

FY 2025

Budget Justification



District of Columbia Courts

Open to All ♦ Trusted by All ♦ Justice for All

**District of Columbia Courts
FY 2025 Budget Justification
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DISTRICT OF COLUMBIA COURTS
Budget Justification
Summary
Fiscal Year 2025

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 \$400,469,000 for operations and capital improvements in FY 2025. Of this amount, \$16,769,000 is requested for the Court of Appeals operations; \$157,532,000 is requested for the Superior Court; and \$105,428,000 is requested for the Court System. For capital improvements to courthouse facilities \$120,740,000 is requested. In addition, the Courts request \$46,005,000 for the Defender Services account.

In the absence of an enacted budget for FY 2024, this budget Justification reflects changes over the two-year period from FY 2023 to FY 2025 and reflects FY 2023 funding levels as the base budget. The FY 2023 funding level is equal to the FY 2024 continuing resolution in effect at the time of this submission.

Table 1 shows the FY 2023 enacted budget and the FY 2025 request.

Table 1
DISTRICT OF COLUMBIA COURTS
FY 2025 Budget Justification
Comparison Table

| | FY 2023 | FY 2025 |
|------------------------|-------------------|--------------------|
| | Enacted Budget | Courts' Request |
| Court of Appeals | 15,055,000 | 16,769,000 |
| Superior Court | 140,973,000 | 157,532,000 |
| Court System | <u>88,290,000</u> | <u>105,428,000</u> |
| Subtotal, Operations | 244,318,000 | 279,729,000 |
| Capital | 46,750,000 | 120,740,000 |
| Total, Federal Payment | 291,068,000 | 400,469,000 |
| Defender Services | 46,005,000 * | 46,005,000 |

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

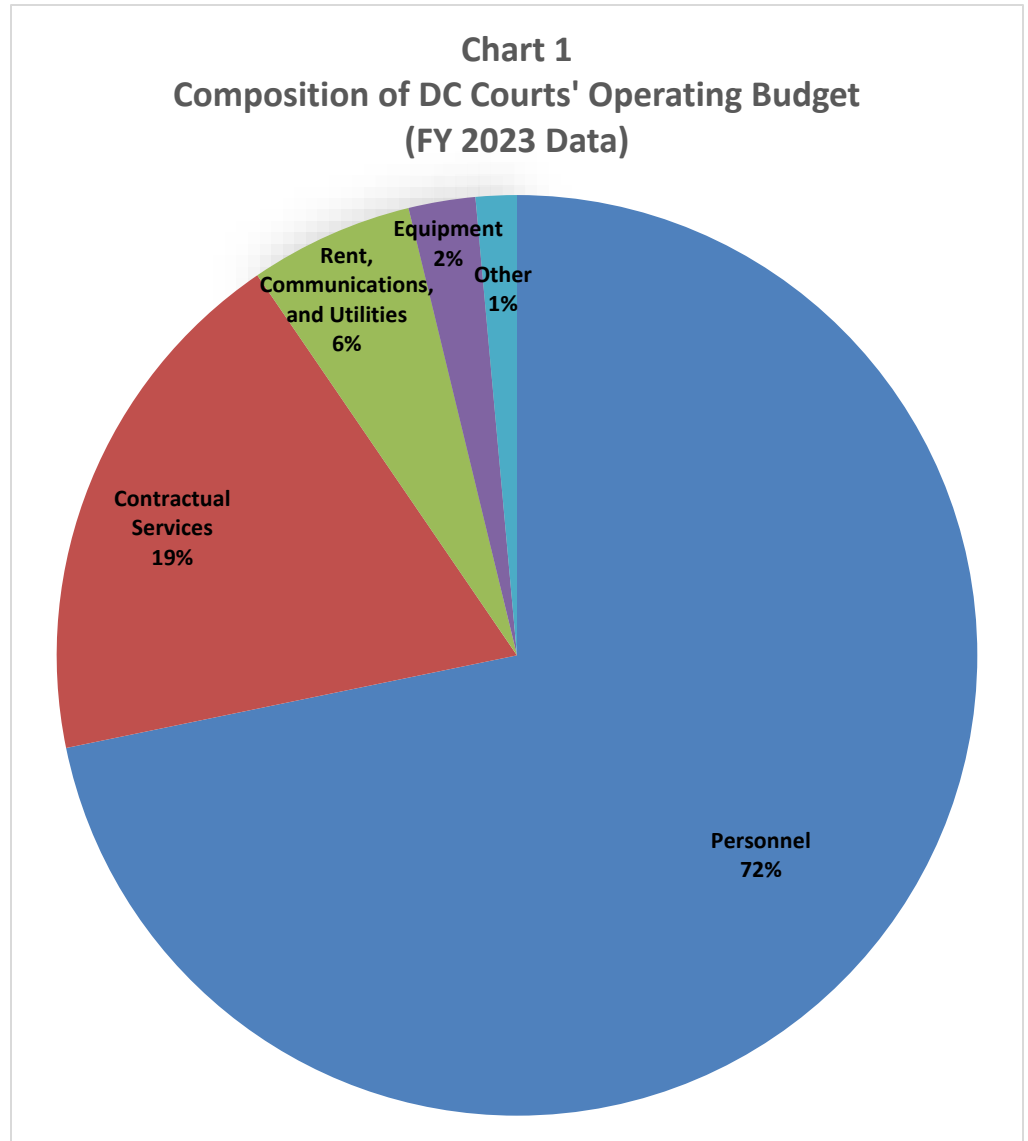
Summaries of the operating budget request by strategic goal, the capital request, and the defender services request follow under the FY 2025 Request Summary heading. Operating budget requests are described in detail in the respective division section, where detailed performance data for each division 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 (72%) 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 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 more than 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 “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 wish 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, 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, both 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; prioritizing IT modernization, cybersecurity, and digital experience; strengthening our workforce; delivering services; addressing climate change; 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 Courts' new strategic plan elevates equity to a strategic goal: Goal 6: Racial Equity and Cultural Competence. Strategies in this area include enhancing cross-cultural skills to advance racial equity and cultural competence and applying racial equity and implicit bias training to the examination of court rules, policies, procedures, and practices. Key results to be achieved in the coming years include development of a Diversity, Equity, and Inclusion strategic plan, creation of a racial impact statement and a racial equity toolkit, and examination of peremptory strikes as part of the petit jury process.

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.”

Prioritizing Information Technology (IT) Modernization, Cybersecurity, and Digital Experience

Information Technology underlies most areas of the Courts' strategic plan. The Courts must continue to enhance technology capabilities to serve the public, protect our systems, and secure the data residing in those systems; provide modern IT tools to our workforce to enhance mission effectiveness; and provide the public an improved digital experience.

The Courts' first goal, Access to Justice for All relies upon technology to optimize the use of in-person, hybrid, and remote court proceedings and services for enhanced court access and efficient case processing. One of the strategies and key results required to achieve Goal 2: Public Trust and Confidence, will rely on technology to identify and publish performance data by developing a website dashboard that provides information to the public about the Courts' performance. Goal 3: A Great Place to Work includes a strategy of leveraging state-of-the-art technology that enables court personnel to perform their work effectively and efficiently, clearly relying on modernized information technology. Goal 4: Effective Court Administration relies on up to date technology, and includes strategies related to adopting additional cybersecurity protocols (the National Institute of Standards and Technology (NIST) Cybersecurity Framework) and implementing a new appellate case management system.

One of the strategies to achieve our first strategic goal of Access to All is to provide user-friendly and accessible information to the public. The D.C. Courts are already engaged in a multi-year effort to redesign our website to make information easy to find and understand, while enhancing accessibility.

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 also 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 the cloud.

Strengthening Our Workforce

In addition to enhancing diversity, equity, and inclusion among our workforce, the Courts' Strategic Goal 3: A Great Place to Work emphasizes the requirement that the D.C. Courts maintain a professional and engaged workforce. This goal requires continuing efforts to recruit, develop, and retain highly talented personnel through effective employee onboarding practices, development opportunities, and succession planning as staff retire or transition jobs. It also requires a workplace culture and performance management practices that promote equity and accountability while safeguarding the emotional, social, and physical well-being of employees. Through the Courts' reimagining initiative and goal of providing access to justice, business needs and service to the community drive our efforts to optimize the balance among in-person, remote, and hybrid services and proceedings. For example, we have found that domestic violence victims, who are often subject to close scrutiny from the abuser, can access remote

court services more easily and safely than they can travel to the courthouse or even the satellite intake center.

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 20 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 fifth five-year strategic plan, which covers 2023 – 2027. 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 six strategic goals as well as strategies to achieve them, structured around the elements of our vision:

- *Open to All*
 - Goal 1: Access to Justice for All
- *Trusted by All*
 - Goal 2: Public Trust and Confidence
 - Goal 3: A Great Place to Work
 - Goal 4: Effective Court Administration
- *Justice for All*
 - Goal 5: Fair and Timely Case Resolution
 - Goal 6: Racial Equity and Cultural Competence

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.

Improving the Customer Experience is an important strategy to achieve our goal of Public Trust and Confidence. A positive customer service experience requires both efficiency and respectful treatment by court staff and judges. To increase efficiency, the Courts strive to minimize wait times for court users in proceedings, at service counters, and during other court-related events. To foster respect, the Courts seek to cultivate a workforce that is culturally competent and responsive when serving the public. Understanding the importance of regular feedback from court users to identify areas in need of improvement, the Courts have identified as a key result for this strategy the development of surveys and tools to assess the customer service experience on a regular basis.

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.

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 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. This request includes resources to modernize the business intelligence software that is critical to this effort.

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 2025 Request Summary

Operating Budget by Strategic Goal

The D.C. Courts are currently operating under our fifth five-year Strategic Plan, which guides court operations from 2023 to 2027. 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 2025, 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: Public Trust and Confidence
- Goal 3: A Great Place to Work
- Goal 4: Effective Court Administration
- Goal 5: Fair and Timely Case Resolution
- Goal 6: Racial Equity and Cultural Competence

The FY 2025 budget request enhances four of the strategic goals and includes performance projections for all core functions.

Goal 1: Access to Justice for All--\$4,870,000, 21 FTEs

Many people find coming to court to be a difficult and stressful experience due to the complexity of the legal system and court processes. It can be even more challenging for those who cannot afford a lawyer, have limited literacy or English language skills, or have physical or mental

disabilities. To reduce such barriers, the Courts seek to connect participants with resources that enable them to understand the court system, obtain the information they need, navigate court buildings and judicial processes, and conveniently access court proceedings and services.

The request includes \$1,200,000 to address a critical shortage of certified and qualified spoken language and sign language interpreters; \$107,000 for 1 FTE to enhance language services; \$248,000 for 2 FTEs to respond to the growing need for Domestic Violence Services; \$215,000 for 2 FTEs to support an eviction diversion program, initiated with grant funds, that helps manage the trial court's largest caseload, Landlord Tenant; \$480,000 for 6 FTEs to enhance customer service; \$330,000 for 3 FTEs to monitor guardians of incapacitated adults; \$382,000 for 3 FTEs to mediate an increased caseload in civil cases; \$1,500,000 to support access to court information and safeguard court data; and \$281,000 for 3 FTEs to expand access to justice by providing directional information and assistance, offering information about court processes, and assisting with access to services for the public we serve.

Goal 2: Public Trust and Confidence--\$930,000

Public understanding of the Judicial Branch, engagement with community stakeholders, transparent communication, and reliable and respectful customer service are all important to ensuring trust and confidence in the Courts. Through education and outreach, the Courts seek to increase public knowledge of the role and value of the Judicial Branch while connecting with community partners who can help promote justice through access to legal and social services. The Courts will also work to share information about our performance to further the values of transparency and accountability. While building these connections to the community, the Courts will seek opportunities to create a timely and respectful experience for all court users.

The request includes \$930,000 for Security Information and Event Management and Rubrik Appliance software applications and licensing to protect critical court information and ensure IT compliance with security requirements.

Goal 4: Effective Court Administration--\$8,703,000, 13 FTEs

The Courts will pursue operational excellence by wisely using fiscal resources to ensure a modern, safe, and innovative environment for conducting court operations. The physical court facilities should be safe for all users, the technology infrastructure should maintain optimal standards for security, and the court system should be prepared to meet the demands of emergencies and other contingencies. The Courts also seek to innovate how services are delivered to court users and improve operational efficiencies for judges and staff.

The request includes \$200,000 for 2 FTEs to meet the demands of Magistrate Judges' increasing caseloads; \$210,000 for 1 FTE to enhance court management and administration; \$1,462,000 to maintain the Moultrie Courthouse Addition; \$457,000 for 3 FTEs to provide IT cloud solutions architecture, network administration, and customer support services; \$500,000 to modernize the Courts' enterprise data warehouse software that produces reports required to inform day-to-day management decisions and to provide accountability; \$460,000 for 4 FTEs to support construction financial management and facilities maintenance and repair; \$5,000,000 to

strengthen security by adding contractual Court Security Officers (CSOs) and supporting necessary upgrades to the Courts' physical security systems; \$317,000 for 2 FTEs to enhance compliance with legal requirements; and \$97,000 for 1 FTE to provide administrative support services for the Human Resources Division

Goal 5: Fair and Timely Case Resolution--\$878,000, 9 FTEs

The Courts have been challenged in recent years by a pandemic and ongoing judicial vacancies. Despite these challenges, the Courts strive to enhance the efficient resolution of cases while ensuring fairness for all participants. To enhance timeliness, the Courts will examine and further develop performance metrics to guide case processing, conduct regular evaluations of court programs and operations to assess effectiveness, and identify ways to systematically improve how cases are handled. To make certain that court participants respect and trust judicial outcomes, the Courts ultimately seek to combine fair processes and rulings with clear, achievable performance standards for resolving legal matters.

The request includes \$151,000 for 1 FTE to expedite crime victims' compensation; \$620,000 for 7 FTEs to perform clerical functions in courtrooms; and \$107,000 for 1 FTE to expedite review of complex financial records involved in court cases.

Built-In Increases for FY 2024 and FY 2025--\$20,030,000

The request also includes \$20,030,000 for built-in increases over the two-year period, fiscal years 2024 and 2025. This figure includes cost-of-living, within-grade, and non-pay inflationary increases. Although the Office of Management and Budget recommends financing within grade increases through turnover, the Courts request funding for within-grade increases because we have historically had a considerably lower turnover rate compared to the Federal government. The D.C. Courts non-judicial¹ turnover rate ranged from 4% to 8% over the five-year period from 2017 to 2021, compared to the Federal rate, which ranged from 14% to 28% during the same period. The D.C. Courts, therefore, accrue inadequate turnover savings to finance within-grade increases.

Capital Budget Request

The FY 2025 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 2025 Full Capital Budget Request totals \$120.73 million, including \$68.53 million to renovate, improve and expand the D.C. Courts' facilities and grounds, and \$52.20 million to maintain the D.C. Courts' existing facilities and surrounding public space.

¹ Within-grade increases apply almost exclusively to non-judicial employees: judicial pay does not include within-grade increases, law clerks do not usually receive within-grade increases because they typically turnover annually, but some judges employ judicial administrative assistants, who receive within-grade increases.

Renovations, Improvements & Expansions

Historic Recorder of Deeds Restoration

The FY 2025 Capital Budget request includes a total of \$27.50 million to restore the Historic Recorder of Deeds building and meet the Courts' long term space requirements. The building, which contains culturally significant murals, has suffered from extensive water intrusion, bird intrusion, and has deteriorated considerably since it was vacated by the District Government in 2008. As part of this degradation, it is now envisioned that the water intrusion has exacerbated the erosion of the building's foundation and will now require the replacement of its foundation.

As a result of inflationary factors and escalation, the Courts have noted sharp increases (nearly 32% since 2019) in the costs of raw materials such as steel, lumber and cement, which has had direct import on material intensive projects. Moreover, given the impact of increased labor costs, supply chain delays, and increased borrowing costs, the Courts conducted a qualitative risk analysis, identifying the magnitude of risk on the project. As part of this analysis, potential areas of risk were identified, which included geotechnical, demolition, utilities, design errors, procurement and administrative considerations.

Given the further degradation of the Historic Recorder of Deeds Building, and upon consideration of the escalation of construction costs and related risk analyses performed, the Courts developed an updated cost estimate for the completion of this project. The updated cost to complete this project is estimated at \$78.19 million, which includes consideration of projected escalatory and relevant inflationary costs through its phased completion in 2027.

The benefits of restoring the Historic 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 Historic 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 2023-2027*, 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, will 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 fifteen 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 modernization 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 2025 total request for \$35.25 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 \$18.30 million and the breakdown of the request follows:

Assuming receipt of \$11,270,000 in FY 2024, a remainder of \$18.30 million is requested in FY 2025 to complete 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 Courthouse. 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 and 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

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 2025 request for \$7.13 million includes the modernization of eight judges' chambers on the north and northeast perimeter of the 3rd floor of the H. Carl Moultrie I Courthouse, to include the adjacent secure corridors, judges' fitness room, and infrastructure upgrades associated with the space impacted by the modernization.

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 2025 request for \$9.81 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 2025. 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.

Life Safety and Code Compliance Upgrades

Assuming receipt of \$3.07 in FY 2024, the D.C. Courts request a remainder of \$5.79 million in FY 2025 to complete work in locations where life safety and code compliance issues have progressed to a point that poses an imminent 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. In addition, a similar issue has recently been discovered in some areas of Building D. Funds received in FY 2024 will support (1) the completion of 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. The receipt of funds in FY 2025 will support the continuance of work to correct the issue in both buildings. This is identified as a Priority 1 item in the FCA, therefore the Courts will conduct mitigation activities until funds are available to comprehensively repair the system in its entirety.

Maintain Existing Infrastructure

The FY 2025 Capital Budget request includes a total of \$52.20 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 \$20.58 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 2025 to avoid near term failure. As a result, the FY 2025 funds requested 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 2025. 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:

- Chiller and piping replacements, cooling tower replacements, and plumbing at multiple buildings
- Repair and replace lavatory equipment in public spaces and in secure holding areas. These action items are directly linked to providing hygienic, safe, and humane conditions
- 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-one years old by 2025, has aged beyond its useful life. In the event of a system malfunction, neither tech support nor replacement parts are available, rendering the system inoperable. As a temporary solution, the Courts have been salvaging analog system parts for repairs as funded replacements are completed. 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 \$3.73 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. In addition to security systems, D.C. Courts is mandated by both Federal and local regulations to provide fire protection systems that reduce the risk of loss of assets and enhance the safety of occupants and visitors. Many of the components of the Courts' fire protection systems are at the end of useful life and many are failing. It is imperative that these systems be kept in working condition with quality parts and components.

General Repair Projects

The \$20.02 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 and repair broken and aged seating in public areas
- Repair and replace acoustic ceiling tiles and grids to avoid mold and mildew life safety issues, enhance aesthetics, and improve indoor air quality.
- Repair fire-rated door assemblies and retain code compliance
- Maintain foundations and exterior enclosures to protect the buildings and avoid costly repairs and replacement projects due to water penetration and structural failure

- Replace non-compliant railing at emergency stairs
- Replace railings in atrium surrounding the escalators
- Replace numerous back-of-house doors to resolve all non-compliant life safety and egress issues and eliminate building security breaches

Technology Infrastructure

In the area of technology, the D.C. Courts are requesting \$7.87 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 supports 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 1: Access to Justice, the FY 2025 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 2025 Operating Budget Request Priorities**

| Priority | FY 2023 Level | Page | Court of Appeals | | Superior Court | | Court System | |
|--|---|------|-------------------|-----------|--------------------|------------|--------------------|------------|
| | | | Amount | FTE | Amount | FTE | Amount | FTE |
| | | | 15,055,000 | 95 | 140,973,000 | 942 | 88,290,000 | 308 |
| # | Item | | | | | | | |
| 1 | Maintain Current Level | | 1,587,000 | | 12,309,000 | | 6,134,000 | |
| 2 | Enhancing Public Security (Initiatives Section) | 39 | | | | | 5,000,000 | - |
| 3 | Strengthening Information Security (IT Division) | 219 | | | | | 2,760,000 | 2 |
| 4 | Customer Service Technician (IT Division) | 225 | | | | | 127,000 | 1 |
| 5 | Facilities Maintenance, Repair, and Operations (MRO) Costs for the Moultrie Courthouse Addition (Capital Projects and Facilities Management Division) | 191 | | | | | 1,462,000 | - |
| 6 | Facility Maintenance Staff (Capital Projects and Facilities Management Division) | 190 | | | | | 281,000 | 3 |
| Enhancing Case Resolution and Reporting | | | | | | | | |
| 7.01 | Publishing Court Opinions | 48 | 127,000 | 1 | | | | |
| 7.02 | Law Clerks (Judges and Chambers) | 60 | | | 200,000 | 2 | | |
| 7.03 | Language Access Interpreter Increase (Special Operations Division) | 156 | | | 1,200,000 | - | | |
| 7.04 | Monitoring Guardians of Incapacitated Adults (Probate Division) | 140 | | | 330,000 | 3 | | |
| 7.05 | Staffing Courtrooms (Probate Division) | 144 | | | 177,000 | 2 | | |
| 7.06 | Staffing Courtrooms (Civil Division) | 70 | | | 266,000 | 3 | | |
| 7.07 | Staffing Courtrooms (Office of the Auditor Master) | 132 | | | 177,000 | 2 | | |
| 7.08 | Expediting Account Audits and Financial Review (Office of the Auditor Master) | 130 | | | 107,000 | 1 | | |
| 7.09 | Mediating Cases for the Public (Multi-Door Division) | 125 | | | 382,000 | 3 | | |
| 7.10 | Ensuring Excellence in Domestic Violence Services (Domestic Violence Division) | 97 | | | 248,000 | 2 | | |
| 7.11 | Eviction Diversion Program Staff--Court Navigators (Executive Office) | 169 | | | | | 174,000 | 2 |
| 7.12 | Eviction Diversion Program Staff (Civil Division) | 72 | | | 215,000 | 2 | | |
| 7.13 | Reports Software Modernization (IT Division) | 226 | | | | | 500,000 | - |
| 7.14 | Expanding Language Access Services (Special Operations Division) | 154 | | | 107,000 | 1 | | |
| 7.15 | Expediting Victims Compensation (Crime Victims Compensation Program) | 79 | | | 151,000 | 1 | | |
| 7.16 | Customer Service (Probate Division) | 142 | | | 240,000 | 3 | | |
| 7.17 | Customer Service (Domestic Violence Division) | 95 | | | 240,000 | 3 | | |
| Effective Court Administration | | | | | | | | |
| 8.01 | Enhancing Compliance with Legal Requirements (Office of the General Counsel) | 231 | | | | | 317,000 | 2 |
| 8.02 | Construction Financial Management (Capital Projects and Facilities Management Division) | 190 | | | | | 179,000 | 1 |
| 8.03 | Deputy Director (Special Operations Division) | 153 | | | 210,000 | 1 | | |
| 8.04 | Human Resources Administrative Assistant (Human Resources Division) | 209 | | | | | 97,000 | 1 |
| 8.05 | Justice Resource Center--Intake Specialist (Executive Office) | 167 | | | | | 107,000 | 1 |
| Total Request | | | 16,769,000 | 96 | 157,532,000 | 971 | 105,428,000 | 321 |

Recent Achievements

In FY 2022, the Court of Appeals and the Superior Court resolved nearly 50,000 cases (1,117 and 48,736 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

- Implementation of the Superior Court's new case management system, with "go-live" of the first phase in October 2022.
- Implementation of legislation to simplify waivers of court fees for indigent persons, including collaboration with the D.C. Access to Justice Commission to revise forms, business processes, and standard operating procedures and post new information on the court website.
- 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 to 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.
- Initiation of a mentorship program with Gallaudet University and a digital library of workshops for interpreters to help alleviate the shortage of American Sign Language interpreters.
- Launch of the *Ask the Librarian* online research assistance tool, in which court law librarians assist the public with legal research questions and opening of the newly-designed Superior Court library, which is open to the public and offers remote hearing rooms and digital access to the library collection.
- 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;
- 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;

- 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;

Goal II: Public Trust and Confidence

- Initiation of a project to improve legal representation of parents with children in the neglect system and develop a multi-disciplinary representation program providing additional dedicated social work expertise, in partnership with the Child and Family Services Agency, the Office of Attorney General, and other stakeholders;
- 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;
- 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;
- 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;
- Implementation of a chatbot system to increase the availability of information to prospective jurors, saving staff resources for more complex questions and other customer service;
- 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;

Goal III: A Great Place to Work

- 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, the D.C. Courts' achieved an employee engagement score of 72. Nearly 90% of employees believe they are held accountable for results and that their colleagues meet customers' needs. The Courts will continue to focus on the areas of health and wellness, work/life balance, internal communications, and performance management.

Goal IV: Effective Court Administration

- Implementation of the Courts' fifth Strategic Plan to ensure strategic alignment of our goals, functions, and resources in 2023 - 2027, 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;

- Initiation of procurement of the next appellate case management system, following a requirements-gathering process that utilized best practices and gathered 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;
- 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;
- Achievement of compliance with Federal Information Security Management Act (FISMA) standards to enhance cybersecurity;
- Digitization of court records in the Court of Appeals, Criminal Division, Family Court, Probate Division, and Tax Division to provide more efficient storage and retrieval of court records;
- Implementation of a cloud-based case management system to manage juveniles under court supervision;
- Implementation of a computerized intake system, electronic scheduling, and an automated check-in system to enhance customer service and operational efficiencies;
- 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 2022;
- 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 provides 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.
- Initiation of electronic, online application for admission to the D.C. Bar;
- Expansion of the use of Voice Over Internet Protocol (VoIP) technology for telephone service, making phone calls portable, decreasing costs, and simplifying administration;
- 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.

Goal V: Fair and timely case resolution

- Development of a customer wait time notification system for Family Court.
- Digitization of the D.C. Council legislative history in the Court of Appeals Library; this collection has limited availability elsewhere. Judges and court staff can now access this information remotely, through the library card catalog, to understand the Council's intent and help resolve legal matters;
- 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;
- Launched of an automated appellate voting system that promotes timely decisions on motions and petitions and facilitates judicial collaboration on these matters;
- 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;
- 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;
- 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 VI: Racial Equity and Cultural Competence

- Launch of a racial equity initiative to assess the D.C. Courts' processes, policies and procedures through a racial equity lens.
- Continuation of a longstanding tradition of events to promote diversity, equity, inclusion and belonging, including events hosted by the Black History Month Committee, the Asian American and Pacific Islander (AAPI) Committee, and the Hispanic Heritage Month Committee, in collaboration with the Racial Equity Working Group.

Chart 2
DISTRICT OF COLUMBIA COURTS
Organizational Structure

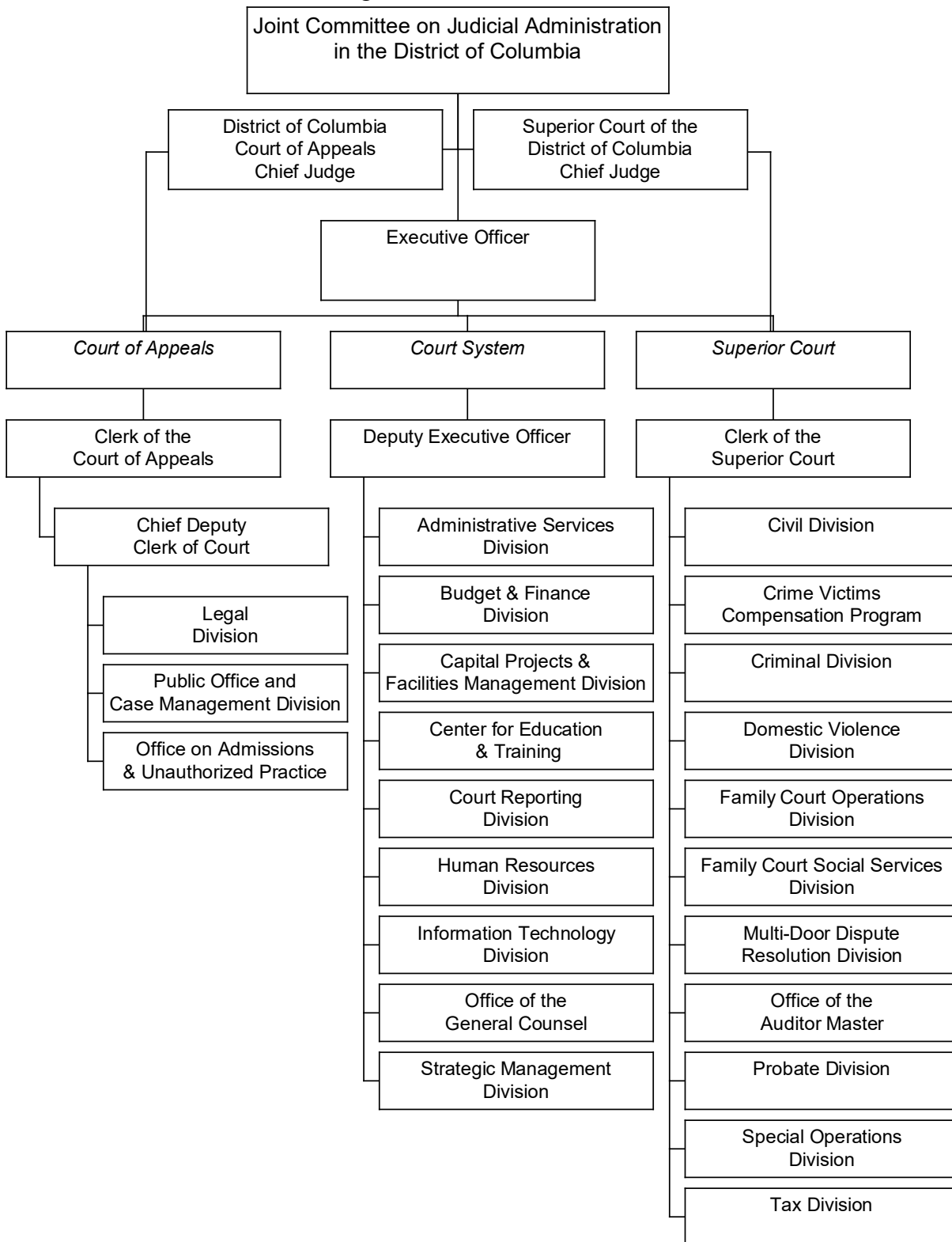


Table 3
DISTRICT OF COLUMBIA COURTS
FY 2025 Budget Justification
Summary Table
Operations

| | <u>Amount</u> | <u>FTE</u> |
|---|--------------------|------------|
| District of Columbia Court of Appeals | | |
| FY 2023 Level | 15,055,000 | 95 |
| FY 2025 Requested Increases | | |
| <i>A. Goal 1: Access to Justice for All</i> | | |
| 1. Publishing Court Opinions | 127,000 | 1 |
| <i>Subtotal</i> | 127,000 | 1 |
| <i>B. Built-In Cost Increases</i> | | |
| 1. COLA, FY 2024/25 | 962,000 | - |
| 2. Within-Grade Increases | 524,000 | - |
| 3. Non-pay built-in cost increases | 101,000 | - |
| <i>Subtotal</i> | 1,587,000 | - |
| FY 2025 Budget, Court of Appeals | 16,769,000 | 96 |
| | | |
| | <u>Amount</u> | <u>FTE</u> |
| Superior Court of the District of Columbia | | |
| FY 2023 Level | 140,973,000 | 942 |
| FY 2025 Requested Increases | | |
| <i>A. Goal 1: Access to Justice for All</i> | | |
| 1. Language Access Interpreter Increase (Special Operations Division) | 1,200,000 | - |
| 2. Monitoring Guardians of Incapacitated Adults (Probate Division) | 330,000 | 3 |
| 3. Mediating Cases for the Public (Multi-Door Division) | 382,000 | 3 |
| 4. Ensuring Excellence in Domestic Violence Services (Domestic Violence Division) | 248,000 | 2 |
| 5. Eviction Diversion Program Staff (Civil Division) | 215,000 | 2 |
| 6. Expanding Language Access Services (Special Operations Division) | 107,000 | 1 |
| 7. Customer Service (Probate Division) | 240,000 | 3 |
| 8. Customer Service (Domestic Violence Division) | 240,000 | 3 |
| <i>Subtotal</i> | 2,962,000 | 17 |
| <i>B. Goal 4: Effective Court Administration</i> | | |
| 1. Law Clerks (Judges and Chambers) | 200,000 | 2 |
| 2. Deputy Director (Special Operations Division) | 210,000 | 1 |
| <i>Subtotal</i> | 410,000 | 3 |
| <i>C. Goal 5: Fair and Timely Case Resolution</i> | | |
| 1. Staffing Courtrooms (Probate Division) | 177,000 | 2 |
| 2. Staffing Courtrooms (Civil Division) | 266,000 | 3 |
| 3. Staffing Courtrooms (Office of the Auditor Master) | 177,000 | 2 |
| 4. Expediting Account Audits and Financial Review (Office of the Auditor Master) | 107,000 | 1 |
| 5. Expediting Victims Compensation (Crime Victims Compensation Program) | 151,000 | 1 |
| <i>Subtotal</i> | 878,000 | 9 |
| <i>D. Built-In Cost Increases</i> | | |
| 1. COLA, FY 2024/25 | 8,776,000 | - |
| 2. Within-Grade Increases | 2,438,000 | - |
| 3. Non-pay built-in cost increases | 1,095,000 | - |
| <i>Subtotal</i> | 12,309,000 | - |
| FY 2025 Budget, Superior Court | 157,532,000 | 971 |

| | <u>Amount</u> | <u>FTE</u> |
|--|--------------------|--------------|
| District of Columbia Court System | | |
| FY 2023 Level | 88,290,000 | 308 |
| FY 2025 Requested Increases | | |
| <i>A. Goal 1: Access to Justice for All</i> | | |
| 1. Strengthening Information Security--Cloud Services (IT Division) | 1,500,000 | - |
| 2. Eviction Diversion Program Staff--Court Navigators (Executive Office) | 174,000 | 2 |
| 3. Justice Resource Center--Intake Specialist (Executive Office) | <u>107,000</u> | <u>1</u> |
| <i>Subtotal</i> | <u>1,781,000</u> | <u>3</u> |
| <i>B. Goal 2: Public Trust and Confidence</i> | | |
| 1. Strengthening Information Security (IT Division) | <u>930,000</u> | <u>-</u> |
| <i>Subtotal</i> | <u>930,000</u> | <u>-</u> |
| <i>C. Goal 4: Effective Court Administration</i> | | |
| 1. Enhancing Public Security (Initiatives Section) | 5,000,000 | - |
| 2. Strengthening Information Security--Architecture and Network Staff (IT Division) | 330,000 | 2 |
| 3. Customer Service Technician (IT Division) | 127,000 | 1 |
| 4. Facilities Maintenance, Repair, and Operations (MRO) Costs for the Moultrie Courthouse Addition (Capital Projects and Facilities Management Division) | 1,462,000 | - |
| 5. Facility Maintenance Staff (Capital Projects and Facilities Management Division) | 281,000 | 3 |
| 6. Reports Software Modernization (IT Division) | 500,000 | - |
| 7. Enhancing Compliance with Legal Requirements (Office of the General Counsel) | 317,000 | 2 |
| 8. Construction Financial Management (Capital Projects and Facilities Management Division) | 179,000 | 1 |
| 9. Human Resources Administrative Assistant (Human Resources Division) | <u>97,000</u> | <u>1</u> |
| <i>Subtotal</i> | <u>8,293,000</u> | <u>10</u> |
| <i>D. Built-In Cost Increases</i> | | |
| 1. COLA, FY 2024/25 | 3,251,000 | - |
| 2. Within-Grade Increases | 881,000 | - |
| 3. Non-pay built-in cost increases | <u>2,002,000</u> | <u>-</u> |
| <i>Subtotal</i> | <u>6,134,000</u> | <u>-</u> |
| FY 2025 Budget, Court System | 105,428,000 | 321 |
| | | |
| Total FY 2025 Budget, D.C. Courts Operations | 279,729,000 | 1,388 |

Capital Improvements

| | <u>Amount</u> |
|--|--------------------|
| Renovations, Improvements & Expansions | |
| 1. Historic Recorder of Deeds Restoration | 27,500,000 |
| 2. Courtrooms and Chambers | 35,250,000 |
| <i>Modernizing Courtroom Sets for ADA Accessibility</i> | <i>18,300,000</i> |
| <i>Modernizing Judges' Chambers</i> | <i>7,130,000</i> |
| <i>Refreshing Courtrooms and Chambers for Continuity of Operations</i> | <i>9,810,000</i> |
| 3. Life Safety and Code Compliance Upgrades | <u>5,790,000</u> |
| <i>Subtotal, Renovations, Improvements & Expansions</i> | <i>68,540,000</i> |
| Maintain Existing Infrastructure | |
| 1. HVAC, Electrical and Plumbing Upgrades | 20,580,000 |
| 2. Fire and Security Alarm Systems | 3,730,000 |
| 3. General Repair Projects | 20,020,000 |
| 4. Technology Infrastructure | <u>7,870,000</u> |
| <i>Subtotal, Maintain Existing Infrastructure</i> | <i>52,200,000</i> |
| FY 2025 Budget, Capital Improvements | 120,740,000 |

Defender Services

| | <u>Amount</u> |
|--|-------------------|
| FY 2023 Level | 46,005,000 |
| FY 2025 Requested Increases | <u>-</u> |
| FY 2025 Budget, Defender Services | 46,005,000 |

Table 4
DISTRICT OF COLUMBIA COURTS
FY 2025 Budget Justification
Interagency Agreements

| Partner Agency | Contract Information | Agreement Amount (in dollars) |
|--------------------------------------|---|----------------------------------|
| Federal Occupational Health Services | Health Care Services | 558,000 |
| Federal Occupational Health Services | Employee Assistance Program & WorkLife4You | 46,000 |
| Federal Occupational Health Services | Medical Clearance Review Services (For Contractual Security Officers) | 46,000 |
| Federal Occupational Health Services | Medical employability case review services | 43,000 |
| Federal Occupational Health Services | Ergonomics consultation services | 32,000 |
| Federal Occupational Health Services | Dependent backup care services | 46,000 |
| General Services Administration | Steam | 2,220,000 |
| General Services Administration | WITS - FTSBILLS (Telephone services) | 379,000 |
| Interior Business Center | Accounting Operations Financial Services Support | 2,103,000 |
| Interior Business Center | Human Resources System | 697,000 |
| Office of Personnel Management | Electronic Official Personnel File (eOPF) Hosting & Maintenance | 20,000 |
| Office of Personnel Management | Adjudicated Services for Public Trust Investigations | 15,000 |
| Office of Personnel Management | FSAFEDS employee flexible spending risk reserve | 22,000 |
| US Department of Justice | US Marshals Service | 1,980,000 |
| US Department of Labor | Unemployment compensation | 129,000 |
| US Department of Labor | Workers' compensation | 120,000 |
| Total | | 8,456,000 |

**District of Columbia Courts
FY 2025 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] \$400,469,000 to be allocated as follows: for the District of Columbia Court of Appeals, [\$15,055,000] \$16,769,000, 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] \$157,532,000, of which not to exceed \$2,500 is for official reception and representation expenses; for the District of Columbia Court System, [\$88,290,000] \$105,429,000, of which not to exceed \$2,500 is for official reception and representation expenses; and [\$46,750,000] \$120,740,000, to remain available until September 30, [2024] 2026, 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

| | |
|---|--|
| Account: FEDERAL PAYMENT FOR DEFENDER SERVICES IN DISTRICT OF COLUMBIA COURTS— ADMINISTRATIVE PROVISION | |
| Proposed change | 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” |
| Purpose | Removes the FY 2023 rescission of prior year unobligated balances in the Defender Services account. |
| Justification | <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 \$172 per hour. 7 Guide to Judiciary Policy: (<i>January 2, 2024</i>), http://www.uscourts.gov/rules-policies/judiciary-policies/cja-guidelines/chapter-2-ss-230-compensation-and-expenses.</p> <p>Although the D.C. Courts have begun to address the hourly rate gap, the Federal Court rate is now 56 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 continue to finance the 2023 rate increase and 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 2025 Budget Justification
Initiatives**

ENHANCING PUBLIC SECURITY

| Initiative Element | Requested Increase |
|--|--------------------|
| Court Security Officers (contractual staff increase)- 18 additional CSOs | \$3,500,000 |
| Active Shooter Security Upgrades (Phase 1 of 2) | \$1,500,000 |
| Total | \$5,000,000 |

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. 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 near 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 physical conflicts between parties as well as witness intimidation is mitigated. With the expanded use of electronic devices, the Courts must also have security staff in place to prevent the unauthorized recording and subsequent transmission of witness testimony.

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' Strategic Goals by providing a safe environment for the administration of justice and ensuring 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 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference</u> | |
|------------------------|--------------------|------------------------|--------------------|-------------------|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 95 | 15,055,000 | 96 | 16,769,000 | 1 | 1,714,000 |

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 three 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 and Chief Judge. 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, including: (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

As the DC Courts work to implement the new strategic plan the Court of Appeals will build on our existing our management action plan goals to serve the public over the next five years.

Open to All

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.

Trusted by All

Strategic Goal 3: A Great Place to Work

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 4: Effective Court 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.

Strategic Goal 5: Fair and Timely Case Resolution

Management Action Plan: Ensure appropriate and timely processing of appeals by developing and implementing practices and internal operating 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 (Public Office’s 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 Court of Appeals introduced mediation at the appellate level. During the next five years, the Court of Appeals will continue to expand the appellate mediation program.

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 and complexity of case filings, number and type of dispositions, number of cases pending, time involved in various stages of case processing, and types of cases pending.

The novel coronavirus impacted the court’s caseload in 2020 and 2021, based on a significant reduction of filings and dispositions in the trial court and administrative agencies, resulting in fewer new cases filed in the Court of Appeals. However, through rapid adoption of telework, the court’s output of case dispositions was near normal, resulting in high clearance rate and a shrinking pool of pending cases. In 2022, case filings began to increase, as trial court and administrative agency work grew.

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

| Fiscal Year | Cases Filed | Cases Disposed | Case Clearance Rate* | Cases Pending | Motions and Petitions Filed |
|--------------------|--------------------|-----------------------|-----------------------------|----------------------|------------------------------------|
| 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 |
| 2022 | 1,026 | 1,117 | 109% | 1,056 | 3,510 |

* 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

| Fiscal Year | Applications for Admission by Examination | Applications for Admission by Motion or Uniform Bar Examination Transfer | Total Applications |
|--------------------|--|---|---------------------------|
| 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 |
| 2022 | 2,762 | 3,314 | 6,076 |

Table 3
COURT OF APPEALS
Key Performance Measurement Table

| Type of Indicator | Performance Indicator | Data Source | Actual FY 2022 | Projection FY 2023 | Projection FY 2024 | Projection FY 2024 |
|-----------------------------|--|--------------------|-----------------------|---------------------------|---------------------------|---------------------------|
| Productivity/ Efficiency | Clearance Rate | Court data | 109% | 112% | 112% | 113% |
| Output/Activity | Number of Formal Opinions | Court data | 182 | 180 | 170 | 170 |
| Outcome | Mediated cases: Average days from filing to settlement | Court data | 203 | 203 | 227 | 227 |
| Outcome | Median overall days on appeal | Court data | 267 | 273 | 285 | 285 |
| Outcome | Median days for briefed cases to get before panels of judges | Court data | 177 | 182 | 190 | 190 |
| Outcome | Median days for panels of judges to decide cases | Court data | 288 | 219 | 230 | 230 |

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 of Appeals 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 new 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.

Reimagining the Court

The “Reimagining the Court” initiative explored possibilities for the “new normal” moving forward from the pandemic, incorporating lessons learned during this time of rapid change. The court surveyed employees and received input from community stakeholders, such as the Public Defender Service, the United States Attorney’s Office, Office of the Attorney General, and the Access to Justice Commission, among others. The reimagined Court of Appeals retains 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, elimination of most paper records, and expanded telework for employees. Effective with the 2022-2023 term beginning in September 2022, the court began hearing oral arguments in person and instituted 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, data specialists, and others 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.

Open to All

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 (briefs provide details on the facts and legal issues in a case). 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. The court extended the pilot in 2023 to give the public access to more information in criminal cases. Parties must now file redacted briefs in criminal cases.

- 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.
- 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.

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.

Trusted by All

Strategic Goal 3: A Great Place to Work

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: 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.

The court embarked on a project to gather requirements and procure 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 implement 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.

Justice for All

Strategic Goal 5: 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.

FY 2025 Request

In FY 2025, the D.C. Courts' request for the Court of Appeals is \$16,769,000, an increase of \$1,714,000 (10%) above the FY 2023 Enacted Level. The requested increase includes \$127,000 for 1 FTE to publish court decisions and \$1,587,000 for built-in cost increases.

Publishing Court Decisions, 1 FTE, \$127,000

Reporter of Decisions, JS-12

Problem Statement. To strengthen review and issuance of written opinions that communicate court decisions and interpretations of the law to parties and the public, the Courts require a dedicated reporter of decisions. A core function of the Court of Appeals, issuance of opinions directly fulfills the Courts' mission to interpret the law. Formal opinions set precedents that guide understanding of District law for the community and beyond.

The Court of Appeals typically resolves more than 1,200 cases in a year, issuing nearly 500 formal opinions and memorandum opinions that explain the court's decisions. These documents range in length from approximately 10 pages to more than 100 pages. The Clerk's Office must conduct a careful, detailed review of each opinion to assure accuracy and correctness. Staff must check each court case referenced in the opinion, review the document for conformity with court

grammar and style guidance, verify that the docket contains no outstanding motions filed by the parties, identify any outstanding legal issues, and work with the judges' chambers to address any errors prior to issuance and publication. In addition, staff prepares formal judgments that accompany the opinions, docket the final opinions, has them posted on the Courts' Internet site, and transmits formal opinions for publication in legal reference materials. Staff also processes motions asking the court to publish memorandum opinions so that they may serve as precedent in later cases, drafting and docketing orders to carry out the judges' decision on these motions.

In addition, for nearly all of the 1,200 cases resolved in a year, once all further appeal rights are exhausted (e.g., a request for a rehearing by the entire Court of Appeals or an appeal to the U.S. Supreme Court) staff issues mandates returning jurisdiction for the cases to the trial court or administrative agency for further proceedings. Finally, the Clerk's Office staff works with the court's Style Guide Committee to issue an updated Citations and Style Guide each year.

Currently, these critical functions are performed in addition to the other full-time duties of the staff, making it extremely challenging to remain abreast of all areas of the work. The extremely detailed nature of this work requires intense focus, and staff members often find it necessary to work on opinions on their personal time, risking burnout and errors and detracting from the Courts' goal of being a great place to work. In addition, this work is time sensitive, as formal opinions must be released on a particular day each week and memorandum opinions must be completed in the same week. Employees' other duties must often wait, leading to missed time standards and diminished customer service.

A reporter of decisions would dedicate full attention to opinions and related court documents, strengthening quality and timeliness in this core function of the Court of Appeals.

Relationship to Court Mission and Goals. This request directly supports the D.C. Courts' mission to "interpret the law" by issuing the opinions laying out the appellate court's interpretation of the law. The reporter of opinions position would support the D.C. Courts' Strategic Goal 1: Access to Justice for All by making public court decisions. It also supports Strategic Goal 3: A Great Place to Work by alleviating the need for staff to work during their personal time to accomplish their duties and Strategic Goal 5: Fair and Timely Case Resolution by issuing the opinions that resolve many of the court's cases each year.

Relationship to Divisional Objectives. This request supports the Court of Appeals objective to increase the availability of court information online by promulgating court decisions.

Relationship to Existing Funding. The Clerk's Office has a small staff and does not have additional budgetary resources to meet this requirement.

Methodology. The grade level for this position is based on court personnel policies and practices.

Expenditure Plan. The new reporter of decisions would be recruited and hired according to the Courts' personnel policies.

Performance Indicators. Performance indicators include a reduction in errors in the Clerk’s Office and an increase in employee satisfaction and engagement.

Table 4
COURT OF APPEALS
 New Positions Requested

| Position | Grade | Number | Salary | Benefits | Total Personnel Costs |
|----------------------|-------|--------|-----------|----------|-----------------------|
| Reporter of Opinions | JS-12 | 1 | \$101,000 | \$26,000 | \$127,000 |

Table 5
COURT OF APPEALS
 Budget Authority by Object Class

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|---|--------------------------|--------------------------|----------------------------|
| 11 - Personnel Compensation | 10,375,000 | 11,655,000 | 1,280,000 |
| 12 - Personnel Benefits | 2,468,000 | 2,801,000 | 333,000 |
| <i>Subtotal Personnel Services</i> | <i>12,843,000</i> | <i>14,456,000</i> | <i>1,613,000</i> |
| 21 - Travel, Transp. of Persons | 62,000 | 64,000 | 2,000 |
| 22 - Transportation of Things | | | |
| 23 - Rent, Commun. & Utilities | 103,000 | 107,000 | 4,000 |
| 24 - Printing & Reproduction | 86,000 | 90,000 | 4,000 |
| 25 - Other Services | 1,229,000 | 1,286,000 | 57,000 |
| 26 - Supplies & Materials | 92,000 | 96,000 | 4,000 |
| 31 – Equipment | 640,000 | 670,000 | 30,000 |
| <i>Subtotal Non-Personnel Services</i> | <i>2,212,000</i> | <i>2,313,000</i> | <i>101,000</i> |
| TOTAL | 15,055,000 | 16,769,000 | 1,714,000 |
| FTE | 95 | 96 | 1 |

Table 6
COURT OF APPEALS
Detail Difference, FY 2023/2025

| Object Class | Description of Request | FTE | Cost | Difference FY2023/FY2025 |
|--|-------------------------------|------------|-------------|-------------------------------------|
| 11 – Personnel Compensation | Current Position WIG | 95 | 415,000 | |
| | Current Position COLA | 95 | 764,000 | |
| | Reporter of Decisions | 1 | 101,000 | |
| <i>Subtotal 11</i> | | | | <i>1,280,000</i> |
| 12 – Personnel Benefits | Current Position WIG | 95 | 26,000 | |
| | Current Position COLA | 95 | 198,000 | |
| | Reporter of Decisions | 1 | 109,000 | |
| <i>Subtotal 12</i> | | | | <i>333,000</i> |
| Subtotal Personnel Services | | | | 1,613,000 |
| 21 – Travel, Transp. of Persons | Built-in Increases | | | 2,000 |
| 22 – Transportation of Things | | | | |
| 23 – Rent, Commun. & Utilities | Built-in Increases | | | 4,000 |
| 24 – Printing & Reproduction | Built-in Increases | | | 4,000 |
| 25 – Other Services | Built-in Increases | | | 57,000 |
| 26 – Supplies & Materials | Built-in Increases | | | 4,000 |
| 31 – Equipment | Built-in Increases | | | 30,000 |
| Subtotal Non-Personnel Services | | | | 101,000 |
| Total | | | | 1,714,000 |

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

| Grade | FY 2023 Enacted | FY 2025 Request |
|-----------------------|----------------------------|----------------------------|
| JS-6 | 2 | 2 |
| JS-7 | 1 | 1 |
| JS-8 | 5 | 5 |
| JS-9 | 7 | 7 |
| JS-10 | 7 | 7 |
| JS-11 | 43 | 43 |
| JS-12 | 6 | 7 |
| JS-13 | 7 | 7 |
| JS-14 | 2 | 2 |
| JS-15 | 4 | 4 |
| CES | 2 | 2 |
| Associate Judge | 8 | 8 |
| Chief Judge | 1 | 1 |
| Total Salaries | 10,375,000 | 11,655,000 |
| Total FTEs | 95 | 96 |

SUPERIOR COURT OF THE DISTRICT OF COLUMBIA
Overview

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference</u> <u>FY 2024/2025</u> | |
|------------------------|--------------------|------------------------|--------------------|--|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 942 | 140,973,000 | 971 | 157,532,000 | 29 | 16,559,000 |

Introduction

The Superior Court of the District of Columbia stands out as a unique trial court among the nation's judiciary. As a single-tiered general jurisdiction trial court, it serves the residents, visitors, and business entities in the Nation's Capital. Directly funded by the Federal Government, the Superior Court plays a pivotal role in upholding justice and meeting the diverse needs of the District's population. With the support of 117 judicial officers, including 62 associate judges, 29 senior judges, and 26 magistrate judges, the Superior Court is the court of general jurisdiction over nearly all local legal matters. Supported by 686 non-judicial personnel, the Court consists of seven major operating divisions, along with additional ancillary divisions, programs, and offices. These include the Special Operations Division (including the Tax Division), the Crime Victims Compensation Program, and the Office of the Auditor Master. 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;
- **Domestic Violence Division**, which processes all petitions for Civil Protection Orders, Anti-Stalking Orders, Extreme Risk Protection Orders, Domestic Violence Criminal Contempt Cases, and subsequent filings related to domestic violence misdemeanor matters.
- **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 2022, nearly 40,000 new cases were filed with the Superior Court, with 37% of the caseload representing civil-related matters. The remainder of the new filings included 22% for family, 17% for domestic violence, 15% for criminal matters, 7% for probate, and 2% for tax. Tables 1 and 2 provide Superior Court caseload data.

Table 1
District of Columbia Superior Court Caseload

| Fiscal Year | New Cases | Start-of-Year Pending Cases | Total Cases Available for Disposition |
|-------------|-----------|-----------------------------|---------------------------------------|
| 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 |
| 2022 | 39,740 | 35,089 | 79,458 |

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 2022 data)

| | Cases Disposed | Cases Added | Clearance Rate* | Cases Pending | | |
|-------------------|----------------|---------------|-----------------|---------------|---------------|---------------|
| | | | | 1-Oct | 30-Sep | Change |
| Civil | 14,471 | 15,636 | 93% | 9,361 | 10,526 | 12.4% |
| Criminal**/** | 13,097 | 8,845 | 148% | 9,173 | 4,921 | -46.4% |
| Domestic Violence | 8,632 | 6,810 | 127% | 2,818 | 996 | -64.7% |
| Family*** | 8,899 | 9,052 | 98% | 3,690 | 3,843 | 4.1% |
| Probate | 2,938 | 3,306 | 89% | 8,897 | 9,265 | 4.1% |
| Tax*** | 699 | 720 | 97% | 1,150 | 1,171 | 1.8% |
| Total | 48,736 | 44,369 | 110% | 35,089 | 30,722 | -12.4% |

*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.

Reimagined Court Operations

As the Superior Court emerged from the pandemic and resumed onsite operations, it reimagined the delivery of justice by building on lessons learned from remote operations. The Court enhanced access to justice, increased efficiency and embraced innovation, leading to a stronger court system that meets today's challenges and is prepared for the future.

To enhance access to justice, the Court operationalized hybrid proceedings, allowing some participants to appear from the courtroom while others appeared remotely via videoconferencing platforms. To help bridge the digital divide posed by remote and hybrid hearings, the Court created, remote hearing access capability onsite and at locations in the community so that everyone can meaningfully participate in their case regardless of whether they own a computer or have stable access to the internet.

To adapt to a new way of doing business – one that embraces remote, onsite and hybrid operations– the Court reengineered its processes to seamlessly deliver justice. It launched a new case management system that optimizes use of and access to electronic filing and case records for the Civil, Probate, Tax and Multi-Door divisions as well as the Office of the Auditor Master. It reviewed, revised, and standardized its forms, business processes and standard operating procedures to align with these changes. The Court invested in training staff and attorneys equipping them with the necessary skills to navigate this new operational landscape. By optimizing these internal processes and treating them as an indispensable component of the Court's new case management system, the Courts enhanced efficiency and improved accessibility for court participants.

The creative use of resources has also been central to our adaptability efforts. To manage increasing workload, the Court expanded the types of cases that Magistrate Judges hear, allowing the Court to better allocate resources to address the changing demands on the court system. Furthermore, Court Social Services' Balanced & Restorative Justice (BARJ) centers adjusted schedules to respond effectively to the rise in cases involving juveniles, prioritizing their specific needs.

In addition to broadening access and creatively using resources, the Court embraced innovative programs that address the evolving needs of our community. One such initiative was the introduction of the Court's Eviction Diversion Program, a proactive measure aimed at mitigating the impact of housing crises. The program is a holistic combination of services that divert a landlord-tenant dispute away from litigation and towards a mutually acceptable agreement that promotes housing stability. By implementing this innovative program in one of its busiest divisions with a high-volume caseload and a large number of self-represented parties, the Court hopes to increase access to justice and improve court efficiency.

The Court adapted and innovated its post-pandemic court operations by implementing transformative operational changes. By embracing these initiatives, the Court not only demonstrates its responsiveness to the evolving needs of District residents and its stakeholders but also positions itself at the forefront of progressive and efficient justice administration.

FY 2025 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:** Public Trust and Confidence
- Goal 3:** A Great Place to Work
- Goal 4:** Effective Court Administration
- Goal 5:** Fair and Timely Case Resolution
- Goal 6:** Racial Equity and Cultural Competence

The FY 2025 budget request enhances three of the six strategic goals and includes performance projections for all core functions.

Goal 1: Access to Justice for All--\$2,962,000, 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 \$1,200,000 to address a critical shortage of certified and qualified spoken language and sign language interpreters; \$97,000 for 1 FTE to enhance language services; \$248,000 for 2 FTEs to respond to the growing need for Domestic Violence Services; \$215,000 for 2 FTEs to support an eviction diversion program, initiated with grant funds, that helps manage the trial court's largest caseload, Landlord Tenant; \$480,000 for 6 FTEs to enhance customer service; \$330,000 for 3 FTEs to monitor guardians of incapacitated adults; and \$382,000 for 3 FTEs to mediate an increased caseload in civil cases.

Goal 4: Effective Court Administration--\$410,000, 3 FTEs

The Courts will pursue operational excellence by wisely using fiscal resources to ensure a modern, safe, and innovative environment for conducting court operations. The physical court facilities should be safe for all users, the technology infrastructure should maintain optimal standards for security, and the court system should be prepared to meet the demands of emergencies and other contingencies. The Courts also seek to innovate how services are delivered to court users and improve operational efficiencies for judges and staff.

The request includes \$200,000 for 2 FTEs to meet the demands of Magistrate Judges' increasing caseloads and \$210,000 for 1 FTE to enhance court management and administration.

Goal 5: Fair and Timely Case Resolution--\$878,000, 9 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 \$151,000 for 1 FTE to expedite victims compensation; \$620,000 for 7 FTEs to perform clerical functions in courtrooms; and \$107,000 for 1 FTE to expedite review of complex financial records involved in court cases.

Built-In Increases--\$12,309,000

The request also includes \$12,309,000 for built-in increases over the two-year period, fiscal years 2024 and 2025. This figure includes cost-of-living, within-grade, and non-pay inflationary increases. Although the Office of Management and Budget recommends financing within grade increases through turnover, the Courts request funding for within-grade increases because we have historically had a considerably lower turnover rate compared to the Federal government. The D.C. Courts non-judicial² turnover rate ranged from 4% to 8% over the five-year period from 2017 to 2021, compared to the Federal rate, which ranged from 14% to 28% during the same period. The D.C. Courts, therefore, accrue inadequate turnover savings to finance within-grade increases.

² Within-grade increases apply almost exclusively to non-judicial employees: judicial pay does not include within-grade increases, law clerks do not usually receive within-grade increases because they typically turnover annually, but some judges employ judicial administrative assistants, who receive within-grade increases.

Table 3
SUPERIOR COURT
Budget Authority by Object Class

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|---|----------------------------|----------------------------|------------------------------------|
| 11 - Personnel Salaries | 95,157,000 | 106,471,000 | 11,314,000 |
| 12 - Personnel Benefits | 22,130,000 | 25,080,000 | 2,950,000 |
| <i>Subtotal Personnel Cost</i> | <i>117,287,000</i> | <i>131,551,000</i> | <i>14,264,000</i> |
| 21 - Travel, Transp. of Persons | 417,000 | 435,000 | 18,000 |
| 22 - Transportation of Things | 14,000 | 14,000 | 0 |
| 23 - Rent, Commun. & Utilities | 4,454,000 | 4,661,000 | 207,000 |
| 24 - Printing & Reproduction | 610,000 | 639,000 | 29,000 |
| 25 - Other Services | 16,575,000 | 18,544,000 | 1,969,000 |
| 26 - Supplies & Materials | 992,000 | 1,036,000 | 44,000 |
| 31 - Equipment | 624,000 | 652,000 | 28,000 |
| <i>Subtotal Non-Personnel Cost</i> | <i>23,686,000</i> | <i>25,981,000</i> | <i>2,295,000</i> |
| TOTAL | 140,973,000 | 157,532,000 | 16,559,000 |
| FTE | 942 | 971 | 29 |

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

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference</u> <u>FY 2023/FY 2025</u> | |
|------------------------|--------------------|------------------------|--------------------|---|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 246 | 36,984,000 | 248 | 40,764,000 | 2 | 3,780,000 |

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 2022, Superior Court judges handled nearly 40,000 case filings. There are 61 Associate Judges and one Chief Judge in the Superior Court. The Chief Judge assigns each Associate Judge to a division on a yearly basis, with judges in the Family Court serving renewable three-year terms. Each Superior Court Associate 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) taking acknowledgements and administering oaths and affirmations; (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 eleven 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.

Seventeen law clerks, six 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 2025 Request

In FY 2025, the Courts' request for the Judges and Chambers Staff is \$40,764,000, an increase of \$3,780,000 (9%) above the FY 2023 Enacted Level. The requested increase consists of \$200,000 for two additional Magistrate Judges Law Clerks to meet the increasing caseload demands and assist in the timely resolution of cases, and \$3,580,000 for built-in cost increases.

Meeting the Demands of Magistrate Judges' Increasing Caseloads, 2 FTEs, \$200,000 Law Clerk (JS-10)

Problem Statement. To fulfill its role of administering justice for the community, the Superior Court has a crucial need for more Law Clerks to support the Magistrate Judges. Businesses and individuals depend on the Court to settle disputes, uphold the law, and safeguard their rights. The growing number of incapacitated elderly individuals and large decedents' estates in the Probate Division; and the high volume of litigants in the Landlord Tenant and Small Claims Branches and the assignments of Mortgage Foreclosure and Housing Conditions matters in the Civil Division, necessitate the addition of two Law Clerks to support the Magistrate Judges. The Magistrate Judges play a critical role to ensure that cases are resolved timely especially with the ongoing vacancies of Associate Judges. These additional resources are essential to meet the expectations of fair and timely resolution of cases for all participants involved in court proceedings.

In FY 2022, the Magistrate Judges have been assigned additional matters for the Family Court including Domestic Relations Initial Hearings. These matters require a significant effort by the law clerks to prepare the cases for hearing as they involve families who have complex needs, may have experienced years of court involvement, and face related matters in other branches, such as Juvenile, Abuse and Neglect, Paternity and Support, and other divisions, such as the Criminal and Domestic Violence Divisions. Over 85% of the litigants do not have access to a lawyer and must represent themselves in court, further complicating the workload for judges and law clerks. Magistrate Judges were also assigned an additional Landlord and Tenant calendar to help manage the burgeoning caseload. In 2023, Magistrate Judges were assigned Mortgage Foreclosure and Housing Conditions matters, both of which require out-of-court preparation and significant time drafting orders, docketing, and serving parties. In 2023, the Magistrate Judges reopened an additional Paternity and Support Calendar in August and are in dire need of support for these matters.

The caseload handled by the Magistrate Judges have increased. In the Civil Division, landlord and tenant cases increased 2,313% from 291 cases in FY 2021 to 7,021 cases in FY 2022 and small claims cases increased 44% from 1,235 cases in FY 2021 to 1,772 in FY 2022. In the Family Court, juvenile delinquency filings increased 36% from 524 cases in FY 2021 to 714 cases in FY 2022, and domestic relations matters increased 33% from 2,899 matters in FY 2021 to 3,844 matters in FY 2022.

In the Criminal Division, District of Columbia code violations and criminal traffic cases increased 11% from 1,852 cases in FY 2021 to 2,056 cases in FY 2022. Overall, there were more

misdemeanor and traffic cases pending beyond the disposition time standard and a decrease in disposed cases compared to pre-pandemic levels.

In the Domestic Violence Division, Anti-Stalking Orders and Civil Protection Order (CPO) cases increased 20% from 4,672 cases in FY 2021 to 5,587 cases in FY 2022. Overall, CPO cases pending beyond the time standard have increased compared to pre-pandemic levels.

The Probate Division has seen an increase of 15% from 2,875 cases in FY 2021 to 3,306 in FY 2022. Overall, the pending caseload and dispositions for the Probate Division were comparable to pre-pandemic levels for FY2022.

The lack of judicial resources also impacts the timely resolution of motions filed by court participants. The average time to schedule an initial hearing before a Magistrate Judges has increased by 338% from 29 days in FY 2017 to 127 days in FY 2022. The average caseload for Magistrate Judges has increased by 6% from 221 in FY 2021 to 234 in FY 2022.

The National Center for State Courts, an independent non-profit organization, recently conducted a workload assessment of the Magistrate Judges and their law clerks and judicial administrative assistants. The study revealed the need for 23 law clerks to support the Magistrate Judges, substantiating the request for two additional law clerk positions.

Relationship to Court Mission, Vision, and Strategic Goals. Magistrate Judges and their law clerks are vital to the accomplishment of Goal I - Access to Justice; Goal II - Public Trust and Confidence; and Goal V - Fair and Timely Case Resolution.

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

Methodology. The Law Clerk positions were classified in accordance with the D.C. Courts' Personnel Policies and classification standards.

Relationship to Court Mission, Vision, and Strategic Goals. Magistrate Judges and their law clerks are vital to the accomplishment of Goal I - Access to Justice; Goal II - Public Trust and Confidence; and Goal V - Fair and Timely Case Resolution.

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

Methodology. The Law Clerk positions were classified in accordance with the D.C. Courts' Personnel Policies and classification standards.

Expenditure Plan. The Law Clerk positions will be recruited and hired according to D.C. Courts' Personnel Policies.

Performance Indicators. Success of the positions will be measured through key performance indicators, including time to disposition for cases and motions resolution and court participant satisfaction.

Table 1
JUDGES AND CHAMBERS STAFF
New Positions Requested by Grade

| Positions | Grade | Number | Annual Salary | Benefits | Total Personnel Cost |
|-----------------------------|-------|--------|---------------|----------|----------------------|
| Magistrate Judges Law Clerk | JS-10 | 2 | \$159,000 | \$41,000 | \$200,000 |

Table 2
JUDGES AND CHAMBERS STAFF
Budget Authority by Object Class

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|------------------------------------|--------------------|--------------------|----------------------------|
| 11 - Personnel Salaries | 31,709,000 | 34,702,000 | 2,993,000 |
| 12 - Personnel Benefits | 5,048,000 | 5,825,000 | 777,000 |
| Subtotal Personnel Cost | 36,757,000 | 40,527,000 | 3,770,000 |
| 21 - Travel, Transp. of Persons | | | |
| 22 - Transportation of Things | | | |
| 23 - Rent, Commun. & Utilities | | | |
| 24 - Printing & Reproduction | 31,000 | 33,000 | 2,000 |
| 25 - Other Services | | | |
| 26 - Supplies & Materials | 134,000 | 140,000 | 6,000 |
| 31 - Equipment | 62,000 | 64,000 | 2,000 |
| Subtotal Non-Personnel Cost | 227,000 | 237,000 | 10,000 |
| TOTAL | 36,984,000 | 40,764,000 | 3,780,000 |
| FTE | 246 | 248 | 2 |

Table 3
JUDGES AND CHAMBERS STAFF
Detail, Difference FY 2023/FY2025

| Object Class | Description of Request | FTE | Cost | Difference FY 2023/FY 2025 |
|--|-----------------------------|----------|-----------|-------------------------------|
| 11 - Personnel Compensation | Current Position WIG | 246 | 514,000 | |
| | Current Position COLA | 246 | 2,320,000 | |
| | Magistrate Judges Law Clerk | 2 | 159,000 | |
| Subtotal 11 | | | | 2,993,000 |
| 12 - Personnel Benefits | Current Position WIG | 246 | 133,000 | |
| | Current Position COLA | 246 | 603,000 | |
| | Magistrate Judges Law Clerk | 2 | 41,000 | |
| Subtotal 12 | | | | 777,000 |
| Subtotal Personnel Services | | | | 3,770,000 |
| 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 | | | 6,000 |
| 31 - Equipment | Built-in Increases | | | 2,000 |
| Subtotal Non-Personnel Services | | | | 10,000 |
| Total | | 2 | | 3,780,000 |

Table 4
JUDGES AND CHAMBERS STAFF

Detail of Full-Time Equivalent Employment

| | FY 2023 Enacted | FY 2025 Request |
|---------------------|----------------------------|----------------------------|
| JS-3 | | |
| JS-4 | | |
| JS-5 | | |
| JS-6 | | |
| JS-7 | | |
| JS-8 | | |
| JS-9 | | |
| JS-10 | 122 | 124 |
| JS-11 | 32 | 32 |
| JS-12 | 1 | 1 |
| JS-13 | | |
| JS-14 | 3 | 3 |
| JS-15 | 26 | 26 |
| Judges | 61 | 61 |
| Chief Judge | 1 | 1 |
| Total Salary | 31,709,000 | 34,702,000 |
| Total FTEs | 246 | 248 |

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

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference FY 2023/2025</u> | |
|------------------------|--------------------|------------------------|--------------------|------------------------------------|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 8 | 1,345,000 | 8 | 1,469,000 | 0 | 124,000 |

Mission Statement

The Superior Court is responsible for overseeing all local trial matters in the District of Columbia. These matters include civil, criminal, family court, probate, tax, landlord-tenant, small claims disputes, and traffic cases. The court is dedicated to enhancing access to justice and delivering exceptional customer service. Efforts are continuously made to streamline processes, improve efficiency, and adopt innovative practices that make the court user-friendly and responsive to the needs of the public.

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 promote public trust and confidence in the justice system.

Organizational Background

The Clerk of the Court oversees the management and supervision of eleven operating divisions, programs, offices, specialized units and their respective employees within the Superior Court. This includes 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, and Office of the Auditor Master. 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 residents of the District of Columbia, persons conducting business with the Courts, and judicial officers,. The Clerk of the Court also delegates to each director or manager the responsibility to manage staff and budgetary and operating resources.

The administrative functions of the Clerk of the Court include maintaining and securing all court records and evidence, supervising non-judicial personnel, scheduling cases, preparing daily calendars, assigning courtrooms to judges, managing juror services, managing all case processing, and making the appropriate improvements to maximize the efficiency of all court operations and resources.

The Office of the Clerk of the Court manages the day-to-day operations of the Superior Court. In 2019 the Judicial Support Unit (JSU) was established as a unit within the Office of the Clerk of the 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 Office of the Clerk of the Court is staffed by eight full-time equivalent (FTE) employees. The employees in the Office are as

follows: the Clerk of the Court, three Senior Operations Managers, two Judicial Administrative Support, and two administrative support staff members.

FY 2025 Request

In FY 2025, the Courts’ request for the Office of the Clerk of the Court is \$1,469,000, an increase of \$124,000 (8%) above the FY 2023 Enacted Level. The requested increase consists entirely of built-in costs.

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

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|---|----------------------------|----------------------------|------------------------------------|
| 11 - Personnel Salaries | 1,027,000 | 1,125,000 | 98,000 |
| 12 - Personnel Benefits | 267,000 | 293,000 | 26,000 |
| <i>Subtotal Personnel Services</i> | <i>1,294,000</i> | <i>1,418,000</i> | <i>124,000</i> |
| 21 - Travel, Transp. of Persons | | | |
| 22 - Transportation of Things | | | |
| 23 - Rent, Commun. & Utilities | | | |
| 24 - Printing & Reproduction | 3,000 | 3,000 | 0 |
| 25 - Other Services | 7,000 | 7,000 | 0 |
| 26 - Supplies & Materials | 20,000 | 20,000 | 0 |
| 31 - Equipment | 21,000 | 21,000 | 0 |
| <i>Subtotal Non-Personnel Services</i> | <i>51,000</i> | <i>51,000</i> | <i>0</i> |
| TOTAL | 1,345,000 | 1,469,000 | 124,000 |
| FTE | 8 | 8 | 0 |

Table 2
OFFICE OF THE CLERK OF THE COURT
Detail, Difference FY 2023/FY2025

| Object Class | Description of Request | FTE | Cost | Difference FY 2023/FY 2025 |
|---|-------------------------------|------------|-------------|---------------------------------------|
| 11 - Personnel Compensation | Current Position WIG | 8 | 23,000 | |
| | Current Position COLA | 8 | 75,000 | |
| <i>Subtotal 11</i> | | | | <i>98,000</i> |
| 12 - Personnel Benefits | Current Position WIG | 8 | 6,000 | |
| | Current Position COLA | 8 | 20,000 | |
| <i>Subtotal 12</i> | | | | <i>26,000</i> |
| <i>Subtotal Personnel Services</i> | | | | <i>124,000</i> |
| 21 - Travel, Transp. Of Persons | | | | |
| 22 - Transportation of Things | | | | |
| 23 - Rent, Commun. & Utilities | | | | |
| 24 - Printing & Reproduction | | | | |
| 25 - Other Service | | | | |
| 26 - Supplies & Materials | | | | |
| 31 - Equipment | | | | |
| <i>Subtotal Non-personnel Services</i> | | | | <i>0</i> |
| Total | | | | 124,000 |

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

| | FY 2023 Enacted | FY 2025 Request |
|---------------------|----------------------------|----------------------------|
| JS-3 | | |
| JS-4 | | |
| JS-5 | | |
| JS-6 | | |
| JS-7 | | |
| JS-8 | | |
| JS-9 | 1 | 1 |
| JS-10 | 2 | 2 |
| JS-11 | 1 | 1 |
| JS-12 | | |
| JS-13 | | |
| JS-14 | 3 | 3 |
| JS-15 | | |
| CEMS | | |
| CES | 1 | 1 |
| Total Salary | 1,027,000 | 1,125,000 |
| Total FTEs | 8 | 8 |

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

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference</u> <u>FY 2023/FY 2025</u> | |
|------------------------|--------------------|------------------------|--------------------|---|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 101 | 9,454,000 | 106 | 10,878,000 | 5 | 1,424,000 |

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 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 14,736 civil cases in FY 2022. The overall caseload of the division was impacted in FY 2022 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 2022, there were more than 5,943 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 23 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 processed 7,021 filings in FY 2022. 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 2022, there were 1,772 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.

Strategic Goal 2: Public Trust and Confidence

- **Eviction Diversion.** The division planned and developed a program 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.

The division participated in White House Summits on Eviction Prevention and the White House Eviction Prevention D.C. Workgroup. This collaborative working group, consisting of representatives from the D.C. government, D.C. Superior Court judicial officers and staff, legal services providers, housing agency representatives, and social services agency representatives, worked together to develop strategies for connecting landlords and tenants with vital resources to prevent homelessness and ensure fair compensation for landlords.

- **Collaborative Partnerships.** The division continued its strategic partnerships with members of the bar and legal service providers to address legislative changes on the high-volume calendars including landlord/tenant, residential mortgage foreclosure and debt collection. These working groups meet monthly.

Strategic Goal 3: A Great Place to Work

- **Workforce Training.** Frequent training sessions with staff were conducted virtually through Webex, Zoom 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.

Strategic Goal 4: Effective Court Administration

- **New Case Management System Readiness.** The division developed and finalized comprehensive business processes and standard operating procedures to ensure the successful implementation of the Superior Court's new case management system.

Strategic Goal 5: Fair and Timely Case Resolution

- **Increased Access.** In response to remote operations, the division implemented an email process to receive emergency and other filings from self-represented litigants, including fee waiver requests. This initiative aims to further enhance access to justice, procedural fairness, and facilitate efficient and timely case resolution.

Workload Data

As shown in Table 1, the Civil Division disposed of 14,471 cases in Fiscal Year 2022, including 6,929 civil actions cases; 4,237 landlord tenant cases; and 3,305 small claims cases. The Division has a caseload clearance rate of 93% (with a 112% clearance rate for civil actions cases, 145% clearance rate for small claims cases and a 59% 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 2022 Data)

| | Case Filings | Dispositions | Clearance Rate* | Pending Cases | | |
|-----------------|--------------|--------------|-----------------|---------------|--------|--------|
| | | | | 1-Oct | 30-Sep | Change |
| Civil Actions | 5,943 | 6,929 | 112% | 6,325 | 5,606 | -11% |
| Landlord Tenant | 7,021 | 4,237 | 59% | 940 | 3,855 | -310% |
| Small Claims | 1,772 | 3,305 | 145% | 2,096 | 1,065 | -49% |
| Total | 14,736 | 14,471 | 93% | 9,361 | 10,526 | 12% |

*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
CIVIL DIVISION
Key Performance Indicators

| Type of Indicator | Key Performance Indicator | Data Source | FY 2022 | | FY 2023 | | FY 2024 | | FY2025 | |
|-------------------|--|----------------------------|---------|--------|---------|----------|---------|----------|--------|----------|
| | | | 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% | 94% |
| Input | Case processing performed within established time standards and SOPs | BI Dashboard & CMS Reports | 90% | 90% | 90% | 91% | 90% | 92% | 90% | 92% |
| Outcome | Average customer wait time (Minutes) | eLobby | 10 | 8 | 10 | 8 | 10 | 8 | 10 | 8 |

FY 2025 Request

In FY 2025, the Courts’ request for the Civil Division is \$10,878,000 increase of \$1,424,000 (14%) above the FY 2023 Enacted Level. The requested increase includes \$481,000 for 5 new FTEs to support courtrooms and enhance case resolution and \$943,000 for built-in cost increases.

Staffing Courtrooms, 3 FTEs, \$266,000
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, senior judges, and ADA appeals. The current team of 24 courtroom clerks provides daily courtroom support to the division's 23 calendars and 28 daily courtroom assignments, including high-volume calendars in the Landlord Tenant and Small Claims Branches requiring 2 to 3 courtroom clerks. The shortage of courtroom clerks impairs 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 the timeliness of case processing in the clerk's office. On average, in FY 2021, 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. 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 2020, 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 of 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 Goals I, II, IV, and V of access to justice, public trust and confidence, effective court administration, and 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, ensuring procedural fairness to litigants, and ensuring 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. Funding for this position is not available in the Courts' budget.

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

Civil Case Specialist, 2 FTEs, \$ 215,000
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 is experiencing a surge of filings due to the expiration of federal and local eviction moratoria. 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 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 implemented a new case triage and management process for Landlord and Tenant cases and diverts cases to early mediation. The Civil Case Specialists 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.

Relationship to the Courts' Vision, Mission, and Goals. The requested civil case specialist positions are needed to fulfill the Courts' Strategic I, II, IV, and V of access to justice, public trust and confidence, effective court administration, and 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. The Court was awarded a 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 2025 budget. This request requires an increase in current division personnel funding levels.

Performance Indicators. Performance indicators include early intervention resulting in agreements made; reduction in cases requiring judicial intervention; reduction in rate of defaults and default judgments and reduction in the rate of evictions in the District of Columbia.

Table 3
CIVIL DIVISION
New Positions Requested

| Positions | Grade | Number | Annual Salary | Benefits | Total Personnel Cost |
|-----------------------|--------------|---------------|----------------------|------------------|-----------------------------|
| Civil Case Specialist | JS-11 | 2 | \$170,000 | \$45,000 | \$215,000 |
| Courtroom Clerk | JS09 | 3 | \$211,000 | \$55,000 | \$266,000 |
| TOTAL | | 5 | \$381,000 | \$100,000 | \$481,000 |

Table 4
CIVIL DIVISION
Budget Authority by Object Class

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|--|----------------------------|----------------------------|------------------------------------|
| 11 - Personnel Salaries | 7,307,000 | 8,432,000 | 1,125,000 |
| 12 - Personnel Benefits | 2,038,000 | 2,331,000 | 293,000 |
| <i>Subtotal Personnel Services</i> | <i>9,345,000</i> | <i>10,763,000</i> | <i>1,418,000</i> |
| 21 - Travel, Transp. of Persons | | | |
| 22 - Transportation of Things | | | |
| 23 - Rent, Commun. & Utilities | | | |
| 24 - Printing & Reproduction | 46,000 | 48,000 | 2,000 |
| 25 - Other Services | | | |
| 26 - Supplies & Materials | 36,000 | 38,000 | 2,000 |
| 31 - Equipment | 27,000 | 29,000 | 2,000 |
| <i>Subtotal Non- Personnel Services</i> | <i>109,000</i> | <i>115,000</i> | <i>6,000</i> |
| TOTAL | 9,454,000 | 10,878,000 | 1,424,000 |
| FTE | 101 | 106 | 5 |

Table 5
CIVIL DIVISION
Detail, Difference FY 2023/FY2025

| Object Class | Description of Request | FTE | Cost | Difference FY 2023/FY 2025 |
|---|------------------------|-----|---------|-------------------------------|
| 11 - Personnel Compensation | Current Position WIG | 101 | 209,000 | |
| | Current Position COLA | 101 | 535,000 | |
| | Civil Case Specialist | 2 | 170,000 | |
| | Courtroom Clerk | 3 | 211,000 | |
| <i>Subtotal 11</i> | | | | <i>1,125,000</i> |
| 12 - Personnel Benefits | Current Position WIG | 101 | 54,000 | |
| | Current Position COLA | 101 | 139,000 | |
| | Civil Case Specialist | 2 | 45,000 | |
| | Courtroom Clerk | 3 | 55,000 | |
| <i>Subtotal 12</i> | | | | <i>293,000</i> |
| <i>Subtotal Personnel Services</i> | | | | <i>1,418,000</i> |
| 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 | | | 2,000 |
| 31 - Equipment | Built-in Increases | | | 2,000 |
| <i>Subtotal Non-Personnel Services</i> | | | | <i>6,000</i> |
| Total | | | | 1,424,000 |

Table 6
CIVIL DIVISION
Detail of Full-Time Equivalent Employment

| | FY 2023 Enacted | FY 2025 Request |
|---------------------|--------------------|--------------------|
| JS-3 | | |
| JS-4 | | |
| JS-5 | | |
| JS-6 | 14 | 14 |
| JS-7 | 8 | 11 |
| JS-8 | 26 | 23 |
| JS-9 | 26 | 29 |
| JS-10 | 6 | 6 |
| JS-11 | 7 | 9 |
| JS-12 | 3 | 3 |
| JS-13 | 7 | 7 |
| JS-14 | 2 | 2 |
| JS-15 | | |
| CEMS | 1 | 1 |
| CES | 1 | 1 |
| Total Salary | 7,307,000 | 8,432,000 |
| Total FTEs | 101 | 106 |

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

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference FY 2023/2025</u> | |
|------------------------|--------------------|------------------------|--------------------|------------------------------------|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 13 | 1,442,000 | 14 | 1,713,000 | 1 | 271,000 |

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 a crime. The program offers support in a fair and consistent manner, prioritizing the dignity of the victim. It aids victims of crime, survivors of homicide, and their dependent family members by covering certain expenses that arise due to the crime. Compensable expenses include but are not limited to medical costs, mental health counseling, funeral bills, loss of 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 accepted or rejected by Crime Victims Compensation Program staff. Victims of crime receive aid in submitting applications, accessing additional victim service programs, and addressing various quality of life matters that arise following victimization. The program's staff also actively reach out to the community to raise awareness about the services provided by the program.

Organizational Background

The Crime Victims Compensation Program has various responsibilities, including claims processing, record management, outreach, and administrative functions. Claims processing, being a critical component, impacts all positions and represents the majority of the program's functions. Key tasks associated with claims management and processing encompass reviewing applications for completeness and accuracy, conducting victim interviews, entering data into the claims management system, examining and investigating claims, making claim approval or denial decisions, and providing compensation for eligible claimants' compensable services. The program is staffed by 13 FTEs and 1 grant funded position. The team includes one Director, one Accounting Officer, one Administrative Assistant, six Legal Claims Examiners, and four Assistant Legal Claims Examiners. Additionally, there is one position, the Legal Claims Examiner, that is supported by grant and administrative funds.

Crime Victims Compensation Program Funding

The Crime Victims Compensation Program makes payments to victims during the fiscal year 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 50 percent 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.³

Division Management Action Plan (MAP) Objectives

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

- Enhance public outreach and increase program awareness through targeted communication strategies and initiatives. Through strategic communication channels and activities, we will strive to reach a wider audience, build strong community partnerships, and maximize program visibility.
- Provide timely service to crime victims by processing at least 80% of claims for assistance within 5 weeks.
- Explore enhanced processing, customer service, and claims management using electronic sign-in for claimants who visit the office.
- Continue to collaborate with other agencies to enhance the coordination of services to victims.
- Ensure the viability and longevity of the Crime Victims Fund by securing and managing grant awards to pay crime victim claims and operate the CVCP effectively.
- 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 court-wide 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.

³ 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 of Victim Services and Justice Grants 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.

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).⁴ The CVCP uses the CVCP Advisory Commission, the Courts webpage, social media, and community partners to communicate updates regarding services, times of operations, and locations. The Program established a working group to focus on increasing awareness of the CVCP in light of the COVID-19 pandemic. Post-pandemic, the working groups continue to meet once a month to discuss matters regarding CVCP changes, challenges, and potential innovations to enhance services of the CVCP.

The CVCP established the Program Awareness Team (PAT) in the spring of 2022 with the goal of significantly increasing program awareness by providing training to community groups and organizations regarding the CVCP and the services offered by the program. Since its inception, PAT has participated in numerous community outreach events, such as the H Street Festival, Delta Sigma Theta Community Day, No More Crime No More Tears, VIDA Senior Center Community Day and Advisory Neighborhood Commissions meetings. CVCP has also provided information and training sessions to organizations and agencies, such as the District Alliance for Safe Housing (DASH), Gun Violence Prevention Office, DC Department of Human Services, DC Long-Term Care, the Metropolitan Police Department (MPD) and one City Councilman and staff. During these different events, the CVCP team shared information, addressed inquiries, and even facilitated on-the-spot application submissions when necessary. PAT remains dedicated to organizing at least one in-person or virtual outreach or training event each month, while also distributing a minimum of 500 brochures monthly.

As a result of the COVID-19 pandemic, the Program transitioned to remote operations and began accepting applications by May 2020. By December 2020, the Program successfully extended its full services to claimants while operating remotely. In April 2021, the Program gradually reintroduced in-person services, such as the distribution of food and metro cards, to eligible claimants. Eventually, the Program fully resumed in-person services. The pandemic also led to several process improvements, including the establishment of a new application email address, an updated website page, the implementation of Microsoft Word and fillable Adobe PDF applications, the adoption of an online application process through Pro Bono Net, and the revision of the CVCP application for improved user-friendliness with the inclusion of plain language. Consequently, the Program enhanced its accessibility to the community, partners, and victim services organizations.

Starting in January 2022, the Program enlisted the help of Court Navigators to utilize five remote sites where victims can conveniently pick up, drop off, and complete applications in person. These remote sites are strategically located in each quadrant of the District of Columbia, effectively enhancing accessibility to the Program's services. From July 2022 to present, the program reinstated its full in-person intake services, operating from Monday to Friday between 9:00 a.m. and 5:00 p.m.

⁴ D.C. Code § 4-503(c)(6) provides that the Court shall publicize the existence of the Program and the procedure for obtaining compensation under the Program through the Court, government stakeholders, and community agencies and service providers.

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. An electronic platform 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) opened in December 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 office provide wrap-around services for the victim in one location, but it also 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 2022 | Estimated FY 2023 | % Change |
|--|----------------|-------------------|----------|
| New Cases Filed | 2,224 | 2,735 | 23% |
| Claims Processed (decisions rendered on claims which includes open claims from previous years) | 2,941 | 3,617 | 23% |
| Payment Amounts | 5.5M | 6.05M | 10% |

Key Performance Indicators

Table 2
CRIME VICTIMS COMPENSATION PROGRAM
Performance Measurement Table

| Type of Indicator | Performance Indicator | Data Source | FY 2022* | | FY 2023** | | FY 2024 | | FY 2025 | |
|-------------------|--|--------------------------|----------|--------|-----------|-----------|---------|-----------|---------|------------|
| | | | Goal | Actual | Goal | Estimated | Goal | Estimated | Goal | Projection |
| Input | New claims filed | Case Management Software | N/A | 2,224 | N/A | 2,735 | N/A | 3,009 | N/A | 3,310 |
| Output | Number of Claims resolved within 90 days | Case Management Software | N/A | 2,941 | 3,255 | 3,617 | 3,580 | 3,979 | 3,939 | 4,377 |
| Outcome | Payment Amounts | Case Management Software | N/A | \$5.5M | N/A | \$6.05M | N/A | \$6.6M | N/A | \$7.3M |

* In FY 2022, CVCP operated at limited capacity due to the COVID pandemic, which impacted the number of actual claims.

** In FY 2023, new legislation adds six 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 had 4 staff vacancies (2 Legal Claim Examiner, 1 Assistant Legal Claims Examiner and 1 Administrative Assistant), which impacted the claim processing time for FY 2022. However, in FY 2023, 3 of the 4 vacancies have been filled and the recruitment process has begun for the last vacancy.

FY 2025 Request

In FY 2025, the Courts' request for the Crime Victims Compensation Program is \$1,713,000 an increase of \$271,000 (17%) above the FY 2023 Enacted Level. This increase includes \$151,000 for 1 FTE to expedite claims processing and \$120,000 for built in cost increases.

Expediting Victims Compensation, 1 FTE, \$151,000 Claims Examiner Supervisor (JS-13)

Problem Statement: Currently, the CVCP Program Director oversees the daily operations of the program which includes supervising 13 employees (one Accounting Officer, one Administrative Assistant, seven Claims Examiners and four Assistant Claims Examiners) with one FTE operating at the Southeast Satellite Office. The day-to-day operations include managing and monitoring activities of claims examiners and assistant claims examiners regarding intake, processing of numerous applications, processing payments, distribution of food and metro cards, temporary housing placements and responding to complex questions from stakeholders. In addition, the Director is responsible for planning and scheduling work, assuring accuracy requirements are met, processing claims timely, conducting performance evaluations, approving leave, recruiting talent for vacant positions, and planning ongoing training for staff.

The existing program structure poses a significant challenge for the Director, who must effectively manage various responsibilities, including day-to-day operations, personnel matters, policy changes, process improvements, foster innovation, and provide leadership to the program. The presence of a Claims Examiner Supervisor would provide valuable support to the Director in stakeholder engagement and the management of the Victims of Crime Act (VOCA) grant. The Director currently engages with approximately 16 stakeholders from various agencies and service provider groups, handling inquiries, attending meetings, and addressing their needs independently. With the addition of a Claims Examiner Supervisor, the Director can receive assistance in gathering, analyzing, and submitting quarterly statistics for compliance reporting related to the VOCA grant. Moreover, the supervisor can contribute to the maintenance of records concerning awards and final expenditure reports and collaborate with the Courts' Budget and Finance Division to ensure periodic financial auditing and facilitate process changes. Ultimately, having a Claims Examiner Supervisor would enhance stakeholder management, provide crucial support in administering specific aspects of the VOCA grant and operational support.

In April 2023, the DC Council passed the "Expanding Supports for Crime Victims Amendment Act of 2022," introducing six new crime categories and extending services to eligible claimants. This new law is expected to lead to a substantial increase in claims filed, particularly due to the retroactivity provision. Consequently, the Director has taken on the sole responsibility of training staff and stakeholders, as well as revising the CVCP application and program materials. The program has experienced a 23% increase in claims filed to date. The increase in workload and responsibilities resulting from this legislative mandate further supports the need for a supervisor. With the additional responsibilities, such as supporting Claims Examiners and Assistant Claims Examiners, more time will be required for guidance and supervision. A supervisor is needed to effectively allocate resources, prioritize tasks, and ensure efficient workflow management. Additionally, heightened supervision becomes essential to maintain quality control and address any challenges or concerns that may arise. Overall, the expected increase in claims necessitates a supervisor who can oversee operations, optimize productivity, and facilitate the successful management of the team.

To address these challenges and allow the Director to focus on crucial leadership responsibilities, such as budget management, securing grant awards, program enhancements and expansions including conducting community outreach as statutorily mandated, fostering partnerships, implementing innovative approaches, recruiting and retaining talent, and staying informed about industry trends, it is vital to have a Claims Examiner Supervisor in place. This position will be instrumental in managing the day-to-day operations of the program effectively.

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: Public Trust and Confidence, Goal III: A Great Place to Work, Goal IV: Effective Court Administration and Goal V: Fair and Timely Case Resolution.

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 Positions Requested

| Positions | Grade | Number | Annual Salary | Benefits | Total Personnel Cost |
|----------------------------|-------|--------|---------------|----------|----------------------|
| Claims Examiner Supervisor | 13 | 1 | \$120,000 | \$31,000 | \$151,000 |

Table 4
CRIME VICTIMS COMPENSATION PROGRAM
Budget Authority by Object Class

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|--|------------------|------------------|-------------------------|
| 11 - Personnel Compensation | 1,099,000 | 1,314,000 | 215,000 |
| 12 - Personnel Benefits | 305,000 | 361,000 | 56,000 |
| Subtotal Personnel Services | 1,404,000 | 1,675,000 | 271,000 |
| 21 - Travel, Transp. of Persons | | | |
| 22 - Transportation of Things | | | |
| 23 - Rent, Commun. & Utilities | | | |
| 24 - Printing & Reproduction | 2,000 | 2,000 | 0 |
| 25 - Other Services | 21,000 | 21,000 | 0 |
| 26 - Supplies & Materials | 9,000 | 9,000 | 0 |
| 31 - Equipment | 6,000 | 6,000 | 0 |
| Subtotal Non-Personnel Services | 38,000 | 38,000 | 0 |
| TOTAL | 1,442,000 | 1,713,000 | 271,000 |
| FTE | 13 | 14 | 1 |

Table 5
CRIME VICTIMS COMPENSATION PROGRAM
Detail, Difference FY 2023/2025

| Object Class | Description of Request | FTE | Cost | Difference FY 2023/2025 |
|--|----------------------------|-----|---------|-------------------------|
| 11 - Personnel Compensation | Current Positions WIG | 13 | 15,000 | |
| | Current Position COLA | 13 | 80,000 | |
| | Claims Examiner Supervisor | 1 | 120,000 | |
| Subtotal, 11 | | | | 215,000 |
| 12 - Personnel Benefits | Current Position WIG | 13 | 4,000 | |
| | Current Position COLA | 13 | 21,000 | |
| | Claims Examiner Supervisor | 1 | 31,000 | |
| Subtotal, 12 | | | | 56,000 |
| Subtotal Personnel Services | | | | 271,000 |
| 21 - Travel, Transp. of Persons | | | | |
| 22 - Transportation of Things | | | | |
| 23 - Rent, Commun. & Utilities | | | | |
| 24 - Printing & Reproduction | | | | |
| 25 - Other Service | | | | |
| 26 - Supplies & Materials | | | | |
| 31 - Equipment | | | | |
| Subtotal Non-Personnel Services | | | | 0 |
| Total | | | | 271,000 |

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

| Grade | FY 2023 Enacted | FY 2025 Request |
|-----------------------|----------------------------|----------------------------|
| JS-6 | | |
| JS-7 | | |
| JS-8 | | |
| JS-9 | 5 | 5 |
| JS-10 | | |
| JS-11 | | |
| JS-12 | 6 | 6 |
| JS-13 | | 1 |
| JS-14 | 1 | 1 |
| JS-15 | | |
| CEMS | | |
| CES | 1 | 1 |
| Total Salaries | 1,099,000 | 1,314,000 |
| Total FTEs | 13 | 14 |

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

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference FY 2023/2025</u> | |
|------------------------|--------------------|------------------------|--------------------|------------------------------------|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 110 | 11,825,000 | 110 | 12,955,000 | 0 | 1,130,000 |

Mission

The Criminal Division's mission is to protect the public by processing criminal cases quickly, offering knowledgeable courtroom and administrative support to Judges, staff and the general public and disseminating accurate criminal case data.

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

Introduction

The Criminal Division oversees all criminal cases in the District of Columbia that aren't exclusively 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.

Organizational Background

The Director's Office, four branches and nine Community Court Misdemeanor Calendars (low-level, nonviolent offenses) are all part of the Criminal Division, which has a total of 110 full time equivalent personnel (FTEs).

The Director's Office develops division policies and plans, manages and coordinates the activities of the Criminal Division, and oversees all administrative, financial, and personnel matters. The Director's Office has 12 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; 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/Community Court Branch processes and maintains all felony, misdemeanor, traffic, and District of Columbia cases, motions, appeals, cases to be expunged,

and sealed cases. The branch also assigns and monitors Community Service placement and completion.

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 to reduce recidivism. 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 49 FTEs.

The Special Proceedings Branch: The Warrant Office, Criminal Finance Office, and Criminal Information Section are all part of the Special Proceedings Branch. The Warrant Office processes and maintains 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. 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.

- Maximize the efficiency of courtroom operations by using staggered or time certain scheduling approaches
- Leverage technology to reduce the need for in court appearances by holding more remote status conferences and remote hearings
- 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

- To ensure access to justice for eligible misdemeanor offenses, procedures will be established in collaboration with agency partners to facilitate the timely sealing of records, as mandated by the Second Chance Amendment Act legislation.
- 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 has been actively preparing for the implementation of the new case management system to ensure a smooth and efficient transition. To achieve this objective, the staff has undertaken several measures to enhance the efficiency and effectiveness of the system. This includes modifying the Standard Operating Procedures and business processes to streamline processes and optimize workflow. By making these adjustments, the Criminal Division is proactively working towards maximizing the benefits of the new case management system and ensuring a seamless experience for all stakeholders involved.

Implementation of Sealing Statute

The "Second Chance Amendment Act of 2022," (the "Act") which would make expungement for marijuana automatic, became effective on March 10, 2023. The Act decreases the waiting period to 90 days for sealing criminal records that conclude without a conviction. Those accused of non-violent offenses or those who have not been charged formally may have their criminal records sealed without the need for a court order. The court must still decide whether it is in the best interests of justice to grant the request.

The detailed process outlined in the statute ensures the automatic sealing of cases, while the decriminalization of charges requires significant effort to seal relevant matters. As a result, the Criminal Division expects a notable rise in defendants filing motions to seal their criminal convictions, as the reduced wait times encourage them to do so. Assessing these motions requires a comprehensive understanding of criminal charges, and an Attorney Advisor will determine eligibility based on specific charges and the defendant's prior criminal history. With over 40,000 arrests annually in the District of Columbia, where a third of them are not prosecuted, staffing levels may need to be increased to handle the potential complexity and volume of motions, ensuring compliance with the statutory timeline for record sealing.

Operations

The Criminal Division used a phased approach to resume on site operations and now operates on a hybrid basis. For example, jury trials, non-jury trials, and other evidentiary proceedings (where witnesses are called to testify and are cross-examined) are conducted in person to provide maximum accessibility of all evidence to judges, attorneys, parties, witnesses, and jurors.

Workload Data

The Criminal Division disposed of 9,576 cases in FY 2022, a decrease of 583 cases from FY 2021. The total case numbers follow: 404 D.C. misdemeanors; 2,864 felony cases; 2,022 traffic cases; and 4,286 U.S. misdemeanors.

Table 1
CRIMINAL DIVISION
Caseload and Efficiency Measures
(Fiscal Year 2022 Data)

| | New Filings (Includes reactivated & Reopened cases) | Pending Cases 30-Sep | Disposition (Includes inactive status) | Clearance Rate* |
|-------------------|---|-------------------------|---|--------------------|
| D.C. Misdemeanors | 501 | 365 | 404 | 81% |
| Felony | 2,203 | 2,937 | 2,864 | 130% |
| Traffic | 1,991 | 2,212 | 2,022 | 102% |
| U.S. Misdemeanors | 4,150 | 3,659 | 4,286 | 103% |
| Total | 8,845 | 9,173 | 9,576 | 108% |

* 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 2022 data)

| Type of Indicator | Key Performance Indicator | Data Source | FY 2022* | | FY 2023 | | FY 2024 | | FY2025 | |
|-------------------|--|-------------------|----------|--------|---------|----------|---------|----------|--------|----------|
| | | | Goal | Actual | Goal | Estimate | Goal | Estimate | Goal | Estimate |
| 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% | 39% | 75% | 65% | 75% | 70% | 75% | 70% |
| | | | 90% | 57% | 90% | 75% | 90% | 80% | 90% | 85% |
| | | | 98% | 68% | 98% | 85% | 98% | 90% | 98% | 90% |
| Input | Felony II cases resolved within: 6 months 9 months 12 months | Management Report | 75% | 46% | 75% | 50% | 75% | 45% | 75% | 68% |
| | | | 90% | 55% | 90% | 60% | 90% | 65% | 90% | 81% |
| | | | 98% | 61% | 98% | 75% | 98% | 78% | 98% | 90% |
| Input | AFTC cases resolved within: 6 months 9 months 12 months | Management Report | 75% | 35% | 75% | 40% | 75% | 40% | 75% | 65% |
| | | | 90% | 51% | 90% | 60% | 90% | 65% | 90% | 70% |
| | | | 98% | 63% | 98% | 75% | 98% | 80% | 98% | 85% |
| Input | U.S. Misdemeanor cases resolved within: 4 months 6 months 9 months | Management Report | 75% | 39% | 75% | 60% | 75% | 33% | 75% | 76% |
| | | | 90% | 46% | 90% | 65% | 90% | 47% | 90% | 89% |
| | | | 98% | 55% | 98% | 70% | 98% | 63% | 98% | 96% |
| Input | D.C. Misdemeanor cases resolved within: 4 months 6 months 9 months | Management Report | 75% | 15% | 75% | 70% | 75% | 59% | 75% | 82% |
| | | | 90% | 39% | 90% | 80% | 90% | 68% | 90% | 92% |
| | | | 98% | 58% | 98% | 85% | 98% | 75% | 98% | 96% |
| Input | D.C. Traffic cases resolved within: 3 months 6 months 9 months | Management Report | 75% | 15% | 75% | 70% | 75% | 49% | 75% | 62% |
| | | | 90% | 39% | 90% | 80% | 90% | 68% | 90% | 88% |
| | | | 98% | 58% | 98% | 85% | 98% | 79% | 98% | 96% |

*The 2022 figures are significantly lower due to the limited operations during the COVID-19 pandemic.

**This performance indicator reflects the impact of new legislation on performance measures.

FY 2025 Request

In FY 2025, the Courts' request for the Criminal Division is \$12,955,000 an increase of \$1,130,000 (9%) above the FY 2023 Enacted Level. The requested increase consists entirely of built-in cost increases.

Table 3
CRIMINAL DIVISION
Budget Authority by Object Class

| | FY 2023 Enacted | FY 2025 Request | Difference FY2023/2025 |
|---|----------------------------|----------------------------|-----------------------------------|
| 11 - Personnel Compensation | 9,143,000 | 10,034,000 | 891,000 |
| 12 - Personnel Benefits | 2,547,000 | 2,778,000 | 231,000 |
| <i>Subtotal Personnel Services</i> | <i>11,690,000</i> | <i>12,812,000</i> | <i>1,122,000</i> |
| 21 - Travel, Transp. of Persons | | | |
| 22 - Transportation of Things | | | |
| 23 - Rent, Commun. & Utilities | | | |
| 24 - Printing & Reproduction | 72,000 | 76,000 | 4,000 |
| 25 - Other Services | | | |
| 26 - Supplies & Materials | 32,000 | 34,000 | 2,000 |
| 31 - Equipment | 31,000 | 33,000 | 2,000 |
| <i>Subtotal Non-Personnel Services</i> | <i>135,000</i> | <i>143,000</i> | <i>8,000</i> |
| TOTAL | 11,825,000 | 12,955,000 | 1,130,000 |
| FTE | 110 | 110 | 0 |

Table 4
CRIMINAL DIVISION
Detail, Difference FY 2023/FY 2025

| Object Class | Description of Request | FTE | Cost | Difference FY 2023/FY 2025 |
|---|-------------------------------|------------|-------------|---------------------------------------|
| 11 - Personnel Compensation | Current Position WIG | 110 | 222,000 | |
| | Current Position COLA | 110 | 669,000 | |
| <i>Subtotal 11</i> | | | | <i>891,000</i> |
| 12 - Personnel Benefits | Current Position WIG | 110 | 57,000 | |
| | Current Position COLA | 110 | 174,000 | |
| <i>Subtotal 12</i> | | | | <i>231,000</i> |
| <i>Subtotal Personnel Services</i> | | | | <i>1,122,000</i> |
| 21 - Travel, Transp. Of Persons | | | | |
| 22 - Transportation of Things | | | | |
| 23 - Rent, Commun. & Utilities | | | | |
| 24 - Printing & Reproduction | Built-in Increases | | | 4,000 |
| 25 - Other Service | | | | |
| 26 - Supplies & Materials | Built-in Increases | | | 2,000 |
| 31 - Equipment | Built-in Increases | | | 2,000 |
| <i>Subtotal Non-Personnel Services</i> | | | | <i>8,000</i> |
| Total | | | | 1,130,000 |

Table 5
CRIMINAL DIVISION
Detail of Full-Time Equivalent Employment

| | FY 2023 Enacted | FY 2025 Request |
|---------------------|----------------------------|----------------------------|
| JS-3 | | |
| JS-4 | | |
| JS-5 | | |
| JS-6 | 1 | 1 |
| JS-7 | 15 | 15 |
| JS-8 | 26 | 26 |
| JS-9 | 35 | 35 |
| JS-10 | 14 | 14 |
| JS-11 | 2 | 2 |
| JS-12 | 6 | 6 |
| JS-13 | 8 | 8 |
| JS-14 | 1 | 1 |
| JS-15 | 1 | 1 |
| CEMS | | |
| CES | 1 | 1 |
| Total Salary | 9,143,000 | 10,034,000 |
| Total FTEs | 110 | 110 |

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

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference FY 2023/2025</u> | |
|------------------------|--------------------|------------------------|--------------------|------------------------------------|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 34 | 3,261,000 | 39 | 4,063,000 | 5 | 802,000 |

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 34 FTEs, including the Director’s Office (3 FTEs), and the functions described below:

- The Division Clerk’s Office, comprised of 11 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 (DVMs). 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 11 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 domestic violence cases. This rigorous review process is crucial to guarantee the accuracy of case processing. Additionally, the Branch plays a vital role in facilitating prisoner movement and managing warrants related to DV cases.
- The Division’s Attorney Negotiators, comprised of 3 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 reach 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 day-to-day operations of the Division, overseeing a team of 25 front-line employees. The Branch Supervisors are also responsible for training their assigned employees and maintaining and updating the Division's business processes and standard operating procedures. Their role is vital in ensuring the Division operates effectively and efficiently, providing essential supervision and leadership throughout the Division's operations.
 - The Clerk's Office Branch Supervisor manages 12 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 the accuracy of case information and initial court hearings.
 - The Courtroom Support Branch Supervisor manages 13 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 Management and Program Analyst, comprised of 1 FTE, ensures accurate, validated, and transparent data reporting to support informed decision-making and maintain organizational integrity. The analyst researches, plans, develops, and administers projects and grants that improve the effectiveness, efficiency, and best practices of division operations and programs. The analyst also generates statistical reports pertaining to Division program goals and objectives to assist in the formulation of management action plans, key performance indicators and performance targets. The analyst serves as a valuable resource, offering administrative and technical support, as well as providing procedural guidance to attorneys, judicial officers, staff, and other personnel within the Court.

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 hybrid operations to ensure litigants have access to all 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 ensuring the translation 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 business intelligence dashboard to improve data collection, achieve better oversight of performance standards, and enhance caseload monitoring and workflow management capabilities.
- Enhance the Electronic Courtroom Check-In System by expanding its functionality to enable negotiators to directly upload documents to the courtroom, while maintaining a confidential breakout room for remote check-in and the ability to collect parties' and participants' contact information.
- 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.
- Increase the capacity for simultaneous remote hearings at the Southeast Intake Center's satellite office by expanding the availability of video conferencing equipment and designated office spaces from one to three hearing rooms.
- Update Court rules to expand service of process capabilities to expedite case resolution.
- Enhance support for court participants by collaborating with legal service providers to be available to litigants in real time during remote hearings.
- Collaborate with the Courts Executive Leadership and IT Division to configure and implement Superior Court's new Case Management System.

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, and in some instances, severe mental health and addiction issues. The Division handles cases with parties who are sharing the same residence, and are alleging stalking, sexual abuse, or sexual assault. In addition, the Division handles requests for protection orders that require respondents to surrender firearms if they are a threat to themselves or others. The Division

specializes in addressing these challenging cases in ways that increase victim safety, respondent accountability and rehabilitative support, and efficient and effective adjudication.

The Division has placed a strong emphasis on the quality and timeliness of its hybrid operations. Throughout FY 2022, the Division further enhanced its robust hybrid operations to enable litigants to access domestic violence services virtually. A significant restructuring effort took place within the Division to facilitate two entry points for the public to file their cases remotely or in person. This endeavor required extensive coordination within the Division, considering that 99% of filings necessitated a same-day hearing and all matters had to be consolidated in a single courtroom.

The implementation of the new hybrid operations allows for electronic filings to be submitted to the court around the clock, and many cases can now be heard remotely. Over the past three years, the Division transitioned from providing exclusively on-site services to a fully remote model, and, as the Court reopened for in-person services, to the current hybrid model. Developing this new model demanded effective leadership to ensure that services remained accessible and safe. For example, victims who still lived with their abusers needed a safe means to access remote services when the abuser was absent from home. To meet the needs of victims who struggled with remote hearings, the Division needed to design a system that was both accessible and user-friendly.

To address these challenges, the Division collaborated closely with stakeholders to develop a low-barrier remote process, allowing parties to easily request assistance for emergency resources and prepare court filings. This collaborative effort resulted in the uninterrupted availability of same-day emergency protection orders. In addition to creating a remote process, the Division strengthened its emergency temporary protection order workflow 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.

During FY 2022, the Division encountered a substantial surge in ASO filings following the implementation of new legislation in April 2021. This legislation expanded the types of cases handled by the Division, introducing the ASO case type and modifying the CPO law. As a result, the Division's business processes and resources were significantly affected. Case processing times increased, necessitating additional training and supervision, as well as the development of new forms, adjustments to the case management system, and the creation of informational materials. The ASO filings, being complex cases, require longer hearings, which have impacted the Division's workflow.

In addition to the rise in the number of filings, the Division also experienced an upsurge in customer service calls that demand more intervention from the staff. Previously, calls to the Clerk's Office were generally related to inquiries about pending cases. Presently, inquiries primarily revolve around remote filing procedures and entail follow-up questions on electronic

submissions. Calls seeking guidance on participating in remote hearings require a higher level of involvement from the Clerk's Office staff and consume additional time and resources.

Given these circumstances, the Division's primary focus is to ensure that customers receive comprehensive support during the hybrid operations allowing them to fully participate and access justice.

Workload Data

In FY 2022, the Domestic Violence Division processed 7,088 new filings and reinstated cases, disposed of 8,594 cases and scheduled 23,832 hearings. 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 2022 Data)

| | Cases Added | Cases Disposed | Clearance Rate* | Cases Pending | | |
|----------------------------------|--------------|----------------|-----------------|---------------|------------|------------|
| | | | | 1-Oct | 30-Sep | Change |
| Intra-family (Protection Orders) | 4,840 | 5,693 | 117.6% | 1,226 | 378 | -69.2% |
| Anti-Stalking Orders | 1,050 | 1,029 | 98% | 2 | 89 | 4,350% |
| U.S. Misdemeanors | 1,148 | 1,816 | 158.2% | 806 | 404 | -49.9% |
| Extreme Risk Protection Orders | 15 | 13 | 87% | 1 | 4 | 300% |
| Criminal Contempt Cases | 35 | 43 | 122.9% | 14 | 26 | 85.7% |
| | | | | | | |
| Total | 7,088 | 8,594 | 121% | 2,049 | 901 | N/A |

* 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
DOMESTIC VIOLENCE DIVISION
Key Performance Measures

| Type of Indicator | Key Performance Indicator | Data Source | FY 2022 | | FY 2023 | | FY 2024 | | FY 2025 | |
|-------------------|---|-----------------|---------|--------|---------|----------|---------|----------|---------|----------|
| | | | Goal | Actual | Goal | Estimate | Goal | Estimate | Goal | Estimate |
| 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 2025 Request

In FY 2025, the D.C. Courts' request for the Domestic Violence Division is \$4,063,000, an increase of \$802,000 (22%) above the FY 2023 Enacted Level. The requested increase includes \$488,000 for 5 FTEs to expand the Division's capacity to improve services to domestic violence survivors and meet the evolving service demands of expanded hybrid operations and \$314,000 for built-in cost increases.

Customer Service, 3 FTEs, \$240,000
Deputy Clerk (JS-6/7/8)

Introduction. The Division is requesting additional Deputy Clerk positions to accommodate the growing volume of phone calls to the Clerk's Office resulting from the implementation of robust hybrid operations while also enhancing support for other methods of communication. The Division has successfully upheld processes that facilitate both in-person and remote filings in the Clerk's Office, ensuring sustained improved access to justice following the challenges posed by the Covid-19 pandemic. As a result, there is a growing need to enhance support services as these filings often involve more complex inquiries and require prompt and accurate responses to address filing-related questions. To effectively meet these evolving demands, the Division recognizes the importance of staying proactive and responsive in providing information and assistance to filers. This includes developing comprehensive resources, streamlining communication channels, and implementing robust systems that enable efficient handling of remote filings. By adapting to the shift towards remote filings and prioritizing effective support, the Division aims to maintain accessibility, transparency, and efficiency in serving the needs of filers during these changing times.

The Division has observed a substantial surge in phone calls because of the rise in remote filings. The staff is currently operating under high-pressure conditions and managing the increased volume of phone calls which has inadvertently led to an increase in error rates and a decline in the quality of work produced. The Division aims to strike a delicate balance between providing

trauma-informed services to litigants, ensuring reasonable wait times for all parties involved, and upholding access to justice.

To achieve these objectives, it is imperative for the Division to expand its workforce. By doing so, the Division can effectively implement best practices and effectively respond to the evolving needs of the public, especially as the Court continues to expand its capacity. By proactively addressing these challenges, the Division remains committed to fulfilling its mission of providing equitable access to justice while providing service for the unique dynamics of domestic violence cases.

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, 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)), 2022.

In FY 2018, the Division received over 10,000 phone calls, in comparison to FY 2022, when the Division received nearly 17,000 calls. The types of questions from the public are complex and require in-depth responses from staff which require more time and resources. Filers often need "hand holding" because, in many instances, filers are traumatized, triggered, and need support to complete their documentation.

Presently, remote filings constitute most submissions, inadvertently leading to a significant upsurge in phone calls received by the Clerk's Office. Many of the phone calls from the public are requesting assistance with completing electronic filings or requiring technical assistance to access a remote hearing. The types of responses to these inquiries require clerks to research several databases to locate electronic filings or troubleshoot potential technical issues to ensure litigants can attend their remote hearings.

Deputy Clerks in the division are handling various responsibilities, including answering calls, addressing complex inquiries, and initiating cases. However, the increase in complex calls has resulted in a rise in errors during case initiation, which consequently disrupts the Division's workflow. As a result, the Division is facing a daily backlog and operational bottleneck.

To enhance customer service and improve efficiency by streamlining communication channels, the Division plans to establish a dedicated Customer Service Communication Center. This center will serve as a centralized hub for managing all external communications, including phone calls, emails, and live chat interactions. To support the operation of this center, the Division requests three additional Deputy Clerk positions.

The new Deputy Clerks will respond to inquiries and assist the public with various needs. The clerks may also make referrals to legal service providers and advocates, provide access to justice support with electronic filings, and provide technical assistance to litigants participating in virtual hearings and submitting evidence virtually. Individuals in these positions will have strong communication skills, attention to detail, and capacity to successfully handle complex and sensitive inquiries. Consolidating these tasks under the center and limiting the frequency of

disruptions to focused work will enable the other Deputy Clerks to ensure the highest quality output when initiating, updating, and managing cases. Errors will be reduced overall across the Division and customer service delivery from all teams will be improved.

***Ensuring Excellence in Domestic Violence Services, 2 FTEs, \$248,000
Case Manager (JS-10) and Branch Chief (JS-13)***

Introduction. The Division requires additional staff to effectively manage its robust and complex hybrid operations. While there has been a gradual increase in in-person filings since returning to onsite operations in July 2021, most filings remain remote. The Division is now handling complex operations with two entry points for filings, many of which require same-day hearings. The staff is operating at a fast pace, leading to a natural increase in the error rate. As a result, designated staff are required to ensure the accuracy of initial filings in hybrid operations.

Changes in the Intrafamily Offenses Act, enacted in April 2021, have resulted in longer hearings and increased case processing times, impacting the day-to-day workflow and necessitating greater oversight. The implementation of remote operations has underscored the safety benefits of virtual filings and hearings, which entail different business processes and increased staffing requirements.

The Division's objective is to strike a balance between providing trauma-informed services to litigants, maintaining reasonable wait times for parties, and ensuring access to justice. To achieve this, it is imperative to expand the Division's workforce in order to implement best practices and cater to the evolving needs of the public, particularly as the Court expands its capacity.

Problem Statement. The Division faces the challenge of effectively managing its robust and complex hybrid operations, with a significant increase in remote filings and the need for same-day hearings. The fast-paced environment has led to an increase in error rates, necessitating designated staff to ensure accurate initial filings. Furthermore, changes in the Intrafamily Offenses Act have resulted in longer hearings and increased case processing times, highlighting the need for greater oversight. To maintain a balance between trauma-informed services, reasonable wait times, and access to justice, it is crucial to expand the Division's workforce and implement best practices to meet the evolving needs of the public.

Case Manager (JS-10)

Given the concerning prevalence of intimate partner violence and the growing number of filings, the establishment of a dedicated Case Manager position within the Division is essential. This role would serve as a vital resource in addressing the complex needs of victims and ensuring the effective management of their cases.

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, requiring background checks and the maintenance of confidential information. The new Intrafamily Offenses Act of 2020, which created the Anti-Stalking Order case type and the Address Confidentiality Program (ACP) implemented in 2022, have requirements that increase the margin of error for case creation significantly. 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. 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 (JS-13)

Due to the emergency nature of cases within the Division and the requirement for same-day hearings, the flow of filings intersects daily between the Clerk's Office, Courtroom Support, and Quality Assurance Branches. While Branch Supervisors currently oversee the day-to-day operations of their respective branches, the introduction of a Branch Chief is necessary to provide overarching supervision and ensure coordinated workflow and processes across all branches.

The Branch Chief will play a vital role in supporting the Branch Supervisors, ensuring that business procedures and projects are developed to effectively respond to the increasing volume of cases, and the growing complexity of operations. As the Division relies on several technological systems to operate, it is vital that these systems undergo continuous review and enhancement to ensure their effectiveness. The Branch Chief will assume responsibility for overseeing these systems, constantly seeking opportunities for improvement, and leveraging additional technology to enhance efficiency.

In December 2022, the DC Courts spearheaded the relocation of the Domestic Violence Division's Intake Center, which had been housed at the United Medical Center since 2002, to a secure and accessible Satellite Office in the heart of Anacostia. The new facility was thoughtfully designed to support multiple emergency remote hearings simultaneously, aiming to minimize wait-times for those seeking assistance, while also providing comprehensive wrap-around services. Having a dedicated Branch Chief to oversee operations at this offsite location will ensure the effective flow of cases and adherence to established processes. Currently, these responsibilities are managed by the Deputy Director, which diverts their focus from strategic planning and supporting the Director.

By introducing the Branch Chief position, the Division can directly manage and support the Branch Supervisors, allowing the Deputy Director and Director to concentrate on strategic-level work. This division of responsibilities ensures that strategic planning and vision-setting receive the necessary attention, while operational efficiency and effectiveness are upheld through the expertise of the Branch Chief

Relationship to Courts Mission and Goals. This request supports the Courts' Strategic Goal I: Access to Justice for All by providing more quality reviews and oversight to ensure the safety of

filers; Goal II: Public Trust and Confidence by improving response time to customer inquiries and the quality of customer service; and Goal V Fair and Timely Case Resolution by allowing current staff to focus more time on case processing.

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

Performance Indicators. The branch chief and case manager positions support performance indicators by improving filing accuracy, reducing errors, and enhancing overall efficiency. The creation of a customer service communication center streamlines operations, improves efficiency, and ensures high-quality service for all individuals engaging with the Court, resulting in improved customer satisfaction and accessibility.

Table 3
DOMESTIC VIOLENCE DIVISION
New Positions Requested

| Positions | Grade | Number | Annual Salary | Benefits | FY 2025 Total Personnel Cost |
|------------------|--------------|---------------|----------------------|------------------|-------------------------------------|
| Deputy Clerk | JS-8 | 3 | \$191,000 | \$49,000 | \$240,000 |
| Branch Chief | JS-13 | 1 | \$120,000 | \$31,000 | \$151,000 |
| Case Manager | JS-10 | 1 | \$77,000 | \$20,000 | \$97,000 |
| TOTAL | | 5 | \$388,000 | \$100,000 | \$488,000 |

Table 4
DOMESTIC VIOLENCE DIVISION
Budget Authority by Object Class

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|------------------------------------|------------------------|------------------------|--------------------------------|
| 11 - Personnel Salaries | 2,538,000 | 3,175,000 | 637,000 |
| 12 - Personnel Benefits | 703,000 | 868,000 | 165,000 |
| Subtotal Personnel Cost | 3,241,000 | 4,043,000 | 802,000 |
| 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 | 0 |
| 31 – Equipment | 9,000 | 9,000 | 0 |
| Subtotal Non-Personnel Cost | 20,000 | 20,000 | 0 |
| TOTAL | 3,261,000 | 4,063,000 | 802,000 |
| FTE | 34 | 39 | 5 |

Table 5
DOMESTIC VIOLENCE DIVISION
Detail, Difference FY 2023/2025

| Object Class | Description of Request | FTE | Cost | Difference FY 2023/FY 2025 |
|--|------------------------|-----|---------|-------------------------------|
| 11 - Personnel Compensation | Current Position WIG | 34 | 63,000 | |
| | Current Position COLA | 34 | 186,000 | |
| | Deputy Clerk | 3 | 191,000 | |
| | Branch Chief | 1 | 120,000 | |
| | Case Manager | 1 | 77,000 | |
| <i>Subtotal 11</i> | | | | <i>637,000</i> |
| 12 - Personnel Benefits | Current Position WIG | 36 | 17,000 | |
| | Current Position COLA | 36 | 48,000 | |
| | Deputy Clerk | 3 | 49,000 | |
| | Branch Chief | 1 | 31,000 | |
| | Case Manager | 1 | 20,000 | |
| <i>Subtotal 12</i> | | | | <i>165,000</i> |
| Subtotal Personnel Services | | | | 802,000 |
| 21 - Travel, Transp. Of Persons | | | | |
| 22 - Transportation of Things | | | | |
| 23 - Rent, Commun. & Utilities | | | | |
| 24 - Printing & Reproduction | | | | |
| 25 - Other Service | | | | |
| 26 - Supplies & Materials | | | | |
| 31 - Equipment | | | | |
| Subtotal Non-Personnel Services | | | | 0 |
| Total | | | | 802,000 |

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

| | FY 2023 Enacted | FY 2025 Request |
|---------------------|--------------------|--------------------|
| JS-3 | | |
| JS-4 | | |
| JS-5 | | |
| JS-6 | 2 | 2 |
| JS-7 | 5 | 5 |
| JS-8 | 8 | 11 |
| JS-9 | 7 | 7 |
| JS-10 | 4 | 5 |
| JS-11 | | |
| JS-12 | 2 | 2 |
| JS-13 | 4 | 5 |
| JS-14 | | |
| JS-15 | 1 | 1 |
| CEMS | | |
| CES | 1 | 1 |
| Total Salary | 2,538,000 | 3,175,000 |
| Total FTEs | 34 | 39 |

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

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference FY 2023/2025</u> | |
|------------------------|--------------------|------------------------|--------------------|------------------------------------|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 157 | 16,773,000 | 157 | 18,310,000 | 0 | 1,537,000 |

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 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 43 FTEs.
3. 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.

4. The Domestic Relations Branch processes divorce, annulment, custody, termination of parental rights, and adoption cases. This branch has 21 FTEs.
5. 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.
6. The Legal Section, managed by the Supervisory Attorney, consists of the Counsel for Child Abuse and Neglect (CCAN) Branch, Self-Help Center, and Attorney Negotiators. This section has a total of 12 FTEs.
 - The Attorney Negotiators meet with litigants, identify issues, propose parenting plans, and recommend solutions to the judicial officers regarding divorce, custody, visitation, and support cases.
 - The CCAN Branch recruits, trains, and assigns attorneys to provide representation for children, eligible parents, and caregivers in proceedings of child abuse and neglect.
 - The Self-Help Center provides legal information and assistance to self-represented parties.
7. 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 9 FTEs.
8. 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 8 FTEs.
9. The Parentage and Support Branch processes paternity actions and requests to establish, modify, and enforce child support orders. This branch has 16 FTEs.
10. The Specialty Courts consist of the Family Treatment Court and the Fathering Court. This office has 2 FTEs.
 - 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.
 - 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.

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 (for onsite customers) and the online “wait-time” feature for customers of the Self-Help Center, Central Intake Center and the Marriage Bureau.
- 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 bi-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.
- Enhance customer service delivery by scanning “pre-CourtView” juvenile delinquency cases, prior to shipping them to Archives.
- Support the Employee Appreciation Committee by ensuring that each month, employees are recognized by their peers and/or supervisors for excellent work.

Workload Data

There were 3,690 pending pre-disposition cases in the Family Court on October 1, 2021. In fiscal year 2022, there were a total of 8,874 new cases filed and 178 cases reopened in the Family Court. During the same period, 8,899 cases were disposed. As a result, there were 3,843 cases pending in the Family Court on September 30, 2022. The overall clearance rate was 98% (Table 1).

Table 1
FAMILY COURT OPERATIONS DIVISION
Caseload and Efficiency Measures
(Fiscal Year 2022 Data)

| | Cases Added | Cases Disposed | Clearance Rate* | Cases Pending | | |
|---------------------|--------------|----------------|-----------------|---------------|--------------|--------------|
| | | | | 1-Oct-19 | 30-Sep-20 | Change |
| Abuse & Neglect | 230 | 237 | 103% | 50 | 43 | -14.0% |
| Adoption | 170 | 183 | 108% | 163 | 150 | -8.0% |
| Divorce & Custody | 2,912 | 2,767 | 95% | 1,316 | 1,461 | 11.0% |
| Juvenile | 1,044 | 1,202 | 115% | 528 | 370 | -29.9% |
| Mental Health** | 2,724 | 2,700 | 99% | 160 | 184 | 15.0% |
| Parentage & Support | 931 | 1,090 | 117% | 1,470 | 1,311 | -10.8% |
| Total | 8,011 | 8,179 | 102% | 3,687 | 3,519 | -4.6% |

*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.

**No new mental habilitation cases were filed due to a change in legislation. Title II of D.C. Law 22-93, the “Disability Services Reform Amendment Act of 2018,” effective May 5, 2018, comprehensively repealed and amended the “Citizens with Intellectual Disabilities Constitutional Rights and Dignity Act of 1978,” ending new admissions and commitments of persons with intellectual disability.

Table 2
FAMILY COURT OPERATIONS DIVISION
Key Performance Indicators

| Type of Indicator | Key Performance Indicator | Data Source | 2022 | | 2023 | | 2024 | | 2025 | |
|---------------------|--|----------------------------|-------|--------|-------|----------|-------|----------|-------|----------|
| | | | Goal | Actual | Goal | Estimate | Goal | Estimate | Goal | Estimate |
| Time to Disposition | Contested Custody Cases: 98% within 270 days | Performance Measure Report | 98% | 80% | 98% | 98% | 98% | 98% | 98% | 98% |
| Time to Disposition | Contested Divorce Cases: 98% within 270 days | | 98% | 86% | 98% | 98% | 98% | 98% | 98% | 98% |
| Time to Disposition | Child Support: 90% within 18 months | | 90% | 76% | 90% | 90% | 90% | 90% | 90% | 90% |
| Time to Disposition | Neglect (Child Removed): 100% with 105 days | | 100% | 85% | 100% | 100% | 100% | 100% | 100% | 100% |
| Time to Disposition | Neglect (Child Not Removed): 100% with 45 days | | 100% | 69% | 100% | 100% | 100% | 100% | 100% | 100% |
| Time to Disposition | Juvenile (Released): 98% with 270 days | | 98% | 77% | 98% | 90% | 98% | 90% | 98% | 90% |
| Persons Assisted | Number of Persons Assisted in the Self-Help Center | Family Statistics | 9,100 | 6,085 | 8,000 | 7,000 | 8,000 | 8,000 | 8,500 | 8,500 |

FY 2025 Request

In FY 2025, the Courts’ request for the Family Court Operations Division is \$18,310,000, an increase of \$1,537,000 (8%) above the FY 2023 Enacted Level. The requested increase is entirely for built-in cost increases.

Table 3
FAMILY COURT OPERATIONS DIVISION
Budget Authority by Object Class

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|---|--------------------------|--------------------------|--------------------------------|
| 11 - Personnel Salaries | 11,871,000 | 13,033,000 | 1,162,000 |
| 12 - Personnel Benefits | 3,307,000 | 3,609,000 | 302,000 |
| <i>Subtotal Personnel Cost</i> | <i>15,178,000</i> | <i>16,642,000</i> | <i>1,464,000</i> |
| 21 - Travel, Transp. of Persons | | | |
| 22 - Transportation of Things | | | |
| 23 - Rent, Commun. & Utilities | | | |
| 24 - Printing & Reproduction | 93,000 | 97,000 | 4,000 |
| 25 - Other Services | 1,101,000 | 1,152,000 | 51,000 |
| 26 - Supplies & Materials | 47,000 | 49,000 | 2,000 |
| 31 - Equipment | 354,000 | 370,000 | 16,000 |
| <i>Subtotal Non-Personnel Cost</i> | <i>1,595,000</i> | <i>1,668,000</i> | <i>73,000</i> |
| TOTAL | 16,773,000 | 18,310,000 | 1,537,000 |
| FTE | 157 | 157 | 0 |

Table 4
FAMILY COURT OPERATIONS DIVISION
Detail, Difference FY 2023/FY2025

| Object Class | Description of Request | FTE | Cost | Difference FY 2023/FY 2025 |
|---|-------------------------------|------------|-------------|---------------------------------------|
| 11 - Personnel Compensation | Current Position WIG | 157 | 293,000 | |
| | Current Position COLA | 157 | 869,000 | |
| <i>Subtotal 11</i> | | | | <i>1,162,000</i> |
| 12 - Personnel Benefits | Current Position WIG | 157 | 76,000 | |
| | Current Position COLA | 157 | 226,000 | |
| <i>Subtotal 12</i> | | | | |
| <i>Subtotal Personnel Services</i> | | | | <i>1,464,000</i> |
| 21 - Travel, Transp. Of Persons | | | | |
| 22 - Transportation of Things | | | | |
| 23 - Rent, Commun. & Utilities | | | | |
| 24 - Printing & Reproduction | Built-in Increases | | | 4,000 |
| 25 - Other Service | Built-in Increases | | | 51,000 |
| 26 - Supplies & Materials | Built-in Increases | | | 2,000 |
| 31 - Equipment | Built-in Increases | | | 16,000 |
| <i>Subtotal Non-Personnel Services</i> | | | | <i>73,000</i> |
| Total | | | | 1,527,000 |

Table 5
FAMILY COURT OPERATIONS DIVISION
Detail of Full-Time Equivalent Employment

| | FY 2023 Enacted | FY 2025 Request |
|---------------------|----------------------------|----------------------------|
| JS-3 | | |
| JS-4 | | |
| JS-5 | 1 | 1 |
| JS-6 | 27 | 27 |
| JS-7 | 10 | 10 |
| JS-8 | 33 | 33 |
| JS-9 | 32 | 32 |
| JS-10 | 19 | 19 |
| JS-11 | 8 | 8 |
| JS-12 | 10 | 10 |
| JS-13 | 14 | 14 |
| JS-14 | 1 | 1 |
| JS-15 | | |
| CEMS | 1 | 1 |
| CES | 1 | 1 |
| Total Salary | 11,871,000 | 13,033,000 |
| Total FTEs | 157 | 157 |

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

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference</u> <u>FY 2023/2025</u> | |
|------------------------|--------------------|------------------------|--------------------|--|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 138 | 24,190,000 | 138 | 26,167,000 | 0 | 1,977,000 |

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 coordination of positive youth development frameworks, comprehensive prosocial services, and community supervision or monitoring to enhance public safety and prevent recidivism.

Organizational Background

As the juvenile probation agency for the Nation’s capital, 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 provides pre-trial services, formal diversion and supervision, as well as post-adjudicated probation. The Division’s 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 and 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 for the District of Columbia (OAG); 6) advising and making recommendations to the Court throughout all phases of the adjudication process; 7) conducting home, school, and community assessments for comprehensive pre-trial and post-disposition probation services/supervision plans and alternatives to detention; 8) facilitating Family Group Conferences (FGC); 9) facilitating youth commitments to the DYRS; and 10) coordinating services and supervision to all court-involved youth. The Division is comprised of the Director’s office, two (2) units, and four (4) branches and has a total of 141 FTEs:

- 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 Code and Annotated Rules. The office has 4 FTEs.
- The Information, Contracts and Community Outreach Branch (ICCO) coordinates all court-ordered referrals, oversees the procurement of services, coordinates reimbursement for contractual service providers, and compiles CSSD’s data. ICCO develops Statements of Work and organizes Source Solicitation Evaluation Boards. These activities help the CSSD obtain services for youth and families through solicitations, with guidance from the Administrative Services Division. ICCO includes the Juvenile Information Control (JIC)

team, which manages the distribution of court reports and handles both incoming and outgoing mail. They also oversee vehicle maintenance and provide customer service to youth and families visiting 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 10 FTEs.

- The Intake Services and Delinquency Prevention Branch (ISDP) is comprised of three teams, including two teams designated to provide 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 screen newly referred youth for public safety risk, assess truancy referrals, conduct social assessments for youth referred by law enforcement, coordinate Connors and Sex Trafficking Assessment Review (STAR) assessments, present referrals to a juvenile judicial officer, and provide 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 26 FTEs.
- The Pre/Post Probation Supervision Branch - Region I provides a unified set of services, including comprehensive case management and community monitoring and supervision by a dedicated probation officer for the entire duration of a youth's case. The branch consists of: 1) the Southeast Satellite Office (SESO), housed at the Southeast 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), housed at the Southwest BARJ and serves youth residing in the southwest and lower northwest quadrants of the city; 3) the Leaders of Today in Solidarity – LOTS Satellite office, the city's first female gender-specific seamless probation program (created in 2006); 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 45 FTEs.
- The Pre/Post Probation Supervision, Status Offender & Solution Courts Branch - Region II provides a unified set of services, including comprehensive case management and community monitoring and supervision by a dedicated probation officer for the entire duration of a 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), housed at the Northwest BARJ, and is responsible for serving and supervising most youth residing in the northwest quadrant of the city; 2) the Northeast Satellite Office (NESO), housed at the Northeast BARJ, and is responsible for serving male youth residing in the Northeast quadrant 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; 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 or 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 48 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 recommend 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 8 FTEs and 3 paid interns.

Division Management Action Plan - MAP Objectives

To further the Strategic Plan of the District of Columbia Courts, CSSD will:

- Utilize reliable and valid assessment tools such as the Risk Assessment Instrument (RAI), Social Assessment, Connors, and Sex Trafficking Assessment Review (STAR) to interview all youth within four hours of referral. This will ensure appropriate decisions regarding detention or release and petitioning recommendations, following consultation with the Office of the Attorney General. Additionally, the goal is to initiate the cases promptly by transferring 99% of them to the appropriate teams within three business days of the 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 mandated 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 (FGCs) 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 for all juveniles as ordered by the Court. This will be achieved by completing 97% of all social

studies within one day for detained youth and within three days of the court order for non-detained or community-released youth.

- Ensure comprehensive service delivery and community supervision for all youth referred via Interstate Compact residing within a 20-mile radius of the city. Transfer all cases adjudicated in the District of Columbia involving youth residing outside the radius to the appropriate jurisdiction for services and supervision within 15 days of 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) has further enhanced its approach to serving supervised youth by building upon its strength-based, proactive, and prosocial philosophy. After navigating the challenges posed by the COVID-19 pandemic, CSSD resumed onsite operations in FY 2022, implementing a modified schedule to manage the influx of youth at the Balanced and Restorative Justice (BARJ) centers. Under this schedule, Group A attends BARJ centers on Mondays, Wednesdays, and Fridays, while Group B attends on Tuesdays, Thursdays, and Saturdays. This adjustment optimized resources and ensures effective supervision for all youth under CSSD's supervision. In the Spring of 2022, the CSSD resumed its annual Spring Fling-All Hands-on Deck approach in which all staff are present and engaged to circumvent upticks in youth crime historically occurring during Spring Break. CSSD activities enable youth to be fully engaged during the Spring Break from school. During the summer of 2022, CSSD collaborated with the Metropolitan Police Department (MPD) and the Department of Parks and Recreation (DPR) to enhance summer safety throughout the city on Fridays and Saturdays. CSSD concentrated its intensive supervision efforts each Friday and Saturday night, targeting roughly 75-100 high-risk youth (approximately 20% of the daily population).

CSSD further expanded its comprehensive services for youth by introducing the Succeeding in Our Academic Responsibilities (SOARs) literacy program. Launched in fall 2022, SOAR focuses on adolescent high school males residing east of the Anacostia River who struggle with attending school or academic performance. The dynamic program is unique for its combined approach of intensive tutoring support and mentorship, where each youth is paired with a mentor from the District of Columbia Courts.

The Division enhanced its service model by focusing on four pillars: Accountability, Competency Development, Community Restoration, and Community Safety. These pillars

emphasize individual and societal responsibility, the importance of shaping acceptable norms, restoring communities affected by crime, and ensuring the safety of all individuals. CSSD utilized the BARJ Graduated Rewards and Responses Matrix (GRM) to guide youth, develop competencies, enhance successful completion of court involvement, and enable timely responses to youth.

Workload Data

Table 1
FAMILY COURT SOCIAL SERVICES DIVISION
Caseload
(Calendar Year 2022 Data)

| Case Type | New Cases | Cases Closed | Cases Pending Beginning of | Cases Pending End of CY 22 |
|-----------------------------|-----------|--------------|----------------------------|----------------------------|
| Juvenile Intake | 1,287 | 1,287 | 0 | 0 |
| Intake Truancy Referrals | 312 | 312 | 0 | 0 |
| Pre/ Post Disp. Supervision | 416 | 104 | 312 | 310 |
| Status Offenders | 18 | 13 | 13 | 8 |
| Behavioral Health Court | 35 | 37 | 19 | 21 |
| *HOPE Court | 9 | 10 | 8 | 9 |
| Child Guidance Clinic | 325 | 288 | 37 | 31 |

Table 2
FAMILY COURT SOCIAL SERVICES DIVISION
Key Performance Indicators

| Performance Indicators | Data Source | FY 2022 | | FY 2023 | | FY 2024 | | FY 2025 | |
|---|--------------------------|---------|--------|---------|----------|---------|----------|---------|----------|
| | | Goal | Actual | Goal | Estimate | Goal | Estimate | Goal | Estimate |
| Percentage of juveniles undergoing drug screening at lockup | Pretrial Services Data | 100% | 0* | 100% | 0* | 100% | 100% | 100% | 100% |
| Percentage of juveniles successfully completing probation | CSSD Statistical Reports | 90% | 88% | 90% | 90% | 90% | 90% | 90% | 90% |
| Juveniles arrested for new offenses during probation (pursuant to national standards) | Superior Court Data | < 25% | 14% | < 25% | 15% | < 25% | 15% | < 25% | 15% |
| Average supervision caseload | CSSD Statistical Reports | 18 | 11 | 18 | 15 | 18 | 18 | 20 | 20 |
| Average intensive supervision caseload | CSSD Statistical Reports | 12 | 11 | 12 | 13 | 12 | 12 | 12 | 12 |
| Compliance with face-to-face and telephone curfew checks | CSSD Statistical Reports | 78% | 75% | 78% | 80% | 80% | 80% | 82% | 82% |

* In FY 2022 and 2023, no drug screenings occurred at lockup due to capacity challenges caused by the pandemic. Drug screenings at lockup will resume in FY 2024.

Division Outcomes and Accomplishments in FY 2022 - 2023

In FY 2022 with an average daily population of 416, of whom 83 or 20% were females and 333 or 80% 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 public and private human service and public safety 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 1,287 new delinquency cases were processed, representing an 8.5% increase from 1,106 in FY 2021. Additionally, the CSSD successfully screened 312 Truancy and PINS referrals, representing a 9.2% increase from 286 in FY2021. Just over fifty percent of the Truancy referrals 160 out of 312 screened, were petitioned via alternative diversion measures, following consultations with the Office of the Attorney General (OAG).

The continuation of full operations at each of the Balanced and Restorative Justice Drop-In Centers included facilitating an alternative suspension day reporting measure, created to ramp up completion of class assignments among youth suspended from school for less than ten (10) days. Youth attending evening BARJ programming received tutoring, mentoring, life-skills services, and were engaged in culturally enriched recreation. Additional pro-social groups facilitated to CSSD youth included: Developing Leaders for Life, Anger & Emotional Intelligence, Drug Awareness & Prevention, Conflict Resolution, Social Media & Impact, Smart Banking, and Sex Abuse Violates Everyone (SAVE). CSSD youth also participated in weekly offsite outings including, but not limited to tours of museums, visits to historic landmarks, and a host of pro-social sporting events.

Table 3 shows average outcomes achieved by the SE BARJ Drop-In Center from October 2022 through April 2023. Among the youth attending the SE BARJ Drop-In Center, an average of 98% were not re-arrested and 95% were not suspended from school.

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

| Month/Year | Oct 22 | Nov 22 | Dec 22 | Jan 23 | Feb 23 | Mar 23 | Apr 23 |
|-------------------------------------|--------|--------|--------|--------|--------|--------|--------|
| # youth in BARJ/# supervision cases | 15/56 | 26/60 | 17/65 | 13/63 | 23/66 | 23/71 | 12/78 |
| % Not suspended from school | 97% | 93% | 95% | 94% | 97% | 98% | 93% |
| % Not rearrested and petitioned | 99% | 99% | 100% | 99% | 97% | 93% | 99% |

Table 4 shows outcomes achieved by the SW BARJ Drop-In Center youth from October 2022 through April 2023. Among the youth attending the SW BARJ Drop-In Center, an average of 98% were not re-arrested and 90% were not suspended from school.

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

| Month/Year | Oct 22 | Nov 22 | Dec 22 | Jan 23 | Feb 23 | Mar 23 | Apr 23 |
|-------------------------------------|--------|--------|--------|--------|--------|--------|--------|
| # youth in BARJ/# supervision cases | 18/40 | 22/46 | 23/48 | 18/38 | 13/30 | 13/30 | 13/30 |
| % Not suspended from school | 89% | 89% | 90 % | 89% | 91% | 92% | 92% |
| % Not rearrested and petitioned | 100% | 95% | 99% | 98% | 97% | 98% | 100% |

Table 5 shows outcomes achieved by the NE BARJ Drop-In Center youth from October 2022 through April 2023. Among the youth attending the NE BARJ Drop-In Center, an average of 97% were not re-arrested and 90% were not suspended from school.

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

| Month/Year | Oct 22 | Nov 22 | Dec 22 | Jan 23 | Feb 23 | Mar 23 | Apr 23 |
|-------------------------------------|--------|--------|--------|--------|--------|--------|--------|
| # youth in BARJ/# supervision cases | 8/54 | 9/63 | 7/63 | 9/65 | 12/67 | 8/69 | 9/67 |
| % Not suspended from school | 97% | 93% | 93% | 90% | 91% | 80% | 89% |
| % Not rearrested and petitioned | 97% | 97% | 98% | 98% | 98% | 98% | 99% |

Table 6 shows outcomes achieved by the NW BARJ Drop-In Center youth from October 2022 through April 2023. Among youth participating in the NW BARJ Drop-In Center, an average of 97% were not re-arrested and 90% were not suspended from school.

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

| Month/Year | Oct 22 | Nov 22 | Dec 22 | Jan 23 | Feb 23 | Mar 23 | Apr 23 |
|-------------------------------------|--------|--------|--------|--------|--------|--------|--------|
| # youth in BARJ/# supervision cases | 5/35 | 6/35 | 6/34 | 5/36 | 4/33 | 8/25 | 4/37 |
| % Not suspended from school | 83% | 98% | 87% | 83% | 98% | 95% | 91% |
| % Not rearrested and petitioned | 96% | 97% | 97% | 98% | 99% | 98% | 99% |

Table 7 shows outcomes achieved by the LOTS BARJ Drop-In Center youth from October 2022 through April 2023. Among youth participating in the LOTS BARJ Drop-In Center, an average of 94% were not re-arrested and 83% 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 22 | Nov 22 | Dec 22 | Jan 23 | Feb 23 | Mar 23 | Apr 23 |
|-------------------------------------|--------|--------|--------|--------|--------|--------|--------|
| # youth in BARJ/# supervision cases | 12/54 | 9/63 | 8/60 | 9/61 | 5/61 | 13/66 | 15/79 |
| % Not suspended from school | 84% | 87% | 87% | 87% | 87% | 78% | 73% |
| % Not rearrested and petitioned | 97% | 99% | 96% | 94% | 97% | 89% | 91% |

Table 8 shows outcomes achieved by the BARJ Drop-In Center that serves participants in the court's juvenile solutions courts from October 2022 through April 2023. Among the youth participating in this BARJ Drop-In Center, 98% were not re-arrested and 83% were not suspended from school.

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

| Month/Year | Oct 22 | Nov 22 | Dec 22 | Jan 23 | Feb 23 | Mar 23 | Apr 23 |
|--|--------|--------|--------|--------|--------|--------|--------|
| # Truancy PINS/JBDP/HOPE youth in BARJ/# supervision cases | 13/37 | 9/37 | 5/39 | 6/40 | 6/42 | 5/41 | 11/43 |
| % Not suspended from school | 88% | 88% | 87% | 75% | 79% | 83% | 85% |
| % Not rearrested and petitioned | 98% | 99% | 99% | 96% | 100% | 98% | 98% |

Table 9 shows outcomes achieved by Interstate youth from October 2022 through April 2023. Among youth served and supervised by Interstate staff, an average of 95% were not re-arrested and 56% were not suspended from school.

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

| Month/Year | Oct 22 | Nov 22 | Dec 22 | Jan 23 | Feb 23 | Mar 23 | Apr 23 |
|---------------------------------|--------|--------|--------|--------|--------|--------|--------|
| # Youth supervision cases | 108 | 115 | 108 | 110 | 105 | 102 | 106 |
| % Not suspended from school | 59% | 56% | 57% | 48% | 49% | 69% | 60% |
| % Not rearrested and petitioned | 97% | 96% | 93% | 93% | 96% | 91% | 98% |

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

Table 10 shows outcomes achieved by UTURN Intensive Supervision youth from October 2022 through April 2023. Among youth participating in UTURN, an average of 98% were not re-arrested and 82% were not suspended.

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

| Month/Year | Oct 22 | Nov 22 | Dec 22 | Jan 23 | Feb 23 | Mar 23 | Apr 23 |
|-----------------------------|--------|--------|--------|--------|--------|--------|--------|
| # Youth supervision cases | 72 | 78 | 77 | 74 | 71 | 84 | 58 |
| % Not suspended from school | 85% | 78% | 85% | 82% | 84% | 85% | 76% |
| % Not rearrested | 97% | 99% | 99% | 98% | 98% | 98% | 98% |

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

Table 11 illustrates a total of 5,424 face-to-face curfew checks were conducted by probation officers from October 2022 to April 2023, and a total of 10,453 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 11
FAMILY COURT SOCIAL SERVICES DIVISION
Curfew Checks

| Month/Year | Oct 22 | Nov 22 | Dec 22 | Jan 23 | Feb 23 | Mar 23 | Apr 23 |
|----------------------------|--------|--------|--------|--------|--------|--------|--------|
| # Virtual and Face-to-Face | 654 | 760 | 862 | 742 | 716 | 857 | 833 |
| # Telephone | 1,547 | 1,707 | 1,647 | 1,627 | 1,456 | 1,343 | 1,126 |

Table 12 reveals that from October 2022 through April 2023, 92% of eligible parents complied with Parent Participation Orders (PPO). Parental involvement enables youth to build competencies and maintain higher degrees of compliance with court-ordered conditions, enhances social skills, and promotes their development toward becoming contributing citizens.

Table 12
FAMILY COURT SOCIAL SERVICES DIVISION
Parent Participation Orders

| Month/Year | Oct 22 | Nov 22 | Dec 22 | Jan 23 | Feb 23 | Mar 23 | Apr 23 |
|-------------------------------|--------|--------|--------|--------|--------|--------|--------|
| # Parent Participation Orders | 399 | 405 | 489 | 433 | 422 | 422 | 431 |
| Compliance | 365 | 366 | 445 | 417 | 395 | 394 | 404 |
| % Compliance among parents | 91% | 90% | 91% | 96% | 93% | 93% | 93% |

In FY 2023, 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 learning platforms, intensive group engagements and community supervision targeting at-risk youth, were increased.

The Court maintained its leadership in juvenile justice and child welfare, prioritizing the skill development of CSSD staff. Revised Standard Operating Procedures (SOPs) were implemented after thorough review and discussion by CSSD managers. An All-Staff Training Retreat, facilitated by Change Fusion at the Moultrie Courthouse, followed the SOP rollout. In FY 2022, all CSSD staff were recertified in Therapeutic Aggression Control Techniques (TACT) II. In collaboration with the DC Courts' Chief Security Officer, CSSD also ensured TACT II training for Court Security Officers (CSOs) assigned to BARJ Drop-In Centers in FY 2023. This training has significantly improved CSOs' presence during youth engagement at BARJ Centers.

In FY 2023, the Chief Judge of the Superior Court, Clerk of the Court, and Executive Office staff collaborated to develop a literacy initiative aimed at improving school attendance and academic performance among targeted CSSD youth. This led to the launch of the Succeeding in Our Academic Responsibilities (SOARs) pilot program. SOARs offers designated youth intensive tutoring, group dynamic book reading, engaging discussions, and nutritious meals at the BARJ Vocation Center on Mondays and Wednesdays. Notably, each youth is assigned a mentor from the DC Courts, including the Clerk of the Court, the Executive Officer, Senior Operations Officers, Courtroom Clerks, Case Managers, and Branch Supervisors. While initially only focused on a small number of male youths, the program will expand in fall 2023 to include a broader range of male youth, with the addition of a new female cohort attending on Tuesdays and Thursdays.

CSSD significantly increased its youth engagement efforts, offering a diverse range of traditional and nontraditional recreational activities. In addition to attending college tours and visiting the Channel 9 Broadcast house for firsthand learning about network news, CSSD youth enjoyed outings to Kings Dominion, the Universal Circus, engaging in a basketball challenge with CSSD staff, and participating in a Double Dutch competition also with staff. Notably, throughout all phases of youth engagement, the Child Guidance Clinic's (CGC) Clinical Psychologist and Doctoral interns played an active role. Their involvement strengthens the collaboration between Probation Officers (POs), Supervisory Probation Officers (SPOs) and clinicians, enhances staffs' knowledge, skills, and abilities in adolescent development and effective strategies for redirecting youth before conflicts escalate.

FY 2025 Request

In FY 2025, the Courts' request for the Family Court Social Services Division is \$26,167,000, an increase of \$1,977,000 (8%) above the FY 2023 Enacted Level. The requested increase consists entirely of built-in cost increases.

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

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|---|----------------------------|----------------------------|------------------------------------|
| 11 - Personnel Compensation | 14,304,000 | 15,655,000 | 1,351,000 |
| 12 - Personnel Benefits | 3,958,000 | 4,308,000 | 350,000 |
| <i>Subtotal Personnel Services</i> | <i>18,262,000</i> | <i>19,963,000</i> | <i>1,701,000</i> |
| 21 - Travel, Transp. of Persons | | | |
| 22 - Transportation of Things | | | |
| 23 - Rent, Commun. & Utilities | 835,000 | 874,000 | 39,000 |
| 24 - Printing & Reproduction | | | |
| 25 - Other Services | 4,997,000 | 5,230,000 | 233,000 |
| 26 - Supplies & Materials | 58,000 | 60,000 | 2,000 |
| 31 - Equipment | 38,000 | 40,000 | 2,000 |
| <i>Subtotal Non-Personnel Services</i> | <i>5,928,000</i> | <i>6,204,000</i> | <i>276,000</i> |
| TOTAL | 24,190,000 | 26,167,000 | 1,977,000 |
| FTE | 138 | 138 | 0 |

Table 14
FAMILY COURT SOCIAL SERVICES DIVISION
Detail, Difference FY 2023/2025

| Object Class | Description of Request | FTE | Cost | Difference FY 2023/2025 |
|---|-------------------------------|------------|-------------|------------------------------------|
| 11 - Personnel Compensation | Current Position WIG | 138 | 303,000 | |
| | Current Position COLA | 138 | 1,048,000 | |
| <i>Subtotal 11</i> | | | | <i>1,351,000</i> |
| 12 - Personnel Benefits | Current Position WIG | 138 | 78,000 | |
| | Current Position COLA | 138 | 272,000 | |
| <i>Subtotal 12</i> | | | | <i>350,000</i> |
| <i>Subtotal Personnel Services</i> | | | | <i>1,701,000</i> |
| 21 - Travel, Transp. of Persons | | | | |
| 22 - Transportation of Things | | | | |
| 23 - Rent, Commun. & Utilities | Built-in Increases | | | 39,000 |
| 24 - Printing & Reproduction | | | | |
| 25 - Other Services | Built-in Increases | | | 233,000 |
| 26 - Supplies & Materials | Built-in Increases | | | 2,000 |
| 31 - Equipment | Built-in Increases | | | 2,000 |
| <i>Subtotal Non-Personnel Services</i> | | | | <i>276,000</i> |
| Total | | | | 1,977,000 |

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

| Grade | FY 2023 Enacted | FY 2025 Request |
|---------------------|----------------------------|----------------------------|
| JS-6 | 6 | 6 |
| JS-7 | 4 | 4 |
| JS-8 | 20 | 21 |
| JS-9 | 15 | 7 |
| JS-10 | 3 | 3 |
| JS-11 | 8 | 10 |
| JS-12 | 55 | 60 |
| JS-13 | 19 | 19 |
| JS-14 | 6 | 6 |
| JS-15 | | |
| CEMS | 1 | 1 |
| CES | 1 | 1 |
| Total Salary | 14,304,000 | 15,655,000 |
| Total FTEs | 138 | 138 |

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

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference</u> | |
|------------------------|--------------------|------------------------|--------------------|-------------------|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 31 | 3,937,000 | 34 | 4,710,000 | 3 | 773,000 |

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 person serving as the mediator or evaluator is referred to as a neutral, whose primary responsibility is to facilitate negotiations between the involved parties with the goal of reaching a resolution. The Division is comprised of the Director’s office and three branches, Civil ADR, Family ADR, and Program Assessment and Training. The division has 31 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 10 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 15 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.

The Multi-Door Dispute Resolution Division is recognized as a model program that attracts both international and domestic visitors seeking guidance for establishing their own ADR programs. The ADR professionals within the division play a crucial role by offering program information and technical assistance to judges, lawyers, government officials, and court administrators from various jurisdictions worldwide who are interested in establishing or improving their ADR programs.

Division MAP Objectives

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

- ***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 metrics 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 objectives of the Multi-Door Dispute Resolution Division MAP are designed to align with and reinforce the objectives of the Civil, Family Court, Probate and Tax divisions, as well as the D.C. Courts' Strategic Plan. The following are the objectives of the Multi-Door Dispute Resolution Division's MAP:

- 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, such as using technological solutions to increase accessibility.
- 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 Dispute Resolution Division 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.
- Foster inclusivity and ensure equitable access to mediation programs, collaborate with the Diversity, Equity, Inclusion, and EEO Office to enhance our diversity outreach initiatives.
- 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 Civil, Family Court, 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. In the current fiscal year, the division broadened its range of services by reintroducing in-person mediation alongside the ongoing utilization of remote online mediation methods, aiming to provide civil and family litigants with enhanced options for resolving their disputes.

Civil ADR Branch

In FY 2022, 6,877 mediations were scheduled in the Multi-Door Dispute Resolution Division’s Civil ADR Branch. Of those cases, 2,166 completed the mediation process. This is approximately the same number of cases mediated in FY 2021. Of the cases mediated in FY 2022, the Civil ADR Branch achieved settlements in 41% of the cases.

In FY 2023, the Multi-Door Dispute Resolution Division's Civil ADR Branch implemented a significant change in case management for the Civil Actions mediation program that reduced the number of mediations scheduled but not mediated. This led to an increase in calendar management efficiency, focusing mediation calendar slots on cases most likely to attend mediation. The improved efficiency in case management has reduced the rate of mediations not held from 84% in FY 2022 to 44% through April of FY 2023.

The number of mediations held by the Landlord and Tenant mediation program has more than doubled during FY 2023. In FY 2022 this program held 313 mediations. For FY 2023, it is projected that 812 mediations will be held, representing a 159% increase.

Across all programs, the Civil ADR Branch is projected to mediate 26% more cases in FY 2023 compared to FY 2022.

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 remains an effective method for expediting and streamlining court proceedings, resulting in swift resolution of cases. As a result, it significantly diminishes the number of contentious legal disputes and minimizes the disruption experienced by children

In FY 2022, CPM scheduled 153 families for mediation, representing 237 children. Of those families, 104 completed the mediation process. Parties reached an agreement on substantive issues and family services in 96 cases (92%), affecting 150 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 2022, the Family Program scheduled mediation for 1,369 cases. Of those cases, 550 completed the mediation process. Parties reached an agreement on substantive issues that resolved the court case in 174 cases (32%). The Family Program scheduled 2,324 mediation sessions in FY 2022, of which, 1,565 (67%) 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 (783 cases referred to mediation, compared to 619 cases during this same time period in FY 2021) as well as an increase in the number of mediations sessions scheduled and held. In FY 2023, the number of cases referred to Multi-Door Dispute Resolution Division for mediation is consistent with FY 2022 referrals.

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 2022, 3,951 domestic relations cases were filed, of which 1,132 were eligible for PAC. During this period, 232 parents participated in the PAC educational seminars remotely. PAC cases scheduled for mediation numbered 115 representing 230 parents. Of those cases, 110 (96%) attended mediation, representing 220 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 2022, referrals for intake/screenings at Multi-Door Dispute Resolution Division increased by 32%, from 1,477 in FY 2021 to 1,953 in FY 2022. In FY 2023, the number of cases referred to Multi-Door Dispute Resolution Division 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 2022, CARECEN referred 86 Spanish language cases to the division for resolution, including 23 cases referred to another agency for assistance and 57 cases resolved with Multi-Door Dispute Resolution Division's assistance. The remaining 6 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 2022, ATTEND scheduled 36 families (36 children) for mediation. Of those 36 families, 24 families (67%) participated in mediation and developed a plan with the school for 24 children (100%), to abate truancy.

Program Assessment and Training Branch

In FY 2022, 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 Dispute Resolution Division mediators and a Landlord and Tenant training. The Division conducted 35 trainings on advanced ADR topics in FY 2022.

During FY 2023, the Division trained 23 new mediators to serve in the Family Mediation Program and 14 new mediators to serve in the Landlord and Tenant Mediation Program. The Division offered two 40-hour mediation skill training programs that included mediation observations and six days of classroom training involving lecture and role-play. The Division conducted 31 trainings on advanced ADR topics. The Division anticipates conducting seven more training sessions in FY 2023 including a two-day abbreviated training for 15 new Landlord and Tenant mediators in July.

The Division is actively expanding its mediator training library by incorporating an online collection of thirty recordings. This initiative enables mediators to access and review recorded sessions they were unable to attend, facilitating compliance with training requirements. In turn, these training sessions improve mediators' practices and enhance the services received by the parties.

The Division collaborated with the Office of Court Interpreting Services to develop four educational videos on how to work with interpreters in mediation.

Workload Data

Table 1
MULTI-DOOR DISPUTE RESOLUTION DIVISION
Caseload Overview

| | *Mediations Held | **Cases Settled | ***Settlement Rate |
|-------------------|------------------|-----------------|--------------------|
| FY 2022 Actual | 2,845 | 1,087 | 42% |
| FY 2023 Estimated | 3,431 | 1,292 | 47% |

*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 2022 Actual | FY 2023 Estimated | Projection FY 2024 | Projection FY 2025 |
|-------------------|---|---------------|----------------|-------------------|--------------------|--------------------|
| Output | Mediations Held | CourtView | 2,166 | 2,719 | 2,855 | 2,998 |
| Outcome | Case Settlement Rate | CourtView | 41% | 46% | 53% | 60% |
| 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 2022 Actual | FY 2023 Estimated | Projection FY 2024 | Projection FY 2025 |
|-------------------|---|---------------|----------------|-------------------|--------------------|--------------------|
| Output | *Mediations Held | CourtView | 679 | 712 | 745 | 765 |
| Outcome | **Case Settlement Rate | CourtView | 43% | 48% | 49% | 50% |
| Outcome/Quality | Participant satisfaction w/ ADR process | SPSS database | 85% | 88% | 89% | 90% |
| Outcome/Quality | Participant satisfaction w/outcome | SPSS database | 78% | 80% | 81% | 82% |
| Outcome/Quality | Neutral performance satisfaction | SPSS database | 87% | 90% | 91% | 92% |

*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 2022, the total number of mediations held increased by 22% over FY 2021 (2,845 were scheduled in FY 2022 compared to 2,336 scheduled in FY 2021). In FY 2023, the total number of mediations held is estimated to increase by 21% for a total of 3,431 mediations. The number of family cases mediated in FY 2023 is estimated to increase by 5% and the number of civil cases mediated is estimated to increase by 26%. Mediation projections in FY 2024 and FY 2025 are based on an expected increase in mediations due to the depletion of Emergency Rental Assistance Program funds and the continued development of the D.C. Courts’ Eviction Diversion Program 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. 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 Dispute Resolution Division 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 Dispute Resolution Division MAP are as follows:

Table 4
MULTI-DOOR DISPUTE RESOLUTION DIVISION
Key Performance Indicators

| Type of Indicator | Key Performance Indicator | Data Source | FY 2022 | | FY 2023 | | FY 2024 | | FY 2025 | |
|-------------------|--|---------------|---------|--------|---------|----------|---------|----------|---------|----------|
| | | | Goal | Actual | Goal | Estimate | Goal | Estimate | Goal | Estimate |
| Output | Settlement Rate | IJIS database | 50% | 42% | 50% | 47% | 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 2025 Request

In FY 2025, the D.C. Courts’ request for the Multi-Door Dispute Resolution Division is \$4,710,000 an increase of \$773,000 (18%) above the FY 2023 Enacted Level. The requested

increase includes \$382,000 for three staff mediators to address the increased caseload in civil cases and \$391,000 for built-in cost increases.

Mediating Civil Cases, 3 FTE, \$382,000
Staff Mediator (JS-12)

Problem Statement. Permanent changes in how mediation services are provided to the residents of the District of Columbia have caused both an increase in demand for Civil ADR Branch mediations as well as a reduction in capacity to provide those mediations. During FY 2023, to accommodate increased case management responsibilities, the Civil Actions mediation program was forced to reduce its daily mediation settings from 20 to 12, a 40% reduction in capacity. Some of this reduction in capacity is offset by prioritizing scheduling for cases most likely to attend mediation, however it is projected that the number of Civil Action mediations in FY 2023 will decrease by 9% from FY 2022. Additionally, Landlord and Tenant mediations have more than doubled in FY 2023. In FY 2022, the Landlord and Tenant mediation program held 313 mediations. It is projected that the Landlord and Tenant mediation program will hold 812 mediations in FY 2023, a 159% increase. That number is expected to continue to rise as the D.C. Courts implement a new Eviction Diversion Program in the Civil Division.

The increased demand and reduced capacity have resulted in substantial delays in scheduling mediation dates for cases. Certain types of cases are experiencing delays of six months or longer. This delay directly impedes the Courts' ability to achieve its strategic plan goals, particularly in terms of ensuring access to justice for all, facilitating fair and timely case resolution, and fostering public trust and confidence.

The primary operational barriers to resolving this demand issue are the reliance on volunteers to provide all Civil ADR Branch mediation services as well as the considerable amount of time and resources required to recruit and train new volunteers. Being completely reliant on volunteers to provide mediation services means that the Civil ADR Branch has no control over mediator availability. The lack of control over availability directly contributes to the lengthy timelines required to schedule mediations. Moreover, as the Civil ADR Branch depends on volunteer mediators for training and certifying new mediators, expanding the pool of volunteer mediators becomes a challenging task.

These operational barriers can be addressed by the addition of three staff mediators to the Civil ADR Branch. Each staff mediator can increase the capacity of Civil ADR Branch by approximately 480 mediations per year. The Civil ADR Branch is projected to mediate 2,719 cases in FY 2023. The addition of three staff mediators would increase that capacity to approximately 4,159, or a 53% increase in mediation capacity. Additionally, with the inclusion of staff mediators who can train new volunteers, we expect a significant surge in the availability of volunteer mediators. This, in turn, is likely to result in an exponential increase in the number of volunteer mediators available to contribute to the mediation programs.

Relationship to Court Mission, Vision, and Strategic Goals. The Family Staff Mediator position supports the Courts' Strategic Goal I – Access to Justice for All; Goal II – Public Trust and

Confidence; Goal IV – Effective Court Administration; Goal V – Fair and Timely Case Resolution,

Relationship to Divisional Objectives. These positions directly impact the success of the Divisions’ strategic objective to provide efficient and effective alternative dispute resolution and case management.

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

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

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

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

Table 5
MULTI-DOOR DISPUTE RESOLUTION DIVISION
New Positions Requested

| Positions | Grade | Number | Annual Salary | FY 2025 Benefits | FY 2025 Total Personnel Costs |
|------------------|--------------|---------------|----------------------|-------------------------|--------------------------------------|
| Staff Mediator | JS-12 | 3 | \$303,000 | \$79,000 | \$382,000 |

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

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|---|-------------------------|-------------------------|--------------------------------|
| 11 - Personnel Compensation | 2,645,000 | 3,238,000 | 593,000 |
| 12 - Personnel Benefits | 732,000 | 887,000 | 155,000 |
| <i>Subtotal Personnel Cost</i> | <i>3,377,000</i> | <i>4,125,000</i> | <i>748,000</i> |
| 21 - Travel, Transp. of Persons | | | |
| 22 - Transportation of Things | | | |
| 23 - Rent, Commun. & Utilities | | | |
| 24 - Printing & Reproduction | 1,000 | 1,000 | 0 |
| 25 - Other Services | 538,000 | 563,000 | 25,000 |
| 26 - Supplies & Materials | 13,000 | 13,000 | 0 |
| 31 – Equipment | 8,000 | 8,000 | 0 |
| <i>Subtotal Non-Personnel Cost</i> | <i>560,000</i> | <i>585,000</i> | <i>25,000</i> |
| TOTAL | 3,937,000 | 4,710,000 | 773,000 |
| FTE | 31 | 34 | 3 |

Table 7
MULTI-DOOR DISPUTE RESOLUTION DIVISION
Detail, Difference FY 2023/FY2025

| Object Class | Description of Request | FTE | Cost | Difference FY 2023/FY 2025 |
|---|-------------------------------|------------|-------------|---------------------------------------|
| 11 - Personnel Compensation | Current Position WIG | 31 | 96,000 | |
| | Current Position COLA | 31 | 194,000 | |
| | Staff Mediators | 3 | 303,000 | |
| <i>Subtotal 11</i> | | | | <i>593,000</i> |
| 12 - Personnel Benefits | Current Position WIG | 31 | 25,000 | |
| | Current Position COLA | 31 | 51,000 | |
| | Staff Mediators | 3 | 79,000 | |
| <i>Subtotal 12</i> | | | | <i>155,000</i> |
| <i>Subtotal Personnel Services</i> | | | | <i>748,000</i> |
| 21 - Travel, Transp. of Persons | | | | |
| 22 - Transportation of Things | | | | |
| 23 - Rent, Commun. & Utilities | | | | |
| 24 - Printing & Reproduction | | | | |
| 25 - Other Services | Built-in Increases | | | 25,000 |
| 26 - Supplies & Materials | | | | |
| 31 - Equipment | | | | |
| <i>Subtotal Non-Personnel Services</i> | | | | <i>25,000</i> |
| Total | | | | 773,000 |

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

| | FY 2023 Enacted | FY 2025 Request |
|---------------------|----------------------------|----------------------------|
| JS-3 | | |
| JS-4 | | |
| JS-5 | | |
| JS-6 | 1 | 1 |
| JS-7 | 1 | 1 |
| JS-8 | 1 | 1 |
| JS-9 | | |
| JS-10 | 14 | 14 |
| JS-11 | 5 | 5 |
| JS-12 | 4 | 7 |
| JS-13 | 3 | 3 |
| JS-14 | | |
| JS-15 | 1 | 1 |
| CEMS | | |
| CES | 1 | 1 |
| Total Salary | 2,645,000 | 3,238,000 |
| Total FTEs | 31 | 34 |

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

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference</u> <u>FY 2023/2025</u> | |
|------------------------|--------------------|------------------------|--------------------|--|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 6 | 1,016,000 | 9 | 1,400,000 | 3 | 384,000 |

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 by investigating and stating 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 incapable of managing their own assets, and fiduciaries appointed to administer decedents’ estates. These matters are referred to the Office of the Auditor Master 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 to the Office of the Auditor Master by the Civil and Family Court Operations Divisions when parties are seeking an accounting of jointly owned assets.

The principal role of the Office of the Auditor Master is to state accounts, 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 administration of justice through effective case processing by implementing streamlined procedures, leveraging technological advancements, and prioritizing timely resolution of cases.
- 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;
- Adopting trial court case management best practices, such as conducting status hearings to identify issues in contention, advance the settlement process, and resolve cases in a timelier manner;
- Promoting cross-training efforts among staff to improve the efficiency of investigations and expedite the resolution of matters; and
- Reengineering business processes and standard operating procedures to increase the use of remote hearings and trials, offering parties and court participants a more accessible, cost-effective, flexible, and efficient means of engaging in court proceedings.

Workload Data

At least 90% of the cases referred to the Office of the Auditor Master are assigned by the Probate Division. The Probate Division has reported an increasing number of cases related to the increased number of Baby Boomers who have become senior citizens. Although there was a decrease in referrals during the pandemic, the number of cases referred to the Office has increased post-pandemic. The rapidly increasing value of real property in the District of Columbia will result in larger decedent and conservatorship estates, thereby adding to the complexity and contested nature of matters referred to the Office.

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 |
| 2021 | 36 | 57 | 63% | 108 | 129 | +16% |
| 2022 | 43 | 37 | 116% | 129 | 123 | - 5% |

Table 2
OFFICE OF THE AUDITOR-MASTER
Key Performance Indicators

| Type of Indicator | Key Performance Indicator | Data Source | FY 2022 | | FY 2023 | | FY 2024 | | FY 2025 | |
|-------------------|---|--------------------|---------|--------|---------|----------|---------|----------|---------|----------|
| | | | Goal | Actual | Goal | Estimate | Goal | Estimate | Goal | Estimate |
| Input | Percentage of cases wherein Reports are approved/approved in part | Management Reports | 95% | 96% | 95% | 95% | 95% | 95% | 95% | 95% |
| Output | Cases completed within 6 months | | 65% | 5% | 65% | 20% | 45% | 45% | 45% | 45% |
| Output | Cumulative Cases completed within 9 months | | 80% | 12% | 80% | 25% | 70% | 70% | 70% | 70% |
| Output | Cumulative Cases completed within 12 months | | 85% | 21% | 85% | 30% | 85% | 85% | 85% | 85% |
| Output | Cumulative Cases completed within 18 months | | 95% | 28% | 95% | 65% | 95% | 95% | 95% | 95% |
| Efficiency | Clearance Rate (Reduction of pending cases) | | 100% | 116% | 100% | 150% | 100% | 125% | 100% | 125% |

FY 2025 Request

In FY 2025, the D.C. Courts’ request for the Office of the Auditor Master is \$1,400,000, an increase of \$384,000 (34%) above the FY 2023 Enacted Level. The requested increase includes \$284,000 for 3 new FTEs, so that the Office of the Auditor Master can operate at the maximum efficiency to meet or exceed Key Performance goals, and \$100,000 for built-in cost increases.

Expediting Account Audits and Financial Review, 1 FTE, \$107,000
Accountant (JS-11)

Introduction. The Office of the Auditor Master utilizes expertise in accounting functions to analyze complex cases referred by the Civil, Family Court Operations and Probate Divisions. With only one full-time equivalent (FTE) accountant, the Office faces challenges in meeting the prescribed completion dates stated in the orders of reference. Additionally, it is important to highlight that each referring division has established Time to Disposition Standards, which aim to ensure timely resolution of cases. These standards vary, ranging from 6 months for less complex cases to 37 months for the most complex matters. Referrals to the Auditor Master typically occur after a case has been pending for a significant duration within the respective division. In order for the court to adhere to the Time to Disposition Standards, the Office of the Auditor Master must expedite the completion of these matters despite the limitations of existing resources. To enhance case accounting processing time and reduce delays for court participants, the addition of another accountant is necessary.

Problem Statement. The Office currently operates with an Auditor Master, Deputy Auditor Master, two Attorney Advisors, an Accountant, and an Administrative Assistant. Cases referred to the Office involve overly 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 to five years, or even longer for complex cases. The materiality could involve millions of dollars. As an example, the Office recently completed an accounting report for a complex and lengthy civil case, encompassing over 2,200 pages in PDF format. Apart from the extensive volume of banking and investment financial statements, most cases require the meticulous examination and input of numerous boxes of supporting documentation and receipts. These sources include a wide range of data, such as bank and investment statements, credit card statements, spreadsheets, land records, rental records, utility bills, tax records, and receipts from various sources. Presently, the process involves manually migrating each transaction, one by one, from each source document into Excel or accounting software like Quicken or QuickBooks. Despite extensive research, the Office has not discovered reliable automation software capable of directly scanning and transferring documents from financial statements into Excel. Similarly, we have found no available software for directly transferring financial data from backup documentation into Excel.

With only one Accountant, the Office is not adequately equipped to address its current caseload. The Office is also concerned about the projected increase of cases that is anticipated by the Probate Division given its increasing caseload. With the current staffing level, the Office is unlikely to achieve its performance goals. These goals include completing 45% of cases within six months, 70% within nine months, 85% within 12 months, and 95% within 18 months, as well as maintaining a 100% clearance rate. Additional staffing is necessary to address these challenges and enable the Office to meet its performance targets and effectively manage the workload.

Many of the investigated cases require an Accountant to work exclusively on one case at a time for lengthy periods. They 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 a significant sum of money that was 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. In addition to these typical complex cases, the Office also receives referrals for civil cases with disputes involving extremely convoluted accounting records. One recent example is a case where parties have disputed their business accounts since the 1990s, with thousands of pages and images of records that had to be sorted, investigated, recorded, and restated. The complexity of the accounting process for this case took the sole Accountant months to perform and resulted in more than 2,200 pages of an Accounting Report.

The Auditor Master and Deputy Auditor Master are each supported by an Attorney Advisor to aid in case resolution. Ideally, having an Accountant for each of them would significantly

improve the office's capacity to meet time standards and enable simultaneous hearings. The addition of an Accountant would provide dedicated support to expedite hearings, ultimately enhancing access to justice and improving the administration of justice for the public. The timely management of the Court's caseload and the successful operations of the Office of the Auditor Master heavily depend on the approval of an additional Accountant position.

Relationship to Court Vision, Mission, and Strategic Goals. This additional FTE Accountant position is needed to reach the Courts' Strategic Goal V - Fair and Timely Case Resolution by minimizing wait times and delays for court participants, resolving disputes and legal matters in a timely manner, 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 of managing and resolving cases in a timely and efficient manner and meeting case processing performance standards.

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

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

Expenditure Plan. A new FTE will be recruited, hired, and compensated according to the Courts' Personnel Policies and procedures.

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 2025.

Managing Court Hearings, 2 FTEs, \$177,000 ***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 hearing information into the Court's case management system, to facilitate Court Smart (the recording system), to swear in witnesses, to properly annotate the record of testimony (who testifies and when) and to receive and disseminate exhibits entered into evidence during hearings. Currently, the Attorney Advisors are burdened with multiple responsibilities, including assisting the Auditor Master and Deputy Auditor Master with case prosecution and managing extensive documentation and exhibits. However, with the hearings becoming more complex and the volume of exhibits increasing, it is impractical for the Attorney Advisors to also serve as courtroom clerks.

Problem Statement. The Office needs two Courtroom Clerks 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. Exhibit preparation is a time-consuming process which requires redacting all personal information from financial documents, numbering the exhibits and pages for identification, and scanning the exhibits for dissemination. Assigning the responsibilities of a Courtroom Clerk to the Attorney Advisors impedes their ability to fulfill their primary role responsibilities effectively. Moreover, it places excessive demands on their capacity to handle the growing caseload of the Office. The Attorney Advisors have been making daily sacrifices to ensure timely case resolution and provide excellent customer service to the public, parties, and court participants. However, it is imperative for the Office to seek the necessary resources to manage hearings and trials efficiently. Failing to do so would be a disservice to our mission.

Relationship to Court Vision, Mission, and Strategic Goals. These additional FTE Courtroom Clerk positions are needed to accomplish the Courts' Strategic Goal V - 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 position will support the Office's objectives of managing and resolving cases in a timely and efficient manner and meeting case processing performance standards.

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

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.

Performance Indicators. The requested FTEs will decrease the wait time for participants, improve customer satisfaction ratings, and help meet 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 2025.

Table 3
OFFICE OF THE AUDITOR-MASTER
New Positions Requested

| Positions | Grade | Number | Annual Salary | Benefits | Total Personnel Cost |
|-----------------|-------|----------|------------------|-----------------|----------------------|
| Accountant | JS-11 | 1 | \$85,000 | \$22,000 | \$107,000 |
| Courtroom Clerk | JS-9 | 2 | \$140,000 | \$37,000 | \$177,000 |
| TOTAL | | 3 | \$225,000 | \$59,000 | \$284,000 |

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

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|--------------------------------------|--------------------|--------------------|----------------------------|
| 11 – Personnel Salaries | 793,000 | 1,098,000 | 305,000 |
| 12 – Personnel Benefits | 206,000 | 285,000 | 79,000 |
| <i>Subtotal Personnel Cost</i> | 999,000 | 1,383,000 | 384,000 |
| 21 - Travel, Transp. of Persons | | | |
| 22 - Transportation of Things | | | |
| 23 - Rent, Communication & Utilities | | | |
| 24 - Printing & Reproduction | 2,000 | 2,000 | 0 |
| 25 - Other Services | 5,000 | 5,000 | 0 |
| 26 - Supplies & Materials | 5,000 | 5,000 | 0 |
| 31 – Equipment | 5,000 | 5,000 | 0 |
| <i>Subtotal Non-Personnel Cost</i> | 17,000 | 17,000 | 0 |
| TOTAL | 1,016,000 | 1,400,000 | 384,000 |
| FTE | 6 | 9 | 3 |

Table 5
OFFICE OF THE AUDITOR-MASTER
Detail, Difference FY 2023/2025

| Object Class | Description of Request | FTE | Cost | Difference FY 2023/2025 |
|---|------------------------|-----|---------|----------------------------|
| 11- Personnel Compensation | Current Positions WIG | 6 | 22,000 | |
| | Current Positions COLA | 6 | 58,000 | |
| | Accountant | 1 | 85,000 | |
| | Courtroom Clerk | 2 | 140,000 | |
| <i>Subtotal 11</i> | | | | <i>305,000</i> |
| 12- Personnel Benefits | Current Positions WIG | 6 | 5,000 | |
| | Current Positions COLA | 6 | 15,000 | |
| | Accountant | 1 | 22,000 | |
| | Courtroom Clerk | 2 | 37,000 | |
| <i>Subtotal 12</i> | | | | <i>79,000</i> |
| <i>Subtotal Personnel Services</i> | | | | <i>384,000</i> |
| 21 - Travel, Transp. of Persons | | | | |
| 22 - Transportation of Things | | | | |
| 23 - Rent, Communication & Utilities | | | | |
| 24 - Printing & Reproduction | | | | |
| 25 - Other Service | | | | |
| 26 - Supplies & Materials | | | | |
| 31 – Equipment | | | | |
| <i>Subtotal Non-Personnel Services</i> | | | | <i>0</i> |
| Total | | | | 384,000 |

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

| Grade | FY 2023 Enacted | FY 2025 Request |
|-----------------------|--------------------|--------------------|
| JS-3 | | |
| JS-4 | | |
| JS-5 | | |
| JS-6 | | |
| JS-7 | | |
| JS-8 | | |
| JS-9 | | 2 |
| JS-10 | 1 | 1 |
| JS-11 | | 1 |
| JS-12 | 1 | 1 |
| JS-13 | 2 | 2 |
| JS-14 | 1 | 1 |
| JS-15 | | |
| CEMS | | |
| CES | 1 | 1 |
| Total Salaries | 793,000 | 1,098,000 |
| Total FTEs | 6 | 9 |

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

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference FY 2023/2025</u> | |
|------------------------|--------------------|------------------------|--------------------|------------------------------------|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 65 | 7,267,000 | 73 | 8,697,000 | 8 | 1,430,000 |

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.

An effective court recognizes and responds appropriately to emergent public issues such as the rapidly increasing proportion of persons over age 65 in the US population, the even more rapid increase in the proportion of persons over age 85, and the advances in medical care that enable persons with developmental disabilities as well as victims of catastrophic illnesses and accidents to live longer. These patterns and factors influence both the volume and complexity of the matters overseen 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. In fiscal year 2022, 3,306 cases were filed. Of the

3,306, the Court will have an ongoing role in more than 50% of all new Probate matters, requiring formal supervision. This role may involve tasks such as auditing of accounts, among other responsibilities related to the probate process.

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 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 – 27 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 – 13 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 eFiling 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, enhancing information available on the Division's website, and providing information via multiple communication platforms.
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 2023 the Probate Division:

1. Implemented the new case management system. To ensure a smooth and efficient transition to the new system, the Probate Division:
 - a. Completed configuration for all work processes;
 - b. Refined and revised Division standard operating procedures and business processes as well as identified, eliminated, and/or reengineered inefficient processes to support the implementation of the new system;
 - c. Implemented 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; and
 - d. Coordinated and conducted training on the new case management system for judicial officers, law clerks, and Division employees, covering system functionality, business processes, and standard operating procedures.
 - e. Participated in trainings and information sessions provided to the public related to Probate matters.
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 continued virtual self-help center options while also providing more in-person offerings to self-represented litigants. The Division has also implemented processes to facilitate increased remote access to the court system. This includes leveraging technologies that enable greater remote functionality, such as an online scheduling system for appointments with Probate Division staff and online guided interviews to facilitate review of documents, further enhancing accessibility for court users. These initiatives reflect the Division's commitment to adopting and utilizing innovative solutions that promote convenience and efficiency in accessing court services.
3. Received the Elder Justice Innovation grant from the U.S. Department of Health and Human Services Administration for Community Living. The project manager will conduct an evaluation of the current monitoring system and produce a report that identifies barriers to effective court monitoring, discusses best practices and innovations from other jurisdictions and offers a set of recommendations to improve the administration of intervention proceedings and enhance access to justice for vulnerable adults under court jurisdiction.

Workload Data

The Probate Division processed 12,072 court orders and held 3,536 court hearings. Due to the District of Columbia’s emergency orders on social distancing and the prohibition on in-person visits in facilities that serve incapacitated and elderly persons, 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 periodic reviews created a backlog of more than 1,500 cases. As the District ended its COVID-19 emergency protocol, the Probate Division has resumed its periodic mandatory review process and is addressing the backlog. As shown in Table 1 below, the Probate Division disposed of 2,938 cases during FY 2022, with an overall clearance rate of 89%.

Table 1
PROBATE DIVISION
 Caseload and Efficiency Measures
 (Fiscal Year 2022 Data)

| | Cases Added | Cases Disposed | Clearance Rate* | Cases Pending | | |
|---|--------------|----------------|-----------------|---------------|--------------|-----------|
| | | | | 1-Oct 2021 | 30-Sept 2022 | Change |
| Cases Involving the Deceased | | | | | | |
| Formal Probate (Decedents Estates) | 1,993 | 1,804 | 91% | 4,579 | 4,768 | 4% |
| Small Estates | 618 | 620 | 100% | 217 | 215 | -.1% |
| Foreign Proceedings | 160 | 155 | 97% | 196 | 201 | 2.6% |
| Cases Involving the Incapacitated | | | | | | |
| Conservatorships (Old Law) ** | 0 | 0 | n/a | 5 | 5 | 0% |
| Guardianships (of Minors) | 30 | 18 | 60% | 219 | 231 | 6% |
| Intervention Proceedings (Adult Guardianships/Conservatorships) | 497 | 336 | 68% | 3,560 | 3,721 | 5% |
| Trusts | 8 | 5 | 63% | 121 | 124 | 3% |
| Total | 3,306 | 2,938 | 89% | 8,897 | 9,265 | 4% |
| * 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 2022 | | FY 2023 | | FY 2024 | | FY 2025 | |
|--|-----------------|---------|--------|---------|-----------|---------|------------|---------|------------|
| | | Goal | Actual | Goal | Estimated | Goal | Projection | Goal | Projection |
| Time Standard from Filing to Disposition | | | | | | | | | |
| Administration of Decedents Estates | Monthly Reports | 30% | 43% | 30% | 30% | 30% | 30% | 30% | 30% |
| Within 395 days | | 75% | 91% | 75% | 75% | 75% | 75% | 75% | 75% |
| Within 1,125 days | | 98% | 98% | 98% | 98% | 98% | 98% | 98% | 98% |
| Appointment of fiduciary or other resolution in guardianship cases (incapacitated adults/minors) | Monthly Reports | | | | | | | | |
| Within 60 days | | 75% | 59% | 60% | 60% | 60% | 60% | 60% | 60% |
| Within 90 days | | 98% | 78% | 80% | 80% | 80% | 80% | 80% | 80% |
| Efiled documents triaged w/in 1 business day of receipt | Monthly Reports | 90% | 72% | 80% | 80% | 80% | 80% | 80% | 80% |
| Letters of appointment issued w/in 1 business day of processing order or qualifying event | Monthly Reports | 90% | 92% | 80% | 80% | 80% | 80% | 80% | 80% |
| Delinquent filings identified and acted on w/in 10 days | Monthly Reports | 90% | 11% | 80% | 80% | 80% | 80% | 80% | 80% |
| Audit of Accounts w/in 45 days of filing | Monthly reports | 90% | 25% | 30% | 30% | 75% | 35% | 75% | 50% |
| Fee requests submitted to Court processed w/in 45 days | Monthly Reports | 90% | 79% | 80% | 80% | 80% | 80% | 80% | 80% |
| Schedule Hearing on Approval of Account w/in 45 days | Monthly Reports | 90% | 99% | 80% | 80% | 80% | 80% | 80% | 80% |
| Number of GAP reports submitted | Monthly Report | 500 | 0* | 500 | 60 | 500 | 384 | 500 | 384 |

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

FY 2025 Request

In FY 2025, the Courts’ request for the Probate Division is \$8,697,000, an increase of \$1,430,000 (18%) above the FY 2023 Enacted Level. The requested increase includes \$747,000 for 8 FTEs to address increased caseloads and support courtroom operations and \$683,000 for built-in cost increases.

***Monitoring Guardians of Incapacitated Adults, 3 FTEs, \$330,000
 Social Worker, JS-9/11***

Problem Statement. The Guardianship Amendment Act of 2014, D.C. Act 20-552, effective as of March 11, 2015 (the “Act”), 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 Act, GAP reviewed between 100 to 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 3,721.

The legislation imposes additional duties by GAP when undertaking case reviews, which 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 alternative 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. GAP currently employs four full-time social workers. However, the existing backlog of cases places a considerable burden on the staff, resulting in increased workload and challenges. This situation has a direct impact on the vulnerable population served and the well-being of the dedicated staff. Due to the backlog resulting from the pandemic and the unique characteristics of the vulnerable adult guardianship population, it is not feasible to complete the mandatory periodic reviews within the established time frame using the current number of social workers in the Division.

Relationship to D.C. Courts' Vision, Mission, and Goals. This request supports Strategic 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 (Strategic Goal II).

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

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 three social worker case managers. To comply with the new legislation, an estimated 875 cases will need to be reviewed annually.

Customer Service, 3 FTEs, \$247,000
Deputy Clerk, 3 FTEs (JS-6/7/8)

Introduction: The Probate Division seeks funding to secure three deputy clerks to provide administrative support in the Operations Branch of the Division. Located in the Operations Branch, the Probate Clerk's Office and the Quality Assurance Office are responsible for all administrative functions of the Division. Services include case initiation, processing all probate filings, maintaining records, disseminating information on the activities of the Division, and providing other administrative and management support to the Division and its branches/offices.

Problem Statement. The Probate Division has 12 deputy clerk FTEs to perform a myriad of services, including

- Staffing the public window, which is open to the public from 8:30 am – 5:00 pm each business day to triage and process filings;
- Staffing the information desk providing direction to court users on which office to visit for services;
- Reviewing and processing eFilings (other than account related filings);
- Responding to electronic inquiries made through Live Chat, which is open from 9:00 am – 12:00 pm and 1:00 pm – 4:00 pm daily;
- Responding to telephone inquiries;
- Responding to email inquiries
- Scheduling court hearings;
- Processing court orders;
- Setting time standards to implement court orders and identify delinquent filings;
- Issuing notices;
- Responding to copy and search requests;
- Researching and responding to archive requests;
- Preparing certified and triple seal documents for use in transferring assets and other official acts;
- Preparing Letters of Administration and other fiduciary related documents for use in marshaling estate, trust, and intervention cases; and
- Other case management functions, such as electronic transmittal of filings to judicial officers.

The caseload and workload in the Probate Division have increased 6% over five years, from 3,097 new cases in FY 2014 to 3,293 new cases in FY 2019. In FY 2022, new cases increased to 3,306. The smaller caseload increase during the pandemic, as observed in the comparison between the number of new cases in FY 2022 (3,306) and previous fiscal years like FY 2019 (3,293) and FY 2014 (3,029), can be attributed to several factors such as decreased access to

probate information and expertise. The smaller caseload increase during the pandemic resulted from limited access to information and expertise from the Probate Division. While adapting services to the pandemic, in-person support facilitated error-free case filings, especially for vulnerable populations.

From FY 2014 to FY 2019, the number of pending cases in Probate increased by 24% (7,238 to 8,983) due to the longevity of certain case types. From FY 2019 to FY 2022, the number of pending cases in probate increased by 3% (8,983 to 9,265) due to the longevity as well as cases being reopened to complete case requirements such as paying taxes and debts.

The shortage of deputy clerks negatively impacts the Division's ability to cover all assignments in an effective and timely manner, causes operational delays in providing service to the public and impedes the efficient case management for all Probate cases. To ensure coverage of the Clerk's office, deputy clerk assignments are often revised on a daily basis. In addition, branch leadership must cover deputy clerk assignments or assist with the public. As a result, they are unable to perform their management and leadership duties.

Deputy clerks play a crucial role as the central communication point for the Probate Division. The Division faces daily challenges in managing the growing caseload and addressing the public's need for effective communication with the Division. The Probate Division receives a high volume of inquiries from the public, including phone calls, emails, and in-person visits. Effectively managing the high volume of inquiries requires at a minimum six full-time deputy clerks, almost 50% of the staff. Any less, is overwhelming for the Division because members of the public are not familiar with legal terminology and processes, making it challenging and time consuming to understand their concerns and provide appropriate responses or explain legal concepts in plain language and ensure effective communication.

Similarly, as the Courts increasingly rely on technology for case management and communication, not all members of the public may be tech-savvy or have access to digital platforms. Deputy clerks are responsible for providing excellent customer service, which includes effectively utilizing technology while accommodating individuals who prefer or require traditional communication methods. However, achieving this balance becomes challenging without an adequate number of personnel to support these efforts.

To address these concerns, the Division is requesting three deputy clerk FTEs to better serve the needs of the public, including providing more timely information in response to inquiries made by telephone, mail, email, and Live Chat.

Relationship to Courtwide Strategic Goals. This request would serve Strategic Goal I: Access to Justice, Strategic Goal II: Public Trust and Confidence, Strategic Goal III: A Great Place to Work, and Strategic Goal IV: Effective Court Administration.

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

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 increased customer satisfaction and efficiency of operation.

Staffing Courtrooms, 2 FTEs, \$182,000
Courtroom Clerk, 2 FTEs (JS-7/8/9)

Introduction: The Probate Division seeks funding to secure two courtroom clerks to provide hearing and courtroom management support in the Operations Branch of the Division. Located in the Operations Branch, the Probate Clerk's Office and the Quality Assurance Office are responsible for all administrative and courtroom support functions of the Division. Services include issuing notices, scheduling hearings, resulting hearings, completing post order docket maintenance, setting time standards, and providing other administrative and case management support to the Operations Branch.

Problem Statement. The Probate Division has six courtroom clerk FTEs to perform a myriad of services, including:

- Managing the courtroom and processing proceedings in accordance with Division standards;
- Completing Web Voucher System requests timely and accurately in accordance with Division standards;
- Responding to electronic inquiries made through Live Chat, which is open from 9:00 am – 12:00 pm and 1:00 pm – 4:00 pm daily;
- Responding to telephone inquiries;
- Responding to email inquiries
- Scheduling court hearings;
- Processing court orders;
- Setting time standards to implement court orders and identify delinquent filings;
- Issuing notices;
- Responding to copy and search requests;
- Researching and responding to archive requests;
- Preparing certified and triple seal documents for use in transferring assets and other official acts;
- Preparing Letters of Administration and other fiduciary related documents for use in marshaling estate, trust, and intervention cases; and
- Other case management functions in support of the Division.

The caseload and workload in Probate have increased 6% over five years, from 3,097 new cases in FY 2014 to 3,293 new cases in FY 2019. The number of hearings conducted during FY 2022 include 3,536. This is an increase of 7% in three years. The Probate Division is challenged daily to meet the demands of the increasing caseload including petitions requiring emergency hearings.

The shortage of courtroom clerks impairs the Division’s ability to provide courtroom support in an effective and timely manner, causes operative delays in providing service to the public and impedes the efficient hearing management in Probate cases. To provide adequate hearing support and coverage, courtroom clerk assignments are often revised on a daily basis. Staff from other Probate Division branches including managers and supervisors are often reassigned to manage hearings, result hearings, and complete post order docket maintenance, negatively impacting the Division’s ability to support judicial officers. With additional courtroom clerks, a daily emergency courtroom can be established to effectively handle urgent petitions that demand immediate attention and resolution.

To address these concerns, the Division is requesting two courtroom clerk FTEs to better serve the needs of the public and the judiciary, including providing more timely court resolution.

Relationship to Courtwide Strategic Goals. This request would serve Strategic Goal I: Access to Justice, Strategic Goal II: Public Trust and Confidence, and Strategic Goal IV: Effective Court Administration.

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

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 increased customer satisfaction and efficiency of operations.

Table 3
PROBATE DIVISION/OFFICE OF THE REGISTER OF WILLS
New Positions Requested

| Positions | Grade | Number | Annual Salary | Benefits | Total Personnel Costs |
|------------------|--------------|---------------|----------------------|------------------|------------------------------|
| Courtroom Clerk | JS-9 | 2 | \$140,000 | \$37,000 | \$177,000 |
| Deputy Clerks | JS-8 | 3 | \$190,000 | \$50,000 | \$240,000 |
| Social Workers | JS-11 | 3 | \$254,000 | \$76,000 | \$330,000 |
| TOTAL | | 8 | \$584,000 | \$163,000 | \$747,000 |

Table 4
PROBATE DIVISION
Budget Authority by Object Class

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|---|----------------------------|----------------------------|------------------------------------|
| 11 - Personnel Compensation | 5,591,000 | 6,712,000 | 1,121,000 |
| 12 - Personnel Benefits | 1,551,000 | 1,854,000 | 303,000 |
| <i>Subtotal Personnel Services</i> | <i>7,142,000</i> | <i>8,566,000</i> | <i>1,424,000</i> |
| 21 - Travel, Transp. of Persons | 14,000 | 14,000 | 0 |
| 22 - Transportation of Things | | | |
| 23 - Rent, Commun. & Utilities | | | |
| 24 - Printing & Reproduction | 7,000 | 7,000 | 0 |
| 25 - Other Services | 57,000 | 59,000 | 2,000 |
| 26 - Supplies & Materials | 23,000 | 25,000 | 2,000 |
| 31 - Equipment | 24,000 | 26,000 | 2,000 |
| <i>Subtotal Non-Personnel Services</i> | <i>125,000</i> | <i>131,000</i> | <i>6,000</i> |
| TOTAL | 7,267,000 | 8,697,000 | 1,430,000 |
| FTE | 65 | 73 | 8 |

Table 5
PROBATE DIVISION
Detail, Difference FY 2023/2025

| Object Class | Description of Request | FTE | Cost | Difference FY 2023/2025 |
|---|-------------------------------|------------|-------------|------------------------------------|
| 11 - Personnel Compensation | Current Position WIG | 65 | 127,000 | |
| | Current Position COLA | 65 | 410,000 | |
| | Courtroom Clerk | 2 | 140,000 | |
| | Deputy Clerk | 3 | 190,000 | |
| | Social Worker | 3 | 254,000 | |
| <i>Subtotal 11</i> | | | | <i>1,121,000</i> |
| 12 - Personnel Benefits | Current Position WIG | 65 | 33,000 | |
| | Current Position COLA | 65 | 107,000 | |
| | Courtroom Clerk | 2 | 37,000 | |
| | Deputy Clerk | 3 | 50,000 | |
| | Social Worker | 3 | 76,000 | |
| <i>Subtotal 12</i> | | | | <i>303,000</i> |
| <i>Subtotal Personnel Services</i> | | | | <i>1,424,000</i> |
| 21 - Travel, Transp. of Persons | | | | |
| 22 - Transportation of Things | | | | |
| 23 - Rent, Commun. & Utilities | | | | |
| 24 - Printing & Reproduction | | | | |
| 25 - Other Services | Built-in Increases | | | 2,000 |
| | 26 - Supplies & Materials | | | 2,000 |
| | 31 - Equipment | | | 2,000 |
| <i>Subtotal Non-Personnel Services</i> | | | | <i>6,000</i> |
| Total | | | | 1,430,000 |

Table 6
PROBATE DIVISION
Detail of Full Time Equivalent Employment

| Grade | FY 2023 Enacted | FY 2025 Request |
|---------------------|--------------------|--------------------|
| JS-5 | | |
| JS-6 | 11 | 11 |
| JS-7 | 1 | 1 |
| JS-8 | 6 | 9 |
| JS-9 | 15 | 17 |
| JS-10 | 1 | 1 |
| JS-11 | 8 | 11 |
| JS-12 | 10 | 10 |
| JS-13 | 8 | 8 |
| JS-14 | 3 | 3 |
| JS-15 | | |
| CEMS | 1 | 1 |
| CES | 1 | 1 |
| Total Salary | 5,591,000 | 6,712,000 |
| Total FTEs | 65 | 73 |

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

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference FY 2023/2025</u> | |
|------------------------|--------------------|------------------------|--------------------|------------------------------------|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 27 | 5,238,000 | 29 | 7,155,000 | 2 | 1,917,000 |

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 3 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 digital research tools for the use of judges, attorneys, court staff, and the public. This office has 2 FTEs.
- The Child Care Center provides child care 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 digital resources on a broad range of subjects relevant to the administration of justice.

- Provide high quality child care 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 and judges 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 courthouse.

Summary of Program Improvements

During FY 2022, the Tax Division actively participated in the implementation of Superior Court's new case management system, IJIS2. This effort involved configuring system behavior, validating data quality, redesigning business processes, refining and configuring forms, and performing other work which will ultimately enhance the management of Civil Tax and Criminal Tax cases. In FY 2023, one deputy clerk FTE was reassigned to the Tax Division to assist with additional processing requirements of the IJIS2 case management system.

The Tax Division continues to work collaboratively with internal and external stakeholders to implement business process changes that enhance timely disposition of tax cases. For Civil Tax cases, the clearance rate increased from 86% in FY 2021 to 97% in FY 2022, and the percentage of cases pending for 36 months or more decreased from 5% (55 cases) in FY 2021 to 3% (36 cases) in FY 2022. For Criminal Tax cases, the clearance rate increased from 33% in FY 2021 to 200% in FY 2022.

During FY 2022, the Jurors Office implemented a chatbot system to increase the availability of information to prospective jurors without the need for a live agent. The Jurors Office also continued to collaborate with subject matter experts on the IJIS2 project to develop a hearing flag system to replace emailed requests for jury panels, as well as an interface to display case information in the Clearview jury management system. The Jurors Office incorporated into its permanent business processes the hybrid method of grand jury enrollment that utilizes both virtual and onsite locations, which was developed as a result of the COVID-19 pandemic. Jury fees now generate on the first day of service, regardless of the juror's trial status. In September 2022, the Jurors Office hosted Juror Appreciation Week in person, in partnership with the Council for Court Excellence, for the first time since the beginning of the COVID-19 pandemic.

By the close of FY 2022, 76 felony jury trials were conducted, 22 civil jury trials were held, and 37 grand jury panels were enrolled for service.

During FY 2022, the Office of Court Interpreting Services engaged 6,114 interpreters to fulfill 5,095 requests for interpreting services. This amounts to a 72% increase in the number of interpretation services requests received from FY 2021, when 2,965 interpretation requests were received. 65% of interpretation requests were for Spanish speakers. Other frequently requested languages included American Sign Language, Amharic, French, Arabic, Korean, Tigrinya, Vietnamese, and Mandarin. Interpreting services were offered for both in-person and remote hearings.

In FY 2022, the Office of Court Interpreting Services expanded the DC Courts' Interpreter Registry to 171 certified and qualified interpreters representing 61 languages. In FY 2022, the Courts offered two orientation workshops in a live virtual format and fully onboarded 12 new interpreters.

Registry interpreters are required to complete 12 hours of continuing education every two years to remain in good standing. In FY 2022, the Office of Court Interpreting Services offered 18 hours of continuing education courses. Two courses were offered on Crime Scene Investigation and Emerging Areas of Forensic Science, and 5 courses were offered on Interpreting in Criminal Settings, Interpreting Evidence, Criminal Procedure and Constitutional Guarantees, Family Court, and the Anatomy of a Trial.

The Office of Court Interpreting Services provided two Language Access training sessions through the Center for Training and Education. The Language Access training is mandatory for all new D.C. Courts employees. The Office of Court Interpreting Services also provided trainings on the D.C. Courts Language Access Program to new judicial officers and court personnel throughout the year.

The Office of Court Interpreting Services facilitated a 12-hour skills-building workshop over two days for Amharic interpreters with a declared interest in sitting for the Amharic Court Interpreter Certification Exam to become certified Amharic court interpreters. Participants received continuing education credits for attending the workshop.

In FY 2022, 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, thus enhancing the public's access to justice. In June 2022, the Office of Court Interpreting Services administered the Amharic Court Interpreter Certification Exam to 4 registered candidates. The exam was held in person on the Court's campus in adherence to NCSC exam administration protocols.

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 2022, the Office of Court Interpreting Services translated 658 court orders, notices, summons, handbooks, forms, and tip sheets into other languages for court users. This represents a 42% increase in the number of document translations from FY 2021. The total word count in FY 2022 increased to 474,507,

compared to 420,715 in FY 2021, representing an increase of 13% in total words translated. Improving translation consistency and quality and expanding translation services will continue to be a priority in FY 2023 and forward.

The Office of Court Interpreting Services also updated the Courts' Language Access Plan in FY 2022 and published the annual report on the Courts' language access program for calendar year 2022.

In FY 2022, the Child Care Center continued to follow 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 to ensure the health and safety of staff, children, and parents/caregivers. In FY 2022, the Courts provided child care services to 26 children of jurors, parties, witnesses, and staff.

In FY 2022, the Superior Court Library improved the quality of and access to legal resources by conducting a 100% review and reorganization of all materials and services. The security of physical materials, which are to be preserved and protected by the Superior Court Library, was also improved, as each item now has security tags. The collection was updated and indexed in an online public access catalog allowing internal and external users to search for materials. The online catalog also provides on-demand access to certain digital materials, including about 900 legislative history files dating back to the mid-1970s and D.C. Superior Court Administrative Orders spanning 10+ years.

Access to digital resources was expanded and streamlined in collaboration with the D.C. Court of Appeals Library. Workshops were held to educate internal stakeholders on the availability and use of new digital resources as each was launched. A new Superior Court Library Resource intranet page and new DC Courts Libraries internet page were also created to improve stakeholder knowledge of onsite and digital resources. The intranet and public web pages provide users the opportunity to launch their legal research using credible, curated sources of information.

The Superior Court Library was closed to the general public during FY 2022, but research assistance continued to be provided to judicial officers, law clerks, and the public in a safe and healthy manner through email and phone communication. In FY 2022, the library implemented plans for expanded onsite services to benefit the public, including remote hearing rooms and updated public workstations with access to open access digital resources. The library reopened to the public in March 2023.

Workload Data

In FY 2022, the Special Operations Division performed as follows:

- The Jurors Office issued approximately 257,890 summonses to District of Columbia residents to appear for jury service.
- The Office of Court Interpreting Services dispatched 6,114 interpreters to fulfill 5,095 requests for interpreting services.

- The Tax Division processed 720 new case filings and 4,524 subsequent pleadings, filed in paper and electronically, and disposed of 697 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 2022 | | FY 2023 | | FY 2024 | | FY 2025 | |
|-------------------|---|--|---------|---------|---------|-----------|---------|------------|---------|------------|
| | | | 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 | 257,890 | 176,400 | 305,152 | 250,000 | 282,300 | 240,000 | 240,000 |
| Output / Activity | # of jurors qualified to serve on <i>voir dire</i> panels | Business Intelligence Jury Reports | 38,000 | 41,700 | 40,000 | 49,840 | 45,000 | 48,000 | 45,000 | 45,000 |
| Outcome | Judicial requests for <i>voir dire</i> panels met | Business Intelligence Jury Reports | 65% | 94% | 65% | 95% | 85% | 85% | 85% | 85% |
| Outcome | Jury Yield* | Business Intelligence Jury Reports | 40% | 16.17% | 40% | 16.33% | 18% | 17% | 19% | 19% |

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

| Type of Indicator | Key Performance Indicator | Data Source | FY 2022 | | FY 2023 | | FY 2024 | | FY 2025 | |
|-------------------|-------------------------------|--|---------|--------|---------|-----------|---------|------------|---------|------------|
| | | | Goal | Actual | Goal | Estimated | Goal | Projection | Goal | Projection |
| Input | Requests for interpreters | Web Interpreter and Translator System (WITS) | 6,975 | 5,095 | 6,450 | 6,220 | 6,450 | 6,360 | 6,450 | 6,360 |
| Outcome | Requests for interpreters met | WITS | 6,952 | 5,078 | 6,400 | 6,186 | 6,400 | 6,300 | 6,400 | 6,300 |
| Outcome | Interpreters Dispatched | WITS | 7,409 | 6,114 | 8,000 | 7,215 | 8,000 | 7,800 | 8,000 | 7,800 |
| Efficiency | Clearance rate | WITS | 99% | 99% | 99% | 99% | 99% | 99% | 99% | 99% |

Table 3
SPECIAL OPERATIONS DIVISION
Tax Division
Caseload and Efficiency Measures
(Fiscal Year 2022 Data)

| | Case Filings | Dispositions | Clearance Rate* | Pending Cases | | |
|--------------|--------------|--------------|-----------------|---------------|--------|--------|
| | | | | 1-Oct | 30-Sep | Change |
| | | | | Civil Tax | 720 | 697 |
| Criminal Tax | 0 | 2 | N/A | 3 | 1 | -67% |

*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 2022 | | FY 2023 | | FY 2024 | | FY 2025 | |
|-------------------|------------------------------|--------------|---------|--------|---------|-----------|---------|------------|---------|------------|
| | | | Goal | Actual | Goal | Estimated | Goal | Projection | Goal | Projection |
| Output | Research Assistance Provided | Library Data | 100 | 145 | 100 | 120 | 125 | 125 | 125 | 125 |
| Outcome | # Library Users | Library Data | 0 | 0* | 0 | 300 | 500 | 500 | 500 | 500 |

*The Library reopened to the public in March 2023.

FY 2025 Request

In FY 2025, the Courts’ request for the Special Operations Division is \$7,155,000, an increase of \$1,917,000 (34%) above the FY 2023 Enacted Level. The requested increase includes \$210,000 for one FTE to manage staff; \$1,307,000 for one FTE and a contract interpreter rate increase to strengthen language access services; and \$400,000 for built-in cost increases.

Enhancing Court Management and Administration
Deputy Director, \$210,000

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. A seventh work unit, whose supervisor would report to the Director, has been added to the Division. This work unit is responsible for role-based onboarding and eLearning for Superior Court staff.

The Director manages each of these operations and supervises 37% (or 9 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 Courts, 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. 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 strategic planning 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 for All (Goal I), Public Trust and Confidence (Goal II), a Great Place to Work (Goal III), Effective Court Administration (Goal IV), Fair and Timely Case Resolution (Goal V), and Racial Equity and Cultural Competence (Goal VI) 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, greater engagement with the community, and the ongoing values and employee engagement initiatives 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 Special Operations Division's budget.

Methodology. The position should be graded in accordance with the D.C. Court's classification standards.

Expenditure Plan. The Division will recruit for and hire this position in accordance with the D.C. Court's personnel policies.

Performance Indicators. The addition of a Deputy Director will increase the Special Operation Division's ability to engage other internal and external stakeholders and develop program improvements that enhance services for the diverse population we serve.

Expanding Language Access Services, 1 FTE, \$107,000 Program Officer (JS-10)

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 parties and court users 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 certified Spanish language court interpreter, a 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 Program Specialist.

OCIS provides interpretation services in over 50 languages for an average of 6,000 interpretation events in a typical, non-pandemic year, and this total is expected to increase by FY 2025. As expectations for the provision of interpretation services have been raised by judicial officers, LEP court users, and community stakeholders, more contract interpreters are needed to cover interpretation requests than before the pandemic. At a minimum, two staff interpreters and between 12 and 15 contract interpreters from the D.C. Courts Interpreter Registry are needed daily to meet current demands.

OCIS also provides written translation services for judges, divisions, and court users. Due in part to the implementation of a new translation directive in FY 2022, translation requests increased by 42% in FY 2022. The translation directive, published in the D.C. Court's Language Access Plan in 2022, expanded the languages in which vital documents are made available to the public by the Courts. These vital documents that include form complaints, petitions, applications, and informational brochures regarding essential court services are now available in Amharic in addition to English and Spanish. The Court's translation directive also expanded access to free translation services by allowing limited English proficient parties to request translations of court orders, notices, and other court documents in their preferred language without prior authorization by a judge or court official.

In FY 2022, OCIS dispatched 6,114 interpreters to fulfill 5,095 requests for interpreting services. The Program Specialist is responsible for hiring and scheduling contract interpreters to meet the Court's daily interpretation needs and the Program Officer is responsible for managing administrative tasks related to the Interpreter Registry. Currently, the Program Officer and Program Specialist are able to cover one another on busy days, but only at the cost of sacrificing core administrative functions related to the management of the Interpreter Registry. On the busiest days, the Staff Interpreters and Language Access Coordinator may also be required to assist with hiring and scheduling contract interpreters, detracting from their regular job duties. OCIS does not have adequate staff to handle the influx of translation requests.

The requested Program Officer will supplement the triage of interpretation requests currently performed by the Program Specialist and Program Officer, thus relieving the Language Access Coordinator and the Staff Interpreters from these tasks. The Program Officer will also assume responsibility for managing translation requests, reducing the burden on the Office of the Director. The Program Officer position will fill a critical operational gap in OCIS, increase staff productivity, improve overall office efficiencies, and enhance the customer service experience. The addition of a Program Officer is critical to keep pace with current and anticipated demands for expanded language access services.

Language Access Interpreter Rate Increase, \$1,200,000

Problem Statement. To promote access to justice and trial date certainty, the Office of Court Interpreting Services (OCIS) requests additional funds to finance a rate increase for contract interpreters and the increased number of contract interpreters needed for language access.

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 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 prioritize assignments with the other agencies and accept contracts with the Courts only as a final resort.

In addition to the pay increase for contract interpreters, the Court has a need to increase the number of contractors for language access services. The Court's ongoing efforts to reimagine its operations to improve access for court users include expanding hearing methods, reinforcing language access through vital document translation, ensuring signage in multiple languages, and reducing wait times for hearings by enhancing OCIS' responsiveness to real-time interpretation requests. As a consequence, the costs for interpreter contracts have increased. In FY 2023, OCIS is projected to offer an increase of 994 full day contracts, at a cost of \$562,604 (an increase of 63%), than it did on a yearly average basis between FY 2017 and FY 2019. By FY 2025, OCIS estimates that it will spend a total of \$2,220,000 on payments to contract interpreters which far exceeds the existing funding for contract interpretation services. The Special Operations Division requests the annual funding increase to ensure that OCIS is able to continue to provide excellent and reliable interpretation service to LEP court users.

Relationship to Court Mission and Goals. Hiring a Program Officer and having sufficient funds available to pay contract interpreters at the competitive contract rate supports the Courts' Goal related to Goal I – Access to Justice for All because it will ensure 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 V- Fair and Timely Case Resolution by reducing the risk of rescheduling trials, hearings, or the delivery of court services due to the lack of contract interpreters.

Relationship to Divisional Objectives. The addition of a Program Officer 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 for the increased need for contract interpreters and employing a Program Officer is critical to ensure that OCIS carries out its mission of ensuring access to justice for all through language access services for the LEP and deaf or hard-of-hearing community.

Methodology. The grade level for the Program Officer position was determined in accordance with the D.C. Courts Personnel Policies and position classification standards. The contract interpreter rate and funding increase was determined by analysis and forecasting 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 Funding. There are no resources available in the Courts' budget for the requested position and contract interpreters funding increase.

Performance Indicators. Performance indicators for this position and initiative include reduced wait times in courtrooms for LEP and deaf or hard-of-hearing court users to receive an interpreter and to have documents translated; and reduced number of trial continuances and delays due to the lack of available interpreters.

Table 5
SPECIAL OPERATIONS DIVISION
New Positions Requested

| Positions | Grade | Number | Annual Salary | Benefits | Total Personnel Cost |
|-----------------|-------|----------|------------------|-----------------|----------------------|
| Deputy Director | JS-15 | 1 | \$167,000 | \$43,000 | \$210,000 |
| Program Officer | JS-11 | 1 | \$85,000 | \$22,000 | \$107,000 |
| TOTAL | | 2 | \$252,000 | \$65,000 | \$317,000 |

Table 6
SPECIAL OPERATIONS DIVISION
Budget Authority by Object Class

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|------------------------------------|--------------------|--------------------|----------------------------|
| 11 - Personnel Salaries | 2,839,000 | 3,349,000 | 510,000 |
| 12 - Personnel Benefits | 792,000 | 924,000 | 132,000 |
| Subtotal Personnel Cost | 3,631,000 | 4,273,000 | 642,000 |
| 21 - Travel, Transp. of Persons | | | |
| 22 - Transportation of Things | | | |
| 23 - Rent, Commun. & Utilities | | | |
| 24 - Printing & Reproduction | 158,000 | 166,000 | 8,000 |
| 25 - Other Services | 1,183,000 | 2,438,000 | 1,255,000 |
| 26 - Supplies & Materials | 255,000 | 267,000 | 12,000 |
| 31 - Equipment | 11,000 | 11,000 | 0 |
| Subtotal Non-Personnel Cost | 1,607,000 | 2,882,000 | 1,275,000 |
| TOTAL | 5,238,000 | 7,155,000 | 1,917,000 |
| FTE | 27 | 29 | 2 |

Table 7
SPECIAL OPERATIONS DIVISION
Detail, Difference FY 2023/2025

| Object Class | Description of Request | FTE | Cost | Difference FY 2023/2025 |
|---|-------------------------------|------------|-------------|------------------------------------|
| 11 - Personnel Compensation | Current Position WIG | 27 | 50,000 | |
| | Current Position COLA | 27 | 208,000 | |
| | Deputy Director | 1 | 167,000 | |
| | Program Officer | 1 | 85,000 | |
| <i>Subtotal 11</i> | | | | <i>510,000</i> |
| 12 - Personnel Benefits | Current Position WIG | 27 | 13,000 | |
| | Current Position COLA | 27 | 54,000 | |
| | Deputy Director | 1 | 43,000 | |
| | Program Officer | 1 | 22,000 | |
| <i>Subtotal 12</i> | | | | <i>132,000</i> |
| <i>Subtotal Personnel Services</i> | | | | <i>642,000</i> |
| 21 - Travel, Transp. Of Persons | | | | |
| 22 - Transportation of Things | | | | |
| 23 - Rent, Commun. & Utilities | | | | |
| 24 - Printing & Reproduction | Built-in Increases | | | 8,000 |
| 25 - Other Service | Built-in Increases | | 55,000 | |
| | Interpreter Increases | | 1,200,000 | |
| <i>Subtotal 25</i> | | | | <i>1,255,000</i> |
| 26 - Supplies & Materials | Built-in Increases | | | 12,000 |
| 31 - Equipment | | | | |
| <i>Subtotal Non-Personnel Services</i> | | | | <i>1,275,000</i> |
| Total | | | | 1,917,000 |

Table 8
SPECIAL OPERATIONS DIVISION
Detail of Full-Time Equivalent Employment

| Grade | FY 2023 Enacted | FY 2025 Request |
|-----------------------|----------------------------|----------------------------|
| JS-6 | 3 | 3 |
| JS-7 | 1 | 1 |
| JS-8 | 7 | 7 |
| JS-9 | 3 | 3 |
| JS-10 | 2 | 2 |
| JS-11 | 1 | 1 |
| JS-12 | 6 | 7 |
| JS-13 | 2 | 2 |
| JS-14 | 1 | 1 |
| JS-15 | | 1 |
| CEMS | | |
| CES | 1 | 1 |
| Total Salaries | 2,839,000 | 3,349,000 |
| Total FTEs | 27 | 29 |

**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA
MANAGEMENT ACCOUNT**

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference FY 2023/2025</u> | |
|------------------------|--------------------|------------------------|--------------------|------------------------------------|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 0 | 18,241,000 | 0 | 19,251,000 | 0 | 1,010,000 |

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 2025 Request

In FY 2025, the Courts’ request for the Management Account is \$19,251,000, an increase of \$1,010,000 (5%) above the FY 2023 Enacted Level. The requested increase consists entirely of built-in costs.

Table 1
**MANAGEMENT ACCOUNT
Budget Authority by Object Class**

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|---|----------------------------|----------------------------|------------------------------------|
| 11 - Personnel Salaries | 4,291,000 | 4,604,000 | 313,000 |
| 12 - Personnel Benefits | 676,000 | 757,000 | 81,000 |
| <i>Subtotal Personnel Services</i> | <i>4,967,000</i> | <i>5,361,000</i> | <i>394,000</i> |
| 21 - Travel, Transp. of Persons | 403,000 | 421,000 | 18,000 |
| 22 - Transportation of Things | 14,000 | 14,000 | 0 |
| 23 - Rent, Commun. & Utilities | 3,619,000 | 3,787,000 | 168,000 |
| 24 - Printing & Reproduction | 195,000 | 204,000 | 9,000 |
| 25 - Other Services | 8,666,000 | 9,069,000 | 403,000 |
| 26 - Supplies & Materials | 349,000 | 365,000 | 16,000 |
| 31 - Equipment | 28,000 | 30,000 | 2,000 |
| <i>Subtotal Non-Personnel Services</i> | <i>13,274,000</i> | <i>13,890,000</i> | <i>616,000</i> |
| TOTAL | 18,241,000 | 19,251,000 | 1,010,000 |
| FTE | 0 | 0 | 0 |

Table 2
MANAGEMENT ACCOUNT
Detail, Difference FY 2023/FY2025

| Object Class | Description of Request | FTE | Cost | Difference FY 2023/FY 2025 |
|--|------------------------|-----|------|-------------------------------|
| 11 - Personnel Compensation | Current Position COLA | 0 | | 313,000 |
| 12 - Personnel Benefits | Current Position COLA | 0 | | 81,000 |
| <i>Subtotal Personnel Services</i> | | | | <i>394,000</i> |
| 21 - Travel, Transp. Of Persons | Built-in Increases | | | 18,000 |
| 22 - Transportation of Things | | | | |
| 23 - Rent, Commun. & Utilities | Built-in Increases | | | 168,000 |
| 24 - Printing & Reproduction | Built-in Increases | | | 9,000 |
| 25 - Other Service | Built-in Increases | | | 403,000 |
| 26 - Supplies & Materials | Built-in Increases | | | 16,000 |
| 31 - Equipment | Built-in Increases | | | 2,000 |
| <i>Subtotal Nonpersonnel Services</i> | | | | <i>616,000</i> |
| Total | | | | 1,010,000 |

**DISTRICT OF COLUMBIA COURT SYSTEM
Overview**

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference FY 2023/2025</u> | |
|------------------------|--------------------|------------------------|--------------------|------------------------------------|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 307 | 88,290,000 | 320 | 105,428,000 | 13 | 17,138,000 |

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 2025 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 six strategic goals:

- Goal 1:** Access to Justice for All
- Goal 2:** Public Trust and Confidence
- Goal 3:** A Great Place to Work
- Goal 4:** Effective Court Administration
- Goal 5:** Fair and Timely Case Resolution
- Goal 6:** Racial Equity and Cultural Competence

The FY 2025 budget request enhances three of the six strategic goals and includes performance projections for all core functions.

Goal 1: Access to Justice for All--\$1,781,000 3 FTEs

Many people find coming to court to be a difficult and stressful experience due to the complexity of the legal system and court processes. It can be even more challenging for those who cannot afford a lawyer, have limited literacy or English language skills, or have physical or mental disabilities. To reduce such barriers, the Courts seek to connect participants with resources that enable them to understand the court system, obtain the information they need, 2023 – 2027 Strategic Plan District of Columbia Courts navigate court buildings and judicial processes, and conveniently access court proceedings and services.

The request includes \$1,500,000 to support access to court information and safeguard court data, and \$281,000 for 3 FTEs to expand access to justice by providing directional information and assistance, offering information about court processes, and assisting with access to services for the public we serve.

Goal 2: Public Trust and Confidence--\$930,000

Public understanding of the Judicial Branch, engagement with community stakeholders, transparent communication, and reliable and respectful customer service are all important to ensuring trust and confidence in the Courts. Through education and outreach, the Courts seek to increase public knowledge of the role and value of the Judicial Branch while connecting with community partners who can help promote justice through access to legal and social services. The Courts will also work to share information about our performance to further the values of transparency and accountability. While building these connections to the community, the Courts will seek opportunities to create a timely and respectful experience for all court users.

The request includes \$930,000 for Security Information and Event Management and Rubrik Appliance software applications and licensing to protect critical court information and ensure IT compliance with security requirements.

Goal 5: Effective Court Administration--\$8,293,000 10 FTEs

The Courts will pursue operational excellence by wisely using fiscal resources to ensure a modern, safe, and innovative environment for conducting court operations. The physical court facilities should be safe for all users, the technology infrastructure should maintain optimal standards for security, and the court system should be prepared to meet the demands of emergencies and other contingencies. The Courts also seek to innovate how services are delivered to court users and improve operational efficiencies for judges and staff.

The request includes \$1,462,000 to maintain the Moultrie Courthouse Addition; \$457,000 for 3 FTEs to provide IT cloud solutions architecture, network administration, and customer support services; \$500,000 to support the modernization of the Courts' enterprise data warehouse solution; \$460,000 for 4 FTEs to support construction financial management, and facilities maintenance and repair; \$5,000,000 to strengthen security by adding contractual Court Security Officers (CSOs) and supporting necessary upgrades to the Courts' physical security systems; \$317,000 for 2 FTEs to enhance compliance with legal requirements, and \$97,000 for 1 FTE to provide administrative support services for the Human Resources Division.

Built-In Increases--\$6,134,000

The request also includes \$6,134,000 for built-in increases over the two-year period, fiscal years 2024 and 2025. This figure includes cost-of-living, within-grade, and non-pay inflationary increases. Although the Office of Management and Budget recommends financing within grade increases through turnover, the Courts request funding for within-grade increases because we have historically had a considerably lower turnover rate compared to the Federal government.

The D.C. Courts non-judicial⁵ turnover rate ranged from 4% to 8% over the five-year period from 2017 to 2021, compared to the Federal rate, which ranged from 14% to 28% during the same period. The D.C. Courts, therefore, accrue inadequate turnover savings to finance within-grade increases.

Table 3
COURT SYSTEM
Budget Authority by Object Class

| | FY 2023 Enacted | FY 2025 Total Request | Difference FY 2023/2025 |
|---|----------------------------|----------------------------------|------------------------------------|
| 11 – Compensation | 35,254,000 | 39,812,000 | 4,558,000 |
| 12 – Benefits | 9,974,000 | 11,160,000 | 1,186,000 |
| <i>Subtotal Personal Services</i> | <i>45,228,000</i> | <i>50,972,000</i> | <i>5,744,000</i> |
| 21 - Travel, Transp. of Persons | 422,000 | 442,000 | 20,000 |
| 22 - Transportation of Things | 6,000 | 6,000 | 0 |
| 23 - Rent, Commun. & Utilities | 9,497,000 | 9,938,000 | 441,000 |
| 24 - Printing & Reproduction | 109,000 | 115,000 | 6,000 |
| 25 - Other Services | 27,848,000 | 38,538,000 | 10,690,000 |
| 26 - Supplies & Materials | 711,000 | 741,000 | 30,000 |
| 31 – Equipment | 4,469,000 | 4,676,000 | 207,000 |
| <i>Subtotal Nonpersonal Services</i> | <i>43,062,000</i> | <i>54,456,000</i> | <i>11,394,000</i> |
| TOTAL | 88,290,000 | 105,428,000 | 17,138,000 |
| FTE | 307 | 320 | 13 |

⁵ Within-grade increases apply almost exclusively to non-judicial employees: judicial pay does not include within-grade increases, law clerks do not usually receive within-grade increases because they typically turnover annually, but some judges employ judicial administrative assistants, who receive within-grade increases.

**DISTRICT OF COLUMBIA COURT SYSTEM
EXECUTIVE OFFICE**

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference FY 2023/2025</u> | |
|------------------------|--------------------|------------------------|--------------------|------------------------------------|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 27 | 3,955,000 | 30 | 4,596,000 | 3 | 641,000 |

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 2025 Request

In FY 2025, the Courts' request for the Executive Office is \$4,596,000, an increase of \$641,000 (14.9%) above the FY 2023 Enacted Budget. The requested increase includes \$281,000 for 3 FTEs, and \$360,000 for built-in cost increases.

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. 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 near 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 programming, 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 physical conflicts between parties as well as witness intimidation is mitigated. With the expanded use of electronic devices, the Courts must also have security staff in place to prevent the unauthorized recording and subsequent transmission of witness testimony.

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' Strategic Goals by providing a safe environment for the administration of justice and ensuring 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.

Justice Resource Center, 1 FTE, \$107,000 Intake Specialist (JS-11)

Introduction Statement. The District of Columbia Courts are 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 D.C. 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 Goals: Goal I: Access to Justice for All, and Goal IV: Effective Court Administration.

Relationship to Divisional Objectives. The new position will support the Executive Office's objectives of promoting 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 Courts 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, 2 FTEs, \$174,000
Court Navigators (JS-8/9)

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 has occurred since the expiration of federal and local eviction moratoria. An overwhelming majority of tenants 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 has 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 Courts will devote two court navigators to help 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. The Courts are 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 V – 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 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. 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

| Position | Grade | Number | Salary | Benefits | Total Personnel Cost |
|-------------------------------------|--------------|---------------|----------------|-----------------|-----------------------------|
| Intake Specialist- Justice Resource | 11 | 1 | 85,000 | 22,000 | 107,000 |
| Court Navigator | 8 | 2 | 138,000 | 36,000 | 174,000 |
| Total | | 3 | 223,000 | 58,000 | 281,000 |

Table 2
EXECUTIVE OFFICE
Budget Authority by Object Class

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|---|----------------------------|----------------------------|------------------------------------|
| 11 - Personnel Compensation | 3,089,000 | 3,598,000 | 509,000 |
| 12 - Personnel Benefits | 848,000 | 980,000 | 132,000 |
| <i>Subtotal Personnel Services</i> | <i>3,937,000</i> | <i>4,578,000</i> | <i>641,000</i> |
| 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 | 0 |
| 31 - Equipment | 7,000 | 7,000 | 0 |
| <i>Subtotal Non-personnel Services</i> | <i>18,000</i> | <i>18,000</i> | <i>0</i> |
| TOTAL | 3,955,000 | 4,596,000 | 641,000 |
| FTE | 27 | 30 | 3 |

Table 3
EXECUTIVE OFFICE
Detail, Difference FY 2023/2025

| Object Class | Description of Request | FTE | Cost | Difference FY2023/2025 |
|---|-------------------------------------|------------|-------------|-----------------------------------|
| 11 - Personnel Compensation | Current Position WIG | 27 | 60,000 | |
| | Current Position COLA | 27 | 226,000 | |
| | Intake Specialist- Justice Resource | 1 | 85,000 | |
| | Court Navigators | 2 | 138,000 | |
| <i>Subtotal 11</i> | | | | <i>509,000</i> |
| 12 - Personnel Benefits | Current Position WIG | 27 | 15,000 | |
| | Current Position COLA | 27 | 59,000 | |
| | Intake Specialist | 1 | 22,000 | |
| | Court Navigators | 2 | 36,000 | |
| <i>Subtotal 12</i> | | | | <i>132,000</i> |
| <i>Subtotal Personnel Services</i> | | | | <i>641,000</i> |
| 21 - Travel, Transp. of Persons | | | | |
| 22 - Transportation of Things | | | | |
| 23 - Rent, Commun. & Utilities | | | | |
| 24 - Printing & Reproduction | | | | |
| 25 - Other Services | | | | |
| 26 - Supplies & Materials | | | | |
| 31 - Equipment | | | | |
| <i>Subtotal Non-personnel Services</i> | | | | <i>0</i> |
| Total | | 30 | | 641,000 |

Table 4
EXECUTIVE OFFICE
Detail of Full-Time Equivalent Employment

| | FY 2023 Enacted | FY 2025 Request |
|---------------------|----------------------------|----------------------------|
| JS-6 | | |
| JS-7 | | |
| JS-8 | | |
| JS-9 | 5 | 7 |
| JS-10 | | |
| JS-11 | 3 | 4 |
| JS-12 | 2 | 2 |
| JS-13 | 6 | 6 |
| JS-14 | 6 | 6 |
| JS-15 | 3 | 3 |
| CEMS | 1 | 1 |
| CES | 1 | 1 |
| Total Salary | 3,089,000 | 3,598,000 |
| Total FTEs | 27 | 30 |

**DISTRICT OF COLUMBIA COURT SYSTEM
ADMINISTRATIVE SERVICES DIVISION**

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference</u> <u>FY 2023/2025</u> | |
|------------------------|--------------------|------------------------|--------------------|--|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 45 | 6,785,000 | 45 | 7,369,000 | 0 | 584,000 |

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 70 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.
- Scan and digitize Procurement and Contracts records allowing for immediate access of materials by all Procurement and Contracts Staff.

Workload Data

SmartPay Purchase and Fleet Card Program Operations

In FY 2025, the SmartPay Purchase and Fleet Card Program anticipates an increase in the number of transactions from approximately 1,500 in FY 2017 to approximately 1,700 in FY 2025. Currently, card transactions reflect more than \$500,000 in activity and it is expected that by FY 2025, 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 2025 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 2025, the mailroom expects to process approximately 190,000 juror summonses, 100,000 subpoenas, and 70,000 other outgoing pieces of mail. It is anticipated that reductions in the Courts’ output of mail may 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 and the increased use of online resources, court activity at the Information Center has drastically decreased. 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 2025 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 15,000 individual case records for storage and 1,000 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 2024 and FY 2025 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

| SmartPay Purchase and Fleet Card Program Operations | | | | | | | | | |
|--|--|---------|--------|---------|----------|---------|----------|---------|----------|
| Performance Indicator | Data Source | FY 2022 | | FY 2023 | | FY 2024 | | FY 2025 | |
| | | Goal | Actual | Goal | Estimate | Goal | Estimate | Goal | Estimate |
| Annual purchase card transactions | US Bank Reporting | 1,550 | 506 | 1,600 | 1,600 | 1,700 | 1,700 | 1,700 | 1,700 |
| Annual Fleet card transactions | Voyager Electronic Reporting System | 520 | 280 | 610 | 610 | 610 | 610 | 610 | 610 |
| Transaction reviews or random checks | Voyager; Us Bank Reporting; Oracle Federal Financials | 150 | 200 | 150 | 150 | 150 | 150 | 150 | 150 |
| Program audits conducted | Cardholder Purchase/ Fleet Card Logs; Supporting Documentation | 2 | 0* | 2 | 2 | 2 | 2 | 2 | 2 |

*Decrease due to Novel Coronavirus Pandemic

Table 2
ADMINISTRATIVE SERVICES DIVISION
Key Performance Indicators

| Office Services Branch | | | | | | | | | |
|---|---------------------------|---------|---------|---------|----------|---------|----------|---------|----------|
| Performance Indicator | Data Source | FY 2022 | | FY 2023 | | FY 2024 | | FY 2025 | |
| | | Goal | Actual | Goal | Estimate | Goal | Estimate | Goal | Estimate |
| Monthly calls | Call Accounting Reports | 9,000 | 10,200 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Jury summons processed yearly | Database | 180,000 | 233,000 | 190,000 | 190,000 | 190,000 | 190,000 | 190,000 | 190,000 |
| Subpoenas processed yearly | | 110,000 | 4,900* | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Outgoing metered mail (pieces) yearly | | 80,000 | 80,000 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 |
| Help Desk Calls received and processed yearly | Automated Tracking System | 12,000 | 12,144 | 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 | 5 | 45 | 45 | 45 | 45 |
| Records Center requests filled yearly | Electronic Data Base | 1,400 | 1,386 | 1,400 | 1,400 | 1,000 | 1,000 | 1,000 | 1,000 |
| Individual Case Records Stored Yearly | Electronic Data Base | 20,000 | 19,983 | 20,000 | 20,000 | 15,000 | 15,000 | 15,000 | 15,000 |

* Decrease due to the Novel Coronavirus Pandemic

Table3
ADMINISTRATIVE SERVICES DIVISION
Key Performance Indicators

| Procurement Branch | | | | | | | | | |
|---|--|---------|--------|---------|----------|---------|----------|---------|----------|
| Performance Indicator | Data Source | FY 2022 | | FY 2023 | | FY 2024 | | FY 2025 | |
| | | Goal | Actual | Goal | Estimate | Goal | Estimate | Goal | Estimate |
| Annual small purchases | Automated Financial System and Manual Accounting | 1,250 | 250 | 350 | 350 | 350 | 350 | 350 | 350 |
| Annual large purchases | | 100 | 91 | 100 | 100 | 100 | 100 | 100 | 100 |
| Annual modifications | | 900 | 688 | 700 | 700 | 700 | 700 | 700 | 700 |
| 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* | 2* | 4* | 4* | 6 | 6 | 6 | 6 |

* Decrease due to the Novel Coronavirus Pandemic

FY 2025 Request

In FY 2025, the Courts’ request for the Administrative Services Division is \$7,369,000 an increase of \$584,000 (7.9%) above the FY 2023 Enacted Budget. The requested increase consists of built-in cost increases.

Table 1
ADMINISTRATIVE SERVICES DIVISION
Budget Authority by Object Class

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|---|----------------------------|----------------------------|------------------------------------|
| 11 - Personnel Compensation | 4,119,000 | 4,525,000 | 406,000 |
| 12 - Personnel Benefits | 1,149,000 | 1,255,000 | 106,000 |
| <i>Subtotal Personnel Services</i> | <i>5,268,000</i> | <i>5,780,000</i> | <i>512,000</i> |
| 21 - Travel, Transp. of Persons | | | |
| 22 - Transportation of Things | | | |
| 23 - Rent, Commun. & Utilities | | | |
| 24 - Printing & Reproduction | 66,000 | 70,000 | 4,000 |
| 25 - Other Services | 1,330,000 | 1,392,000 | 62,000 |
| 26 - Supplies & Materials | 90,000 | 94,000 | 4,000 |
| 31 – Equipment | 31,000 | 33,000 | 2,000 |
| <i>Subtotal Non-Personnel Services</i> | <i>1,517,000</i> | <i>1,589,000</i> | <i>72,000</i> |
| TOTAL | 6,785,000 | 7,369,000 | 584,000 |
| FTE | 45 | 45 | 0 |

Table 2
ADMINISTRATIVE SERVICES DIVISION
Detail, Difference FY 2023/2025

| Object Class | Description of Request | FTE | Cost | Difference FY 2023/2025 |
|---|-------------------------------|------------|-------------|------------------------------------|
| 11 - Personnel Compensation | Current Position WIG | 45 | 104,000 | |
| | Current Position COLA | 45 | 302,000 | |
| <i>Subtotal 11</i> | | | | <i>406,000</i> |
| 12 - Personnel Benefits | Current Position WIG | 45 | 38,000 | |
| | Current Position COLA | 45 | 68,000 | |
| <i>Subtotal 12</i> | | | | <i>106,000</i> |
| <i>Subtotal Personnel Services</i> | | | | <i>512,000</i> |
| 21 - Travel, Transp. of Persons | | | | |
| 22 - Transportation of Things | | | | |
| 23 - Rent, Commun. & Utilities | | | | |
| 24 - Printing & Reproduction | Built-in Increases | | | 4,000 |
| 25 - Other Service | Built-in Increases | | | 62,000 |
| 26 - Supplies & Materials | Built-in Increases | | | 4,000 |
| 31 - Equipment | Built-in Increases | | | 2,000 |
| <i>Subtotal Non-Personnel Services</i> | | | | <i>72,000</i> |
| Total | | 45 | | 584,000 |

Table 3
ADMINISTRATIVE SERVICES DIVISION
Detail of Full-Time Equivalent Employment

| | FY 2023 Enacted | FY 2025 Request |
|-----------------------|----------------------------|----------------------------|
| JS-4 | 1 | 1 |
| JS-5 | 3 | 3 |
| JS-6 | 8 | 8 |
| JS-7 | 3 | 3 |
| JS-8 | 3 | 3 |
| JS-9 | 4 | 4 |
| JS-10 | 2 | 2 |
| JS-11 | 4 | 4 |
| JS-12 | 5 | 5 |
| JS-13 | 9 | 9 |
| JS-14 | 1 | 1 |
| JS-15 | 1 | 1 |
| CEMS | | |
| CES | 1 | 1 |
| Total Salaries | 4,119,000 | 4,525,000 |
| Total FTEs | 45 | 45 |

**DISTRICT OF COLUMBIA COURT SYSTEM
BUDGET AND FINANCE DIVISION**

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference</u> <u>FY 2023/2025</u> | |
|------------------------|--------------------|------------------------|--------------------|--|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 36 | 5,850,000 | 36 | 6,387,000 | 0 | 537,000 |

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 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 the receipt and acceptance 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 improve customer service to attorneys and reduce the cycle time for payments on vouchers that have been prepared correctly 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, and 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 15th 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.
- 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 Courts' 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 online 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 established.

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.

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 2022 | | FY 2023 | | FY 2024 | | FY 2025 | |
|---|-------------------------------------|---------|----------|---------|----------|---------|----------|---------|----------|
| | | 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 2025 Request

In FY 2025, the D.C. Courts' request \$6,387,000 for the Budget and Finance Division, an increase of \$537,000 (8.4%) above the FY 2023 Enacted Budget. The requested increase consists entirely of built-in cost increases.

Table 2
BUDGET AND FINANCE DIVISION
Budget Authority by Object Class

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|---|-------------------------|-------------------------|-------------------------|
| 11 - Personnel Compensation | 3,967,000 | 4,366,000 | 399,000 |
| 12 - Personnel Benefits | 1,108,000 | 1,212,000 | 104,000 |
| <i>Subtotal Personnel Services</i> | <i>5,075,000</i> | <i>5,578,000</i> | <i>503,000</i> |
| 21 - Travel, Transp. of Persons | | | |
| 22 - Transportation of Things | | | |
| 23 - Rent, Commun. & Utilities | | | |
| 24 - Printing & Reproduction | 10,000 | 10,000 | 0 |
| 25 - Other Services | 738,000 | 772,000 | 34,000 |
| 26 - Supplies & Materials | 17,000 | 17,000 | 0 |
| 31 - Equipment | 10,000 | 10,000 | 0 |
| <i>Subtotal Non-Personnel Services</i> | <i>775,000</i> | <i>809,000</i> | <i>34,000</i> |
| TOTAL | 5,850,000 | 6,387,000 | 537,000 |
| FTE | 36 | 36 | 0 |

Table 3
BUDGET AND FINANCE DIVISION
Detail, Difference FY 2023/2025

| Object Class | Description of Request | FTE | Cost | Difference FY2023/2025 |
|---|------------------------|-----------|---------|---------------------------|
| 11 - Personnel Compensation | Current Position WIG | 36 | 109,000 | |
| | Current Position COLA | 36 | 290,000 | |
| <i>Subtotal 11</i> | | | | <i>399,000</i> |
| 12 - Personnel Benefits | Current Position WIG | 36 | 28,000 | |
| | Current Position COLA | 36 | 76,000 | |
| <i>Subtotal 12</i> | | | | <i>104,000</i> |
| <i>Subtotal Personnel Services</i> | | | | <i>503,000</i> |
| 21 - Travel, Transp. of Persons | | | | |
| 22 - Transportation of Things | | | | |
| 23 - Rent, Commun. & Utilities | | | | |
| 24 - Printing & Reproduction | | | | |
| 25 - Other Services | Built-in Increases | | | 34,000 |
| 26 - Supplies & Materials | | | | |
| 31 - Equipment | | | | |
| <i>Subtotal Non-Personnel Services</i> | | | | <i>34,000</i> |
| Total | | 36 | | 537,000 |

Table 4
BUDGET AND FINANCE DIVISION
Detail of Full-Time Equivalent Employment

| | FY 2023 Enacted | FY 2025 Request |
|---------------------|--------------------|--------------------|
| JS-6 | | |
| JS-7 | | |
| JS-8 | | |
| JS-9 | 6 | 6 |
| JS-10 | | |
| JS-11 | 5 | 5 |
| JS-12 | 6 | 6 |
| JS-13 | 12 | 12 |
| JS-14 | 5 | 5 |
| JS-15 | | |
| CEMS | 1 | 1 |
| CES | 1 | 1 |
| Total Salary | 3,967,000 | 4,366,000 |
| Total FTEs | 36 | 36 |

**DISTRICT OF COLUMBIA COURT SYSTEM
CAPITAL PROJECTS & FACILITIES MANAGEMENT DIVISION**

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference FY 2023/2025</u> | |
|------------------------|--------------------|------------------------|--------------------|------------------------------------|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 26 | 9,866,000 | 30 | 12,416,000 | 4 | 2,550,000 |

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 2021), that addresses the Courts’ long-term space needs, required improvements to the Courts’ infrastructure and physical environment.
- 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' 2023-2027 Strategic Plan, the Capital Projects and Facilities Management Division has identified the following objectives:

| Program Area | Objective |
|---------------------|--|
| 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 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 5th Street, NW; Building A at 515 5th Street, NW; Building B at 510 4th Street, NW and Building C at 410 E Street, NW (designed and constructed to a LEED Gold certified), as well as the addition of the Historic Recorder of Deeds Building located at 515 D Street, N.W.

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 substantially completed 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 the Magistrate Judicial Suite, (two out of the four planned phases have been completed) that included an upgrade of technology, lighting, layout and addition of sprinklers, to better ensure ADA and life safety compliance;
- 2) Major upgrades of directional and campus wide signage have been updated to include wayfinding in the C Street Addition, which completed the planned migration of divisions to the H. Carl Moultrie I Courthouse;
- 3) The chilled water piping upgrade project began last fiscal year, and replacement of the original 1976 piping in the Moultrie Courthouse is currently underway;
- 4) Completion of the electrical system upgrade and related coordination study in the Moultrie Courthouse necessary to support the operation of modernized equipment;
- 5) The Courts have achieved its objective of full consolidation of the Family Court to meet its long-term space initiatives.

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 2025, 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 5th Street, NW; 500 Indiana Ave. NW; 515 5th Street, NW; 510 4th 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 9th 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 comply with 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 able 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 2023 | | FY 2024 | | FY 2025 | |
|---|---|----------------------|---------|----------|---------|----------|---------|----------|
| | | | Goal | Estimate | Goal | Estimate | Goal | Estimate |
| Number of Help Desk calls resolved in two business days | CPFMD CMMS Reports | Monthly | 100% | 75% | 100% | 90% | 100% | 95% |
| Number of capital projects completed on-time and within budget according to the Earn Value Management Process | CPFMD Project Pay Applications and PM Schedule Monitoring | Semi-Annually | 100% | 85% | 100% | 90% | 100% | 95% |
| 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% | 80% | 100% | 90% | 100% | 95% |
| Preventive maintenance work completed in accordance with Manager Plus Equipment Matrix Schedule. | Manager Plus Equipment PM Schedule | Monthly | 100% | 80% | 100% | 90% | 100% | 95% |

FY 2025 Request

In FY 2025, the Courts’ request for the Capital Projects & Facilities Management is \$12,416,000 an increase of \$2,550,000 (24.3%) above the FY 2023 Enacted Budget. The requested increase

includes \$460,000 for 4 FTEs to maintain a safe and sound infrastructure, \$1,462,000 to maintain the Moultrie Courthouse addition, and \$628,000 for built-in cost increases.

Facility Maintenance Staff, 281,000

Facility Worker, 2 FTEs (JS-9), \$174,000

Facility Maintenance Engineer, 1 FTE (JS-8/9/11), \$107,000

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 Goal IV, Effective Court 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.

Construction Financial Management Analyst (JS-14), 1 FTE, \$179,000

Problem Statement. CPFMD is responsible for planning, developing, implementing, managing, and directing capital construction and facility improvement related projects. With the issuance of the *National Strategy for the Efficient Use of Real Property 2015 – 2020*, that was released by OMB in March of 2015, the Courts have aligned its requests for capital funding to support critical priority goals that support efforts to improve the effectiveness and efficiency in managing

the portfolio of buildings under its auspices. In addition to carefully planning construction related activities, the D.C. Courts updated its *Facility Condition Assessment* in 2021 and carefully assessed the facility related requirements essential to performing the Courts statutory and constitutionally mandated functions.

In executing its responsibilities for budget preparation, planning, implementation, and management of the Courts' facilities and construction initiatives, CPFMD must prepare financial reports, while performing strategic financial analyses and developing financial plans. Moreover, with the advent of modern technology, enhanced building systems and equipment, and refined business processes, it has become even more critical for the Courts to assemble and summarize data to prepare comprehensive reports on financial status, while assessing risks.

A Construction Financial Management Analysis is needed to efficiently forecast construction-related financial requirements and manage and evaluate financial performance (e.g. budget to actuals, etc.) on critical capital and facility related improvement projects.

Relationship to Court Mission, Vision and Strategic Plan. Funding for this position supports the Courts' Strategic Goal IV, Effective Court Administration and Strategic Goal II, Public Trust and Confidence. Specifically, the Courts will enhance its ability to ensure that finances associated with capital and facility improvement projects are managed efficiently, thereby improving public trust and confidence.

Relationship to Divisional Objectives. The additional position will support the divisional objective of providing direct support services to 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 position.

Methodology. The requested position is classified in accordance with the Courts' Personnel Policies and position classification standards.

Key Performance Indicators. The position will enable the Courts to enhance its enterprise-wide internal control environment of monitoring the acquisition programs for all capital asset classes to provide for the more accurate, complete, and timely administration of capital expenditure reporting.

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 keep up 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 IV, "Effective Court 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.

A Construction Financial Management Analysis is needed to efficiently forecast construction-related financial requirements and manage and evaluate financial performance (e.g. budget to actuals, etc.) on critical capital and facility related improvement projects.

Relationship to Court Mission, Vision and Strategic Plan. The funding for this position supports the Courts' Strategic Goal IV, "Effective Court Administration." Specifically, the Courts will enhance its ability to ensure that finances associated with capital and facility improvement projects are managed efficiently, thereby improving public trust and confidence.

Relationship to Divisional Objectives. The additional position will support the divisional objective of providing direct support services to 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 positions will enable the Courts to enhance its enterprise-wide internal control environment of monitoring the acquisition programs for all capital asset classes to provide for the more accurate, complete, and timely administration of capital expenditure reporting.

Table 2
CAPITAL PROJECTS AND FACILITIES MANAGEMENT DIVISION
New Positions Requested

| Position | Grade | Number | Salary | Benefits | Total Personnel Cost |
|---|--------------|---------------|----------------|-----------------|-----------------------------|
| Facility Worker | 9 | 2 | 138,000 | 36,000 | 174,000 |
| Maintenance Engineer | 8/9/11 | 1 | 85,000 | 22,000 | 107,000 |
| Construction Financial Management Analyst | 14 | 1 | 142,000 | 37,000 | 179,000 |
| Total | | 4 | 365,000 | 95,000 | 460,000 |

Table 3
CAPITAL PROJECTS & FACILITIES MANAGEMENT DIVISION
Budget Authority by Object Class

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|---|----------------------------|----------------------------|------------------------------------|
| 11 - Personnel Compensation | 3,153,000 | 3,800,000 | 647,000 |
| 12 - Personnel Benefits | 869,000 | 1,037,000 | 168,000 |
| <i>Subtotal Personnel Services</i> | <i>4,022,000</i> | <i>4,837,000</i> | <i>815,000</i> |
| 21 - Travel, Transp. of Persons | | | |
| 22 - Transportation of Things | | | |
| 23 - Rent, Commun. & Utilities | | | |
| 24 - Printing & Reproduction | | | |
| 25 - Other Services | 5,808,000 | 7,541,000 | 1,733,000 |
| 26 - Supplies & Materials | 28,000 | 30,000 | 2,000 |
| 31 - Equipment | 8,000 | 8,000 | 0 |
| <i>Subtotal Non-Personnel Services</i> | <i>5,844,000</i> | <i>7,579,000</i> | <i>1,735,000</i> |
| TOTAL | 9,866,000 | 12,416,000 | 2,550,000 |
| FTE | 26 | 30 | 4 |

Table 4
CAPITAL PROJECTS & FACILITIES MANAGEMENT DIVISION
Detail, Difference FY 2023/2025

| Object Class | Description of Request | FTE | Cost | Difference FY 2023/2025 |
|---|--------------------------------------|-----------|---------|----------------------------|
| 11 - Personnel Compensation | Current Position WIG | 26 | 51,000 | |
| | Current Position COLA | 26 | 231,000 | |
| | Facility Workers | 2 | 138,000 | |
| | Facility Maintenance Engineer | 1 | 85,000 | |
| | Construction Financial Mgmt. Analyst | 1 | 142,000 | |
| <i>Subtotal 11</i> | | | | <i>647,000</i> |
| 12 - Personnel Benefits | Current Position WIG | 26 | 13,000 | |
| | Current Position COLA | 26 | 60,000 | |
| | Facility Workers | 2 | 36,000 | |
| | Facility Maintenance Engineer | 1 | 22,000 | |
| | Construction Financial Mgmt. Analyst | 1 | 37,000 | |
| <i>Subtotal 12</i> | | | | <i>168,000</i> |
| <i>Subtotal Personnel Services</i> | | | | <i>815,000</i> |
| 21 - Travel, Transp. of Persons | | | | |
| 22 - Transportation of Things | | | | |
| 23 - Rent, Commun. & Utilities | | | | |
| 24 - Printing & Reproduction | | | | |
| 25 - Other Services | Built-in Increases | | | 1,733,000 |
| 26 - Supplies & Materials | Built-in Increases | | | 2,000 |
| 31 - Equipment | | | | |
| <i>Subtotal Non-Personnel Services</i> | | | | <i>1,735,000</i> |
| Total | | 30 | | 2,550,000 |

Table 5
CAPITAL PROJECTS & FACILITIES MANAGEMENT DIVISION
Detail of Full-Time Equivalent Employment

| Grade | FY 2023 Enacted | FY 2025 Request |
|-----------------------|--------------------|--------------------|
| JS-6 | | |
| JS-7 | | |
| JS-8 | 4 | 2 |
| JS-9 | 6 | 10 |
| JS-10 | 1 | 1 |
| JS-11 | 5 | 6 |
| JS-12 | | |
| JS-13 | 6 | 6 |
| JS-14 | 2 | 3 |
| JS-15 | | |
| JS-16 | | |
| CEMS | 1 | 1 |
| CES | 1 | 1 |
| Total Salaries | 3,153,000 | 3,800,000 |
| Total FTEs | 26 | 30 |

**DISTRICT OF COLUMBIA COURT SYSTEM
CENTER FOR EDUCATION AND TRAINING**

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference</u> | | |
|------------------------|--------------------|------------------------|--------------------|---------------------|------------|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FY 2023/2025</u> | <u>FTE</u> | <u>Obligations</u> |
| 8 | 2,700,000 | 8 | 2,904,000 | 0 | 0 | 204,000 |

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, SharePoint End User, Stream, Tips & Tricks and Teams, Prezi, Oracle Discoverer, 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+; CourtView and other 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 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, local lower level schools, high schools and universities.

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 protocols and 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, 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 (2018-2022). 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. The Center has completed a plan designed to enhance communication, increase outreach, update and streamline organizational processes, and redesign all training curricula including the use of in-person and virtual classrooms to build stronger and transferable skills. CET reorganized all training offerings structured into career development tracks and rebranded. From 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 continues to focus 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 Courts have tried to foster a culture of racial equity and a work environment that embraces diversity, equity, inclusion, and belonging. The next Employee Viewpoint Survey is being implemented now. In 2016-2022, 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. Starting in 2016, quarterly meetings of the expanded leadership group have been held each year through the present. 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 of the D.C. Court of Appeals continue to enjoy a series of educational roundtable discussions with nationally recognized legal experts. The discussions 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 2022, 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, use of learning management systems and other platforms, 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 and Odyssey (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 and is seeking to obtain funding for a new Learning Management System.

The CET has consistently offered over 200 classes during 2021 & 2022 and 200 for the previous years. Training hours completed by court employees and judicial officers for each year had consistently been close to 20,000 hours prior to the pandemic, but training hours decreased in 2021 to around 14,000 hours with many cancellations occurring during the pandemic as priorities shifted after employees returned to work needing to play “catch-up” with work which left little time for professional development. During the pandemic, the most recent indicators pointed to increased training interest using distance learning models, which remains consistent.

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. Recently, the number of international delegations and visitors has once again begun to rise, post pandemic, as travel has increased.

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

| Data Measure^[1] | FY 2021 Actual | FY 2022 Actual | FY 2023 Estimate | FY 2024 Projected |
|-----------------------------------|---------------------------|---------------------------|-----------------------------|------------------------------|
| Course Offered | 224 | 215 | 200 | 200 |
| Judicial Participants | 420 | 834 | 650 | 650 |
| Employee Participants | 1820 | 2267 | 2,500 | 2,500 |
| Divisions Supported | 15 | 15 | 15 | 15 |
| Number of Official Visitors | 100 | 345 | 200 | 1,500 |

^[1] A judicial officer or employee may participate in multiple training programs during the year.

Table 2
CENTER FOR EDUCATION AND TRAINING
Key Performance Indicators

| Type of Indicator | Key Performance Indicator | Data Source | FY 2022 | | FY 2023 | | FY 2024 | | FY 2025 | |
|-------------------|---|--|-----------|------------|-----------|-----------|-----------|-----------|-----------|-----------|
| | | | Goal | Actual | Goal | Estimate | Goal | Projected | Goal | Projected |
| Outcome | Program Quality | Participants Evaluations | 85% > 3.5 | 100% > 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 | 13,828 | 15,000 | 13,500 | 15,000 | 15,000 | 15,000 | 15,000 |
| Output | Visitors Tours and Programs | Visitors Schedule | 50 | 14 | 70 | 20 | 50 | 40 | 70 | 80 |
| Outcome | Bi-Annual Management Training Program Graduates | Training Schedule & Participant List | 20 | 19 | NA | NA | 20 | 20 | NA | NA |
| Output | Management Training Institute Courses Offered | Training Schedule | 8 | 0 | 10 | 10 | 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 | 1 | 2 | 1 | 2 | 2 | 2 | 2 |
| Output | Court of Appeals Programs Offered | Training Schedule | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 |

FY 2025 Request

In FY 2025, the Courts’ request for the Center for Education and Training Division is \$2,904,000, an increase of \$204,000 (7%) above the FY 2023 Enacted Budget. The requested increase consists entirely of built-in cost increases.

Table 2
CENTER FOR EDUCATION AND TRAINING
Budget Authority by Object Class

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|---|----------------------------|----------------------------|------------------------------------|
| 11 – Personnel Compensation | 1,223,000 | 1,342,000 | 119,000 |
| 12 – Personnel Benefits | 333,000 | 365,000 | 32,000 |
| <i>Subtotal Personnel Services</i> | <i>1,556,000</i> | <i>1,707,000</i> | <i>151,000</i> |
| 21 – Travel, Transp. Of Persons | 286,000 | 300,000 | 14,000 |
| 22 – Transportation of Things | | | |
| 23 – Rent, Commun. & Utilities | | | |
| 24 – Printing & Reproduction | | | |
| 25 – Other Services | 844,000 | 883,000 | 39,000 |
| 26 – Supplies & Materials | 8,000 | 8,000 | 0 |
| 31 – Equipment | 6,000 | 6,000 | 0 |
| <i>Subtotal Non-Personnel Services</i> | <i>1,144,000</i> | <i>1,197,000</i> | <i>53,000</i> |
| TOTAL | 2,700,000 | 2,904,000 | 204,000 |
| FTE | 8 | 8 | 0 |

Table 4
CENTER FOR EDUCATION AND TRAINING
Detail, Difference FY 2023/2025

| Object Class | Description of Request | FTE | Cost | Difference FY 2023/2025 |
|---|-------------------------------|------------|-------------|------------------------------------|
| 11 – Personnel Compensation | Current Position WIG | 8 | 29,000 | |
| | Current Position COLA | 8 | 90,000 | |
| <i>Subtotal 11</i> | | | | <i>119,000</i> |
| 12 – Personnel Benefits | Current Position WIG | 8 | 8,000 | |
| | Current Position COLA | 8 | 24,000 | |
| <i>Subtotal 12</i> | | | | <i>32,000</i> |
| <i>Subtotal Personnel Services</i> | | | | <i>151,000</i> |
| 21 – Travel, Transp. Of Persons | Built-in Increases | | | 14,000 |
| 22 – Transportation of Things | | | | |
| 23 – Rent, Commun. & Utilities | | | | |
| 24 – Printing & Reproduction | | | | |
| 25 – Other Service | Built-in Increases | | | 39,000 |
| 26 – Supplies & Materials | | | | |
| 31 – Equipment | | | | |
| <i>Subtotal Non-Personnel Services</i> | | | | <i>53,000</i> |
| Total | | 8 | | 204,000 |

Table 5
CENTER FOR EDUCATION AND TRAINING
Detail of Full-Time Equivalent Employment

| Grade | FY 2023 Enacted | FY 2025 Request |
|-----------------------|----------------------------|----------------------------|
| JS-6 | | |
| JS-7 | | |
| JS-8 | | |
| JS-9 | 1 | 1 |
| JS-10 | | |
| JS-11 | | |
| JS-12 | 1 | |
| JS-13 | 4 | 5 |
| JS-14 | | |
| JS-15 | 1 | 1 |
| CES | 1 | 1 |
| CEMS | | |
| Total Salaries | 1,233,000 | 1,342,000 |
| Total FTEs | 8 | 8 |

**DISTRICT OF COLUMBIA COURT SYSTEM
COURT REPORTING DIVISION**

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference FY 2023/2025</u> | |
|------------------------|--------------------|------------------------|--------------------|------------------------------------|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 46 | 6,839,000 | 46 | 7,456,000 | 0 | 617,000 |

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 parties 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.
- Create a pipeline of new court reporters through active recruitment at court reporting schools and establishing a Court Reporting Trainee Program.
- 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 2021, the CRD expanded services to include the capability to provide remote realtime to the judiciary while providing remote courtroom coverage. In 2020, the CRD began providing remote official court reporter coverage to remote courtrooms.

Workload Data

Table 1
COURT REPORTING DIVISION
Workload Measures

| Type of Indicator | Performance Indicator | Data Source | FY 2022 Actual | FY 2023 Estimate | FY 2024 Estimate | FY 2025 Estimate |
|-------------------|---|------------------|----------------|------------------|------------------|------------------|
| Input | Transcription Branch orders received | Division Records | 2,600 | 3,500 | 5,000 | 5,000 |
| Input | Court Reporting Branch orders received | Division Records | 1,600 | 2,500 | 4,000 | 4,000 |
| Output | Pages of court transcripts produced (appeal/non-appeal) | Division Records | 214,000 | 280,000 | 385,000 | 385,000 |

Table 2
COURT REPORTING DIVISION
Key Performance Indicators

| Type of Indicator | Performance Indicator | Data Source | FY 2022 | | FY 2023 | | FY 2024 | | FY 2025 | |
|-------------------|---|------------------|---------|--------|---------|----------|---------|------------|---------|------------|
| | | | Goal | Actual | Goal | Estimate | Goal | Projection | Goal | Projection |
| Timeliness | Average time (in days) to complete transcripts of taped appellate proceedings | Division Records | 60 | 36 | 60 | 35 | 60 | 35 | 60 | 40 |
| Timeliness | Average time (in days) to complete transcripts of taped <i>non</i> -appellate proceedings | Division Records | 30 | 11 | 30 | 11 | 30 | 11 | 30 | 15 |
| Timeliness | Average time (in days) to complete appellate transcripts by court reporters * | Division Records | 60 | 33 | 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 2025 Request

In FY 2025, the Courts' request for the Court Reporting Division is \$7,456,000 an increase of \$617,000 (8.3%) above the FY 2023 Enacted Budget. The requested increase consists of built-in cost increases.

Table 3
COURT REPORTING DIVISION
Budget Authority by Object Class

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|---|-------------------------|-------------------------|-------------------------|
| 11 - Personnel Compensation | 5,266,000 | 5,751,000 | 485,000 |
| 12 - Personnel Benefits | 1,469,000 | 1,595,000 | 126,000 |
| <i>Subtotal Personnel Services</i> | <i>6,735,000</i> | <i>7,346,000</i> | <i>611,000</i> |
| 21 - Travel, Transp. of Persons | | | |
| 22 - Transportation of Things | | | |
| 23 - Rent, Commun. & Utilities | | | |
| 24 - Printing & Reproduction | 4,000 | 4,000 | 0 |
| 25 - Other Services | 28,000 | 30,000 | 2,000 |
| 26 - Supplies & Materials | 46,000 | 48,000 | 2,000 |
| 31 - Equipment | 26,000 | 28,000 | 2,000 |
| <i>Subtotal Non-Personnel Services</i> | <i>104,000</i> | <i>110,000</i> | <i>6,000</i> |
| TOTAL | 6,839,000 | 7,456,000 | 617,000 |
| FTE | 46 | 46 | 0 |

Table 4
COURT REPORTING DIVISION
Detail, Difference FY 2023/2025

| Object Class | Description of Request | FTE | Cost | Difference FY 2023/2025 |
|--|-------------------------------|------------|-------------|------------------------------------|
| 11 - Personnel Compensation | Current Position WIG | 46 | 100,000 | |
| | Current Position COLA | 46 | 385,000 | |
| <i>Subtotal 11</i> | | | | <i>485,000</i> |
| 12 - Personnel Benefits | Current Position WIG | 46 | 26,000 | |
| | Current Position COLA | 46 | 100,000 | |
| <i>Subtotal 12</i> | | | | <i>126,000</i> |
| Subtotal Personnel Services | | | | 611,000 |
| 21 - Travel, Transp. of Persons | | | | |
| 22 - Transportation of Things | | | | |
| 23 - Rent, Commun. & Utilities | | | | |
| 24 - Printing & Reproduction | | | | |
| 25 - Other Service | Built-in Increases | | | 2,000 |
| 26 - Supplies & Materials | Built-in Increases | | | 2,000 |
| 31 - Equipment | Built-in Increases | | | 2,000 |
| Subtotal Non-Personnel Services | | | | 6,000 |
| TOTAL | | 46 | | 617,000 |

Table 5
COURT REPORTING DIVISION
Detail of Full-Time Equivalent Employment

| Grade | FY 2023 Enacted | FY 2025 Request |
|-----------------------|----------------------------|----------------------------|
| JS-6 | 1 | 1 |
| JS-7 | 3 | 3 |
| JS-8 | 3 | 3 |
| JS-9 | 1 | 1 |
| JS-10 | 7 | 7 |
| JS-11 | 8 | 8 |
| JS-12 | 19 | 19 |
| JS-13 | 2 | 2 |
| JS-14 | | |
| JS-15 | 1 | 1 |
| CEMS | | |
| CES | 1 | 1 |
| Total Salaries | 5,266,000 | 5,751,000 |
| Total FTEs | 46 | 46 |

**DISTRICT OF COLUMBIA COURT SYSTEM
HUMAN RESOURCES DIVISION**

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference FY 2023/2025</u> | |
|------------------------|--------------------|------------------------|--------------------|------------------------------------|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 23 | 4,012,000 | 24 | 4,483,000 | 1 | 471,000 |

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 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.
- Ensure a diverse workplace reflective of the community it serves by conducting audits of recruiting, hiring, retention, promotion practices, and demographics throughout the D.C. Courts.
- 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:

- Strategic Planning Leadership Council
- Personnel Advisory Committee
- Working on Wellness
- Living Our Values Leadership Council
- Mental Health Advisory Council
- Management Training Committee

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 response to the COVID-19 Pandemic.
- Facilitated all employee performance and conduct actions, including required trainings and policy advisement. On average the team consult on 15-20 cases per week. Additionally, various trainings have been provided to include the following:
 - Eight (8) Performance Management Trainings for New Employees
 - Three (3) Personnel Policies Courses for New Employees
 - Nine (9) 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 2022, the Human Resources Division managed 55 active Family and Medical Leave Act cases and over 9,810 job applications for 79 announced vacancies. Over 5,000 individual employee benefit consultations were conducted via telephone, or virtually; as well as benefits workshops, seminars, and fairs, etc.

Table 1
HUMAN RESOURCES DIVISION
Key Performance Indicators

| Type of Indicator | Key Performance Indicator | Data Source | FY 2022 | | FY 2023 | | FY 2024 | | FY 2025 | |
|-------------------|---|-------------------------------------|---------|--------|---------|----------|---------|------------|---------|------------|
| | | | 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 ¹ | 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 |

¹Performance evaluations are conducted for all permanent, non-judicial staff who have completed their probationary periods. This goal reflects evaluation of all eligible employees.

FY 2025 Request

In FY 2025, the Courts’ request for the Human Resources is \$4,483,000 an increase of \$471,000 (10.7%) above the FY 2023 Enacted Budget. The requested increase includes \$97,000 for an Administrative Assistant, and \$374,000 for built-in cost increases.

Human Resources Administrative Assistant, 1 FTE (JS-9/10)- \$97,000

Introduction. The Human Resources Division is requesting funding for an Administrative Assistant to support the important work of the division. Because the HR Division is responsible for the people resource, the effectiveness of the division directly impacts the overall effectiveness of the Courts. Having a professional and engaged workforce is critical 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 position 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 of the Human Resources Division will support the Courts' Strategic Plan Goal III: A Great Place to Work, and Goal IV: Effective Court 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

| Position | Grade | Number | Salary | Benefits | Total Personnel Costs |
|--------------------------|--------------|---------------|---------------|-----------------|------------------------------|
| Administrative Assistant | 9/10 | 1 | 77,000 | 20,000 | 97,000 |

Table 3
Human Resources Division
Budget Authority by Object Class

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|--|----------------------------|----------------------------|------------------------------------|
| 11 - Personnel Compensation | 3,118,000 | 3,492,000 | 374,000 |
| 12 - Personnel Benefits | 863,000 | 960,000 | 97,000 |
| <i>Subtotal Personnel Services</i> | <i>3,981,000</i> | <i>4,452,000</i> | <i>471,000</i> |
| 21 - Travel, Transp. of Persons | 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 | 0 |
| 31 - Equipment | 9,000 | 9,000 | 0 |
| <i>Subtotal Non- Personnel Services</i> | <i>31,000</i> | <i>31,000</i> | <i>0</i> |
| TOTAL | 4,012,000 | 4,483,000 | 471,000 |
| FTE | 23 | 24 | 1 |

Table 4
HUMAN RESOURCES DIVISION
Detail, Difference FY 2023/2025

| Object Class | Description of Request | FTE | Cost | Difference FY 2023/2025 |
|--|-------------------------------|------------|-------------|------------------------------------|
| 11 - Personnel Compensation | Current Position WIG | 23 | 69,000 | |
| | Current Position COLA | 23 | 228,000 | |
| | Administrative Assistant | 1 | 77,000 | |
| <i>Subtotal 11</i> | | | | <i>374,000</i> |
| 12 - Personnel Benefits | Current Position WIG | 23 | 18,000 | |
| | Current Position COLA | 23 | 59,000 | |
| | Administrative Assistant | 1 | 20,000 | |
| <i>Subtotal 12</i> | | | | <i>97,000</i> |
| Subtotal Personnel Services | | | | 471,000 |
| 21 - Travel, Transp. of Persons | | | | |
| 22 - Transportation of Things | | | | |
| 23 - Rent, Commun. & Utilities | | | | |
| 24 - Printing & Reproduction | | | | |
| 25 - Other Service | | | | |
| 26 - Supplies & Materials | | | | |
| 31 - Equipment | | | | |
| Subtotal Non-Personnel Services | | | | 0 |
| Total | | 24 | | 471,000 |

Table 5
HUMAN RESOURCES DIVISION
Detail of Full-Time Equivalent Employment

| | FY 2023 Enacted | FY 2025 Request |
|---------------------|----------------------------|----------------------------|
| JS-3 | | |
| JS-4 | | |
| JS-5 | | |
| JS-6 | | |
| JS-7 | 2 | 2 |
| JS-8 | | |
| JS-9 | 2 | 3 |
| JS-10 | | |
| JS-11 | | 1 |
| JS-12 | 5 | 6 |
| JS-13 | 7 | 5 |
| JS-14 | 5 | 5 |
| JS-15 | 1 | 1 |
| CEMS | | |
| CES | 1 | 1 |
| Total Salary | 3,118,000 | 3,492,000 |
| Total FTEs | 23 | 24 |

**DISTRICT OF COLUMBIA COURT SYSTEM
INFORMATION TECHNOLOGY DIVISION**

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference FY 2023/2025</u> | |
|------------------------|--------------------|------------------------|--------------------|------------------------------------|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 81 | 16,486,000 | 84 | 21,108,000 | 3 | 4,622,000 |

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

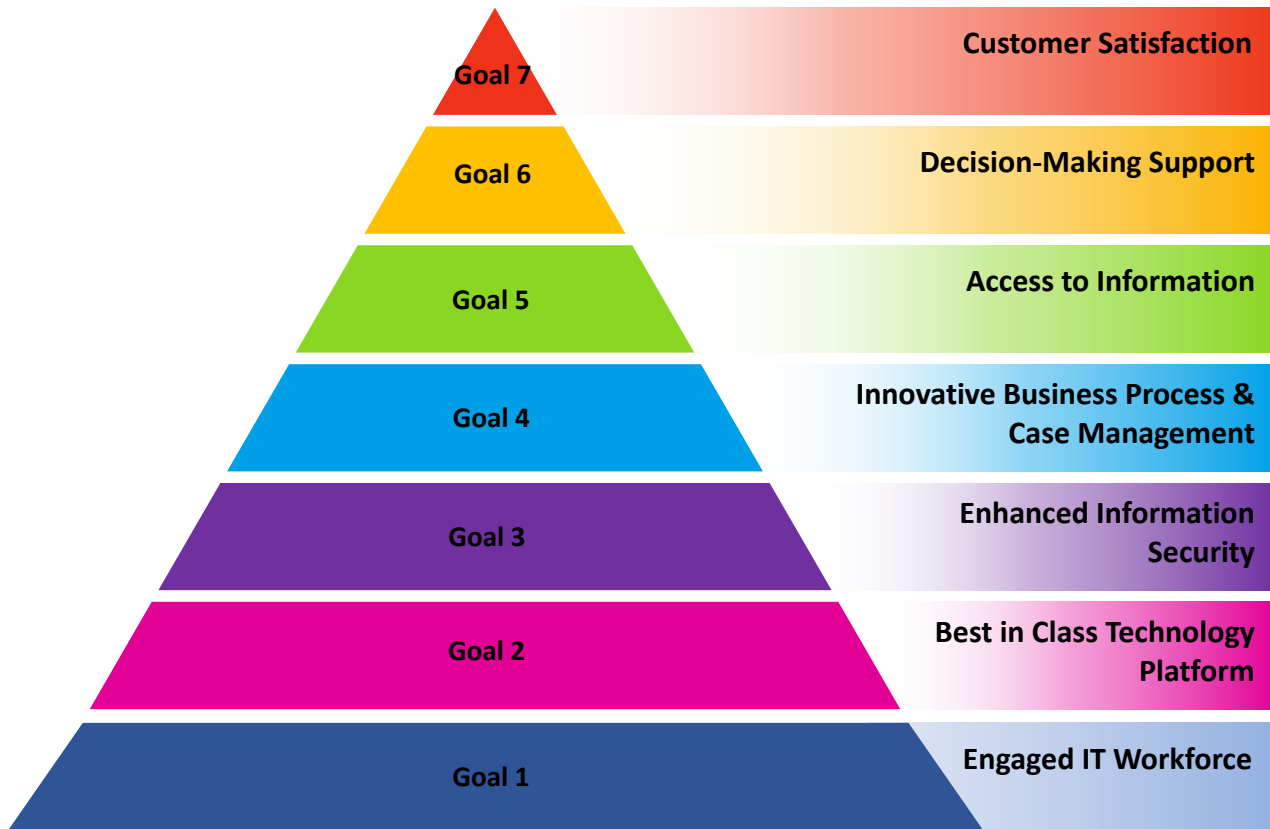
The Information Technology Division has seven primary responsibilities in support of court operations:

- *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 providing 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 with 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 implementing 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 implemented Phase 1 non-charged cases such as Civil, Probate, Tax, Multi-Door dispute resolution, and the Auditor Master's Office in October 2022. Activities for Phase 2 are in progress. This phase focuses on charge-based case types managed in the Criminal, Domestic Violence, and Family Court. Approximately 90% of the Future State business process documentation is completed, and User Acceptance Testing is underway. The Court anticipates go-live for Phase 2 by the end of 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 Odyssey 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 completed developing additional capabilities and delivered the solution in December 2022.

Court of Appeals Public Access to Documents - As an enhancement to the DCCA's existing C-Track and E-Filing solutions, certain documents will be 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's most recent efforts for the Forms Help Online solution included updates to reflect revisions to the Court's Fee Waiver form, the addition of the Court's Confidential Information Form and the development of the MASIC interview for the Multi-Door Dispute Resolution Division. All have been successfully deployed to the Court's Forms Help Online portal.

Citrix Virtual Desktop Infrastructure (VDI) Upgrade. In September 2022, the IT Division started building two new Citrix environments for Headquarters and Disaster Recovery sites to replace the Courts' current VDI. In March 2023, the IT Division began testing the new Citrix environment. The latest version will improve the overall user experience with the video conferencing platform and enhance the security posture for our current environment. Also, the new Citrix environment will allow compatibility with the latest applications and software versions. This upgrade will enable users to take advantage of new features and enhancements; thereby enhancing productivity and operational efficiency.

Rubrik Ransomware and Data Protection. In September 2022, the IT Division enabled a Rubrik enterprise license for comprehensive data protection capabilities. Rubrik's enterprise license includes advanced features designed to combat ransomware threats. It employs immutability and versioning techniques to protect backups from being compromised or deleted by ransomware attacks. In the event of an incident, systems and data can be restored to a known good state using secure and uncorrupted backups. Rubrik's enterprise license incorporates advanced monitoring and analytics capabilities. It provides proactive alerts, performance monitoring, and predictive insights to help identify potential issues, optimize resources, and improve overall data management efficiency.

Microsoft Defender and Microsoft Sentinel Proof of Concept (PoC). In March 2023, the IT Division initiated the Microsoft Defender and Microsoft Sentinel PoC on all servers and workstations. Microsoft Defender provides the Courts with comprehensive protection against various types of threats, including viruses, malware, ransomware, and zero-day exploits. It utilizes advanced threat detection techniques, machine learning, behavior-based analytics, and cloud intelligence to identify and mitigate sophisticated threats in real time. Microsoft Sentinel provides the Courts with Security Information and Event Management and Security Orchestration, Automation, and Response solution.

Move Microsoft 365 from Basic and Legacy authentication to Modern Authentication. In October 2022, the IT Division enabled and enforced all Microsoft 365 to use modern authentication. Modern authentication enhances security by replacing legacy authentication methods, such as usernames and passwords, with stronger authentication mechanisms. This significantly reduces the risk of unauthorized access and helps protect sensitive data and resources. Modern authentication provides enhanced logging and auditing capabilities, tracking and monitoring user sign-in activities, authentication events, and access attempts.

Implemented Adobe Federated ID – In February 2023, the IT Division implemented Adobe Federated ID. Adobe Federated ID allows centralized user management and authentication to integrate Adobe with Microsoft 365 Azure AD. This gives users a seamless single sign-on experience on both VDI and desktops.

Be in Court. In March 2023, the IT Division, Courtroom Technology Branch and Network Telecom Branch, designed and implemented a WebEx-based Interpretation solution that will allow interpreters to provide real-time language interpretation services for WebEx video/voice meetings. This solution was implemented in 10 different courtrooms throughout the D.C. Courts campus.

Software Defined Wide Area Network (SDWAN)Technology. In October 2022 the Northeast Balanced and Restorative Justice Center was successfully migrated to SDWAN as part of a proof-of-concept with this new technology. In November 2022, the 700 6th Street location's network used the SDWAN technology. SDWAN technology provides more efficient network services with provided redundancy and cost savings over the current legacy Transport LAN services to connect DC Courts remote locations back to Headquarters.

Appellate Voting System Enhancements – Power Apps Solution – In November 2022, enhancements were made to the Appellate Voting System (AVS). AVS was developed in house and is the Courts first fully automated voting solution in the cloud. The solution provides capabilities for D.C. Court of Appeals judges to electronically vote on motions and petitions and collaborate with panel members. This process allows staff to capture the votes, send out automated reminders to judges on the panel, and communicate and share voting related information.

Court Security Officers Incident Reporting System – The Court Security Officers Incident Reporting System, a cloud-based solution, automates the current manual process which Court Security Officers and Deputy U.S. Marshals use to report physical security incidents. The project

went live in February 2023. This system helps the security team examine the trends in security incidents as well as plan for various mitigation strategies and programs.

Learning Management System Enhancements – Power Apps Solution – Learning Management System (LMS) is a cloud-based Power Apps solution developed to support training registration needs for Odyssey implementation and course registrations for trainings offered by the Center for Education and Training.

Grants Administration and Reporting System – Power Apps Solution – The Grants Administration and Reporting System is a solution to support grants administration and reporting requirements. The solution provides critical grants summary, expenditure and variance reports along with liquidated and unliquidated obligations and running records of grants management and grantor information. This solution went live in January 2023.

DCCA New Case Management System. Information Technology Division staff are playing a key role in the acquisition of a new Case Management System for the D.C. Court of Appeals.

Consolidation of D.C. Courts Virtual Private Network (VPN) Technology. As part of the Courts' IT reorganization efforts, in March 2023, the IT Security Branch and the DCCA IT Branch completed the consolidation of the Courts' VPN technology as the DCCA's existing Pulse VPN was shut down permanently and replaced with Palo Alto's Global Protect VPN.

Other IT Infrastructure Upgrades: From November 2022 to February 2023, the IT Division installed a 1 Gigabit bandwidth Express Route that directly connects DC Courts to the Microsoft Azure cloud instance. Additionally, designed the Express Route with the Border Gateway Protocol (BGP) routing protocol that would allow seamless failover from the Express Router to the Court of Appeals site-to-site if the Express Route goes down.

Upgrade of WiFi Infrastructure: The IT Division completed the upgrade of the WiFi infrastructure within the Courts six buildings at Judiciary Square and the field units.

FY 2025 Request

In FY 2025, the Courts request \$21,108,000 for the IT Division, an increase of \$4,622,000 (26.1%) above the FY 2023 Enacted Budget. The requested increase includes \$457,000 for 3 FTEs, \$1,500,000 for Microsoft Cloud Services, \$230,000 for Rubrik Appliances/Licenses, \$500,000 for Professional Services for the BI Program, \$700k for Security Information & Event Management (SIEM) Solution, and \$1,235,000 for built-in cost increases.

Strengthening Information Security, \$2,760,000

1. Security Information and Event Management (SIEM), \$700,000

Problem Statement. With the rise in the remote workforce, the Courts need the level of security visibility necessary to mitigate network risks from outside the traditional network perimeter. 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 gives the IT Security Branch the ability to recreate past incidents or analyze new ones to investigate suspicious activity and implement more effective security processes.

The Courts currently do not have a Security Information and Event Management solution which is a requirement for the National Institute of Standards and Technology (NIST) Cybersecurity Framework, FISMA, and PCI-DSS compliance. SIEM benefits include detecting attacks, 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 protect the Courts critical information.

Relationship to Court Mission and Goals. The SIEM purchase and installation will support the following Courts' Strategic Goals: Goal I: Access to Justice for All, Goal II: Public Trust and Confidence, Goal IV: Effective Court Administration and Goal V: Fair and Timely Case Resolution.

Relationship to Divisional Objectives. The core function of the Courts' IT Division is to ensure that the Courts' IT security posture follows federal security laws and regulations, and follow industry best practices to maintain the availability, confidentiality, and integrity of court information and systems against all threats. Purchasing the SIEM 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 this purchase is not currently available in the Courts' budget.

Methodology. The Information Technology Security Division will follow industry best practices, federal laws, regulations and the Courts' IT Security Directives and Procedures.

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.

Performance Indicators. The success of this effort will result in providing a more secure infrastructure and continuous security compliance for the Courts while adhering to best practices.

2. Lead IT Cloud Solutions Architect, 1 FTE (JS-14) \$179,000

Problem Statement. The Courts' divisions rely heavily on technologies that assist in streamlining critical business processes and providing best-in-class service to the public. In the post-COVID environment, the Courts have realized a significant shift in the public's need for more online,

remote, and hybrid services; as well as 24/7 accessibility and availability. These increasing demands require the Courts to maintain the highest levels of confidentiality and security for critical services.

Implementing cloud services to enhance the Courts' cybersecurity posture and customer service experience is essential, and will require an experienced professional who can help accelerate the movement to cloud services. Implementing a Cloud First policy, per the U.S. Federal Cloud Computing Strategy to accelerate cloud adoption, will promote security, service management, innovation, and emerging technologies. The Courts adopted a Cloud Smart strategy emphasizing risk-based decision-making and service delivery as key considerations in evaluating cloud technologies. Cloud computing gives the Courts a level of security that isn't available with in-house IT systems and facilitates its implementation of a Zero Trust Architecture. The Courts will transition to provisioned services, including cloud technologies, to the furthest extent practical to keep pace with technology industry standards for efficiency and security.

The Cloud Solutions Architect will support the movement of technology to the cloud, the efficient implementation of technology projects, and enhanced security services. In addition, the Cloud Solutions Architect will:

- Ensure that the organization's cloud infrastructure is well designed and managed to easily scale up or down as per demand while adapting quickly to changing requirements, efficiently handling customer needs, and accommodating growth without significant upfront investments.
- Ensure the cloud architecture is well-designed to optimize cost, reduce unnecessary expenses, and maximize return on investment (ROI).
- Streamline the deployment pipelines and enable efficient collaboration across teams, reducing time-to-production of innovative solutions.
- Support resilient architectures with proper backup and disaster recovery mechanisms to minimize downtime and data loss.
- Help the Courts harness the full potential of cloud security services and computing, drive innovation, reduce costs, and stay abreast of the rapidly evolving digital landscape.

The Courts utilize technology in their daily operations, allowing for public access and providing analytical capabilities that aid in data-driven decision-making. A Cloud Solutions Architect is needed to facilitate the implementation and migration of cloud solutions, resulting in the delivery of cloud-based technology platforms that will benefit the Courts and the public.

Relationship to Court Mission and Goals: The Lead IT Cloud Solutions Architect position will assist the Courts in meeting several Strategic Goals: Goal I: Access to Justice for All, Goal II: Public Trust and Confidence, Goal IV: Effective Court Administration, and Goal V: Fair and Timely Case Resolution by providing the core capabilities of designing, building, and delivering reliable, sustainable, and highly scalable solutions.

Relationship to Divisional Objectives. The Lead IT Cloud Solutions Architect position will allow the Information Technology Division to meet four of its strategic objectives, which are:

- Best in Class Technology Platform
- Innovative Business Processes and Case Management
- Decision-Making Support
- Customer Satisfaction

Relationship to Existing Funding. Funding for this initiative is not currently 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 one employee in accordance with the Courts' Personnel Policies.

Performance Indicators. Success of the initiative will be measured by the percentage of customers satisfied with the timely and reliable delivery of innovative solutions.

3. IT Specialist Systems Administrator (Virtualization/Security/Patching), 1 FTE (JS-13), \$151,000

Problem Statement. The Courts expanded desktop virtualization to over 90% of Courts' employees. The IT Division initially implemented Virtual Desktop Infrastructure (VDI) and Server Virtualization in 2015, targeting 300-400 users (Judges, Law Clerks, and Courtroom Clerks). In 2017, The Courts invested in adding another VDI environment at the Courts' disaster recovery site as part of the Continuity of Operations Plan (COOP).

The Server and Storage Branch currently has one Systems Administrator managing over 1,000 Virtual Desktops on-premise, 800 Virtual Desktops at the COOP site, over 50 servers and load balancers, and supporting over 1,200 users on VDI. Also, the Server and Storage Branch does not have adequate staff to follow best practices and keep the environment secure by continually updating Citrix and Microsoft components which are necessary to keep the VDI environment in compliance and secured.

The increased volume of cyber-attacks during the COVID-19 pandemic places the Courts at risk by having one staff manage this complex environment. An additional FTE will ensure that all work to secure the physical and virtual servers, desktop images, load balancers, gateways for remote users, applications, databases, and infrastructure servers comply with FISMA controls and regulations.

Relationship to Court Mission and Goals. Hiring one IT Systems Administrator will assist the Courts in meeting its Strategic Goals: Goal II: Public Trust and Confidence and Goal IV: Effective Court Administration by having a more reliable and secure environment by keeping it updated and applying all security best practices.

Relationship to Divisional Objectives. One of the main strategic goals for the IT Division is to provide best in class technology platform; VDI and server virtualization are cutting-edge technology that provides security, standardization, and mobilization for the desktops.

Hiring an IT Systems Administrator to focus on desktop and server virtualization will help the IT division meet four of its strategic goals:

- Best in Class Technology Platform
- Enhanced Information Security
- Access to Information
- Customer Satisfaction

Relationship to Existing Funding. Funding for this position is not currently 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 one employee in accordance with the Courts' Personnel Policies.

Performance Indicators. Success of the initiative will be measured by the overall security posture of the Courts' desktop and server virtualization that supports applications, employees, and the public.

4. Rubrik Appliance with Enterprise License - \$230,000

Problem Statement. The current backup appliance is experiencing a critical issue as its available storage space is rapidly becoming exhausted due to the continuous growth of data and poses a significant challenge in maintaining a reliable and efficient backup for the Courts production systems. A solution is required to address the problem of the backup appliance running out of space to store court information. The Rubrik Appliance solution will ensure sufficient storage capacity to accommodate the growing data, without compromising the backup performance, reliability, and accessibility. This solution will also include the enterprise licenses for software that provides additional layers of security, including Radar (ransomware remediation), Sonar (sensitive data protection), AppFlows (managing disaster recovery), and Threat Hunting (identifying threats).

Relationship to Court Mission and Goals. Backup storage expansion will support the following Courts' Strategic Goals: Goal II: Public Trust and Confidence and Goal IV: Effective Court Administration.

Relationship to Divisional Objectives. The backup storage expansion hardware will allow the Information Technology Division to meet two of its strategic objectives, which are:

- Best In Class Technology Platform
- Enhanced Information Security

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

Methodology. The Information Technology Security Division will follow industry best practices and the Courts' Information Security Directives.

Expenditure Plan. Funds will be used to purchase additional appliances to increase the on-premises storage.

Performance Indicators. The success of this initiative will be measured by improved data security and the availability of data.

5. Microsoft Cloud Services - \$1.5M

Problem Statement. To keep pace with technology industry standards for efficiency and security, funding is required to support the movement of technology to the cloud, the efficient implementation of technology projects, and enhanced security services. The Courts rely on technology to support day-to-day operations, ensure public access, and provide analytic capabilities that aid data-informed decision making.

As the Courts' reliance on data increases, so does the need to establish a modernized data warehouse to safeguard information that is collected from litigants, jurors, and other stakeholders. To ensure that the Courts' data is kept in a highly scalable, flexible, and easily retrievable environment, resources are needed to migrate the existing data warehouse to the cloud.

The Courts have begun migrating technology platforms from the Courts' premises to the cloud, the Microsoft Azure cloud. For example, the Court of Appeals' C-Track case management system was migrated to Azure (Platform-as-a-Service) and the Superior Court case management system will be cloud-based. Recently, the Courts migrated the email system to Microsoft Office 365. Cloud computing is essential to provide efficient access to case management data as well as other court technology platforms. To strengthen network performance and security, the Courts must establish a secure private network connection to Microsoft Azure. This private network is called Azure ExpressRoute.

Relationship to Court Mission and Goals. The implementation of Microsoft Cloud Services, Private Network Connection to Azure, and Data Warehouse with Real-time Analytics will support the following Courts' Strategic Goals: Goal I: Access to Justice for All, Goal II: Public Trust and Confidence, Goal IV: Effective Court Administration, and Goal V: Fair and Timely Case Resolution.

Relationship to Divisional Objectives. Microsoft Cloud Services, Private Network Connection to Azure, and Data Warehouse with Real-time Analytics will allow the Information Technology Division to meet four of its strategic objectives, which are:

- Best in Class Technology Platform
- Decision-Making Support
- Access to Information
- Customer Satisfaction

Relationship to Existing Funding. Funding for Microsoft’s Cloud Services is partially available in the Courts’ budget, but the private network connection and Data Warehouse with Real-time Analytics is not available.

Methodology. The IT Division will follow Microsoft best practices, IT Division Disaster Recovery Plan, and the Courts’ Information Security Directives.

Expenditure Plan. Microsoft Cloud Services and Data Warehouse with Real-time Analytics are subscription-based service costs based on utilization, and ExpressRoute charges are based on a pre-determined rate.

Performance Indicators. The following performance indicators will measure the success of this initiative:

- Improved user satisfaction. Users will have access to case records and data whenever needed.
- Availability of a system. Access to the Courts’ systems will be 24/7.
- Improved security and compliance. Access to the Courts resources over a private and secure network, and a cloud platform built upon the foundational principles of security, privacy and control, compliance, and transparency.
- Business Value Delivered. Cost savings and reduction.

Customer Service Technician, Tier 2, 1 FTE (JS 11/12) \$127,000

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 provided to the end-user community due to the 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 and are required to perform desk-side repairs and resolutions throughout the enterprise. 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 projects. 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 requests.

Relationship to Court Mission and Goals: Hiring a Customer Service Technician will support the Courts Strategic Goal V: Fair and Timely Case Resolution 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.

Professional Services for Modernization of Courts Business Intelligence (BI) Program – \$500,000

Problem Statement: The Courts currently supports our enterprise data warehouse solution which houses over 20 data sources with the help of two FTEs. The Information Technology Division does not have the capacity to maintain the existing data warehouse and concurrently modernize the Business Intelligence solution. To support the current BI solution and migrate to cloud based tools and technologies, the IT Division will require professional services support to ensure a successful modernization effort.

Relationship to Court Mission and Goals. The Courts' Enterprise Data Warehouse / Business Intelligence solution is used by at least two-thirds of the courts staff for daily ad-hoc, operational and strategic reporting. Leveraging professional services to modernize the Courts BI Program will support the following Courts' Strategic Goals: Goal I: Access to Justice for All, Goal II: Public Trust and Confidence, Goal IV: Effective Court Administration and Goal V: Fair and Timely Case Resolution.

Relationship to Divisional Objectives. Modernization of the BI Program will allow the Information Technology Division to meet four of its strategic objectives, which are:

- Best in Class Technology
- Decision-Making Support
- Access to Information
- Customer Satisfaction

Relationship to Existing Funding. Funding for this initiative is not currently available in the Courts’ budget.

Methodology. The Information Technology Division will follow Microsoft’s best practices, the IT Division Disaster Recovery Plan, and the Courts’ Information Security Directives.

Expenditure Plan. The modernization of the BI Program is a one-time expenditure.

Performance Indicators. The following performance indicators will measure the success of this initiative:

- Cloud Adoption: Adopting cloud technologies, implementing (AI/ML) solutions; and enabling enhanced data driven decision making capabilities through predictive analytics.
- High Availability System. Access to the Business Intelligence tools will be 24/7. No disruptions in accessibility and availability due to maintenance.
- Enhanced Security and Compliance. Access to the Courts’ resources over a private and secure network, and a cloud platform built upon the foundational principles of security, privacy and control, compliance, and transparency.
- Business Value Delivered. Cost savings and reductions through updated hardware and software platforms.
- Improved user satisfaction. Access to real-time data analysis.

Table 1
INFORMATION TECHNOLOGY DIVISION
New Positions Requested

| Position | Grade | Number | Salary | Benefits | Total Personnel Cost |
|---|--------------|---------------|----------------|-----------------|-----------------------------|
| Lead IT Cloud Solutions Architect | JS-14 | 1 | 142,000 | 37,000 | 179,000 |
| IT Specialist System Administrator (Virtualization) | JS-13 | 1 | 120,000 | 31,000 | 151,000 |
| IT Customer Service Tech, Tier 2 | JS-11/12 | 1 | 101,000 | 26,000 | 127,000 |
| Total | | 3 | 363,000 | 94,000 | 457,000 |

Table 2
INFORMATION TECHNOLOGY DIVISION
Budget Authority by Object Class

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|--|----------------------------|----------------------------|------------------------------------|
| 11 - Personnel Compensation | 9,024,000 | 10,183,000 | 1,159,000 |
| 12 - Personnel Benefits | 2,493,000 | 2,794,000 | 301,000 |
| Subtotal Personal Services | 11,517,000 | 12,977,000 | 1,460,000 |
| 21 - Travel, Transp. of Persons | | | |
| 22 - Transportation of Things | | | |
| 23 - Rent, Commun. & Utilities | 443,000 | 453,000 | 20,000 |
| 24 - Printing & Reproduction | 29,000 | 31,000 | 2,000 |
| 25 - Other Services | 3,896,000 | 7,008,000 | 3,112,000 |
| 26 - Supplies & Materials | 176,000 | 184,000 | 8,000 |
| 31 - Equipment | 425,000 | 445,000 | 20,000 |
| Subtotal Non-Personnel Services | 4,969,000 | 8,131,000 | 3,162,000 |
| TOTAL | 16,486,000 | 21,108,000 | 4,622,000 |
| FTE | 81 | 84 | 3 |

Table 3
INFORMATION TECHNOLOGY DIVISION
Detail, Difference FY 2023/2025

| Object Class | Description of Request | FTE | Cost | Difference FY 2023/2025 |
|--|--|------------|-------------|------------------------------------|
| 11 - Personnel Compensation | Current Position WIG | 81 | 137,000 | |
| | Current Position COLA | 81 | 659,000 | |
| | Lead IT Cloud Solutions Architect | 1 | 142,000 | |
| | IT Specialist System Admin (Virtualization) | 1 | 120,000 | |
| | IT Customer Service Tech, Tier 2 | 1 | 101,000 | |
| Subtotal 11 | | | | 1,159,000 |
| 12 - Personnel Benefits | Current Position WIG | 81 | 36,000 | |
| | Current Position COLA | 81 | 171,000 | |
| | Lead IT Cloud Solutions Architect | 1 | 37,000 | |
| | IT Specialist System Admin (Virtualization) | 1 | 31,000 | |
| | IT Customer Service Tech, Tier 2 | 1 | 26,000 | |
| Subtotal 12 | | | | 301,000 |
| Subtotal Personnel Services | | | | 1,460,000 |
| 21 - Travel, Transp. of Persons | | | | |
| 22 - Transportation of Things | | | | |
| 23 - Rent, Comm. & Utilities | Built-in Increases | | | 20,000 |
| 24 - Printing & Reproduction | Built-in Increases | | | 2,000 |
| 25 - Other Services | Built-in Increases | | 182,000 | |
| | Microsoft Cloud Services | | 1,500,000 | |
| | Rubrik Appliance with Enterprise License | | 230,000 | |
| | Security Event & Information Management Solution | | 700,000 | |
| | Professional Services for Modernization of Courts BI Program | | 500,000 | |
| Subtotal 25 | | | | 3,112,000 |
| 26 - Supplies & Materials | Built-in Increases | | 8,000 | |
| 31 - Equipment | Built-in Increases | | 20,000 | |
| Subtotal Non-personnel Services | | | | 3,162,000 |
| Total | | 84 | | 4,622,000 |

Table 4
INFORMATION TECHNOLOGY DIVISION
Detail of Full-Time Equivalent Employment

| | FY 2023 Enacted | FY 2025 Request |
|---------------------|----------------------------|----------------------------|
| JS-6 | | |
| JS-7 | | |
| JS-8 | 7 | 7 |
| JS-9 | | |
| JS-10 | 6 | 6 |
| JS-11 | 11 | 11 |
| JS-12 | 4 | 5 |
| JS-13 | 40 | 41 |
| JS-14 | 10 | 11 |
| JS-15 | | |
| CEMS | 2 | 2 |
| CES | 1 | 1 |
| Total Salary | 9,024,000 | 10,183,000 |
| Total FTEs | 81 | 84 |

**DISTRICT OF COLUMBIA COURT SYSTEM
OFFICE OF THE GENERAL COUNSEL DIVISION**

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference FY 2023/2025</u> | |
|------------------------|--------------------|------------------------|--------------------|------------------------------------|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 5 | 887,000 | 7 | 1,280,000 | 2 | 393,000 |

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 2025 Request

In FY 2025, the Courts' request for the Office of General Counsel is \$1,280,000, an increase of \$393,000 (40.8%) above the FY 2023 Enacted Budget. The requested increase includes \$317,000 for 2 FTEs and \$76,000 for built-in cost increases.

Enhancing Compliance with Legal Requirements, 2 FTEs, \$317,000 ***Assistant General Counsel- Rulemaking Process, (JS-13/14/15), \$210,000*** ***Paralegal, (JS-9/10/11), \$107,000***

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; 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 IV: Effective Court Administration, and Goal V: Fair and Timely Case Resolution. 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' 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 mandated legislative changes. 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 IV: Effective Court 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 levels and salaries for the requested FTEs are 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 COUNSEL
New Positions Requested

| Position | Grade | Number | Salary | Benefits | Total Personnel Costs |
|---|--------------|---------------|----------------|-----------------|------------------------------|
| Assistant General Counsel- Rulemaking Process | 13/14/15 | 1 | 167,000 | 43,000 | 210,000 |
| Paralegal | 9/10/11 | 1 | 85,000 | 22,000 | 107,000 |
| Total | | 2 | 252,000 | 65,000 | 317,000 |

Table 2
OFFICE OF THE GENERAL COUNSEL
Budget Authority by Object Class

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|---|------------------------|-------------------------|--------------------------------|
| 11 - Personnel Compensation | 680,000 | 992,000 | 312,000 |
| 12 - Personnel Benefits | 191,000 | 272,000 | 81,000 |
| <i>Subtotal Personnel Services</i> | <i>871,000</i> | <i>1,264,000</i> | <i>393,000</i> |
| 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 | 0 |
| 31 - Equipment | 6,000 | 6,000 | 0 |
| <i>Subtotal Non-Personnel Services</i> | <i>16,000</i> | <i>16,000</i> | <i>0</i> |
| TOTAL | 887,000 | 1,280,000 | 393,000 |
| FTE | 5 | 7 | 2 |

Table 3
OFFICE OF THE GENERAL COUNSEL
Detail, Difference FY 2023/2025

| Object Class | Description of Request | FTE | Cost | Difference FY 2023/2025 |
|--|--|------------|-------------|------------------------------------|
| 11 - Personnel Compensation | Current Position WIG | 5 | 10,000 | |
| | Current Position COLA | 5 | 50,000 | |
| | Assistant General Counsel- Rulemaking Process | 1 | 167,000 | |
| | Paralegal | 1 | 85,000 | |
| <i>Subtotal 11</i> | | | | <i>312,000</i> |
| 12 - Personnel Benefits | Current Position WIG | 5 | 3,000 | |
| | Current Position COLA | 5 | 13,000 | |
| | Assistant General Counsel- Rulemaking Process | 1 | 43,000 | |
| | Paralegal | 1 | 22,000 | |
| <i>Subtotal 12</i> | | | | <i>81,000</i> |
| Subtotal Personnel Services | | | | 393,000 |
| 21 - Travel, Transp. of Persons | | | | |
| 22 - Transportation of Things | | | | |
| 23 - Rent, Commun. & Utilities | | | | |
| 24 - Printing & Reproduction | | | | |
| 25 - Other Service | | | | |
| 26 - Supplies & Materials | | | | |
| 31 - Equipment | | | | |
| Subtotal Non-Personnel Services | | | | 0 |
| Total | | 7 | | 393,000 |

Table 4
OFFICE OF THE GENERAL COUNSEL
Detail of Full-Time Equivalent Employment

| | FY 2023 Enacted | FY 2025 Request |
|---------------------|----------------------------|----------------------------|
| JS-3 | | |
| JS-4 | | |
| JS-5 | | |
| JS-6 | | |
| JS-7 | | |
| JS-8 | | |
| JS-9 | | |
| JS-10 | 1 | 1 |
| JS-11 | | 1 |
| JS-12 | | |
| JS-13 | | |
| JS-14 | | |
| JS-15 | 3 | 4 |
| CEMS | | |
| CES | 1 | 1 |
| Total Salary | 680,000 | 992,000 |
| Total FTEs | 5 | 7 |

**DISTRICT OF COLUMBIA COURT SYSTEM
STRATEGIC MANAGEMENT DIVISION**

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference</u> | |
|------------------------|--------------------|------------------------|--------------------|-------------------|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 10 | 1,749,000 | 10 | 1,911,000 | 0 | 162,000 |

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 2, *Public Trust and Confidence*, and Goal 5, *Fair and Timely Case Resolution*, of the Courts’ 2023-2027 Strategic Plan. The Plan includes the following strategies to promote public trust and confidence and fair and timely case resolution, promoting the Courts’ values of accountability, fairness and transparency in the Judicial Branch:

Goal 2 - Public Trust and Confidence:

- *Improve the customer service experience.* The Strategic Management Division supports the routine collection of feedback from court users on their experience at the courthouse and works with court leadership to design and execute surveys, as well as report findings.
- *Identify and publish performance data to promote transparency and accountability.* The Strategic Management Division works with court leadership to enhance the reporting of approved organizational performance data that align with the Strategic Plan to promote transparency and accountability. The Division co-leads efforts to create public dashboards to report courtwide core performance metrics.

Goal 5 – Fair and Timely Case Resolution:

- *Assess time standards and procedures for the resolution of motions and case disposition.* The Strategic Management Division works with court leadership to ensure that meaningful and achievable performance metrics are established for motions and case disposition to promote fair and timely case resolution. The Division co-facilitates a performance standards workgroup that monitors time standards to ensure performance targets are being met and/or modified as needed.
- *Evaluate court programs and operations and implement enhancements.* The Strategic Management Division collaborates with court leadership to identify programs and operations to be assessed in an effort to enhance effectiveness and to promote fair and timely case resolution. The Division designs and implements rigorous research studies, program evaluations, and business process analyses to develop or evaluate court programs, services and operations.

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, coordinated the launch of the Courts' 2023-2027 Strategic Plan.
- Provided technical assistance to divisions in developing Management Action Plans (MAPs) to ensure the alignment of key results and performance measures to the new 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 Committee comprised of judicial and divisions' leadership to enhance the quality of reporting on operational performance and case-related status.
- In collaboration with IT, co-led the Courts' Business Intelligence Program to enhance data quality and reporting for informed decision-making.
- Supported implementation of phase one 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 Regulatory Reform, Criminal Code Reform, access to justice, reimagining court operations, 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, surveys, and publications.

- Worked with court units to compile annual caseload statistics and prepared the Courts' Statistical Summary, as well as to report detailed case level data to the National Center for State Courts.
- Worked with divisions to compile initiatives and innovative practices and prepared the Courts' Annual Report.
- Collaborated with divisions to ensure compliance with federal grant reporting requirements.
- Collaborated with divisions to receive first-time funding to assess the adult guardianship system in the District and to develop an eviction diversion program at the Courts.
- Conducted operational assessments to enhance programmatic outcomes for juvenile probation.

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 2025 Request

In FY 2025, the Courts' request for the Strategic Management is \$1,911,000 an increase of \$162,000 (8.5%) 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

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|--|----------------------------|----------------------------|------------------------------------|
| 11 - Personnel Compensation | 1,331,000 | 1,458,000 | 127,000 |
| 12 - Personnel Benefits | 371,000 | 404,000 | 33,000 |
| <i>Subtotal Personnel Services</i> | <i>1,702,000</i> | <i>1,862,000</i> | <i>160,000</i> |
| 21 - Travel, Transp. of Persons | | | |
| 22 - Transportation of Things | | | |
| 23 - Rent, Commun. & Utilities | | | |
| 24 - Printing & Reproduction | | | |
| 25 - Other Services | 33,000 | 35,000 | 2,000 |
| 26 - Supplies & Materials | 7,000 | 7,000 | 0 |
| 31 – Equipment | 7,000 | 7,000 | 0 |
| <i>Subtotal Non- Personnel Services</i> | <i>47,000</i> | <i>49,000</i> | <i>2,000</i> |
| TOTAL | 1,749,000 | 1,911,000 | 162,000 |
| FTE | 10 | 10 | 0 |

Table 2
STRATEGIC MANAGEMENT DIVISION
Detail, Difference FY 2023/2025

| Object Class | Description of Request | FTE | Cost | Difference FY 2023/2025 |
|---|-------------------------------|------------|-------------|------------------------------------|
| 11 - Personnel Compensation | Current Position WIG | 10 | 30,000 | |
| | Current Position COLA | 10 | 97,000 | |
| <i>Subtotal 11</i> | | | | <i>127,000</i> |
| 12 - Personnel Benefits | Current Position WIG | 10 | 8,000 | |
| | Current Position COLA | 10 | 25,000 | |
| <i>Subtotal 12</i> | | | | <i>33,000</i> |
| <i>Subtotal Personnel Services</i> | | | | <i>160,000</i> |
| 21 - Travel, Transp. of Persons | | | | |
| 22 - Transportation of Things | | | | |
| 23 - Rent, Commun. & Utilities | | | | |
| 24 - Printing & Reproduction | | | | |
| 25 - Other Service | Built-in Increases | | | 2,000 |
| 26 – Supplies & Materials | | | | |
| 31 – Equipment | | | | |
| <i>Subtotal Non-Personnel Services</i> | | | | <i>2,000</i> |
| Total | | 10 | | 162,000 |

Table 3
STRATEGIC MANAGEMENT DIVISION
Detail of Full-Time Equivalent Employment

| | FY 2023 Enacted | FY 2025 Request |
|---------------------|----------------------------|----------------------------|
| JS-3 | | |
| JS-4 | | |
| JS-5 | | |
| JS-6 | | |
| JS-7 | 1 | 1 |
| JS-8 | | |
| JS-9 | | |
| JS-10 | 1 | 1 |
| JS-11 | | |
| JS-12 | 1 | 1 |
| JS-13 | 2 | 2 |
| JS-14 | 3 | 3 |
| JS-15 | 1 | 1 |
| CEMS | | |
| CES | 1 | 1 |
| Total Salary | 1,331,000 | 1,458,000 |
| Total FTEs | 10 | 10 |

**DISTRICT OF COLUMBIA COURT SYSTEM
MANAGEMENT ACCOUNT**

| <u>FY 2023 Enacted</u> | | <u>FY 2025 Request</u> | | <u>Difference</u> <u>FY 2023/FY 2025</u> | |
|------------------------|--------------------|------------------------|--------------------|---|--------------------|
| <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> | <u>FTE</u> | <u>Obligations</u> |
| 0 | 29,161,000 | 0 | 35,518,000 | 0 | 6,357,000 |

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 2025 Request

In FY 2025, the D.C. Courts request for the Management Account is \$35,518,000, an increase of \$6,357,000 (20.8%) above the FY 2023 Enacted Budget. The requested increase consists of \$5,000,000 to enhance public security, as described in the **Initiatives** section of this request, and \$1,357,000 for built-in cost increases.

Table 1
MANAGEMENT ACCOUNT
Budget Authority by Object Class

| | FY 2023 Enacted | FY 2025 Request | Difference FY 2023/2025 |
|---|----------------------------|----------------------------|------------------------------------|
| 11 - Personnel Compensation | 284,000 | 305,000 | 21,000 |
| 12 - Personnel Benefits | 280,000 | 286,000 | 6,000 |
| <i>Subtotal Personnel Services</i> | <i>564,000</i> | <i>591,000</i> | <i>27,000</i> |
| 21 - Travel, Transp. of Persons | 126,000 | 132,000 | 6,000 |
| 22 - Transportation of Things | 6,000 | 6,000 | 0 |
| 23 - Rent, Comm. & Utilities | 9,054,000 | 9,475,000 | 421,000 |
| 24 - Printing & Reproduction | | | |
| 25 - Other Services | 15,171,000 | 20,877,000 | 5,706,000 |
| 26 - Supplies & Materials | 306,000 | 320,000 | 14,000 |
| 31 - Equipment | 3,934,000 | 4,117,000 | 183,000 |
| <i>Subtotal Non-Personnel Services</i> | <i>28,597,000</i> | <i>34,927,000</i> | <i>6,330,000</i> |
| TOTAL | 29,161,000 | 35,518,000 | 6,357,000 |
| FTE | 0 | 0 | 0 |

Table 2
MANAGEMENT ACCOUNT
Detail, Difference FY 2023/2025

| Object Class | Description of Request | FTE | Cost | Difference FY 2023/2025 |
|---|-------------------------------|------------|-------------|------------------------------------|
| 11 - Personnel Compensation | Built-in Increases | | | 21,000 |
| 12 - Personnel Benefits | Built-in Increases | | | 6,000 |
| <i>Subtotal Personnel Services</i> | | | | <i>27,000</i> |
| 21 - Travel, Transp. of Persons | Built-in Increases | | | 6,000 |
| 22 – Transportation of Things | | | | |
| 23 – Rent, Commun. & Utilities | Built-in Increases | | | 421,000 |
| 24 – Printing & Reproduction | | | | |
| 25 – Other Services | Built-in Increases | | 706,000 | |
| | Enhancing Public Security | | 5,000,000 | |
| Subtotal 25 | | | | <i>5,706,000</i> |
| 26 - Supplies & Materials | Built-in Increases | | | 14,000 |
| 31 – Equipment | Built-in Increases | | | 183,000 |
| <i>Subtotal Non-personnel Services</i> | | | | <i>6,330,000</i> |
| Total | | 0 | | 6,357,000 |

**District of Columbia Courts
FY 2025 Budget Justification
New Positions Requested by Grade**

| Position | Division | Grade | Number | Annual Salary | Benefits | Total Personnel Cost |
|---|--|-------|-----------|------------------|----------------|----------------------|
| COURT OF APPEALS | | | | | | |
| Reporter of Opinions | | JS-12 | 1 | 101,000 | 26,000 | 127,000 |
| <i>Court of Appeals Subtotal</i> | | | 1 | 101,000 | 26,000 | 127,000 |
| SUPERIOR COURT | | | | | | |
| Civil Case Specialist | Civil Division | JS-11 | 2 | 170,000 | 45,000 | 215,000 |
| Courtroom Clerk | Civil Division | JS-9 | 3 | 211,000 | 55,000 | 266,000 |
| Claims Examiner Supervisor | Crime Victims Compensation Program | JS-13 | 1 | 120,000 | 31,000 | 151,000 |
| Deputy Clerk | Domestic Violence Division | JS-8 | 3 | 191,000 | 49,000 | 240,000 |
| Branch Chief | Domestic Violence Division | JS-13 | 1 | 120,000 | 31,000 | 151,000 |
| Case Manager | Domestic Violence Division | JS-10 | 1 | 77,000 | 20,000 | 97,000 |
| Law Clerks | Judges and Chambers Staff | JS-10 | 2 | 159,000 | 41,000 | 200,000 |
| Staff Mediator | Multi-Door Dispute Resolution Division | JS-12 | 3 | 303,000 | 79,000 | 382,000 |
| Accountant | Office of Auditor Master | JS-11 | 1 | 85,000 | 22,000 | 107,000 |
| Courtroom Clerk | Office of Auditor Master | JS-9 | 2 | 140,000 | 37,000 | 177,000 |
| Deputy Clerks | Probate Division | JS-8 | 3 | 190,000 | 50,000 | 240,000 |
| Social Worker | Probate Division | JS-11 | 3 | 254,000 | 76,000 | 330,000 |
| Courtroom Clerk | Probate Division | JS-9 | 2 | 140,000 | 37,000 | 177,000 |
| Deputy Director | Special Operations Division | JS-15 | 1 | 167,000 | 43,000 | 210,000 |
| Program Officer | Special Operations Division | JS-11 | 1 | 85,000 | 22,000 | 107,000 |
| <i>Superior Court Subtotal</i> | | | 29 | 2,412,000 | 638,000 | 3,050,000 |

| COURT SYSTEM | | | | | | |
|---|---|-------------|-----------|------------------|----------------|------------------|
| Facility Maintenance Engineer | Capital Projects and Facilities Management Division | JS-8/9/11 | 1 | 85,000 | 22,000 | 107,000 |
| Facility Worker | Capital Projects and Facilities Management Division | JS-9 | 2 | 138,000 | 36,000 | 174,000 |
| Construction Financial Management Analyst | Capital Projects and Facilities Management Division | JS-14 | 1 | 142,000 | 37,000 | 179,000 |
| Court Navigators | Executive Office | JS-8 | 2 | 138,000 | 36,000 | 174,000 |
| Justice Resource Center – Intake Specialist | Executive Office | JS-11 | 1 | 85,000 | 22,000 | 107,000 |
| Administrative Assistant | Human Resources Division | JS-9/10 | 1 | 77,000 | 20,000 | 97,000 |
| Customer Service Technician, Tier 2 | Information Technology Division | JS-11/12 | 1 | 101,000 | 26,000 | 127,000 |
| IT Specialist-System Administrator (Virtualization) | Information Technology Division | JS-13 | 1 | 120,000 | 31,000 | 151,000 |
| Lead IT Cloud Solutions Architect | Information Technology Division | JS-14 | 1 | 142,000 | 37,000 | 179,000 |
| Assistant General Counsel | Office of General Counsel | JS-13/14/15 | 1 | 167,000 | 43,000 | 210,000 |
| Paralegal | Office of General Counsel | JS-9/10/11 | 1 | 85,000 | 22,000 | 107,000 |
| <i>Court System Subtotal</i> | | | 12 | 1,280,000 | 332,000 | 1,612,000 |
| D.C. COURTS TOTAL | | | 42 | 3,793,000 | 996,000 | 4,789,000 |

**DISTRICT OF COLUMBIA COURTS
CAPITAL BUDGET**

| District of Columbia Courts - Fiscal Year 2025 Budget Justification Summary (dollars in millions) | PY-1 and earlier | PY 2023 | CY 2024 | Full Budget Request BY 2025 | BY+1 2026 | BY+2 2027 | 2028 and beyond | Total, unfunded amounts (sum 2025 - beyond) |
|---|------------------|--------------|--------------|-----------------------------|--------------|--------------|-----------------|---|
| Renovations, Improvements & Expansions | | | | | | | | |
| Historic Recorder of Deeds Restoration | 7.00 | 27.79 | 15.95 | 27.50 | 0.00 | 0.00 | 0.00 | 27.50 |
| Courtrooms and Judges Chambers | 0.00 | 0.00 | 11.27 | 35.25 | 35.60 | 42.93 | 59.34 | 173.11 |
| <i>Modernizing Courtroom Sets for ADA Accessibility</i> | 0.00 | 0.00 | 11.27 | 18.30 | 25.72 | 30.80 | 53.02 | 127.83 |
| <i>Modernizing Judges' Chambers</i> | 0.00 | 0.00 | 0.00 | 7.13 | 7.52 | 7.92 | 5.22 | 27.80 |
| <i>Refreshing Courtrooms & Chambers for Continuity of Operations</i> | 0.00 | 0.00 | 0.00 | 9.81 | 2.36 | 4.21 | 1.10 | 17.48 |
| Life Safety and Code Compliance Upgrades | 8.25 | 3.09 | 3.07 | 5.79 | 6.10 | 6.43 | 6.78 | 25.10 |
| Subtotal | 24.40 | 30.88 | 30.29 | 68.53 | 41.70 | 57.27 | 73.57 | 241.07 |

| Maintain Existing Infrastructure* | | | | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| HVAC, Electrical and Plumbing Upgrades | 2.87 | 0.00 | 0.00 | 20.58 | 27.56 | 20.83 | 8.14 | 77.11 |
| Fire and Security Alarm Systems | 2.07 | 0.00 | 4.50 | 3.73 | 11.50 | 3.46 | 0.62 | 19.31 |
| General Repair Projects | 12.01 | 10.88 | 12.61 | 20.02 | 24.04 | 15.16 | 13.53 | 72.75 |
| Technology Infrastructure | 2.00 | 4.99 | 4.00 | 7.87 | 8.22 | 8.61 | 9.21 | 33.92 |
| Subtotal | 18.95 | 15.87 | 21.11 | 52.20 | 71.33 | 48.06 | 31.51 | 203.10 |

| Projects Not Requiring Funding in FY 2025 | | | | | | | | |
|--|-------|------|------|------|------|------|------|-------|
| Migration from Gallery Place | 30.30 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Campus Security, Signage & Lighting | 9.15 | 0.00 | 0.00 | 0.00 | 0.00 | 7.91 | 7.45 | 15.36 |
| <i>Securing the Northeast Block of Campus</i> | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 7.91 | 0.00 | 7.91 |
| <i>Securing the Northwest Block of Campus</i> | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 7.45 | 7.45 |

| | | | | | | | | |
|--|----------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|
| BUDGET YEAR JUSTIFICATION TOTAL | - | 46.75 | 51.40 | 120.73 | 113.03 | 105.33 | 105.07 | 444.16 |
|--|----------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|

* PY-1 and earlier figures represent one year of funding, as these are ongoing projects.

Introduction: D.C. Courts Fiscal Year 2025 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, approximately 10,000 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 2025 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 2025 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 2025 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 2025 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 5th Street N.W. (Building A), 510 4th 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 other court 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 and FY 2023 to begin stabilizing the severely deteriorated building, have requested funds in FY 2024, and are requesting the balance of funds in FY 2025

required to complete the full restoration and modernization of the Recorder of Deeds Building located at 515 D Street N.W. The restoration and modernization of this 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, as well as with 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.

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 the entirety of the Moultrie Courthouse Addition. The final phase, completed in 2023 has added 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 has added much needed space to the D.C. Courts' Judiciary Square portfolio, it will still be insufficient to meet the D.C. Courts anticipated space needs 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

Completion of the Moultrie Courthouse Addition has realized the vision of the Family Court Act. to consolidate the Family Court. Personnel moves into the Addition was the final milestone to mark the satisfaction of the Family Court mandate.

Courtrooms and Judges Chambers

In support of the Moultrie Courthouse Addition, some courtrooms on the second and third floors, as well as Courtroom 115 on the Indiana Ave level 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 and ensures that fire and life safety protection in all buildings are continuously improved. D.C. Courts will continue to implement planned infrastructure upgrades in order to maintain the infrastructure of the existing facilities.

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.

700 Sixth Street N.W. (Leased Space)

The D.C. Courts currently lease office space at 700 Sixth Street 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. With the completion of the Moultrie Courthouse Addition the D.C. Courts have reduced their leased space footprint. The Courts plan to terminate the use of leased space entirely and return the support divisions housed there to the Judiciary Square campus government-owned portfolio, immediately following completion of the modernization of space on two floors in Building B.

The D.C. Courts' Strategic Plan

The capital projects included in the FY 2025 Capital Budget request are an integral part of the *Strategic Plan of the District of Columbia Courts 2023-2027* (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 Administration” is the Strategic Plan’s Goal IV, particularly Strategy A to “Ensure safe and functional court facilities.”

Goal IV 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...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 have facilitated 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. Courts 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 2023-2027*, 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.

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.

On the Moultrie Courthouse Addition, a new solar reflective and insulated green roof will improve energy efficiency and reduce solar heat gain. Currently, the Moultrie Courthouse overhaul of the cooling system upgrades, including new pumps and valves is approximately 30% complete. This project is anticipated to be complete in the first quarter of 2024.

The D.C. Courts continue to hold greater energy efficiency as a goal as future projects are implemented. The D.C. Courts are seeking LEED® Platinum certification for the Moultrie Courthouse Addition upon completion. 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 2025

The FY 2025 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 2025 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 2025 Full Capital Budget Request totals \$120.73 million, including \$68.53 million to renovate, improve and expand the D.C. Courts' facilities and grounds, and \$52.20 million to maintain the D.C. Courts' existing facilities and surrounding public space.

Renovations, Improvements & Expansions

Historic Recorder of Deeds Restoration

The FY 2025 Capital Budget request includes a total of \$27.50 million to restore the Historic Recorder of Deeds building and meet the Courts' long term space requirements. The building, which contains culturally significant murals, has suffered from extensive water intrusion, bird intrusion, and has deteriorated considerably since it was vacated by the District Government in 2008. As part of this degradation, it is now envisioned that the water intrusion has exacerbated the erosion of the building's foundation and will now require the replacement of its foundation.

As a result of inflationary factors and escalation, the Courts have noted sharp increases (nearly 32% since 2019) in the costs of raw materials such as steel, lumber and cement, which has had direct import on material intensive projects. Moreover, given the impact of increased labor

costs, supply chain delays, and increased borrowing costs, the Courts conducted a qualitative risk analysis, identifying the magnitude of risk on the project. As part of this analysis, potential areas of risk were identified, which included geotechnical, demolition, utilities, design errors, procurement and administrative considerations.

Given the further degradation of the Historic Recorder of Deeds Building, and upon consideration of the escalation of construction costs and related risk analyses performed, the Courts developed an updated cost estimate for the completion of this project. The updated cost to complete this project is estimated at \$78.19 million, which includes consideration of projected escalatory and relevant inflationary costs through its phased completion in 2027.

The benefits of restoring the Historic 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 Historic 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 2023-2027*, 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, will 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 fifteen 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 modernization 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 2025 total request for \$35.25 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 \$18.30 million and the breakdown of the request follows:

Assuming receipt of \$11,270,000 in FY 2024, a remainder of \$18.30 million is requested in FY 2025 to complete 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 Courthouse. 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 and 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

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 2025 request for \$7.13 million includes the modernization of eight judges' chambers on the north and northeast perimeter of the 3rd floor of the H. Carl Moultrie I Courthouse, to include the adjacent secure corridors, judges' fitness room, and infrastructure upgrades associated with the space impacted by the modernization.

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 2025 request for \$9.81 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 2025. 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.

Life Safety and Code Compliance Upgrades

Assuming receipt of \$3.07 in FY 2024, the D.C. Courts request a remainder of \$5.79 million in FY 2025 to complete work in locations where life safety and code compliance issues have progressed to a point that poses an imminent 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. In addition, a similar issue has recently been discovered in some areas of Building D. Funds received in FY 2024 will support (1) the completion of 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. The receipt of funds in FY 2025 will support the continuance of work to correct the issue in both buildings. This is identified as a Priority 1 item in the FCA, therefore the Courts will conduct mitigation activities until funds are available to comprehensively repair the system in its entirety.

Maintain Existing Infrastructure

The FY 2025 Capital Budget request includes a total of \$52.20 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 \$20.58 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 2025 to avoid near term failure. As a result, the FY 2025 funds requested 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 2025. 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:

- Chiller and piping replacements, cooling tower replacements, and plumbing at multiple buildings
- Repair and replace lavatory equipment in public spaces and in secure holding areas. These action items are directly linked to providing hygienic, safe, and humane conditions
- 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-one years old by 2025, has aged beyond its useful life. In the event of a system malfunction, neither tech support nor replacement parts are available, rendering the system inoperable. As a temporary solution, the Courts have been salvaging analog system parts for repairs as funded replacements are completed. 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 \$3.73 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. In addition to security systems, D.C. Courts is mandated by both Federal and local regulations to provide fire protection systems that reduce the risk of loss of assets and enhances the safety of occupants and visitors. Many of the components of the Courts' fire protection systems are at the end of useful life and many are failing. It is imperative that these systems be kept in working condition with quality parts and components.

General Repair Projects

The \$20.02 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 and repair broken and aged seating in public areas
- Repair and replace acoustic ceiling tiles and grids to avoid mold and mildew life safety issues, enhance aesthetics, and improve indoor air quality.
- Repair fire-rated door assemblies and retain code compliance
- Maintain foundations and exterior enclosures to protect the buildings and avoid costly repairs and replacement projects due to water penetration and structural failure
- Replace non-compliant railing at emergency stairs
- Replace railings in atrium surrounding the escalators
- Replace numerous back-of-house doors to resolve all non-compliant life safety and egress issues and eliminate building security breaches

Technology Infrastructure

In the area of technology, the D.C. Courts are requesting \$7.87 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 supports 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.

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 2023
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 2025?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2025 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? 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 2025 Capital Budget request includes a total of \$27.50 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 2023 | CY 2024 | BY 2025 | BY+1 2026 | BY+2 2027 | BY+3 202 and beyond | Total unfunded (sum 2025 - beyond) |
| Planning: | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Acquisition: | 7.00 | 27.79 | 15.95 | 27.50 | 0.00 | 0.00 | 0.00 | 27.50 |
| Planning & Acquisition Government FTE Costs | | | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Subtotal Planning & Acquisition (DME): | 7.00 | 27.79 | 15.95 | 27.50 | 0.00 | 0.00 | 0.00 | 27.50 |
| 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): | 7.00 | 27.79 | 15.95 | 27.50 | 0.00 | 0.00 | 0.00 | 27.50 |
| 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 (2028)
3. If the summary of funding has changed from the FY 2024 President’s Budget request, briefly explain those changes: N/A

Section C: Acquisition/Contract Strategy (All Capital Assets)

| Field | Contract 1 | Contract 2 |
|---|---|---|
| Short description of acquisition | Assessment, strategy & planning for stabilization of the building | Restoration & modernization of the RoD building |
| Contract Status | to be awarded by 9/30/2023 | to be awarded by 9/30/2024 |
| Procurement Instrument Identifier (PIID) | N/A | N/A |
| Indefinite Delivery Vehicle (IDV) Reference ID | N/A | N/A |
| Solicitation ID | TBD | TBD |
| Alternative financing | N/A | N/A |
| EVM Required | Not Required | Not Required |
| Ultimate Contract Value | Estimate \$7M | Estimate \$70.5M |
| Type of Contract/Task Order (Pricing) | Existing A/E/P IDIQ - Task Order | Progressive Design-Build (PDB) |
| Is this contract a Performance Based Service Acquisition (PBSA)? | No | Yes |
| Effective Date | Quarter 3 FY 2023 | Quarter 4 FY 2024 |
| Actual or expected end date of Contract/Task Order | Quarter 3 FY 2024 | Quarter 1 FY 2027 |
| Extent Competed (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.

| Table III.C.1: Performance Information Table | | | | |
|---|--|--|--|-----------------------|
| Fiscal Year | Strategic Goal(s) Supported | Performance Baseline | Performance Goals | Action Results |
| D.C. Courts Strategic Plan 2023-2027 | Goal I: Access to Justice for All Goal V: Effective Court Management and Administration | By Quarter 1 of FY 2027 the Recorder of Deeds Building will be fully restored, modernized, and ready for occupancy if FY 2024 and FY 2025 funds are received as requested. | -Occupancy-ready building in QTR 3 of FY 2027 -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 2023
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 2025?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2025 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 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 2025 total request for \$35.25 million supports the near-term priorities, to include the following initiatives:

Modernizing Courtroom Sets for ADA Accessibility

A total of \$18.30 million will fund the second phase of 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 first phase is anticipated to be funded with FY 2024 in the amount of \$11.27 million. The total scope of both phases 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 2025 request for \$7.3 million includes the modernization of sixteen judges’ chambers on the north and northeast perimeter of the 2nd and 3rd floors of the H. Carl Moultrie I Courthouse, including adjacent support space and access pathways.

Refreshing Courtrooms & Chambers for Continuity of Operations

The FY 2025 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 immediate action. 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 2023 | CY 2024 | BY 2025 | BY+1 2026 | BY+2 2027 | BY+3 2028 and beyond | Total unfunded (sum 2025 -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 | 35.25 | 35.60 | 42.93 | 59.34 | 173.11 |
| 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 | 35.25 | 35.60 | 42.93 | 59.34 | 173.11 |
| 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 | 35.25 | 35.60 | 42.93 | 59.34 | 173.11 |

| | | | | | | | | |
|---|------|------|------|------|------|------|------|------|
| 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” 25 years (1999)
2. Insert the number of years covered in column “BY+3 and beyond” 1 year (2028)
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 nd & 3 rd 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 |
| Effective Date | N/A | N/A | N/A |
| Actual or expected end date of Contract/Task Order | N/A | N/A | N/A |

| | | | |
|---|---|---|---|
| Extent Competed 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:

| | | |
|---|------------------|------|
| | 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 | | | | |
|---|---|--|---|---|
| Fiscal Year | Strategic Goal(s) Supported | Performance Baseline | Performance Goals | Action Results |
| D.C. Courts Strategic Plan 2023-2027 | 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 2023
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 2025?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2025 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 \$5.79 million in FY 2025 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 2023 | CY 2024 | BY 2025 | BY+1 2026 | BY+2 2027 | BY+3 2028 and beyond | Total unfunded <i>(sum 2025 – beyond)</i> |
| Planning: | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Acquisition: | 8.25 | 3.09 | 3.07 | 5.79 | 6.10 | 6.43 | 6.78 | 25.10 |
| Planning & Acquisition Government FTE Costs | | | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Subtotal Planning & Acquisition (DME): | 8.25 | 3.09 | 3.07 | 5.79 | 6.78 | 6.10 | 6.78 | 25.10 |
| 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 | 3.09 | 3.07 | 5.79 | 6.78 | 6.10 | 6.78 | 25.10 |
| 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 (202)

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)

| | Contract 1 |
|---|--|
| Short description of acquisition | Engineering Study - Sprinkler System Corrosion |
| Contract Status | awaiting funding |
| Procurement Instrument Identifier (PIID) | TBD |
| Indefinite Delivery Vehicle (IDV) Reference ID | N/A |
| Solicitation ID | TBD |
| Alternative financing | N/A |
| EVM Required | N/A |
| Ultimate Contract Value | \$3.49M |
| Type of Contract/Task Order (Pricing) | Existing A/E IDIQ – Task Order |
| Is this contract a Performance Based Service Acquisition (PBSA)? | No |
| Effective Date | Quarter 1 FY 2024 |
| Actual or expected end date of Contract/Task Order | Quarter 3 FY 2024 |

| | |
|---|-----|
| Extent Competed (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

| Table III.C.1: Performance Information Table | | | | |
|---|---|-----------------------------|--------------------------|-------------------------|
| Fiscal Year | Strategic Goal(s) Supported | Performance Baseline | Performance Goals | Action Results |
| D.C. Courts Strategic Plan 2023-2027 | Goal V: Effective Court Management and Administration | N/A | N/A | Funds not received yet. |

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 2023
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 2025?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2025 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 request \$20.58 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 2025 to avoid near term failure. As a result, the FY 2025 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:

- Chiller and piping replacements, cooling tower replacements, and plumbing at multiple buildings
- Repair and replace lavatory equipment in public spaces and in secure holding areas. These action items are directly linked to providing hygienic, safe, and humane conditions
- 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

| 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 2023 | CY 2024 | BY 2025 | BY+1 2026 | BY+2 2027 | BY+3 2028 and beyond | Total unfunded (sum 2025 – beyond) |
| Planning: | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Acquisition: | 2.87 | 0.00 | 0.00 | 20.58 | 27.56 | 20.83 | 8.14 | 77.11 |
| Planning & Acquisition Government FTE Costs | | | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Subtotal Planning & Acquisition (DME): | 2.87 | 0.00 | 0.00 | 20.58 | 27.56 | 20.83 | 8.14 | 77.11 |
| 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): | 2.87 | 0.00 | 0.00 | 20.58 | 27.56 | 20.83 | 8.14 | 77.11 |
| 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 (2028)
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)

| | Contract 1 |
|--|-------------------|
| Short description of acquisition | multiple |
| Contract Status | Awaiting funding |
| Procurement Instrument Identifier (PIID) | N/A |
| Indefinite Delivery Vehicle (IDV) Reference ID | N/A |
| Solicitation ID | N/A |
| Alternative financing | N/A |
| EVM Required | N/A |
| Ultimate Contract Value | TBD |
| Type of Contract/Task Order (Pricing) | TBD |
| Is this contract a Performance Based Service Acquisition (PBSA)? | TBD |
| Effective Date | N/A |
| Actual or expected end date of Contract/Task Order | N/A |
| Extent Competed (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

| Table III.C.1: Performance Information Table | | | | |
|---|---|---|---|--|
| Fiscal Year | Strategic Goal(s) Supported | Performance Baseline | Performance Goals | Action Results |
| D.C. Courts Strategic Plan 2023-2027 | 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 2023
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 2025?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2025 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 ye-one years old by 2025, 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 \$3.73 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. In addition to security systems, D.C. Courts is mandated by both Federal and local regulations to provide fire protection systems that reduce the risk of loss of assets and enhances the safety of occupants and visitors. Many of the components of the Courts' fire protection systems are at the end of

useful life and many are failing. It is imperative that these systems be kept in working condition with quality parts and components.

- 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 2023 | CY 2024 | BY 2025 | BY+1 2026 | BY+2 2027 | BY+3 2028 and beyond | Total unfunded <i>(sum 2025 – beyond)</i> |
| Planning: | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Acquisition: | 2.07 | 0.00 | 44.50 | 3.73 | 11.50 | 3.46 | 0.62 | 19.31 |
| Planning & Acquisition Government FTE Costs | | | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Subtotal Planning & Acquisition (DME): | 2.87 | 0.00 | 44.50 | 3.73 | 11.50 | 3.46 | 0.62 | 19.31 |
| 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): | 2.07 | 0.00 | 44.50 | 3.73 | 11.50 | 3.46 | 0.62 | 19.31 |
| 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)

| Field | Contract 1 | Contract 2 | Contract 3 |
|---|---|---|--|
| Short description of acquisition | 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) |
| Contract Status | awaiting funding | awaiting funding | awaiting funding |
| Procurement Instrument Identifier (PIID) | N/A | N/A | N/A |
| Indefinite Delivery Vehicle (IDV) Reference ID | N/A | N/A | N/A |
| Solicitation ID | TBD | TBD | TBD |
| Alternative financing | No | No | No |
| EVM Required | N/A | N/A | N/A |
| Ultimate Contract Value | \$1M | \$800,000 | \$4.5M |
| Type of Contract/Task Order (Pricing) | Fixed | Fixed | Fixed |
| Is this contract a Performance Based Service Acquisition (PBSA)? | Yes | Yes | Yes |
| Effective Date | N/A | N/A | N/A |

| | | | |
|---|-----|-----|-----|
| Actual or expected end date of Contract/Task Order | N/A | N/A | N/A |
| Extent Completed (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 |

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

| Table III.C.1: Performance Information Table | | | | |
|---|---|--|---|-----------------------|
| Fiscal Year | Strategic Goal(s) Supported | Performance Baseline | Performance Goals | Action Results |
| D.C. Courts Strategic Plan 2023-2027 | 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 2023
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 2025?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2025 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 \$20.02 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 and repair broken and aged seating in public areas
- Repair and replace acoustic ceiling tiles and grids to avoid mold and mildew life safety issues, enhance aesthetics, and improve indoor air quality.
- Repair fire-rated door assemblies and retain code compliance

- Proactive maintenance of foundations and exterior enclosures to protect the buildings and avoid costly repairs and replacement projects due to water penetration and structural failure
 - Replace non-compliant railing at emergency stairs
 - Replace railings at atrium surrounding the escalators
 - Replace numerous back-of-house doors to resolve all non-compliant life safety and egress issues and eliminate building security breaches
- 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 2023 | CY 2024 | BY 2025 | BY+1 2026 | BY+2 2027 | BY+3 2028 and beyond | Total unfunded (sum 2025 - beyond) |
| Planning: | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Acquisition: | 12.01 | 10.88 | 12.61 | 20.02 | 24.04 | 15.16 | 13.53 | 72.75 |
| Planning & Acquisition Government FTE Costs | | | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Subtotal Planning & Acquisition (DME): | 12.01 | 10.88 | 12.61 | 20.02 | 24.04 | 15.16 | 13.53 | 72.75 |
| 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): | 12.01 | 10.88 | 12.61 | 20.02 | 24.04 | 15.16 | 13.53 | 72.75 |
| 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.

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)

| | Contract 1 |
|---|-------------------|
| Short description of acquisition | TBD |
| Contract Status | TBD |
| Procurement Instrument Identifier (PIID) | TBD |
| Indefinite Delivery Vehicle (IDV) Reference ID | TBD |
| Solicitation ID | TBD |
| Alternative financing | TBD |
| EVM Required | TBD |
| Ultimate Contract Value | TBD |
| Type of Contract/Task Order (Pricing) | TBD |
| Is this contract a Performance Based Service Acquisition (PBSA)? | TBD |
| Effective Date | TBD |
| Actual or expected end date of Contract/Task Order | TBD |
| Extent Competed (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?
- g) If an Acquisition Plan has not been developed, provide a brief explanation.

Yes ___ No _____

Awaiting funding. The 2021 FCA will be prioritized and utilized to develop Acquisition Plan based on amount of funding received.

Section C: Performance Information

1. Performance Information Table

| Table III.C.1: Performance Information Table | | | | |
|---|---|---|---|--|
| Fiscal Year | Strategic Goal(s) Supported | Performance Baseline | Performance Goals | Action Results |
| D.C. Courts Strategic Plan 2023-2027 | 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 2023
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 2025?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2025 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? 2025
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 \$7.87 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

| 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 2023 | CY 2024 | BY 2025 | BY+1 2026 | BY+2 2027 | BY+3 2028 and beyond | Total unfunded (sum 2025 – beyond) |
| Planning: | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Acquisition: | 2.00 | 4.99 | 4.00 | 7.87 | 8.22 | 8.61 | 9.21 | 25.10 |
| Planning & Acquisition Government FTE Costs | | | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Subtotal Planning & Acquisition (DME): | 2.00 | 4.99 | 4.00 | 7.87 | 8.22 | 8.61 | 9.21 | 25.10 |
| 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 | 4.99 | 4.00 | 7.87 | 8.22 | 8.61 | 9.21 | 25.10 |
| 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)

| Table I.C.1 Contracts Table | | |
|---|---|-------------------|
| | Data Description | Contract 1 |
| Short description of acquisition | See www.usaspending.gov/learn | TBD |
| Contract Status | (1) Awarded, (2) Pre-award Post-solicitation, (3) Pre-award Pre-solicitation | TBD |
| Procurement Instrument Identifier (PIID) | See www.usaspending.gov/learn?tab=FAQ#2 | TBD |
| Indefinite Delivery Vehicle (IDV) Reference ID | Required only for IDVs. See www.usaspending.gov/learn?tab=FAQ#2 | TBD |
| Solicitation ID | See www.fbo.gov | TBD |
| Alternative financing | (ESPC, UESC, EUL or N/A) | TBD |
| EVM Required | Y/N | TBD |
| Ultimate Contract Value | Total Value of Contract including base and all options. Complete using dollars to two decimal places. | TBD |
| Type of Contract/Task Order (Pricing) | See FAR Part 16 . Can be fixed price, cost, cost plus, incentive, IDV, time and materials, etc. | TBD |
| Is this contract a Performance Based Service Acquisition (PBSA)? | Y/N Indicates whether the contract is a PBSA as defined by FAR 37.601 . A PBSA describes the requirements in terms of results rather than the methods of performance of the work. | TBD |
| Effective Date | 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 |
| Actual or expected end date of Contract/Task Order | MM/DD/YYYY | TBD |
| Extent Competed | (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

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 2025 Budget Justification
Grant-funded Activities and Reimbursements

For Fiscal Year 2023, the District of Columbia Courts secured nearly \$4.5 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) grow the pool of qualified interpreters of American Sign Language; (8) improve court interpreter services; (9) assess organizational structure to increase efficiency; (10) support operations and activities at the Courts Southeast Domestic Violence Intake Center; (11) assess the current status of the adult guardianship system in the District of Columbia; and (12) to improve court and community responses to mental health and co-occurring disorders. The Courts currently receive funds through 13 active grants secured from various Federal, local and private sources. Of these, six grants totaling approximately \$1,026,000 are scheduled to expire at the end of FY 2023. Table 1 lists the Courts' grants and reimbursement funding for Fiscal Years 2023 and projected through 2025, while Table 2 lists grants scheduled to expire.

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.

(e) **Justice for Families Program**

- ***Justice for Families Program. U.S. Department of Justice, Office on Violence Against Women (OVW)***

To support the operation/activities of the Domestic Violence Intake Center Southeast Site, including personnel, rent and direct service costs. DC SAFE is a subrecipient and the direct service provider partner under this grant. Funds will be used to hire a Court Intake Specialist and partially fund two DC SAFE positions, as well as support partial lease payments at DVIC-SE.

(f) **Elder Justice Innovation**

- ***Elder Justice Innovation Grant-Guardianship Monitoring. U.S. Department of Health and Human Services, Administration for Community Living (ACL)***

To implement a focused initiative to assess the current status of the adult guardianship system in the District of Columbia. The goal of the project is to assess the fairness, safety, and integrity of the adult guardianship process from petition to court proceeding, to appointment, monitoring, and termination. The majority of funds will be used to hire a contractor to develop a web-based system to produce capacity assessment reports and consultant who will convene a working group to conduct an assessment of the District's adult guardianship system.

II. 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.

- ***Specialized Workshops for American Sign Language Interpreters.*** State Justice Institute.

To attract and retain an increased number of certified ASL interpreters qualified to work in court, the Courts were awarded funding to hold a series of workshops designed for interpreters who hold the National Interpreter Certification, but who no longer have a viable means of obtaining legal and court training or credentials. The workshops provide the interpreters with the knowledge, skills, and abilities to qualify to work in court and to interpret for deaf jurors.

- ***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).

- ***District of Columbia Superior Court – Improving the Court and Community Response to Individuals with Mental Illness.*** State Justice Institute.

Funded by the State Justice Institute, this Technical Assistance grant provides funds to assist state teams to improve court and community responses to mental health and co-occurring disorders. Grants funds are used to contract with the National Center for State Courts (NCSC).

Table 1
DISTRICT OF COLUMBIA COURTS
Amounts Available for Obligation: Grants and Reimbursements
(\$ in thousands)

| Grant or Reimbursement | Source | FY 2023 Actual | FY 2024 Estimate | FY 2025 Estimate |
|--|--|----------------------|------------------------|------------------------|
| I. FEDERAL GRANTS: | | | | |
| Abused and Neglected Children | | | | |
| Court Improvement Program | U.S. Department of Health and Human Services | 567* | 283 | 283 |
| Crime Victims | | | | |
| Crime Victims Compensation Payments | U.S. Department of Justice | 2,668 | 2,668 | 2,668 |
| Domestic Violence-Justice for Families | | | | |
| Justice for Families Program | U.S. Department of Justice | 12 | 269 | 269 |
| Family Court- Court Social Services | | | | |
| Commercial Sexual Exploitation of Children Program | U.S. Department of Justice | 421 | - | - |
| Family Court- Family Drug Court Program | | | | |
| Family Treatment Court | U.S. Department of Justice | 31 | 766 | - |
| Probate Court—Elder Justice | | | | |
| Elder Justice Innovation Grant-Guardianship Monitoring | U.S. Department of Health and Human Services | 260 | 383 | - |
| <i>Subtotal, Federal Grants</i> | | 3,959 | 4,369 | 3,220 |
| II. D.C. FEDERAL BLOCK GRANTS: | | | | |
| Domestic Violence | | | | |
| Supervised Child Visitation Center | U.S. Department of Health and Human Services | 111 | 111 | 111 |
| Domestic Violence Project | U.S. DOJ VAWA STOP Grants | 120 | 120 | 120 |
| <i>Subtotal, D.C. Federal Block Grants</i> | | 231 | 231 | 231 |

| Grant or Reimbursement | Source | FY 2023 Actual | FY 2024 Estimate | FY 2025 Estimate |
|---|----------------------------------|-------------------------------|---------------------------------|---------------------------------|
| III. PRIVATE GRANTS: | | | | |
| Access to Justice | | | | |
| Language Access Project | State Justice Institute | 1 | 3 | - |
| Specialized Workshops for American Sign Language Interpreters | State Justice Institute | - | 5 | 5 |
| Eviction Diversion Initiative | National Center for State Courts | 253 | 353 | 177 |
| Organizational Assessment | | | | |
| Magistrate Judge Weighted Caseload Study | State Justice Institute | 38 | - | - |
| Improving the Court and Community Response to Individuals with Mental Illness | State Justice Institute | 14 | - | - |
| <i>Subtotal, Private Grants</i> | | 306 | 361 | 182 |
| GRANTS TOTAL | | 4,496 | 4,961 | 3,633 |
| REIMBURSEMENTS: | | | | |
| Child Support Enforcement | D.C. Title IV-D Agency | 787 | 800 | 800 |
| Miscellaneous Reimbursements | Pretrial Services Agency | 108 | 110 | 110 |
| REIMBURSEMENTS TOTAL | | 895 | 910 | 910 |
| GRAND TOTAL | | 5,391 | 5,871 | 4,543 |

* Includes carry over funds from multiple awards with extended grant periods.

Table 2
DISTRICT OF COLUMBIA COURTS
Grants that Expired in FY 2023
(\$ in thousands)

| Grant | Source | Grant Period (Includes Extensions) | Original Grant Award |
|---|--|---|-------------------------------------|
| Domestic Violence Project | U.S. DOJ VAWA STOP Grants | Oct. 2022 – Sept. 2023 | 120 |
| Court Improvement Program | U.S. Department of Health & Human Services | Oct. 2021 – Sept. 2023 | 284 |
| Magistrate Judge Weighted Caseload Study | State Justice Institute | July 2022-Aug. 2023 | 50 |
| Commercial Sexual Exploitation of Children | U.S. Department of Justice | Oct. 2018 - Sept. 2023 | 447 |
| Improving the Court and Community Response to Individuals with Mental Illness | State Justice Institute | Aug. 2022-June 2023 | 14 |
| Supervised Visitation | U.S. Department of Health and Human Services | Oct. 2022 – Sept. 2023 | 111 |
| Total | | | 1,026 |

DISTRICT OF COLUMBIA COURTS
FY 2025 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 (SMD) continued to revise the activities included in the Learning Agenda and in accordance with the Evidence Act. SMD initiated the Juvenile Behavior Diversion Program (JBDP) evaluation designed to determine the characteristics of youth participating in the program and the success of those youth when compared to a control group. SMD continued to participate in the working group implementing the Superior Court's new case management system, ensuring that the processes and policies associated with the system addressed the Learning Agenda goals of data quality and transparency. SMD also began participating in the working group for the Court of Appeals case management system to ensure that the case management system can capture and report on key strategic goals, key initiatives and measures.

2. Procedural Review of the Release of Public Documents in the DC Court of Appeals

The Strategic Management Division continued to collaborate with the DC Court of Appeals (DCCA) working group charged with increasing the public availability of case related information and documents. SMD completed the first phase of the evaluation which included a qualitative review of documents slated for public availability in civil cases to determine whether documents adhered to a set of criteria for public release. The next phase of the DCCA initiative will expand the case types for which documents are publicly available. Once the next case type is selected and redaction policies and guidance established, SMD will review relevant documents for adherence to the established guidance. It is anticipated that the second phase will be completed next fiscal year.

3. Family Court Social Services Division Evaluation of Juvenile Supervision Practices and Outcomes

As part of on-going efforts to reduce juvenile reoffending and ensure the adoption of best practices in the field of juvenile supervision, the Courts' Strategic Management Division collaborated with the Family Court Social Services Division (CSSD) to conduct the first phase of an evaluation of supervision practices and outcomes. The purpose of the assessment is to identify opportunities to align juvenile supervision programming and services with best practices research in the field and to enhance understanding of the outcomes of juveniles supervised by CSSD. This evaluation broadens the scope of a previously planned evaluation

of the Southeast Balanced and Restorative Justice (BARJ) Drop-In Center which was delayed due to the COVID-19 pandemic as youth were not able to gather at the BARJ centers. 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 current evaluation will assess all available supervision services including those offered through programming at the BARJ drop-in centers, as well as the ratio of probation officers to juveniles, contracted services for youth programming, and juvenile outcomes.

4. Reimagining the DC Courts Evaluation

At the start of 2021, the Courts launched a “Reimagining the DC Courts” effort to re-imagine the Courts’ operations in light of lessons learned during the pandemic. The Courts conducted surveys and focus groups with both internal and external stakeholders to gather information about what worked well during the pandemic, what challenges were encountered, and what could be implemented in a post-pandemic environment to enhance the administration of justice. The Courts shared its reimagined vision for court operations in early 2022. The reimagining plan detailed standard practices for the Court of Appeals, the Superior Court, and the Court System related to in-person, hybrid, and remote proceedings and services. In 2023 and 2024, an assessment of the implementation plan as well as the effectiveness of reimagined practices will be undertaken.

5. Juvenile Carjacking Analysis

The Strategic Management Division collaborated with the Family Court Operations and Social Services Division to conduct an analysis of juvenile carjacking. The analysis examined the number of juveniles arrested and papered for carjacking; the demographic characteristics, release status and conditions of those papered; and the offense history and rearrest rate of those youth found involved for carjacking. The purpose of the analysis was to inform the Chief Judge and Presiding Family Court Judges of the current state of juvenile carjacking cases processed in the District of Columbia.

6. Auditor Master Time-Task Study

The Strategic Management Division is collaborating with the Office of the Auditor Master to undertake a time-task study that will identify major case-related and non-case-related tasks and associated time spent by staff in performing the work of this office. The study is scheduled to commence in the fall and be completed next fiscal year.

FY 2025 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 Embler, 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 FY25 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 FY25 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 developed a new Strategic Plan outlining priorities over the next five years. It is anticipated that results from the learning activities will be used to inform this process.

(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. 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, Evidence Act projects, Procedural Review of the Release of Public Documents in the DCCA, Family Court Social Services Division Evaluation of Juvenile Supervision Practices and Outcomes, Reimagining the DC Courts, and Auditor Master time-task study.

(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 FY25, the Strategic Management Division plans to update and continue assessing the coverage, quality, and methods that have been initiated. In addition, the Courts will continue to 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 FY25, 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 has been on hold during the pandemic and while the Courts have been implementing a new trial court case management system and are planning for the implementation of a new appellate court case management system. However, there have been, and will continue to be, efforts during the case management system project implementations to examine data quality and availability issues and implement new best practices for data management as the Courts have converted legacy data to the new system and planned for data collection with the new system(s). All of this work supports the Courts' long-range goals for the Data Governance Program, which will be re-launched in phases as court staffing resources currently dedicated to the case management system implementations can be re-deployed.

The 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 future 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. Historically, the Courts received over 80,000 new case filings annually and

handled tens of thousands more matters in a post-disposition review capacity. The volume of new case filings slowed significantly during the pandemic and is slowly rising again while at the same time the Courts have and are continuing to implement new business practices to align with a post-pandemic “new normal” environment where many hearings are held online and court customers and agency stakeholders expect more online services. 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 is addressing this issue within Superior Court as the new case management system is implemented. At the appellate level, these issues will be considered during the future implementation of their new case management system.

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 will address data quality issues within the Courts as one of its future focus areas.

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 always considered 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.

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 2025 Budget Justification
DEFENDER SERVICES

| <u>FY 2023 Enacted</u> | <u>FY 2025 Request</u> | <u>Difference</u> <u>FY 2024/2025</u> |
|------------------------|------------------------|--|
| 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).⁶ 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.⁷ The Guardianship program provides for compensation to service providers in guardianship and protective proceedings for incapacitated adults.⁸ 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 changes in the caseload, police and prosecution initiatives, and demographics in the community

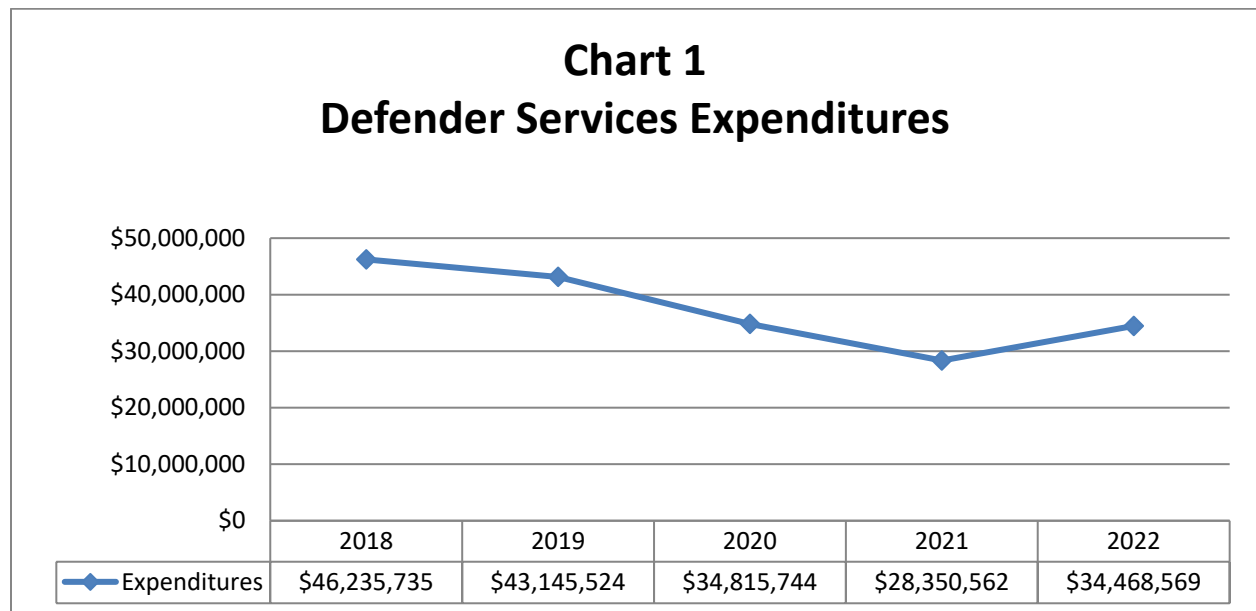
⁶ See D.C. Code §11-2601 *et seq.*

⁷ See D.C. Code §16-2304.

⁸ See D.C. Code §21-2060.

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 2018 to 2022. (2020, 2021 and 2022 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.

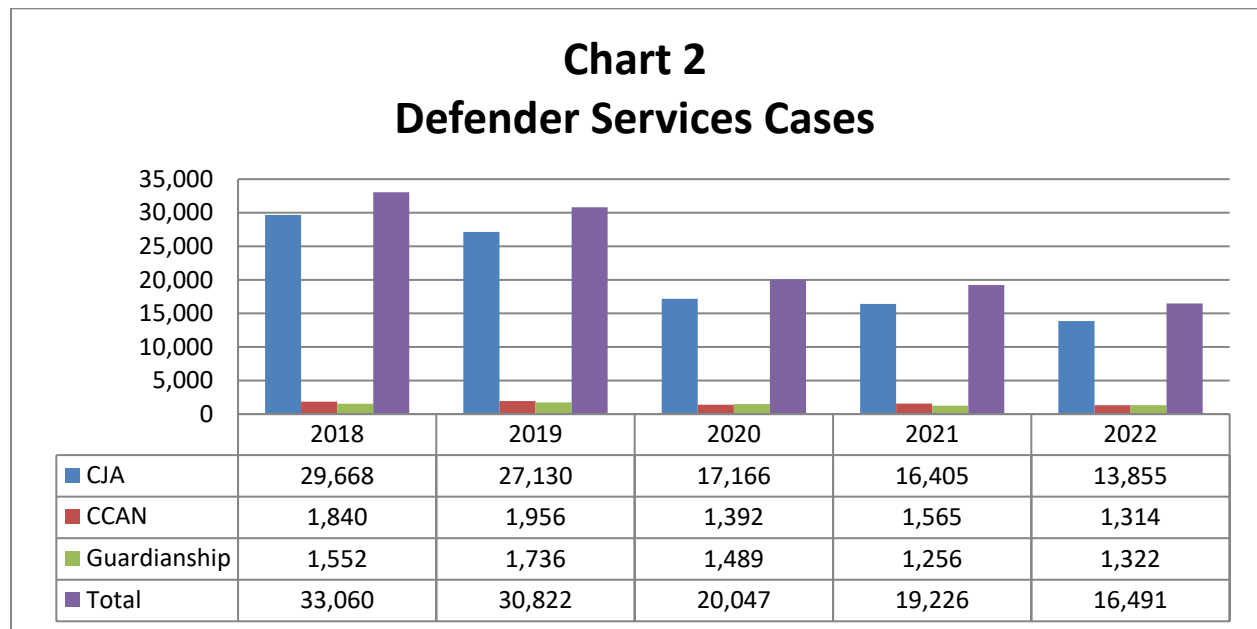
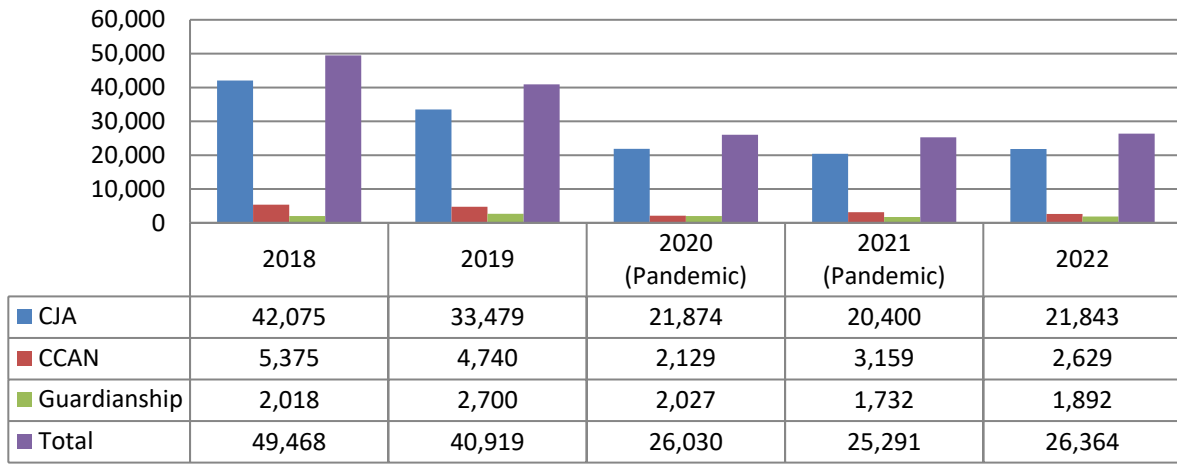


Chart 3 below shows the number of vouchers issued each year, including the monthly invoices paid from the CCAN account to the non-profit contractor and Guardianship fee petitions. As is evident from the numbers, multiple vouchers are issued in many cases; these finance services of experts such as ballistics 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).

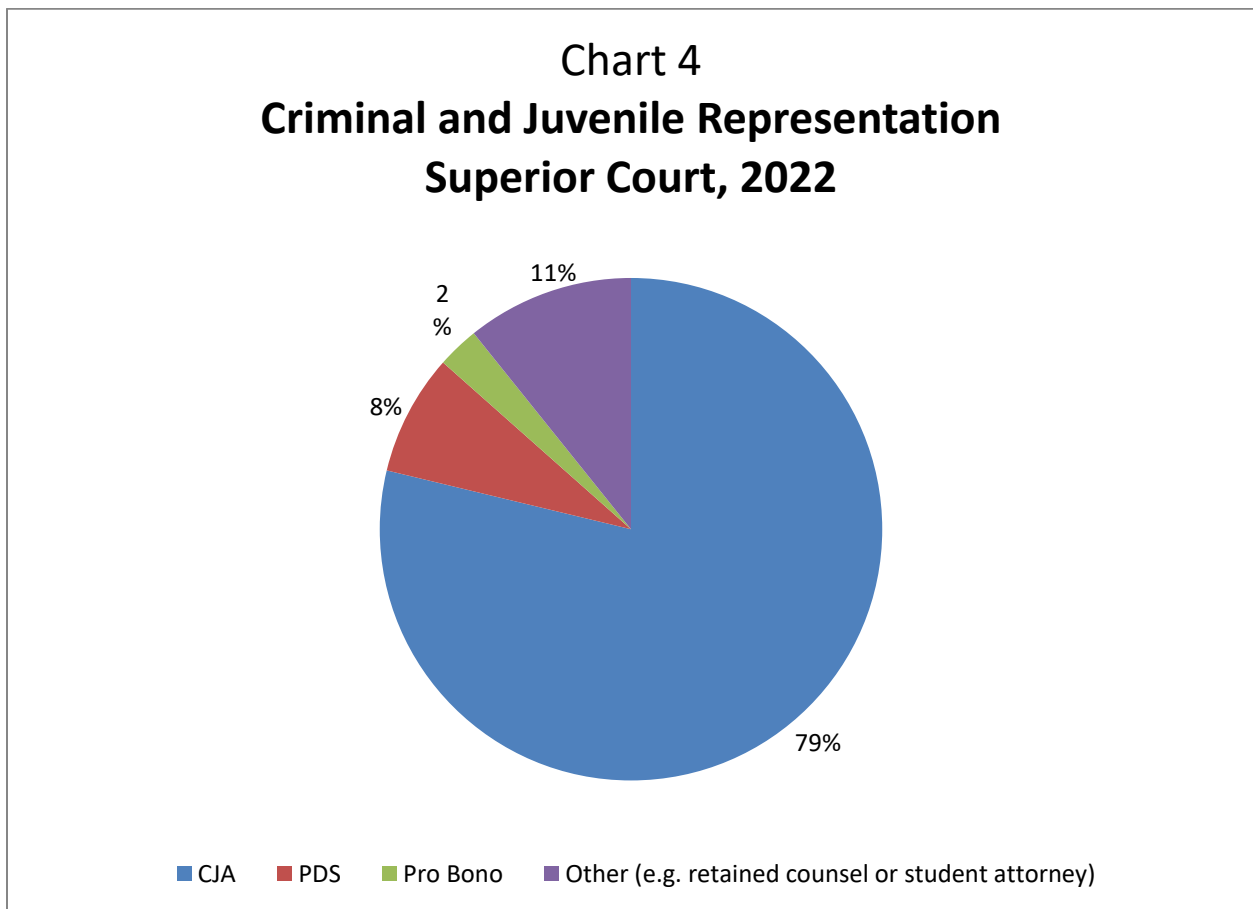
**Chart 3
Defender Services Vouchers Issued**



As depicted in both charts, the caseload is variable. The number of cases supported by the Defender Services account decreased 7% from 2018 to 2019, followed by a 54% decreased in 2020, a 4% decreased in 2021, and a 17% decreased in 2022. The number of vouchers issued decreased by 17% from 2018 to 2019, decreased by 57% in 2020, decreased by 3% in 2021 (due to the Pandemic), and increased by 4% in 2022.

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 2022.



Rate Increase

Prior to January 1, 2023, attorneys appointed to represent indigent defendants, attorneys appointed for children and indigent parties in neglect, termination of parental rights, and adoption proceedings, and investigators had not received a rate increase since 2009. Attorneys were paid \$90 an hour and investigators received \$25 an hour. Effective January 1, 2024, the hourly rate paid to attorneys appointed in federal cases pursuant to the Criminal Justice Act, 18

U.S.C. § 3006A, was \$172.⁹ This rate is significantly higher than the rate paid to attorneys appointed in District of Columbia cases. A disparity also existed between the hourly rate paid to investigators in cases under the D.C. Criminal Justice Act and investigators in federal cases under the Criminal Justice Act. The investigators in federal matters in the District of Columbia are now paid \$65 an hour, and up to \$75 for death penalty and other complex cases. The disparity in pay for attorneys and investigators had adversely affected the DC Courts’ ability to attract qualified attorneys investigators in cases involving indigent parties, and impaired the defendants’ rights to receive services necessary for an adequate defense.

The D.C. Courts requested legislative changes to address the disparity in pay which would permit the Courts to raise the rate for attorneys up to the amount paid to attorneys in federal cases, which is tied to adjustments in the General Schedule. The Consolidated Appropriations Act of 2023 included the requested appropriations language changes. In July 2023, D.C. Code §11-2604 was amended to permit the Courts to raise the rate for attorneys up to the amount paid to attorneys in federal cases.

To begin to address these compensation disparities and assure quality representation necessary for the fair and efficient administration of justice, the Joint Committee on Administration approved an hourly rate increase of \$20 for attorneys and investigators. The hourly compensation rate for attorneys increased from \$90 to \$110 and the hourly rate for investigative services increased from \$25 to \$45. The hourly rate increase applied to cases and proceedings initiated on or after January 1, 2023. As shown in Table 1, the unreserved balance in the account is projected to finance this rate increase through FY 2026.

| DEFENDER SERVICES OUTLAY TABLE (expressed in \$ millions) | | | | | |
|--|----------------|---------------|---------------|---------------|---------------|
| (Scenario with \$20 Increase to Expert 1 - \$110/HR- Legal Services + \$20 Increase to \$45/HR- Investigative Services) | | | | | |
| | Actual | PROJECTED | PROJECTED | PROJECTED | PROJECTED |
| | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 |
| APPROPRIATIONS | \$ 46,005,000 | \$ 46,005,000 | \$ 46,005,000 | \$ 46,005,000 | \$ 46,005,000 |
| Prior Year Carryover (reserved and unreserved) | \$ 68,091,547 | \$ 51,100,000 | \$ 36,605,000 | \$ 12,610,000 | \$ 9,281,667 |
| TOTAL AVAILABLE FUNDING | \$ 114,096,547 | \$ 97,105,000 | \$ 82,610,000 | \$ 58,615,000 | \$ 55,286,667 |
| OMB Proposed Unobligated Cancellation | | | | | |
| LESS: TOTAL OUTLAYS | \$ 34,468,569 | \$ 36,000,000 | \$ 40,000,000 | \$ 42,000,000 | \$ 43,000,000 |
| OMB Proposed Unobligated Balance Cancellation | | \$ 22,000,000 | \$ 25,000,000 | | |
| Increase in Hourly Rate | | | | | |
| \$20 Increase to \$110/HR for Legal Services | | \$ 2,000,000 | \$ 4,000,000 | \$ 6,000,000 | \$ 8,000,000 |
| \$20 Increase to 45/HR for Investigative Services | \$ - | \$ 500,000 | \$ 1,000,000 | \$ 1,333,333 | \$ 1,333,000 |
| NET CARRYOVER (reserved and unreserved) | \$ 79,627,978 | \$ 36,605,000 | \$ 12,610,000 | \$ 9,281,667 | \$ 2,953,667 |

FY 2025 Request

The Courts request \$46,005,000 for Defender Services in FY 2025, the same as the FY 2023 Enacted Budget.

⁹ 7 Guide to Judiciary Policy, Vol. 7, Defender Services, Part. A, § 230.16(A) (last revised January 2, 2024); Available at <http://www.uscourts.gov/rules-policies/judiciary-policies/cja-guidelines/chapter-2-ss-230-compensation-and-expenses>