forms, and tip sheets into other languages for court users. This represents a 68% increase in translation services from FY 2020. Improving translation consistency and quality and expanding translation services will continue to be a priority in FY 2022 and forward.

In FY 2021, the Courts launched a mobile application that contains a language assistance feature and provides LEP individuals quick access to pertinent information in Spanish, Amharic, Chinese, French, Korean, and Vietnamese. Through this feature, LEP individuals can request an interpreter, view cases scheduled in court that day, access a list of legal service providers, view general information, access the Courts' website, and provide feedback on their language access experience in court.

In FY 2021, the Child Care Center received its license to operate in its new space within the Moultrie Courthouse. In response to the COVID-19 pandemic, the Center implemented health and safety procedures consistent with the guidance and recommendations of the D.C. Office of the State Superintendent of Education, the U.S. Centers for Disease Control and Prevention, and the D.C. Courts' epidemiologist and industrial hygienist. The Center re-opened in April 2021 to support jury trials and expanded in July 2021 to accommodate other court users.

During the COVID-19 pandemic, the Superior Court Library continued to provide research assistance to judicial officers and law clerks but remained closed to the general public. In FY 2021, the Superior Court Library began a major project to evaluate and modernize its resources, services, and facility. The work included the implementation of new cataloguing and tracking

systems to better manage the Library’s collection; the design of a permanent location within the Library where parties may log in and participate in hearings remotely; and the enhanced use of digital resources such as the Lexis Nexis Digital Library, Lexis Advance, and the Daily Washington Law Reporter. In FY 2021, efforts commenced to electronically index the Superior Court Library’s physical collection of an estimated 20,000 books. By the close of the fiscal year, approximately 10% of the collection was indexed.

**Workload Data**

In FY 2021, the Special Operations Division handled the following:

- The Jurors’ Office issued approximately 20,758 summonses to District of Columbia residents to appear for jury service.
- The Office of Court Interpreting Services dispatched 3,807 interpreters to fulfill 2,965 requests for interpreting services.
- The Tax Division processed 687 new filings and disposed of 593 cases.

Tables 1 through 4 provide performance data for the Jurors’ Office, the Office of Court Interpreting Services, the Tax Division, and the Library, respectively.

Table 1  
**SPECIAL OPERATIONS DIVISION**  
**Jurors’ Office**  
**Key Performance Indicators**

Type of Indicator	Key Performance Indicator	Data Source	FY 2021		FY 2022		FY 2023		FY 2024	
			Goal	Actual*	Goal	Estimated*	Goal	Projection	Goal	Projection
Output / Activity	# of summons issued to jurors for jury duty	Courts' Information Technology (IT) Division	160,000	20,758	160,000	180,000	176,400	196,000	176,400	196,000
Output / Activity	# of jurors qualified to serve on <i>voir dire</i> panels	Business Intelligence Jury Reports	38,000	16,683	38,000	46,800	40,000	34,300	40,000	34,300
Outcome	Judicial requests for <i>voir dire</i> panels met	Business Intelligence Jury Reports	65%	100%	65%	80%	65%	68%	65%	68%
Outcome	Jury Yield*	Business Intelligence Jury Reports	40%	30%	40%	20%	40%	15%	40%	20%

\*Actuals and estimates affected by COVID-19 pandemic.

Table 2  
**SPECIAL OPERATIONS DIVISION**  
**Office of Court Interpreting Services**  
**Key Performance Indicators**

Type of Indicator	Key Performance Indicator	Data Source	FY 2021		FY 2022		FY 2023		FY 2024	
			Goal	Actual*	Goal	Estimated*	Goal	Projection	Goal	Projection
Input	Requests for interpreters	Web Interpreter and Translator System (WITS)	6,975	2,968	6,975	5,916	6,450	6,360	6,450	6,360
Outcome	Requests for interpreters met	WITS	6,952	2,965	6,952	5,857	6,400	6,300	6,400	6,300
Outcome	Interpreters Dispatched	WITS	7,882	3,807	7,409	7,509	8,000	7,800	8,000	7,800
Efficiency	Clearance rate	WITS	99%	99%	99%	99%	99%	99%	99%	99%

\*Actual and estimates affected by COVID-19 pandemic.

Table 3  
**SPECIAL OPERATIONS DIVISION**  
**Tax Division**  
**Caseload and Efficiency Measures**  
**(Fiscal Year 2021 Data)**

	Case Filings	Dispositions	Clearance Rate*	Pending Cases		
				1-Oct	30-Sep	Change
Civil Tax	684	592	86%	1,068	1,162	9%
Criminal Tax	3	1	33%	4	6	50%

\*Ratio of cases disposed to cases filed in a given year. A standard efficiency measure is 100% meaning one case disposed for each case filed.

Table 4  
**SPECIAL OPERATIONS DIVISION**  
**Library**  
**Key Performance Indicators**

Type of Indicator	Key Performance Indicator	Data Source	FY 2021		FY 2022		FY 2023		FY 2024	
			Goal	Actual*	Goal	Estimated*	Goal	Projection	Goal	Projection
Output	Research Assistance Provided	Library Data	100	29*	100	24*	100	40	100	50
Outcome	# Library Users	Library Data	0	0*	0	0*	750	500	1000	750

\* Actuals and estimates affected by COVID-19 pandemic.

**FY 2024 Request**

In FY 2024, the Courts’ request for the Special Operations Division is \$6,379,000, an increase of \$1,141,000 (22%) above the FY 2023 Enacted Budget. The requested increase includes \$551,000 for 1 FTE and a contract interpreter rate increase to strengthen language access, \$200,000 for 1 FTE to manage staff, \$152,000 and 2 FTEs to enhance juror customer services, and \$238,000 for built-in cost increases.



## ***Deputy Director (JS-15), 1 FTE, \$200,000***

The Special Operations Division is requesting a Deputy Director to supervise staff, oversee operations, and develop and implement policies, procedures, and program improvements to enhance the public's access to justice at the D.C. Courts.

Problem Statement. The Special Operations Division is the only operating division without a Deputy Director. The Division has six work units, each of which operates independently, utilizes separate data management systems, pursues distinct objectives, engages with different internal and external stakeholders, and conducts business under requirements and standards that are unique to each office.

- The Office of the Director oversees the Tax Division and the provision of specialized services by the Office of Court Interpreting Services, the Jurors Office, the Superior Court Library, and the Child Care Center. The Director supervises the Administrative Assistant (Grade 10), and the Management and Program Analyst (Grade 13) for the Office of the Director. All FTEs in the Office of the Director provide administrative support and technical expertise to ensure proper management of the division's budget, systems, facilities, and assets; accurate data collection, analysis, and reporting; and comprehensive, up-to-date Business Processes and Standard Operating Procedures in each office of the division.
- The Office of Court Interpreting Services is responsible for language access services at the Court, including the provision of spoken and sign language interpreters to support trials, hearings, and other court events and translations of court orders, forms, and notices. The Director collaborates with the Language Access Coordinator on designing language service enhancements, such as the D.C. Courts Interpreter Registry and the Amharic Court Interpreter Certification Examination, supervises the Language Access Coordinator (Grade 14), and creates or edits resources such as the D.C. Courts Language Access Plan, the OCIS Language Access Toolkit, and the dedicated Language Access Services internet webpage.
- The Juror's Office is responsible for petit and grand jury operations for the Superior Court. The Director supervises and collaborates with the Juror Officer (Grade 13) to develop and implement programmatic improvements, such as designing petit and grand jury enrollments to include a live virtual platform, separate in-person reporting locations, and extended reporting times throughout the day in response to the COVID-19 pandemic. The Director also collaborated with internal stakeholders and the United States Attorney's Office and led the Court's initiative to enable Grand Jury proceedings for one Grand Jury Panel on the Court's campus.
- The Tax Division is responsible for managing the case flow, quality, and administration of Civil and Criminal Tax cases. The Director collaborates with the Tax Officer to develop initiatives that aim to reduce case time-to-disposition and improve operational efficiencies and the customer experience. The Director also supervises the Tax Officer (Grade 12), oversees division operations, serves as point-of-contact for Tax judges and

the Tax Bar, performs quality control, and writes or edits the Tax Division's reports and web content, including creating new or editing existing forms. The Director also initiated and designed program improvements in response to the COVID-19 pandemic such as the paperless, secured transmission system for delivering certified final orders to the D.C. Office of Tax and Revenue.

- Superior Court Library is responsible for maintaining, curating, and making accessible the Courts' electronic and physical legal research resources. The Director supervises and collaborates with the Librarian (Grade 12) to expand the Library's services to the public and design a resource acquisition strategy in collaboration with the D.C. Court of Appeals Library to meet the Courts' long-term needs in a cost-effective manner. The Director also writes or edits the Library's web content and reports, oversees Library operations, vets user outreach, and designs and manages program improvements, such as the installation of remote hearing rooms and providing electronic access to resources for the benefit of the public.
- The Child Care Center is responsible for providing childcare services for children of jurors, parties, and witnesses appearing in court, and court staff. The Director supervises the Child Care Center Director (Grade 9), oversees the Center's operations, writes or edits the Center's web content, informational materials, and reports, and assists with making personnel assignments to ensure that the Child Care Center is available to support jury trials and grand jury proceedings.

The Director manages each of these operations and supervises 32% (or 8 FTEs) of the total staff in the Division. The Director's direct reports range from Grade 9 to Grade 14, each requiring different levels of supervision, direction, and support. For smaller offices in the Division, such as the Superior Court Library and the Tax Division, the Director has covered operations in the unexpected absence of staff, including processing pleadings in the eFiling queue and responding to public inquiries when back-up coverage is not available or unable to provide such assistance. Even when the offices are fully staffed, the Director is required to provide mid-level management to safeguard quality control standards.

Serving as the sole senior manager in the Division has negatively impacted the Director's ability to meet the Division's reporting requirements in a timely fashion and collaborate effectively with judicial officers, other divisions of the Court, and representatives of the Office of the Attorney General, the United States Attorney's Office, the D.C. Bar, and legal service providers to refine operations, identify and resolve problems, and strategically plan and innovate to improve the quality of services. A Deputy Director will enable the Director to engage with stakeholders in a more meaningful way by assuming the Director's supervisory responsibilities and assisting with day-to-day operations and budget management. The position will also enhance the operational oversight necessary to ensure greater responsiveness and accountability in the Division.

Relationship to Court Mission and Goals. The addition of a Deputy Director will support the Courts' goals related to Access to Justice (Goal 1), Fair and Timely Case Resolution (Goal 2), a Professional and Engaged Workforce (Goal 3), and Effective Court Management and Administration (Goal 5) by enabling the Division's senior leadership to focus on high-level

strategic planning to improve services to stakeholders, including more robust services for self-represented litigants in the Tax Division and limited English proficient individuals doing business at the Court, enhanced use of technology to improve juror services and access to Library resources, extended the time between jury service from 24 months to 3 years, greater engagement with the community, and the ongoing values implementation in the Division.

Relationship to Divisional Objectives. The addition of a Deputy Director will provide critical support needed to achieve the Division's objectives, including modeling accountability and demonstrating respect, resourcefulness, and innovation to meet goals.

Relationship to Existing Funding. Funding for this position is not currently available in the Courts' budget.

Methodology. The position should be graded in accordance with the D.C. Courts' classification standards.

Expenditure Plan. The Division will recruit for and hire this position in accordance with the D.C. Courts' personnel policies.

Performance Indicators. The addition of a Deputy Director will increase the Special Operation Division's responsiveness and improve the division's ability to engage internal and external stakeholders and develop program improvements that enhance services for the diverse population it serves.

### ***Strengthening Language Access, \$560,000***

***Program Specialist (JS-10), 1 FTE, \$101,000***

***Contract Interpreter Rate Increase, \$459,000***

Introduction. To enhance access to justice for all and address the needs of Limited English proficient (LEP) court users, the Courts need additional funding to meet the growing demands for expanded language access services.

Problem Statement. Limited English proficient (LEP) and deaf or hard-of-hearing court users present unique language access challenges as the D.C. Courts strive to provide fair and equal access to the justice system for all. The Courts have taken a comprehensive approach to address the language access accommodations of deaf and hard-of-hearing individuals under the Americans with Disabilities Act (ADA) and the language access needs of LEP persons in compliance with the nondiscrimination provisions of the Omnibus Crime Control and Safe Streets Act of 1968 and Title VI of the 1964 Civil Rights Act.

The Office of Court Interpreting Services (OCIS) is the point of contact for all language access services at the Court. The Office is staffed by a Language Access Coordinator, a federally certified Spanish language court interpreter, a nationally certified American Sign Language interpreter, a Program Officer who administers the D.C. Courts' Interpreter Registry and the Web Interpreter and Translator System, and a Deputy Clerk.

OCIS provides interpretation services in over 50 languages for over 6,000 interpretation events on average in a typical, non-pandemic year. At a minimum, two staff interpreters and between 10 and 15 contract interpreters from the D.C. Courts' Interpreter Registry are needed daily to meet current demands. OCIS also provides written translations of vital documents, including court forms, publications, signage, court orders, and notices in Spanish, Amharic, and other requested languages.

In FY 2021, OCIS engaged 3,807 interpreters for 2,965 hearings and other court events, predominantly for Spanish speakers. Other frequently requested languages include American Sign Language (ASL), Amharic, French, Arabic, Korean, Tigrinya, Vietnamese, and Mandarin. Although the demand for interpretation requests in FY 2021 was relatively low in comparison to pre-pandemic years, the volume of requests received by OCIS in FY 2022 is on track to reach pre-pandemic levels. Based on data collected through April 2022, OCIS is on track to dispatch approximately 7,509 interpreters to fulfill 5,857 requests for interpretation services in FY 2022. OCIS's estimated key performance indicators suggests that interpretation requests will increase further in FY 2023 and beyond.

In FY 2021, translation requests increased by 68% and are expected to increase further when the Court begins to accept translation requests directly from parties in FY 2022. The addition of a Program Specialist and a contract interpreter rate increase are critical to keep pace with current and anticipated demands for expanded language access services.

### ***Program Specialist***

OCIS is a high-volume, fast-paced office that has one Deputy Clerk FTE to hire and schedule contract interpreters to meet the Court's daily interpretation needs and manage the main office telephone and email inquiries to triage immediate requests from courtrooms, judicial chambers, Court divisions, and stakeholders. The Program Specialist will process requests for interpreters and perform other administrative tasks, thus relieving the Language Access Coordinator, the staff interpreters, and the Program Officer from these tasks. Adding a Program Specialist position to OCIS will fill a critical operational gap in OCIS, increase staff productivity, improve overall office efficiencies, and enhance the customer service experience.

### ***Contract Interpreter Pay Rate Increase***

Problem Statement. To promote access to justice and trial date certainty, the Office of Court Interpreting Services (OCIS) requests additional funds to finance a pay rate increase for contract interpreters. The pay rate increase is necessary to address a critical shortage of certified and qualified spoken language and sign language interpreters available to meet the Court's increasing need for interpretation services particularly for in-person trials.

Interpreters are in high demand by courts and agencies throughout the D.C. metropolitan area. Consequently, OCIS secures contract interpreters several months in advance of scheduled events to meet daily demands for language access services. The D.C. Courts paid \$400 per day for spoken language interpreters and \$510 per day for ASL interpreters. The same pool of interpreters engaged by the Court is also utilized by the U.S. Department of State and the U.S.

Attorney's Office, which pay contract interpreters \$566 per day. Because of the significant pay disparity, Spanish interpreters and other spoken and sign language interpreters prioritized assignments with the U.S. Attorney's Office, U.S. Department of State, and other agencies, and accepted contracts with the Courts only as a final resort.

The rate increase will improve OCIS' ability to attract and retain the necessary pool of interpreters to meet the Court's language access needs by paying contract interpreters at the same rate as competing agencies. OCIS is requesting an additional \$459,000 for that purpose.

Relationship to Court Mission and Goals. Hiring a Program Specialist and paying contract interpreters an increased rate supports the Courts' goal related to Goal I - Access to Justice because it will enhance the ability of LEP and deaf or hard-of-hearing court participants to participate meaningfully in the court process and access court services. It also supports the Courts' Goal II - Fair and Timely Case Resolution by reducing the risk of rescheduling trials, hearings, or the delivery of court services due to the lack of interpreters.

Relationship to Divisional Objectives. The Program Specialist is critical to ensure that OCIS carries out its mission of providing access to justice for all through language assistance services for the LEP and deaf or hard-of-hearing community. This position will streamline the provision of language access services at the Courts and enhance language assistance for the public. Providing additional funding to employ a Program Specialist and provide the increased interpreter pay rates is critical to ensure that OCIS carries out its mission of ensuring access to justice for all through language assistance services for the LEP and deaf or hard-of-hearing community.

Methodology. The grade level for the Program Specialist position was determined in accordance with the D.C. Courts' Personnel Policies and position classification standards. The contract interpreter rate increase was determined by analysis of OCIS budget outlays and comparisons with local competitor agencies.

Expenditure Plan. The position will be recruited and hired in accordance with the D.C. Courts' Personnel Policies. Payment procedures for contract interpreters will be modified and the rates will be set administratively.

Relationship to Existing Funds. There are no resources available in the Courts' budget for the requested position and contract interpreter rate increase.

Performance Indicators. Performance indicators for this initiative include reduced wait times in courtrooms for LEP and deaf or hard-of-hearing court users to receive an interpreter, and reduced number of trial continuances due to the lack of interpreters.

***Juror Customer Service, 2 FTES, \$143,000***  
***Deputy Clerks (JS-6/7/8)***

The Jurors' Office is responsible for managing juror services for the Superior Court. This includes qualifying and processing over 300 persons daily for both petit and grand juries. The

Jurors' Office responds to requests from judges for jury panels and escorts jurors to the courtroom of the requesting judge. In addition, the Jurors' Office updates records, disburses juror travel stipends and juror fees, conducts a daily orientation for incoming jurors, responds to inquiries via telephone, email, voice mail and Live Chat, defers jurors, excuses disqualified jurors, provides accommodations to jurors with special needs, and oversees the general comfort of jurors. The Jurors' Office is also responsible for scanning returned/undeliverable mail into the Clearview Jury Management System, opening and sorting incoming juror qualification forms and other correspondence for data entry, preparing debit card carriers for the enrollment process, and making copies of juror handouts for distribution to jurors.

Problem Statement. The Jurors' Office requires funding for two additional Deputy Clerks to handle an anticipated increase in jurors reporting for service. If enacted, the Comprehensive Policing and Justice Reform Amendment Act of 2020 will expand the right of trial by jury to defendants charged with simple assault and threats to do bodily harm, charges that currently are heard without a jury. The Court anticipates that this legislation will potentially generate approximately 300 additional jury trials each year, requiring the Court to issue more summonses. This will equate to an influx of approximately 12,000 additional jurors reporting for service annually. This estimate is based on 40 jurors for each jury trial.

In the three-month period of March-May 2022, jury staff responded to 6,912 emails and voice mails, 4,521 telephone calls, and 1,366 Live Chat conversations. This number is expected to increase if additional jury summonses are issued. The addition of two Deputy Clerks are necessary to ensure the quality and timeliness of responses to public inquiries.

Relationship to Courts' Mission, Goals or Strategies. The addition of two Deputy Clerks will fulfill the Courts' Strategic Goal I: Access to Justice for All, Strategy D: Minimize wait times and delays for all court participants. These positions will streamline the juror enrollment process, ensure that requesting courtrooms receive their jury panels within strict time standards, and reduce the length of time from the point a juror is enrolled for service to the time the juror is empaneled for voir dire.

The addition of two Deputy Clerks will also fulfill the Courts' Strategic Goal II: Fair and Timely Case Resolution, Strategy B: Improve the management of resources to maximize the efficiency of courtroom operations. Jury staff are an extension of the courtroom. When court processes are delayed due to staffing shortages, there is a cascading effect on the voir dire process that can cause unnecessary delays in the processing of cases in the courtroom.

Methodology. The grade level for the Deputy Clerk position was determined in accordance with D.C. Courts' position classification standards.

Expenditure Plan. The positions will be recruited and hired in accordance with D.C. Courts' Personnel Policies.

Relationship to Existing Funds. There are currently no resources available in the Courts' budget to fund the requested positions.

Performance Indicators.

1) Time standards- Jury staff are required to perform under strict time standards when conducting juror enrollments. Within two minutes, staff must enroll jurors for service professionally, pleasantly, and accurately by conducting Positive ID, capturing all critical biographical, financial and contact data to ensure that jurors are qualified for service, are able to serve without conflict if selected for trial, are compensated appropriately in the Clearview Jury Management System (JMS), and are able to receive push notifications via email and or SMS text messages. Within 15 minutes of a panel request, staff must create and prepare panel(s) for voir dire by assigning numbered tickets to jurors that correspond to the juror list and report, demonstrating to jurors how and when to don the clear masks that are required during voir dire, and delivering the panel to the requesting courtroom.

2) Accountability- Jury staff are required to respond to public emails and efaxes, voice mails, telephone calls, live chats, and constant counter inquiries in addition to their responsibilities relative to enrollment and voir dire. Staff responsibilities to respond to the public in a timely manner occur simultaneously to jury enrollments and empanelment. Jury staff must also maintain constant daily contact with courtroom clerks to ensure that empaneled jurors are paid accurately and according to their attendance.

3) Juror Exit Surveys- When jury staff adhere to time standards, demonstrate accountability to both internal and external customers, trials will proceed without delay and jurors will know that the Court values their time. Their efforts to achieve and maintain excellence will have a direct and positive impact on the responses that are collected on juror exit surveys.

Table 5  
**SPECIAL OPERATIONS DIVISION**  
**New Positions Requested**

<b>Positions</b>	<b>Grade</b>	<b>Number</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total Personnel Costs</b>
Deputy Director	JS-15	1	\$159,000	\$41,000	\$200,000
Program Officer	JS-10	1	\$73,000	\$19,000	\$92,000
Deputy Clerk	JS-8	2	\$121,000	\$31,000	\$152,000
<b>TOTAL</b>		<b>4</b>	<b>\$353,000</b>	<b>\$91,000</b>	<b>\$444,000</b>

Table 6  
**SPECIAL OPERATIONS DIVISION**  
**Budget Authority by Object Class**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Salaries	2,714,000	2,839,000	3,352,000	513,000
12 - Personnel Benefits	759,000	792,000	924,000	132,000
<b><i>Subtotal Personnel Cost</i></b>	<b>3,473,000</b>	<b>3,631,000</b>	<b>4,276,000</b>	<b>645,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	155,000	158,000	162,000	4,000
25 - Other Services	1,160,000	1,183,000	1,669,000	486,000
26 - Supplies & Materials	250,000	255,000	261,000	6,000
31 - Equipment	11,000	11,000	11,000	0
<b><i>Subtotal Non-Personnel Cost</i></b>	<b>1,576,000</b>	<b>1,607,000</b>	<b>2,103,000</b>	<b>496,000</b>
<b>TOTAL</b>	<b>5,049,000</b>	<b>5,238,000</b>	<b>6,379,000</b>	<b>1,141,000</b>
FTE	25	25	29	4

Table 7  
**SPECIAL OPERATIONS DIVISION**  
**Detail, Difference FY 2023/FY2024**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2023/FY 2024</b>
11 - Personnel Compensation	Current Position WIG	25	21,000	
	Current Position COLA	25	139,000	
	Deputy Director	1	159,000	
	Program Officer	1	73,000	
	Deputy Clerk	2	121,000	
<b><i>Subtotal 11</i></b>				<b>513,000</b>
12 - Personnel Benefits	Current Position WIG	25	5,000	
	Current Position COLA	25	36,000	
	Deputy Director	1	41,000	
	Program Officer	1	19,000	
	Deputy Clerk	2	31,000	
<b><i>Subtotal 12</i></b>				<b>132,000</b>
<b><i>Subtotal Personnel Services</i></b>				<b>645,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	Built-in Increases			4,000
	Rate Increase		459,000	
25 - Other Service	Built-in Increases		27,000	
				486,000
26 - Supplies & Materials	Built-in Increases			6,000
31 - Equipment				
<b><i>Subtotal Non-Personnel Services</i></b>				<b>496,000</b>
<b>Total</b>				<b>1,141,000</b>



Table 8  
**SPECIAL OPERATIONS DIVISION**  
**Detail of Full-Time Equivalent Employment**

<b>Grade</b>	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>
JS-6	3	3	5
JS-7	1	1	1
JS-8	7	7	7
JS-9	3	3	3
JS-10	1	1	2
JS-11	1	1	1
JS-12	5	5	5
JS-13	2	2	2
JS-14	1	1	1
JS-15			1
CEMS			
CES	1	1	1
<b>Total Salaries</b>	<b>2,714,000</b>	<b>2,839,000</b>	<b>3,352,000</b>
Total FTEs	25	25	29

**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA  
MANAGEMENT ACCOUNT**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference FY 2023/2024</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
0	17,744,000	0	18,241,000	0	18,804,000	0	563,000

To capitalize on centralization of function and economies of scale, a variety of enterprise-wide expenses are consolidated in a “management account.” This account provides support for procurement and contract services; safety and health services; and general administrative support in the following areas: space, telecommunications, office supplies, printing and reproduction, payments to the U.S. Postal Service, payments for juror and witness services, and publications as well as enterprise personnel costs such as subsidies for employee use of mass transit. The fund also includes replacement of equipment.

**FY 2024 Request**

In FY 2024, the Courts’ request for the Management Account is \$18,804,000, an increase of \$563,000 (3%) above the FY 2023 Enacted Budget. The requested increase consists entirely of built-in costs.

Table 1  
**MANAGEMENT ACCOUNT**  
**Budget Authority by Object Class**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Salaries	4,104,000	4,291,000	4,496,000	205,000
12 - Personnel Benefits	627,000	676,000	730,000	54,000
<b><i>Subtotal Personnel Services</i></b>	<b>4,731,000</b>	<b>4,967,000</b>	<b>5,226,000</b>	<b>259,000</b>
21 - Travel, Transp. of Persons	395,000	403,000	412,000	9,000
22 - Transportation of Things	14,000	14,000	14,000	0
23 - Rent, Commun. & Utilities	3,548,000	3,619,000	3,702,000	83,000
24 - Printing & Reproduction	191,000	195,000	199,000	4,000
25 - Other Services	8,496,000	8,666,000	8,865,000	199,000
26 - Supplies & Materials	342,000	349,000	357,000	8,000
31 - Equipment	27,000	28,000	29,000	1,000
<b><i>Subtotal Non-Personnel Services</i></b>	<b>13,013,000</b>	<b>13,274,000</b>	<b>13,578,000</b>	<b>304,000</b>
<b>TOTAL</b>	<b>17,744,000</b>	<b>18,241,000</b>	<b>18,804,000</b>	<b>563,000</b>
FTE				

Table 2  
**MANAGEMENT ACCOUNT**  
**Detail, Difference FY 2023/FY2024**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2023/FY 2024</b>
11 - Personnel Compensation	Current Position COLA			205,000
12 - Personnel Benefits	Current Position COLA			54,000
<b><i>Subtotal Personnel Services</i></b>				<b>259,000</b>
21 - Travel, Transp. of Persons	Built-in Increases			9,000
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	Built-in Increases			83,000
24 - Printing & Reproduction	Built-in Increases			4,000
25 - Other Service	Built-in Increases			199,000
26 - Supplies & Materials	Built-in Increases			8,000
31 - Equipment	Built-in Increases			1,000
<b><i>Subtotal Non-Personnel Services</i></b>				<b>304,000</b>
<b>Total</b>				<b>563,000</b>



**DISTRICT OF COLUMBIA COURT SYSTEM  
Overview**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference FY 2023/2024</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
301	83,443,000	308	88,290,000	319	101,329,000	11	13,039,000

**Introduction**

The District of Columbia Court Reform and Criminal Procedure Act of 1970 created a unified court system. The Act assigns responsibility for the administrative management of the District of Columbia Courts to the Executive Officer. The following nine Court System divisions are managed by the Executive Office and provide administrative support to both the Court of Appeals and the Superior Court: 1) Administrative Services; 2) Budget and Finance; 3) Capital Projects and Facilities Management; 4) Center for Education and Training; 5) Court Reporting; 6) Office of the General Counsel; 7) Human Resources; 8) Information Technology; and 9) Office of Strategic Management.

**FY 2024 Request**

The D.C. Courts’ mission is to protect rights and liberties, uphold and interpret the law, and resolve disputes fairly and effectively in the District of Columbia. To perform the mission and realize their vision of a court that is open to all, trusted by all, and provides justice for all, the Courts have identified five strategic goals:

- Goal 1:** Access to justice for all
- Goal 2:** Fair and timely case resolution
- Goal 3:** Professional, engaged workforce
- Goal 4:** Resilient and responsive technology
- Goal 5:** Effective court management and administration

The FY 2024 budget request enhances four of the five strategic goals and includes performance projections for all core functions.

***Goal 1: Access to Justice for All--\$269,000 3 FTEs***

*The Courts have a responsibility to eliminate barriers to meaningful participation in the judicial process and to accessing court services. Such barriers may include a lack of legal representation, limited literacy or limited English language skills, limited financial resources, and physical or mental disability. In collaboration with justice and community partners, the Courts must work to ensure full access to the justice system and court services.*

The request includes \$168,000 for 2 FTEs to provide court navigation services in support of the eviction diversion program; and \$101,000 for 1 FTE to expand access to justice court-wide by promoting the availability of support services for the public we serve.

**Goal 3: Professional, Engaged Workforce--\$92,000 1 FTE**

*The Courts will ensure a professional, engaged workforce that consistently achieves excellence and is agile to meet the demands of a changing environment. The Courts will continue to invest in education, training, and other development opportunities to enhance the knowledge and skills of its workforce. To advance our long-standing commitment to being a great place to work, the Courts will strive to create a flexible and high-performing work environment where all personnel are positively engaged.*

The request includes \$92,000 for 1 FTE to provide administrative support services for the Human Resources Division.

**Goal 4: Resilient and Responsive Technology--\$2,166,000 2 FTEs**

*The D.C. Courts must continue to enhance information technology capabilities to provide the highest level of service to the public and state-of-the-art technology tools to its workforce. The Courts must develop, manage, and maintain an information technology infrastructure and services that are effective, efficient, and resilient in supporting the Courts' mission. The Courts must focus on providing exceptional customer service by expanding access to court information and services, enhancing technology capabilities, and ensuring optimal security for court data and information assets.*

The request includes \$844,000 for 1 FTE and Security Information and Event Management software to ensure IT compliance with security requirements; \$122,000 for 1 FTE for customer support services; and \$1,200,000 for the implementation of a case management system to support the Crime Victims Compensation Program.

**Goal 5: Effective Court Management and Administration--\$7,032,000 5 FTEs**

*Effective management and operation of the justice system for the District of Columbia requires a team of knowledgeable professionals with a common mission and shared resources, collaborating to achieve results that best serve the public. The Courts are committed to fiscal accountability with respect to all Courts' resources. Confidence in the judicial system necessitates that each case management function -- trial and appellate -- understands the individual responsibilities and unique role of the other while leveraging opportunities for shared approaches to administrative functions.*

The request includes \$5,000,000 to strengthen security by adding contractual Court Security Officers (CSOs) and supporting necessary upgrades to the Courts' physical security systems; \$1,462,000 to maintain the Moultrie Courthouse Addition; \$269,000 for 3 FTEs to support facilities maintenance and repair; and \$301,000 for 2 FTEs to enhance compliance with legal requirements.

**Built-In Increases--\$3,480,000**

The request also includes \$3,480,000 for built-in increases, including cost-of-living, within-grade, and non-pay inflationary increases. The Courts request funding for within-grade increases because we have a considerably lower turnover rate compared to the Federal government, which can finance within grade increases through higher turnover (4% in 2020 versus 28%, respectively).<sup>7</sup>

Table 3  
**COURT SYSTEM**  
**Budget Authority by Object Class**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>Difference FY 2023/2024</b>
11 – Compensation	33,042,000	35,254,000	38,179,000	2,925,000
12 – Benefits	9,398,000	9,974,000	10,736,000	762,000
<b><i>Subtotal Personal Services</i></b>	<b><i>42,440,000</i></b>	<b><i>45,228,000</i></b>	<b><i>48,915,000</i></b>	<b><i>3,687,000</i></b>
21 - Travel, Transp. of Persons	414,000	422,000	432,000	10,000
22 - Transportation of Things	6,000	6,000	6,000	0
23 - Rent, Commun. & Utilities	9,310,000	9,497,000	9,715,000	218,000
24 - Printing & Reproduction	107,000	109,000	112,000	3,000
25 - Other Services	26,086,000	27,848,000	36,852,000	9,004,000
26 - Supplies & Materials	698,000	711,000	726,000	15,000
31 – Equipment	4,382,000	4,469,000	4,571,000	102,000
<b><i>Subtotal Non-personal Services</i></b>	<b><i>41,003,000</i></b>	<b><i>43,062,000</i></b>	<b><i>52,414,000</i></b>	<b><i>9,352,000</i></b>
<b>TOTAL</b>	<b>83,443,000</b>	<b>88,290,000</b>	<b>101,329,000</b>	<b>13,039,000</b>
FTE	301	308	319	11

<sup>7</sup> The turnover rate does not include law clerks, who typically turn over annually and for whom no within-grade increase funding is requested

**DISTRICT OF COLUMBIA COURT SYSTEM  
EXECUTIVE OFFICE**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference FY 2023/2024</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
25	3,476,000	27	3,955,000	30	4,422,000	3	467,000

**Introduction**

The Executive Office is responsible for the administration and management of the District of Columbia Courts, including the District of Columbia Court of Appeals and the Superior Court of the District of Columbia. The Executive Officer oversees all administrative functions of the Courts and has delegated responsibility for the supervision of the Court System divisions to the Deputy Executive Officer. The Court System divisions provide support to the two courts and include: Administrative Services; Budget and Finance; Capital Projects and Facilities Management; Center for Education and Training; Court Reporting; Human Resources; Information Technology; Office of the General Counsel; and Strategic Management.

In addition to the support divisions listed above, there are a variety of other matters handled in the Executive Office, including public information, press and government relations, courthouse security, internal audits, court access, and diversity, equity and inclusion.

**Mission Statement**

The Executive Office supports the mission of the D.C. Courts by fostering leadership, supporting staff, and shaping the direction of the organization to ensure courtwide success in the delivery of justice.

**Management Action Plan (MAP) Objectives**

- Foster a safe environment for the administration of justice by coordinating security planning, conducting assessments and training, and implementing procedures that enhance personal safety at the Courts.
- Ensure that the judiciary functions during emergencies by maintaining a Continuity of Operations Plan (COOP) in coordination with all District justice system partners.
- Ensure that the Courts are accessible to the public and persons with disabilities by coordinating access initiatives and monitoring compliance.
- Promote effective operations by reengineering business processes, optimizing process documentation, and implementing court improvement projects that reflect best practices and enhance accountability.



- Maintain fiscal integrity and an appropriate level of funding by preparing the Courts' budget requests, monitoring budget execution, and managing public funds.
- Enhance employee well-being by developing and promoting employee engagement, work-life balance, and wellness initiatives, reinforcing the Courts' Living Our Values and Great Place to Work cultures.
- Improve work processes by creating internal communications programs and providing change management support.
- Promote transparency, financial accountability, and effective operations by conducting internal audits, risk assessments, and program evaluations.
- Assist court participants with court processes and provide linkages to other services by implementing a court navigators program.
- Provide information to the public on court services and programs by managing media outreach, and online channels disseminating court information.
- Enhance public and inter-governmental understanding of the judicial branch through government relations, legislative analysis, and community outreach activities.
- Ensure a diverse workforce reflective of the community we serve by examining the recruiting, hiring, retention and promotion practices and demographics throughout the Courts.
- Promote a culture of diversity, equity and inclusion within the Courts.
- Enhance access to justice by eliminating barriers to meaningful participation in the justice system.

### **FY 2024 Request**

In FY 2024, the Courts' request for the Executive Office is \$4,422,000, an increase of \$467,000 (12%) above the FY 2023 Enacted Budget. The requested increase includes \$168,000 for 2 FTEs for Eviction Diversion Program Staff, \$101,000 for 1 FTE for Justice Resource Center and \$198,000 for built-in cost increases.

### ***Justice Resource Center, 1 FTE (JS-11), Intake Specialist, \$101,000***

**Introduction Statement.** The District of Columbia Courts is requesting one FTE Intake Specialist to assist with coordinating the delivery of services in the Justice Resource Center (JRC). The FTE will build strategic partnerships with city agencies and local organizations to provide information and services at court facilities; and will engage, screen, and guide court participants in connecting to appropriate on-site and off-site services. The JRC will promote community well-being and enhance public trust and confidence in the justice system by providing court

participants with access to information and services to address the underlying social issues that often contribute to or coincide with appearing in court.

Problem Statement. Many court participants face health, psychological, and other social problems that contribute to or coincide with justice involvement. Community members often come into contact with the judicial system only after other efforts and systems have failed to successfully address these problems. While traditional court processes protect court participants' rights and liberties, hold offenders accountable, and ensure public safety, most were not designed to address the underlying social problems that accompany individuals to court. Unfortunately, many community members return to court when their problems are not alleviated. Public trust and confidence is eroded as community members continue to interact with the court and other agencies without finding solutions to the root causes that led to system involvement.

The DC Courts are dedicated to collaborating with city agencies and community organizations to enhance court participants' access to information and services that promote community well-being. However, several challenges impact the success of connecting court participants to key services. City agencies and community organizations are spread across the city, making it time-consuming and cost prohibitive for court participants to travel from court facilities to each of the referred services. This results in a large number of individuals that never reach the intended agency or organization. Additionally, some court participants need more guidance beyond a referral to an agency or organization due to limited knowledge of how to navigate processes related to service acquisition. For instance, community members find it challenging to decipher the specific building or office to visit, the operating hours, the correct forms to complete, the necessary paperwork or identification to bring, and the order in which they may need to visit the service agencies. Each of these challenges becomes a barrier that makes it less likely the community member will continue to seek services. Lastly, court participants lack information about relevant and available services and remain unaware that the court is a resource for connecting to service providers.

The JRC will provide access to services that address the underlying social service needs of court participants and will foster cross-sector collaboration to meet those needs. Specifically, the JRC will host liaisons from city agencies and community organizations that offer assistance with behavioral and mental health, education, employment, food and material assistance, health, housing, and social and cultural engagement. The Intake Specialist will engage, screen, and guide court participants in connecting with on-site and off-site services. Additionally, the Intake Specialist will assist with promoting awareness of the JRC as a resource at the court, identify appropriate services for each individual, and provide information about the process to acquire services. Providing access to services at court facilities and providing information and guidance on navigating processes will greatly reduce the barriers that prevent court participants from acquiring services. As a result, the JRC will promote community well-being and enhance public trust and confidence in the justice system.

Relationship to Court Mission and Goals. The proposed staffing increase will support the following Courts' Strategic Goal: Goal I: Access to Justice for All, and Goal V: Effective Court Management and Administration.

Relationship to Divisional Objectives. The new position will support the Executive Office's developing programs and procedures to enhance access to justice.

Relationship to Existing Funding. The JRC is a new initiative of the DC Courts. Funding for the position is not available in the Courts' budget.

Methodology. The grade level for the additional FTE was determined according to the Courts' position classification standards.

Expenditure Plan. The Intake Specialist position will be recruited and selected in accordance with the Courts' Personnel Policies and procedures.

Performance Indicators. Many performance indicators will be used to assess the success of the Justice Resource Center. The major outcome indicators of the program will include increased perceptions of access to information and services and increased perceptions of the Court as an effective community resource for improving well-being. Output indicators such as the number of strategic partners available at court facilities, the number of court participants screened at intake, and the number of successful on-site service connections will aid in assessing the center's effort to improve access to services, thus promoting community well-being and enhancing public trust and confidence in the justice system.

### ***Eviction Diversion Program Staff, Court Navigators (JS-9), 2 FTEs, \$168,000***

Introduction Statement. The District of Columbia Courts are requesting two FTE court navigator positions to enhance access to justice for a growing number of self-represented litigants in the courthouse. Court Navigators will improve self-represented litigants' abilities to participate meaningfully in the judicial process, enhance perceptions of access and fairness, and connect court participants to a wide variety of internal and external services by providing directional information and assistance, offering resources and information about court processes, and assisting with access to available services.

Problem Statement. Landlord Tenant cases have historically been the Court's largest single caseload, with approximately 30,000 case filings annually, and a surge of filings is anticipated in the coming months due to the expiration of federal and local eviction moratoria. An overwhelming majority of tenant in landlord and tenant disputes are self-represented. Self-represented litigants face a number of challenges when engaging in the court process, including a lack of knowledge and information about the laws and processes of the court, difficulties in preparing forms and pleadings, and the fast pace in which courts must resolve cases. These access to justice challenges often hinder litigants' abilities to participate meaningfully in the judicial process, thereby affecting the outcomes of cases and reducing perceptions of access and fairness.

The Courts were awarded a grant from the National Center of State Courts to implement an eviction diversion program in the Landlord and Tenant Branch and have received grant funding to hire two court navigators. The goals of the Court's enhanced Eviction Diversion Program are to promote early case resolution, reduce the percentage of cases resolved by judgments,

especially default judgments, connect litigants to legal, housing, rental assistance and social services providers soon after case filing, increase the availability of educational information for the public and court users about the eviction process and resources for assistance, and increase litigant satisfaction with the court process based on the prompt dissemination of information about eviction-related services and resources.

To aid in the achievement of these goals, the Court will devote two court navigators to assist court users navigate the landlord and tenant court process. The Court Navigators will assist parties locate courtrooms and offices; access forms; find options for representation; gather and organize information related to court processes and proceedings; and refer parties to legal, housing and other social service providers to address their needs. Currently, the court navigator positions are grant funded and the grant funds will expire in 2024. The court is seeking permanent funding for these positions to continue to promote the early diversion of eviction cases and ensure the just, speedy and inexpensive resolution of landlord and tenant cases.

The initial survey findings on the Court Navigator Program are very favorable. A survey was conducted in August 2019 to assess progress towards the achievement of the program goals and to solicit feedback from court participants. Specifically, the survey assessed perceptions of access and fairness and customer satisfaction. A total of 106 court participants completed the survey. Ninety percent strongly agreed or agreed that they will return to the Court Navigator Office if they need help in the future. Participants assisted by a navigator had more positive perceptions of access to justice than participants not assisted by a navigator.

Relationship to the Courts' Vision, Mission, and Goals. The requested Court Navigator positions are needed to fulfill the Courts' Strategic Goals I – Access to Justice for All and Goal II – Fair and Timely Case Resolution.

Relationship to Division MAP Objectives. This request is directly aligned with the Courts' commitment to eliminate barriers to meaningful participation in the judicial process and to enhance access to court services. To this aim, the Courts developed a key strategy to develop a Court Navigator Program to assist court participants with court processes and provide linkages to other services.

Methodology. The grade level and classification of the positions are determined by the Courts' Personnel Policies and position classification standards.

Expenditure Plan. The Office will recruit and fill these positions in accordance with the Courts' recruitment and hiring practices.

Relationship to Existing Funding. The Courts were awarded a two-year grant from the National Center of State Courts and Wells Fargo to fund these positions in 2022. The Court seeks to institutionalize these positions as part of its FY 2024 budget. Funding is not available in the Courts' budget to fund the positions.

Performance Indicators. A number of performance indicators will be used to assess the success of the program. The major outcome indicator of the program will be increased perceptions of

access and fairness as measured by NCSC’s CourTools Access and Fairness survey. Output indicators such as the availability of process plans to enhance understanding of court processes and proceedings, and indicators related to escorting, introducing, or making appointments with internal and external services as well as the number and type of services will serve as measures to assess the program’s success in connecting court participants to a wide variety of internal and external services. The ultimate goal is a reduction in the rate of evictions in the District of Columbia.

Table 1  
**EXECUTIVE OFFICE**  
**New Positions Requested**

<b>Position</b>	<b>Grade</b>	<b>Number</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total Personnel Cost</b>
Justice Resource Center – Intake Specialist	JS-11	1	80,000	21,000	101,000
Court Navigators	JS-9	2	134,000	34,000	168,000
<b>Total</b>		<b>3</b>	<b>214,000</b>	<b>55,000</b>	<b>269,000</b>

Table 2  
**EXECUTIVE OFFICE**  
**Budget Authority by Object Class**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Compensation	2,709,000	3,089,000	3,460,000	371,000
12 - Personnel Benefits	749,000	848,000	944,000	96,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>3,458,000</i></b>	<b><i>3,937,000</i></b>	<b><i>4,404,000</i></b>	<b><i>467,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	11,000	11,000	11,000	0
31 – Equipment	7,000	7,000	7,000	0
<b><i>Subtotal Non-personnel Services</i></b>	<b><i>18,000</i></b>	<b><i>18,000</i></b>	<b><i>18,000</i></b>	<b><i>0</i></b>
<b>TOTAL</b>	<b>3,476,000</b>	<b>3,955,000</b>	<b>4,422,000</b>	<b>467,000</b>
FTE	25	27	30	30

Table 3  
**EXECUTIVE OFFICE**  
**Detail, Difference FY 2023/2024**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY2023/2024</b>
11 - Personnel Compensation	Current Position WIG	27	5,000	
	Current Position COLA	27	152,000	
	JRC – Intake Specialist	1	80,000	
	Court Navigators	2	134,000	
	<i>Subtotal 11</i>			<i>371,000</i>
12 - Personnel Benefits	Current Position WIG	27	1,000	
	Current Position COLA	27	40,000	
	JRC – Intake Specialist	1	21,000	
	Court Navigators	2	34,000	
	<i>Subtotal 12</i>			<i>96,000</i>
	<b><i>Subtotal Personnel Services</i></b>			<b><i>467,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials				
31 – Equipment				
	<b><i>Subtotal Non-personnel Services</i></b>			<b><i>0</i></b>
<b>Total</b>		<b>30</b>		<b>467,000</b>

Table 4  
**EXECUTIVE OFFICE**  
**Detail of Full-Time Equivalent Employment**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>
JS-6			
JS-7			
JS-8			2
JS-9	5	5	5
JS-10			
JS-11	3	3	4
JS-12	2	2	2
JS-13	5	6	6
JS-14	6	6	6
JS-15	2	3	3
CEMS	1	1	1
CES	1	1	1
<b>Total Salary</b>	<b>2,709,000</b>	<b>3,089,000</b>	<b>3,460,000</b>
Total FTEs	25	27	30

**DISTRICT OF COLUMBIA COURT SYSTEM  
ADMINISTRATIVE SERVICES DIVISION**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference FY 2023/2024</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
46	6,527,000	46	6,785,000	46	7,150,000	0	365,000

**Organizational Structure**

The Administrative Services Division (ASD) consists of the Office of the Administrative Officer, the Procurement and Contracts Branch, the Office Services Branch, and the SmartPay Purchase and Fleet Card Program Operations. The Administrative Officer is also responsible for contract awards up to \$1 million.

- The SmartPay Purchase and Fleet Card Program is responsible for the management and control of approximately 100 purchase and fleet cards throughout the Courts.
- The Procurement and Contracts Branch is responsible for court wide small purchases, major contract acquisitions, construction contracts, and the Acquisition Institute, which provides acquisition training for all personnel involved in acquiring goods and services for the Courts. The Procurement and Contracts Branch is also responsible for maintaining updated Procurement Guidelines that provide direction for the acquisition of these goods and services.
- The Office Services Branch is responsible for mailroom operations, records management, reproduction and graphics, the Information Center, warehouse and supply room operations, furniture and furnishings inventory, fixed and controllable assets, property disposal, receipt of delivery orders, room and function set-ups, staff relocation services, help-desk operations and vehicle fleet management. The branch is also responsible for local criminal background clearances as well as FBI fingerprint background clearances for any contractors who provide direct services for children under the supervision of the Courts. Additionally, the branch is responsible for child abuse clearances for these contractors.

**MAP Objectives**

- Develop, encourage, and support the workforce by developing a highly skilled, professional, and competent team to increase overall efficiencies and effectiveness of the information, supply management, and acquisition operations.
- Provide excellent service to the public at the Information Center, giving individuals the information they need to find their courtrooms, locate court offices, or otherwise access court services.

- Increase the utilization of technology to streamline the acquisition process and improve customer service at the Information Window, the Help Desk, Supply Store, the Warehouse, the SmartPay Purchase and Fleet Card Program, and in Records Management.
- Maintain and update, on an annual basis, the Courts' Procurement Guidelines to reflect best practices and industry standards.
- Plan, develop, and implement a strategy for on-going procurement training of the D.C. Courts' acquisition workforce, including contracting officer technical representatives (COTRs), contract administrators, project managers, source selection team members, and individuals involved in the payment and closeout process.
- Provide convenient, safe, and secure off-site storage for vital court records and other critical documents, supplies and equipment.
- Provide on-going monitoring and consistent oversight to prevent waste, fraud, and abuse in the Courts' SmartPay Purchase and Fleet Card Programs.
- Establish performance measures, monitor results and evaluate programs and services to ensure the effectiveness of Court's SmartPay Purchase and Fleet Card Programs.
- Implement and maintain a fixed asset inventory control system for all property assets acquired, maintained, transferred, and disposed throughout the asset's life cycle, and to improve the overall efficiency of accounting for fixed and controllable assets.
- Ensure DC Courts fleet vehicles are in good working condition, well maintained and functioning in accordance with the vehicle's individual maintenance plan. Provide clear reporting of vehicle maintenance and repair costs.

### **Workload Data**

#### **SmartPay Purchase and Fleet Card Program Operations**

In FY 2024, the SmartPay Purchase and Fleet Card Program anticipates an increase in the number of transactions from approximately 1,500 in FY 2017 to more than 1,700 in FY 2024. Currently, card transactions reflect more than \$500,000 in activity and it is expected that by FY 2023, card transactions will be more than \$650,000. This anticipated increase is reflective of the new micro-purchase threshold. Each of these actions will generate the processing of a significantly higher number of mission-critical micro-purchases to support court operations.

#### **Procurement and Contracts Branch**

In FY 2024 the Procurement and Contracts Branch expects to process approximately 1,250 small purchases (< \$150,000) within 30 days of receipt of a complete request package and 100 large contracts (> \$150,000) within 120 days of receipt of a complete request package. These numbers reflect an estimated increase in the number of large and small purchases.



The complexity of major acquisitions and changing technology requires the Courts to maintain a knowledgeable and experienced acquisition workforce with the required critical thinking and business expertise to support the needs of the Courts. The Procurement and Contracts Branch established an “Acquisition Institute” to provide internal training to the procurement staff and to court personnel with acquisition and contract management responsibilities. The Acquisition Institute has provided one-on-one classes as well as formal training sessions to the Courts’ personnel. In FY 2019, the Acquisition Institute began implementing a full curriculum designed to register and certify court personnel as Contracting Officer Technical Representatives (COTRs) for D.C. Courts’ procurement actions. These courses included Writing Statements of Work, Responsibilities of Contracting Officer’s Technical Representative, Procurement Fraud and Ethics, Contract Administration Plan and Financial Operations, Post Award Orientation, and other training designed to strengthen the skills of the D.C. Courts’ COTRs. In FY 2019, the Branch began offering a full complement of courses and is continuing to enhance the online presence of the Institute, allowing COTRs to review course content from the convenience of their own offices. The Institute will continue to enhance the training experience with refresher courses and course highlights on the Administrative Services Division intranet page.

#### Office Services Branch

In FY 2024, the mailroom expects to process approximately 196,000 juror summonses, 110,000 subpoenas, and 70,000 other outgoing pieces of mail. It is anticipated that reductions in the Courts’ output of mail will continue due to advancements in technology, online forms, and electronic communication methods.

The Information Center expects to assist an estimated 3,000 members of the public per month (36,000 persons per year) at the Information Window in the courthouse and to respond to an average of 12,000 incoming calls per month (or 144,000 calls per year). Due to the novel coronavirus pandemic, court activity at the Information Center has drastically decreased with the use of increased online resources. This number may also decline in the long term as more members of the public utilize the Courts’ website, on-line chats, and social media outlets to access court information and data.

In FY 2024 the Help Desk expects to receive approximately 12,000 calls from court personnel. The help desk has maintained its call volume traffic from 2019 into mid-March 2020 and has decreased since then due to the novel coronavirus and the Courts’ adoption of remote court proceedings. In 2017, the Courts implemented the D.C. Courts’ Service Portal so court personnel can make service requests online, thereby reducing phone calls to the Help Desk. In addition, the Courts’ Call Management System tracks and captures all incoming calls more efficiently. With these enhancements, the Courts can continue to streamline business practices and improve customer service.

The Records Management Unit expects to process 20,000 individual case records for storage and 1,400 requests for records. It is anticipated that the number of case records prepared for storage and transferred to the Record Center will decrease in FY 2023 and FY 2024 due to the availability of electronic records, the completion of a mass storage initiative, the online

availability of case information to the public, and the digitization of older case records. In contrast, in FY 2016 and 2017 the Courts processed a much higher volume of case records (65,305) as part of an initiative to decrease the number of case records in divisional file rooms.

The Graphics and Reproduction Unit will continue to revamp its business processes and operational procedures to produce high quality professional documents for internal customers within a 24 to 48-hour response time. This unit handles approximately 400 to 500 requisitions annually, totaling over 1.5 million copied pages as well as the production of the budgets, programs, brochures, and posters.

Table 1  
**ADMINISTRATIVE SERVICES DIVISION**  
**Key Performance Indicators**

<b>SmartPay Purchase and Fleet Card Program Operations</b>									
Performance Indicator	Data Source	FY 2021		FY 2022		FY 2023		FY 2024	
		Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Annual purchase card transactions	US Bank Reporting	1,600	519*	1,550	1,550	1,600	1,600	1,700	1,700
Annual Fleet card transactions	Voyager Electronic Reporting System	610	188*	520	520	610	610	610	610
Transaction reviews or random checks	Voyager; Us Bank Reporting; Oracle Federal Financials	150	241	150	150	150	150	150	150
Program audits conducted	Cardholder Purchase/ Fleet Card Logs; Supporting Documentation	6	1*	2	2	2	2	2	2

\*Decrease due to the Novel Coronavirus Pandemic

Table 2  
**ADMINISTRATIVE SERVICES DIVISION**  
**Key Performance Indicators**

<b>Office Services Branch</b>									
Performance Indicator	Data Source	FY 2021		FY 2022		FY 2023		FY 2024	
		Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Monthly calls	Call Accounting Reports	9,000*	9,000	9,000*	9,000*	10,000	10,000	10,000	10,000
Jury summons processed yearly	Database	50,000	24,000*	180,000	196,000	180,000	196,000	180,000	196,000
Subpoenas processed yearly		110,000	30,000*	110,000	110,000	110,000	110,000	110,000	110,000
Outgoing metered mail (pieces) yearly		85,000	65,000*	80,000	80,000	70,000	70,000	70,000	70,000
Help Desk Calls received and processed yearly	Automated Tracking System	8,000	7,500*	12,000	12,000	12,000	12,000	12,000	12,000
Days to conduct physical inventory and account for and reconcile discrepancies for all fixed assets	Electronic Data Base	45	45	45	45	45	45	45	45
Records Center requests filled yearly	Electronic Data Base	1,400	100*	1,400	1,400	1,400	1,400	1,400	1,400
Individual Case Records Stored Yearly	Electronic Data Base	20,000	15,000*	20,000	18,000	18,000	18,000	16,000	16,000

\*Decrease due to the Novel Coronavirus Pandemic

Table3  
**ADMINISTRATIVE SERVICES DIVISION**  
**Key Performance Indicators**

<b>Procurement Branch</b>									
Performance Indicator	Data Source	FY 2021		FY 2022		FY 2023		FY 2024	
		Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Annual small purchases	Automated Financial System and Manual Accounting	1,250	1,020*	1,250	1,250	1,250	1,250	1,250	1,250
Annual large purchases		100	72*	100	100	100	100	100	100
Annual modifications		900	610*	900	900	900	900	900	900
Small purchases processed within 30 days		95%	99%	95%	95%	95%	95%	95%	95%
Large purchases processed within 90-120 days after receipt of SOW		95%	99%	95%	95%	95%	95%	95%	95%
Acquisition Institute courses conducted yearly	Internal Records	4*	4*	4*	4*	6	6	6	6

\*Decrease due to the Novel Coronavirus Pandemic

**FY 2024 Request**

In FY 2024, the Courts’ request for the Administrative Services Division is \$7,150,000, an increase of \$365,000 (5%) above the FY 2023 Enacted Budget. The requested increase consists entirely of built-in cost increases.

Table 4  
**ADMINISTRATIVE SERVICES DIVISION**  
**Budget Authority by Object Class**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Compensation	3,938,000	4,119,000	4,380,000	261,000
12 - Personnel Benefits	1,102,000	1,149,000	1,217,000	68,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>5,040,000</i></b>	<b><i>5,268,000</i></b>	<b><i>5,597,000</i></b>	<b><i>329,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	65,000	66,000	68,000	2,000
25 - Other Services	1,304,000	1,330,000	1,361,000	31,000
26 - Supplies & Materials	88,000	90,000	92,000	2,000
31 – Equipment	30,000	31,000	32,000	1,000
<b><i>Subtotal Non-Personnel Services</i></b>	<b><i>1,487,000</i></b>	<b><i>1,517,000</i></b>	<b><i>1,553,000</i></b>	<b><i>36,000</i></b>
<b>TOTAL</b>	<b>6,527,000</b>	<b>6,785,000</b>	<b>7,150,000</b>	<b>365,000</b>
FTE	46	46	46	0

Table 5  
**ADMINISTRATIVE SERVICES DIVISION**  
**Detail, Difference FY 2023/2024**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Compensation	Current Position WIG	46	59,000	
	Current Position COLA	46	202,000	
<b><i>Subtotal 11</i></b>				<b><i>261,000</i></b>
12 - Personnel Benefits	Current Position WIG	46	15,000	
	Current Position COLA	46	53,000	
<b><i>Subtotal 12</i></b>				<b><i>68,000</i></b>
<b><i>Subtotal Personnel Services</i></b>				<b><i>329,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	Built-in Increases			2,000
25 - Other Service	Built-in Increases			31,000
26 - Supplies & Materials	Built-in Increases			2,000
31 - Equipment	Built-in Increases			1,000
<b><i>Subtotal Non-Personnel Services</i></b>				<b><i>36,000</i></b>
<b>Total</b>		<b>46</b>		<b>365,000</b>

Table 6  
**ADMINISTRATIVE SERVICES DIVISION**  
**Detail of Full-Time Equivalent Employment**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>
JS-4	1	1	1
JS-5	2	2	2
JS-6	8	8	8
JS-7	3	3	3
JS-8	3	3	3
JS-9	6	2	2
JS-10	1	2	2
JS-11	2	5	5
JS-12	7	7	7
JS-13	9	9	9
JS-14	1	1	1
JS-15	1	1	1
CEMS			
CES	1	1	1
<b>Total Salaries</b>	<b>3,938,000</b>	<b>4,119,000</b>	<b>4,380,000</b>
Total FTEs	46	46	46

**DISTRICT OF COLUMBIA COURT SYSTEM  
BUDGET AND FINANCE DIVISION**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference FY 2023/2024</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
36	5,617,000	36	5,850,000	36	6,176,000	0	326,000

**Background**

The Budget and Finance Division of the District of Columbia Courts is responsible for using high quality financial and performance information to make and implement effective policy, management, stewardship, and program decisions. This Division prepares, enacts, and administers the D.C. Courts’ annual spending plan (budget); develops and maintains the accounting and reporting system of the D.C. Courts; receives and processes payments (i.e. court fees, fines, and forfeitures) made in the D.C. Courts; and issues, audits, reviews, tracks and pays vouchers for the Criminal Justice Act (CJA) and Counsel for Child Abuse and Neglect (CCAN) programs as well as makes payments for court-ordered compensation to legal and expert service providers under the D.C. Courts’ Guardianship program.

Title 11-1723 (a)(3) of the District of Columbia Code states "The Fiscal Officer (Chief Financial Officer) shall be responsible for the approval of vouchers and shall arrange for an annual independent audit of the accounts of the courts." The Courts’ financial statements for each fiscal year, beginning with FY 2008, have been prepared in accordance with Generally Accepted Accounting Principles (GAAP) and other statements promulgated by the Federal Accounting Standards Advisory Board (FASAB) and, as appropriate, by the Governmental Accounting Standards Board (GASB) and the Financial Accounting Standards Board (FASB). Although no findings of material weakness have been found in the Courts’ internal controls for a number of years, the Courts remain committed to strengthening fiscal management and accountability by enhancing internal controls, complying with financial management laws and regulations, and taking timely corrective actions on any auditors' recommendations concerning reportable conditions or potential areas of material weaknesses or non-conformance.

**Organizational Structure**

The Budget and Finance Division is comprised of the Director’s Office and four branches and employs 36 FTEs.

- The Director’s Office (7 FTEs) has a mission to serve as the Executive Officer’s chief financial policy advisor, promote responsible resource allocation through the D.C. Courts’ annual spending plan, and ensure the financial integrity of the D.C. Courts. The primary responsibilities of this office are to:
  - Develop appropriate fiscal policies to carry out the D.C. Courts’ programs.
  - Prepare, enact, administer, and monitor the D.C. Courts’ annual spending plan (budget).
  - Prepare fiscal impact statements on proposed federal and local legislation that involve the D.C. Courts.

- Develop and maintain the accounting and reporting system of the D.C. Courts.
  - Monitor expenditures by the various divisions and operations of the D.C. Courts to ensure compliance with applicable laws and regulations, approved standards, and policies.
  - Enhance the collection of financial data to refine methodologies for the most efficient forecasting and distribution of scarce resources.
  - Ensure the development, implementation, and management of internal controls and business processes that provide for the 1) routine reconciliation of the Courts' accounts; 2) safeguarding of Court assets and accounts; and 3) segregation of duties.
  - Prepare and issue the Courts' financial statements in accordance with applicable laws, guidelines, circulars, industry practices, and generally accepted accounting principles.
- The Budget Branch (5 FTEs) has a mission to support officials of the D.C. Courts in maintaining and improving the Courts' fiscal health and services through the evaluation and execution of a balanced budget. This branch also provides timely, accurate, and useful financial information for making decisions, monitoring performance day-to-day, and maintaining fiscal stewardship to support the Courts' divisions and other users of court financial information.
  - The Financial Operations Branch (11 FTEs) has a mission to provide for the timely and accurate payment of valid and approved invoices to vendors for goods and services received by the Courts. This branch also has the responsibility for distribution of funds (usually by an order of the Court) that are maintained under the stewardship of the Courts (e.g. escrows and other sums deposited in the registry of the Courts).
  - The Defender Services Branch (4 FTEs) has a mission to administer the funds through which the District of Columbia Courts by law appoint and compensate attorneys to represent persons who are financially unable to obtain such representation. In addition to legal representation, these programs offer indigent persons access to experts to provide services such as transcripts of court proceedings, expert witness testimony, foreign and sign language interpretations, and genetic testing.
  - The Reporting and Controls Branch (9 FTEs) has as its mission to ensure the accurate accounting, safeguarding and reporting of the Courts' financial resources. As part of this effort, this branch works collaboratively with the Courts' operating divisions in providing quality assurance for the receipting, accounting and banking (daily deposits) of payments received at various locations throughout the D.C. Courts.

### **Budget and Finance Division MAP Objectives**

- Ensure the accurate and timely receipt, safeguarding and accounting of fines, fees, costs, payments, and deposits of money or other negotiable instruments by preparing and completing monthly reconciliations of all D.C. Courts' bank accounts (within 15 business days after the end of each month) for 100% compliance with established Federal and District government statutes and regulations and generally accepted accounting principles.

- Provide for the timely and accurate payment processing of valid invoices within 30 days (45 days for claim submissions under the Defender Services Programs) of being received and accepted by the Courts in accordance with the *Prompt Pay Act*.
- Generate timely and accurate accounts and reports of all collections, disbursements, escrows, deposits and fund balances under the Courts' stewardship for internal control purposes that are in compliance with generally accepted accounting practices/principles (GAAP) and audit standards.
- Enhance efficient use of resources and the availability of accurate and current financial information by preparing monthly division-level financial reports for division directors.
- Ensure the prudent use of the Courts' fiscal resources by managing the Courts' operating budget in compliance with law and the Courts' financial and contracting policies and regulations, ensuring that expenditures do not exceed budgetary limits, and maximizing achievement of strategic objectives and performance targets.
- Enhance the Courts' ability to reconcile defender services accounts, project defender services obligations, and, at the same time, improve customer service to attorneys and reduce the cycle time for payments on vouchers that have been correctly prepared and submitted with the Web Voucher System.
- Ensure prudent fiscal management of the Courts' training resources and the timely processing of training and travel requests and reimbursements for the Courts' personnel by managing with streamlined yet well-defined policies and procedures.
- Ensure the continued development of sound financial business processes that enable the routine reconciliation of the Courts' general ledger accounts, as well as for the preparation of the Courts' financial statements, including the Courts' annual financial statements due 45 days from the end of the fiscal year (i.e. by November 15<sup>th</sup> of the next year).
- Ensure prudent fiscal management of the D.C. Courts' resources by continuing to develop sound financial management and reporting systems that result in "no material weaknesses" in annual audits.
- Implement management controls sufficient to ensure the maximum collection of court-ordered restitution payments and the accurate and timely disbursement of restitution funds with uniform policies/procedures and an automated tracking and reporting mechanism through the Courts' integrated justice information system (CourtView).
- Enhance the Courts' compliance with grant requirements with improved procedures for preparing timely and accurate financial reports.
- Enhance the ability of the Courts' executive management to make informed decisions regarding the allocation of court resources and comply with appropriations law by developing timely, accurate, and meaningful annual spending plans and monthly reports for the operating and capital budgets and maintaining a high level of monitoring through effective financial documentation.

### **Budget and Finance Division Accomplishments**

To foster the Strategic Plan goals of accountability to the public and responsiveness to the community, the Courts' Budget and Finance Division (B&F Division) implemented a number of improvements in recent years. The Division created a position control system to track more closely FTE levels and strengthen financial controls. In collaboration with the Information Technology Division, the B&F Division fully implemented the Web-based Voucher System to



track defender services vouchers and streamline the payment process. The Division also implemented a more secure electronic process to combat fraudulent activities in our bank accounts. To enhance customer service, the Division expanded options for paying Court obligations to include credit cards, as well as ACH and payments. The division also introduced debit cards as an efficient means to compensate subpoenaed witnesses and jurors.

### **Restructuring and Work Process Redesign**

The B&F Division reengineered the way the D.C. Courts report their financial performance. New business processes resulted in the division's issuing the D.C. Courts' Federal Financial Statements, which include the Courts' audited financial statements and accompanying financial reports as prescribed by the Federal Accounting Standards Advisory Board (FASAB). Further, in an effort to augment controls over the Courts' accounting, safeguarding of funds and proper segregation of duties, the Reporting and Controls Unit was developed.

In an effort to provide more cost-efficient operations, the B&F Division analyzed its paper-based voucher payment processing and labor-intensive processes, such as paper tracking, mailing, and photocopying, and initiated an automated system to enhance tracking of CJA and CCAN vouchers from submission through payment. The continued development and enhancement of the Courts' Web-based Voucher System is a result of a collaborative effort of the B&F Division's Defender Services Branch, the Information Technology Division, the Probate Division, the Criminal Division, and the Family Court. The B&F Division's cost benefit analysis of the Web-based Voucher System revealed the following potential cost-saving features and areas of efficiency gains: (1) reduction of staff time on the telephone with clients/customers; (2) increase in staff productivity because data entered online with appropriate links to the Defender Services internal accounting system reduces data entry, permitting staff to concentrate on quality control and auditing functions; (3) reduction of time judicial officers and attorneys expend performing administrative tasks related to voucher review; (4) reduction in expenses and time for postage and handling; and (5) reduction in paper consumption and cost. This technology has been leveraged to support other court operations that require processing of invoices for recurring services as well.

In addition, the Courts began accepting credit cards for payment of fines and fees due to the U.S. Treasury and the program was recently expanded to include on-line payments.

Table 1  
**BUDGET AND FINANCE DIVISION**  
**Key Performance Indicators**

Key Performance Indicator	Data Source	FY 2021		FY 2022		FY 2023		FY 2024	
		Goal	Estimate	Goal	Estimate	Goal	Estimate	Goal	Estimate
Material weaknesses or reportable conditions noted by external auditors	Annual Financial Audit Report	0	0	0	0	0	0	0	0
Valid vendor invoices processed within 30 days (Prompt Pay Act) of being received and accepted by the Courts.	Payment Accounting Invoice Tracking	100%	100%	100%	100%	100%	99%	100%	99%
Complete and accurate payment of vouchers within 45 days of receipt in the Defender Services Branch.	Voucher Tracking System	100%	100%	100%	100%	100%	100%	100%	100%
Accurate completion of the monthly bank reconciliations of the D.C. Courts' bank accounts within 15 business days after each month's end.	Courts' Financial System of Record	100%	100%	100%	100%	100%	99%	100%	99%

**FY 2024 Request**

In FY 2024, the D.C. Courts' request \$6,176,000 for the Budget and Finance Division, an increase of \$326,000 (6%) above the FY 2023 Enacted. The requested increase consists entirely of built-in cost increases.

Table 2  
**BUDGET AND FINANCE DIVISION**  
**Budget Authority by Object Class**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Compensation	3,793,000	3,967,000	4,212,000	245,000
12 - Personnel Benefits	1,063,000	1,108,000	1,172,000	64,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>4,856,000</i></b>	<b><i>5,075,000</i></b>	<b><i>5,384,000</i></b>	<b><i>309,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	10,000	10,000	10,000	0
25 - Other Services	724,000	738,000	755,000	17,000
26 - Supplies & Materials	17,000	17,000	17,000	0
31 - Equipment	10,000	10,000	10,000	0
<b><i>Subtotal Non-Personnel Services</i></b>	<b><i>761,000</i></b>	<b><i>775,000</i></b>	<b><i>792,000</i></b>	<b><i>17,000</i></b>
<b>TOTAL</b>	<b>5,617,000</b>	<b>5,850,000</b>	<b>6,176,000</b>	<b>326,000</b>
FTE	36	36	36	0

Table 3

**BUDGET AND FINANCE DIVISION  
Detail, Difference FY 2023/2024**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY2023/2024</b>
11 - Personnel Compensation	Current Position WIG	36	51,000	
	Current Position COLA	36	194,000	
<i>Subtotal 11</i>				<i>245,000</i>
12 - Personnel Benefits	Current Position WIG	36	13,000	
	Current Position COLA	36	51,000	
<i>Subtotal 12</i>				<i>64,000</i>
<b><i>Subtotal Personnel Services</i></b>				<b><i>309,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	Built-in Increases			17,000
26 - Supplies & Materials				
31 - Equipment				
<b><i>Subtotal Non-Personnel Services</i></b>				<b><i>17,000</i></b>
<b>Total</b>				<b>326,000</b>

Table 4  
**BUDGET AND FINANCE DIVISION  
Detail of Full-Time Equivalent Employment**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>
JS-6			
JS-7			
JS-8			
JS-9	6	6	6
JS-10			
JS-11	5	5	5
JS-12	6	6	6
JS-13	12	12	12
JS-14	5	5	5
JS-15			
CEMS	1	1	1
CES	1	1	1
<b>Total Salary</b>	<b>3,793,000</b>	<b>3,967,000</b>	<b>4,212,000</b>
Total FTEs	36	36	36

**DISTRICT OF COLUMBIA COURT SYSTEM  
CAPITAL PROJECTS & FACILITIES MANAGEMENT DIVISION**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference FY 2023/2024</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
26	9,262,000	26	9,866,000	29	11,942,000	3	2,076,000

**Mission Statement**

The mission of the Capital Projects and Facilities Management Division (CPFMD) is to provide a high-quality facilities environment for the public, judicial staff, court employees, and others working in the courthouse by creating and maintaining structural facilities that are clean, healthy, functional, and secure.

**Division Organizational Structure**

The Capital Projects and Facilities Management Division is responsible for capital projects, building operations, and facilities maintenance support functions. CPFMD is responsible for planning, developing, implementing, managing, and directing capital construction projects; real property and facilities management; and related environmental programs. The Division is comprised of a Director’s Office and two branches:

- The Director’s Office (3 FTEs) provides administrative oversight over the operations of the division and is responsible for budget preparation, planning, implementation, and management of the Courts’ facilities and construction initiatives. This office is also responsible for the development of the Courts’ 10-year Facilities Master Plan (updated in November 2013), that addresses the Courts’ long-term space needs, required improvements to the Courts’ infrastructure and physical environment, including the planned consolidation of the Family Court.
- The Building Operations Branch (18 FTEs) is responsible for facilities management and maintenance of court-owned as well as leased space; building maintenance and repair including heating, ventilation and air conditioning, mechanical, electrical, and plumbing. This Branch also provides oversight for housekeeping/custodial and landscaping services on behalf of the D.C. Courts and visitors so they can operate in a clean and well-maintained environment.
- The Capital Projects Branch (5 FTEs) is responsible for the planning, design and management of new construction, expansion, renovation or replacement to the Courts’ infrastructure pursuant to the D.C. Courts' Facilities Master Plan and in accordance with ADA requirements. This document assists the Capital Projects Branch to develop realistic and comprehensive project schedules while efficiently completing construction and maintenance on its 1.5 million sq. ft. Judiciary Square complex and 76,000 rentable sq. ft., providing new, high quality space and services to the D.C. Courts’ employees and visitors.

**Division Strategic Plan/MAP Objectives**

In support of the Courts’ 2018-2022 Strategic Plan, the Capital Projects and Facilities Management Division has identified the following objectives:

<b>Program Area</b>	<b>Objective</b>
Building Operations	Provide oversight for housekeeping/custodial and landscaping services on behalf of the D.C. Courts’ employees and visitors so they can operate in a clean and well-maintained environment.
Building Operations	Develop and maintain a quality control system for ensuring that customer building operational concerns are addressed expeditiously.
Building Operations	Ensure mechanical systems (i.e. HVAC, elevators, plumbing) and building shell conditions are maintainable with assigned preventive maintenance schedules (PMS) based upon industry standards and manufacturer recommendations.
Building Operations	Expand the CPFMD’s routine replacement program to all of the D.C. Courts’ buildings to maximize longevity of assets and reduce annual operating and repair costs.
Building Operations	Institute quality assurance programs that establish thresholds for conducting scheduled services for the preservation of the D.C. Courts’ upgraded facilities and grounds.
Capital Projects	Define, assess and plan a responsible facility ADA initiative to ensure the D.C. Courts’ infrastructure is effectively designed and constructed, and is efficiently operated and maintained in accordance with ADA requirements.
Capital Projects	Develop a realistic, comprehensive Capital Project schedule through FY 2023 utilizing the Facilities Master Plan.
Capital Projects	Efficiently complete construction on all court building projects to provide new and high-quality services to the D.C. Courts’ visitors and personnel.
Capital Projects	Complete pre-design, design and construction projects on the D.C. Courts’ campus to maximize and modernize space to provide an open and collaborative work environment that is flexible to the evolving needs of the Courts’ visitors, judicial officers, and staff.

The Courts’ facilities must be both secure and functional of their public significance and character. The D.C. Courts occupy over 1.5 million gross square feet of space in Judiciary Square, which is one of the original significant green spaces in the District of Columbia as designed in the L’Enfant Plan for the Nation’s Capital. The Courts are responsible for the Historic Courthouse at 430 E Street, NW (designed and constructed to a LEED Silver standard); the Moultrie Courthouse at 500 Indiana Avenue, NW (the C Street Addition to the Courthouse is being designed and constructed to a LEED Platinum standard); the Southwest Garage at 449 5<sup>th</sup> Street, NW; Building A at 515 5<sup>th</sup> Street, NW; Building B at 510 4<sup>th</sup> Street, NW and Building C at 410 E Street, NW (designed and constructed to a LEED Gold certified).

## **Capital Projects and Facilities Management Division Achievements and Highlights**

CPFMD has advanced the implementation of the D.C. Courts' Facilities Plan across the spectrum with significant progress being made during FY 2022. A number of key milestones were achieved during the last fiscal year. The Courts also expect to substantially complete Phase 2B of the H. Carl Moultrie I Courthouse building (HCMCH) C Street Addition, including the new jurors' lounge, in FY 2022 and have continued work on various other projects throughout the enterprise required to support the Courts' operations including the:

- 1) Renovation of courtrooms on the third floor, as well as Courtroom 115 (traffic court) of the H. Carl Moultrie I Courthouse, all of which included an upgrade of technology, lighting and layout, to better ensure ADA compliance;
- 2) Completion of the new Domestic Violence satellite office;
- 3) Upgrade of the mechanical and electrical systems in the H. Carl Moultrie I Courthouse;
- 4) Completion of the combined office renovations of the Community Court, interim Justice Resource Center, Crime Victims Compensation Unit, and the Pretrial Services and Supervised Visitation Center;
- 5) Upgrade of critical security and video systems in several buildings of the Courts' enterprise.

CPFMD continues to work to achieve the D.C. Courts' objective of full consolidation of the Family Court and to meet its long-term space initiatives. Though the Moultrie Courthouse Addition in its entirety has been completed over multiple phases, construction of the addition itself has been divided into two phases—Phase 2A (the western half of the addition) and 2B (the eastern half of the addition). The D.C. Courts now occupy Phase 2A of the Moultrie Courthouse Addition and most of Phase 2B. The final phase, Phase 2B, will add six courtrooms, 20 associate judge chambers, juvenile probation and Family Court related offices, and juror facilities.

The D.C. Courts' most recent Facilities Master Plan has been completed and was updated to reflect changes in court technology, organization and operations, and the expected growth of the District of Columbia's population. This most recent plan is being expanded to re-examine the structural, electrical, plumbing and interior of the *Recorder of Deeds* building (prior assessments of this facility, upon which the projected costs of stabilization was based on, were performed several years ago) – this reassessment will provide an update on its condition and therefore projected stabilization costs to better ensure it is safeguarded from water intrusion and further degradation. In addition, it is envisioned that this planned reassessment will better enable the Courts to prioritize the use of the funding that was appropriated for stabilization. The Courts have also continuously updated its facilities standards to reflect changing technologies, products, and energy efficiency.

### **Workload Data**

In FY 2024, CPFMD will continue to provide services to all of the divisions of the D.C. Courts for infrastructure maintenance, repair, and operations (MRO) to “ensure that the facilities are

*safe and secure and can adequately accommodate court operations and personnel*". The facilities MRO costs for the entire D.C. Courts' complex are projected to be over \$15.00/square foot.

CPFMD will continue to manage the housekeeping/custodial services contract for the Courts' 1.5 million sq. ft. of net occupiable space (430 E Street, NW; 449 5<sup>th</sup> Street, NW; 500 Indiana Ave. NW; 515 5<sup>th</sup> Street, NW; 510 4<sup>th</sup> Street, NW; 410 E Street, NW; Gallery Place; 2041 Martin Luther King Jr. Avenue, SE; 2575 Reed Street, NE; 920 Rhode Island, NE; 1215/1201 South Capitol, SW; 118 Q Street, NE and 4209 9<sup>th</sup> Street, NW) and the landscaping maintenance contract for lawn cutting, tree pruning and irrigation maintenance for the Courts' 4.2 acres of green space in a cost-effective manner. The division will continue to manage the vertical transportation maintenance contract to ensure all elevators, escalators and lifts are functioning properly and compliant to safety code requirements.

As demonstrated by the full completion of multiple construction projects, infrastructure upgrades and enhancements, CPFMD continues to demonstrate its commitment to maintaining and leveraging the public's investment in court facilities. With the completion of its most recent Facilities Conditions Assessment (FCA) in May 2022, the Courts have been able to update its baseline needs and is better enabled to identify the state of its most critical assets and systems. This document provided a detailed lifecycle analysis and replacement values for the Courts' facility assets and cost estimates for future funding requirements.

In addition to the Facilities Conditions Assessment (FCA), CPFMD utilizes a Computerized Maintenance Management System (CMMS). This platform provides CPFMD with a tool to efficiently manage the Court's facilities, property, and services by tracking work orders, work requests and recurring preventive maintenance tasks.

CMMS also provides an inventory management database that allows CPFMD to monitor and track inventory supplies and repair materials. The ability to track inventory allows for better use of storage by ordering material on an as needed basis and examining trends in the quality of certain manufacturers to determine the need for new products.

Table 1  
**CAPITAL PROJECTS AND FACILITIES MANAGEMENT**  
**Key Performance Indicators**

Performance Indicator	Data Source	Evaluation Frequency	FY 2022		FY 2023		FY 2024	
			Goal	Estimate	Goal	Estimate	Goal	Estimate
Number of Help Desk calls resolved in two business days	CPFMD CMMS Reports	Monthly	100%	75%	100%	75%	100%	90%
Number of capital projects completed on-time and within budget according to the Earned Value Management Process	CPFMD Project Pay Applications and PM Schedule Monitoring	Semi-Annually	100%	80%	100%	85%	100%	90%
Number of CPFMD projects that are DCRA code compliant	DCRA Permits	Annually	100%	100%	100%	100%	100%	100%
Number of building inspections completed in accordance with internal established guidelines	Building Inspection Checklist	Monthly	100%	75%	100%	80%	100%	90%
Preventive maintenance work completed in accordance with Manager Plus Equipment Matrix Schedule.	Manager Plus Equipment PM Schedule	Monthly	100%	80%	100%	80%	100%	90%

**FY 2024 Request**

In FY 2024, the Courts’ request for the Capital Projects & Facilities Management is \$11,942,000, an increase of \$2,076,000 (21%) above the FY 2023 Enacted Budget. The requested increase includes \$1,462,000 for contractual services to maintain the Moultrie Courthouse Addition; \$269,000 for 3 FTEs to maintain and support court facilities, and \$345,000 for built-in cost increases.

***Facilities Maintenance, Repair, and Operations (MRO) Costs for the Moultrie Courthouse Addition, \$1,462,000***

Problem Statement. With the completion of the Moultrie Courthouse Addition, the amount of site area to be maintained by CPFMD is increasing by 108,000 occupiable square feet (OSF). The increased inventory of usable courthouse space and landscaped grounds will require additional cleaning, maintenance, repairs and landscaping services. In addition to the expanded area, the Courts must maintain the high level of cleanliness and the professional appearance of the existing facilities. The Courts must also maintain equipment that was installed to enhance access under the Americans with Disabilities Act (ADA).

Relationship to Court Mission, Vision and Strategic Plan. The additional funding for facilities maintenance, repair, and operation costs supports the Courts’ Strategic Goal V, Effective Court Management and Administration. Specifically, the Courts will ensure that all facilities are safe and secure and can accommodate court operations and personnel.

Relationship to Divisional Objectives. The increase in funding is crucial to ensuring that CPFMD is able to carry out its mission of providing a clean, healthy, functional, safe, and secure environment for the public, judicial staff, court employees, and detainees. The following



divisional objectives are supported: to provide oversight for housekeeping/custodial and landscaping services on behalf of the D.C. Courts' employees and visitors so they can operate in a clean and well-maintained environment, and to ensure mechanical systems (i.e. HVAC, elevators, plumbing) and building shell conditions are maintainable with assigned preventive maintenance schedules (PMS) based upon industry standards and manufacturer recommendations.

Relationship to Existing Funding. Funding for the facilities maintenance, repair and operations costs for the Moultrie Courthouse Addition currently does not exist in the Courts' budget.

Methodology. The division will contract for additional services for cleaning, landscaping, specialized equipment repair, and environmental services in accordance with the D.C. Courts' Procurement Guidelines.

Key Performance Indicators. Performance indicators include the timely completion of service requests, the cleanliness of court facilities, and compliance with maintenance schedules.

***Facility Maintenance Staff, 269,000***

***Facility Worker, 2 FTEs (JS-9), \$168,000***

***Facility Maintenance Engineer, 1 FTE (JS-8/9/11), \$101,000***

Problem Statement. In addition to the need to support the facilities maintenance and repair for the additional square footage realized with the full completion of the Moultrie Courthouse C Street Addition project, additional staff is needed to maintain the Courts' existing facilities as well as the new equipment that will be put in service. With the anticipated funding for construction of the Recorder of Deeds building, the facilities and equipment maintenance portfolio will be expanded to include this facility.

Relationship to Court Mission, Vision and Strategic Plan. Adequate staff to ensure the effective and efficient maintenance and support of all court facilities will support the Courts' Strategic Plan Goal V, Effective Court Management and Administration. Specifically, these additional facility staff will enable the Courts to better ensure that all facilities are safe, secure, well maintained and can adequately accommodate court operations and personnel.

Relationship to Divisional Objectives. The additional facility staff will support the divisional objective of providing direct support services to the judicial offices, the operating divisions, and other support units of the Courts, as well as to the public through effective and efficient management of the Courts' facilities.

Relationship to Existing Funding. Funding is not available in the Courts' budget to support the additional positions.

Methodology. The requested positions are classified in accordance with the Courts' Personnel Policies and position classification standards.

Key Performance Indicators. These facility positions will enable the Courts to meet required maintenance schedules. These positions will further bolster the division’s ability to meet the following key performance indicators:

- Expand the CPFMD’s routine replacement program to all D.C. Courts’ buildings to maximize longevity of assets and reduce annual operating and repair costs.
- Institute quality assurance programs that establish thresholds for conducting scheduled services for the preservation of the D.C. Courts’ upgraded facilities and grounds.

Table 2  
**CAPITAL PROJECTS AND FACILITIES MANAGEMENT DIVISION**  
**New Position Requested**

<b>Position</b>	<b>Grade</b>	<b>Number</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total Personnel Cost</b>
Facility Worker	9	2	134,000	34,000	168,000
Facility Maintenance Engineer	8/9/11	1	80,000	21,000	101,000
<b>Total</b>		<b>3</b>	<b>214,000</b>	<b>55,000</b>	<b>269,000</b>

Table 3  
**CAPITAL PROJECTS & FACILITIES MANAGEMENT DIVISION**  
**Budget Authority by Object Class**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Compensation	3,014,000	3,153,000	3,553,000	380,000
12 - Personnel Benefits	833,000	869,000	968,000	99,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>3,847,000</i></b>	<b><i>4,022,000</i></b>	<b><i>4,501,000</i></b>	<b><i>479,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	5,380,000	5,808,000	7,404,000	1,596,000
26 - Supplies & Materials	27,000	28,000	29,000	1,000
31 - Equipment	8,000	8,000	8,000	0
<b><i>Subtotal Non-Personnel Services</i></b>	<b><i>5,415,000</i></b>	<b><i>5,844,000</i></b>	<b><i>7,441,000</i></b>	<b><i>1,597,000</i></b>
<b>TOTAL</b>	<b>9,262,000</b>	<b>9,866,000</b>	<b>11,942,000</b>	<b>2,076,000</b>
FTE	26	26	29	3

Table 4  
**CAPITAL PROJECTS & FACILITIES MANAGEMENT DIVISION**  
**Detail, Difference FY 2023/2024**

Object Class	Description of Request	FTE	Cost	Difference FY 2023/2024
11 - Personnel Compensation	Current Position WIG	26	11,000	
	Current Position COLA	26	155,000	
	Facility Worker	2	134,000	
	Facility Maintenance Engineer	1	80,000	
<i>Subtotal 11</i>				<i>380,000</i>
12 - Personnel Benefits	Current Position WIG	26	3,000	
	Current Position COLA	26	41,000	
	Facility Worker	2	34,000	
	Facility Maintenance Engineer	1	21,000	
<i>Subtotal 12</i>				<i>99,000</i>
<b><i>Subtotal Personnel Services</i></b>				<b><i>479,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	Built-in Increases		134,000	
	MRO Moultrie Courthouse Addition		1,462,000	
<i>Subtotal 25</i>				<i>1,596,000</i>
26 - Supplies & Materials	Built-in Increases		1,000	
31 - Equipment				
<b><i>Subtotal Non-Personnel Services</i></b>				<b><i>1,597,000</i></b>
<b>Total</b>		<b>29</b>		<b>2,076,000</b>

Table 5  
**CAPITAL PROJECTS & FACILITIES MANAGEMENT DIVISION**  
**Detail of Full-Time Equivalent Employment**

Grade	FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request
JS-6			
JS-7			
JS-8	4	2	2
JS-9	6	8	10
JS-10	1	1	1
JS-11	5	5	6
JS-12			
JS-13	6	6	6
JS-14	2	2	2
JS-15			
JS-16			
CEMS	1	1	1
CES	1	1	1
<b>Total Salaries</b>	<b>3,014,000</b>	<b>3,153,000</b>	<b>3,533,000</b>
Total FTEs	26	26	29

**DISTRICT OF COLUMBIA COURT SYSTEM  
CENTER FOR EDUCATION AND TRAINING**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
8	2,609,000	8	2,700,000	8	2,825,000	0	125,000

**Mission Statement**

The Center for Education and Training (CET) provides training for the D.C. Courts’ judicial officers, employees and professional community that is the bridge to a bright future for the organization as a whole and court staff serving the public. Training opportunities provided by CET develop the skilled workforce needed for tomorrow and help assist in creating a professional and engaged workforce. Strategic offerings support and sustain the organizational values and leadership principles of our evolving court system. Training is critical to ensuring that our next generation of supervisors, managers and leaders are well-prepared for succession. New employees receive an orientation and mentor that allows them to be engaged from their first day on the job. The judicial officers are versed in the very latest scientific, constitutional, social science and legal trends, to provide a meaningful judicial process for our citizens. Hosting dozens of delegations from around the world each year, the CET shares the best of American justice with the global community.

**Organizational Background**

The CET staff provides judicial training mandated by statute as well as judicial branch education in the Court of Appeals and Superior Court, and education and training opportunities for all court personnel. The CET offers classes in current legal issues, judicial procedure, executive leadership skills, supervision and performance management, effective communication and grammar, customer service, cultural diversity, procedural fairness and implicit bias, anti-bullying, and special populations. The CET also offers technology classes on various software programs used by the Courts, such as Microsoft Office, Prezi, Oracle Discoverer and 10G, Business Intelligence, Microsoft Publisher, Webpage Creation, Digital Video Production and Editing, Audio Visual Operations and Video Conferencing in a Courtroom Environment, Adobe Photoshop, Adobe InDesign, Adobe Flash, Captivate, Camtasia, Audacity, Comptia A+; and CourtView and C-Track, the Courts’ Integrated Justice Information Systems. The CET also trains all newly hired court employees with a year-long series of sessions that pertain to their employment at the Courts, such as Sexual Harassment, Understanding Courts, Implicit Bias, Language Access, Ethics, Court Security, Personnel Policies, and the Courts’ Strategic Plan. Newly appointed Associate and Magistrate Judges receive 4 weeks of individualized training arranged by the CET. Community conferences for lawyers, social workers, educators and other justice system professionals are held several times per year. All training is aligned with the Strategic Plan and complements procedural and technical training provided by operating and support divisions. Based upon needs assessments and employee development plans, a Training Plan is developed annually. The CET also develops and provides educational programs for court

visitors, including many delegations of international guests visiting to learn about the rule of law and to help develop and improve the justice systems in their countries.

### **Division MAP Objectives**

- **Courtwide Training Plan** – Develop an annual training plan that is aligned with the Courts’ strategic goals for a professional and engaged workforce and offers comprehensive job-related programs including judicial, leadership, management, supervisor, technology, soft skills, cross-training, and various conferences plus extensive onboarding for new employees. Ensure an efficient use of resources and a successful learning experience for all.
- **Judicial Institute** – Enhance the effectiveness of the judiciary by providing a myriad of judicial education opportunities to all judicial officers in the D.C. Courts, including leadership, current issues, technology, legal topics, roundtable discussions for appellate judges, training specific to Court Divisions, annual and intermittent community conferences for several Divisions, comprehensive orientation and peer coaching for all new judges, and opportunities to attend national trainings.
- **Leadership Institute** – Develop effective court management and administration and maximize the effectiveness of the Executive Team and Senior Managers in achieving the highest levels of court performance. Establishing a Leadership Institute that offers teambuilding, leadership courses, individual assessments, coaching, enhanced orientation to new Court Executive Service (CES) employees, and personal and professional development activities. Support positive organizational change through extensive involvement of executives and senior leadership in the “Building a Great Place to Work”, “Living Our Values” and “Leadership Principles” Initiatives.
- **Management Institute and Strategic Training** – The goal of the Management Institute and Strategic Training is to maximize the effectiveness of the Courts’ managers and supervisors and increase the pool of future managers and leaders. The Management Institute includes the Management Training Program and the Supervisors Training Program. The focus of the training of managers, supervisors, and employees is on issues relevant to achieving the goals outlined in the Strategic Plan of the District of Columbia Courts (2023-2027). These strategic goals are coupled with upholding the Courts’ core values and cultural competencies. Position managers and supervisors as well as court leaders, change agents, and role models participate in these efforts.
- **Visitors Program** – Provide a quality educational experience for international, national, and local delegations visiting the D.C. Courts (on-site and virtually), thereby increasing access and understanding of the justice system at many levels. Provide campus and virtual tours for all new employees.

### **Restructuring or Work Process Redesign**

The Center has institutionalized a variety of structural and work process changes over the last decade. The staff of eight has been completely restructured and works well together to achieve

the Division's goals. These changes are a result of feedback received through a myriad of assessment tools, including an internal needs assessment, direct interaction, and questionnaires completed by court personnel, both judicial and non-judicial. In 2018-19, the CET continued to address the strategic goal of increased access for all and began coaching for the Courts' mid-level managers and supervisors. CET continues to offer classes in customer service, developing empathy for court customers, handling mental health issues in the courthouse, and dealing with stressed or difficult customers. Other initiatives, such as the Leadership Institute, the Management Institute, the Judicial Leadership Initiative, the Roundtable Series for the Court of Appeals judges, and the biennial Courtwide Employee Conference, also continue.

The Leadership Institute is currently focused on team efforts to improve the D.C. Courts as a "Great Place to Work", integrate the six Court Leadership Principles into daily practice, and to offer opportunities and challenges for senior management in areas such as values-based management, coaching, and skills development. Based on the results of the 2017, 2019, 2021 Employee Viewpoint Surveys (formerly named Federal Human Capital Surveys), initiatives and teams were established in the areas of health and wellness (including mental health), work/life balance, internal communications, performance management, cross training and *Living Our Values*. Employee Engagement is now a court wide performance metric. The most current Employee Viewpoint Survey occurred in 2021. In 2017-2020, 22 Court Divisions have been actively involved in various values projects designed by each Division. In 2014, the first *Leadership Summit* for judicial and executive leaders of Superior Court operating divisions was held. In 2014 and 2015, the values and leadership initiatives were expanded to include middle- and first-line managers. Beginning in 2016, quarterly meetings of the expanded leadership group have been held each year, which continue today. All court leadership and senior management change initiatives are aligned with the goals outlined in the Strategic Plan, the Organizational Values and the Court Leadership Principles. The judges have also been trained in the best practices related to conducting virtual hearings. The judges of the D.C. Court of Appeals continue to enjoy a series of virtual educational roundtable discussions with nationally recognized legal experts, which have been extremely well received. The CET and the Court of Appeals will continue this innovative effort and offer additional staff training to meet the unique needs of the Court of Appeals.

In light of a pending wave of retirements and the need for better development and retention of talented employees, the CET and the Management Training Committee initiated a Management Training Program (MTP) in 2007 for 20 employees competitively selected from each division within the Courts. Every other year, the MTP offers a very successful 12-month series of classes taught by nationally recognized experts and in-house leaders. Many of the graduates from the Program have received promotions and increased responsibility. The Courts take seriously the importance of succession planning and continue to move in a proactive direction toward recruiting and retaining excellent employees. Similarly, the D.C. Courts have established a seven-day, four-segment training program for supervisors. Based on the Supervisory Leadership Program offered by the U.S. Office of Personnel Management and using some of the same faculty, this training program has been completed by 98% of court supervisors. All new supervisors are similarly trained. Graduates of the programs participate in advanced courses on leadership, performance management, employee development, and cultural competence. In 2016 through 2020, all executive service, senior leaders, branch chiefs, managers and supervisors

completed Quick Start training, an engaging, interactive nine-module series on leadership and performance management.

Technology and skill-development classes are an evolving training need. Utilizing three computer labs, there is a new focus on more advanced technology training, as almost all employees now possess requisite office computer skills. The CET offers certification training and testing for Microsoft Office Specialist (MOS), Comptia A+ and Project Management Professional. Employees are developing new skill sets to enable them to produce E-learning classes such as Camtasia, Captivate and Audacity, stylish publications, websites, Prezi presentations and e-learning audio video materials. In addition to on-line tutorials, the new focus is on classes that teach operating processes unique to courts. There is an ongoing need for the CET to offer technology classes on other more sophisticated, court-focused programs such as CourtView (the software for the Integrated Justice Information System), Oracle Discoverer and Oracle Business Intelligence. The CET has developed alternative learning methods such as virtual training and distance learning, computer-based training, blended learning, flipped classrooms, job shadowing and cross training. As part of the Strategic Human Resources redesign and implementation of the Talent Management System, the CET offers an E-learning Library from SkillPort.

The CET has offered approximately 200 classes during 2020 and in previous years. Training hours completed by court employees and judicial officers for each year had consistently been close to 20,000 hours, notwithstanding the health pandemic. Training numbers were affected as more frequent training was required to accommodate the Courts' evolving remote operational posture, and the related need for smaller and shorter virtual classes. The most recent indicators point to a continuing interest in remote training models which support overall operational efficiency.

Finally, another very important program administered by the CET is the International Visitors Program, which supports efforts to strengthen the rule of law and the development of justice systems around the world. Generally, approximately 70 international delegations visit each year, most of them are very high-level representatives from other nations' justice systems. During the pandemic, virtual trainings and discussions were made available to international guests who wished to participate. Providing educational experiences for international visitors is an important function unique to the Courts of the Nation's Capital. Many of these visiting groups are sponsored by the U.S. Department of State, USAID, World Bank, or international cultural exchange organizations, and each educational program is tailored to the needs and interests of the individual delegation

### **Workload Data**

The workload data for the Center includes the number and types of courses offered, the number of staff and judicial officers registered for the training, the delivery of support to other divisions' training and organizational change efforts, and the number of visitors attending educational programs.

Table 1  
**CENTER FOR EDUCATION AND TRAINING**  
**Workload Data**

<b>Data Measure<sup>1</sup></b>	<b>FY 2021 Actual</b>	<b>FY 2022 Actual</b>	<b>FY 2023 Estimate</b>	<b>FY 2024 Projected</b>
Course Offered	243	151	200	200
Judicial Participants	1319	502	650	650
Employee Participants	2376	1376	2,500	2,500
Divisions Supported	22	22	22	22
Number of Official Visitors	70	196	200	1,000

<sup>1</sup> A judicial officer or employee may participate in multiple training programs during the year.

**Key Performance Measures**

Table 2  
**CENTER FOR EDUCATION AND TRAINING**  
**Key Performance Indicators**

Type of Indicator	Key Performance Indicator	Data Source	FY 2021		FY 2022		FY 2023		FY 2024	
			Goal	Actual	Goal	Actual	Goal	Projected	Goal	Projected
Outcome	Program Quality	Participants Evaluations	85% > 3.5	95% > 4.0	85% > 4.0	95% > 4.0	90% > 4.0	90% > 4.0	90% > 4.0	90% > 4.0
Outcome	Judges and Employees Total Training Hours Completed	Training Database and Sign-in Sheets	15,000	13,003	15,000	9,484	15,000	15,000	15,000	15,000
Output	Visitors Tours and Programs	Visitors Schedule	50	13	70	20	50	40	70	80
Outcome	Bi-Annual Management Training Program Graduates	Training Schedule & Participant List	NA	NA	20	21	NA	NA	20	20
Output	Management Training Institute Courses Offered	Training Schedule	8	14	10	6	10	10	11	11
Output	Executive/Senior Leadership Development Sessions	Training & Meeting Schedule and Consultant Reports	2	2	2	2	2	2	2	2
Outcome	Judicial Leadership Team Retreats	Meeting Schedule	2	2	2	2	2	2	2	2
Output	Court of Appeals Programs Offered	Training Schedule	4	3	4	4	4	4	4	4



**FY 2024 Request**

In FY 2024, the Courts’ request for the Center for Education and Training Division is \$2,825,000, an increase of \$125,000 (5%) above the FY 2023 Enacted Budget. The requested increase consists entirely of built-in cost increases.

Table 3  
**CENTER FOR EDUCATION AND TRAINING**  
**Budget Authority by Object Class**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>Difference FY 2023/2024</b>
11 – Personnel Compensation	1,169,000	1,223,000	1,301,000	78,000
12 – Personnel Benefits	319,000	333,000	354,000	21,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>1,488,000</i></b>	<b><i>1,556,000</i></b>	<b><i>1,655,000</i></b>	<b><i>99,000</i></b>
21 – Travel, Transp. of Persons	280,000	286,000	293,000	7,000
22 – Transportation of Things				
23 – Rent, Commun. & Utilities				
24 – Printing & Reproduction				
25 – Other Services	827,000	844,000	863,000	19,000
26 – Supplies & Materials	8,000	8,000	8,000	0
31 – Equipment	6,000	6,000	6,000	0
<b><i>Subtotal Non-Personnel Services</i></b>	<b><i>1,121,000</i></b>	<b><i>1,144,000</i></b>	<b><i>1,170,000</i></b>	<b><i>26,000</i></b>
<b>TOTAL</b>	<b>2,609,000</b>	<b>2,700,000</b>	<b>2,825,000</b>	<b>125,000</b>
FTE	8	8	8	0

Table 4  
**CENTER FOR EDUCATION AND TRAINING**  
**Detail, Difference FY 2023/2024**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2023/2024</b>
11 – Personnel Compensation	Current Position WIG	8	18,000	
	Current Position COLA	8	60,000	
<b><i>Subtotal 11</i></b>				<b><i>78,000</i></b>
12 – Personnel Benefits	Current Position WIG	8	5,000	
	Current Position COLA	8	16,000	
<b><i>Subtotal 12</i></b>				<b><i>21,000</i></b>
<b><i>Subtotal Personnel Services</i></b>				<b><i>99,000</i></b>
21 – Travel, Transp. of Persons	Built-in Increases			7,000
22 – Transportation of Things				
23 – Rent, Commun. & Utilities				
24 – Printing & Reproduction				
25 – Other Service	Built-in Increases			19,000
26 – Supplies & Materials				
31 – Equipment				
<b><i>Subtotal Non-Personnel Services</i></b>				<b><i>26,000</i></b>
<b>Total</b>		<b>8</b>		<b>125,000</b>

Table 5  
**CENTER FOR EDUCATION AND TRAINING**  
**Detail of Full-Time Equivalent Employment**

<b>Grade</b>	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>
JS-6			
JS-7			
JS-8			
JS-9	1		
JS-10		1	1
JS-11			
JS-12			
JS-13	5	5	5
JS-14			
JS-15	1	1	1
CES	1	1	1
CEMS			
<b>Total Salaries</b>	<b>1,169,000</b>	<b>1,223,000</b>	<b>1,301,000</b>
Total FTEs	8	8	8

**DISTRICT OF COLUMBIA COURT SYSTEM  
COURT REPORTING DIVISION**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference FY 2023/2024</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
46	6,544,000	46	6,839,000	46	7,211,000	0	372,000

**Mission**

The mission of the Court Reporting Division (CRD) is to support fair and timely case resolution by providing attorneys, litigants and other interested parties with accurate and timely transcripts of court proceedings to aid the litigation of cases in the Superior Court and to provide records of trial court proceedings for review by the Court of Appeals. The Division is committed to providing a professional and engaged workforce that uses the most efficient and up-to-date technology for reporting and producing the record.

**Organizational Background**

The CRD is responsible for producing verbatim proceedings in accordance with CRD Transcript Guidelines. The Division has 46 FTEs and is comprised of the Director’s Office and four branches: Court Reporting Branch, Case Management Branch, Transcription Branch, and Administrative Branch. CRD utilizes resilient and responsive technology by providing instantaneous realtime translation to members of the judiciary to aid in decision-making and to any party requesting realtime to facilitate access to the Courts and to comply with the Americans with Disabilities Act (ADA).

1. The Office of the Director is responsible for developing initiatives, overseeing project management, as well as leading division-wide operational and administrative initiatives in furtherance of the DC Courts’ Strategic Plan, Values Initiative, and support of all DC Courts’ programs.
2. The Court Reporting Branch is comprised of Official Court Reporters who are responsible for providing instantaneous realtime translation of trial proceedings to the judiciary and preparing official transcripts in accordance with CRD’s Transcript Guidelines.
3. The Case Management Branch is responsible for handling all Criminal Justice Act, *in forma pauperis*, domestic violence, civil, and juvenile appeal transcript requests and delivery of completed transcripts to the Court of Appeals.
4. The Transcription Branch is responsible for transcribing recorded proceedings held in D.C. Superior Court.
5. The Administrative Branch is responsible for processing incoming and outgoing transcript requests and entering data into the Web Transcript Tracking System (WTTS) for statistical purposes.

**Division MAP Objectives**

The CRD supports access to justice for all by:

- Utilizing resilient and responsive technology
- Providing instantaneous realtime translation to members of the judiciary to aid in decision-making
- Providing instantaneous realtime translation to requesting parties
- Complying with the Americans with Disabilities Act (ADA)
- Producing verbatim and timely transcripts for lower court litigation and for review by the Court of Appeals

The CRD’s Management Action Plan (MAP) objectives are, as follows:

- Provide realtime to the judiciary, which assists in making judicial rulings.
- Enhance efficient operations and the quality of service provided to persons conducting business with the CRD by developing a plan to reengineer processes through technology and increased automation.
- Ensure the timely availability of transcripts of court proceedings for judges, attorneys, litigants, and other parties by producing 100% of appeal transcripts within 60 days and 100% of non-appeal transcripts within 30 days.
- Ensure the production of accurate transcripts by performing quarterly random audits to verify that transcripts are a verbatim record of court proceedings.

**Work Process Redesign**

In 2020, the CRD began providing remote official court reporter coverage to support remote courtrooms. In 2019, the CRD launched an initiative to provide customers with the ability to utilize credit cards to purchase transcripts. Implementation of this responsive technology will provide the public with expanded payment alternatives.

**Workload Data**

Table 1  
**COURT REPORTING DIVISION**  
**Workload Measures**

Type of Indicator	Performance Indicator	Data Source	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate
Input	Transcription Branch orders received	Division Records	1,670	2,500	3,500	5,000
Input	Court Reporting Branch orders received	Division Records	1,298	1,500	2,500	4,000
Output	Pages of court transcripts produced (appeal/non-appeal)	Division Records	152,273	175,000	225,000	385,000

Table 2  
**COURT REPORTING DIVISION**  
**Key Performance Indicators**

Type of Indicator	Performance Indicator	Data Source	FY 2021		FY 2022		FY 2023		FY 2024	
			Goal	Actual	Goal	Estimate	Goal	Projection	Goal	Projection
Timeliness	Average time (in days) to complete transcripts of taped appellate proceedings	Division Records	60	26	60	31	60	31	60	35
Timeliness	Average time (in days) to complete transcripts of taped <i>non</i> -appellate proceedings	Division Records	30	10	30	11	30	11	30	15
Timeliness	Average time (in days) to complete appellate transcripts by court reporters *	Division Records	60	34	60	35	60	35	60	40
Timeliness	Average time (in days) to complete <i>non</i> -appellate transcripts by court reporters *	Division Records	30	11	30	13	30	13	30	15

\* CRD guidelines require appeal transcripts to be completed in 60 days and non-appeal transcripts to be completed in 30 days from the date the request is received.

**FY 2024 Request**

In FY 2024, the Courts’ request for the Court Reporting Division is \$7,211,000, an increase of \$372,000 (5%) above the FY 2023 Enacted Budget. The requested increase consists entirely of built-in cost increases.

Table 3  
**COURT REPORTING DIVISION**  
**Budget Authority by Object Class**

	FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request	Difference FY 2023/2024
11 - Personnel Compensation	5,034,000	5,266,000	5,559,000	293,000
12 - Personnel Benefits	1,409,000	1,469,000	1,545,000	76,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>6,443,000</i></b>	<b><i>6,735,000</i></b>	<b><i>7,104,000</i></b>	<b><i>369,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	4,000	4,000	4,000	0
25 - Other Services	27,000	28,000	29,000	1,000
26 - Supplies & Materials	45,000	46,000	47,000	1,000
31 – Equipment	25,000	26,000	27,000	1,000
<b><i>Subtotal Non-Personnel Services</i></b>	<b><i>101,000</i></b>	<b><i>104,000</i></b>	<b><i>107,000</i></b>	<b><i>3,000</i></b>
<b>TOTAL</b>	<b>6,544,000</b>	<b>6,839,000</b>	<b>7,211,000</b>	<b>372,000</b>
<b>FTE</b>	<b>46</b>	<b>46</b>	<b>46</b>	<b>0</b>

Table 4  
**COURT REPORTING DIVISION**  
**Detail, Difference FY 2023/2024**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Compensation	Current Position WIG	46	34,000	
	Current Position COLA	46	259,000	
<i>Subtotal 11</i>				<i>293,000</i>
12 - Personnel Benefits	Current Position WIG	46	9,000	
	Current Position COLA	46	67,000	
<i>Subtotal 12</i>				<i>76,000</i>
<b><i>Subtotal Personnel Services</i></b>				<b><i>369,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service	Built-in Increases			1,000
26 - Supplies & Materials	Built-in Increases			1,000
31 - Equipment	Built-in Increases			1,000
<b><i>Subtotal Non-Personnel Services</i></b>				<b><i>3,000</i></b>
<b>TOTAL</b>		<b>46</b>		<b>372,000</b>

Table 5  
**COURT REPORTING DIVISION**  
**Detail of Full-Time Equivalent Employment**

<b>Grade</b>	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>
JS-6	1	1	1
JS-7	3	3	3
JS-8	3	3	3
JS-9	1	1	1
JS-10	7	7	7
JS-11	8	8	8
JS-12	19	19	19
JS-13	2	2	2
JS-14			
JS-15	1	1	1
CEMS			
CES	1	1	1
<b>Total Salaries</b>	<b>5,034,000</b>	<b>5,266,000</b>	<b>5,559,000</b>
Total FTEs	46	46	46

**DISTRICT OF COLUMBIA COURT SYSTEM  
HUMAN RESOURCES DIVISION**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference FY 2023/2024</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
23	3,839,000	23	4,012,000	24	4,321,000	1	309,000

**Mission**

As a strategic partner, the Human Resources Division supports the District of Columbia Courts’ overall mission and is committed to developing and administering comprehensive programs for recruiting, retaining, and supporting a diverse, highly qualified, and talented workforce. The Division promotes a work environment characterized by fairness and accountability while providing exemplary customer service.

The Human Resources Division is responsible for consistent, uniform implementation of the personnel policies adopted by the Joint Committee on Judicial Administration. The Division undertakes workforce planning, maintains systems to enhance staff development and employee accountability, and promotes effective employee-management relations. In addition, the Division provides guidance to management staff by establishing and maintaining work environments that promote service to the public, productivity, and professionalism. The Division also ensures compliance with Federal and local statutes prohibiting discrimination in employment by promoting equal employment opportunity for women and members of minority groups who seek employment with the Courts or participation in court programs.

**Organizational Background**

The Division is comprised of the Office of the Director and five supporting functional areas as described below:

The Office of the Director sets and aligns the strategic direction of the Division with court-wide human capital initiatives. The Office is responsible for developing, interpreting, and implementing personnel policies. The Office of the Director also administers and manages the performance management and classification management programs and conducts internal audits and continuous process improvement functions. The Deputy Director oversees the day-to-day operations of the Division and implementation of the Division’s strategic initiatives and serves as Contract Administrator for the Courts’ Health Unit and Employee Assistance Program.

The Benefits Operations Support Services Branch is responsible for the administration of the Federal benefit programs including health, life, and long-term care insurance programs; retirement programs; transportation subsidy; flexible spending accounts programs; and Workers’ Compensation. The Branch also administers the Courts’ voluntary dental and vision insurance program and long- and short-term disability insurance programs. The Branch is responsible for payroll, time and attendance, new employee orientation, compensation studies and retirement and financial literacy training.

The Talent Acquisition Branch is responsible for recruiting highly qualified talent for all competitive court positions. This includes performing job analyses; developing announcements, crediting plans and other performance and ability measurements; conducting computer testing for clerical and other positions; developing referral and recommendation panels; and making job offers. The branch ensures that all selection measures are valid, job-related, fair, non-discriminatory, and compliant with federal and professional guidelines. The branch is also responsible for workforce planning, succession planning, and project management for various human resources related special projects and initiatives.

The Performance and Employee Relations Unit is responsible for the strategic management and administration of the D.C. Courts' performance management and employee relations programs. Performance management involves using coaching, feedback, and basic management tools to maintain and improve individual performance of job duties and requirements. Employee Relations focuses on the employer-employee relationship and workplace conduct to ensure compliance with applicable laws, regulations, rules, and policies. This unit also has an organizational development component and is responsible for coordinating the development, facilitation, and administration of the Division's Strategic Plan and internal program analysis.

The Human Resources Information Systems Unit is responsible for providing analytical support to maintain and advance the Human Resources Division's technical systems. This support involves ensuring quality and consistency of HR's electronic information and serving as liaison and providing HR-related technical support within the division and court-wide. In addition, this unit is responsible for assessing and making recommendations for technical enhancements to all HR functional areas. The unit provides support for court-wide access, processing, and training on HR information systems and is responsible for the management of the comprehensive integrated payroll and personnel system.

### **Division MAP Objectives**

Several of the Division MAP Objectives follow:

- Build strategic partnerships with the Courts' leadership to enhance workforce success.
- Support efficient operations by performing targeted HR activities within established timeframes and in accordance with Standard Operating Procedures.
- Maximize staff productivity and increase employee knowledge of and access to their benefits.
- Ensure a strong workforce by enhancing the quality of the Court's Performance Management Program by conducting data analyses and presenting recommendations to address consistency in application and perceptions of fairness of the program.
- Ensure a strong workforce by collaborating with key stakeholders to engage in comprehensive workforce planning – using scenario planning and data analysis – to ensure workforce readiness.



- Ensure a strong future workforce by collaborating with court leadership and the Center for Education and Training to engage in comprehensive workforce planning.

### **Division Highlights**

The Human Resources Division has accomplished the initiation, development and implementation of several human resources initiatives that are tactically and progressively linked to the strategic plan of the Division and the Courts. The Human Resources Division staff worked collaboratively with our partners in the Courts to build and promote a ***Great Place to Work***. Division members are on various workplace committees to include:

- 1) Strategic Planning Leadership Council
- 2) Personnel Advisory Committee
- 3) Working on Wellness
- 4) Living Our Values Leadership Council
- 5) Mental Health Advisory Council
- 6) Management Training Committee
- 7) Pandemic Working Group

The Division is active in the promotion of professional development and work life balance tips and resources available through the Employee Assistance Program. Additionally, through our partnership with Federal Occupational Health, the Division is promoting health and wellness to our workforce with on-site health screenings, flu vaccinations, and inspiring guest speakers. The following are some of the division’s accomplishments that promote employee engagement and emphasize the division’s commitment to customer service and support:

- Conducted training on the Courts’ Flexplace Program to support flexible workplace options in support of talent attraction and retention and work-life balance.
- Fully engaged in and supported the Courts ongoing response to the COVID-19 Pandemic.
- The Performance Management and Employee Relations Unit was instrumental in the facilitation of all employee performance and conduct actions, including required trainings and policy advisement. On average the PERU teams consult on 15-20 cases per week. Additionally, various trainings have been provided to include the following:
  - Eight Performance Management Trainings for New Employees
  - Three Personnel Policies Courses for New Employees
  - Nine Sessions of Policy 220 Compliance Training were held for approximately 949 participants.
- Conducted training and seminars as part of the Retirement and Benefits Educational Program for court employees.
- Conducted “Hiring the Best Candidate” classes and continued recruitment guidance and support to managers and supervisors to ensure compliance with policy and best practices as well as ensure the selection of the best candidate.

- Conducted training on the HRIS, the Courts’ official personnel action processing system, to teach users how to properly and timely submit and process actions.

**Workload Data**

During FY 2021, the Human Resources Division processed over 55 Family and Medical Leave Act request, and over 9,810 job applications for 79 announced vacancies. Over 5,000 individual employee benefit consultations were conducted via telephone and walk-ins as well as benefit workshops, seminars, and fairs, etc.

Table 1  
**HUMAN RESOURCES DIVISION**  
**Key Performance Indicators**

Type of Indicator	Key Performance Indicator	Data Source	FY 2021		FY 2022		FY 2023		FY 2024	
			Goal	Actual	Goal	Estimate	Goal	Projection	Goal	Projection
Output	# of employees attending benefit seminars, retirement workshops, health fairs, etc.	Registration & attendance documents	700	700	700	700	750	750	850	750
Output	# of employees attending Performance Management Training and Briefings	Registration & attendance documents	200	200	250	250	250	250	500	500
Output	Performance Evaluations Processed <sup>1</sup>	Rec’d Evals	900	900	900	900	900	900	900	900
Output	# of employees with access to eOPF	HR Data Reports	1,300	1,286	1,305	1,286	1,305	1,286	1,305	1,300

<sup>1</sup>Performance evaluations are conducted for all permanent, non-judicial staff who have completed their probationary periods. This goal reflects evaluation of all eligible employees.

**FY 2024 Request**

In FY 2024, the Courts’ request for the Human Resources is \$4,321,000, an increase of \$309,000 (8%) above the FY 2023 Enacted Budget. The requested increase includes \$92,000 for 1 FTE to provide administrative support and \$217,000 for built-in cost increases.

***Human Resources Administrative Assistant, 1 FTE (JS-9/10), \$92,000***

Introduction. The Human Resources Division is requesting funding to support the hire of an Administrative Assistant to support the important work of the division. Because the HR Division is responsible for managing the Courts’ people resources, the division’s processing efficiency directly impacts the overall effectiveness of the Courts. Having a professional and engaged workforce is imperative to the Courts ability to respond to ever-changing external and internal factors that affect its ability to meet operational and organizational needs.

Problem Statement. The Human Resources Division continues to provide personnel support to all employees of the District of Columbia Courts in the critical areas of talent acquisition and

retention; employee relations, performance management, and FMLA administration; federal benefits administration to include judicial benefits and retirement administration; and strategic workforce planning. These areas require effective and efficient management to enable the Courts to have the right people, in the right positions, at the right time, to achieve its objectives.

These major areas of focus require a high level of attention and leadership support from the Division Director and the Deputy Division Director to ensure the success and viability of the many projects and initiatives that the Human Resources Division is responsible for. Without an Administrative Assistant to support the Director's Office, leadership's ability to effectively perform its role is significantly compromised; having instead to focus significant time to administrative functions. Restoration of this important position would address this problem and provide for a more efficient use of division leadership's time in focusing on strengthening and expanding HR's position as a strategic partner in supporting the effectiveness of the Courts.

The *Administrative Assistant* position has historically provided invaluable assistance to the Director's office; this individual will perform the following duties:

- Drafting correspondence for leadership review and serving as note taker on behalf of the Director's Office;
- Coordinating meeting arrangements to include reserving a venue (virtual or physical); preparing agendas and supporting documentation; and transmitting invitations to meeting participants;
- Answering calls and responding to inquiries received on the division's main line;
- Tracking the division inventory of supplies and equipment;
- Assisting with purchasing and receipting invoices for program supplies and resources;
- Processing and tracking personnel actions in the HRIS for the division;
- Formally receipting and distributing incoming postal mail and monitoring electronic mail for timely and appropriate response;
- Tracking divisional training and educational endeavors;
- Preparing monthly reports on divisional metrics; and
- Organizing the division's shared folders and electronic resources.

Relationship to the D.C. Courts' Vision, Mission and Goals. Adequate staff for the effective management the Human Resources Division will support the Courts' Strategic Plan Goal V, Effective Court Management and Administration. Specifically, the addition of this position will provide much needed administrative support of critical managerial functions and better provide for a more efficient use of resources.

Relationship to Divisional Objectives. The *Administrative Assistant* will support the administrative needs of the divisional leadership, while enhancing support services to the Courts' internal stakeholders.

Relationship to Existing Funding. The funding for the *Administrative Assistant* position is not currently available in the Courts' budget.

Methodology. The grade level and salary for the requested FTE is classified pursuant to the D.C. Courts' Personnel Policies and position classification standards.

Expenditure Plan. The position would be recruited and hired pursuant to the D.C. Courts' Personnel Policies.

Key Performance Indicators. Key performance measures include enhanced service to judicial officers and court employees and more timely processing of matters under the responsibility of the Human Resources Division.

Table 2  
**Human Resources Division**  
**New Positions Requested**

<b>Position</b>	<b>Grade</b>	<b>Number</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total Personnel Costs</b>
Administrative Assistant	9/10	1	73,000	19,000	92,000

Table 3  
**HUMAN RESOURCES DIVISION**  
**Budget Authority by Object Class**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Compensation	2,981,000	3,118,000	3,363,000	245,000
12 - Personnel Benefits	827,000	863,000	927,000	64,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>3,808,000</i></b>	<b><i>3,981,000</i></b>	<b><i>4,290,000</i></b>	<b><i>309,000</i></b>
21 - Travel, Transp. of Persons	10,000	10,000	10,000	0
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	12,000	12,000	12,000	0
31 - Equipment	9,000	9,000	9,000	0
<b><i>Subtotal Non- Personnel Services</i></b>	<b><i>31,000</i></b>	<b><i>31,000</i></b>	<b><i>31,000</i></b>	<b><i>0</i></b>
<b>TOTAL</b>	<b>3,839,000</b>	<b>4,012,000</b>	<b>4,321,000</b>	<b>309,000</b>
FTE	23	23	24	1

Table 4  
**HUMAN RESOURCES DIVISION**  
**Detail, Difference FY 2023/2024**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Compensation	Current Position WIG	23	19,000	
	Current Position COLA	23	153,000	
	Administrative Assistant	1	73,000	
	<i>Subtotal 11</i>			<i>245,000</i>
12 - Personnel Benefits	Current Position WIG	23	5,000	
	Current Position COLA	23	40,000	
	Administrative Assistant	1	19,000	
	<i>Subtotal 12</i>			<i>64,000</i>
	<b><i>Subtotal Personnel Services</i></b>			<b><i>309,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service				
26 - Supplies & Materials				
31 - Equipment				
	<b><i>Subtotal Non-Personnel Services</i></b>			<b><i>0</i></b>
<b>Total</b>		<b>24</b>		<b>309,000</b>

Table 5  
**HUMAN RESOURCES DIVISION**  
**Detail of Full-Time Equivalent Employment**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>
JS-3			
JS-4			
JS-5			
JS-6			
JS-7	2	2	2
JS-8			
JS-9	2	2	3
JS-10			
JS-11	1	1	1
JS-12	6	6	6
JS-13	5	5	5
JS-14	5	5	5
JS-15	1	1	1
CEMS			
CES	1	1	1
<b>Total Salary</b>	<b>2,981,000</b>	<b>3,118,000</b>	<b>3,363,000</b>
Total FTEs	23	23	24

**DISTRICT OF COLUMBIA COURT SYSTEM  
INFORMATION TECHNOLOGY DIVISION**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference FY 2023/2024</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
76	14,456,000	81	16,486,000	83	19,362,000	2	2,876,000

The Information Technology (IT) Division acquires, develops, implements, administers, and secures the D.C. Courts’ information and technology systems. Its responsibilities are carried out under the direction of the Chief Information Officer by a program management office and quality assurance and operations branches that develop applications, administer computer networks, administer databases and applications, oversee information security, provide customer service support to end users, and ensure continuity of operations.

**Mission Statement**

To provide agile, resilient, innovative, reliable, and responsive technology solutions to support the work of the D.C. Courts.

**Vision Statement**

Be *service minded* achieving positive results, *forward thinkers* in technology so that the Courts can implement justice timely, fairly, and to all, and display *excellence* in everything we do.

**Guiding Principles**

- Customer/User Experience Focus – Design and deliver information technology services that puts the needs of customers and users first,
- Confidentiality, Integrity, and Availability of Information – Enhanced security, quality, availability, and delivery of information
- Innovation – Foster innovation and adoption of new technologies
- Efficiency – Increase efficiency, transparency and accountability of information technology
- Value – Provide business value to all users and stakeholders.

**Introduction**

The Information Technology Division in the years to come will become more digital, innovation, and cybersecurity focused. Digital transformation is the continuous process by which the Courts adapt to or drive strategic changes in their services by leveraging digital competencies to deliver information systems services and support to all other court divisions. Some of the Division’s major services include:

- Implementing the new case management system for the DC Superior Court that provides improved access to justice, case initiation and processing, judicial decision-making, case financial management, and data exchange with other federal and local agencies.

- Implementing the online dispute resolution system for the DC Superior Court which uses technology to facilitate the resolution of disputes between parties.
- Supporting the D.C. Courts' jury management, case management, financial/payroll management, procurement management, and human resources management through automation of business processes.
- Enabling computer-based data exchange among District of Columbia criminal and juvenile justice agencies.
- Protecting court information and assets from cyber threats and other risks, both internal and external.
- Managing court-wide, computer-based office automation and Internet connectivity through a wide-area network.
- Maintaining and supporting web-based and client/server information systems.
- Identifying new technologies to assist the continuous improvement of court operations.
- Maintaining and supporting courtroom and enterprise-wide audio and video applications.
- Managing and supporting the Courts' website, intranet, and Internet applications.

### **Organizational Background**

The Information Technology Division has seven primary responsibilities in support of court operations:

- *General Workstation and End-User Support* consists of selecting, configuring, ordering, implementing, and maintaining desktop and portable computers, software, and all peripherals that support the Courts' end-user community.
- *Servers and Group Services Support* consists of server management, operating system maintenance, optimization of servers that deliver the court-wide applications and data storage repository services that host the Courts' mission critical case information. Additional areas include maintaining and monitoring e-mail, calendaring, enterprise data storage, the Courts' Internet and intranet websites, enterprise databases and data warehouse, streaming video, and backup services throughout the Courts' campus.
- *Courts' Case Management Applications Support* involves the daily administration, maintenance, and monitoring tasks associated with the case management systems. User access is managed, notices and calendars are printed, judicial proceedings are recorded, and management reports are produced.
- *Office Automation Support and Development* consists of providing requirements gathering, business process re-engineering, and applications development to streamline the Courts' business processes and enhance public access.
- *Information Exchange* consists of providing software interfaces between the Courts' case management systems and other agency case management systems that automate the data exchange among justice agencies; and provide tools to disseminate court information to the public through reports, public use terminals, kiosks, and the Courts' Internet website.
- *Information Security* involves protecting the Courts' information and information systems from unauthorized access, use, disclosure, disruption, modification, and/or destruction.
- *Courtroom Technology* enhances the judicial process through the use of electronic equipment, electronic documentation display, enhanced sound systems, integrated audio,

multimedia presentations, teleconferencing, video evidence presentation, video recordings, and videoconferencing.

### **IT Strategic Plan and Measures**

To support the D.C. Courts' mission, in February 2018, the Information Technology Division released a new five-year IT Strategic Plan that is closely aligned with the D.C. Courts Strategic Plan. This Plan outlines how IT will achieve its goals of using an engaged IT workforce to provide best in class technology platform, enhanced information security, innovative business process and case management system, access to information, decision-making support, and customer satisfaction.



Each fiscal year, the Information Technology Division develops a Management Action Plan (MAP) that provides both short-term and long-term strategic roadmaps for the initiatives derived from the IT Strategic Plan. The MAP includes specific objectives, timelines, and provides performance measures and key performance indicators to assess how well the goals are being accomplished. While performance measures are branch level metrics, key performance indicators are tracked at the division level.

### **Operational Effectiveness**

To improve its operational efficiency and effectiveness, the Information Technology Division manages all major IT operations and projects following industry best practices, including the



Software Engineering Institute’s Capability Maturity Model – Integration (CMMI), and the Information Technology Infrastructure Library (ITIL v4) methodologies.

The IT Strategic Plan serves as a valuable management tool and an effective communication vehicle. The Information Technology Division uses this Plan to guide budget planning, prioritize initiatives, control project execution, and communicate among the Information Technology Division and its customers and stakeholders.

Governing these complex initiatives, the Information Technology Division’s directives and initiatives are approved through an IT Steering Committee with the participation of the Courts’ judiciary and senior management. The IT Steering Committee meets monthly and reviews major IT projects and policies/directives regarding business alignment, effective IT strategic planning and IT performance.

The IT Enterprise Architecture Board (EAB) consists of a cross-section of technology experts who assess, evaluate, and recommend new technologies that will meet the D.C. Courts’ current and future needs and will result in measurable returns on investments. The EAB also establishes and documents the current and future technology architecture. The EAB is chaired by the Chief Technology Officer and complements the Information Technology Steering Committee (ITSC) by providing advice in establishing technology standards, planning IT investments, and evaluating new technologies.

The IT Change Advisory Board (CAB) consists of a cross-section of Information Technology Division professionals who assess, evaluate, and recommend a course of action (i.e. approval or rejection) for requested configuration changes to the Courts’ production systems. The CAB is chaired by the Information Technology Division Change Manager and operates with the goal of maintaining the quality of services provided to the Courts’ end users, adhering to the Courts’ IT architecture, and maximizing the interoperability, reliability, availability, and security of the Courts’ information systems.

### **Recent Achievements and Highlights**

**Superior Court New Case Management (IJIS2).** The Court continued to work toward the goal of implementing into production its hosted trial case management system (IJIS2). The “future state” business processes are largely complete across the following primary areas: case initiation, case processing, hearings/calendars, financials, and dispositions. The Court has also invested significant resources toward custom reports development, forms/templates automated workflow designs for court-wide processes, and robust electronic interface exchanges with third-party systems and agency partners.

The Court has successfully conducted User Acceptance Testing for 98% of the Phase 1 non-charged based cases such as Civil, Probate, Tax, Multi-Door Dispute Resolution, and the Auditor Master’s Office and is preparing for End User Training scheduled in July and August. A revised go-live schedule has been set for fall 2022.

Activities for Phase 2 are also in progress. This phase focuses on charge-based case types managed in the Criminal, Domestic Violence, and Family Court. Approximately 75% of the Future State business process documentation is completed, and User Acceptance Testing is underway. The tentative go-live date for Phase 2 is early 2023.

Ancillary activities such as finance, interpreter services, and transcript management are included in each phase. Electronic data exchange, including electronic filing and public access and business intelligence/data warehouse integrations, are integrated into each phase.

**Court of Appeals/Superior Court Electronic Data Exchange.** In late 2020 the Court of Appeals and the Superior Court began defining the business and technical requirements necessary to implement a bi-directional integration between the Court of Appeal's Case Management Software, C-Track, and the Superior Court's new case management system. The integration will support data transmission pertaining to an appeal, such as events and documents, including Superior Court transcripts. Working with the C-Track vendor, Thomson Reuters Case Management System (TRCMS), the court team conducted User Acceptance of the initial interface version in March 2022. All testing was successful, but the team identified two additional enhancements to provide a more complete solution. TRCMS is developing these additional capabilities and is targeting delivery in the summer of 2022.

**Court of Appeals Public Access to Documents.** As an enhancement to the DCCA's existing C-Track and E-Filing solutions, certain documents are viewable publicly. The IT Division completed the technical implementation of the DCCA initiative that enables the court to select case documents and make them available to the public, attorneys, and pro se litigants. Public access to court documents went live during August 2022.

**Forms Help Online - Interactive Interview Forms.** The Court completed another phase of interviews for the Domestic Violence Division, Civil Division, and Crime Victim's Office of the Superior Court. This phase included enhancements to the existing Criminal Protection Order Petition and Affidavit and the design and development of three new interviews for the following: Anti-Stalking Petition and Affidavit; Civil Writ Motion for Exemption; and the CCAN Appointment Counsel Eligibility Form. All have been successfully deployed to the Courts' Forms Help Online portal.

**Business Intelligence (BI) Solution - New Implementations and Enhancements.** In November 2021, the BI team delivered a version of the dashboard feature and enhancements to the D.C. Court of Appeals' Chief Judge, using the new **Power BI Platform accessible via the Microsoft Azure Cloud.** The integration of the court enterprise data warehouse with the cloud visualization tool will enhance the Court's decision-making capabilities. The Power BI Dashboard and Mobile App tools have been utilized to deliver critical reports and statistics on the Courts' COVID-19 Vaccination compliance protocols. The team has also migrated the D.C. Superior Court Chief Judge's Dashboard and the Defender Services Branch dashboards from on-premise Oracle BI to Power BI.

**Microsoft Defender for Microsoft 365.** In October 2021, the IT division migrated the email filter from Cisco Cloud Email Security (CES) to Microsoft Defender. Microsoft Defender offers

comprehensive protection for email and Microsoft cloud services and seamlessly integrated threat protection against attacks across Microsoft 365 suite.

### **ITIL - Service Asset & Configuration Management (SACM) and Cherwell**

**Improvements.** In October 2021, the IT division completed implementation of the SACM system. This resulted in more effective and efficient management of configuration items which are primarily court-wide IT hardware assets including: PCs, laptops, iPads, cell phones, servers, network switches, etc. Implementation of the SACM standardized the processes for managing configuration items across the D.C. Courts. Additional enhancements were also made to the Courts' Cherwell system to better manage end-user requests for IT services.

**Federal Information Security Management Act (FISMA) Compliance Project.** As part of the Courts' internal financial audit effort, in early 2019, the Budget and Finance Division and the IT Division initiated the FISMA Compliance Project. With contracted support, the IT Division completed 12 critical projects to enhance governance. To further expedite the closure of the remaining items beyond the 12 critical projects, the IT Division augmented its staff to remediate the findings associated with four areas: Identity and Access Management, Data Security, Infrastructure, and Network. Currently, the IT Division is in Phase IV: Staff Augmentation Remediation Support, and at its conclusion will move into Phase V: Perform Security Assessment, and end with Phase VI: Prepare Security Authorization Package. The project concluded with the Courts being compliant with FISMA and implementing a comprehensive System Security Plan with an *Authorization to Operate (ATO)*.

**Project & Portfolio Management Solution.** This implementation concluded in May 2022. The solution will assist the IT Division by managing project documents in a centralized location for knowledge-sharing and historical purposes, project prioritization, and, process improvement.

**Court of Appeals Hybrid Oral Arguments.** Currently all Court of Appeals oral arguments are hosted on Zoom and streamed live to YouTube. The IT Division is working with the court staff to conduct hybrid oral arguments beginning in September 2022. IT has installed the cameras and equipment needed to allow the internet streaming of oral arguments with judges and/or litigants participating either in person or remotely.

**Court of Appeals Appellate Voting Solution.** In March 2022, the IT Division developed and deployed to MS Azure Cloud an Automated Voting Solution (AVS) using best in class Microsoft cloud solutions. The solution allows DCCA C-Track panel judges to vote on motions and petitions electronically. This process enables staff to capture the votes, send out automated reminders to judges on the panel, communicate and share voting-related information and collaborate with panel members through a central platform anytime and from any device. The tool has built in security controls to ensure the data is secure through pre-defined roles and responsibilities in the app.

**Mobile App Language Access:** The Language Access Committee requested that the DC Courts Mobile App be updated so that information for language translation is readily available to app users. IT worked closely with the Language Access Committee to gather requirements and offer recommendations and information on best practices. IT added a Language Assistance button to

the DC Courts mobile app's initial landing page, and users can now select their preferred language. Users are provided with information and links to several resources and services the DC Courts provide in their preferred language.

**Other IT Infrastructure Upgrades:** In February 2022, the IT Division completed the hardware refresh project by migrating old physical servers to virtual servers and upgrading to new servers, reducing the physical footprint in the Courts' data center by more than 75%. The IT Division used server clustering technologies to cluster the physical servers to host the virtual servers, providing high availability and shorter maintenance time.

The IT Division reconfigured courtroom audio equipment to allow jury selection and trials to be held in the designated courtrooms instead of an alternative location. The reconfiguration also increased the audio quality for hybrid matters for the remote participants and court reporters.

### **FY 2024 Request**

In FY 2024, the Courts request \$19,362,000 for the IT Division, an increase of \$2,876,000 (17%) above the FY 2023 Enacted Budget. The requested increase includes \$844,000 for 1 FTE and software to strengthen information security, \$122,000 for 1 FTE to enhance IT customer support services, \$1,200,000 for a new system to manage compensation payments to victims of violent crime, and \$710,000 for built-in cost increases.

### ***Strengthening Information Security***

***IT Specialist--System Administrator (virtualization), 1 FTE (JS-13), \$144,000***

Introduction. To keep pace with technology industry standards for information security, funding is required for an additional staff and software to mitigate security risks and protect court information and information systems. The Courts rely on technology to support day-to-day operations and ensure public access to information and services.

Problem Statement. The Courts face persistent and increasingly sophisticated malicious cyber-attacks that also threaten the public sector, private sector, and the entire federal government. The Courts must improve its efforts to identify, deter, protect against, detect, and respond to these actions and actors. To guard against these attacks, the Courts must adapt to the continuously changing threat environment, ensure its products are built and operate securely, and partner with other agencies to foster a more secure cyberspace. Additionally, the Courts must protect and secure its computer systems, whether they are cloud-based, on-premises, or hybrid.

### **Security Information and Event Management (SIEM)**

With the rise in remote work, the Courts require a high level of visibility to mitigate network risks from outside the traditional network perimeter. Security Information and Event Management (SIEM) solutions track all network activity across all users, devices, and applications, significantly improving transparency across the entire infrastructure and detecting threats regardless of where digital assets and services are being accessed. A SIEM solution will allow the Courts to efficiently collect and analyze log data from all digital assets in one place. This provides the IT Division with the ability to recreate past incidents or analyze new ones and

to investigate suspicious activity and implement more effective security processes, thereby mitigating security risks.

The Courts currently do not have a SIEM solution which is a requirement for the National Institute of Standards and Technology (NIST) Cybersecurity Framework, Federal Information Security Management Act (FISMA), and Payment Card Industry Data Security standard (PCI-DSS) compliance. SIEM benefits include attack detection, data aggregation, event correlation, alerting, compliance, and forensic analysis. Implementing a SIEM will allow the Courts to respond quicker to security events, catch attacks earlier, and enhance the Courts' security protection.

#### System Administrator (Virtualization)

The Courts expanded desktop virtualization to over 90% of court employees. The VDI environment is used to support courtroom operations and the work of court employees. The IT Division initially implemented Virtual Desktop Infrastructure (VDI) and Server Virtualization in 2015, and in 2017, the Courts added another VDI environment at the Courts' disaster recovery site as part of the Continuity of Operations Plan (COOP). VDI and server virtualization are cutting-edge technology that provides security, standardization, and mobilization for desktops.

The IT Division currently has one System Administrator managing over 1,800 Virtual Desktops located at court facilities and the COOP site and over 50 servers and load balancers. The increased volume of cyber-attacks places the Courts at risk by having one staff manage this complex environment. An additional System Administrator is necessary to reduce the risk of cyber intrusion into the Courts' VDI environment, and to ensure the environment complies with industry best practices and standards.

Relationship to Court Mission and Goals. The SIEM purchase and the additional IT security staff will assist the Courts to meet its Strategic Goal IV: Resilient and Responsive Technology by implementing safeguards to prevent or reduce the number of security incidents through continuous event and incident monitoring, timely response to potential security threats, and strengthened internal security controls.

Relationship to Divisional Objectives. A core function of the Courts' IT Division is to maintain the availability, confidentiality, and integrity of court information and systems against all threats. Purchasing the SIEM solution and hiring a System Administrator will allow the IT Division to meet three of its strategic objectives which are:

- Best in Class Technology Platform
- Enhanced Information Security
- Access to Information

Relationship to Existing Funding. Funding for the SIEM purchase and an additional IT staff are not currently available in the Courts' budget.

Methodology. The Information Technology Security Division will follow the Courts' Procurement Guidelines to procure SIEM as well as industry best practices, regulations and the

Courts' IT Security Directives and Procedures during SIEM implementation. The Systems Administrator position was graded in accordance with the Courts' position classification standards.

Expenditure Plan. Funding will be used to purchase a SIEM to allow the Courts to comply with the NIST Cybersecurity Framework, FISMA, and PCI-DSS requirements and provide enhanced security. Also, funds will be used to hire the System Administrator in accordance with the Courts' Personnel Policies.

Performance Indicators. The success of this effort will result in providing a more secure information technology infrastructure. Measures of success follow: efficient identification and detection of all potential threats, responding effectively to the threats, protecting against all potential threats, and recovering from successful attacks against the Courts' environment.

### ***Enhancing IT Services***

#### ***Customer Service Technician, Tier 2, 1 FTE (JS 11/12) \$112,000***

Problem Statement. The Information Technology customer service area is the critical frontline that judges, courtroom clerks, and other end users utilize when experiencing issues and difficulties in chambers, courtrooms, and other areas using the Courts' technology systems. Over the years, the Courts have provided mobile technologies to judicial officers, senior court managers, and teleworkers. The customer service area has been gradually experiencing a degradation of services they provide to the end-user community. The decline in service directly results from increased call volume, requiring timely resolution of hardware and software issues. As a result of insufficient staffing, Tier 1 technicians who are solely tasked with answering the initial calls, assessing the severity of the issue, and documenting the calls are often required to assist in tasks that cause them to leave the call area physically. The Tier 2 and 3 technicians assist in answering calls during high volume periods but are required to perform desk-side repairs and resolutions throughout the enterprise frequently. In addition to this current staffing shortage, the customer service area has been tasked with the physical movement of the end-user workstations and peripherals resulting from the Courts' renovation project. This project requires the physical migration of court staff throughout the court buildings. As a result of this increased call volume and associated duties, the IT Division requests funding for one Tier 2 Technician. The addition of this technician will significantly improve the customer service level by providing an additional staff with the requisite skills to handle the ever-increasing service request volume the division is currently experiencing.

Relationship to Court Mission and Goals: Hiring a Customer Service Technician will assist the D.C. Courts in promptly meeting the timely administration of justice through effective and efficient technical support, thereby increasing the efficiency of court operations.

Relationship to Divisional Objectives. The Customer Service Technician position will allow the Information Technology Division to meet four of its strategic objectives, which are:

- Best in Class Technology Platform
- Enhanced Information Security

- Decision-Making Support
- Customer Satisfaction

Relationship to Existing Funding. Funding for the Customer Service Tier 2 Technician is currently not available in the Courts' budget.

Methodology. The Information Technology Division will follow the Information Technology Infrastructure Library (ITIL) framework to develop and deploy new services.

Expenditure Plan. Funds will be allocated to hire the Customer Service Tier 2 Technician in accordance with the Courts' Personnel Policies.

Performance Indicators. Success of the initiative will be measured by the percent of customers satisfied with IT overall services, percent of calls answered, percent of tickets resolved within Service Level Agreements, and a reduction in the time to resolve service requests.

### ***New Claims Management System for Crime Victims Compensation Program, \$1,200,000***

Problem Statement. The Crime Victims Compensation Program (CVCP) processes over 2,100 applications and approximately 3,472 payment transactions per year, which equates to more than \$5.3 million in payments to victims of violent crime. The current Claims Management System (CAS) was purchased in 2010 and is reaching the end of its useful life. The Program seeks to expand the use of technology and explore opportunities to improve the management of claims and enhance the stakeholder experience, including but not limited to decreasing processing time, enhancing workflow, improving customer accessibility and communication, and enhancing the overall efficiency and consistency of operations and services rendered. To meet these objectives and other operational needs, the Program requests a new state-of-the-art case management system with functionality to better meet the operational requirements of the Program, improve access to information, and enhance the customer experience. Technology solutions needed by the Program include, but are not limited to:

- An improved interactive system to provide 24/7 access to information to claimants and other stakeholders, including the ability to confirm status of claims through a customer portal. Thereby enhancing customer experience, accessibility, and flexibility, during and after normal business hours.
- Integration of CVCP claims management information with the Courts' case management system and business intelligence system to improve accessibility to data, quality of information, and accuracy of statistical reporting. The CVCP's current claims management system is not fully integrated with these systems, therefore causing some challenges with the accuracy of the data collected.
- Electronic notification capabilities that can be accessed over multiple platforms; thereby, enhancing communication options between the Program and stakeholders, reducing response times, and informing the claimant of the status of the claim.

- Functionality to improve overall customer service and enhance operational efficiencies, through utilization of resilient and responsive technology, which results in expedited processing times, and accuracy of statistical reporting.

Relationship to Court Mission and Goals. This request supports the D.C. Courts’ Strategic Goal I, Access to Justice for All, by increasing service availability, expanding online assistance and information, and minimizing wait times and delays for court participants. Also, Strategic Goal II, Fair and Timely Case Resolution through an innovative approach to case management.

Relationship to Divisional Objectives. The enhanced Claims Management System implementation will allow the CVCP to meet its strategic Goal # 4, Innovative Business Process and Case Management.

Relationship to Existing Funding. Funding for this system implementation is not currently available in the Courts’ budget.

Methodology. Cost is determined through market research on Claims Management Systems capable of meeting the requirements established by the CVCP.

Expenditure Plan. Claims Management System can be cloud-based service that charges a fixed year price or on-premises. These options provide a very predictable expenditure model that stays consistent from one fiscal year to the next.

Performance Indicators. The following performance indicators will measure the success of this initiative:

- Improved user satisfaction. CVCP will be able to reduce wait times and provide better services to the claimants and other stakeholders and faster resolution of claims through enhanced technologies. The Program will improve service through enhanced use of technology and the implementation of best practices for claims processing.

Table 1  
**INFORMATION TECHNOLOGY DIVISION**  
**New Positions Requested**

<b>Position</b>	<b>Grade</b>	<b>Number</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total Personnel Costs</b>
IT Specialist-System Administrator (Virtualization)	13	1	122,000	32,000	154,000
Customer Service Technician, Tier 2	11/12	1	89,000	23,000	112,000
<b>Total</b>		<b>2</b>	<b>211,000</b>	<b>55,000</b>	<b>266,000</b>



Table 2  
**INFORMATION TECHNOLOGY DIVISION**  
**Budget Authority by Object Class**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Compensation	8,207,000	9,024,000	9,707,000	683,000
12 - Personnel Benefits	2,279,000	2,493,000	2,671,000	178,000
<b><i>Subtotal Personal Services</i></b>	<b><i>10,486,000</i></b>	<b><i>11,517,000</i></b>	<b><i>12,378,000</i></b>	<b><i>861,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	434,000	443,000	453,000	10,000
24 - Printing & Reproduction	28,000	29,000	30,000	1,000
25 - Other Services	2,918,000	3,896,000	5,886,000	1,990,000
26 - Supplies & Materials	173,000	176,000	180,000	4,000
31 - Equipment	417,000	425,000	435,000	10,000
<b><i>Subtotal Non-Personal Services</i></b>	<b><i>3,970,000</i></b>	<b><i>4,969,000</i></b>	<b><i>6,984,000</i></b>	<b><i>2,015,000</i></b>
<b>TOTAL</b>	<b>14,456,000</b>	<b>16,486,000</b>	<b>19,362,000</b>	<b>2,876,000</b>
FTE	76	81	83	2

Table 3  
**INFORMATION TECHNOLOGY DIVISION**  
**Detail, Difference FY 2023/2024**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Compensation	Current Position WIG	81	29,000	
	Current Position COLA	81	443,000	
	IT Specialist-System Administrator	1	122,000	
	Customer Service Technician, Tier 2	1	89,000	
<b><i>Subtotal 11</i></b>				<b><i>683,000</i></b>
12 - Personnel Benefits	Current Position WIG	81	8,000	
	Current Position COLA	81	115,000	
	IT Specialist-System Administrator	1	32,000	
	Customer Service Technician, Tier 2	1	23,000	
<b><i>Subtotal 12</i></b>				<b><i>178,000</i></b>
<b><i>Subtotal Personnel Services</i></b>				<b><i>861,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Comm. & Utilities	Built-in Increases		10,000	
24 - Printing & Reproduction	Built-in Increases		1,000	
25 - Other Service	Built-in Increases		90,000	
	New Claims Management System		1,200,000	
	Security Information and Event Management System (SIEM)		700,000	
<b><i>Subtotal 25</i></b>				<b><i>1,990,000</i></b>
26 - Supplies & Materials	Built-in Increases		4,000	
31 - Equipment	Built-in Increases		10,000	
<b><i>Subtotal Non-Personnel Services</i></b>				<b><i>2,015,000</i></b>
<b>Total</b>		<b>83</b>		<b>2,876,000</b>

Table 4  
**INFORMATION TECHNOLOGY DIVISION**  
**Detail of Full-Time Equivalent Employment**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>
JS-6			
JS-7			
JS-8	7	7	7
JS-9			
JS-10	5	5	5
JS-11	8	11	12
JS-12	5	5	5
JS-13	37	39	40
JS-14	11	11	11
JS-15			
CEMS	2	2	2
CES	1	1	1
<b>Total Salary</b>	<b>8,207,000</b>	<b>9,024,000</b>	<b>9,707,000</b>
Total FTEs	76	81	83

**DISTRICT OF COLUMBIA COURT SYSTEM  
OFFICE OF THE GENERAL COUNSEL DIVISION**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference FY 2023/2024</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
5	849,000	5	887,000	7	1,242,000	2	355,000

**Mission and Organizational Background**

The Office of the General Counsel (OGC or Office) performs a broad spectrum of advisory legal functions for the D.C. Courts. The D.C. Courts’ goals and objectives are dynamically designed to support the ever-changing needs of the D.C. community, the Courts’ constituencies, and its criminal justice partners. OGC’s ability to meet the challenging legal needs of the Courts is the top expectation of the Courts’ principal stakeholders: the Joint Committee on Judicial Administration and officials and managers of the Court of Appeals, Superior Court, and Court System. As such, this is OGC’s top priority.

OGC’s many responsibilities include, but are not limited to, drafting and analyzing proposed legislation, reviewing contracts and interagency agreements, performing legal research, providing legal advice and guidance, and drafting and interpreting Courts’ policies. Additionally, OGC advises and supports the Court of Appeals and Superior Court Rules Committees, the Board of Judges, and nearly a dozen rules advisory committees. OGC also serves and leads numerous D.C. Courts’ standing and ad hoc committees and working groups, as assigned by the Courts’ management.

In addition, the Office provides legal advice in disciplinary matters and legal representation in corrective action and unemployment compensation hearings. OGC also supports our outside counsel, the Office of the Attorney General for the District of Columbia, in litigation against the Courts and matters in which the Courts have an interest. Among other things, OGC is also charged with protecting the statutorily confidential records of the D.C. Courts from improper and unnecessary disclosure.

**Objectives and Key Performance Indicators**

OGC’s objectives are to provide accurate, responsive, and timely legal research and advice by: (1) preparing memoranda of law; (2) analyzing pending or proposed legislation; (3) reviewing policies, contracts, and agreements; (3) drafting temporary and final rules and Administrative Orders for the Court of Appeals and Superior Court,, and promptly publishing and distributing them to the Bar, general public, Courts committees and working groups to facilitate access to justice and other court priorities; (4) assisting managers and employees who are subpoenaed to testify or produce court documents; (5) advising managers on employee corrective actions; and (6) representing the Courts in disciplinary hearings before independent hearing officers. Key performance indicators consist of the accuracy, responsiveness, and timeliness of the Office’s oral and written legal advice and related services.

## **Relationship to Court Mission and Goals**

The Office of General Counsel's legal advice and services are vital to accomplishing the Courts' goals of promoting effective court management and administration, by ensuring that: (a) court rules, regulations, and procedures are up-to-date and amendments are promulgated promptly; (b) proposed legislation and court policies are recommended and drafted; (c) court management receives effective representation in administrative hearings involving employee discipline; (d) the Courts' interests are protected in contracts and agreements; (e) statutory confidentiality of court records and proceedings is preserved; (f) employment and pay issues involving legal questions are fairly and swiftly resolved; and (g) liaison contacts are established and maintained with the Government Accountability Office, Department of the Treasury, the Department of the Interior, and the Office of the Attorney General of the District of Columbia for legal matters affecting the administration of the D.C. Courts.

## **FY 2024 Request**

In FY 2024, the Courts' request for the Office of General Counsel (OGC) is \$1,242,000, an increase of \$355,000 (40%) above the FY 2023 Enacted Budget. The requested increase includes \$301,000 for 2 FTEs to enhance compliance with legal requirements and \$54,000 for built-in cost increases.

### ***Enhancing Compliance with Legal Requirements, \$301,000***

***Assistant General Counsel- Rulemaking Process, 1 FTE (JS-13/14/15), \$207,000***

***Paralegal, 1 FTE (JS-9/10/11), \$94,000***

**Introduction Statement.** The Office of General Counsel requires an additional attorney and a paralegal to effectively support current and upcoming initiatives of the D.C. Courts, timely respond to legal inquiries from Courts' leadership and management, and ensure compliance with statutes, regulations, and court rules. The Office of General Counsel seeks an attorney to support the rulemaking process for the D.C. Court of Appeals, Superior Court, and various advisory rules committees and working groups. In addition, a paralegal is needed for litigation support, case management, and support of other Office of General Counsel duties and deliverables.

**Problem Statement.** The Office of General Counsel performs a broad spectrum of advisory legal functions, including analysis of pending legislation; drafting proposed legislation; reviewing contracts and inter-agency agreements; conducting legal research; and providing legal advice to judges, court management, and staffing committees responsible for rulemaking and policy interpretation.

With the limited number of attorneys currently available, it has become increasingly difficult for the Office to keep up with the demand for legal work from the D.C. Courts' leadership and the various court divisions. Delays in completing these tasks adversely impact the ability of the divisions to function efficiently and to achieve many of the goals set forth in the Strategic Plan, including Goal I: Access to Justice for All, Goal II: Fair and Timely Case Resolution, Goal IV: Resilient and Responsive Technology, and Goal V: Effective Court Management and Administration. Moreover, implementation of the Second Chance Amendment Act of 2021, the

Criminal Expungement Amendment Act of 2021, and the proposed Revised Criminal Code Act of 2021 (RCCA), a comprehensive revision of the D.C. criminal code, will require extensive changes to the Courts' Courts' rules and procedures.

To keep up with these changes and new requirements, OGC requires an attorney dedicated to the planning, logistical support, and management of the rulemaking process to ensure that Court rules are up-to-date. This position would provide expert advice and counsel to Judges and the Courts' rulemaking committees, and engage interested internal and external stakeholders. The rulemaking process is a time consuming, multi-stage process that includes informal input and consideration, legal research and drafting, formal Notice and Comment, promulgation, and implementation. To this end, the Courts actively encourage the submission of comments and alternative proposals from the bench, bar, individuals, organizations, partners, and stakeholders. The substantial impact of rules on the practice of law and the administration of justice in the District demands exacting and meticulous care in reviewing, amending, and drafting rules for both the D.C. Court of Appeals and Superior Court. If enacted, the legislation referenced above would also require significant changes to court rules and procedures following the iterative rulemaking process.

OGC has a need to improve and modernize its use of technology to support more efficient operations. To that end, OGC has digitized its hard copy records and launched a new platform to manage the collection, review, and production of discovery materials. OGC is also preparing to implement a new legal case tracking and management system for its legal matters and files. In addition, OGC plans to launch a rulemaking management system to provide critical organizational and process tracking for the development of court rules, forms, and procedures required to implement the Revised Criminal Code Act of 2021 and other legislation referenced above. The Office requires a dedicated paralegal to assist in drafting and supporting the associated new work processes, guidelines, and deliverables.

These additional positions are critically needed to ensure OGC's ability to fulfill its mission and objectives and best serve the needs of the D.C. Courts.

Relationship to the D.C. Courts' Vision, Mission, and Goals. The requested positions directly support the D.C. Courts' Strategic Plan Goal V: Effective Court Management and Administration.

Relationship to Divisional Objectives. This request supports the following divisional objectives: (1) the provision of timely and accurate legal advice, analysis and, drafting of memoranda of law, pending or proposed legislation, memoranda of understanding, and policies; (2) the provision of legal and administrative support for committees and working groups supporting key court initiatives, including those impacting access to justice and access to information such as language access; and (3) the provision of responsive legal advice and assistance to court managers and employees in cases where such personnel are subpoenaed to testify or provide documentation as to court-related matters.

Relationship to Existing Funding. Funding is not available to support these positions.

Methodology. The grade level and salary for the requested FTE is classified in accordance with the D.C. Courts’ Personnel Policies.

Expenditure Plan. The positions will be recruited and hired according to the D.C. Courts’ Personnel Policies and position classification standards.

Key Performance Indicators. The new positions would provide the Office of General Counsel with much needed expertise and support in legal matters and reduce the time required to provide accurate oral and written legal advice to D.C. Courts’ leadership, management, committees, and working groups, advancing the overall efficiency of court operations.

Table 1

**OFFICE OF THE GENERAL COUSEL  
New Positions Requested**

<b>Position</b>	<b>Grade</b>	<b>Number</b>	<b>Salary</b>	<b>Benefits</b>
Assistant General Counsel- Rulemaking Process	JS-13/14/15	1	170,000	37,000
Paralegal	JS-9/10/11	1	69,000	25,000
<b>Total</b>		<b>2</b>	<b>239,000</b>	<b>62,000</b>

Table 2

**OFFICE OF THE GENERAL COUNSEL  
Budget Authority by Object Class**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Compensation	650,000	680,000	962,000	282,000
12 - Personnel Benefits	183,000	191,000	264,000	73,000
<b>Subtotal Personnel Services</b>	<b>833,000</b>	<b>871,000</b>	<b>1,226,000</b>	<b>355,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	10,000	10,000	10,000	0
31 – Equipment	6,000	6,000	6,000	0
<b>Subtotal Non-Personnel Services</b>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>	<b>0</b>
<b>TOTAL</b>	<b>849,000</b>	<b>887,000</b>	<b>1,242,000</b>	<b>355,000</b>
FTE	5	5	7	2

Table 3  
**OFFICE OF THE GENERAL COUNSEL**  
**Detail, Difference FY 2023/2024**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Compensation	Current Position WIG	5	10,000	
	Current Position COLA	5	33,000	
	Assistant General Counsel	1	170,000	
	Paralegal	1	69,000	
<i>Subtotal 11</i>				<i>282,000</i>
12 - Personnel Benefits	Current Position WIG	5	3,000	
	Current Position COLA	5	8,000	
	Assistant General Counsel	1	37,000	
	Paralegal	1	25,000	
<i>Subtotal 12</i>				<i>73,000</i>
<b>Subtotal Personnel Services</b>				<b>355,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service				
26 - Supplies & Materials				
31 - Equipment				
<b>Subtotal Non-Personnel Services</b>				<b>0</b>
<b>Total</b>		<b>7</b>		<b>355,000</b>

Table 4  
**OFFICE OF THE GENERAL COUNSEL**  
**Detail of Full-Time Equivalent Employment**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>
JS-3			
JS-4			
JS-5			
JS-6			
JS-7			
JS-8			
JS-9			1
JS-10	1	1	1
JS-11			
JS-12			
JS-13			2
JS-14	2	2	2
JS-15	1	1	1
CEMS			
CES	1	1	1
<b>Total Salary</b>	<b>650,000</b>	<b>680,000</b>	<b>962,000</b>
Total FTEs	5	5	7

**DISTRICT OF COLUMBIA COURT SYSTEM  
STRATEGIC MANAGEMENT DIVISION**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference FY 2023/2024</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
10	1,674,000	10	1,749,000	10	1,847,000	0	98,000

**Mission Statement**

The Strategic Management Division provides innovative strategies and evidence-based information to develop policies, enhance the administration of justice, and improve the quality of services at the D.C. Courts.

**Introduction**

The Strategic Management Division provides strategic planning and development, grant acquisition and management, research and evaluation, performance measurement, policy and data analysis and business analytics services for the D.C. Courts. The Division leads and coordinates the Courts’ efforts to establish data collection and reporting standards, performance goals, strategies and metrics to achieve its mission to serve the public, and to enhance transparency and accountability to the public as the District’s judicial branch. The Division also undertakes research and analysis to provide data and information that will enhance evidence-based decision-making by the Courts and coordinates the provision of court data to justice system stakeholders in the District of Columbia and nationally.

**Organizational Function**

The Strategic Management Division directly supports Goal 5 of the Courts’ Strategic Plan, *Effective Court Management and Administration*. The Plan includes the following strategies to promote effective management and administration of the court system, thereby fostering trust and confidence in the Judicial Branch:

- *Enhance the quality and availability of court records and data.* The Strategic Management Division promotes the use of effective data quality practices across the courts. The Division leads the Courts’ data governance program to use data to inform operational decisions and achieve Strategic Plan goals. The Division collaborates with stewards of the courts’ data to enhance the quality of records and increase the availability of data analyses and automated reports to inform decision-making.
- *Implement results-based performance measures and publish performance reports.* The Strategic Management Division works with court leadership to enhance the reporting of approved organizational performance measures that align with the Strategic Plan for inclusion on a public-facing dashboard to promote transparency.



## **Division MAP Objectives**

The Strategic Management Division has the following multi-year MAP objectives:

1. To promote a results/outcome-based organizational culture including the institutionalization of performance standards, evidence-based decision-making, and reporting of results.
2. To lead the Courts' organizational performance measurement and management activities, systematically assessing court performance and making recommendations to court leadership to enhance court performance and service to the public;
3. To lead the Courts' data governance program to create a consistent enterprise view of data while leveraging it as a strategic asset to improve confidence and trust in data, make information accessible, understandable and reusable, ensure data security and privacy, promote information-sharing and reduce cost and duplication.
4. To ensure the D.C. Courts employ a robust and inclusive court-wide strategic planning process to develop and report key results for the Courts' five-year Strategic Plans;
5. To plan and facilitate strategy development/performance review sessions among court leaders by providing information and data, analyses, and recommendations regarding goals, performance measures, outcomes and results;
6. To conduct research and evaluation that is aligned with the Courts' strategic agenda and that meets the needs of court units;
7. To deliver just-in-time analyses, reports and recommendations that support informed judicial and executive decision-making;
8. To partner with external research organizations on research and evaluation initiatives to enhance the Courts' mission and goals;
9. To promote continuity and enhance data accuracy and reporting by coordinating data sharing and exchange with justice partners, researchers and the general public;
10. To lead and coordinate the Courts' grant-seeking activities to achieve strategic and operational goals;
11. To foster strategic development by working collaboratively with court units to conceptualize and design court improvement projects and new processes or services.

## **Accomplishments**

Selected accomplishments of the Strategic Management Division during this Fiscal Year are noted below:

- In collaboration with the Strategic Planning Leadership Council, developed a draft of the Courts' 2023-2027 Strategic Plan.
- Led the Courts' organizational performance measurement and management activities with courts/divisions to review and identify appropriate performance measures for core functions, operations and key results outlined in the Strategic Plan, as well as to report in the annual Congressional budget submission.
- Supported Superior Court Chief Judge's Performance Standards Workgroup comprised of judicial and divisions' leadership to enhance the quality of reporting on operational performance and case-related statistics.
- In collaboration with IT, co-led the Courts' Business Intelligence Program to enhance data quality and reporting for informed decision-making.
- Supported implementation of the IJIS2 case management system and co-facilitated multiple project teams, as well as provided technical guidance with data reporting requirements.
- Conducted research and analysis to support informed judicial and executive decision-making to include work on behalf of the Parole Working Group, Regulatory Reform, Criminal Code Reform, access to justice, reimagining court operations post-pandemic, remote hearings, surveys and other projects.
- Worked with justice agency partners, researchers, and other external agencies/organizations to facilitate the exchange of data for special projects, committee reporting, research studies, legal/informational briefings, applications, and publications;
- Worked with court units to compile annual caseload statistics and prepared the Courts' Statistical Summary, as well as to report case data to the National Center for State Courts.
- Worked with divisions to compile initiatives and innovative practices and prepared the Courts' Annual Report.
- Conducted outreach efforts to district government service agency providers to identify partners for the Justice Resource Center at the Courts.
- Collaborated with divisions to ensure compliance with federal grant reporting requirements.
- Collaborated with divisions to receive first-time funding to support problem-solving programs for family treatment court and eviction diversion.

### **Restructuring**

The Division routinely reviews projects and activities to ensure alignment with the Courts' Strategic Plan and works cross-functionally to optimize collaboration.

**Workload and Performance Measures**

The Strategic Management Division establishes and monitors performance metrics for its functional areas on a project by project basis, depending upon the particular goals and requirements of the work. Generally, the Division monitors the quality of work products in terms of: 1) accuracy; 2) responsiveness to requirements; 3) adherence to accepted professional standards and Division protocols; 4) adherence to management directives, in addition to quality measures the Division monitors; 5) the efficiency of resources used in completing deliverables; and 6) timeliness.

**FY 2024 Request**

In FY 2024, the Courts’ request for the Strategic Management is \$1,847,000, an increase of \$98,000 (6%) above the FY 2023 Enacted Budget. The requested increase consists of built-in cost increases.

Table 1  
**STRATEGIC MANAGEMENT DIVISION**  
**Budget Authority by Object Class**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Compensation	1,272,000	1,331,000	1,408,000	77,000
12 - Personnel Benefits	356,000	371,000	391,000	20,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>1,628,000</i></b>	<b><i>1,702,000</i></b>	<b><i>1,799,000</i></b>	<b><i>97,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	32,000	33,000	34,000	1,000
26 - Supplies & Materials	7,000	7,000	7,000	0
31 – Equipment	7,000	7,000	7,000	0
<b><i>Subtotal Non- Personnel Services</i></b>	<b><i>46,000</i></b>	<b><i>47,000</i></b>	<b><i>48,000</i></b>	<b><i>1,000</i></b>
<b>TOTAL</b>	<b>1,674,000</b>	<b>1,749,000</b>	<b>1,847,000</b>	<b>98,000</b>
FTE	10	10	10	0

Table 2  
**STRATEGIC MANAGEMENT DIVISION**  
**Detail, Difference FY 2023/2024**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Compensation	Current Position WIG	10	12,000	
	Current Position COLA	10	65,000	
<i>Subtotal 11</i>				<b>77,000</b>
12 - Personnel Benefits	Current Position WIG	10	3,000	
	Current Position COLA	10	17,000	
<i>Subtotal 12</i>				<b>20,000</b>
<b><i>Subtotal Personnel Services</i></b>				<b>97,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service	Built-in Increases			1,000
26 - Supplies & Materials				
31 - Equipment				
<b><i>Subtotal Non-Personnel Services</i></b>				<b>1,000</b>
<b>Total</b>		<b>10</b>		<b>98,000</b>

Table 3  
**STRATEGIC MANAGEMENT DIVISION**  
**Detail of Full-Time Equivalent Employment**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>
JS-3			
JS-4			
JS-5			
JS-6			
JS-7	1	1	1
JS-8			
JS-9			
JS-10	1	1	1
JS-11			
JS-12	1		
JS-13	2	3	3
JS-14	3	3	3
JS-15	1	1	1
CEMS			
CES	1	1	1
<b>Total Salary</b>	<b>1,272,000</b>	<b>1,331,000</b>	<b>1,408,000</b>
Total FTEs	10	10	10

**DISTRICT OF COLUMBIA COURT SYSTEM  
MANAGEMENT ACCOUNT**

<u>FY 2022 Enacted</u>		<u>FY 2023 Enacted</u>		<u>FY 2024 Request</u>		<u>Difference</u> <u>FY 2023/FY 2024</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
0	28,590,000	0	29,161,000	0	34,831,000	0	5,670,00

To capitalize on centralization of function and economies of scale, a variety of enterprise-wide expenses are consolidated in a “management account.” This fund supports courtwide contracts, and services, including financial services; procurement; telecommunications; utilities; security services as well as enterprise personnel costs such as subsidies for employee use of mass transit. This fund also includes replacement of equipment.

**FY 2024 Request**

In FY 2024, the D.C. Courts request for the Management Account is \$34,831,000 an increase of \$5,670,000 (19.4%) above the FY 2023 Enacted Budget. The requested increase consists entirely of built-in cost increases.

Table 1  
**MANAGEMENT ACCOUNT**  
**Budget Authority by Object Class**

	<b>FY 2022 Enacted</b>	<b>FY 2023 Enacted</b>	<b>FY 2024 Request</b>	<b>Difference FY 2023/2024</b>
11 - Personnel Compensation	275,000	284,000	294,000	10,000
12 - Personnel Benefits	278,000	280,000	283,000	3,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>553,000</i></b>	<b><i>564,000</i></b>	<b><i>577,000</i></b>	<b><i>13,000</i></b>
21 - Travel, Transp. of Persons	124,000	126,000	129,000	3,000
22 - Transportation of Things	6,000	6,000	6,000	0
23 - Rent, Comm. & Utilities	8,876,000	9,054,000	9,262,000	208,000
24 - Printing & Reproduction				
25 - Other Services	14,874,000	15,171,000	20,520,000	5,349,000
26 - Supplies & Materials	300,000	306,000	313,000	7,000
31 - Equipment	3,857,000	3,934,000	4,024,000	90,000
<b><i>Subtotal Non-Personnel Services</i></b>	<b><i>28,037,000</i></b>	<b><i>28,597,000</i></b>	<b><i>34,254,000</i></b>	<b><i>5,657,000</i></b>
<b>TOTAL</b>	<b>28,590,000</b>	<b>29,161,000</b>	<b>34,831,000</b>	<b>5,670,000</b>
FTE	0	0	0	0

Table 2  
**MANAGEMENT ACCOUNT**  
**Detail, Difference FY 2023/2024**

Object Class	Description of Request	FTE	Cost	Difference FY 2023/2024
11 - Personnel Compensation				
12 - Personnel Benefits	Built-in Increases			13,000
<b><i>Subtotal Personnel Services</i></b>				<b><i>13,000</i></b>
21 - Travel, Transp. of Persons	Built-in Increases			3,000
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	Built-in Increases			208,000
24 - Printing & Reproduction				
25 - Other Services	Built-in Increases			5,349,000
26 - Supplies & Materials	Built-in Increases			7,000
31 – Equipment	Built-in Increases			90,000
<b><i>Subtotal Non-personnel Services</i></b>				<b><i>5,657,000</i></b>
<b>Total</b>				<b>5,670,000</b>

**District of Columbia Courts  
FY 2024 Budget Request  
New Positions Requested by Grade**

<b>Position</b>	<b>Division</b>	<b>Grade</b>	<b>Number</b>	<b>Annual Salary</b>	<b>Benefits</b>	<b>Total Personnel Cost</b>
<b>SUPERIOR COURT</b>						
Civil Case Specialist	Civil Division	JS-11	2	160,000	42,000	202,000
Courtroom Clerk	Civil Division	JS-7/8/9	3	199,000	53,000	252,000
Claims Examiner Supervisor	Crime Victims Compensation Program	JS-13	1	114,000	30,000	144,000
Branch Chief	Domestic Violence Division	JS-13	1	114,000	30,000	144,000
Case Manager	Domestic Violence Division	JS-10	1	73,000	19,000	92,000
Custody Assessor	Family Court Operations Division	JS-11	1	80,000	21,000	101,000
Staff Mediator	Multi-Door Dispute Resolution Division	JS-12	1	97,000	25,000	122,000
Accountant	Office of Auditor Master	JS-11	1	80,000	21,000	101,000
Courtroom Clerk	Office of Auditor Master	JS-7/8/9	2	133,000	35,000	168,000
Auditor	Probate Division	JS-12	2	194,000	50,000	244,000
Social Worker	Probate Division	JS-9/11	2	160,000	42,000	202,000
Deputy Clerks	Special Operations Division	JS-6/7/8	2	114,000	29,000	143,000
Deputy Director	Special Operations Division	JS-15	1	159,000	41,000	200,000
Program Specialist	Special Operations Division	JS-10/11	1	80,000	21,000	101,000
<b><i>Superior Court Subtotal</i></b>			<b>21</b>	<b>1,757,000</b>	<b>459,000</b>	<b>2,216,000</b>

**COURT SYSTEM**

Facility Maintenance Engineer	Capital Projects and Facilities Management Division	JS-8/9/11	1	80,000	21,000	101,000
Facility Worker	Capital Projects and Facilities Management Division	JS-9	2	134,000	34,000	168,000
Court Navigators	Executive Office	JS-8/9	2	133,000	35,000	168,000
Justice Resource Center – Intake Specialist	Executive Office	JS-11	1	80,000	21,000	101,000
Administrative Assistant	Human Resources Division	JS-9/10	1	73,000	19,000	92,000
Customer Service Technician, Tier 2	Information Technology Division	JS-11/12	1	97,000	25,000	122,000
IT Specialist-System Administrator (Virtualization)	Information Technology Division	JS-13	1	114,000	30,000	144,000
Assistant General Counsel	Office of General Counsel	JS-13/14/15	1	159,000	41,000	200,000
Paralegal	Office of General Counsel	JS-9/10/11	1	80,000	21,000	101,000
<b><i>Court System Subtotal</i></b>			<b>11</b>	<b>950,000</b>	<b>247,000</b>	<b>1,197,000</b>
<b>D.C. COURTS TOTAL</b>			<b>32</b>	<b>2,707,000</b>	<b>706,000</b>	<b>3,413,000</b>



**DISTRICT OF COLUMBIA COURTS  
CAPITAL BUDGET**

District of Columbia Courts - Fiscal Year 2024 Budget Justification Summary (dollars in millions)	PY-1 and earlier	PY 2022	CY 2023	Full Budget Request BY 2024	BY+1 2025	BY+2 2026	2027 and beyond	Total, unfunded amounts (sum 2024 - beyond)
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<b>Renovations, Improvements &amp; Expansions</b>								
Historic Recorder of Deeds Restoration	0.00	7.00	27.79	15.95	0.00	0.00	0.00	15.95
Courtrooms and Judges Chambers	0.00	0.00	0.00	73.02	44.20	23.87	21.66	162.75
<i>Modernizing courtroom sets for ADA accessibility</i>	0.00	0.00	0.00	50.71	35.80	15.88	16.51	118.91
<i>Modernizing Judges' Chambers</i>	0.00	0.00	0.00	13.00	6.16	4.00	4.16	27.32
<i>Refreshing Courtrooms &amp; Chambers for Continuity of Operations</i>	0.00	0.00	0.00	9.31	2.24	3.99	0.99	16.52
Campus Security, Signage & Lighting	9.15	0.00	0.00	13.40	0.00	0.00	0.00	13.40
<i>Securing the Northeast Block of Campus</i>	0.00	0.00	0.00	7.03	0.00	0.00	0.00	7.03
<i>Securing the Northwest Block of Campus</i>	0.00	0.00	0.00	6.37	0.00	0.00	0.00	6.37
Life Safety and Code Compliance Upgrades	8.25	0.00	3.09	3.15	5.64	5.86	6.09	20.74
<b>Subtotal</b>	<b>17.40</b>	<b>7.00</b>	<b>30.88</b>	<b>105.52</b>	<b>49.83</b>	<b>29.73</b>	<b>27.76</b>	<b>212.84</b>

<b>Maintain Existing Infrastructure*</b>								
HVAC, Electrical and Plumbing Upgrades	0.00	2.87	0.00	26.91	11.07	10.73	11.16	59.87
Fire and Security Alarm Systems	0.00	2.07	0.00	6.30	4.50	2.84	2.95	16.59
General Repair Projects	9.45	12.01	10.88	26.77	15.52	15.06	15.66	73.01
Restoration of the Historic Courthouse	0.00	0.00	0.00	5.78	2.21	2.26	2.35	12.60
Technology Infrastructure	2.00	2.00	4.99	5.30	5.62	5.85	6.08	23.08
<b>Subtotal</b>	<b>11.45</b>	<b>18.95</b>	<b>15.87</b>	<b>71.06</b>	<b>38.92</b>	<b>36.74</b>	<b>38.21</b>	<b>184.93</b>

<b>Projects Not Requiring Funding in FY 2024</b>								
Migration from Gallery Place	30.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>BUDGET YEAR SUBMISSION TOTAL</b>	<b>-</b>	<b>25.95</b>	<b>46.75</b>	<b>176.58</b>	<b>88.76</b>	<b>66.47</b>	<b>65.97</b>	<b>397.77</b>

\* PY-1 and earlier figures represent one year of funding, as these are ongoing projects.

## Introduction: D.C. Courts Fiscal Year 2024 Capital Budget Request

The District of Columbia Courts operate one of the busiest courthouse complexes in the country, processing over 100,000 cases each year, employing approximately 1,400 personnel and accommodating hundreds of employees of Federal and local agencies who are located on the court campus—all who directly serve the public, process court cases, and provide administrative support. On a daily basis, pre-pandemic, between 10,000 and 15,000 persons visited the D.C. Courts, and between 200 and 400 prisoners were processed into the H. Carl Moultrie I Courthouse. To meet the demands of high-traffic and heavy public use, the D.C. Courts' facilities must be both functional and emblematic of their public significance and character and must provide a safe and secure environment within which court business is conducted. The D.C. Courts address these facility demands comprehensively in the FY 2024 Capital Budget request.

The D.C. Courts' capital funding requirements are significant because they include funding for projects critical to maintaining and preserving safe and functional courthouse facilities essential to meeting the heavy demands of the administration of justice in our Nation's Capital. The capital funding requirements addressed in the FY 2024 Capital Budget request are included for six court buildings, ranging in age from 40 to 200 years old and spanning four city blocks within a historic area of D.C., some with significant maintenance and infrastructure needs and aging security equipment necessary to keep the courthouse campus safe. Specifically relating to safety, increasing incidents of violence in courthouses throughout the country has made the enhancement of courthouse security a top priority nationwide. Studies conducted by the Center for Judicial and Executive Security found that the number of violent incidents in state courthouses has gone up every decade since 1970. Locally, the United States Marshals Service has reported an increase in threats against judicial officers at the D.C. Courts.

In preparation for the FY 2024 Capital Budget request, the D.C. Courts carefully assessed the capital requirements essential to performing our statutory and constitutionally mandated functions. The D.C. Courts' request for capital funding in FY 2024 supports critical priority goals that are aligned with contemporary safety protocols and with the *National Strategy for the Efficient Use of Real Property 2015-2020* that was released by OMB in March of 2015 to "improve utilization of government-owned buildings to reduce reliance on leasing, lower the number of excess and underutilized properties, and improve the cost effectiveness and efficiency of the portfolio" of the Federal Government. It is also aligned with the concept of the D.C. Mayor's "Vacant to Vibrant" initiative to reduce the number of vacant and underutilized properties in the District of Columbia. This funding request supports improved utilization of space in our courthouses, consolidation and co-location of vital business functions, and cost-effective use of government-owned properties rather than continued use of high-cost and less secure leased space. The capital projects identified in this request directly support the need to address (1) dynamic space requirements; (2) essential public health and safety conditions in high-traffic, visitor-centric buildings, such as the H. Carl Moultrie I Courthouse; and (3) efficient capital investments that increase building safety and resiliency, lead to enhanced building sustainability, and avoid substantially increased costs resulting from phased construction.

The D.C. Courts currently maintain 1.5 million gross square feet (GSF) of government-owned space within five buildings in Judiciary Square: The Historic Courthouse at 430 E Street N.W.;

the H. Carl Moultrie I Courthouse at 500 Indiana Avenue N.W.; Building A at 515 5th Street N.W.; Building B at 510 4th Street N.W.; and Building C, the old Juvenile Court, at 410 E Street N.W. In addition, the Courts have finalized an agreement with the District for exclusive use of a sixth building, the historic Recorder of Deeds Building at 515 D Street N.W., which increases the amount of space maintained by D.C. Courts by approximately 44,600 GSF.

The D.C. Courts have dedicated significant time and resources to enhance and support the administration of justice, as well as create and maintain a healthy and safe environment within both public and workplace settings. The recent completion of capital projects that will be detailed throughout this narrative—planned within the framework of the Judiciary Square Master Plan (Master Plan), the D.C. Courts Facilities Master Plan (Facilities Master Plan), and the District of Columbia Facilities Condition Assessment—has demonstrated the D.C. Courts’ exemplary stewardship of Federal funds. These projects fulfill safety, security, accessibility, and energy efficiency goals while proactively addressing the needs of the public served at court buildings. In addition, the D.C. Courts have been committed to providing economic opportunities for the local community by utilizing small business entities to complete capital and infrastructure projects.

Although the D.C. Courts are federally funded and follow similar security protocols as our Federal counterparts, the D.C. Courts differ from the U.S. Courts in the following critical ways:

1. The Superior Court is a court of general jurisdiction for all civil and criminal matters within the District of Columbia. The D.C. Superior Court has a broader caseload and must accommodate special litigants, such as children, whose cases do not come under the jurisdiction of the Federal Courts. The Superior Court functions not addressed in Federal Courts include Family Court (such as child abuse and neglect, marriages, divorces, child support, child custody, adoptions, mental health proceedings, and juvenile cases, holding areas, and juvenile probation services), Domestic Violence, Probate, and Small Claims and Landlord Tenant Courts. The Superior Court also houses a high-volume arraignment court, large cellblock areas for 200 to 400 prisoners, and a sizeable contingent of U.S. Marshals, as well as representatives of various municipal agencies that support the criminal justice system.
2. D.C. Superior Court courtrooms and judges’ chambers are considerably smaller than those of the Federal District Courts. The D.C. Courts use nearly 160,000 useable square feet (USF) less space compared to Federal Court standards. Trial courtrooms in the H. Carl Moultrie I Courthouse are up to 44% smaller than the size of a standard Federal District courtroom. In fact, of the 62 existing courtrooms in the H. Carl Moultrie I Courthouse, 57 are 44% smaller than their Federal counterparts.

### **Historic Judiciary Square**

The D.C. Courts are primarily located in the proposed Historic Judiciary Square District within the Pennsylvania Avenue National Historic Site, with satellite offices and field units in other locations. The historical and architectural significance of the Judiciary Square lends dignity to the important business conducted by the D.C. Courts and, at the same time, complicates efforts to upgrade or alter the structures within the area of the historic site. Great care was exercised

undertaking the restoration of the D.C. Court of Appeals, the Historic Courthouse at 430 E Street N.W.—the centerpiece of the square—to preserve the character not only of the building, but also of the proposed Historic Judiciary Square District site. As one of the original and remaining historic green spaces identified in Pierre L’Enfant’s plan for the capital of a new nation, the Judiciary Square site in its entirety remains a key component of the Nation’s Capital. Buildings at 515 5<sup>th</sup> Street N.W. (Building A), 510 4<sup>th</sup> Street N.W. (Building B), and 410 E Street N.W. (Building C), all constructed in the 1930’s, are situated symmetrically along the view corridor comprised of the National Building Museum on the north, the Historic Courthouse in the center, and John Marshall Park on the south, and form part of the historic, formal composition of the Judiciary Square. The H. Carl Moultrie I Courthouse, although not historic, is also located along the view corridor and, having similar form and materials, reinforces the symmetry of the municipal building located across the John Marshall Plaza. The historic Recorder of Deeds Building at 515 D Street N.W. is situated directly across the street from the H. Carl Moultrie I Courthouse, within two blocks from all the other D.C. Courts’ buildings in Judiciary Square and has architectural ties to three court other buildings in Judiciary Square designed by Nathan Wyeth.

### **Judiciary Square Master Plan**

In 2001, the National Capital Planning Commission (NCPC) required that the D.C. Courts develop a Judiciary Square Master Plan—an urban design plan—before any construction by the D.C. Courts and others could commence in the area. The D.C. Courts led the effort and worked on the Master Plan with all stakeholders, including the United States Court of Appeals for the Armed Forces, the National Law Enforcement Officers Memorial Fund, the then-Newseum, and the Metropolitan Police Department. The Judiciary Square Master Plan was approved by NCPC in August 2005 with subsequent amendments in April 2011 and June 2014.

The Master Plan resolves important technical issues related to access, service, circulation, and security within a rapidly changing and publicly oriented area of the District, while re-establishing the importance of the historic setting in the “City of Washington.” It provides a comprehensive framework for capital construction for all local entities, and it laid the groundwork for the regulatory approval process with the NCPC, the U.S. Commission of Fine Arts, the District of Columbia Office of Historic Preservation, the District of Columbia Office of Planning, and the District of Columbia Department of Transportation, among others. The Master Plan ensures the preservation and restoration of one of the last historic green spaces in the District of Columbia undergoing revitalization. The Master Plan incorporates civic green space and new pedestrian paths to create a campus-like environment that is fully integrated into the growing residential community nearby. As improvements to the buildings and site are made, Judiciary Square continues to become a place where citizens can feel safe and secure at any hour, day or night; whether on campus conducting court business or traveling to nearby destinations.

### **Master Plan for D.C. Courts Facilities**

In 2001, the D.C. Courts developed the first Master Plan for D.C. Courts’ Facilities, which delineated the D.C. Courts’ interior space requirements and provided a blueprint for optimal

space utilization by co-locating D.C. Courts components and consolidating them into lower cost government-owned facilities on the Judiciary Square campus.

The Facilities Master Plan incorporated significant research, analysis, and planning by experts in architecture, urban design and planning to address the following:

1. Accommodation of space needs through 2022 for all court components and court-related agencies, including expansion of the trial courtroom capacity and consolidation of the Family Court as per the D.C. Family Court Act (Public Law Number 107-114);
2. Continued enhancements to create and maintain a healthy and safe environment within public and workplace settings;
3. Delineation of total capital requirements, schedule, and phasing approach for Facilities Master Plan implementation;
4. Realignment of D.C. Courts' functions within existing and proposed new D.C. Courts' facilities;
5. Continued implementation of required building code, life safety, security upgrades; and
6. Accommodation of new technologies, particularly in courtrooms.

A 2013 update of the Facilities Master Plan identified a space shortfall for the D.C. Courts notwithstanding the progress that the D.C. Courts had continuously made since 2001 by systematically completing projects identified in the Facilities Master Plan.

With the understanding that the D.C. Courts' Judiciary Square portfolio of government-owned facilities would not be sufficient to meet projected space shortfalls, and with a vision to continue the restoration of underutilized historic buildings within the proposed Historic Square District, the D.C. Courts commissioned a feasibility study for the restoration and modernization of the historic Recorder of Deeds building after the building had been vacated. The feasibility study concluded that, with extensive restoration and modernization efforts, the D.C. Courts could add a minimum of approximately 20,100 USF above ground to its portfolio at Judiciary Square.

Following a more recent examination of the Facilities Master Plan in 2019 and projection of the D.C. Courts' space needs about ten years into the future, the space shortfall projected in 2013 was confirmed and it was concluded that the addition of the Recorder of Deeds Building to the D.C. Courts' Judiciary Square portfolio is ideal and essential to meeting the D.C. Courts' anticipated space need without dependency on high-cost leased space. As such, the D.C. Courts have received funds in FY 2022 to begin stabilizing the severely deteriorated building, have requested funds in FY 2023, and are requesting the balance of funds in FY 2024 required to complete building stabilization and begin efforts to restore and modernize the Recorder of Deeds Building at 515 D Street N.W. The restoration and modernization of the historic building will not only preserve a piece of the District's important history but will fulfill the Courts' impending

space need and result in a completely consolidated D.C. Courts into government-owned facilities at Judiciary Square.

### **Overview of the D.C. Courts' Facilities**

As elements of the master plans are completed, the D.C. Courts are committed to protecting the significant public investment that has been made in its facilities. As noted in prior budget justifications, the D.C. Courts recognize the need to preserve the results of taxpayer investment in the D.C. Courts' Judiciary Square campus. Accordingly, baselines were established in the Facilities Condition Assessment Report that the D.C. Courts completed in March 2013. This document provided the D.C. Courts with a detailed life cycle analysis and periodic maintenance and replacement schedules for all facility assets in the D.C. Courts' portfolio. Projected replacements were identified in the Facilities Condition Assessment Report and the costs of those replacements were estimated for future funding requirements. Notably, the H. Carl Moultrie I Courthouse received a fair to poor rating, reflecting the yet to be completed upgrades to the building infrastructure, building interiors and surrounding site. To maintain all facilities in good repair, the D.C. Courts have utilized the Facilities Condition Assessment Report findings to develop funding requests since 2013 and have re-baselined the Facilities Condition Assessment in 2021 (2021 FCA) to update the requirements for detailed facility needs through 2026 and service life requirements through 2030.

#### 515 D Street N.W. (Historic Recorder of Deeds Building)

515 D Street N.W., known as the Historic Recorder of Deeds Building, is the newest planned addition to the D.C. Courts' facilities portfolio. It is a contributing building to the Pennsylvania Avenue National Historic Site with deep cultural ties to the District of Columbia and the United States as a whole. Located within the proposed Historic Judiciary Square District, adjacent to other D.C. Courts' buildings, it is uniquely positioned to meet the Courts' anticipated 2030 space need without dependency on high-cost leased space.

#### 430 E Street N.W. (Historic Courthouse)

The restoration of the Historic Courthouse for use by the District of Columbia Court of Appeals, pivotal to meeting the growing space needs of the D.C. Courts, was completed in 2009. This \$130 million capital project involved approval of external stakeholders including National Capital Planning Commission, Commission of Fine Arts, and D.C. State Historic Preservation Office. Numerous complex technical challenges were met with state-of-the-art solutions, bringing the project to successful conclusion on time and within budget.

Investment in this restoration has not only improved efficiencies by co-locating the offices that support the Court of Appeals, but also provided 37,000 USF of vacated space in the H. Carl Moultrie I Courthouse that has been renovated and reconfigured to increase life safety and security and improve the utilization of space in the building.

The restoration of the Historic Courthouse for use as a functioning court building has also preserved this historic treasure of our nation and imparted new life to one of the most significant historic buildings and precincts in Washington, D.C. The transformation of a 200-year-old

building into a 21st century courthouse required the integration of expanded facilities and modern systems with minimal disruption to the historic structure.

In addition to maintaining the building infrastructure, the D.C. Courts continued to protect the taxpayer's investment by proactively monitoring the impact of construction activities in the surrounding area and acting when necessary to mitigate risk of damaging the structural components of the building and the building foundation.

#### 500 Indiana Avenue N.W. (H. Carl Moultrie I Courthouse)

The H. Carl Moultrie I Courthouse is uniquely designed to meet the needs of a busy trial court. It has three separate and secure circulation systems—one for judges, a second for the public, and a third for the 200 to 400 prisoners brought to the courthouse each day. Built in 1978 for 44 trial judges, today it is strained beyond capacity to accommodate 62 trial judges and 24 magistrate judges in the trial court, and nearly 10,000 visitors per day, pre-pandemic. Currently, the H. Carl Moultrie I Courthouse houses most Superior Court and Family Court operations and clerk's offices. Essential criminal justice and social service agencies also occupy office space in the H. Carl Moultrie I Courthouse. In short, the D.C. Courts have outgrown the space available in the H. Carl Moultrie I Courthouse that is inadequate for this high-volume court system to serve the public in a safe, appropriately dignified, and well-maintained setting.

#### *Addition to the H. Carl Moultrie I Courthouse*

The addition to the H. Carl Moultrie I Courthouse, commonly referred to as the Moultrie Courthouse Addition—a six-story addition to the south face of the Courthouse starting at the C level and rising to the 4th floor—is included in the Judiciary Square Master Plan approved by the National Capital Planning Commission (NCPC) and United States Commission of Fine Arts (CFA). Though the Moultrie Courthouse Addition in its entirety has been completed over multiple phases, construction of the addition itself has been divided into two phases—Phase 2A (the western half of the addition) and 2B (the eastern half of the addition).

The D.C. Courts now occupy Phase 2A of the Moultrie Courthouse Addition and plan to occupy Phase 2B in the Fall of 2022. The final phase, Phase 2B, will add six courtrooms, 20 associate judge chambers, juvenile probation and Family Court related offices, and juror facilities. The D.C. Courts are seeking LEED® Platinum Certification of the addition. The addition addresses security issues, energy efficiency, and environmental principles in a cost-effective manner and will add approximately 61,000 USF of space to the D.C. Courts' facility portfolio. However, while the Moultrie Courthouse Addition, when completed, will add much needed space to the D.C. Courts' Judiciary Square portfolio, it will not be sufficient to meet the D.C. Courts anticipated space need in the near future. Per 2019 Facilities Master Plan projections, even after the addition is completed and occupied, the Courts will be at capacity in government-owned buildings on the Judiciary Square campus by the year 2025.

#### *Family Court*

The final phases of Family Court consolidation are now approaching the vision of the Family Court Act, with the completion of Phase 2B of the Moultrie Courthouse Addition. The Addition will house the Family Court Social Services Division (juvenile probation) branches currently

located in Building B. Personnel moves into Phase 2B of the Addition will satisfy the requirements of the Family Court mandate.

#### *Courtrooms and Judges Chambers*

In support of the Moultrie Courthouse Addition, some courtrooms on the second and third floors have been renovated. The remaining courtrooms and judges' chambers in the Moultrie Courthouse are planned to be modernized as part of a systematic campus-wide modernization program.

#### *Life Safety*

The D.C. Courts continue to make significant progress addressing life safety upgrades in the H. Carl Moultrie I Courthouse. With each renovation project, sprinkler systems are being installed and overall building coverage has increased, improving life safety and bringing the building closer to the goal of compliance with current building codes.

#### *Infrastructure*

While updating and reconfiguring interior space, the D.C. Courts have simultaneously completed building-wide HVAC, electrical and plumbing infrastructure upgrade projects, new equipment installations and utility relocations throughout the H. Carl Moultrie I Courthouse. These infrastructure upgrades provide a more robust infrastructure backbone in support of the Moultrie Courthouse Addition as it comes online and ensure that fire and life safety protection in all buildings are continuously improved. As the Facilities Master Plan vision is completed and Phase 2B of the Moultrie Courthouse Addition is completed, the D.C. Courts will continue to implement planned infrastructure upgrades.

#### 515 5th Street N.W. (Building A)

In 2007, the D.C. Courts updated Building A, originally constructed in the 1930's. The building exterior was refurbished to include restoration of the historic windows, replacement of exterior doors and new signage and the building interior was improved and reconfigured to comply with 2007 building code requirements. Building A currently houses the Probate Division, Crime Victims Compensation Program, courtrooms, and judges' chambers.

#### 510 4th Street N.W. (Building B)

Building B, also constructed in the 1930s, currently houses the Landlord Tenant and Small Claims branches of the Civil Division. In 2003, the building exterior was refurbished to include restoration of the historic windows, replacement of exterior doors, new signage, and landscape improvements and some areas in the building interior were improved and reconfigured to comply with 2003 building code requirements.

#### 410 E Street N.W. (Building C)

In 2012, a full restoration of Building C provided approximately 29,000 usable square feet of modern office space compliant with all 2012 building, mechanical, electrical, fire, life safety, health, and accessibility codes. The restoration also preserved significant and contributing



historic elements of the building. The D.C. Courts' Information Technology and Multi-Door Dispute Resolution Divisions were relocated to the building after its restoration. The D.C. Courts received a Leadership in Energy and Environmental Design (LEED®) Gold certification for Building C.

#### 616 H Street N.W. (Leased Space at Gallery Place)

The D.C. Courts currently lease office space at Gallery Place to meet the space needs of support divisions that could not be accommodated in government-owned buildings located in Judiciary Square during the construction of the Moultrie Courthouse Addition. Leasing office space has enabled the D.C. Courts to complete several projects envisioned in the Facilities Master Plan, including the Moultrie Courthouse Addition. The D.C. Courts plan to terminate the use of leased space in the Gallery Place area and return the support divisions housed there to the Judiciary Square campus government-owned portfolio following completion of both phases of the Moultrie Courthouse Addition and modernization of space on two floors in Building B.

### **The D.C. Courts' Strategic Plan**

The capital projects included in the FY 2024 Capital Budget request are an integral part of the *Strategic Plan of the District of Columbia Courts 2018-2022* (Strategic Plan). The Strategic Plan articulates the mission, vision, and values of the D.C. Courts in light of current initiatives, recent trends, and future challenges. It addresses issues such as increasing cultural diversity, economic disparity, complex social problems of court-involved individuals, the increasing presence of litigants without legal representation, rapidly evolving technology, the competitive funding environment, emphasis on public accountability, competition for skilled personnel, and increased security risks.

“Effective Court Management and Administration” is the Strategic Plan’s Goal V, particularly Strategy C to “Ensure safe and functional court facilities,” with a key result being the completion of the Moultrie Courthouse Addition and infrastructure upgrades and interior reconfigurations required in Buildings A and B.

Goal V of the Strategic Plan states:

*“Effective management and operation of the justice system for the District of Columbia requires a team of knowledgeable professionals with a common mission and shared resources, collaborating to achieve results that best serve the public. The Courts are committed to fiscal accountability with respect to all Courts’ resources. Confidence in the judicial system necessitates that each case management function – trial and appellate – understands the individual responsibilities and unique role of the other while leveraging opportunities for shared approaches to administrative functions.”*

The capital budget supports this strategic goal by funding the implementation of facilities, technology, and security enhancement projects to provide secure and functional facilities as stated in the Strategic Plan:

*“The Courts will ensure that all facilities are safe and secure and can adequately accommodate court operations and personnel. During the next five years, court facilities will undergo extensive expansion and building upgrades to the Moultrie Courthouse and other buildings. The Courts will continue to seek full funding to complete these important capital projects and to maintain the courts infrastructure. Facility upgrades will be environmentally responsible and energy efficient and will include advanced security measures.”*

### **Implementing the Judiciary Square Master Plan and Facilities Master Plan**

Thanks to the support of the President and Congress, the D.C. Courts have made significant progress implementing both master plans and have been engaged in effective management of the facilities portfolio. With prior year funding, the D.C. Courts have successfully completed a full restoration of the Historic Courthouse at 430 E Street N.W., a full renovation of 410 E Street N.W. (Building C), and numerous projects that facilitate the completion of the Moultrie Courthouse Addition.

By systematically implementing both master plans, the D.C. Courts have maximized the potential to expand and improve the utilization of existing facilities. Notwithstanding these efforts, the D.C. Courts still face the reality of an imminent space shortfall and hold a portfolio of buildings with no capacity for further expansion. To address this reality, the D.C. Courts have explored the feasibility of multiple options to include (1) co-locating with city agencies, (2) continuing to lease space at market rate, and (3) transferring exclusive use of government-owned assets to the D.C. Courts’ facilities portfolio.

While co-locating with city agencies is possible, the dislocation of D.C. Courts functions from adjacency to others on the Judiciary Square campus is not feasible. Relying on market rate leased space to meet program demands is also possible; however, the cost of leased space is an uncontrollable long-term expense, as new rental rates for a renegotiated lease are subject to increases to meet current market rates and extension premiums. In addition, many landlords will put restrictions on D.C. Court usage as part of the lease terms. As such, it was concluded that the strategic requirement to be co-located on a central campus, as outlined in the *Strategic Plan of the District of Columbia Courts 2018-2022*, can best be met by transferring the underutilized, Recorder of Deeds Building to the D.C. Courts’ Judiciary Square government-owned portfolio. Not only will this transfer lead to the restoration of another underutilized government-owned building in the proposed Judiciary Square Historic District, it presents the opportunity for the most cost savings long term as determined by a preliminary analysis of the cost to own versus the cost to lease long-term.

In 2019, the D.C. Courts finalized an agreement with the District for exclusive use of the historic *Recorder of Deeds* (ROD) building for 99 years. The ROD building, in its existing configuration, is comprised of a total of 44,600 gross square feet (GSF) and will provide approximately 20,100 useable square feet (USF) above ground, fulfilling the D.C. Courts’ projected space needs through the year 2030. The Courts performed an analysis comparing the cost to restore government-owned space in the Recorder of Deeds Building to the cost to lease a comparable size of office-purposed space on or near Judiciary Square, to meet its projected space needs. The resulting “leased versus owned” investment analysis, indicates that the Courts would

realize a cost savings of approximately \$82 million over a 30-year period, should the Recorder of Deeds Building be restored and utilized, in lieu of leasing space.

### **Improved Energy Efficiency**

Implementation of the Facilities Master Plan has resulted in numerous improvements to the energy efficiency of existing court buildings and building systems. The Historic Courthouse was designed and renovated to meet LEED® Silver standards for sustainability. In Buildings A and B, the replacement of exterior doors and windows improved the building enclosures, resulting in significant reduction of energy loss. The replacement of mechanical systems in these buildings led to more efficient energy use as well. As noted above, Building C achieved LEED® Gold certification.

Recent and current projects in the Moultrie Courthouse will continue to improve energy efficiency. Additional equipment replacements, such as replacement of air handler units for the H. Carl Moultrie I Courthouse and the U.S. Marshals Service HVAC improvement project have both resulted in more efficient energy consumption. Replacement of the steam station system that provides hot water and heat is conserving energy. Also, in the H. Carl Moultrie I Courthouse, new gaskets were installed on the perimeter windows and glass doors to dramatically reduce energy loss. On the Moultrie Courthouse Addition, a new solar reflective and insulated roof will improve energy efficiency and reduce solar heat gain.

The D.C. Courts continue to hold greater energy efficiency as a goal as future projects are implemented. The D.C. Courts are currently seeking LEED® Platinum certification for the Moultrie Courthouse Addition. All planned projects, such as the replacement of all existing lighting fixtures with energy efficient fixtures and courtroom and chamber modernizations, will continue with energy conservation as the standard.

### **Capital Funding in FY 2024**

The FY 2024 Capital Budget will be essential to continuing the effort to meet the Courts' long-term space need and house all Courts personnel in government-owned buildings on the Judiciary Square campus.

#### **Exhibit 300: Capital Asset Plan and Business Case Summary**

The FY 2024 Capital Budget Request is divided into two sections. The first section includes projects to renovate, improve, and expand court facilities, as detailed in the master plans. The second section includes projects necessary to maintain existing infrastructure in the D.C. Courts' facilities portfolio as detailed in the re-baselined 2021 FCA.

The D.C. Courts' FY 2024 Full Capital Budget Request totals \$176.58 million, including \$105.52 million to renovate, improve and expand the D.C. Courts' facilities and grounds, and \$71.06 million to maintain the D.C. Courts' existing facilities and surrounding public space.

## **Renovations, Improvements & Expansions**

### ***Recorder of Deeds Restoration***

The FY 2024 Capital Budget request includes a total of \$15.95 million to restore the historic Recorder of Deeds building and meet Courts' long term space requirements. The building, which contains culturally significant murals, has suffered from extensive water intrusion, and has deteriorated considerably since it was vacated by the District Government in 2008.

The benefits of restoring the Recorder of Deeds building for the D.C. Courts' use are three-fold:

1. The D.C. Courts' anticipated space need will be fulfilled through 2030 without dependency on high-cost leased space, as all D.C. Courts' components requiring functional adjacency to the courthouses will be consolidated into the D.C. Courts' Judiciary Square portfolio of government-owned facilities.
2. Adjacency to the courthouse will allow the D.C. Courts to provide greater "access to justice for all" in the D.C. community by co-locating the D.C. Courts and D.C. community partners who deliver vital services in one easily accessible location.
3. Restoration of the historic Recorder of Deeds Building will not only preserve a building that is an important part of our nation's African American history, but it will also lower the number of excess and underutilized properties in the District of Columbia's real property portfolio by bringing a vacant, deteriorating building back into active use.

### ***Accommodating the D.C. Courts' Anticipated Growth Through 2030***

In 2018, the D.C. Courts commissioned a master planning team to perform an update to the Facilities Master Plan. The intent of the Facilities Master Plan update was to assess progress that has been made implementing both the Judiciary Square Master Plan (an urban design plan for the area) and the Facilities Master Plan to date, and to look forward ten years to determine D.C. Courts' facility needs through 2030. As part of the master planning effort, the team assessed space requirements based on historic patterns, current usage, current caseload, D.C. Courts space standards, funded positions, and anticipated operational changes and growth over time. Based on their research and statistical analysis of these factors, paired with the anticipated increase in District of Columbia population over the next 10 years, the master planning team concluded that, through 2030, the D.C. Courts will require approximately 18,000 USF in addition to what is currently in the D.C. Courts' Judiciary Square government-owned portfolio. The Recorder of Deeds building, restored in its existing configuration, will provide approximately 20,100 USF above ground, thereby fulfilling the D.C. Courts' projected space need through 2030.

The projected 2030 space requirements are modeled on the relationship between the size and characteristics of the D.C. population and the D.C. Courts' facilities necessary to serve them. Court operations with a high degree of public transactions are sensitive to demographic shifts and population changes and, therefore will grow as the DC population grows.

The anticipated space need through 2030 is based on the following assumptions:

- Courtrooms, chambers and needs of most D.C. Courts' organizations will not increase over the next five years. Existing courtrooms and chambers are expected to absorb projected court activity increase to 2030.

- Public-oriented D.C. Courts divisions will grow reflecting the projected District of Columbia population growth. The rate of growth applied is 13.9% based on 2019 Census Bureau average projected growth from 2020 to 2030. This percentage is applied to D.C. Courts' divisions with significant public service functions.
- Technology improvements will offset growth in general administrative areas. For example, filing requirements are decreasing with e-filing procedures and an ongoing program to scan existing hard copy files.
- D.C. city and community partner personnel who are currently co-located with the D.C. Courts at Judiciary Square will not receive additional space in D.C. Courts' buildings.

### ***Providing “Greater Access to Justice for All”***

As detailed above, one assumption that underlies the D.C. Courts' space need through 2030 is that D.C. city and community partner personnel who are currently co-located with the D.C. Courts at Judiciary Square will not receive additional space in D.C. Courts' buildings, as the provision of additional space would contribute to an anticipated space shortfall in future years. Consequently, *The Strategic Plan of the District of Columbia Courts 2018-2022*, that articulates the D.C. Courts' goal to collaborate with city and community partners to offer expanded information and selected services at court facilities would not be realized. This goal is only realized with either (1) the addition of space to the existing D.C. Courts' portfolio of government-owned facilities or (2) the continued use of high-cost leased space adjacent to the courthouse. A designated location, such as the historic Recorder of Deeds Building, would provide the additional space required to not only fulfill the anticipated space requirement, but also to meet the intent of the Strategic Plan Goal I:

*“The Courts have a responsibility to eliminate barriers to meaningful participation in the judicial process and to accessing court services. Such barriers may include a lack of legal representation, limited literacy or limited English language skills, limited financial resources, and physical or mental disability. In collaboration with justice and community partners, the Courts will work to ensure full access to the justice system and court services.”*

### ***Preserving Our Nation's History***

As noted by the D.C. Preservation League, the historic Recorder of Deeds “building [and the artwork within] expresses the interplay between political aspirations, social struggle, the search for civic identity, and even the influence of global war on the District of Columbia.” This building, listed on the District of Columbia's inventory of Historic Sites, and an important stop on the African American Heritage Trail now sits vacant, visibly neglected by lack of protection against twelve years of water intrusion after the building was vacated in 2008. Review of the original building drawings, various reports, assessments, and studies performed prior to 2011, combined with recent visual assessments have revealed that deterioration of the building has escalated and threatens the structural integrity of the historic building and unique artwork that together strongly identify with the struggle of African Americans for political and social rights in the United States. With the addition of the historic Recorder of Deeds Building to the D.C. Courts' portfolio at Judiciary Square, the D.C. Courts will work with our partners to save this

deteriorating landmark and continue to serve as a custodian for assets of historical significance—operating and maintaining a total of four historically significant buildings designed by Nathan Wyeth within the proposed Historic Judiciary Square District.

### ***Courtrooms and Judges’ Chambers***

The Courts must systematically modernize courtrooms, courtroom support space, and judges’ chambers campus wide. The renovation of approximately 70 courtrooms (including their supporting spaces), hearing rooms, and approximately 70 judges’ chambers will be phased over 15 to 20 years. The FY 2024 total request for \$73.02 million supports the near-term priorities, to include the following initiatives:

#### ***1. Modernizing Courtroom Sets for ADA Accessibility***

Most of the courtrooms in the H. Carl Moultrie I Courthouse have not been significantly altered since the building was constructed in the 1970’s and the same is true for courtrooms in other court buildings on Judiciary Square campus. The Courts have modified some courtrooms over the years to provide limited accessibility (such as wheelchair lifts for judges); however, most courtrooms are not ADA compliant. In addition, most of the Courts’ portfolio of existing courtrooms lack complete fire protection systems, building systems, and technology to efficiently support contemporary courtroom practices. This targeted initiative is to ensure that all types of court cases have a fully ADA compliant venue on the Judiciary Square campus. It is, therefore, focused on the modernization of courtroom sets that are in poor condition and that the DC Courts are targeting to make ADA accessible; priority for modernization will be given to courtroom sets that are not currently ADA compliant. Modernizations will include much-needed fire and life safety, security, electrical, and HVAC upgrades; new finishes; and technology upgrades to accommodate case processing and evidence presentation equipment that was barely imaginable when these courtrooms were constructed. The result will be fully modernized, ADA accessible courtrooms with improved layouts and systems for maximum operational efficiency. This initiative will continue until the Courts’ goal for provision of ADA accessible courtrooms is met.

The Courts’ request to modernize courtroom sets and associated support space on two levels of the H. Carl Moultrie I Courthouse totals \$50.71 million and the breakdown of the request follows:

The total of \$28.1 million is requested for the modernization of courtrooms 100-104 and hearing rooms 105-110 on the IA Level of Moultrie, which currently lack sprinklers and other elements that define a complete fire protection system. The scope includes modernization of the entire area that encompasses the courtrooms to the West of the atrium and North of the C Street Addition boundary to ensure a visual and functional extension of the C Street Addition in this area of the Moultrie building. The total scope includes modernization of the following:

- Five (5) existing courtroom sets including four (4) jury rooms with holding and toilets, plus nine (9) jury room toilets
- Six (6) existing small hearing rooms to three (3) larger hearing rooms with space required for separation of participants
- One (1) existing small hearing room into three (3) attorney/witness rooms
- Existing toilets, janitorial & storage closets adjacent to courtrooms

- Existing public corridor
- Extension of existing detainee corridor to courtroom 100 and the addition of a holding cell
- Completion of all 2021 FCA items identified in this area of the Moultrie Courthouse to provide ADA compliant courtrooms with complete fire protection systems for increased life safety

The total of \$22.54 million is requested to modernize existing courtrooms 1-4 on the JM Level of Moultrie, which currently lack sprinklers and other elements that define a complete fire protection system. The scope includes modernization of the entire area that encompasses the courtrooms to the West of the atrium and North of the C Street Addition boundary to ensure a visual and functional extension of the C Street Addition in this area of the Moultrie building. The total scope includes modernization of the following:

- Four (4) existing courtroom sets including four (4) jury rooms with eight (8) jury room toilets
- Existing toilets, janitorial & storage closets adjacent to courtrooms
- Existing public corridor and secure corridor adjacent to courtrooms
- Completion of all 2021 FCA items identified on the West side of the atrium to provide ADA compliant courtrooms with complete fire protection systems for increased life safety

## *2. Modernizing Judges Chambers*

Like courtrooms, there are many judges' chambers in the D.C. Courts' Judiciary Square campus buildings that have been refreshed over the years, however, many judges' chambers still lack complete fire protection systems and have egress issues, posing a life safety threat to the personnel who work in them. Like the courtrooms, these chambers are not ADA compliant, they lack mechanical and electrical infrastructure to support modern equipment, and they have outdated finishes, fixtures, and furniture. In short, they require modernization to support contemporary operations and ensure the life safety of court personnel. This initiative will continue until all chambers have complete fire protection systems and comply with ADA requirements.

The FY 2024 request for \$13 million includes the modernization of sixteen judges' chambers on the north and northeast perimeter of the 2<sup>nd</sup> and 3<sup>rd</sup> floors of the H. Carl Moultrie I Courthouse, including adjacent support space and access pathways.

## *3. Refreshing Courtrooms & Chambers for Continuity of Operations*

Considering that so many courtrooms and judges' chambers in the Courts' portfolio are in poor condition and that modernization of all of them may take up to twenty years, the Courts must make minor upgrades to, or "refresh," some courtrooms and chambers in the short term. This initiative targets courtrooms and chambers that are in poor condition (resulting in complaints to the facilities maintenance team) and are not planned for modernization for at least 3-5 years.

The FY 2024 request for \$9.31 million includes the refresh of ten courtrooms and ten chambers and funds to address all items related to courtrooms and chambers (and supporting infrastructure) campus-wide identified in the 2021 FCA for action by or before FY 2024. The D.C. Courts will

identify the exact courtrooms and chambers to be refreshed and will schedule refreshes to align with other budget initiatives and master plan priorities to ensure cost and construction efficiencies.

### ***Campus Security, Signage and Lighting***

The Courts request \$13.4 million to complete security enhancements to the Courts' Judiciary Square campus as detailed in the Judiciary Square Master Plan and the Open Space and Perimeter Security Design. This project will provide a secure perimeter around court buildings and increased pedestrian safety. The Courts have prioritized portions of the total requirement and identified the following FY 2024 initiatives:

#### ***1. Securing the Northeast Block of Campus***

This initiative will secure the perimeter of the northeast block of the Courts' campus at Judiciary Square, implementing the Open Space and Perimeter Security Design, approved by the National Capital Planning Commission (NCPC). The FY 2024 request for \$7.03 million includes the renewal of existing parking access and control measures and the addition of physical vehicle barriers (heightened curbs, fence walls, tree fences and tall trees, bollards, and hardened benches) to create a continuous security perimeter around the block on which Building B sits. It also includes the addition of site lighting and security surveillance cameras for increased safety of pedestrians and D.C. Courts personnel. Now that the D.C. Courts' migration from Gallery Place effort has been funded, this fund request will support the start of exterior work to secure the block as work on the interior of Building B is being completed.

#### ***2. Securing the Northwest Block of Campus***

This initiative is focused to implement the Open Space and Perimeter Security Design, approved by NCPC, to secure the perimeter of the northwest block of the D.C. Courts' campus at Judiciary Square. The FY 2024 request for \$6.37 million includes the replacement of aged parking access and control devices and the addition of physical vehicle barriers (heightened curbs, fence walls, tree fences and tall trees, bollards and hardened benches) to create a continuous security perimeter around the block on which Building A sits. It also includes the addition of site lighting and security surveillance cameras for increased safety of pedestrian and D.C. Courts personnel. The funding request is aligned with the *Securing the Northeast Block of Campus* initiative to complete both initiatives as one project, thereby achieving construction mobilization efficiencies and cost savings.

### ***Life Safety and Code Compliance Upgrades***

The D.C. Courts request \$3.15 million in FY 2024 to complete work in locations where life safety and code compliance issues have progressed to a point that poses an eminent threat to the personnel and visitors who occupy the space. The 2021 FCA identified corrosion on the sprinkler system piping and sprinkler heads throughout Building B. This corrosion, especially as it continues to progress, may impact the functionality of the sprinkler system to suppress fire, thereby compromising life safety in all areas of the building. Some of the issues within the work area of the Migration from Gallery Place Modernization Project will be mitigated or repaired, however the full extent of damage will not be addressed in that work or in other areas of the building. The total request will fund (1) an engineering investigation and identification of the building-wide issue, (2) the development of a strategy and cost for correction of the issue(s) identified, and (3) the start of work to correct the issue building-wide. This is identified as a



Priority 1 item in the FCA, requiring immediate action in FY 2021, therefore the Courts will conduct mitigation activities until funds are available to comprehensively repair the system in its entirety.

## **Maintain Existing Infrastructure**

The FY 2024 Capital Budget request includes a total of \$71.06 million to address necessary building maintenance and infrastructure upgrades. Significant public resources have been expended over the past decade to restore and modernize the D.C. Courts' older buildings. As detailed in the 2021 FCA, mechanical systems and structural repairs are necessary to ensure the safety of building occupants and to preserve the integrity of these historic structures, and to protect taxpayer investment in building restorations.

### *HVAC, Electrical and Plumbing Upgrades*

The D.C. Courts request \$26.91 million for HVAC, Electrical, and Plumbing Upgrades to continue to upgrade mechanical, electrical, and plumbing systems and equipment in D.C. Courts' facilities as components reach the end of their useful life. Campus wide, the recent re-baselining of the FCA in 2021 identified mechanical, electrical, and plumbing items that require action prior to FY 2024 to avoid near term failure. As a result, the FY 2024 funds request will support the completion of mechanical, electrical, and plumbing action items identified in the 2021 FCA Report, beginning with those of the highest priority in 2024. Continued deferment of funds on this line item will create the potential for system failures that will most likely result in costly emergency repairs. The most critical 2021 FCA items include:

- Replacement of the Courts' aged water piping, valves and related systems
- Installation of code compliant sprinkler systems to prioritize life safety
- Replacement of non-compliant or failing electrical equipment and systems

### *Fire and Security Alarm Systems*

Regarding court security, the D.C. Courts' video management system serves as an initial line of defense, enabling the D.C. Courts to manage real time threats, provide incident responses, and document criminal activities occurring in court buildings. The existing video management system was installed in 2004 and, at twenty years old by 2024, has aged beyond its useful life. In the event of a system malfunction in the near future, neither tech support nor replacement parts will be available, rendering the system inoperable. The system is analog based, much of the marketplace has ceased production of analog components, and the remaining vendors plan to do so within the next one to five years. All technology support for analog-based systems will end after 2022. The unavailability of parts has already begun to affect the repair of the existing systems. The \$6.30 million requested for Fire and Security Alarm Systems will fund the continuation of a multi-year effort to replace this existing analog-based video management system with a contemporary Internet Protocol (IP) system campus-wide. This replacement is critical for the D.C. Courts to avoid a system-wide failure, as a functional video management system allowing for continuous video monitoring of public as well as secure courthouse space is central to ensuring that the D.C. Courts provide a safe and secure environment for the administration of justice.

### *General Repair Projects*

The \$26.77 million request will permit the D.C. Courts to continue, in all five Judiciary Square campus buildings and grounds, (1) accessibility and safety improvements; (2) replacement of fixtures, lighting, flooring, and ceiling tiles; and (3) replacement of equipment, as required due to aging and failure. General repair projects will be completed as prioritized and recommended in the 2021 FCA, and funds requested in FY 2024 will support the completion of projects identifying what repairs are most urgent to complete in 2024 to ensure operational continuity in Courts' facilities. The most critical 2021 FCA items to ensure life safety in the event of a fire and to ensure code compliance, accessibility, and occupant security:

- Replace fire-rated door assemblies
- Replace door hardware & frames necessary to maintain building fire separations
- Replace non-compliant railing at emergency stairs
- Replace railings at atrium surround escalators
- Replace structural steel bracing and steel columns
- Replace numerous back-of-house doors to resolve all non-compliant life safety and egress issues and eliminate building security breaches
- Replace and reconfigure restroom accessories to meet ADA guidelines

### *Restoration of the Historic Courthouse*

The FY 2024 request includes \$5.78 million to fund the courthouse and surrounding plaza items identified in the 2021 FCA as requiring immediate corrective action or action through 2024.

### *Technology Infrastructure*

In the area of technology, the D.C. Courts are requesting \$5.30 million to support the organization's strategic goals, specifically, to provide resilient and responsive technology resulting in the highest level of service to the public. The Courts' technology request will focus on three major areas. The first area enhances access to information by ensuring efficient access to justice and fair and timely case resolution through web-based and mobile applications that will provide court participants greater access to information. This initiative will enhance court personnel's ability to utilize computer applications remotely. The second focus area will enhance technology capabilities and promote operational effectiveness by seeking innovative technology solutions, specifically cloud computing, workspace virtualization, and network infrastructure enhancements. Implementing these technologies will ensure compliance with federal requirements and internal standards. The third area targets information security technologies that protect court information and assets from cyber threats and other risks, both internal and external. The implementation of these technologies will provide effective prevention against attacks on information technology assets, ensure continuous uninterrupted service of court systems, and allow for high availability of critical court applications in an emergency.

## Renovations, Improvements, & Expansions

### **Exhibit 300: Capital Asset Plan and Business Case Summary Part I: Summary Information and Justification (All Capital Assets)**

#### **Section A: Overview (All Capital Assets)**

1. Date of Submission: September 2022
2. Agency: District of Columbia Courts
3. Bureau: N/A
4. Name of this Investment:

#### **Historic Recorder of Deeds Restoration**

5. Unique Project (Investment) Identifier: (For IT investment only, see section 53.9. For all other, use agency ID system.) 95-1712
6. What kind of investment will this be in FY 2024?  
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2024 should not select O&M)

Planning	_____
Full Acquisition	<u>  X  </u>
Operations and Maintenance	_____
Mixed Life Cycle	_____

7. What was the first budget year this investment was submitted to OMB? 2021
8. a) Provide a brief summary of the investment and justification, including a brief description of how this closes in part or in whole an identified agency performance gap:

By 2030 the D.C. Courts will require approximately 18,000 USF in addition to what is currently in the D.C. Courts' Judiciary Square government-owned portfolio. The Recorder of Deeds building, restored in its existing configuration, will provide approximately 20,100 USF above ground, fulfilling the D.C. Courts' projected space need through 2030.

The benefit of restoring the Recorder of Deeds building for the D.C. Courts' use is three-fold:

1. The D.C. Courts' anticipated space need will be fulfilled through 2030 without dependency on high-cost leased space, as all D.C. Courts' components requiring functional adjacency to the courthouses will be consolidated into the D.C. Courts' Judiciary Square portfolio of government-owned facilities.
2. Adjacency to the courthouse will allow the D.C. Courts to provide greater "access to justice for all" in the D.C. community by co-locating the D.C. Courts and D.C. community partners who deliver vital services in one easily accessible location.

3. Restoration of the historic Recorder of Deeds Building will not only preserve a building that is an important part of our nation’s African American history, it will lower the number of excess and underutilized properties in the District of Columbia’s real property portfolio by bringing a vacant, deteriorating building back into active use.

The FY 2024 Capital Budget request includes a total of \$15.95 million to complete the restoration and modernization of the historic Recorder of Deeds building and meet D.C Courts’ goal of *Providing “Greater Access to Justice for All.”*

- b) Provide any links to relevant websites that would be useful to gain additional information on the investment including links to GAO and IG reports. For each link, provide a title of the content found at that link. N/A

**Section B: Summary of Funding (Budget Authority for Capital Assets)**

**Investment: Historic Recorder of Deeds Renovation**

Table 1.B.1: Summary of Funding (In millions of dollars) (Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)								
	PY-1 and earlier	PY 2022	CY 2023	BY 2024	BY+1 2025	BY+2 2026	BY+3 2027 and beyond	Total unfunded (sum 2024 - beyond)
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition:	0.00	0.00	7.00	27.79	15.95	0.00	0.00	15.95
Planning & Acquisition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	0.00	0.00	7.00	27.79	15.95	0.00	0.00	15.95
Operations & Maintenance:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Disposition Costs (optional)	0.00	0.00	0.00					
Operations, Maintenance, Disposition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal O&M and Disposition Costs (SS)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL (not including FTE costs):	0.00	0.00	7.00	27.79	15.95	0.00	0.00	15.95
TOTAL (including FTE costs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total number of FTE represented by Costs:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Note: The two sub-total rows and total row will be calculated – not for data entry.

1. Insert the number of years covered in the column "PY-1 and earlier" 0
2. Insert the number of years covered in column "BY+3 and beyond" 1 year (2027)
3. If the summary of funding has changed from the FY 2023 President's Budget request, briefly explain those changes: N/A

**Section C: Acquisition/Contract Strategy (All Capital Assets)**

Field	Contract 1	Contract 2
<b>Short description of acquisition</b>	Assessment, strategy & planning for stabilization of the building	Restoration & modernization of the RoD building
<b>Contract Status</b>	to be awarded by 9/30/2023	to be awarded by 9/30/2024
<b>Procurement Instrument Identifier (PIID)</b>	N/A	N/A
<b>Indefinite Delivery Vehicle (IDV) Reference ID</b>	N/A	N/A
<b>Solicitation ID</b>	TBD	TBD
<b>Alternative financing</b>	N/A	N/A
<b>EVM Required</b>	Not Required	Not Required
<b>Ultimate Contract Value</b>	Estimate \$4M	Estimate \$46.74M
<b>Type of Contract/Task Order (Pricing)</b>	Existing A/E/P IDIQ - Task Order	Progressive Design-Build (PDB)
<b>Is this contract a Performance Based Service Acquisition (PBSA)?</b>	No	Yes
<b>Effective Date</b>	Quarter 1 FY 2023	Quarter 1 FY 2024
<b>Actual or expected end date of Contract/Task Order</b>	Quarter 3 FY 2023	Quarter 1 FY 2026
<b>Extent Competed</b> (A) Full and open competition (B) Not available for competition (C) Not competed (D) Full and open competition after exclusion of sources (E) Follow-on to competed action (F) Competed under simplified acquisition procedures (G) Not competed under simplified acquisition procedures (CDO) Competitive Delivery Order (NDO) Non-competitive Delivery Order	NDO	A

2. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why:

EV is only required for contract 2. Not required on Contract 1 because it is a contract for services.

3. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow:

Yes \_\_\_\_\_ No  X

b) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1

Yes \_\_\_\_\_ No \_\_\_\_\_

c) Was the Acquisition Plan approved in accordance with agency requirements

Yes \_\_\_\_\_ No \_\_\_\_\_

d) If "yes," enter the date of approval?

e) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan?

Yes \_\_\_\_\_ No \_\_\_\_\_

f) Does the acquisition plan meet the requirements of EOs 13423 and 13514?

Yes \_\_\_\_\_ No \_\_\_\_\_

g) If an Acquisition Plan has not been developed, provide a brief explanation.

The Acquisition Plan development is pending Contract 1 completion.

**Section C: Performance Information**

1. Performance Information Table

Enter the agency strategic goals supported by the investment and the corresponding performance measures in Table III.C.1. The performance goals must be clearly measurable and quantifiable.

<b>Table III.C.1: Performance Information Table</b>				
<b>Fiscal Year</b>	<b>Strategic Goal(s) Supported</b>	<b>Performance Baseline</b>	<b>Performance Goals</b>	<b>Action Results</b>
D.C. Courts Strategic Plan 2018-2022	Goal I: Access to Justice for All Goal V: Effective Court Management and Administration	By Quarter 1 of FY 2026 the Recorder of Deeds Building will be fully restored, modernized, and ready for occupancy if FY 2023 and FY 2024 funds are received as requested.	-Occupancy-ready building in QTR 1 of FY 2026 -Restoration & modernization completed within scope, schedule and budget.	N/A

**Exhibit 300: Capital Asset Plan and Business Case Summary**  
**Part I: Summary Information And Justification (All Capital Assets)**

**Section A: Overview (All Capital Assets)**

1. Date of Submission: September 2022
2. Agency: District of Columbia Courts
3. Bureau: N/A
4. Name of this Investment:

**Courtrooms and Judges Chambers**

5. Unique Project (Investment) Identifier: (For IT investment only, see section 53.9. For all other, use agency ID system.) 95-1712
6. What kind of investment will this be in FY 2024?  
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2024 should not select O&M)

Planning	_____
Full Acquisition	_____ <u>X</u> _____
Operations and Maintenance	_____
Mixed Life	_____
Cycle	

7. What was the first budget year this investment was submitted to OMB? 1999
8. Provide a brief summary and justification for this investment, including a brief description of how this closes in part or in whole an identified agency performance gap:

This line in the D.C. Courts' capital request includes the D.C. Courts' requirement to implement a systematic modernization of courtrooms, courtroom support space, and judges' chambers campus wide. The renovation of approximately 70 courtrooms (to include their supporting functions), hearing rooms, and approximately 70 judges' chambers will be phased over the next 15 to 20 years. The FY 2024 total request for \$73.02 million supports the near-term priorities, to include the following initiatives:

*Modernizing Courtroom Sets for ADA Accessibility*

A total of \$50.71 million is requested to fund the modernization of courtroom sets and associated support space on two levels of the H. Carl Moultrie I Courthouse as follows:

A total of \$28.17 million will fund the modernization of courtrooms 100-104 and hearing rooms 105-110 on the IA Level of Moultrie, which currently lack sprinklers and other elements that define a complete fire protection system. The scope includes modernization of the entire area that encompasses the courtrooms to the West of the atrium and North of the C Street Addition

boundary to ensure a visual and functional extension of the C Street Addition in this area of the Moultrie building.

A total of \$22.54 million is requested to fund the modernization of existing courtrooms 1-4 on the JM Level of Moultrie, which currently lack sprinklers and other elements that define a complete fire protection system. The scope includes modernization of the entire area that encompasses the courtrooms to the West of the atrium and North of the C Street Addition boundary to ensure a visual and functional extension of the C Street Addition in this area of the Moultrie building.

*Modernizing Judges Chambers*

The FY 2024 request for \$13 million includes the modernization of sixteen judges’ chambers on the north and northeast perimeter of the 2<sup>nd</sup> and 3<sup>rd</sup> floors of the H. Carl Moultrie I Courthouse, including adjacent support space and access pathways.

*Refreshing Courtrooms & Chambers for Continuity of Operations*

The FY 2024 request for \$9.31 million includes the refresh of ten courtrooms and ten chambers and funds to address all items related to courtrooms and chambers (and supporting infrastructure) campus-wide identified in the 2021 FCA for action by or before FY 2024. The D.C. Courts will identify the exact courtrooms and chambers to be refreshed and will schedule refreshes to align with other budget initiatives and master plan priorities to ensure cost and construction efficiencies.

- b) Provide any links to relevant websites that would be useful to gain additional information on the investment including links to GAO and IG reports. For each link, provide a title of the content found at that link. N/A

**Section B: Summary of Funding (Budget Authority for Capital Assets)**

**Investment: Courtrooms and Judges Chambers**

Table 1.B.1: Summary of Funding (In millions of dollars)								
(Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)								
	PY-1 and earlier	PY 2022	CY 2023	BY 2024	BY+1 2025	BY+2 2026	BY+3 2027 and beyond	Total unfunded (sum 2024 -beyond)
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition:	0.00	0.00	0.00	73.02	44.20	23.87	21.66	162.75
Planning & Acquisition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	0.00	0.00	0.00	73.02	44.20	23.87	21.66	162.75
Operations & Maintenance:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Disposition Costs (optional)								



Operations, Maintenance, Disposition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal O&M and Disposition Costs (SS)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL (not including FTE costs):	0.00	0.00	0.00	73.02	44.20	23.87	21.66	162.75
TOTAL (including FTE costs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total number of FTE represented by Costs:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Note: The two sub-total rows and total row will be calculated – not for data entry.

1. Insert the number of years covered in the column “PY-1 and earlier”  

24 years (1999)
2. Insert the number of years covered in column “BY+3 and beyond”  

1 year (2027)
3. If the summary of funding has changed from the FY 2023 President’s Budget request, briefly explain those changes:  

2023 President’s Budget Request did not support initiative, therefore, requirement has increased in FY 2024 to address minimum requirements. Total scope of requirement has been prioritized and packaged into three (3) long-term initiatives.

**Section C: Acquisition/Contract Strategy (All Capital Assets)**

Field	Contract 1		
Short description of acquisition	Moultrie IA & JM Level Modernization	2 <sup>nd</sup> & 3 <sup>rd</sup> Floor Judges’ Chambers Modernization	Courtroom & Chamber Refresh, FCA corrective actions
Contract Status	awaiting funding	awaiting funding	awaiting funding
Procurement Instrument Identifier (PIID)	TBD	TBD	TBD
Indefinite Delivery Vehicle (IDV) Reference ID	N/A	N/A	N/A
Solicitation ID	TBD	TBD	TBD
Alternative financing	N/A	N/A	N/A
EVM Required	N/A	N/A	N/A
Ultimate Contract Value	\$50.71M	\$13M	\$9.31M
Type of Contract/Task Order (Pricing)	Design Build	Design Build	Design Build
Is this contract a Performance Based Service Acquisition (PBSA)?	Yes	Yes	Yes

<b>Effective Date</b>	N/A	N/A	N/A
<b>Actual or expected end date of Contract/Task Order</b>	N/A	N/A	N/A
<b>Extent Competed</b> A) Full and open competition (B) Not available for competition (C) Not competed (D) Full and open competition after exclusion of sources (E) Follow-on to competed action (F) Competed under simplified acquisition procedures (G) Not competed under simplified acquisition procedures (CDO) Competitive Delivery Order (NDO) Non-competitive Delivery Order	A	A	A

1. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why:
2. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow:
  - b) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1
  - c) Was the Acquisition Plan approved in accordance with agency requirements
  - d) If "yes," enter the date of approval?
  - e) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan?
  - f) Does the acquisition plan meet the requirements of EOs 13423 and 13514?
  - g) If an Acquisition Plan has not been developed, provide a brief explanation.

Yes	No X
Yes	No
Yes	No
Yes	No
Yes	No
Awaiting funding	

**Section C: Performance Information**

1. Performance Information Table

<b>Table III.C.1: Performance Information Table</b>				
<b>Fiscal Year</b>	<b>Strategic Goal(s) Supported</b>	<b>Performance Baseline</b>	<b>Performance Goals</b>	<b>Action Results</b>
D.C. Courts Strategic Plan 2018-2022	Goal V: Effective Court Management and Administration	1. Most existing courtrooms and chambers that were constructed with the building in the 1970s have not been fully renovated since, to include fire and life safety, security and technology upgrades. 2. Public is underserved due to limitation of original design	1. Modernize courtrooms per the Facilities Master Plan. 2. Modernize chambers per Facilities Master Plan. 3. Add new ADA accessible courtrooms to the Courts' portfolio per Facilities Master Plan.	9 courtrooms will be modernized on time, within, scope, on schedule

**Exhibit 300: Capital Asset Plan and Business Case Summary**  
**Part I: Summary Information And Justification (All Capital Assets)**

**Section A: Overview (All Capital Assets)**

1. Date of Submission: September 2022
2. Agency: District of Columbia Courts
3. Bureau: N/A
4. Name of this Investment:

**Campus Security, Signage, and Lighting**

5. Unique Project (Investment) Identifier: (For IT investment only, see section 53.9. For all other, use agency ID system.) 95-1712
6. What kind of investment will this be in FY 2024?  
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2024 should not select O&M)

Planning	_____
Full Acquisition	_____ <u>X</u> _____
Operations and Maintenance	_____
Mixed Life	_____
Cycle	

7. What was the first budget year this investment was submitted to OMB? 1999
8. a) Provide a brief summary and justification for this investment, including a brief description of how this closes in part or in whole an identified agency performance gap:

The D.C. Courts request a total of \$13.40M to complete security enhancements to the D.C. Courts' Judiciary Square campus as detailed in the Judiciary Square Master Plan and the Open Space and Perimeter Security Design. This project will provide a secure perimeter around court buildings and increased pedestrian safety. The D.C. Courts have prioritized portions of the total requirement and identified the following FY 2024 initiatives:

*Securing the Northeast Block of Campus*

This initiative will implement the Open Space and Perimeter Security Design, approved by NCPC, to secure the perimeter of the northeast block of the D.C. Courts' campus at Judiciary Square. The FY 2024 request for \$7.03 million includes the renewal of existing parking access and control measures and the addition of physical vehicle barriers (heightened curbs, fence walls, tree fences and tall trees, bollards and hardened benches) to create a continuous security perimeter around the block on which Building B sits. It also includes the addition of site lighting and security surveillance cameras for increased safety of pedestrians and D.C. Courts personnel. Now that the D.C. Courts' migration from Gallery Place effort has been funded, the fund request

will support the start of exterior work to secure the block as work on the interior of Building B is being completed.

*Securing the Northwest Block of Campus*

This initiative is focused to implement the Open Space and Perimeter Security Design, approved by NCPC, to secure the perimeter of the northwest block of the D.C. Courts’ campus at Judiciary Square. The FY 2024 request for \$6.37 million includes the replacement of aged parking access and control devices and the addition of physical vehicle barriers (heightened curbs, fence walls, tree fences and tall trees, bollards and hardened benches) to create a continuous security perimeter around the block on which Building A sits. It also includes the addition of site lighting and security surveillance cameras for increased safety of pedestrian and D.C. Courts personnel.

The funding request is aligned with the *Securing the Northeast Block of Campus* initiative to complete both initiatives as one project, thereby achieving construction mobilization efficiencies and cost savings.

b. Provide any links to relevant websites that would be useful to gain additional information on the investment including links to GAO and IG reports. For each link, provide a title of the content found at that link. N/A

**Section B: Summary of Funding (Budget Authority for Capital Assets)**

**Investment: Campus Security, Signage, and Lighting**

Table 1.B.1: Summary of Funding (In millions of dollars) (Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)								
	PY-1 and earlier	PY 2022	CY 2023	BY 2024	BY+1 2025	BY+2 2026	BY+3 2027 and beyond	Total unfunded (sum 2024 – beyond)
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition :	9.15	0.00	0.00	13.40	0.00	0.00	0.00	13.40
Planning & Acquisition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	9.15	0.00	0.00	13.40	0.00	0.00	0.00	13.40
Operations & Maintenance:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Disposition Costs (optional)								
Operations, Maintenance, Disposition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal O&M and Disposition Costs (SS)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL (not including FTE costs):	9.15	0.00	0.00	13.40	0.00	0.00	0.00	13.40
TOTAL (including FTE costs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total number of FTE represented by Costs:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Note: The two sub-total rows and total row will be calculated – not for data entry.

- |  |  |
|--|--|
| 1. Insert the number of years covered in the column “PY-1 and earlier”   | 24 years (1999)  |
| 2. Insert the number of years covered in column “BY+3 and beyond”  | 1 year (2027)  |
| 3. If the summary of funding has changed from the FY 2022 President’s Budget request, briefly explain those changes: | Total scope of requirement has been prioritized and packaged into two (2) FY 2024 initiatives. |

**Section C: Acquisition/Contract Strategy (All Capital Assets)**

Field	Contract 1	Contract 2
<b>Short description of acquisition</b>	North Block of Courts’ Campus Secure Perimeter	
<b>Contract Status</b>	awaiting funding	
<b>Procurement Instrument Identifier (PIID)</b>	TBD	
<b>Indefinite Delivery Vehicle (IDV) Reference ID</b>	N/A	
<b>Solicitation ID</b>	TBD	
<b>Alternative financing</b>	N/A	
<b>EVM Required</b>	N/A	
<b>Ultimate Contract Value</b>	\$13.4M	
<b>Type of Contract/Task Order (Pricing)</b>	Design Build	
<b>Is this contract a Performance Based Service Acquisition (PBSA)?</b>	Yes	
<b>Effective Date</b>	Quarter 2 FY 2024	
<b>Actual or expected end date of Contract/Task Order</b>	Quarter 2 FY 2024	
<b>Extent Competed</b> A) Full and open competition (B) Not available for competition (C) Not competed (D) Full and open competition after exclusion of sources (E) Follow-on to competed action (F) Competed under simplified acquisition procedures (G) Not competed under simplified acquisition procedures (CDO) Competitive Delivery Order (NDO) Non-competitive Delivery Order	A	

- |  |  |     |      |
|--|--|-----|------|
| 1. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why: |  |     |      |
| 2. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow:                                       | <table border="0" style="width: 100%;"> <tr> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No X</td> </tr> </table> | Yes | No X |
| Yes  | No X   |     |      |
| b) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1   | <table border="0" style="width: 100%;"> <tr> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No</td> </tr> </table>   | Yes | No   |
| Yes  | No   |     |      |

- c) Was the Acquisition Plan approved in accordance with agency requirements
- d) If "yes," enter the date of approval?
- e) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan?
- f) Does the acquisition plan meet the requirements of EOs 13423 and 13514?
- g) If an Acquisition Plan has not been developed, provide a brief explanation.

Yes	No
Yes	No
Yes	No
Awaiting funding	

**Section C: Performance Information**

**I. Performance Information Table**

Enter the agency strategic goals supported by the investment and the corresponding performance measures in Table III.C.1. The performance goals must be clearly measurable and quantifiable.

<b>Table III.C.1: Performance Information Table</b>				
<b>Fiscal Year</b>	<b>Strategic Goal(s) Supported</b>	<b>Performance Baseline</b>	<b>Performance Goals</b>	<b>Action Results</b>
D.C. Courts Strategic Plan 2018-2022	Goal V: Effective Court Management and Administration	Judiciary Square has minimal perimeter security. Upgrade existing campus signage and improve lighting for safety of personnel and participants as they move between court buildings.	Secure perimeter around Buildings A and B on Judiciary Square campus	N/A

**Exhibit 300: Capital Asset Plan and Business Case Summary**  
**Part I: Summary Information And Justification (All Capital Assets)**

**Section A: Overview (All Capital Assets)**

1. Date of Submission: September 2022
2. Agency: District of Columbia Courts
3. Bureau: N/A
4. Name of this Investment:

**Life Safety and Code Compliance**

5. Unique Project (Investment) Identifier: (For IT investment only, see section 53.9. For all other, use agency ID system.) 95-1712
6. What kind of investment will this be in FY 2024?  
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2024 should not select O&M)

Planning	_____
Full Acquisition	_____ X _____
Operations and Maintenance	_____
Mixed Life Cycle	_____

7. What was the first budget year this investment was submitted to OMB? 2018
8. Provide a brief summary of the investment and justification, including a brief description of how this closes in part or in whole an identified agency performance gap:  
The D.C. Courts request \$3.15 million in FY 2024 to complete work in locations where life safety and code compliance issues have progressed to a point that poses an eminent threat to the personnel and visitors who occupy the space. The 2021 FCA identified corrosion on the sprinkler system piping and sprinkler heads throughout Building B. This corrosion, especially as it continues to progress, may impact the functionality of the sprinkler system to suppress fire, thereby compromising life safety in all areas of the building. Some of the issues within the work area of the Migration from Gallery Place Modernization Project will be mitigated or repaired, however the full extent of damage will not be addressed in that work or in other areas of the building. The total request will fund (1) an engineering investigation and identification of the building-wide issue, (2) the development of a strategy and cost for correction of the issue(s) identified, and (3) the start of work to correct the issue building-wide. This is identified as a Priority 1 item in the FCA, requiring immediate action in FY 2021, therefore the Courts will conduct mitigation activities until funds are available to comprehensively repair the system in its entirety.

- b) Provide any links to relevant websites that would be useful to gain additional information on the investment including links to GAO and IG reports. For each link, provide a title of the content found at that link. N/A

**Section B: Summary of Funding (Budget Authority for Capital Assets)**

**Investment: Life Safety & Code Compliance**

Table 1.B.1: Summary of Funding (In millions of dollars) (Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)								
	PY-1 and earlier	PY 2022	CY 2023	BY 2024	BY+1 2025	BY+2 2026	BY+3 2027 and beyond	Total unfunded (sum 2024 -beyond)
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition:	8.25	0.00	3.09	3.15	5.64	5.86	6.09	20.74
Planning & Acquisition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	8.25	0.00	3.09	3.15	5.64	5.86	6.09	20.74
Operations & Maintenance:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Disposition Costs (optional)								
Operations, Maintenance, Disposition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal O&M and Disposition Costs (SS)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL (not including FTE costs):	8.25	0.00	3.09	3.15	5.64	5.86	6.09	20.74
TOTAL (including FTE costs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total number of FTE represented by Costs:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Note: The two sub-total rows and total row will be calculated – not for data entry.

1. Insert the number of years covered in the column "PY-1 and earlier" 1
2. Insert the number of years covered in column "BY+3 and beyond" 1 year (2027)



3. If the summary of funding has changed from the FY 2023 President's Budget request, briefly explain those changes:
- The D.C. Courts re-baselined the FCA in 2021. The request includes the funds to correct the highest priority life safety and building code issues identified within the report.

**Section C: Acquisition/Contract Strategy (All Capital Assets)**

	<b>Contract 1</b>
<b>Short description of acquisition</b>	Engineering Study - Sprinkler System Corrosion
<b>Contract Status</b>	awaiting funding
<b>Procurement Instrument Identifier (PIID)</b>	TBD
<b>Indefinite Delivery Vehicle (IDV) Reference ID</b>	N/A
<b>Solicitation ID</b>	TBD
<b>Alternative financing</b>	N/A
<b>EVM Required</b>	N/A
<b>Ultimate Contract Value</b>	\$3.49M
<b>Type of Contract/Task Order (Pricing)</b>	Existing A/E IDIQ – Task Order
<b>Is this contract a Performance Based Service Acquisition (PBSA)?</b>	No
<b>Effective Date</b>	Quarter 1 FY 2024
<b>Actual or expected end date of Contract/Task Order</b>	Quarter 3 FY 2024
<b>Extent Competed</b> (A) Full and open competition (B) Not available for competition (C) Not competed (D) Full and open competition after exclusion of sources (E) Follow-on to competed action (F) Competed under simplified acquisition procedures (G) Not competed under simplified acquisition procedures (CDO) Competitive Delivery Order (NDO) Non-competitive Delivery Order	NDO

2. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why: Services contract
3. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow: Yes \_\_\_ No X
- b) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1 Yes \_\_\_ No \_\_\_
- c) Was the Acquisition Plan approved in accordance with agency requirements Yes \_\_\_ No \_\_\_
- d) If "yes," enter the date of approval?
- e) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan? Yes N/A No \_\_\_
- f) Does the acquisition plan meet the requirements of EOs 13423 and 13514? Yes N/A No \_\_\_
- g) If an Acquisition Plan has not been developed, provide a brief explanation. awaiting funding

**Section C: Performance Information**

1. Performance Information Table

<b>Table III.C.1: Performance Information Table</b>				
<b>Fiscal Year</b>	<b>Strategic Goal(s) Supported</b>	<b>Performance Baseline</b>	<b>Performance Goals</b>	<b>Action Results</b>
D.C. Courts Strategic Plan 2018-2022	Goal V: Effective Court Management and Administration	N/A	N/A	Funds not received yet.

## Maintaining Existing Infrastructure

### **Exhibit 300: Capital Asset Plan and Business Case Summary Part I: Summary Information And Justification (All Capital Assets)**

#### **Section A: Overview (All Capital Assets)**

1. Date of Submission: September 2022
2. Agency: District of Columbia Courts
3. Bureau: N/A
4. Name of this Investment:

#### **HVAC, Electrical and Plumbing Upgrades**

5. Unique Project (Investment) Identifier: (For IT investment only, see section 53.9. For all other, use agency ID system.) 95-1712
6. What kind of investment will this be in FY 2024?  
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2024 should not select O&M)

Planning	<u>      </u>
Full Acquisition	<u>  X  </u>
Operations and Maintenance	<u>      </u>
Mixed Life Cycle	<u>      </u>

7. What was the first budget year this investment was submitted to OMB? 1999
8. Provide a brief summary of the investment and justification, including a brief description of how this closes in part or in whole an identified agency performance gap:

The D.C. Courts request \$26.91 million for the HVAC, Electrical, and Plumbing Upgrades project to continue to upgrade electrical systems in the H. Carl Moultrie I Courthouse and replace HVAC equipment throughout the campus as components reach the end of their useful life. Campus wide, the recent re-baselining of the FCA in 2021 identified mechanical, electrical, and plumbing items that require action prior to FY 2024 to avoid near term failure. As a result, the FY 2024 funds request will support the completion of mechanical, electrical, and plumbing action items identified in the 2021 FCA Report, beginning with those of the highest priority in 2024. Continued deferment of funds on this line item will create the potential for system failures that will most likely result in costly emergency repairs. The most critical 2021 FCA items include:

- Replacement of the Courts' aged water piping, valves and related systems
- Installation of code compliant sprinkler systems to prioritize life safety
- Replacement of non-compliant or failing electrical equipment and systems

HVAC, Electrical and Plumbing Upgrade activities will require coordination with activities included under the Life Safety and Code Compliance Upgrades and Courtrooms and Judges' Chambers budget lines. As the D.C. Courts continue to implement the D.C Courts Facilities Master Plan renovations, the design and construction process will allow for extensive building system and life safety upgrades. Addressing program re-alignment and building infrastructure simultaneously will minimize operational impacts to the D.C. Courts.

- b) Provide any links to relevant websites that would be useful to gain additional information on the investment including links to GAO and IG reports. For each link, provide a title of the content found at that link. N/A

**Section B: Summary of Funding (Budget Authority for Capital Assets)**  
**Investment: HVAC, Electrical and Plumbing Upgrades**

<b>Table 1.B.1: Summary of Funding</b>								
(In millions of dollars)								
(Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)								
	PY-1 and earlier	PY 2022	CY 2023	BY 2024	BY+1 2025	BY+2 2026	BY+3 2027 and beyond	Total unfunded (sum 2024 – beyond)
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition:	0.00	2.87	0.00	26.91	11.07	10.73	11.16	59.87
Planning & Acquisition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	0.00	2.87	0.00	26.91	11.07	10.73	11.16	59.87
Operations & Maintenance:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Disposition Costs (optional)								
Operations, Maintenance, Disposition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal O&M and Disposition Costs (SS)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL (not including FTE costs):	0.00	2.87	0.00	26.91	11.07	10.73	11.16	59.87
TOTAL (including FTE costs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Total number of FTE represented by Costs:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
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Note: The two sub-total rows and total row will be calculated – not for data entry.

1. Insert the number of years covered in the column “PY-1 and earlier” 1 year
2. Insert the number of years covered in column “BY+3 and beyond” 1 year (2027)
3. If the summary of funding has changed from the FY 2023 President’s Budget request, briefly explain those changes: N/A

**Section C: Acquisition/Contract Strategy (All Capital Assets)**

	<b>Contract 1</b>
<b>Short description of acquisition</b>	multiple
<b>Contract Status</b>	Awaiting funding
<b>Procurement Instrument Identifier (PIID)</b>	N/A
<b>Indefinite Delivery Vehicle (IDV) Reference ID</b>	N/A
<b>Solicitation ID</b>	N/A
<b>Alternative financing</b>	N/A
<b>EVM Required</b>	N/A
<b>Ultimate Contract Value</b>	TBD
<b>Type of Contract/Task Order (Pricing)</b>	TBD
<b>Is this contract a Performance Based Service Acquisition (PBSA)?</b>	TBD
<b>Effective Date</b>	N/A
<b>Actual or expected end date of Contract/Task Order</b>	N/A
<b>Extent Competed</b> (A) Full and open competition (B) Not available for competition (C) Not competed (D) Full and open competition after exclusion of sources (E) Follow-on to competed action (F) Competed under simplified acquisition procedures (G) Not competed under simplified acquisition procedures (CDO) Competitive Delivery Order (NDO) Non-competitive Delivery Order	TBD

2. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why: \_\_\_\_\_
3. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow: Yes \_\_\_ No X
- b) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1 Yes \_\_\_ No \_\_\_
- c) Was the Acquisition Plan approved in accordance with agency requirements Yes \_\_\_ No \_\_\_

- d) If "yes," enter the date of approval?
- e) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan? Yes \_\_\_ No \_\_\_
- f) Does the acquisition plan meet the requirements of EOs 13423 and 13514? Yes \_\_\_ No \_\_\_
- g) If an Acquisition Plan has not been developed, provide a brief explanation. Awaiting funding \_\_\_\_\_

**Section C: Performance Information**

1. Performance Information Table

<b>Table III.C.1: Performance Information Table</b>				
<b>Fiscal Year</b>	<b>Strategic Goal(s) Supported</b>	<b>Performance Baseline</b>	<b>Performance Goals</b>	<b>Action Results</b>
D.C. Courts Strategic Plan 2018-2022	Goal V: Effective Court Management and Administration	Maintain mission critical systems in excellent working condition.	Perform scheduled/preventive maintenance work to preserve expected useful life and replace systems within one (1) year of identified end-of-life date, as required.	Building MEP systems have been upgraded yearly as funded projects have been completed. FCA re-baselined in 2021 to identify and prioritize most critical MEP issues campus-wide.

**Exhibit 300: Capital Asset Plan and Business Case Summary**  
**Part I: Summary Information And Justification (All Capital Assets)**

**Section A: Overview (All Capital Assets)**

1. Date of Submission: September 2022
2. Agency: District of Columbia Courts
3. Bureau: N/A
4. Name of this Investment:

**Fire and Security Alarm Systems**

5. Unique Project (Investment) Identifier: (For IT investment only, see section 53.9. For all other, use agency ID system.) 95-1712
6. What kind of investment will this be in FY 2024?  
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2024 should not select O&M)

Planning	_____
Full Acquisition	_____ X _____
Operations and Maintenance	_____
Mixed Life Cycle	_____

7. What was the first budget year this investment was submitted to OMB? 1999
8. Provide a brief summary of the investment and justification, including a brief description of how this closes in part or in whole an identified agency performance gap:

The D.C. Courts' video management system serves as an initial line of defense, enabling the D.C. Courts to manage real time threats, provide incident responses, and document criminal activities occurring in court buildings. The existing video management system was installed in 2004 and, at twenty years old by 2024, has aged beyond its useful life. In the event of a system malfunction by the end of this year, neither tech support nor replacement parts will be available, rendering the system inoperable. The system is analog based, much of the marketplace has ceased production of analog components, and the remaining vendors plan to do so within the next one to five years. All technology support for analog-based systems will end after 2022. The unavailability of parts has already begun to affect the repair of the existing systems. The \$6.30 million requested for Fire and Security Alarm Systems will fund the continuation of a multi-year effort to replace this existing analog-based video management system with a contemporary Internet Protocol (IP) system campus-wide.

- b) Provide any links to relevant websites that would be useful to gain additional information on the investment including links to GAO and IG reports. For each link, provide a title of the content found at that link. N/A

**Section B: Summary of Funding (Budget Authority for Capital Assets)**  
**Investment: Fire and Security Alarm Systems**

Table 1.B.1: Summary of Funding (In millions of dollars)								
(Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)								
	PY-1 and earlier	PY 2022	CY 2023	BY 2024	BY+1 2025	BY+2 2026	BY+3 2027 and beyond	Total unfunded (sum 2024 – beyond)
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition:	0.00	2.07	0.00	6.30	4.50	2.84	2.95	16.59
Planning & Acquisition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	0.00	2.07	0.00	6.30	4.50	2.84	2.95	16.59
Operations & Maintenance:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Disposition Costs (optional)								
Operations, Maintenance, Disposition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal O&M and Disposition Costs (SS)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL (not including FTE costs):	0.00	2.07	0.00	6.30	4.50	2.84	2.95	16.59
TOTAL (including FTE costs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total number of FTE represented by Costs:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00



Note 1: The two sub-total rows and total row will be calculated – not for data entry.

2. Insert the number of years covered in the column “PY-1 and earlier” 1 year
3. Insert the number of years covered in column “BY+3 and beyond” 1 year
4. If the summary of funding has changed from the FY 2022 President’s Budget request, briefly explain those changes: N/A

**Section C: Acquisition/Contract Strategy (All Capital Assets)**

<b>Field</b>	<b>Contract 1</b>	<b>Contract 2</b>	<b>Contract 3</b>
<b>Short description of acquisition</b>	Campus Wide Video Management System Replacement (juvenile prisoner cell blocks & holding areas)	Campus Wide Video Management System Replacement (server space, infrastructure and hardware)	Campus Wide Video Management System Replacement (adult prisoner cell blocks & holding areas)
<b>Contract Status</b>	awaiting funding	awaiting funding	awaiting funding
<b>Procurement Instrument Identifier (PIID)</b>	N/A	N/A	N/A
<b>Indefinite Delivery Vehicle (IDV) Reference ID</b>	N/A	N/A	N/A
<b>Solicitation ID</b>	TBD	TBD	TBD
<b>Alternative financing</b>	No	No	No
<b>EVM Required</b>	N/A	N/A	N/A
<b>Ultimate Contract Value</b>	\$1M	\$800,000	\$4.5M
<b>Type of Contract/Task Order (Pricing)</b>	Fixed	Fixed	Fixed
<b>Is this contract a Performance Based Service Acquisition (PBSA)?</b>	Yes	Yes	Yes
<b>Effective Date</b>	N/A	N/A	N/A
<b>Actual or expected end date of Contract/Task Order</b>	N/A	N/A	N/A

<b>Extent Competed</b> (A) Full and open competition (B) Not available for competition (C) Not competed (D) Full and open competition after exclusion of sources (E) Follow-on to competed action (F) Competed under simplified acquisition procedures (G) Not competed under simplified acquisition procedures (CDO) Competitive Delivery Order (NDO) Non-competitive Delivery Order	TBD	TBD	TBD
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If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why:

2. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow: Yes \_\_\_ No X
- b) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1 Yes \_ No \_\_\_
- c) Was the Acquisition Plan approved in accordance with agency requirements Yes \_\_\_ No \_\_\_
- d) If "yes," enter the date of approval?
- e) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan? Yes \_\_\_ No \_\_\_
- f) Does the acquisition plan meet the requirements of EOs 13423 and 13514? Yes \_\_\_ No \_\_\_
- g) If an Acquisition Plan has not been developed, provide a brief explanation. Awaiting funding

### Section C: Performance Information

#### 1. Performance Information Table

<b>Table III.C.1: Performance Information Table</b>				
<b>Fiscal Year</b>	<b>Strategic Goal(s) Supported</b>	<b>Performance Baseline</b>	<b>Performance Goals</b>	<b>Action Results</b>
D.C. Courts Strategic Plan 2018-2022	Goal V: Effective Court Management and Administration	Outdated analog CCTV system converted to digital system.	Fully commissioned digital CCTV system in project areas	awaiting funding

**Exhibit 300: Capital Asset Plan and Business Case Summary**  
**Part I: Summary Information And Justification (All Capital Assets)**

**Section A: Overview (All Capital Assets)**

1. Date of Submission: September 2022
2. Agency: District of Columbia Courts
3. Bureau: N/A
4. Name of this Investment:

**General Repair Projects**

5. Unique Project (Investment) Identifier: (For IT investment only, see section 53.9. For all other, use agency ID system.) 95-1712
6. What kind of investment will this be in FY 2024?  
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2024 should not select O&M)

Planning	_____
Full Acquisition	_____ X _____
Operations and Maintenance	_____
Mixed Life Cycle	_____

7. What was the first budget year this investment was submitted to OMB? 1999
8. Provide a brief summary of the investment and justification, including a brief description of how this closes in part or in whole an identified agency performance gap:

The \$26.77 million request will permit the D.C. Courts to continue, in all five Judiciary Square campus buildings and grounds, (1) accessibility and safety improvements; (2) replacement of fixtures, lighting, flooring, and ceiling tiles; and (3) replacement of equipment, as required due to aging and failure. General repair projects will be completed as prioritized and recommended in the 2021 FCA, and funds requested in FY 2024 will support the completion of projects identifying what repairs are most urgent to complete in 2024 to ensure operational continuity in Courts' facilities.

The most critical 2021 FCA items to ensure life safety in the event of a fire and to ensure code compliance, accessibility, and occupant security:

- Replace fire-rated door assemblies
- Replace door hardware & frames necessary to maintain building fire separations
- Replace non-compliant railing at emergency stairs
- Replace railings at atrium surround escalators
- Replace structural steel bracing and steel columns

- Replace numerous back-of-house doors to resolve all non-compliant life safety and egress issues and eliminate building security breaches
  - Replace and reconfigure restroom accessories to meet ADA guidelines
- b) Provide any links to relevant websites that would be useful to gain additional information on the investment including links to GAO and IG reports. For each link, provide a title of the content found at that link. N/A

**Section B: Summary of Funding (Budget Authority for Capital Assets)**  
**Investment: General Repair Projects**

Table 1.B.1: Summary of Funding (In millions of dollars)								
(Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)								
	PY-1 and earlier	PY 2022	CY 2023	BY 2024	BY+1 2025	BY+2 2026	BY+3 2027 and beyond	Total unfunded (sum 2024 - beyond)
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition:	9.45	12.01	10.88	26.77	15.52	15.06	15.66	73.01
Planning & Acquisition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	9.45	12.01	10.88	26.77	15.52	15.06	15.66	73.01
Operations & Maintenance:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Disposition Costs (optional)								
Operations, Maintenance, Disposition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal O&M and Disposition Costs (SS)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL (not including FTE costs):	9.45	12.01	10.88	26.77	15.52	15.06	15.66	73.01
TOTAL (including FTE costs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total number of FTE represented by Costs:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Note: The two sub-total rows and total row will be calculated – not for data entry.

2. Insert the number of years covered in the column "PY-1 and earlier"

1 year

3. Insert the number of years covered in column "BY+3 and beyond"

1 year

4. If the summary of funding has changed from the FY 2021 President's Budget request, briefly explain those changes:

The D.C. Courts re-baselined the FCA in 2021. The request includes the funds to correct the highest priority projects identified within the report.

**Section C: Acquisition/Contract Strategy (All Capital Assets)**

	<b>Contract 1</b>
<b>Short description of acquisition</b>	TBD
<b>Contract Status</b>	TBD
<b>Procurement Instrument Identifier (PIID)</b>	TBD
<b>Indefinite Delivery Vehicle (IDV) Reference ID</b>	TBD
<b>Solicitation ID</b>	TBD
<b>Alternative financing</b>	TBD
<b>EVM Required</b>	TBD
<b>Ultimate Contract Value</b>	TBD
<b>Type of Contract/Task Order (Pricing)</b>	TBD
<b>Is this contract a Performance Based Service Acquisition (PBSA)?</b>	TBD
<b>Effective Date</b>	TBD
<b>Actual or expected end date of Contract/Task Order</b>	TBD
<b>Extent Competed</b> (A) Full and open competition (B) Not available for competition (C) Not competed (D) Full and open competition after exclusion of sources (E) Follow-on to competed action (F) Competed under simplified acquisition procedures (G) Not competed under simplified acquisition procedures (CDO) Competitive Delivery Order (NDO) Non-competitive Delivery Order	TBD

1. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why: Awaiting funding
2. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow: Yes \_\_\_ No X
- b) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1 Yes \_ No \_\_\_
- c) Was the Acquisition Plan approved in accordance with agency requirements Yes No \_\_\_
- d) If "yes," enter the date of approval?
- e) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan? Yes \_ No \_\_\_
- f) Does the acquisition plan meet the requirements of EOs 13423 and 13514? Yes \_\_\_ No \_\_\_
- g) If an Acquisition Plan has not been developed, provide a brief explanation. Awaiting funding. The 2021 FCA will be

prioritized and utilized to develop Acquisition Plan based on amount of funding received.

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**Section C: Performance Information**

1. Performance Information Table

<b>Table III.C.1: Performance Information Table</b>				
<b>Fiscal Year</b>	<b>Strategic Goal(s) Supported</b>	<b>Performance Baseline</b>	<b>Performance Goals</b>	<b>Action Results</b>
D.C. Courts Strategic Plan 2018-2022	Goal V: Effective Court Management and Administration	Maintain mission critical systems in excellent working condition.	Perform scheduled/preventive maintenance work to preserve expected useful life.	Building systems have been upgraded yearly as funded projects have been completed. FCA re-baselined in 2021 to identify and prioritize most critical projects campus-wide.

**Exhibit 300: Capital Asset Plan and Business Case Summary**  
**Part I: Summary Information And Justification (All Capital Assets)**

**Section A: Overview (All Capital Assets)**

1. Date of Submission: September 2022
2. Agency: District of Columbia Courts
3. Bureau: N/A
4. Name of this Investment:

**Restoration of the Historic Courthouse - Maintenance**

5. Unique Project (Investment) Identifier: (For IT investment only, see section 53.9. For all other, use agency ID system.) 95-1712
6. What kind of investment will this be in FY 2024?  
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2024 should not select O&M)

Planning	_____
Full Acquisition	_____
Operations and Maintenance	_____ X _____
Mixed Life Cycle	_____

7. What was the first budget year this investment was submitted to OMB? 1997
8. Provide a brief summary of the investment and justification, including a brief description of how this closes in part or in whole an identified agency performance gap:

The D.C. Courts have been widely recognized for successfully executing the renovation of the Historic Courthouse. In addition to providing appropriate and much-needed space for the Court of Appeals, the renovation project has won eighteen awards for architecture, construction, lighting, and historic preservation.

As custodians of this multi-million-dollar restoration investment to one of the oldest public building in Washington D.C., the D.C. Courts are requesting funds to maintain the infrastructure of the Historic Courthouse.

A total of \$5.78 million is requested in FY 2024 to maintain the historic fabric of the building, which requires constant care, and to protect the significant public investment in its restoration. The completion of items in the Historic Courthouse and the adjacent plaza identified in the 2021 FCA Report as requiring immediate corrective action will be prioritized, beginning with those of the highest priority in 2024.

- b) Provide any links to relevant websites that would be useful to gain additional information on the investment including links to GAO and IG reports. For each link, provide a title of the content found at that link. NA

**Section B: Summary of Funding (Budget Authority for Capital Assets)**

**Investment: Historic Courthouse & Public Plaza Repair and Maintenance**

Table 1.B.1: Summary of Funding (In millions of dollars)								
(Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)								
	PY-1 and earlier	PY 2022	CY 2023	BY 2024	BY+1 2025	BY+2 2026	BY+3 2027 and beyond	Total unfunded (sum 2024 – beyond)
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Planning & Acquisition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operations & Maintenance:	0.00	0.00	0.00	5.78	2.21	2.26	2.35	12.60
Disposition Costs (optional)								
Operations, Maintenance, Disposition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal O&M and Disposition Costs (SS)	0.00	0.00	0.00	5.78	2.21	2.26	2.35	12.60
TOTAL FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL (not including FTE costs):	0.00	0.00	0.00	5.78	2.21	2.26	2.35	12.60
TOTAL (including FTE costs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total number of FTE represented by Costs:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Note: The two sub-total rows and total row will be calculated – not for data entry.

1. Insert the number of years covered in the column “PY-1 and earlier”

1 year

2. Insert the number of years covered in column “BY+3 and beyond”

1 year



3. If the summary of funding has changed from the FY 2021 President's Budget request, briefly explain those changes:

The D.C. Courts re-baselined the FCA in 2021. The request includes the funds to correct the highest priority building and entry plaza issues identified within the report.

**Section C: Acquisition/Contract Strategy (All Capital Assets)**

	<b>Contract 1</b>
<b>Short description of acquisition</b>	TBD
<b>Contract Status</b>	TBD
<b>Procurement Instrument Identifier (PIID)</b>	TBD
<b>Indefinite Delivery Vehicle (IDV) Reference ID</b>	TBD
<b>Solicitation ID</b>	TBD
<b>Alternative financing</b>	TBD
<b>EVM Required</b>	TBD
<b>Ultimate Contract Value</b>	TBD
<b>Type of Contract/Task Order (Pricing)</b>	TBD
<b>Is this contract a Performance Based Service Acquisition (PBSA)?</b>	TBD
<b>Effective Date</b>	TBD
<b>Actual or expected end date of Contract/Task Order</b>	TBD
<b>Extent Competed</b> (A) Full and open competition (B) Not available for competition (C) Not competed (D) Full and open competition after exclusion of sources (E) Follow-on to competed action (F) Competed under simplified acquisition procedures (G) Not competed under simplified acquisition procedures (CDO) Competitive Delivery Order (NDO) Non-competitive Delivery Order	TBD

2. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why: Awaiting funding \_\_\_\_\_
3. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow: Yes \_\_\_ No X\_\_\_
- b) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1 Yes \_\_\_ No \_\_\_
- c) Was the Acquisition Plan approved in accordance with agency requirements Yes \_\_\_ No \_\_\_
- d) If "yes," enter the date of approval? \_\_\_\_\_
- e) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan? Yes \_\_\_ No \_\_\_
- f) Does the acquisition plan meet the requirements of EOs 13423 and 13514? Yes \_\_\_ No \_\_\_
- g) If an Acquisition Plan has not been developed, provide a brief explanation. Awaiting funding

**Section C: Performance Information**

1. Performance Information Table

**Table III.C.1: Performance Information Table**

<b>Fiscal Year</b>	<b>Strategic Goal(s) Supported</b>	<b>Performance Baseline</b>	<b>Performance Goals</b>	<b>Action Results</b>
D.C. Courts Strategic Plan 2018-2022	Goal V: Effective Court Management and Administration	Maintain mission critical systems in excellent working condition.	Correct 2021 FCA items in building & plaza	Sound building & plaza infrastructure

**Exhibit 300: Capital Asset Plan and Business Case Summary**  
**Part I: Summary Information And Justification (All Capital Assets)**

Section A: Overview (All Capital Assets)

1. Date of Submission: September 2022
2. Agency: District of Columbia Courts
3. Bureau: NA
4. Name of this Investment:

**Technology Infrastructure**

5. Unique Project (Investment) Identifier: (For IT investment only, see section 53.9. For all other, use agency ID system.) 95-1712
6. What kind of investment will this be in FY 2024?  
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2024 should not select O&M)

Planning	_____
Full Acquisition	_____X_____
Operations and Maintenance	_____X_____
Mixed Life Cycle	_____X_____

7. What was the first budget year this investment was submitted to OMB? 2024
8. Provide a brief summary and justification for this investment, including a brief description of how this closes in part or in whole an identified agency performance gap:

The D.C. Courts are requesting \$5.30 million to support the organization's strategic goals, specifically, to provide resilient and responsive technology resulting in the highest level of service to the public. The Courts three major areas where the technology request is focused are. (1) Access to information to ensure efficient access to justice, fair and timely case resolution through web-based and mobile applications that will provide court participants greater access to information and data enhancing productivity. This initiative will additionally provide court personnel with the ability to utilize computer applications remotely. (2) Enhancing technology capabilities to promote operational effectiveness by seeking innovative technology solutions, specifically cloud computing, workspace virtualization, and network infrastructure enhancements. Implementing these technologies will ensure compliance with federal requirements and internal standards and (3) Information security technologies that protect court information and assets from cyber threats and other risks, both internal and external. The implementation of these technologies will provide effective prevention against attacks on information technology assets, ensure continuous

uninterrupted service of court systems and allow for high availability of critical court applications in an emergency.

b) Provide any links to relevant websites that would be useful to gain additional information on the investment including links to GAO and IG reports. For each link, provide a title of the content found at that link. N/A

**Section B: Summary of Funding (Budget Authority for Capital Assets)**

**Investment: Technology Infrastructure**

<b>Table 1.B.1: Summary of Funding</b> (In millions of dollars) (Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)								
	PY-1 and earlier	PY 2022	CY 2023	BY 2024	BY+1 2025	BY+2 2026	BY+3 2027 and beyond	Total unfunded (sum 2024-beyond)
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition:	2.00	2.00	4.99	5.30	5.62	5.85	6.08	22.85
Planning & Acquisition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	2.00	2.00	4.99	5.30	5.62	5.85	6.08	22.85
Operations & Maintenance:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Disposition Costs (optional)								
Operations, Maintenance, Disposition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal O&M and Disposition Costs (SS)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL (not including FTE costs):	2.00	2.00	4.99	5.30	5.62	5.85	6.08	22.85
TOTAL (including FTE costs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total number of FTE represented by Costs:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Note: The two sub-total rows and total row will be calculated – not for data entry. 2.

1. Insert the number of years covered in the column “PY-1 and earlier”

1 year

2. Insert the number of years covered in column "BY+3 and beyond"

1 year

3. If the summary of funding has changed from the FY 2021 President's Budget request, briefly explain those changes:

N/A

**Section C: Acquisition/Contract Strategy (All Capital Assets)**

<b>Table I.C.1 Contracts Table</b>		
	<b>Data Description</b>	<b>Contract 1</b>
<b>Short description of acquisition</b>	See <a href="http://www.usaspending.gov/learn">www.usaspending.gov/learn</a>	TBD
<b>Contract Status</b>	(1) Awarded, (2) Pre-award Post-solicitation, (3) Pre-award Pre-solicitation	TBD
<b>Procurement Instrument Identifier (PIID)</b>	See <a href="http://www.usaspending.gov/learn?tab=FAQ#2">www.usaspending.gov/learn?tab=FAQ#2</a>	TBD
<b>Indefinite Delivery Vehicle (IDV) Reference ID</b>	Required only for IDVs. See <a href="http://www.usaspending.gov/learn?tab=FAQ#2">www.usaspending.gov/learn?tab=FAQ#2</a>	TBD
<b>Solicitation ID</b>	See <a href="http://www.fbo.gov">www.fbo.gov</a>	TBD
<b>Alternative financing</b>	(ESPC, UESC, EUL or N/A)	TBD
<b>EVM Required</b>	Y/N	TBD
<b>Ultimate Contract Value</b>	Total Value of Contract including base and all options. Complete using dollars to two decimal places.	TBD
<b>Type of Contract/Task Order (Pricing)</b>	See <a href="#">FAR Part 16</a> . Can be fixed price, cost, cost plus, incentive, IDV, time and materials, etc.	TBD
<b>Is this contract a Performance Based Service Acquisition (PBSA)?</b>	Y/N Indicates whether the contract is a PBSA as defined by <a href="#">FAR 37.601</a> . A PBSA describes the requirements in terms of results rather than the methods of performance of the work.	TBD
<b>Effective Date</b>	MM/DD/YYYY Actual or expected Start Date of Contract/Task Order, the date that the parties agree will be the starting date for the contract's requirements.	TBD
<b>Actual or expected end date of Contract/Task Order</b>	MM/DD/YYYY	TBD
<b>Extent Competed</b>	(A) Full and open competition (B) Not available for competition (C) Not competed (D) Full and open competition after exclusion of sources (E) Follow-on to competed action (F) Competed under simplified acquisition procedures (G) Not	TBD

	competed under simplified acquisition procedures (CDO) Competitive Delivery Order (NDO) Non-competitive Delivery Order	
--	--	--

2. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why:

N/A

3. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow:

Yes      No X

b) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1

Yes      No

c) Was the Acquisition Plan approved in accordance with agency requirements

Yes      No

d) If "yes," enter the date of approval?

e) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan?

Yes      No

f) Does the acquisition plan meet the requirements of EOs 13423 and 13514?

Yes      No

g) If an Acquisition Plan has not been developed, provide a brief explanation. Awaiting funding

**DISTRICT OF COLUMBIA COURTS**  
**FY 2024 Budget Justification**  
**Grant-funded Activities and Reimbursements**

For Fiscal Year 2022, the District of Columbia Courts secured nearly \$2.4 million in Federal, local and private grant funds to: (1) provide services to victims of crime; (2) expedite permanent placement of children as required by ASFA legislation; (3) address the needs of children who are in an out-of-home placement or at risk of being placed in an out-of-home placement as a result of a parental substance abuse; (4) develop a comprehensive eviction diversion initiative; (5) assess the staffing needs of Magistrate Judges' Chambers; (6) expand juvenile behavioral diversion programs and youth impacted by sex trafficking; (7) examine the courts' high volume calendars to enhance access to justice; (8) improve court interpreter services; and (9) assess organizational structure to increase efficiency. The Courts currently receive funds through 11 active grants secured from various Federal, local and private sources. Of these, five grants totaling approximately \$564,000 are scheduled to expire at the end of FY 2022. Table 1 lists the Courts' grants and reimbursement funding for Fiscal Years 2022 and projected through 2024, while Table 2 lists grants scheduled.

**I. FEDERAL GRANTS**

**(a) Abused and Neglected Children**

- ***Court Improvement Program (CIP)***. U.S. Department of Health and Human Services, Administration for Children and Families.

To assess and improve judicial proceedings that handle child abuse and neglect and related foster care and adoption litigation. The Superior Court continued collaboration with District child welfare agencies in examining the effectiveness of current practices and procedures, adequacy of resources and coordination among key agencies to enhance parental engagement with the Court, ensure that youth have a voice, ensure that permanent placements promote the child's best interests, and provide quality representation for children and families in the District of Columbia. Grant funds will enable the Court to continue implementation and expansion of the CASA led *Preparing Youth for Adulthood* initiative, allow for the continuation of the *Hooked on Books* program for children in the foster care system, support the Court's Quality Legal Representation project by funding a *Multi-Disciplinary Representation Project* that will provide Court-appointed attorneys (CCAN attorneys) with an opportunity to partner with an experienced social worker for the benefit of their parent-clients, and support the CIP Project Coordinator position. This grant award period includes carry over funds from multiple awards that included emergency funds to address COVID-19 related needs.

**(b) Crime Victims**

- ***Crime Victims Compensation Program (Claims)***. U.S. Department of Justice, Office of Victims of Crime.

To provide funds from the Crime Victims Compensation Fund for District of Columbia victim compensation payments to eligible crime victims.

**(c) Justice and Mental Health Collaboration Program**

- ***Commercial Sexual Exploitation of Children (CSEC). U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention (OJJDP)***

The DCSC through this grant funding is pursuing two program goals: (1) to increase engagement, reduce victimization and reduce delinquent behavior of HOPE Court participants by developing or expanding partnerships with local CSEC agencies to provide mentoring services and specialized support services, and (2) to increase community awareness of the problem of CSEC to reduce victim blaming and isolation, and increase engagement of community stakeholders including victims' families. The outcome of this program is to serve at least 150 youth at-risk or confirmed as CSEC victims, engage up to six direct service providers, and conduct outreach to over 10,000 District residents.

**(d) Family Drug Court Program**

- ***Family Treatment Court Program. U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention (OJJDP)***

To increase the well-being of, improve permanency outcomes for, and enhance the safety of children who are in an out-of-home placement or at risk of being placed in an out-of-home placement as a result of a parental substance abuse. Grant funds are used to achieve six primary goals: (1) Increase program capacity from 35 to 50 families, (2) Expand the array of supportive recovery services to families, (3) Employ additional staff who will assist in providing supportive services to FTC participants to improve participant engagement in the program, (4) Provide at least one cross-training opportunity for new and existing FTC staff and stakeholders each quarter, as well as a quarterly training for FTC participants, (5) Establish a comprehensive incentives and therapeutic responses program component, and (6) Provide transportation assistance to help eliminate lack of transportation as a barrier to successful completion of services.

• **D.C. FEDERAL BLOCK GRANTS**

For each of the grants listed in this section, the District of Columbia Courts are a sub-grantee of the District of Columbia.

**(a) Victims of Domestic Violence**

- ***Domestic Violence Project.*** D.C. Office of Victim Services on behalf of the U.S. Department of Justice, Office of Violence Against Women, STOP Grant Program.



To enhance the safety and improve services of domestic violence victims residing in Wards 7 and 8. Grant funds are used to support operations at the Southeast Family Justice Center and support domestic violence and sexual assault training for judicial officers and staff in the Domestic Violence Unit and Family Court.

- ***Supervised Child Visitation Center.*** Office of the Attorney General (U.S. Department of Health and Human Services, Access and Visitation Grant).

To support the Court's supervised visitation center through a grant from the Health and Human Services agency. The Center serves as a safe, neutral location in which non-custodial parents in domestic violence cases may visit their children.

### III. PRIVATE GRANTS

#### (a) Access to Justice

- ***Language Access Project Grant.*** State Justice Institute.

To develop the first nationwide Amharic language court interpreter certification exam and to implement the Courts' Interpreter Registry, a formal court interpreter testing and training program. Grants funds are used to contract with the National Center for State Courts (NCSC) to develop the certification exam that will test candidates in their consecutive and simultaneous interpretation and sight translation skills. The Interpreter Registry will include a database published on the Courts' website and enable interpreters to update their contact information while Court staff update and verify interpreter credentials.

- ***High Volume Court Calendars.*** State Justice Institute.

To conduct an in-depth review of the Courts' high-volume landlord and tenant, debt collection and mortgage foreclosure calendars. Grants funds are used to contract with the National Center for State Courts to conduct an independent assessment of these calendars, seeking input from internal and external stakeholders. The goals of the project are to enhance access and fairness, enhance efficiency, and to eliminate any practices which may contribute to racial inequity.

- ***Eviction Diversion Initiative.*** National Center for State Courts.

To implement a new case triage and management process for Landlord and Tenant cases, divert cases to early mediation, expand the use of trained court navigators to assist litigants and connect them earlier in the court process to needed legal and social services, and partner with the Greater Washington Urban League on a comprehensive public education initiative. Furthermore, this grant seeks to (1) Establish or expand court-based eviction diversion programs to prevent avoidable evictions, (2) Identify and address barriers faced by litigants with the goal of redesigning and simplifying

court processes to be more responsive to community needs, (3) Collaborate with legal aid agencies, social service agencies, rental assistance programs, and community-based organizations to expand access and facilitate connections to legal and non-legal resources that can further stabilize litigants, (4) Strengthen data collection efforts to better understand the impact and outcomes of reform efforts, and (5) Pursue other aligned goals as identified by each local jurisdiction.

**(b) Organizational Assessment**

- ***District of Columbia Superior Court – Weighted Caseload Study.*** State Justice Institute.

To conduct an assessment of the appropriate number of magistrate judges, law clerks and judicial administrative assistants (JAAs) to process the work of the Court, and to determine the staffing levels needed in the divisions. Grants funds are used to contract with the National Center for State Courts (NCSC).

- ***Organizational and Management Structure Assessment Project Grant.*** State Justice Institute.

To conduct an in-depth assessment of the Court of Appeals’ organizational and management structure. Grants funds are used to contract with the National Center for State Courts (NCSC) to conduct an organization-wide assessment of the management structure and established procedures of the DCCA with the overall goals of enhancing the delivery of appellate court services, developing and improving access to justice, managing court performance and promoting public trust and confidence.

Table 1  
**DISTRICT OF COLUMBIA COURTS**  
**Amounts Available for Obligation: Grants and Reimbursements**  
(\$ in thousands)

Grant or Reimbursement	Source	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
<b>I. FEDERAL GRANTS:</b>				
<b>Abused and Neglected Children</b>				
Court Improvement Program	U.S. Department of Health and Human Services	567*	284	284
<b>Crime Victims</b>				
Crime Victims Compensation Payments	U.S. Department of Justice	836	1,045	1,045
<b>Family Court- Court Social Services</b>				
Commercial Sexual Exploitation of Children Program	U.S. Department of Justice	6	422	-
<b>Family Court- Family Drug Court Program</b>				
Family Treatment Court	U.S. Department of Justice	312	294	191
<i>Subtotal, Federal Grants</i>		<b>1,721</b>	<b>2,045</b>	<b>1,520</b>
<b>II. D.C. FEDERAL BLOCK GRANTS:</b>				
<b>Domestic Violence</b>				
Supervised Child Visitation Center	U.S. Department of Health and Human Services	111	111	111
Domestic Violence Project	U.S. DOJ VAWA STOP Grants	42	120	120
<i>Subtotal, D.C. Federal Block Grants</i>		<b>153</b>	<b>231</b>	<b>231</b>
<b>III. PRIVATE GRANTS:</b>				
<b>Access to Justice</b>				
Language Access Project	State Justice Institute	2	9	-
High Volume Calendars and Racial/Ethnic Data in D.C. Courts	State Justice Institute	45	-	-
Eviction Diversion Initiative	National Center for State Courts	430	176	-
<b>Organizational Assessment</b>				
Organizational and Management Structure Assessment Project	State Justice Institute	53	-	-
Magistrate Judge Weighted Caseload Study	State Justice Institute	25	25	-
<i>Subtotal, Private Grants</i>		<b>555</b>	<b>210</b>	
<b>GRANTS TOTAL</b>		<b>2,429</b>	<b>2,486</b>	<b>1,751</b>

Grant or Reimbursement	Source	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
<b>REIMBURSEMENTS:</b>				
Child Support Enforcement	D.C. Title IV-D Agency	900	900	900
Miscellaneous Reimbursements	Pretrial Services Agency	83	84	85
<b>REIMBURSEMENTS TOTAL</b>		<b>983</b>	<b>984</b>	<b>985</b>
<b>GRAND TOTAL</b>		<b>3,707</b>	<b>3,470</b>	<b>2,736</b>

\* Includes carry over funds from multiple awards with extended grant periods.

Table 2  
**DISTRICT OF COLUMBIA COURTS**  
**Grants that Expired in FY 2022**  
(\$ in thousands)

Grant	Source	Grant Period (Includes Extensions)	Original Grant Award
Domestic Violence Project	U.S. DOJ VAWA STOP Grants	Oct. 2021 – Sept. 2022	42
Court Improvement Program	U.S. Department of Health & Human Services	Oct. 2020 – Sept. 2022	283
Organizational and Management Structure Assessment Project	State Justice Institute	April 2020-March 2022	78
High Volume Calendars and Racial/Ethnic Data in D.C. Courts	State Justice Institute	Dec. 2020 - Aug. 2022	50
Supervised Visitation	U.S. Department of Health and Human Services	Oct. 2021 – Sept. 2022	111
<b>Total</b>			<b>564</b>

**DISTRICT OF COLUMBIA COURTS**  
**FY 2024 Budget Justification**  
**PROGRAM EVALUATION and EVIDENCE TEMPLATE**

The District of Columbia Courts have implemented a systematic approach to evaluating new initiatives and ongoing programs. Such assessments are essential in ensuring that court programs and services effectively and efficiently serve the residents of the District. Assessments are undertaken by internal researchers or the Courts provide oversight of independent research firms to ensure that appropriated funds are utilized prudently and to enhance accountability and transparency. Below is a description of the internal program evaluations completed or in progress at the Courts at present:

**1. Evidence Act Evaluation Activities**

The Strategic Management Division continued several activities in accordance with the Evidence Act. SMD refined the learning agendas to more closely align with existing initiatives to ensure that proposed activities were feasible in the current work environment. SMD also began planning the evaluation of two priorities on the agenda, the impact of a values-based workplace and access to justice. SMD continued work on the data quality priority, participating in the working group implementing the Court's new case management system. Through their participation, SMD is ensuring that the new case management system addresses concerns and the establishment of user expectations. SMD is also ensuring that the new case management system includes facets proven to support data quality, such as data dictionaries and established data quality standards.

**2. Language Access Evaluation**

The Strategic Management Division is collaborating with the Special Operations Division to conduct an evaluation of the language access program. The first phase of the evaluation has been completed and included an analysis of requests for language access services across case types and languages to determine greatest areas of need. The second phase of the evaluation is in the planning phase and will include surveys of all major stakeholders. The surveys are being designed to assess not only the access to language services, but the process for requesting services and the quality of services received. The results of the evaluation will be used to improve the process for requesting and obtaining services, as well as the quality of services. The evaluation is expected to be completed during the next fiscal year.

**3. Backlog Estimates**

SMD is collaborating with Superior Court Divisions and the Clerk of Court's Office to develop case clearance projections. Because the pandemic significantly affected the ability of the Courts to process cases, a backlog of undisposed cases accrued. Working with the National Center for State Courts (NCSC), SMD has developed projection models that illustrate the current backlog in specific case types and projections for clearance of these backlogs. The models also illustrate the impact of various factors, such as additional judges

and decreased filings. These simulations will assist the Court in monitoring their progress in eliminating the backlog and identify operational changes that positively impact this progress.

#### **4. Procedural Review of the Release of Public Documents in the DC Court of Appeals**

The Strategic Management Division is collaborating with the DC Court of Appeals working group to determine the effectiveness of an initiative to make documents publicly available. The first phase of the evaluation has been completed and examined the clarity of redaction guidance provided to parties and the extent to which submitted redactions adhered to this guidance. The first phase included a qualitative review of two sets of documents slated for public availability. The first review led to revisions to the redaction guidance, specifying the inclusion of a redaction statement. The second review led to the development of guidance on the acceptable methods of redaction for submitted documents. The second phase of the evaluation is in the planning stages and will include surveys of stakeholders and affected parties and a third qualitative review of submitted redacted documents. The results of the evaluation will be used to improve the availability of public documents in the DC Court of Appeals while ensuring they are void of confidential information. The evaluation is expected to be completed during the next fiscal year.

#### **5. Southeast Balanced and Restorative Justice (SE BARJ) Drop-In Center Evaluation**

The Courts' Strategic Management Division collaborated with the Family Court's Social Services Division to conduct an outcome evaluation of the Southeast Balanced and Restorative Justice (SE BARJ) Drop-In Center. The SE BARJ is a revolutionary model designed to redefine court supervision for justice-involved youth. The model combines two evidence-based practices, Balanced and Restorative Justice Practice promoted by the Office of Juvenile Justice and Delinquency Programs and Evening Reporting Centers promoted by the Annie E. Casey Foundation, to establish a "one stop" center for youth rehabilitation in the least restrictive setting. The SE BARJ provides juveniles pending adjudication or pending probation revocation an opportunity to remain in a structured, community-based environment, and to strengthen skills and relationships that support well-being. Programming at the SE BARJ is built around the philosophy and principles of Balanced and Restorative Justice Practice (OJJDP). More specifically, programming is focused on promoting accountability, promoting restoration, enhancing community protection, and developing youth competencies. Prior research demonstrated that the SE BARJ's community-based environment, after-school monitoring, emphasis on offender restoration, and access to traditional and nontraditional services and resources will best serve youth and the community. The purpose of the study is to assess the extent to which the SE BARJ is meeting its four main goals: youth will be responsible to the court and understand the impact of their delinquent behavior; youth will make amends where possible to victims and to the community; adequate monitoring and other prevention strategies will reduce reoffending; and youth will demonstrate improvements in skills that improve their ability to function as productive community members. The study was delayed due to the COVID-19 pandemic as youth were not able to gather at the BARJ centers. The study is set to restart

with a new cohort as programming returns in-person and is scheduled to be completed during the next fiscal year.

## FY 2024 Evidence Submission

### 1. Agency Contributors to Evidence Submission

The individuals who contributed to the D.C. Courts' FY 2024 Evidence Submission are: a) Herbert Rouson, Jr., Interim Deputy Executive Officer; b) Marie Robertson, Acting Chief Deputy Clerk of the Court of Appeals; c) Lisa VanDeVeer, Director, Strategic Management Division; d) Kim Beverly, Deputy Director, Strategic Management Division; e) Sandra Emblar, Senior Research Associate, Strategic Management Division; Evaluation Officer, and f) Jonathan Motley, Senior Court Business Analytics Associate, Strategic Management Division, Chief Data Officer.

### 2. Evidence Act Implementation

The D.C. Courts are committed to building evidence and better integrating evidence into policy, programmatic, budget, operational, and management decision-making. The Courts have long invested in research, statistical analysis and evaluation capacity, beginning in the early 1980's with the establishment of a Research and Development Division. In 2014, this division merged with the Office of Strategic Management to create the Strategic Management Division, which integrated strategic planning, grant acquisition and management, research and evaluation, statistical and policy analysis, and organizational performance measurement and management, in a single division. The Strategic Management Division leads and coordinates the Courts' evidence-building activities. Its mission is to provide innovative strategies and evidence-based information to develop policies, enhance the administration of justice, and improve the quality of services at the D.C. Courts. The Division's operational objectives include the following:

- To promote a results/outcome-based organizational culture including the institutionalization of performance standards, evidence-based decision-making, and reporting of results;
- To conduct research and evaluation that is aligned with the Courts' strategic agenda and that meets the needs of court units;
- To deliver just-in-time analyses, reports and recommendations that support informed judicial and executive decision-making;
- To partner with external research organizations on research and evaluation initiatives to enhance the Courts' mission and goals;
- To lead the Courts' organizational performance measurement and management activities systematically assessing court performance and making recommendations to court leadership to enhance court performance and service to the public;
- To ensure the D.C. Courts employ a robust and inclusive court-wide strategic planning process to develop the Courts' five year Strategic Plans;
- To plan and facilitate strategy development/performance review sessions among court leaders by providing information and data, analyses, and recommendations regarding goals, performance measures, outcomes and results; and



- To promote continuity and enhance data accuracy and reporting by coordinating data sharing and exchange with criminal justice partners, researchers and the general public.

In addition to establishing the Strategic Management Division, the Courts have invested significantly in enhancing their technology infrastructure and systems to support the collection, use and storage of data across all departments. In 2010, the Courts invested in a multi-million-dollar Business Intelligence Program which has resulted in the establishment of an Enterprise Data Warehouse that serves as a central repository of court-wide data for analysis. The BI Program has enabled the creation of analytical reports and performance dashboards for court leaders and staff. In 2019, the Courts acquired a state-of-the-art case management system for Superior Court which replaced aging technology. The new system will be operational, in phases, beginning in 2022. The Courts also established a Data Governance Program to support the further development of an evidence-based culture throughout the Courts. The vision of the Data Governance Program is to create a data-driven culture that promotes informed decision-making. The Data Governance Program is developing court-wide data standards, assessing data quality, and developing policies and processes to ensure the privacy of data.

The Foundations for Evidence-Based Policymaking Act of 2018 provides a unique opportunity for the D.C. Courts to continue and expand their efforts to become an evidence-based organization. To date, the Courts have met the requirements to designate key personnel as Evaluation Officer and Chief Data Officer. The designation of a Statistical Official will take place as soon as this position can be authorized and recruited. The Courts have also established a Data Governance Program, as previously noted. For FY24 the Courts will continue their efforts to meet the requirements of the Act by reviewing and revising their Learning Agenda and annual Evaluation Plan. In addition, the Courts will further communicate their Evaluation Guidance to internal and external stakeholders and continue the assessment of the organization's evaluation capabilities by administering a formal validated Capacity Assessment to stakeholders. Progress to date on each of these initiatives is detailed below.

#### (a) Learning Agenda

In conjunction with stakeholders and in alignment with the Strategic Plan, the Courts have developed a Learning Agenda which concentrates on the focus areas of self-represented litigants, data quality, and performance measures. Within each focus area, the Courts developed priority questions, key activities, and identified potential data, methods, and analytic approaches that are most effective in answering the priority questions. The Courts also identified responsible personnel for each focus area and anticipated end products.

For FY24 the Courts will continue advancing the activities in the Learning Agenda and revising as necessary to meet the changing needs of the organization. The Courts have also begun the planning for the next Strategic Plan and anticipate not only using the results from the learning activities to inform this process, but anticipate

incorporating feedback from this planning process into revisions of the Learning Agenda.

(b) Annual Evaluation Plan

Based on the learning activities in the Learning Agenda, the Courts developed an Evaluation Plan which serves as a roadmap for annual evaluation activities. However, given the changing operational needs and developments resultant to the pandemic, the Courts also recognized that additional evaluations are necessary and may in fact take precedence over other planned evaluations.

Going forward, the Courts plan to continue evaluation activities as outlined in the Strategic Plan and to further develop criteria for determining which evaluations are considered “significant” and should be subsequently included in the annual evaluation plan. The following evaluation activities are scheduled, Southeast Balanced and Restorative Justice (SE BARJ) Drop-In Center Evaluation, Language Access Evaluation, Backlog Estimates, Procedural Review of the Release of Public Documents in the DC Court of Appeals, and Evidence Act projects.

(c) Capacity Assessment

The D.C. Courts’ Strategic Management Division has developed a Capacity Assessment which assesses the coverage, quality, methods, effectiveness, and independence of the agency’s statistics, evaluations, research, and analysis. To date the Courts have developed a tracking tool to capture the initiatives and operations that are being evaluated and analyzed annually. And though not a requirement of the Act, the Courts are in the process of developing a process and associated medium to make the results of evaluations easily accessible to stakeholders.

In FY24, the Strategic Management Division plans to update and continue assessing the coverage, quality, and methods that have been initiated. In addition, the Courts plan to administer a formal Capacity Assessment to selected stakeholders. The results of the formal Capacity Assessment will use stakeholder perceptions to measure the degree to which evaluations are meeting the needs of stakeholders and assist in identifying gaps in the ability of the organization to carry out evaluation activities.

(d) Evaluation Policy

The Courts are not a CFO-Act agency and recognize that an evaluation policy is not an explicit requirement of the Evidence Act. However, the Courts recognize the value of standards and guidance to inform internal and external research and evaluations and realize that the practice of evaluation is fundamental to the organization’s future strength. The Courts understand that evaluation is the means through which it can obtain systematic, meaningful feedback about its policies and initiatives and that the results of evaluations can provide the information that aids

decision makers in developing and revising policies and programs and provides confirmation of the effectiveness of existing initiatives.

The Courts have developed “A Guide for Internal and External Evaluations” based in significant ways on the evaluation standards developed by the Office of Management and Budget (OMB) Circular M-20-12 “Implementation of the Foundations for Evidence-Based Policymaking Act of 2018: Program Evaluation Standards and Practices.” This guidance presents key principles that will govern the Courts’ planning, conduct, and use of evaluations. Through this guidance, the Courts seek to promote the key standards of relevance, utility, rigor, independence, objectivity, transparency, and ethics in the conduct of internal and external evaluations.

In FY24, the Courts plan to continue to communicate this guidance to internal and external stakeholders and develop detailed implementation plans to ensure that all evaluation activities embrace this guidance.

#### (e) Data Governance

The D.C. Courts established a Data Governance Program in 2019. A Data Governance Council, chaired by the Chief Data Officer, carries out the main work of the Program and reports to an executive level Data Governance Board. The Data Governance Council is comprised of key staff from each of the Courts’ major operating divisions who serve as Data Stewards for their divisions, as well as staff from the Strategic Management Division and the Information Technology Division. The Data Governance Board is comprised of members of the Courts’ Executive Team (Executive Officer, Deputy Executive Officer, Clerk of the Court of Appeals, and Clerk of the Superior Court) as well as the Chief Information Officer and the Director of the Strategic Management Division.

The mission of the Data Governance Program is to leverage data as a strategic asset focusing on data quality, data security, and understanding of data, through the coordinated efforts of cross-functional teams.

The Data Governance Program’s primary focus is on identifying the critical attributes that need to be included as part of data inventory. Potential attributes have been explored and will be applied to the first dataset to be inventoried. Upon completion of this first iteration data inventory, the Data Governance Council will re-examine the effort and usability of the selected attributes to refine the process before moving forward with inventory of the next dataset. Prioritization of efforts on inventory of select datasets will allow the Data Governance Program to have an agile approach towards completion and evaluation of deliverables. Maturity assessment and an open data policy continue to be areas of focus which are dependent on the completion of some data inventories. Development and delivery of training and outreach to end users will be an additional focus area to allow for the operationalization of completed inventories. The Board will set the prioritization of Council projects and review and implement approved recommendations of the Council as well as enforce compliance with directive, guidelines and standards.

Courts are aware of the Open Data Plan requirement in the Evidence Act and will provide an update on this requirement in a future report. Before addressing the Open Data Plan, the Council, in coordination with the Office of General Counsel, must first identify and consolidate all statutes and directives related to data confidentiality and privacy. This requirement is on the agenda of the Data Governance Council.

(f) Barriers

Despite the Courts' many investments in building capacity for using evidence to inform decision-making, the Courts are challenged to make evidence and evaluation a front and center activity given the pressing demands of day-to-day operation as a high-volume urban court system. Typically, the Courts receive over 80,000 new case filings annually and handle tens of thousands more matters in a post-disposition review capacity. Of course, the number of filings slowed during the pandemic. Court managers are fully occupied with the daily press of court business. Given this operational focus, there remain several potential barriers to implementing the components of the Evidence Act.

First, the Courts maintain complex case management systems and employ hundreds of clerks to input data into these systems; however, these systems were designed primarily for processing cases and making the official court record rather than analysis and research. Data are collected with the primary purpose of fulfilling the individual Division's or program's needs, leading to inconsistency and the inability to analyze data across the Courts. The Clerk of the Court's Office and the Data Governance Council are addressing this barrier through the development of policies and processes that will be implemented court wide.

Second, given the press of business in the courtrooms and clerks' offices where data entry occurs, there are inevitable errors which compromise the quality and reliability of the data. Additionally, the Courts' data systems include data that does not originate in the Courts and over which the Courts have little oversight. The Metropolitan Police Department, for example, enters all the demographic information for defendants in the criminal court. The Data Governance Program is addressing data quality issues within the Courts as one of its focus areas but has not yet identified a process to address data quality with external data.

Third, new programs and services may be brought "on line" without regard to the collection of data that will be needed for future evaluations. Evaluation is not considered sufficiently early in the development or implementation of policies, programs, or initiatives to identify or collect outcome measures. Because the Courts have traditionally focused on the day-to-day work of case processing, the consideration of the evaluation process at conception will require a shift in the culture and habits of court personnel.

Fourth, initiatives in several areas are complicated by the lack of a Privacy Officer. While the Courts do have a point of contact for privacy and compliance within the Office of General Counsel, this is not a dedicated position. This individual has competing priorities and areas of responsibility and, as a result, is unable to fully engage in the time-consuming but necessary tasks of policy development and training.

Finally, the Courts are in the process of implementing a new Case Management System (CMS) which is consuming significant time and human capital resources. While this initiative affords the opportunity to better support research and evaluation over the long-term, changes in data entry, definitions, and coding will require realignment of previously identified metrics.

Notwithstanding these challenges, efforts are being made to introduce consideration of data collection for evaluative processes earlier in the process of program development and implementation. Additionally, the Courts have undertaken an effort to identify key performance indicators for all core court functions, to facilitate future performance measurement and program evaluation. With the Data Governance Program, the Courts expect to broaden the responsibilities of Data Stewards in each of the operating divisions to raise awareness of data-related issues, to enhance data quality, and to increase the use of data analysis to inform decision-making at all levels of the organization. The Courts anticipate that the development of an Evaluation Policy will guide future research and evaluation efforts and integrate evidence-building activities into the organizational culture.

(g) Identification of Training Needs/Technical Support

The D.C. Courts are aware of the information and resources offered by OMB on the MAX.Gov website and are fully utilizing these resources to assist with developing the Learning Agenda, Capacity Assessment, and Evaluation Plan. Staff have also participated in various webinars that have been offered by OMB. However, the Courts could benefit from any peer learning opportunities and examples of implementation strategies, especially as they pertain to non-CFO agencies.



**DISTRICT OF COLUMBIA COURTS  
FY 2024 Budget Justification  
DEFENDER SERVICES**

<u>FY 2022 Enacted</u>	<u>FY 2023 Enacted</u>	<u>FY 2024 Request</u>	<u>Difference FY 2023/2024</u>
46,005,000	46,005,000	46,005,000	0

**Introduction**

As required by the Constitution and statute, the District of Columbia Courts appoint and compensate attorneys to represent persons who are financially unable to obtain representation under three Defender Services programs. The Criminal Justice Act (CJA) program provides court-appointed attorneys to indigent persons charged in adult and juvenile criminal matters (including misdemeanor domestic violence).<sup>8</sup> The Counsel for Child Abuse and Neglect (CCAN) program provides the assistance of a court-appointed attorney in family proceedings (e.g. adoptions, child abuse or neglect, termination of parental rights) where the parent, guardian, or custodian of the child is indigent.<sup>9</sup> The Guardianship program provides for compensation to service providers in guardianship and protective proceedings for incapacitated adults.<sup>10</sup> The Defender Services account finances court-appointed attorneys and related services (e.g. transcripts of court proceedings; expert witness testimony; investigations; and genetic testing).

The District of Columbia is a leader in the nation in protecting citizen’s due process rights and in preventing excessive confinement of the accused due to bail requirements that disproportionately impact low-income individuals. Quality legal representation is essential, and the public defenders in our city are considered among the best.

**Attorney Appointment**

The Courts establish a panel of attorneys who are eligible for appointment to these cases, following an extensive application and review process by a committee of judges. Attorneys are appointed by judges in individual cases, based on the needs of the individual and case (e.g. area of legal expertise required, language skills needed). In addition, under CCAN, some representation is provided on a contractual basis with the Children’s Law Center, a non-profit organization. Payment vouchers are reviewed and approved by the judge presiding over the case and payments are processed by the Budget and Finance Division.

**Forecasting Costs and Enhancing Efficiency**

Forecasting the cost of Defender Services has historically proven difficult; accordingly, the Courts have taken steps over the past several years to control costs by enhancing operations and efficiency improvements. The difficulty arises from the nature of the account—costs vary with

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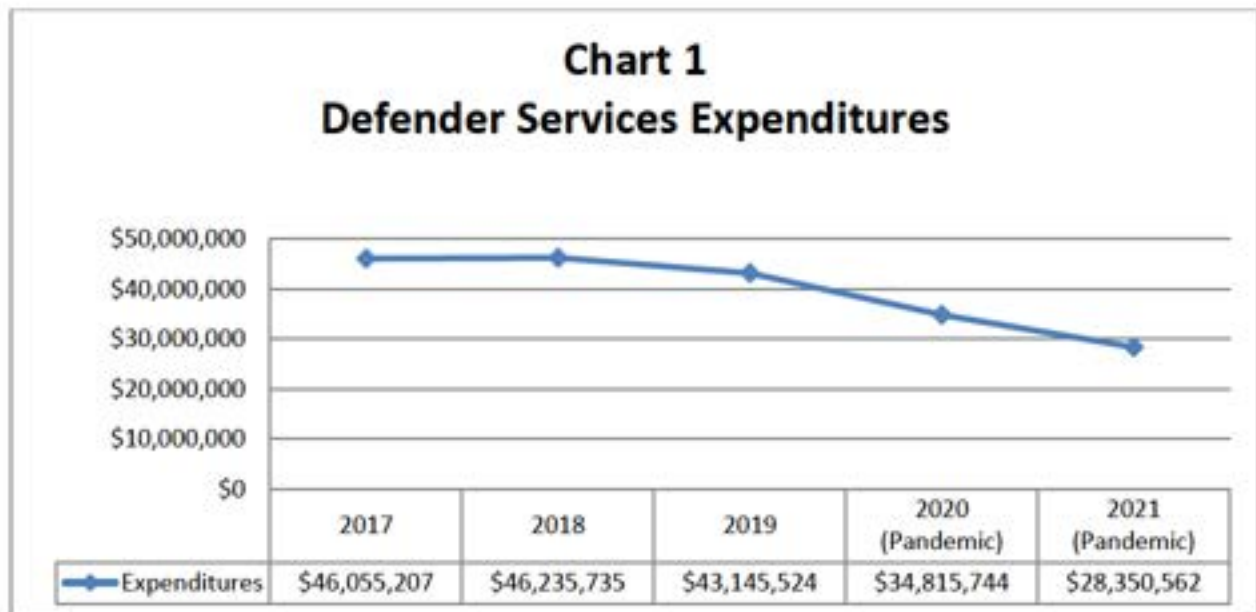
<sup>8</sup> See D.C. Code §11-2601 *et seq.*

<sup>9</sup> See D.C. Code §16-2304.

<sup>10</sup> See D.C. Code §21-2060.

changes in the caseload, police and prosecution initiatives, and demographics in the community and, in most cases, attorneys submit vouchers for payment at the conclusion of a case (often two or three years after assignment).

The Courts have implemented several operational changes that improved our ability to account for and project liabilities in the Defender Services account. For example, the Courts initiated the attorney panels to improve the quality of representation, also enhancing cost-efficiency. In addition, the Courts established guideline vouchers (a flat fee based on the number of hours typically required by a given case type), automated the voucher process, established duty attorneys to provide efficient representation in high-volume areas, and imposed stricter rules and requirements for participating attorneys and investigators. Among these requirements, the Court implemented a training and screening process for a CJA investigator panel, established requirements for panel attorneys to attend initial and continuing legal education offered by the Public Defender Service (PDS) and attorney associations, and adopted practice standards developed by committees including judges, PDS attorneys, private and non-profit practitioners, and court staff. Table 1 provides Defender Services costs over the past four fiscal years.



**Caseload Data**

The following data provide details on the Defender Services caseload, including historical data for calendar year 2017 to 2021. (2020 and 2021 decreased due to the Pandemic)

Chart 2 below shows the number of cases in which representation was financed by the Defender Services account. For each year, the figure reflects the number of cases for which a voucher was generated in that year, including cases that were filed in prior years. For example, vouchers may be issued for post-trial matters or experts months or years after the case was filed. In addition, guardianship and CCAN cases tend to have lengthy durations, and vouchers are issued for payment on an annual basis.



Typically, guardianships are established to protect elderly persons no longer able to manage their affairs. During the court proceeding to determine whether a guardianship is needed, the elderly person is represented by court-appointed counsel and the judge receives a health report from a court-appointed medical provider. After these initial costs to the Defender Services account, the guardian manages the affairs of the incapacitated individual and petitions the Court for fees annually during the guardianship, usually the lifetime of the incapacitated person. This caseload is growing, with the aging of the population.

In child abuse and neglect cases, the initial proceedings determine the child's placement and involve attorneys and experts on the child's needs. Once the initial case is closed, the court continues to monitor the child's welfare while the child is in foster care, for example. The attorney and any experts are issued vouchers on an annual basis.

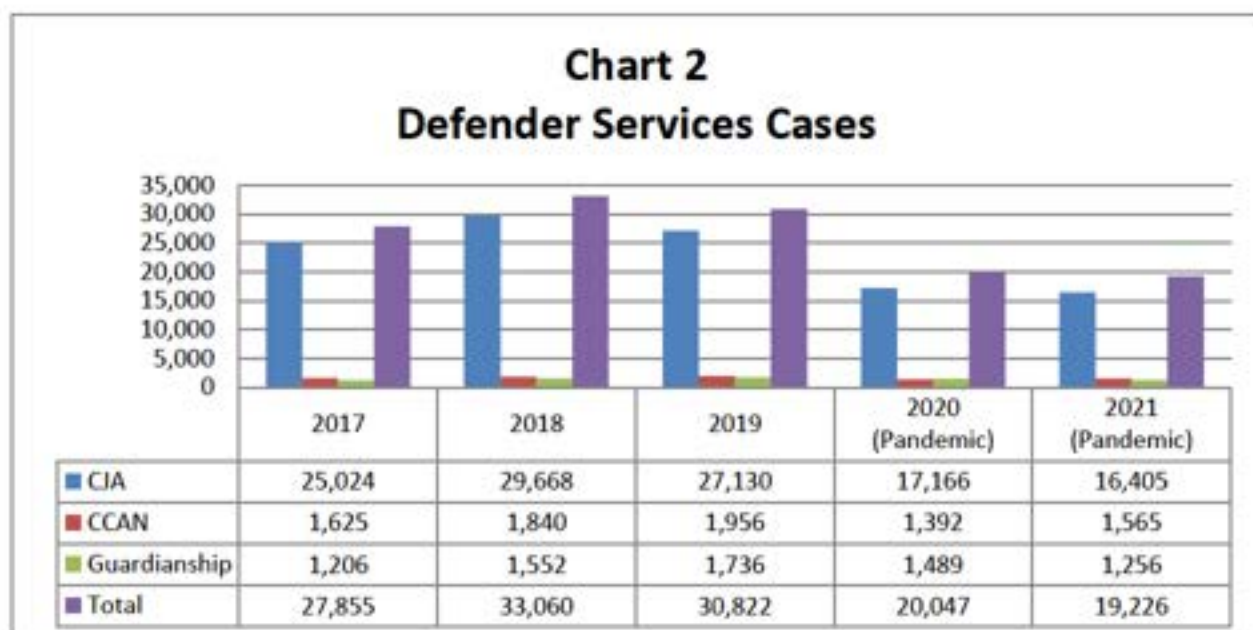
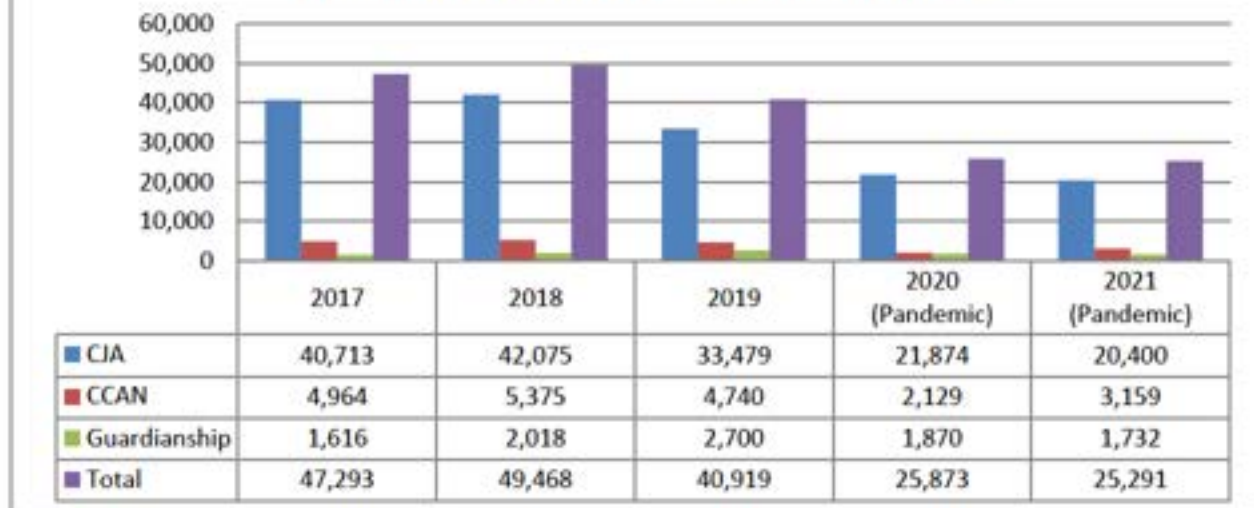


Chart 3 below shows the number of vouchers issued each year, including the monthly invoices paid from the CCAN account to the non-profit contractor and Guardianship fee petitions. As is evident from the numbers, multiple vouchers are issued in many cases; these finance services of experts such as ballistics or DNA experts in criminal cases, educational advocates in CCAN cases, or medical experts in Guardianship cases, as well as the attorney or attorneys (in some cases, multiple attorneys may be appointed to one case, either to work as a team on a complex case or as a replacement for an attorney no longer able to represent the client).

**Chart 3**  
**Defender Services Vouchers Issued**

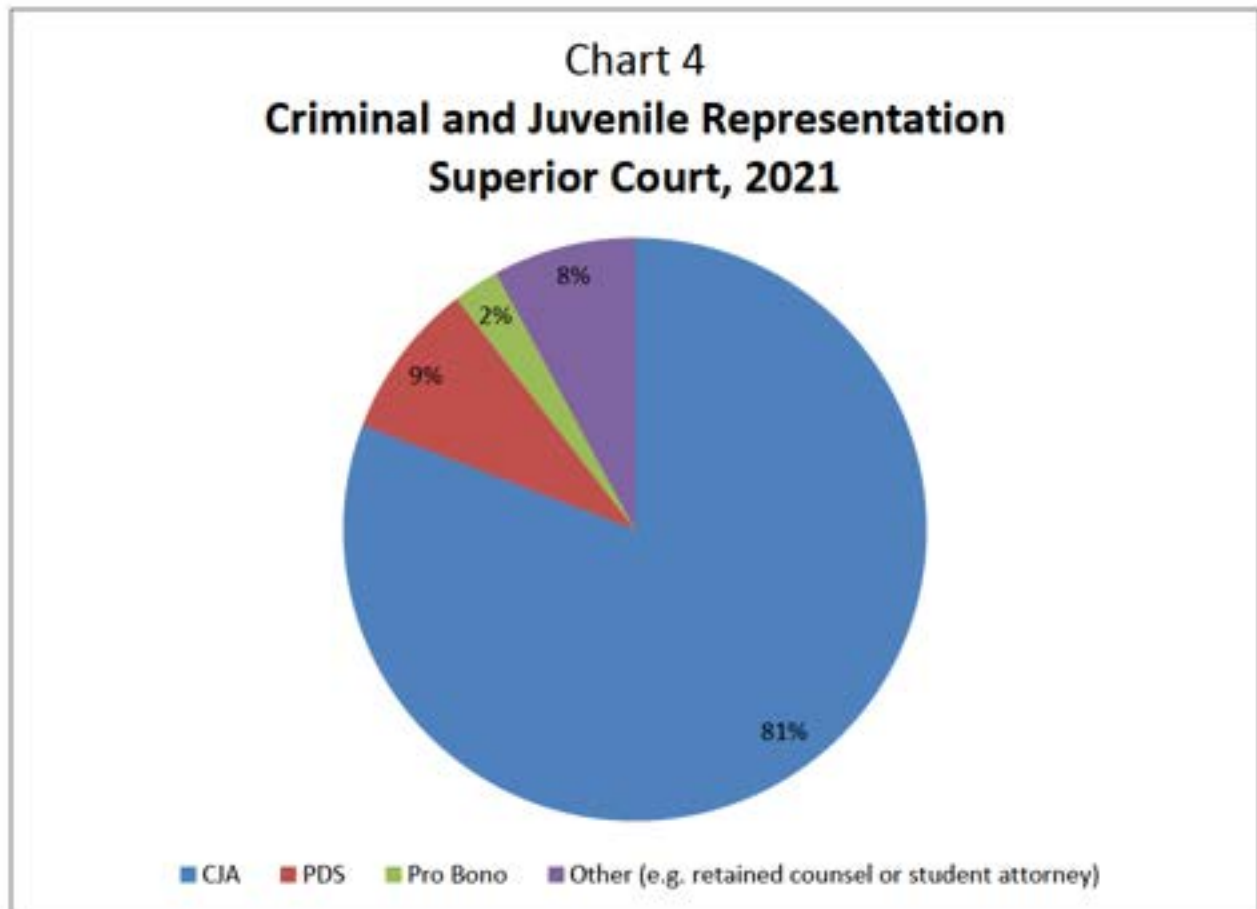


As depicted in both charts, the caseload is variable. The number of cases supported by the Defender Services account increased 19% from 2017 to 2018, followed by a 7% decrease in 2019, a 35% decrease in 2020, and a 4% decrease in 2021. The number of vouchers issued increased by 5% from 2017 to 2018, decreased by 21% in 2019, decreased by 36% in 2020 (due to the Pandemic), and decreased by 3% in 2021.

A legislative change, the Incarceration Reduction Amendment Act or "IRAA", is impacting the Defender Services caseload. The IRAA created a new procedure for individuals who have been sentenced for D.C. Code offenses as juveniles, have served fifteen years in prison, and have not yet come up for parole, to petition the D.C. Superior Court to have their sentences reviewed. Approximately 583 cases were filed as a result of the legislation and this caseload is expected to increase significantly. The influx of cases has resulted in an increase in the number of counsel and experts assigned to handle this caseload.

### Who Provides Representation

In the vast majority of criminal cases in the District of Columbia, CJA attorneys appointed by the Court represent the defendant. Attorneys employed by the Public Defender Service (PDS) typically represent defendants with the most difficult and complex cases, but take a very small percentage of the cases. Chart 4 shows the breakdown of representation in Superior Court criminal adult and juvenile cases (including adult criminal, fugitive, criminal domestic violence, civil protection order, criminal contempt, and criminal traffic cases and juvenile delinquency, persons in need of supervision, and interstate cases) to which attorneys were appointed in calendar year 2021.



### Rate Increase

Currently, the District of Columbia Courts pay attorneys appointed to represent indigent defendants in criminal proceedings and indigent children in delinquency and need of supervision proceedings a rate of \$110 an hour. This rate also applies to compensation for attorneys appointed for children and indigent parties in neglect, termination of parental rights, and adoption proceedings as well as attorneys appointed for incapacitated adults in guardianship and protective proceedings.

This rate was set in 2023, under language in the FY 2023 appropriation, to begin to address a longstanding gap compared to appointed in federal cases pursuant to the Criminal Justice Act, 18 U.S.C. § 3006A. The 2023 hourly rate increase of \$20 was the first increase since 2009, but the federal hourly rate is now 49 per cent higher at \$164. 7 Guide to Judiciary Policy: *December 29, 2022*), <http://www.uscourts.gov/rules-policies/judiciary-policies/cja-guidelines/chapter-2-ss-230-compensation-and-expenses>.

The new language sets a cap for attorneys appointed to represent indigent defendants and families in the D.C. Courts at the hourly rate paid to attorneys in federal cases, which is tied to adjustments in the General Schedule. It also permits the D.C. Courts to set the rate paid to investigators who assist court-appointed attorneys. The D.C. Courts request that language be retained.

The recent rate increase begins to address the hourly rate disparity to assure quality representation necessary for the fair and efficient administration of justice. As shown in Table 1, the unreserved balance in the account is projected to finance this \$20 hourly rate increase through FY 2026.

<b>DEFENDER SERVICES OUTLAY TABLE (expressed in \$ millions)</b>					
<b>(Scenario with \$20 Increase to Expert 1 - \$110/HR- Legal Services + \$20 Increase to \$40/HR- Investigative Services)</b>					
	PROJECTED FY 2022	PROJECTED FY 2023	PROJECTED FY 2024	PROJECTED FY 2025	PROJECTED FY 2026
<b>APPROPRIATIONS</b>	\$ 46,005,000	\$ 46,005,000	\$ 46,005,000	\$ 46,005,000	\$ 46,005,000
Prior Year Carryover (reserved and unreserved)	\$ 45,544,000	\$ 55,549,000	\$ 31,554,000	\$ 25,559,000	\$ 17,231,000
<b>TOTAL AVAILABLE FUNDING</b>	\$ 91,549,000	\$ 101,554,000	\$ 77,559,000	\$ 71,564,000	\$ 63,236,000
OMB Proposed Unobligated Cancellation					
<b>LESS: TOTAL OUTLAYS</b>	\$ 36,000,000	\$ 43,000,000	\$ 43,000,000	\$ 43,000,000	\$ 43,000,000
OMB Proposed Unobligated Balance Cancellation		\$ 22,000,000			
Increase in Hourly Rate					
\$20 Increase to \$110/HR for Legal Services		\$ 4,000,000	\$ 8,000,000	\$ 10,000,000	\$ 10,000,000
\$20 Increase to 45/HR for Investigative Services		\$ 1,000,000	\$ 1,000,000	\$ 1,333,000	\$ 1,333,000
<b>NET CARRYOVER (reserved and unreserved)</b>	\$ 55,549,000	\$ 31,554,000	\$ 25,559,000	\$ 17,231,000	\$ 8,903,000

### **FY 2024 Request**

The Courts request \$46,005,000 for Defender Services in FY 2024, the same as the FY 2023 Enacted Budget.