



STRATEGIC PLAN

OF THE DISTRICT OF COLUMBIA COURTS

OPEN TO ALL
TRUSTED BY ALL
JUSTICE FOR ALL

2018 – 2022



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A Message from the Joint Committee on Judicial Administration

We are pleased to present the District of Columbia Courts' 2018–2022 Strategic Plan (“Plan”). This Plan defines how we will achieve our goals of *access to justice for all; fair and timely case resolution; a professional and engaged workforce; resilient and responsive technology; and effective management and administration* of the Courts.

The release of this Plan marks the D.C. Courts' 15th year utilizing strategic management practices to enhance the delivery of justice in the District of Columbia. Those familiar with the D.C. Courts will note that this Plan continues a focus on several goals from past Strategic Plans. This is by design. While our strategies have changed in response to emerging challenges, the Courts' goals are enduring because they are critical to achieving our mission and vision. This Plan advances access to justice for all by calling for expanded availability of civil legal assistance, using technology to make more information available to persons who will represent themselves in court, and providing trained court navigators to assist self-represented persons.

The Courts recognize that some residents of the District of Columbia face recurring problems that lead to contact with the justice system such as a lack of affordable housing, unemployment, substance abuse, domestic violence, mental health issues, or re-entry challenges for formerly incarcerated persons. The Courts will continue to build partnerships with community and justice system leaders, and with the Bar, to support individuals and families in our community.

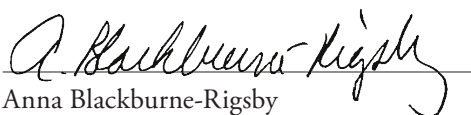
A key initiative under this Plan is for the Courts to partner with the Executive Branch and community-based organizations to coordinate the provision of expanded information and services in court facilities. The Courts understand that people often come in contact with the justice system after other efforts and interventions have not worked for them, and thus mistrust the system. By offering information and selected community services at the District's courthouses, we hope to build people's trust and confidence in the justice system and in their own capacity to improve their lives.

The Courts have identified key results to be accomplished for each strategy contained in the Plan, in an effort to enhance transparency and accountability. We will publish information on key results on the Courts' website annually.

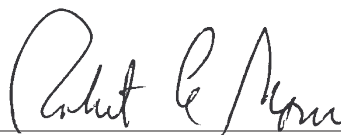
The Courts developed the 2018–2022 Strategic Plan following a year-long effort of outreach to court participants, including litigants, jurors, members of the Bar, justice and community partners, and others whom the Courts serve. We also surveyed and spoke with the D.C. Courts' judiciary and court personnel. Approximately 3,500 individuals and groups participated in our strategic planning process. We thank everyone who shared their experiences and opinions to help create this Plan.

Lastly, we thank the Courts' Strategic Planning Leadership Council (SPLC), led by the Honorable Phyllis D. Thompson, Associate Judge, Court of Appeals and the Honorable José M. López, Associate Judge, Superior Court. The SPLC conducted the comprehensive outreach and coordinated the development of this Plan.

As we embark upon the 2018–2022 Plan, we will continue to be guided by our vision of a court system that is *open to all, trusted by all, with justice for all*. We look forward to working together to achieve this vision.



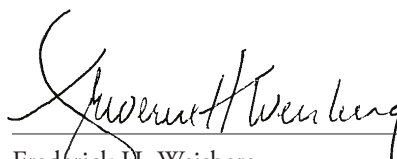
Anna Blackburne-Rigsby
Chief Judge, Court of Appeals
Chair, Joint Committee on Judicial Administration



Robert E. Morin
Chief Judge, Superior Court



John R. Fisher
Associate Judge, Court of Appeals



Frederick D. Weisberg
Associate Judge, Superior Court



Michael L. Rankin
Associate Judge, Superior Court



About the District of Columbia Courts

District of Columbia Court of Appeals

Congress established the District of Columbia Court of Appeals as the highest court of the District of Columbia in 1970. At its full complement, the Court consists of a chief judge and eight associate judges. The Court is also served by retired judges who have been recommended and approved as senior judges. The District of Columbia is one of only 11 jurisdictions in the country with a single appellate court that serves dual roles as both an intermediate court of appeals and a court of last resort. Thus, the Court of Appeals has responsibility for reviewing individual decisions of the trial court as well as for the interpretation and development of the law and its application for future cases. The Court of Appeals is authorized to review all final orders and judgments and specified interlocutory orders of the Superior Court of the District of Columbia, which include civil, criminal, family, tax, special proceedings, and other matters. In accordance with D.C. Code, the vast majority of the appeals filed with the Court are appeals by right, meaning that the Court must provide full review, unlike in many other jurisdictions where appellate courts of last resort hear mostly discretionary petitions.

The Court also has jurisdiction to review decisions of administrative agencies, boards, and commissions of the District of Columbia government, as well as to answer questions of law certified by federal and state appellate courts. As authorized by Congress, the Court reviews proposed rules of the Superior Court and promulgates its own rules.



District of Columbia Historic Courthouse

In the exercise of its inherent jurisdiction over members of the legal profession, the Court established the District of Columbia Bar, currently the second largest Bar in the country with approximately 100,000 members, and has the power to approve the rules regarding attorney discipline. The Court also approves the rules regarding professional conduct by attorneys and has established rules governing the admission of members of the District of Columbia Bar and the resolution of complaints concerning the unauthorized practice of law in the District of Columbia.

District of Columbia Superior Court

Congress established the Superior Court of the District of Columbia as the trial court of general jurisdiction for the District of Columbia in 1970. At its full complement, the Court consists of a chief judge and 61 associate judges. The Court is assisted by the service of 24 magistrate judges as well as retired judges who have been recommended and approved as senior judges. The Superior Court handles all local trial matters, including civil, criminal, domestic violence, family, probate, tax, landlord-tenant, small claims, and traffic. The Superior Court's Family Court includes the Social Services Division, which is the District of Columbia's juvenile probation department. The Social Services Division provides supervision and services for approximately 3,000 youth annually. The Superior Court's Multi-Door Dispute Resolution Division provides nine alternative dispute resolution programs that support the civil, family, tax, probate, small claims, and landlord/tenant courts. The Court's Special Operations Division oversees the jurors' office, interpreting services, the child care center, and other functions. The Court's Crime Victims Compensation Program assists victims of violent crime and their families with crime-related expenses.

The Superior Court operates several problem-solving courts including the mental health court, family treatment court, fathering court, and adult drug court. The problem-solving courts bring together criminal justice and community partners, and corresponding resources to respond to crime and safety issues, hold defendants accountable, address defendant needs and the underlying causes of their criminal behavior, improve the quality of life in communities, and administer justice.



Courtroom in Superior Court with updated technology.

District of Columbia Court System

The Court System provides shared services to the D.C. Court of Appeals and D.C. Superior Court. Court System support divisions include the Administrative Services Division, the Budget and Finance Division, the Capital Projects and Facilities Management Division, the Center for Education and Training, the Court Reporting and Recording Division, the Human Resources Division, the Information Technology Division, the Office of General Counsel, and the Strategic Management Division.

Vision of the District of Columbia Courts

First created in 2003, the District of Columbia Courts' vision statement has been adopted in whole or in part by several courts around the country. Simple and compelling, our vision describes the organization we aspire to be:

Open to All, Trusted by All, Justice for All



Mission of the District of Columbia Courts

The **mission statement** of the District of Columbia Courts describes our purpose as an organization. One of three co-equal branches of the government of the District of Columbia, the Courts are entrusted with the essential role of preserving the rule of law while protecting civil rights and liberties and public safety. The D.C. Courts strive to perform our mission effectively and efficiently while remaining accessible, innovative, and responsive to the needs of the community we serve:

To Protect Rights and Liberties,
Uphold and Interpret the Law,
and Resolve Disputes Fairly and Effectively
in the District of Columbia.

Values of the District of Columbia Courts

Our values encapsulate core principles that guide the expected behavior and conduct for all those who work for the D.C. Courts. It is the personal responsibility of each of us to carry out our duties, and to interact with colleagues, all court participants, and members of the public, in accordance with the Courts' values at all times. Collectively, the values articulate a court culture that exemplifies the highest standards of professionalism, service, and performance.



ACCOUNTABILITY

We take responsibility for our conduct and are answerable for our performance.

EXCELLENCE

We provide the highest quality of service in everything we do.

FAIRNESS

We are impartial in our actions, decisions and treatment of others.

INTEGRITY

We demonstrate the highest standards of ethical behavior.

RESPECT

We treat everyone with dignity, courtesy and understanding.

TRANSPARENCY

We are open in our processes and communicate our actions and decisions clearly.

Goals, Strategies, and Key Results

The District of Columbia Courts' 2018–2022 Strategic Plan defines how the Courts will operate over the next five years to achieve our mission and vision consistent with our organizational values and to ensure that the public has trust and confidence in our system of justice. The Plan contains five strategic goals:

- I. **Access to Justice for All**
- II. **Fair and Timely Case Resolution**
- III. **A Professional and Engaged Workforce**
- IV. **Resilient and Responsive Technology**
- V. **Effective Court Management and Administration**

The Courts determined these goals through a year-long process of reviewing accomplishments under the prior Plan, assessing current and future demands on the Courts, and gathering input from internal and external court stakeholders through surveys, focus groups, and community outreach. Each of the goals will be accomplished through the implementation of targeted strategies and measurement of defined key results. We will publish progress reports on the Courts' website.

Goal I: Access to Justice for All

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.

Civil Legal Assistance

The Courts provide legal representation for eligible indigent defendants in criminal cases at the trial and appellate levels and to parents in child abuse and neglect matters. There is an urgent need for legal assistance for parties in our Courts who cannot afford legal representation for many types of civil disputes or appeals. In 2017, the Courts sought and received legislative authority to raise the monetary limit for matters that can be brought to small claims court, from \$5,000 to \$10,000, which will bring some needed relief to these residents. In addition, the Courts will continue to partner with the D.C. Bar, law firms and other local organizations to identify unmet needs for legal assistance and to expand the availability of free, pro bono or low-cost civil legal assistance in the District.

Self-Represented Litigants

Many of the District's residents who cannot afford an attorney must represent themselves in court, often against an opposing party with legal representation. Additionally, an increasing number of individuals who may be able to afford counsel are choosing to represent themselves. In partnership with the D.C. Bar, legal services providers and organizations, the Courts have created self-help centers where such litigants can obtain information and assistance in representing themselves. The Courts will continue to expand the availability of assistance and information at the self-help centers and resource centers. The Courts will expand the electronic filing program to enable self-represented litigants to file cases and documents online, saving time and costs incurred to visit the courthouse. The Courts will also develop informational videos and self-guided materials on key court processes and post them on the Courts' website and electronic monitors in court buildings. Continuing efforts will be made to ensure that all court forms and documents are in plain language.

Wait Times

The Courts understand that long wait times cause inconvenience and frustration, and often lost wages, for parties involved in a case or other legal matter or seeking services at the courthouse. The Courts will assess wait times in clerks' offices and courtrooms, and pilot new business processes and case scheduling practices to reduce wait times.

Language Assistance

The number of individuals and families residing in the District whose native language is not English has grown substantially over the past 15 years. In 2016, the Courts provided language interpreting services in over 9,000 matters to persons appearing in court. In



2017 Adoption Day

In addition to language barriers, District residents from Spanish-speaking countries, Africa, and Asia may have different expectations of the judicial process based on their native cultural experiences. The Courts will expand efforts to make processes clear and easy to navigate, provide information and forms for both Courts in multiple languages, and to recognize the cultural differences of court participants.

Online Court Services

The Courts will expand the availability of court information and services online to enhance public access and reduce the need for in-person visits to the

courthouses. 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.

Targeted Services

Elderly persons are coming in contact with our court system in greater numbers. They require guardianship services and, increasingly, relief from elder abuse and neglect. These matters are handled in different divisions of the Court of Appeals and Superior Court, and there is a need to develop integrated approaches to serve these and other vulnerable groups. Veterans

Goal I: Access to Justice for All

visiting the Courts often have multiple needs that are best addressed in a coordinated manner. The Plan calls for the Courts to develop integrated approaches to ensure that such individuals are quickly identified and effectively served by the Courts through a seamless process.

To enhance public safety and address the needs of the District's youth under probation supervision, the Courts' Social Services Division, which serves as the District of Columbia's juvenile probation department, will continue to provide innovative services, collaborating with local juvenile and criminal justice, child welfare, health, behavioral health, and education stakeholders. The community-based Balanced and Restorative Justice (BARJ) Centers will continue to provide safe spaces for juvenile intervention programs. The Courts will continue to engage agency partners on juvenile justice reform in the District and will seek to expand the Juvenile Behavioral Diversion Program (JBDP), which serves court-involved youth who have mental health challenges. The Courts will collaborate with stakeholders to address, when appropriate, victims of juveniles' crimes.

Working with community partners, the Courts will continue efforts to ensure that persons with mental health issues who are involved or at risk of becoming involved in the justice system are identified, assessed, and linked with appropriate services. A court-based Urgent Care Clinic will continue to provide mental health and substance abuse assessments for individuals who exhibit symptoms of mental illness during court appearances.



Superior Court Chief Judge Robert Morin at the grand opening of the Landlord and Tenant Conference Center



Mental Health Court Celebration

STRATEGIES

KEY RESULTS

A **Increase the availability** of free, pro bono, and low-cost civil legal assistance.

By 2022, the percentage of indigent persons with legal representation and the availability of limited-scope representation will increase.

B **Expand online** and onsite assistance to self-represented litigants.

By 2022, self-represented parties will be able to file cases electronically.

C **Provide information** and court documents in plain language and foreign languages through multiple platforms.

By 2020, informational web-based videos for the public will explain key trial and appellate court processes.

D **Minimize wait times** and delays for all court participants.

By 2020, electronic check-in for court participants will reduce wait times.

E **Develop mobile applications** to expand online access to court information and services.

By 2022, mobile applications will provide public access to court information and services online.

F **Provide targeted services** for elderly court users, individuals with mental health challenges, and other groups.

By 2022, integrated court services will be provided to elderly court users and other groups with special needs.

G **Pilot a court navigators program** to assist court participants with court processes and provide linkages to other services.

By 2019, trained court volunteers will assist participants to navigate court processes.

H **Develop a juvenile probation** community supervision strategic plan in coordination with justice partners.

By 2020, the Juvenile Behavioral Diversion Program will support youth who are victims of commercial sexual exploitation.

Goal II: Fair and Timely Case Resolution

THE COURTS are committed to resolving disputes and legal matters in a fair and timely manner. The Courts will 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.

Timeliness and Date Certainty

A fair case outcome must also be timely, as undue delay causes hardship for the parties and increases the cost of litigation. The Courts will implement time standards for all court processes and will manage hearings and trials in the Superior Court and Court of Appeals to maximize adherence to scheduled dates and to limit continuances and delays. A priority will be to ensure that trials start as scheduled and are completed on consecutive days. The Courts will also address any rules amendments required to allow electronic notice and document transmission, thereby decreasing delays in case resolution.

Innovative Case Management

Building on the success of alternative dispute resolution at the trial court level, the Courts recently introduced mediation at the Court of Appeals. During the next five years, the Courts will continue to develop innovative uses of alternative dispute resolution to expedite fair outcomes, including piloting an online dispute resolution initiative in certain tax matters. The Courts will explore new methods of case processing, such as enhanced case screening, monitoring of case progress by specially trained staff, and administrative processing for appropriate matters.



Magistrate Judge Tara Fentress (right) at Thomas J. McRae Jr.'s college graduation. She was his Family Court judge while he was in foster care until his adoption.

Problem-Solving Courts

The Courts will continue to engage with community partners and apply a problem-solving approach to criminal justice, collaborating with local organizations to hold offenders accountable through required community service. Offenders in the Criminal Community Court perform between 45,000 and 50,000 hours of community service each year. Innovative approaches to serving the community, such as Family Treatment Court which enables parents to keep their children with them while the parents undergo substance abuse treatment rather than placing the children in foster care, will be expanded.

Jury Service

The justice system depends on District residents serving jury duty. Over 30,000 District residents report for jury service annually in Superior Court, and the Court strives to make the juror experience a positive one. The Court has implemented a call-in system and other enhancements to ensure effective communication with jurors. Over the next five years, the Court will expand the use of technology and other approaches to improve the management of jury service. The Court will focus on decreasing the frequency of summoning District residents for jury duty from every two years to every three years.

Technology

New technologies will continue to transform how court business is conducted in the future. More advanced electronic case management and case filing systems; real-time court reporting, with communication access real-time translation (CART) for hearing-impaired court participants; live-streaming of appellate court proceedings over the internet; hearings by remote video-conference; and electronic transmission of court orders and service of process, are just a few examples. The Plan recognizes that technology will play a key role in accomplishing the Courts' goal of fair and timely case resolution, and the Courts are committed to exploring and expanding technology solutions to ensure timely case disposition.

Rules Process

Unique among state-level courts, the D.C. Courts are required to conduct business according to the Federal Rules of Civil, Criminal and Appellate Procedure, and to implement all federal rules amendments unless the Courts adopt modifications to those amendments. This requires a substantial commitment of judicial and staff resources, and has been difficult to manage in a timely manner. The

Courts will review processes and make adjustments to enhance the timeliness and transparency of the rules process, such as establishing time standards for committee review, prioritizing the review of statutory rule changes and providing updates or information on the rules reviews on the Courts' website. The Courts' goal in the future will be to adopt rules amendments within 15 months of promulgation of federal procedural-rule amendments.

Procedural Fairness

A well-established body of research confirms that people have trust and confidence in the judicial system when they believe that court processes and procedures are fair, even if they are dissatisfied with the outcome of a case. Recognizing this, the Courts will continue to promote the expectation that judicial officers and court personnel will treat all court participants with courtesy and respect, to make court processes and rulings clear and understandable, and to act impartially, without bias of any kind. The Courts will continue to provide training and resources for all court personnel to raise awareness of unconscious bias and procedural-fairness principles.



Court staff conduct a mediation session.

Goal II: Fair and Timely Case Resolution

STRATEGIES

KEY RESULTS

A	Develop time standards to guide all core court operations and functions, including courtroom management and administrative processes.	By 2020 , all case types will have time standards.
B	Improve the management of courtroom calendars, resources, and case scheduling to maximize efficiency of courtroom operations.	By 2020 , more courtroom calendars will use staggered or time-certain scheduling approaches and/or team assignments of panel attorneys.
C	Implement approaches to enable trials to start on their first scheduled dates and to finish on succeeding days, with continuances granted only in limited circumstances.	By 2022 , more trials will begin on the first day scheduled and be completed on consecutive days.
D	Manage court processes and leverage technology to reduce the need for in-court appearances by parties and attorneys.	By 2019 , more status conferences and hearings will be held by video or teleconference.
E	Expand the use of electronic notice and document transmission.	By 2019 , electronic notifications, document transmission, and electronic service of process will be implemented.
F	Explore and develop innovative approaches to case management.	By 2022 , innovative uses of alternative dispute resolution, enhanced case screening, and administrative processing of appropriate matters will be piloted.
G	Assess the effectiveness of the problem-solving courts and implement enhancements.	By 2021 , an updated Community Court program model and operational plan will be developed.
H	Improve juror service through enhanced use of technology and implement best practices for juror summoning and use.	By 2020 , the length of time elapsing between jury summons for District residents will be increased from 2 years to 3 years.
I	Enhance the timeliness and transparency of the court rules process.	By 2020 , Rules amendments responding to changes in federal procedural rules will be adopted within 15 months.
J	Promote procedural fairness and continue to raise awareness of implicit bias within the court community.	By 2019 , training on procedural fairness and implicit bias will be part of new personnel orientation.



District of Columbia H. Carl Moultrie Courthouse

Goal III: A Professional and Engaged Workforce

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

Court Values

The Courts will continue building a values-based workplace where all court personnel are guided by the values of accountability, excellence, fairness, integrity, respect, and transparency. The Values Leadership Council, an employee-led group that champions the Courts' Living Our Values initiative by holding dialogues with personnel on the values, will continue to coordinate values teams within court divisions. Over the next five years, the Courts will assess barriers to full integration of the values in the workplace.

Workforce Planning and Development

The Courts' current workforce consists of five generations. A significant number of senior-level and experienced personnel, including judicial officers, are nearing retirement or have recently retired, and new, younger employees and judicial officers are joining the workforce. The Courts have begun and will con-

tinue to carry out comprehensive workforce planning and development initiatives to ensure that current and future personnel are equipped to serve the public. An essential component of effective workforce planning is succession planning. As baby boomers exit the workforce through retirement or work at reduced hours, the Courts will ensure that the organizational knowledge held by these senior staff is preserved and passed on to the next generation of employees. The Courts will develop succession plans for key court positions to ensure that highly qualified candidates are available to replace retiring personnel. The Courts will also expand efforts to identify the job skills and knowledge that court personnel will need in the future, as jobs and business processes change because of technological advances and other factors.

Training and Education

This Plan focuses on developing the next generation of court leaders through training and development programs to ensure that employees can qualify for management and leadership positions when they become available. The Courts will continue knowledge transfer and new skills development training through mentoring, job rotations, and other flexible work assignments. The Courts will continue to identify training needs and opportunities, and manage partnerships with educational organizations to ensure the Courts have access to comprehensive training and education resources.

Flexible Work

Just as the Courts' business processes and services to the public continue to evolve as a result of advances in technology, the workplace must also evolve and adapt. The Courts will assess and develop new methods for how work is performed to maximize the effectiveness of court personnel while ensuring high quality customer service to the public. This may include, for example, greater use of job sharing, job rotations, and cross-functional training. The Courts will strive to



2016 Management Training Program graduates

create a more flexible workplace culture that provides increased opportunities for professional development, flexible deployment of personnel to meet changing business needs, and recruitment and retention of top talent in a highly competitive marketplace. The Courts are committed to being a great place to work that

inspires positive employee engagement and participation. The Courts will continue to assess and address employee engagement and job satisfaction on a regular basis through internal systems and by participating in the Federal Employee Viewpoint Survey.

STRATEGIES

- A **Implement comprehensive** workforce planning to prepare for a changing workplace.
- B **Promote a values-based** workplace focused on high ethical standards and professionalism.
- C **Provide professional development** opportunities for judges and court employees.
- D **Enhance a strong** performance-based culture.
- E **Offer programs** and initiatives to enhance the well-being of the workforce.
- F **Develop/expand flexible** work processes and programs.

KEY RESULTS

Beginning in 2019, comprehensive workforce planning will be implemented annually, including succession plans for key 1–5 year retirement-eligible positions.

By 2018, values initiatives will be implemented in all divisions of both Courts.

By 2019, increased online, job-specific, and technology training will be offered to personnel, with special emphasis on expanded training and orientation for new employees.

By 2022, performance management practices will be strengthened at the Courts.

By 2022, an increased number of court personnel will participate in well-being initiatives.

By 2022, an increased number of personnel will participate in flexible work.

Goal IV: Resilient and Responsive Technology

THE COURTS will continue to enhance information technology capabilities to provide the highest level of service to the public and state-of-the-art technology tools to its workforce. The Courts will develop, manage, and maintain an information technology infrastructure and services that are effective, efficient, and resilient in supporting the Courts' mission. The Plan focuses on providing exceptional customer service by expanding access to court information and services, enhancing technology capabilities, and ensuring optimal security for court data and information assets.

Access to Information

In order to ensure access to justice, fair and timely case resolution, and service to the public, the Courts must readily provide court users with accurate and reliable information. Court participants will have greater access to information and data through online mobile applications. Court personnel will be able to use computer applications that can be accessed remotely. The Courts will ensure that the courtroom of the future incorporates technology that will meet changing litigation needs.

Enhanced Technology Capabilities

To promote operational effectiveness, the Courts will enhance the capacity of its information technology infrastructure by adopting best practices, seeking innovative technology solutions, and keeping abreast of new developments. Advanced technologies including cloud computing, workspace virtualization, business-centric enterprise architecture, and network infrastructure enhancements will be implemented. The Courts will ensure that all information technology complies with federal requirements and internal standards.

The Courts have significant requirements for availability, compatibility, reliability, performance, and redundancy of information technology resources given the demands on the Courts' automated systems for accurate, up-to-date information in real-time to serve the public. The Courts will continue to implement technologies to meet these needs. A major upcoming initiative will be the development and installation of a new trial court case management system. The new system will be web-based and designed to increase information sharing between the Superior Court and the Court of Appeals, as well as among our justice partners in the District of Columbia.

Information Security

The Courts will continue to invest in protecting court information and assets from cyber threats and other risks. The Courts will employ a combination of advanced safeguards to prevent attacks on information technology assets and operations, and ensure that the Courts continue to function in the event of an emergency. Court personnel will be regularly informed about information security risks and trained in risk-mitigation protocols.



New Electronic Information Board at Superior Court provides real-time court schedules.

STRATEGIES

KEY RESULTS

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|--|---|
| <p>A Leverage technology to enable court personnel to perform their work effectively and efficiently.</p> | <p>By 2020, court personnel will have remote access to core court operations.</p> |
| <p>B Ensure electronic access to information for court participants.</p> | <p>By 2021, the public will be able to access an enhanced case information system online.</p> |
| <p>C Acquire a new case management system for the Superior Court.</p> | <p>By 2021, a new case management system for the Superior Court with an interface to the Court of Appeals will be implemented.</p> |
| <p>D Maintain a technology infrastructure with high availability, continuity, and recovery of mission-critical systems including building in system redundancies.</p> | <p>By 2018, mission critical technology systems will be available in an emergency or disaster.</p> |
| <p>E Improve data quality and information exchange between the Courts' information systems.</p> | <p>By 2022, more historic court records will be converted to digital files.</p> |
| <p>F Enhance information security protocols and practices to ensure business data protection.</p> | <p>By 2022, the Courts' IT will achieve compliance with Federal Information Security Management Act (FISMA) standards.</p> |

Goal V: Effective Court Management and Administration

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.

Strategic Partnerships

The District's ability to address systemic issues that underlie justice system involvement depends upon government and community leaders working together to understand issues from multiple points of view and to develop multi-faceted solutions. The Courts will continue to engage in collaborative partnerships with justice system agencies and other organizations to enhance the quality of life of the community and reduce residents' involvement with the justice system.

The Courts will continue to support efforts to strengthen the rule of law and the development of justice systems around the world by serving as a model court and hosting international delegations seeking to learn about the American judicial system. The Courts provide education and court observation opportunities to hundreds of judges and court administrators from countries around the world who are particularly interested in our problem-solving courts, judicial education programs, and alternative dispute resolution programs. These strategic partnerships strengthen rule of law and judicial systems around the world, and enhance public trust and confidence in the District of Columbia's court system.

Community Information and Services

The Courts play a vital role in the community. In addition to protecting rights and liberties, holding offenders accountable for their actions, and ensuring public safety, the Courts provide other services to the community at large. Judicial officers participate in community meetings to hear about issues affecting residents and local businesses. The Courts also host legal education programs for area law students, summer crime-prevention and pro-social programs for youth under court supervision, and the annual Youth Law Fair. It is important that visitors experience the Courts as connected to and part of the community. People often come into contact with the judicial system only after other efforts and systems have not worked for them. The Courts will collaborate with our city and community partners to expand the information and services offered to the public at the District's courthouses. Our vision is that when people come to court they will be able to obtain information and/or services from a variety of city agencies and local organizations that contribute to community well-being and enhance public trust in the justice system.



Judge Hiram Puig-Lugo (center) and court employees seek feedback from court participants in 2016.

Secure and Functional Facilities

The Courts will ensure that all facilities are safe and secure and can adequately accommodate court operations and personnel. During the next five years, court facilities will undergo extensive expansion and building upgrades to the Moultrie Courthouse and other buildings. The Courts will continue to seek full funding to complete these important capital projects and to maintain the Courts' infrastructure. Facility upgrades will be environmentally responsible and energy efficient, and will include advanced security measures. The Courts will continue to participate in inter-agency continuity operations planning and will maintain business continuity plans for all essential court operations.

Measuring Results

The Courts will continue to measure and monitor our performance and use the results to improve operations. The Plan will expand the use of data collection and analysis, organizational performance measures, and qualitative and quantitative evaluation of programs and services to assess results and outcomes and make improvements. The Courts are committed to transparency of performance results and will post information on the Courts' website. To ensure the high quality of court records and data, the Courts will review and update data quality management practices and develop enhanced data quality metrics and reports.

Goal V: Effective Court Management and Administration



Court of Appeals Chief Judge Anna Blackburne-Rigsby (center) hosting a delegation from Ukraine.

STRATEGIES

KEY RESULTS

A	Collaborate with city and community partners to offer expanded information and selected services at court facilities.	By 2021 , expanded information and community services will be available at court facilities.
B	Expand collaborative partnerships with community agencies to advance the Courts' mission and services to the public.	By 2022 , all court divisions will develop/expand strategic partnerships with critical community stakeholders.
C	Ensure safe and functional court facilities.	By 2022 , the Moultrie Courthouse expansion and Building A and B renovations will be completed (pending full funding).
D	Enhance the quality and availability of court records and data.	By 2020 , enhanced data quality metrics and reports will be available.
E	Implement results-based performance measures and publish performance reports.	By 2019 , court performance data will be available on the Courts' website.
F	Maintain a Continuity of Operations Plan in collaboration with District agencies.	Beginning 2019 , annual testing of mission-critical components of the Continuity of Operations Plan will be undertaken.

Contributors to the D.C. Courts 2018–2022 Strategic Plan

Many people and organizations contributed to this Plan. The Courts' Strategic Planning Leadership Council undertook a year-long outreach effort to gather the opinions of justice system participants. Over 3,500 stakeholders including litigants, jurors, justice system and community partners, members of the Bar, and the D.C. Courts' judiciary and court staff participated in surveys and focus groups to provide their views regarding the Courts' priorities over the next five years.

External Stakeholders

A three-day outreach effort to all persons visiting court buildings assessed their views on access to the Courts, fair treatment, and overall satisfaction with their court experience. Over 1,400 attorneys practicing in the D.C. Courts responded to an online survey of over 80 questions. Justice system partners and District of Columbia and Federal government agencies completed an online survey. Meetings were held with key justice commissions and voluntary bar associations.

Internal Stakeholders

The D.C. Courts' personnel contributed immensely to the development of this Plan. The judiciary participated in a strategic planning survey which solicited their input on a variety of topics related to calendar and case management, service to the public, the Courts' role and responsibilities in the community, court administration and funding, workplace environment, and continuing education

opportunities. Employee responses to the Federal Employee Viewpoint Survey were analyzed, a series of strategic planning sessions were held, and employees contributed many ideas on how to improve service to the public and make the D.C. Courts a “Great Place to Work.” Their input is reflected throughout the Plan.

In addition to soliciting direct feedback from court participants and personnel, the D.C. Courts’ Strategic Planning Leadership Council reviewed studies and reports on the demographic and economic profiles of the local community including a presentation by the D.C. Office of Planning, public safety and criminal justice issues, and other topics, to develop the 2018–2022 Strategic Plan.

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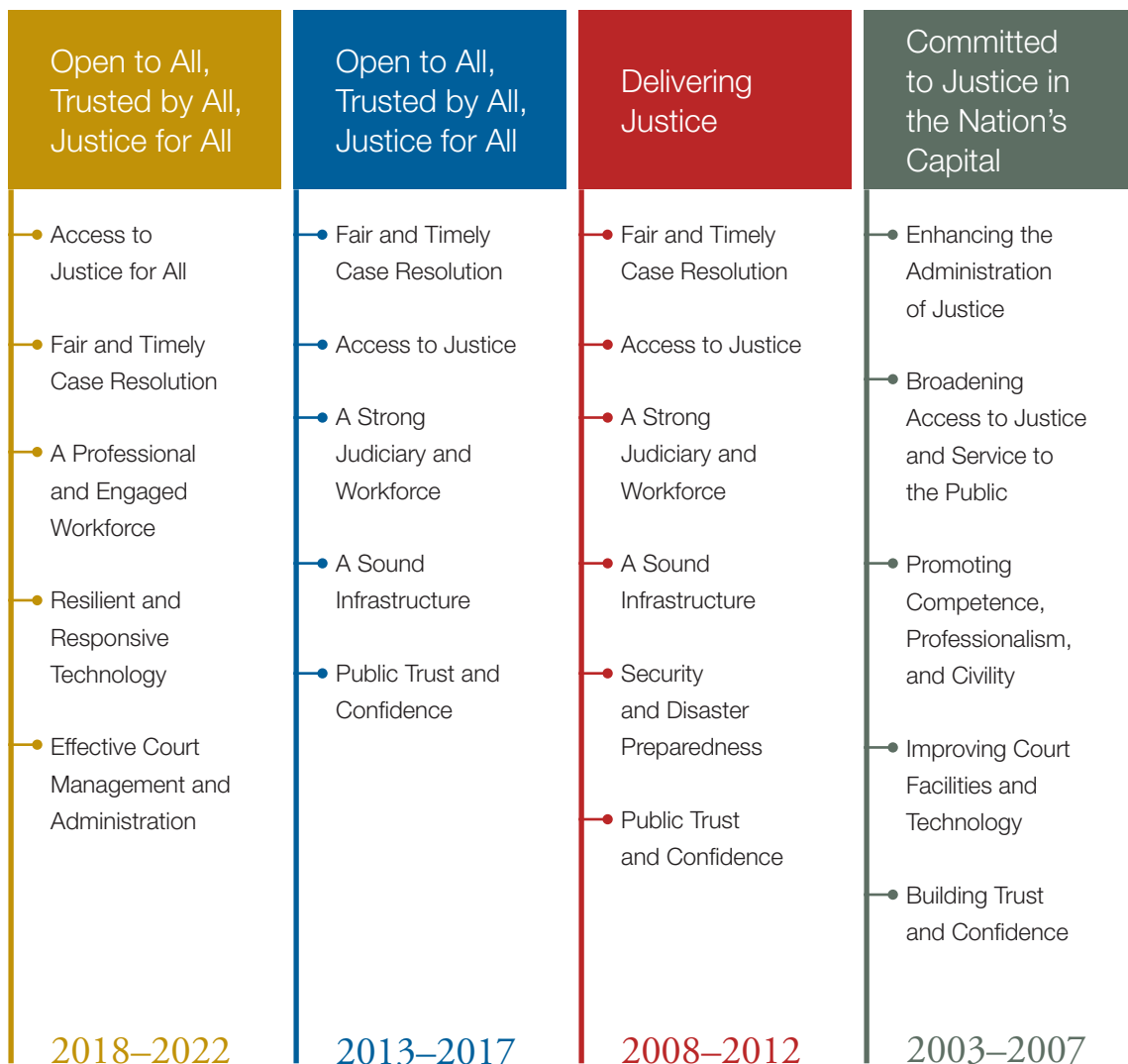
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