

DISTRICT OF COLUMBIA COURT SYSTEM

Overview

<u>FY 2008 Enacted</u>		<u>FY 2009 Enacted</u>		<u>FY 2010 Request*</u>		<u>Difference</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
270	52,172,000	277	55,426,000	284	66,256,000	7	10,830,000

*Reflects a transfer of \$2.5 million from Superior Court.

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, who oversees nine Court divisions. They include the following: 1) Administrative Services; 2) Budget and Finance; 3) Capital Projects and Facilities Management; 4) Center for Education and Training; 5) Court Reporting and Recording; 6) Office of the General Counsel; 7) Human Resources; 8) Information Technology; and 9) Research and Development.

FY 2010 Request

The D.C. Courts' mission is to protect rights and liberties, uphold and interpret the law, and resolve disputes peacefully, fairly and effectively in the Nation's Capital. 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 issues, which form the centers of our strategic goals:

- **Strategic Issue 1:** Fair and timely case resolution;
- **Strategic Issue 2:** Access to justice;
- **Strategic Issue 3:** A strong judiciary and workforce;
- **Strategic Issue 4:** A sound infrastructure;
- **Strategic Issue 5:** Security and disaster preparedness; and
- **Strategic Issue 6:** Public trust and confidence.

The Court System has aligned its FY 2010 request around five of the six issues—fair and timely case resolution; a strong judiciary and workforce; a sound infrastructure; security and disaster preparedness; and public trust and confidence. In FY 2010, the D.C. Courts request \$66,256,000 for the Court System, including a transfer of \$2,500,000 and an increase of \$8,330,000 (15%) and 7 FTEs above the FY 2009 Enacted Budget. The request includes increases to support the following Court goals:

Strategic Issue 1: Fair and Timely Case Resolution--\$158,000 and 1 FTE

The FY 2010 Court System request includes \$158,000 and 1 FTE to address the Courts' strategic issue of fair and timely case resolution by increasing the capacity of the General Counsel's office to provide accurate and timely information to judges and court staff.

Strategic Issue 3: Strong Judiciary and Workforce--\$208,000 and 2 FTEs

The FY 2010 request includes \$208,000 and 2 FTEs to address the Courts' strategic issue of a strong judiciary and workforce, including \$113,000 for 1 FTE to undertake a workforce planning initiative and \$95,000 for 1 FTE to enhance the professional development of judicial officers and court staff.

Strategic Issue 4: Sound Infrastructure--\$3,753,000 and 2 FTEs

The FY 2010 request includes \$3,753,000 and 2 FTEs to address the Courts' strategic issue of a sound infrastructure, including \$1,825,000 to provide increased upkeep services in our expanded and newly-renovated facilities; \$1,100,000 for utilities for the restored Historic Old Courthouse; \$600,000 for warehouse space to efficiently store equipment and records and free valuable courthouse space; and \$133,000 and 1 FTE for a project manager to plan the move of the Courts' technology backbone to Building C upon its renovation; and \$95,000 for 1 FTE to Information Technology Division customer service.

Strategic Issue 5: Security and Disaster Preparedness--\$25,000

The FY 2010 request includes \$25,000 for uniforms for workers who make rounds through the secure corridors to enhance identification and visibility of these staff by security.

Strategic Issue 6: Public Trust and Confidence--\$1,798,000 and 2 FTEs

The FY 2010 request includes \$1,798,000 and 2 FTEs to address the Courts' strategic issue of public trust and confidence, including \$1,571,000 to support long-range strategic planning and courtwide performance reporting; \$189,000 and 2 FTEs to enhance financial management in the Courts; and \$38,000 to increase the transit subsidy benefit for court personnel.

DISTRICT OF COLUMBIA COURT SYSTEM
Budget Authority by Object Class

	FY 2008 Enacted	FY 2009 Enacted	FY 2010 Request*	Difference FY 2009/2010*
11 - Personnel Compensation	22,799,000	24,686,000	26,716,000	2,030,000
12 - Personnel Benefits	5,700,000	6,181,000	6,709,000	528,000
<i>Sub-total Personnel Cost</i>	28,499,000	30,867,000	33,425,000	2,558,000
21 - Travel, Transp. of Persons	373,000	483,000	545,000	62,000
22 - Transportation of Things	1,000	2,000	3,000	1,000
23 - Rent, Commun. & Utilities	6,823,000	6,967,000	10,339,000	3,372,000
24 - Printing & Reproduction	77,000	80,000	83,000	3,000
25 - Other Services	15,127,000	15,711,000	18,577,000	2,866,000
26 - Supplies & Materials	619,000	640,000	1,083,000	443,000
31 - Equipment	653,000	676,000	2,201,000	1,525,000
<i>Sub-total Non Personnel Cost</i>	23,673,000	24,559,000	32,831,000	5,772,000
TOTAL	52,172,000	55,426,000	66,256,000	10,830,000
FTE	270	277	284	7

*Reflects a transfer of \$2,500,000 in Object Class 23—Rent Communications and Utilities from the Superior Court to consolidate funds for leases, facilitating more efficient facilities management.

**DISTRICT OF COLUMBIA COURT SYSTEM
EXECUTIVE OFFICE**

<u>FY 2008 Enacted</u>		<u>FY 2009 Enacted</u>		<u>FY 2010 Request</u>		<u>Difference</u> <u>FY 2009/2010</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
13	1,611,000	16	2,038,000	16	2,156,000	-	118,000

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 supervises all Court System divisions that provide support to the two courts: Administrative Services; Budget and Finance; Capital Projects and Facilities Management; Center for Education and Training; Court Reporting and Recording; Human Resources; Information Technology; Office of the General Counsel and Research and Development.

FY 2010 Request

In FY 2010, the Courts request \$2,156,000 for the Executive Office, an increase of \$118,000 or 6% above the FY 2009 Enacted Budget. The requested increase consists entirely of built-in cost increases.

Table 1
EXECUTIVE OFFICE
Budget Authority by Object Class

	FY 2008 Enacted	FY 2009 Enacted	FY 2010 Request	Difference FY 2009/2010
11 - Personnel Compensation	1,284,000	1,619,000	1,711,000	92,000
12 - Personnel Benefits	321,000	411,000	435,000	24,000
<i>Subtotal Personnel Cost</i>	<i>1,605,000</i>	<i>2,030,000</i>	<i>2,146,000</i>	<i>116,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	4,000	5,000	6,000	1,000
31 - Equipment	2,000	3,000	4,000	1,000
<i>Subtotal Non Personnel Cost</i>	<i>6,000</i>	<i>8,000</i>	<i>10,000</i>	<i>2,000</i>
TOTAL	1,611,000	2,038,000	2,156,000	118,000
FTE	13	16	16	16

Table 2
EXECUTIVE OFFICE
Detail, Difference FY 2009/2010

Object Class	Description of Request	FTE	Cost	Difference FY 2009/2010
11 - Personnel Compensation	Current Position WIG	16	24,000	
	Current Position COLA	16	68,000	
Subtotal				92,000
12 - Personnel Benefits	Current Position WIG	16	6,000	
	Current Position COLA	16	18,000	
Subtotal				24,000
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	.			
26 - Supplies & Materials	Built-in Increase		1,000	1,000
31 - Equipment	Built-in Increase		1,000	1,000
Total				118,000

Table 3
EXECUTIVE OFFICE
Detail of Full-Time Equivalent Employment

	2008 Enacted	2009 Enacted	2010 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7	1	1	1
JS-8	1	1	1
JS-9	1	1	1
JS-10	1	1	1
JS-11		1	1
JS-12	2	2	2
JS-13	1	2	2
JS-14	2	2	2
JS-15	2	3	3
JS-16			
JS-17			
CES	1	1	1
Ungraded	1	1	1
Total Salary	1,284,000	1,619,000	1,800,000
Total FTEs	13	16	16

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

<u>FY 2008 Enacted</u>		<u>FY 2009 Enacted</u>		<u>FY 2010 Request</u>		<u>Difference</u> <u>FY 2009/2010</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
44	4,342,000	44	4,564,000	44	5,427,000	-	863,000

The Administrative Services Division consists of the Office of the Administrative Officer and three branches.

- The Information & Telecommunications Branch is responsible for providing telecommunications services; information services regarding daily court proceedings; court directory services; and mailroom operations.
- The Procurement and Contracts Branch is responsible for small purchases, major contract acquisitions, and SMART Pay purchase card operations.
- The Office Services Branch is responsible for supply room operations; furniture and furnishings inventory; fixed assets; property disposal; receipt of delivery orders; special occasion room/function set-ups; staff relocation services; Help-Desk operations; campus parking enforcement; reproduction and graphics; records management; and vehicle fleet management.
- The Office of the Administrative Officer is ultimately responsible for all of the above activities, as well as security access identification badging for court personnel.

Division Restructuring

In February 2007, in light of the scope and complexity of the Courts' comprehensive facilities and construction program, and the increasing staff resources and attention needed for this effort, the Courts reorganized the Administrative Services Division and created a separate Capital Projects and Facilities Management Division. The creation of a separate division for capital project management reflects the dedication necessary for critical enterprise construction and renovation projects. In addition, the removal of capital and facilities responsibilities from the Administrative Services Division enables it to function more effectively and to fulfill its mission of supporting court operations and serving the court community. The Administrative Services Division focuses on support services that assist in the efficient and effective administration of justice.

Workload Data

In FY 2010, the mailroom expects to process approximately 30,000 juror checks, 240,000 juror summonses, and 230,000 subpoenas. The mailroom expects to process approximately 230,000 outgoing pieces of mail. The Help-Desk expects to receive approximately 13,500 calls from court personnel during FY 2010.

The Procurement and Contracts Branch expects that the number of procurement requests (PRs) will decrease from 3,000 in FY 2008 to 2,500 in FY 2009. This reduction will have the greatest impact on PRs within the micro-purchases limit that is now processed using the purchase card. However, this trend has not affected the number of transactions using the competitive sealed bidding or negotiated method of procurement (obligations in excess of \$50,000), that have increased dramatically over time.

The records management area expects to fill over 50,000 record center requests to supply official court records and to process over 20,000 cases of records and files for storage or disposal.

During FY 2010, the Information Center expects to respond to over 20,000 incoming calls per week (close to 1,000,000 calls per year). Additionally, the Information Center projects that it will initiate approximately 8,000 courtroom notifications and personnel pages per week (approx. 416,000 annually). Finally, it is projected that in FY 2010, the staff at the public information window will respond to approximately 12,000 inquiries per week (576,000 annually).

Table 1
ADMINISTRATIVE SERVICES DIVISION
Key Performance Indicators

Performance Indicator	Data Source	FY2007		FY2008		FY2009	FY2010
		Goal	Actual	Goal	Estimate	Goal	Goal
Help-Desk							
Number of Help Desk Calls Received	Office Records	14,500	14,000	15,000	13,000	13,500	13,500
Telecommunications							
Records Center requests for court records filled		30,000	38,500	40,000	39,000	40,000	50,000
Records for Storage or Disposal (cases)	Survey and customer feedback form	14,000	14,200	14,000	15,000	14,000	20,000
Jury Checks processed by mailroom		55,000	26,574	65,000	22,000	20,000	30,000
Jury Summons processed by mailroom		360,000	237,517	380,000	230,000	240,000	240,000
Subpoenas processed by mailroom		240,000	183,715	260,000	170,000	280,000	200,000
Outgoing Metered Mail (Pieces)		NA	185,000	NA	200,000	215,000	230,000
Telecommunications additions, moves and changes		40,000	35,000	50,000	48,000	40,000	45,000
% of Internal Customers Satisfied		95%		95%		95%	
Procurement							
Number of Requisitions Processed	Survey and customer feedback form	4,000	3200	3,000	2800	2,500	2000
Number of POs/BLs/Modifications		NA	1400	NA	1050	800	600
Number of Contract Actions		NA	65	NA	175	185	200
% of Internal Customers Satisfied		95%		95%		95%	
Office Services							
Number of Requisitions & Supply Forms Processed	Survey and customer feedback form	2,500	2,100	1,800	2,000	1,800	2,000
Value of Goods Distributed to Internal Customers		250,000	225,000	175,000	200,000	155,000	210,000
% of Internal Customers Satisfied		95%	95%	95%	95%	95%	95%

FY 2010 Request

In FY 2010, the Courts request for the Administrative Services Division is \$5,427,000, an increase of \$863,000, or 19% above the FY 2009 Enacted Budget. The increase includes \$600,000 for warehouse space, \$25,000 for uniforms, and \$238,000 for built-in increases.

Leasing Request: Warehouse Storage Space, \$600,000

Problem Statement. The Courts require an additional 30,000 sq. ft. of storage space for court records, equipment, and furnishings and to free critically needed space for operations within the courthouse. From June 2002 through June 2005, the Administrative Services Division moved over 40,000 cases of court records to the Federal Records Center. Each year since then, the courts have moved approximately 14,000 cases of records to outside storage facilities.

Although old equipment and furnishings that are surplus to the needs of the Courts are disposed of through the property disposal process, there still remains a lack of adequate storage space for remaining records, equipment, furniture and bulk supply items. As the Courts continue to implement the Master Plan for Facilities and undertake major construction projects, the available space for warehousing and storage has become critically limited as space in Court facilities has become of much greater value in meeting the overall operational square footage requirements of the Courts. This leaves little to no available space for warehousing needed Court assets.

The warehouse space provided under this initiative will enhance the administration of justice by providing adequate storage and staging space for public assets to help ensure administrative efficiencies. This initiative will also free valuable space in courthouses for the administration of justice and not storage/warehouse purposes. The establishment of adequate warehouse space will provide direct support services to the judicial offices, the operating divisions, and other support units of the Court through effective and efficient use of Court infrastructure and assets.

Relationship to the Courts' Strategic Plan. This initiative supports the Courts' goal that "Court facilities will be accessible to the public and support effective operations."

Relationship to Division Objectives. The warehouse initiative will provide support for the division's objective, "Provide convenient, safe and secure off-site storage for the purposes of storing vital Court records and other critical documents, supplies and equipment that must be retained. Storage facility must be available to court staff and/or authorized personnel 24-hours a day, 7 days a week."

Methodology. Warehouse space in the District with these requirements may cost as much as \$20 per square foot, and the Division estimates that 30,000 square feet of space will be required. The cost of approximately \$600,000 is projected at 30,000 sq. ft. x \$20 per sq. ft. In identifying available warehouse space, the Courts will be limited to space within the Washington, D.C., metropolitan area that provides adequate security, climate control, and 24-hour access. All providers whose space meets these requirements will be considered, in accordance with the Courts' procurement policies.

Expenditure Plan. The warehouse space will be procured in accordance with the Courts' Procurement Policies.

Relationship to Existing Funding. Funding is not currently available to rent warehouse space.

Performance Indicators. Performance on this initiative will be based on the Administrative Services Division's ability to provide adequate off-site storage space upon the request of the Courts various operational divisions and the Division's timely retrieval of items stored.

Staff Uniforms, \$25,000

Problem Statement. To enhance security in secure areas of the courthouse and promote the visibility of court staff in public areas, staff uniforms are needed. Uniforms for staff whose work requires regular access to secure corridors in the courthouse produces enhanced identification and visibility of these staff by security officers. As a result, this initiative provides an enhanced level of security for the Courts. Additionally, uniforms worn by staff in the Information Office provides the public coming to the window with a more "official presentation" for responses to their inquiries.

Relationship to the Courts' Strategic Plan. The uniforms will support the D.C. Courts' Strategic Goal, "The D.C. Courts will provide a safe and secure environment for the administration of justice and ensure continuity of operations in the event of an emergency or disaster." Also, supported is the strategy, "Ensure adherence among court personnel, court participants and the judiciary to applicable professional practice standards and codes of conduct, dress and behavior."

Relationship to Division Objectives. The provision of uniforms to selected personnel will enhance security in secure corridors and provide support for the division's objective, "Ensure that all ASD staff whose job responsibility place them before the public in an official capacity (i.e. mail staff, information, office services) be properly and readily identifiable to the public, court security officers, U.S. Marshals, judicial staff in secure corridors in a manner befitting the highest standard of professional dress and appearance at the Courts."

Methodology. The acquisition of the uniforms will be through a competitive process and will be consistent with procurement guidelines.

Expenditure Plan. It is anticipated that all staff in the mail room, office services, telecommunication, information center, and records management will receive uniforms.

Relationship to Existing Funding. Funding is not available to support this purchase.

Performance Indicators. The performance measure for this activity will be based on feedback from security personnel.

Table 2
ADMINISTRATIVE SERVICES DIVISION
Budget Authority by Object Class

	FY 2008 Enacted	FY 2009 Enacted	FY 2010 Request	Difference FY 2009/2010
11 – Personnel Compensation	2,885,000	3,049,000	3,223,000	174,000
12 – Personnel Benefits	720,000	761,000	806,000	45,000
Subtotal Personnel Cost	<i>3,605,000</i>	<i>3,810,000</i>	<i>4,029,000</i>	<i>219,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	634,000	648,000	1,264,000	616,000
26 - Supplies & Materials	78,000	80,000	107,000	27,000
31 – Equipment	25,000	26,000	27,000	1,000
Subtotal Non Personnel Cost	<i>737,000</i>	<i>754,000</i>	<i>1,398,000</i>	<i>644,000</i>
TOTAL	4,342,000	4,564,000	5,427,000	863,000
FTE	44	44	44	-

Table 3
ADMINISTRATIVE SERVICES DIVISION
Detail, Difference FY 2009/2010

Object Class	Description of Request	FTE	Cost	Difference FY 2009/2010
11 - Personnel Compensation	Current Position WIG	44	46,000	
	Current Position COLA	44	128,000	
	Subtotal			174,000
12 - Personnel Benefits	Current Position WIG	44	12,000	
	Current Position COLA	44	33,000	
	Subtotal			45,000
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service	Built-in Increase		16,000	
25 - Other Service	Warehouse Space		600,000	
	Subtotal			616,000
26 - Supplies & Materials	Built-in Increase		2,000	
	Uniforms		25,000	
	Subtotal			27,000
31 - Equipment	Built-in Increase			1,000
Total				863,000

Table 4
ADMINISTRATIVE SERVICES DIVISION
Detail of Full-Time Equivalent Employment

	FY 2008 Enacted	FY 2009 Enacted	FY2010 Request
JS-3			
JS-4	2	2	2
JS-5	7	7	7
JS-6	7	7	7
JS-7	3	3	3
JS-8	4	4	4
JS-9	2	2	2
JS-10	1	1	1
JS-11	4	4	4
JS-12	5	5	5
JS-13	6	6	6
JS-14	1	1	1
JS-15	1	1	1
JS-16			
JS-17			
CES	1	1	1
Total Salary	2,885,000	3,049,000	3,223,000
Total FTEs	44	44	44

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

<u>FY 2008 Enacted</u>		<u>FY 2009 Enacted</u>		<u>FY 2010 Request</u>		<u>Difference</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
42	5,308,000	42	5,581,000	44	\$6,062,000	2	\$481,000

Mission Statement

The Budget and Finance Division will shape an environment in which officials of the D.C. Courts have and use high quality financial information to make and implement effective policy, management, stewardship, and program decisions.

Organizational Background

The Budget and Finance Division is comprised of the Director’s Office and four branches and employs 42 FTEs.

<u>Branch</u>	<u>FTE</u>
Director’s Office	6
Budget Branch	7
Accounting Branch	14
Banking and Finance Branch	9
Defender Services Branch	<u>6</u>
DIVISION TOTAL	42

Director’s Office

The Director’s Office 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 and audit expenditures by D.C. Court divisions 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.

Budget Branch

The Budget Branch has a mission “to support officials of the D.C. Courts in maintaining and improving the Courts’ fiscal health and services through evaluation and the execution of a balanced budget.”

Accounting Branch

The Accounting Branch has a mission “to provide timely, accurate, and useful financial information for making decisions, monitoring performance day to day, and maintaining accountability and stewardship to support the Court divisions and other users of court financial information.”

Defender Services Branch

The Defender Services Branch’s mission is to administer the D.C. Courts’ three 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.

Banking and Finance Branch

The Banking and Finance Branch’s mission is “to ensure the accurate and secure receiving, receipting, and processing of payments received at various locations throughout the D.C. Courts, including payments processed manually, through cash registers, or through automated systems.

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 for 100% compliance with established federal and District government statutes and regulations, and generally accepted accounting principles on an on-going basis.
- Provide for the timely and accurate payment processing of valid invoices within 10 days of the division’s receipt of a signed and approved invoice with an existing and funded obligation from the appropriate D.C. Courts’ official on an on-going basis.
- Generate timely and accurate tracking 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 on an on-going basis.
- Enhance efficient use of resources and the availability of accurate and current financial information by preparing monthly division-level Personnel Services (PS) reports for division directors on an on-going basis.
- Ensure that the Courts seek necessary resources for defender services by implementing a system that accurately tracks past obligations as defined by the General Accounting

Standards Board (GASB), which requires the Courts to account for vouchers when issued, and that accurately projects annual defender services obligations on an on-going basis.

- To 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 on an on-going basis.
- To enhance the Courts' ability to reconcile defender services accounts, project defender services obligations and at the same time, improve customer service to attorneys and reduce the cycle time for payments on vouchers that have been correctly prepared and submitted with the Web Voucher System Phase II on an on-going basis.
- Ensure prudent fiscal management of the Courts' training resources and the timely processing of training and travel requests and reimbursements for the Courts' judicial and non judicial personnel by managing the City Pairs program with streamlined yet well defined policies and procedures on an on-going basis.
- 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 CourtView on an on-going basis.
- Enhance the Courts' compliance with grant requirements with improved procedures for preparing timely and accurate financial reports on an on-going basis.
- Enhance the ability of the Courts' executive management to make informed decisions regarding the allocation of court resources and comply with appropriation 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 policy documentation.

Budget and Finance Division Accomplishments

To foster the Strategic Plan goals of accountability to the public and responsiveness to the community, the Courts' Budget and Finance Division (B&F Division) implemented a number of improvements in recent years. The Division, in conjunction with the Administrative Services Division, implemented procedural changes resulting in timely financial audits. The Division upgraded the financial system to Pegasys 6.1, which is web-based and user-friendly. The Division created a position control system to track more closely FTE levels and strengthened financial controls. In collaboration with other divisions, the B&F Division implemented the Web-based Voucher System. The Division also implemented a more secured process to combat fraudulent activities in our bank accounts.

Restructuring and Work Process Redesign

Budget Branch: The Budget and Finance Division has reengineered the D.C. Courts' financial reporting systems to enhance efficiency. The division worked with the GSA to revise the

Courts' personal services budget structure. The new structure emulates the management structure of each division. Now, each division's budget is built by position, branch, and division.

The B&F Division began utilizing the GSA's Oracle-based Discoverer reports to capture data and report payroll expenditures by position, branch, and division per pay period. This management tool provides division directors, the Executive Officer, and Clerks of the Court with historical data to facilitate efficient utilization of overtime, night differential, and holiday pay.

With this new management tool, the B&F Division implemented new business practices, monitoring NPS spending by branch and performing fund certification for Court System and Superior Court divisions' NPS spending. With these new business practices in place, projections are much more precise and timely. Furthermore, the re-engineered business practices include the dissemination of comprehensive monthly financial reports to directors, the Executive Officer, and Clerks of the Court.

Accounting Branch: The B&F Division has reengineered the way the D.C. Courts report their financial performance. New business processes have resulted in the division's issuing the DC Courts' Federal Financial Statements. This statement includes the Courts' audited financial statements and accompanying financial reports as prescribed by the Federal Accounting Standards Advisory Board (FASAB).

Defender Services Branch: In an effort to provide cost efficient operations, the B&F Division analyzed its paper-based voucher payment processing; labor-intensive processes, such as paper tracking, mailing, and photocopying; and initiated the development of an automated system to enhance the ability to track CJA and CCAN vouchers from the date of submission through the date of payment. The Web-based Voucher System II is a result of a collaborative effort of the B&F Division's Defender Services Branch, Information Technology Division, Probate Division, Criminal Division, and the Family Court.

The B&F Division's cost benefit analysis of the Web-based Voucher System II revealed the following potential cost-saving features and areas of efficiency gains: (1) reduction of staff time on the telephone with clients/customers (telephone inquirers will be better informed as a result of the web voucher system); (2) increase in staff productivity because data entered online with appropriate links into the Defender Services internal accounting system will permit staff to concentrate on quality control and auditing functions instead of data entry; (3) reduction of time judicial officers and attorneys expend performing voucher review administrative tasks, respectively; (4) reduction in postage and handling expenses and time; and (5) the reduction in the overall paper consumption and cost.

Banking and Finance Branch: In support of the full implementation of the Integrated Justice Information System (IJIS, the new case management system), the B&F Division has worked in collaboration with the Information Technology, Probate, Civil, and Criminal Divisions as well as the Family Court to institute shared service operations throughout the Court. These one-stop centers provide the public with a central location in each area to conduct financial transactions. The Courts are implementing a new fund accounting software package (SAGE MIP Fund

Accounting software) that has been customized to integrate with the current CourtView system and to enhance the development of the Courts' financial statements.

Table 1
BUDGET AND FINANCE DIVISION
Key Performance Indicators

Key Performance Indicator	Data Source	Actual FY 2007	Estimate FY 2008	Goal FY 2009	Goal FY 2010
Accurate and timely compilation of financial statements from financial management and other reporting systems that result in "unqualified" audit opinions.	Number of material weaknesses or reportable conditions noted by external auditors	0	0	0	0
Percentage of valid vendor invoices processed within 30 days (Prompt Pay Act) of being received and accepted by the Courts.	Payment Accounting Invoice Tracking	73%	87%	88%	89%
Complete and accurate payment of vouchers within 45 days of receipt in the Defender Services Branch.	Voucher Tracking System	80%	85%	90%	95%
Percentage of vouchers filed on line.	Voucher Tracking System	75%	85%	90%	100%
Accurate completion of the monthly bank reconciliations of the D.C. Courts' bank accounts within 45 days of each month's end.	Courts' Financial System of Record	90%	95%	100%	100%

FY 2010 Request

The Courts' FY 2010 Request for the Budget and Finance Division is \$6,062,000, an increase of \$481,000 (8.6%) above the FY 2009 Enacted Budget. The requested increase consists of \$189,000 for 2 FTEs to augment the accounting staff and \$292,000 for built-in cost increases.

2 Accountants (JS-12), \$189,000

Problem Statement. To enhance fiscal management and facilitate the preparation of financial statements under the reporting requirements of the Federal Accounting Standards Advisory Board (FASAB), as recommended in recent independent audits by Williams-Adley, the Courts need additional accounting staff.

The Courts have implemented the GSA Pegasys financial accounting system, which is based on the Momentum financial system and is a Joint Financial Management Improvement Program (JFMIP) approved Federal Financial Management package. The accounting system provides a standard general ledger, budget subsystem and a purchasing subsystem that includes some processing and tracking functions. New JFMIP requirements for financial systems and the FASAB and the GASB accounting requirements have resulted in increased responsibilities for the Accounting Branch staff.

Current staffing in the Accounting Branch is inadequate to meet the increased accounting requirements and provide timely reconciliation of the standard general ledger, including payroll bi-weekly entries, and the timely preparation of the Annual Financial Statements Report. To promote accountability, the D.C. Courts have decided to report its financial activities under

guidelines for Federal agencies delineated in Office of Management and Budget Circulars, such as A-136, Financial Reporting Requirements. The Division is responsible for the accuracy and completeness of the data presented. An independent audit cited the need for additional staff dedicated to meeting these accounting requirements.

Relationship to Court Mission, Vision, and Strategic Goals. The Budget and Finance Division is responsible for ensuring fiscal accountability, which supports the Courts’ goal of enhancing public trust and confidence by ensuring the availability of financial reports and audits. Providing division directors with timely and detailed financial information on which to base divisional management decisions will enhance administrative efficiencies and strengthen the fiscal integrity of the Courts.

Relationship to Divisional Objectives. The request for additional accountants supports the Budget and Finance Division’s MAP objective to ensure prudent fiscal management of the D.C. Courts resources by continuing to utilize financial management and reporting systems that result in “no material weaknesses” in annual independent audits.

Relationship to Existing Funding. Existing resources cannot support the budget request.

Proposed Solutions. Hire two accountants to analyze and reconcile the Courts’ standard general ledger accounts, including payroll on a monthly basis, and prepare the Comprehensive Annual Financial Report (CAFR) as part of the annual audit. The accountants will analyze and reconcile the payroll entries and the budgetary and proprietary standard general ledger accounts for each fund over the five open appropriation years. The accountants will research and reconcile unreconciled commitments and obligations.

Methodology. The need for the accountants is based on audit findings and recommendations from KPMG LLP and Williams-Adley and a prior GAO audit regarding the daily, weekly, and monthly reconciliation of all accounts (escrow, expenditure, capital, grants).

Expenditure Plan. The recruitment and selection process will be conducted in accordance with court personnel policies.

Performance Indicators. The Courts will measure performance through the timely preparation of the Annual Financial Statements Report.

Table 2
BUDGET AND FINANCE DIVISION
New Positions Requested

Position	Grade	Number	Annual Salary	Benefits	Total Personnel Costs
Accountants	12	2	\$150,000	\$39,000	\$189,000

Table 3
BUDGET AND FINANCE DIVISION
Budget Authority by Object Class

	FY 2008 Enacted	FY 2009 Enacted	FY 2010 Request	Difference FY 2009/2010
11 - Compensation	3,501,000	3,701,000	4,062,000	361,000
12 - Benefits	875,000	925,000	1,019,000	94,000
<i>Subtotal Personal Services</i>	<i>4,376,000</i>	<i>4,626,000</i>	<i>5,081,000</i>	<i>455,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	6,000	7,000	8,000	1,000
25 - Other Services	909,000	929,000	952,000	23,000
26 - Supplies & Materials	11,000	12,000	13,000	1,000
31 - Equipment	6,000	7,000	8,000	1,000
<i>Subtotal Non-Personal Services</i>	<i>932,000</i>	<i>955,000</i>	<i>981,000</i>	<i>26,000</i>
TOTAL	5,308,000	5,581,000	6,062,000	481,000
FTE	42	42	44	2

Table 4
BUDGET AND FINANCE DIVISION
Detail, Difference FY 2009/2010

Object Class	Description of Request	FTE	Cost	Difference FY 2009/2010
11 - Compensation	Current Positions WIG	42	56,000	
	Current Positions COLA	42	155,000	
	Accountants	2	150,000	
Subtotal				361,000
12 - Benefits	Current Positions WIG	42	15,000	
	Current Positions COLA	42	40,000	
	Accountants	2	39,000	
Subtotal				94,000
21 - Travel and Transportation				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	Built-in Increase		1,000	
25 - Other Services	Built-in Increase		23,000	
26 - Supplies and Materials	Built-in Increase		1,000	
31 - Equipment	Built-in Increase		1,000	
Total				481,000

Table 5
BUDGET AND FINANCE DIVISION
Detail of Full-Time Equivalent Employment

	FY 2008 Enacted	FY 2009 Enacted	FY 2010 Request
JS-3			
JS-4	1	1	1
JS-5			
JS-6			
JS-7	5	5	5
JS-8	2	2	2
JS-9	4	4	4
JS-10	1	1	1
JS-11	7	7	7
JS-12	5	5	7
JS-13	10	10	10
JS-14	3	3	3
JS-15	1	1	1
JS-16			
CEC	1	1	1
Total Salary	3,501,000	3,701,000	4,062,000
Total	42	42	44

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

<u>FY 2008 Enacted</u>		<u>FY 2009 Enacted</u>		<u>FY 2010 Request</u>		<u>Difference</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
18	4,972,000	24	5,561,000	24	7,605,000	-	2,044,000

Mission Statement

The Capital Projects and Facilities Management Division (CPFM) will create and maintain brick and mortar facilities that provide a clean, healthy, functional, safe and secure environment for the public, Courts’ employees, Judicial staff and detainees. In completing this mission, the Courts will be responsible stewards of public funds.

Division Structure

- The Contracting Officer has the authority to enter into and/or terminate capital construction and lease contracts and to make related determinations and findings on behalf of the District of Columbia Courts.
- The Building Operations Branch is responsible for facilities management and maintenance of court-owned as well as leased space; lease management; building maintenance and repair (including heating, ventilation, and air conditioning); grounds care; and custodial services.
- The Capital Projects Branch is responsible for budget preparation, planning, implementation, and management of capital projects necessary for the execution of the D.C. Courts Facilities Master Plan. The Master Plan includes the renovation of the Court’s 1,114,000 square foot Judiciary Square complex, which is comprised of six buildings including the newly renovated Historic Courthouse, which houses the D.C. Court of Appeals, and the H. Carl Moultrie I Courthouse.

Division Restructuring

In February 2007, in light of the scope and complexity of the Courts’ comprehensive facilities and construction program, and the increasing staff resources and attention needed for this effort, the Courts reorganized the Administrative Services Division and created a separate Capital Projects and Facilities Management Division. The creation of a separate division for capital project management reflects the dedication necessary for critical enterprise construction and renovation projects. The Capital Projects and Facilities Management Division is responsible for capital projects, building operations, and facilities support functions. The division is responsible for developing, implementing, managing, and directing capital construction projects; real property and facilities management; and related environmental programs.

Workload Data

The Capital Projects and Facilities Management Division manages the initiation, planning, and construction of approximately 25 capital projects at a value of a quarter-billion dollars. In FY 2010, the Capital Projects & Facilities Management Division expects to manage janitorial and cleaning services for the Courts' 1,700,000 sq. ft. of net floor area (the Court of Appeals, Moultrie Courthouse, Buildings A, B and C, Gallery Place and southwest parking garage) in a cost-effective manner at approximately \$7.86/sq. ft. The facilities maintenance, repair, and operations (MRO) costs for the entire D.C. Courts' complex in FY 2010 are projected to be \$15.65/sq. ft.

FY 2010 Request

In FY 2010, the Courts request for the Capital Projects & Facilities Management Division is \$7,605,000, an increase of \$2,044,000 (37%) above the FY 2009 Enacted Budget. The increase consists of \$1,825,000 for additional services, including janitorial services for the Historic Courthouse, landscaping, and environmental services, and \$219,000 for built-in cost increases.

Increased Facilities Upkeep Services, \$1,825,000

Problem Statement. With the completion of the Historic Courthouse renovation, the southeast park, the southwest garage, and the exterior refurbishment of Courts' Buildings A and B, the amount of site area to be maintained by CPFMD is increasing by 300%. The increased inventory of useable 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 existing facilities that have been recently renovated and upgraded. The Courts must also maintain equipment recently installed to enhance access under the Americans with Disabilities Act (ADA).

Relationship to Court Mission, Vision and Strategic Plan. This request supports the Courts' strategic goal, "Court facilities will be accessible to the public and support effective operations."

Relationship to Divisional Objectives. This 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.

Relationship to Existing Funding. With the completion of the Historic Courthouse renovation project, the southeast park, and southwest garage, the need for additional contract support will be necessary. Funding for the increased contractual services currently does not exist.

Methodology. The division will contract for additional services for cleaning, landscaping, specialized equipment repair, and environmental services as needed.

Expenditure Plan. The contractual services will be solicited and procured in accordance with the Courts' procurement and contracting guidelines.

Key Performance Indicators. The Courts' facilities and grounds will be maintained to a level that matches the aesthetic precision and consistency of their federal neighbors, including the National Park Service and the United States Court of Appeals for the Armed Forces. A reduction in the service repair calls, and the enhanced maintenance and cleanliness of court facilities are performance indicators.

Table 1
CAPITAL PROJECTS AND FACILITIES MANAGEMENT
Key Performance Indicators

Performance Indicator	Data Source	FY2007*		FY2008		FY2009	FY2010
		Goal	Actual	Goal	Estimate	Goal	Goal
Number of Hours to Close Help Desk Service Calls	Survey and customer feedback	24 hours	24 hours	24 hours	36 hours	18 hours	18 hours
% of Court Staff Satisfied		85%	85%	85%	85%	90%	90%
% of repeat calls on previous repairs	ASD help desk reports	n/a	n/a	n/a	n/a	<8%	<5%
% of Construction Projects Completed on Schedule and Within Budget and Scope	Contract close out documents.	n/a	n/a	85%	90%	90%	90%
% of Courts generated change orders post contract award.	Contract close out documents	n/a	n/a	n/a	n/a	< 10%	< 8%
% customer satisfaction of furniture design layout and quality.	Post installation survey	n/a	n/a	n/a	n/a	70%	80%

* Goals and actuals prior to restructuring.

Table 2
CAPITAL PROJECTS & FACILITIES MANAGEMENT DIVISION
Budget Authority by Object Class

	FY 2008 Enacted	FY 2009 Enacted	FY 2010 Request	Difference FY 2009/2010
11 – Compensation	1,553,000	1,971,000	2,084,000	113,000
12 – Benefits	388,000	493,000	523,000	30,000
Sub-total Personnel Cost	1,941,000	2,464,000	2,607,000	143,000
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	3,007,000	3,071,000	4,970,000	1,899,000
26 – Supplies & Materials	21,000	22,000	23,000	1,000
31 – Equipment	3,000	4,000	5,000	1,000
Sub-total Non Personnel Cost	3,031,000	3,097,000	4,998,000	1,901,000
TOTAL	4,972,000	5,561,000	7,605,000	2,044,000
FTE	18	24	24	-

Table 3
CAPITAL PROJECTS & FACILITIES MANAGEMENT DIVISION
Detail, Difference FY 2009/2010

Object Class	Description of Request	FTE	Cost	Difference FY 2009/2010
11 - Compensation	Current Positions WIG	24	30,000	
	Current Positions COLA	24	83,000	
Subtotal				113,000
12 - Benefits	Current Positions WIG	24	8,000	
	Current Positions COLA	24	22,000	
Subtotal				30,000
21 - Travel and Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	Increase in services			1,825,000
25-Other Services	Built-in Increase			74,000
26 - Supplies and Materials	Built-in Increase			1,000
31 - Equipment	Built-in Increase			1,000
Total				2,044,000

Table 4
CAPITAL PROJECTS & FACILITIES MANAGEMENT DIVISION
Detail of Full-Time Equivalent Employment

	FY 2008 Enacted	FY 2009 Enacted	FY 2010 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7			
JS-8	4	4	4
JS-9	4	10	10
JS-10	1	1	1
JS-11	1	1	1
JS-12	1	1	1
JS-13	4	4	4
JS-14	1	1	1
JS-15	1	1	1
JS-16			
CES	1	1	1
Ungraded			
Total Salary	1,553,000	1,971,000	2,084,000
Total	18	24	24

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

<u>FY 2008 Enacted</u>		<u>FY 2009 Enacted</u>		<u>FY 2010 Request</u>		<u>Difference</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
6	1,332,000	7	1,743,000	8	1,908,000	1	165,000

Mission Statement

The District of Columbia Courts’ Center for Education and Training (the Center) provides comprehensive learning opportunities to enhance the knowledge, skill, and ability of all levels of personnel, thus improving the D.C. Courts’ capacity to provide service to internal and external constituencies.

Organizational Background

The Center’s staff of seven FTEs 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 Center offers classes in current legal issues, judicial procedure, ethics, executive leadership skills, emotional intelligence, supervision and performance management, understanding courts, effective communication, customer service, cultural diversity, court security, and a variety of technology classes on various software programs used by the Courts such as Microsoft Office, Court View and the Integrated Justice Information System. The 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 Center also develops and provides informational programs for court visitors, including many delegations of international guests.

Division Objectives

The Division’s objectives support the Courts’ strategic goal of a sound judiciary and workforce by employing a highly-skilled and well-trained workforce:

- To enhance the effectiveness of the judiciary by providing a myriad of judicial education opportunities, including three conferences annually, to all the judicial officers in the D.C. Courts. (MAP 1)
- To support the professional development of all judicial branch personnel through more than 100 courses and conferences annually, so that they may better serve the public and, ultimately, enhance the public’s trust and confidence in the Courts. (MAP 2)
- To respond promptly to specialized requests for training from specific divisions so that employees can support the Courts’ goal of enhancing the administration of justice.

- To develop alternative instructional methodologies to enhance the level of student participation. Courses are specially designed or scheduled for courtroom staff members who find it difficult to participate in classroom instruction during the workday. (MAP 3)
- To develop a Leadership Institute which will offer teambuilding, leadership courses, individual assessments, coaching, and personal and professional development activities to maximize the effectiveness of the Senior Executive Team in achieving their performance goals and, thereby, the strategic goals of the Courts. (MAP 4)
- To maximize the effectiveness of the Courts' management, address critical emerging human resource gaps with approaching staff retirements, and increase the pool of future managers and leaders by offering the year-long Management Training Program for 20 selected individuals annually as well as ongoing courses in performance management and supervision skills. (MAP 5)
- To improve service to the public by developing a Court Operations Academy curriculum specifically for the career development of court operations staff including courtroom clerks, file clerks, deputy clerks, and calendar coordinators. (MAP 6)
- To provide at least ten hours of training for all court employees annually and 22 hours of orientation training for all new court employees.

Restructuring or Work Process Redesign

The Center has initiated a variety of structural, work process and personnel changes over the last several years. The staff of seven has been completely restructured with over half of the division having been in place less than four years. These changes are a result of feedback received through a myriad of assessment tools, including an outside needs assessment and direct interaction and questionnaires completed by employees, both judicial and non-judicial. Armed with a better understanding of the substantial training needs of the Courts, the Center has energetically set about making an important and needed contribution to the entire organization. Thus far, the Center has made significant progress in implementing many creative training opportunities for the entire employee population of the Courts. With increased funding for programming in the FY 2009 budget, additional programs and initiatives are being planned and launched.

The Court Executive Service and Senior Management completed in 2007 specialized training in organizational development and personal effectiveness through "Emotional Intelligence in Practice." Through an OptionPower survey of current needs and interests, the executive management selected "Building a Great Place to Work" as the theme for the next phase of organizational and personal development. The new initiative was launched at the 2008 Judicial/Management Conference. In FY 2009, the initiative is expected to focus on team efforts to improve the D.C. Courts as a "Great Place to Work" and offer opportunities and challenges for senior management in areas such as emotional intelligence competencies, coaching and skills development over the next few years.

The D.C. Court of Appeals has initiated a series of educational roundtable discussions with national legal experts which has been extremely well received. The Court of Appeals judges have proven to need a different type of training than that offered to Superior Court judicial

officers. The Center and the Court of Appeals plan to continue this innovative effort and offer other staff training, unique to the Court of Appeals.

With a view toward a pending wave of retirements and better development and retention of talented employees, the Center and the Management Training Committee initiated a pilot Management Training Program for 20 competitively selected employees from each division within the Courts. The Program offered a very successful 12-month series of classes taught by national experts and in-house leaders. In FY 2009, the Center plans further evaluation and development of the Management Training Program as a national model.

Similarly, a Clerks Curriculum Committee has been appointed to review and design a progressive curriculum for career enhancement of court operations staff (70% of the Courts' workforce). The Court Operations Academy will be a multi-year series of core courses designed to address the skill development needs of court operations staff throughout their long careers at the Courts.

Technology classes are the top priority training need in every needs assessment conducted by the Center. Utilizing two computer labs, there is a newly dedicated focus on technology training. The Center offers not only basic but also intermediate and advanced levels of computer classes such as Excel, PowerPoint, Crystal Reports, and others. There is a need to offer technology classes on other more sophisticated, court-focused programs such as CourtView (the software for the Integrated Justice Information System). The Center is developing plans for alternative learning methods such as computer-based training, blended learning and cross training.

In 2009, the Management Training Committee, along with staff of the Center, will plan and host a second courtwide training and "court community" event for the entire court staff. This new effort will be an expansion of the "Building a Great Place to Work" initiative and will emphasize an appreciation of each individual's contributions to the Court's overall mission in the administration of justice. It will also be aimed at increasing the sense of shared community and positive regard for our workplace.

In a major work process redesign, the registration process for conferences and all regular classes was converted to a web-based, on-line system that also maintains several databases. It was a relatively smooth transition and has worked very well from an organizational perspective. The registration package has allowed the Center to fill classes better, more accurately to track employee training records, generate a variety of needed reports, and assist employees in their personal career development tracks.

Since the training reforms have been enacted, training has increased dramatically in terms of the number of classes each year that the Center offers, the number of participants, the number of training hours received as well as the level of satisfaction. For example, in the last several years, the number of classes offered has been over 100 and increasing each year. Between 2005 and 2008, the number of courses offered and the number of training hours completed during the first calendar quarter nearly tripled from 15 classes/1229 participants to 41 classes/3665 participants respectively. Training hours for each year have consistently been over 10,000 hours and indicators point to increased activity levels. The workforce, including the judicial officers, is

beginning to place increasing demands on the Center with respect to anticipated offerings and manpower not only in the planning and development of the offerings but also the acquisition of faculty, course materials, and logistics.

Finally, the International Visitors Program has been restructured and is now headed by the Deputy Director for Judicial Education. With approximately 25 delegations per year, most of them very high-level representatives from other nations' justice systems, arranging the educational experience for international visitors is an important activity unique to the trial court of the Nation's Capital.

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 number of training hours delivered, the delivery of support to other divisions' training efforts, the number of visitors programs held and the number of visitors attending the programs.

Table 1
CENTER FOR EDUCATION AND TRAINING
Workload Data

Data Measure	FY 2007 Actual	FY 2008 Estimate	FY 2009 Projected	FY 2010 Projected
Courses Offered	117	100	120	130
Judicial Participants	599	450	500	525
Judicial Training Hours	4603	3025	3100	3150
Non-Judicial Participants	1923	1550	1575	1625
Employee Training Hours Delivered	14,175	11,000	12,000	13,000
Divisions Supported	5	6	5	5
Programs & Tours for Visitors	28	20	25	25
Number of Official Visitors	425	250	300	300

Key Performance Measures

Table 2
CENTER FOR EDUCATION AND TRAINING
Key Performance Indicators

Type of Indicator	Key Performance Indicator	Data Source	FY 2007		FY 2008		FY 2009	FY 2010
			Goal	Actual	Goal	Estimate	Goal	Goal
Output	Programs Offered	Training Schedule	110	117	110	100	120	130
Outcome	Judges Trained	Participant Lists	345	599	345	450	500	525
Outcome	Employees Trained	Sign-in Sheets	1575	1923	1575	1550	1575	1625
Input	Program Quality	Participant Evaluations	80% >3.5	94% >3.5	80% > 3.5	93% > 3.5	80% >3.5	80% >3.5
Output	Court Tours & Programs	Visitors Schedule	37	28	37	20	25	25
Outcome	Management Training Program Graduates	Training Schedule & Participant List	20	22	20	20	20	20

FY 2010 Request

In FY 2010, the Courts request \$1,908,000 for the Center for Education and Training, an increase of \$165,000, or 9%, over the FY 2009 Enacted Budget. The requested increase consists of \$95,000 for 1 FTE to increase staff capacity to offer the substantially higher levels of training funded in the FY 2009 budget; and \$70,000 for built-in increases.

Education Specialist - 1 (JS 11/12/13), \$95,000

Problem Statement. The Center for Education and Training provides over 100 classes for employees, judicial education sessions plus three or four large conferences annually with a staff of seven. This is a level of activity that has increased dramatically in the past few years. With funding for new training initiatives, continued growth in staff activity is inevitable. Current activities account for well over 10,000 staff and judicial training hours delivered each year. Several important new initiatives were funded in the FY 2009 Budget, specifically:

- THE MANAGEMENT TRAINING PROGRAM (12 CLASSES PER YEAR)
- THE EXECUTIVE LEADERSHIP INSTITUTE (8 FACILITATED SESSIONS PER YEAR)
- EXPANDED TECHNOLOGY TRAINING (40 ADDITIONAL CLASSES PER YEAR)
- THE COURT OF APPEALS TRAINING AND (4 ROUNDTABLES PER YEAR)
- THE COURT WIDE STAFF CONFERENCE (1 CONFERENCE FOR 600+ EMPLOYEES)

While requested, encouraged and embraced by all of the Courts' Divisions, the increased training will require substantially more effort on the part of the Center to staff committees, plan curriculums, prepare materials, register participants, secure faculty, and handle all the logistical arrangements. The Center staff is fully committed to making the D.C. Courts an exemplary learning organization. One additional position is needed to help implement these new programs properly. The new programs reflect a 30% increase in the number of training sessions offered and a 10% increase in the number of employees attending from FY 2008 to FY 2010.

Relationship to Court Mission and Goals. The proposed staff increase will support the Courts' strategic goal of a strong judiciary and workforce. Specifically, the request supports the Courts' Strategy 3.1.1 to provide training to judicial officers and court personnel which increases professional knowledge and skills and enhances job performance. In addition, the goal of maintaining a skilled and diverse workforce and an environment that fosters high achievement and satisfaction will be addressed through the Court Operations Academy by aligning employee skills with the mission of the organization. Center staff will design training programs to tie employees' skills to achieving the goals of the Courts' Strategic Plan. *Delivering Justice*, the Courts' new strategic plan for 2008 – 2012, identifies increased staffing for the Center as one of the priority actions as follows: GOAL 3.1 Priority Actions "Enhance staffing resources of the Center for Education and Training to facilitate greater coordination with the Courts' Judicial Education and Management Training Committees."

Relationship to Divisional Objectives. The Center has a number of very ambitious MAP objectives that require additional resources in order to accomplish them. These include the Leadership Institute, the Management Training Program, and training for the Court of Appeals. One of the most critical areas of employee satisfaction is the alignment of skills with the strategic mission of the organization. The Court Operations Academy will address this area of training

that is relevant to the single largest group of employees – the clerks. The Clerks Curriculum Committee will determine the competencies and skills needed in the day-to-day work of the court and design a curriculum to address progressive levels of both expertise in skills and career advancement.

Relationship to Existing Funding. Support for this position is not currently available in the Center’s budget. The current budget supports only the seven positions currently filled.

Proposed Solution. Given the significantly increased levels of current and anticipated training activities, the Center proposes to recruit and hire one additional staff member. The new Education Specialist will be given assignments similar to those handled by the current Education Specialists. Areas where additional staff dedication is needed include assistance with the approximately 30 new training events and the Courtwide conference, planning and logistics, and ongoing registration and database management.

Methodology. The job position of Education Specialist has been classified in accordance with the Courts’ Classification Procedures. It is a career ladder position ranging from JS-11 to JS-13.

Expenditure Plan. The Center will follow the established procedures to recruit and select the best candidates in an expeditious manner.

Performance Indicators. The new staff member will have a performance plan that will be aligned with the achievement of the Center’s MAPs. The performance evaluation will be conducted annually. Performance indicators include quality measures of training provided, numbers of courses offered, participation and enrollment levels and high levels of satisfaction.

Table 3
CENTER FOR EDUCATION AND TRAINING
New Positions Requested

Position	Grade	Number	Annual Salary	Benefits	Total Personnel Costs
Education Specialist	11/12/13	1	76,000	19,000	95,000

Table 4
CENTER FOR EDUCATION AND TRAINING
 Budget Authority by Object Class

	FY 2008 Enacted	FY 2009 Enacted	FY 2010 Request	Difference FY 2009/2010
11 – Compensation	560,000	592,000	702,000	110,000
12 – Benefits	140,000	148,000	176,000	28,000
<i>Subtotal Personnel Cost</i>	<i>700,000</i>	<i>740,000</i>	<i>878,000</i>	<i>138,000</i>
21 - Travel, Transp. of Persons	303,000	410,000	420,000	10,000
22 - Transportation of Things	0	0	0	0
23 - Rent, Commun. & Utilities	0	0	0	0
24 - Printing & Reproduction	0	0	0	0
25 - Other Services	326,000	588,000	603,000	15,000
26 – Supplies & Materials	2,000	3,000	4,000	1,000
31 – Equipment	1,000	2,000	3,000	1,000
<i>Subtotal Non- Personnel Cost</i>	<i>632,000</i>	<i>1,003,000</i>	<i>1,030,000</i>	<i>27,000</i>
TOTAL	1,332,000	1,743,000	1,908,000	165,000
FTE	6	7	8	1

Table 5
CENTER FOR EDUCATION AND TRAINING
 Detail, Difference FY 2009/2010

Object Class	Description of Request	FTE	Cost	Difference FY 2009/2010
11 – Compensation	Current Positions WIG	7	9,000	
	Current Positions COLA	7	25,000	
	Education Specialist	1	76,000	
Subtotal				110,000
12 – Benefits	Current Positions WIG	7	2,000	
	Current Positions COLA	7	7,000	
	Education Specialist	1	19,000	28,000
Subtotal Personal Services				138,000
21 - Travel and Transportation	Built-in Increase		10,000	
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	Built-in Increase		15,000	
26 - Supplies and Materials	Built-in Increase		1,000	
31 – Equipment	Built-in Increase		1,000	
Subtotal Non-Personal Services				27,000
Total				165,000

Table 6
CENTER FOR EDUCATION AND TRAINING
Detail of Full-Time Equivalent Employment

	FY 2008 Enacted	FY 2009 Enacted	FY 2010 Request
JS-5			
JS-6			
JS-7			
JS-8			
JS-9			
JS-10	1	1	1
JS-11	1		1
JS-12		1	
JS-13	2	2	3
JS-14	1	1	1
JS-15		1	1
CES	1	1	1
Ungraded			
Total Salary	560,000	592,000	702,000
Total	6	7	8

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

<u>FY 2008 Enacted</u>		<u>FY 2009 Enacted</u>		<u>FY 2010 Request</u>		<u>Difference</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
55	5,281,000	55	5,588,000	55	5,907,000	0	319,000

Mission

The Court Reporting and Recording Division, CRRD, prepares verbatim records of the proceedings in D.C. Superior Court trials, produces transcripts for filing in the Court of Appeals and the Superior Court, and prepares transcripts ordered by attorneys, litigants, and other interested parties. Emphasis is placed on accurate and timely production of transcripts to ensure exceptional service. CRRD provides real-time translation to members of the judiciary to aid in decision making, in addition to any party requesting real-time for ADA purposes.

Organizational Background

The Division is comprised of the Director’s office and four branches: Court Reporting Branch, Case Management Branch, Transcription Branch, and Administrative Branch.

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 Strategic Plan and other D.C. Courts’ programs and initiatives as they relate to the Court Reporting and Recording Division.
2. The Court Reporting Branch is comprised of stenotype reporters and voice writers who are responsible for taking verbatim trial proceedings and transcribing official transcripts.
3. The Transcription Branch is responsible for transcribing verbatim transcripts of recorded proceedings held in D.C. Superior Court that were not taken by an Official Court Reporter.
4. The Case Management Branch is responsible for handling all Criminal Justice Act, *in forma pauperis*, Domestic Violence, and Juvenile appeal transcript requests. This includes maintaining transcripts in the Division for all appeal cases and forwarding same to the Appeals Coordinator’s Office when all transcripts have been completed in that appeal. This Branch is also responsible for statistics generated throughout the year involving all appeal cases.
5. The Administrative Branch is responsible for processing incoming and outgoing transcript requests from various agencies and the public and entering relevant data into the Court Reporting Transcript Tracking System. This branch is responsible for statistics generated throughout the year involving all non-appeal cases.

Division MAP Objectives

The Court Reporting and Recording Division provides transcripts for judges, lawyers, and other parties. The Division provides state-of-the-art court reporting services to the judiciary and the public, including ADA requests. The objective of the Division is to produce accurate and timely transcripts of court proceedings. The Court Reporting and Recording Division’s Management Action Plan (MAP) objectives follow:

- Provide real-time to the judiciary which in turn will assist in making judicial rulings.
- Enhance efficient operations and the quality of service provided to persons conducting business with the Court Reporting and Recording Division by developing a plan to reengineer processes through the utilization of technologies 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 that transcripts of court proceedings are available to judges, litigants, and attorneys in a timely manner.
- 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

During FY 2008, the Court Reporting and Recording Division started the real-time program with three associate judges in felony assignments. Real-time provides instant translation of the proceedings which will assist the court in its mission of Fair and Timely Case Resolution and Access to Justice for all. In addition to aiding the judiciary, the program continues to provide real-time translation for all ADA requests.

The CRRD uses an automated transcript tracking system currently on the mainframe. Since the mainframe is being phased out, the Information Technology Division, with the aid of CRRD, designed a new transcript tracking system. The new system will provide many ways to search data, streamlining the work processes in the division. The advent of the new system will enhance the efficiency of staff.

Workload Data

Table 1
COURT REPORTING AND RECORDING DIVISION
Workload Measurement Table

Type of Indicator	Performance Indicator	Data Source	FY2007 Actual	FY2008 Estimate	FY2009 Estimate	FY2010 Estimate
Input	Transcription Branch orders received	Division Records	4,142	4,500	3,750	4,050
Input	Court Reporting Branch orders received	Division Records	4,000	4,200	4,300	4,400
Output	Pages of court transcripts produced (appeal/non-appeal)	Division Records	388,937	400,000	406,000	408,000

Table 2
COURT REPORTING AND RECORDING DIVISION
Key Performance Indicators

Type of Indicator	Performance Indicator	Data Source	FY2007		FY2008		FY2009	FY2010
			Goal	Actual	Goal	Estimate	Goal	Goal
Quality	Average time to complete transcripts of taped proceedings (appeal/non-appeal)	Division Records	30 days/ 20 days	32 days/ 24 days	30 days/ 20 days	30 days/ 20 days	28 days/ 15 days	27 days/ 15 days
Quality	Average time to complete transcripts by court reporters (appeal/non-appeal)*	Division Records	55 days/ 20 days	60 days/ 18 days	50 days/ 20 days	57 days/ 18 days	55 days/ 18 days	50 days/ 18 days

*CRRD 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 in the CRRD.

FY 2010 Request

In FY 2010, the Courts request for the Court Reporting and Recording Division is \$5,907,000, an increase of \$319,000 (6%) above the FY 2009 Enacted Budget. The requested increase consists entirely of built-in increases.

Table 3
COURT REPORTING & RECORDING DIVISION
Budget Authority by Object Class

	FY 2008 Enacted	FY 2009 Enacted	FY 2010 Request	Difference FY 2009/2010
11 - Personnel Compensation	4,165,000	4,402,000	4,653,000	251,000
12 - Personnel Benefits	1,041,000	1,101,000	1,166,000	65,000
Subtotal Personnel Cost	<i>5,206,000</i>	<i>5,503,000</i>	<i>5,819,000</i>	<i>316,000</i>
21 - Travel, Transp. of Persons				0
22 - Transportation of Things				0
23 - Rent, Commun. & Utilities				0
24 - Printing & Reproduction				0
25 - Other Services	15,000	23,000	24,000	1,000
26 - Supplies & Materials	40,000	41,000	42,000	1,000
31 - Equipment	20,000	21,000	22,000	1,000
Subtotal Non Personnel Cost	<i>75,000</i>	<i>85,000</i>	<i>88,000</i>	<i>3,000</i>
TOTAL	5,281,000	5,588,000	5,907,000	319,000
FTE	55	55	55	0

Table 4
COURT REPORTING & RECORDING DIVISION
Detail, Difference FY 2009/2010

Object Class	Description of Request	FTE	Cost	Difference FY 2009/FY2010
11 - Personnel Compensation	Current Position WIG	55	66,000	
	Current Position COLA	55	185,000	
Subtotal				251,000
12 - Personnel Benefits	Current Position WIG	55	17,000	
	Current Position COLA	55	48,000	
Subtotal				65,000
<i>Subtotal Personal Services</i>				<i>316,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service	Built-In		1,000	
26 - Supplies & Materials	Built-In		1,000	
31 - Equipment	Built-In		1,000	
<i>Subtotal Non-Personal Services</i>				<i>3,000</i>
Total				319,000

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

	FY 2008 Enacted	FY 2009 Enacted	FY 2010 Request
JS-3			
JS-4			
JS-5			
JS-6	1	1	1
JS-7	4	4	3
JS-8	6	6	7
JS-9	3	2	2
JS-10	6	3	3
JS-11	4	7	0
JS-12	28	30	36
JS-13	1	1	1
JS-14	1	1	
JS-15			1
JS-16			
JS-17			
CES	1	1	1
Total Salary	4,165,000	4,402,000	4,653,000
Total FTEs	55	55	55

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

<u>FY 2008 Enacted</u>		<u>FY 2009 Enacted</u>		<u>FY 2010 Request</u>		<u>Difference</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
18	2,074,000	18	2,194,000	19	2,435,000	1	241,000

Mission

The Human Resources Division is responsible for the administration of personnel policies and procedures promulgated by the Joint Committee on Judicial Administration; recruitment of highly skilled, well-qualified employees; employer-employee relations; position classification; workers' compensation; maintenance and security of personnel records; development and administration of employee benefit programs; and promulgation of personnel policies.

Organizational Background

The Human Resources Division is responsible for consistent, uniform implementation of personnel policies adopted by the Joint Committee on Judicial Administration. In addition, the Division maintains systems to enhance staff development and employee accountability and to promote effective employee-management relations and provide guidance to management staff with the establishment and maintenance of work environments that promote service to the public, productivity, and professionalism. The Division also serves as the focal point for compliance with Federal and local statutes prohibiting discrimination in employment and promoting equal opportunity for women and members of minority groups who seek employment or participate in court programs.

The Office of the Director undertakes court-wide personnel policy development, interpretation, and implementation.

The Office of the Deputy Director is responsible for employment records and documents, including the Human Resources Information Management System, Employee Relations, Employee Mediation, Position Classification, and the Staffing and Recruitment Unit which is responsible for the development and implementation of programs that enable the Courts to attract and employ highly qualified staff.

The Benefits Unit is responsible for the administration of the Federal benefit programs including health, life, and long-term care insurance programs; retirement programs; transportation subsidy and flexible spending accounts programs; and Workers' Compensation. This unit also administers the Courts' voluntary dental and vision insurance program, and Long and Short Term Disability insurance programs and serves as Contract Administrator for the Courts' Health Unit and the Employee Assistance Program.

The Office of Program Analysis administers the Division's Strategic Plan and Performance Management programs.

Division MAP Objectives

Several of the Division MAP Objectives follow:

Program Area	Objective
Benefits	To contribute to a positive work environment by developing and conducting a worker's compensation training for line and mid-level managers beginning September 2007.
Benefits	Enhance employee awareness of retirement options by increasing the frequency of retirement seminars to once a year, starting July 2005.
Benefits	Enhance customer service to Associate Judges, Magistrate Judges, and the Court Executive Service by designing and sending individualized annual benefits statements (detailing current retirement, health, and life insurance benefits, etc.), beginning March 2007.
Employee Relations	Contribute to an environment that fosters high satisfaction among court personnel by developing and sending quarterly reports to the Executive Officer on employee relations trends inclusive of corrective action analyses (suspension or higher discipline), grievances, ADR, FMLA, probationary separations, and employee exit survey data, beginning April 2005.
Employee Relations	Contribute to a positive work environment by ensuring that managers and/or employees are trained annually on at least two human resources-related areas (e.g. FLSA, FMLA, Performance Management, ADA, EEO, etc.), beginning February 1, 2004.
Employee Relations	Contribute to the professional development of court personnel, by ensuring that 90% of new hires attend New Employee Orientation within 30 days of start date.
Employee Relations	To enhance employee satisfaction by developing and administering a revised comprehensive exit interview, beginning November 2006.
Intern & Volunteer Program	To ensure the human capital resources are used effectively by exploring alternate staffing resources (e.g. volunteers) that will facilitate effective court operations beginning January 2007.
Performance Management	Contribute to an environment that fosters high satisfaction among court personnel by developing and sending a report to the Executive Officer on performance management trends inclusive of performance ratings, performance awards, and employee improvement plans beginning November 2005.
Staffing	Contribute to the high satisfaction of job applicants by increasing annually the percentage of electronically filed applications by 10% above previous year target, beginning October 2008.
Staffing	Promote diversity of the Courts' workforce by increasing the percentage of Latino applicants to 8% (percent in population) by September 2006.
Workforce Planning and Management	To support a work environment that promotes high achievement and effective utilization of human capital by developing and proposing a workforce plan for the D.C. Courts by May 2007.

Human Resources Accomplishments - FY 2007

- Voluntary Benefits Program. Developed and implemented new voluntary life insurance benefit that combines a life insurance product with a long term care product. The Court added Lasik coverage to the voluntary vision benefit with Vision Services Plan as the administrator.

- Pre-Retirement Planning Seminars. In an effort to increase employee knowledge of retirement benefits, the Human Resources Division increased the frequency of its pre-retirement seminars. The seminars combine training on internet accessibility to their CSRS/FERS retirement benefits. Employees are able to calculate future retirement dates based on their current service and salary.
- Employee Benefit Statements. The Human Resources Division completed the development and design of annual benefit statements for all career personnel. The Benefit Statements were rolled out for judicial staff in June 2006 and for Senior Court Executives in September 2007. The Statements are used to verify elections and provide summary and contact information of all benefits in case of an emergency. The statements also act as a training tool to clarify benefit options available to each employee.
- Performance Management. In an effort to enhance employee performance and satisfaction the fillable *Performance Planning and Evaluation Form* was revamped to be more user-friendly and secure.
- Training. To increase professional knowledge and skills of the Courts staff, the Human Resources Division developed three new trainings on performance management: Introduction to Performance Management, Crafting Elements & Standards, and Drafting an Employee Improvement Plan. Participants will learn the function of a performance management program, how to convert organizational goals into employee elements and standards, and how to create and track an Employee Improvement Plan.
- Workforce Planning and Management. To prepare for the future workforce needs of the Courts, the Human Resources Division presented a workforce planning and management process and model in May 2007. The Courts' are now in the second step of this process, conducting a workforce analysis and developing a workforce profile.

Workload Data

During FY 2007, the Human Resources Division processed 112 Family Medical Leave Act requests, 13 Workers' Compensation claims, 78 recruitment actions, and approximately 1,250 employment applications. The Benefits Unit conducted 1,036 individual benefit consultations and 25 group benefit workshops, seminars, fairs, etc.

Table 1
HUMAN RESOURCES DIVISION
Performance Measurement Table

Type of Indicator	Key Performance Indicator	Data Source	FY 2007		FY 2008		FY 2009	FY 2010
			Goal	Actual	Goal	Estimate	Goal	Goal
Output	% of classifications conducted	Classification Log	20%	21%	20%	20%	20%	20%
Output	# of employees enrolled in dental/vision benefit program	Enrollment documents	200	435	250	480	500	500
Output	# of employees attending benefit seminars, retirement workshops, wellness fairs, etc.	Registration and attendance documents	800	*406	900	1,000	900	900
Output	# of employees enrolled in dental/vision benefit program	Enrollment documents	200	*435	250	480	500	500
Output	# of job applicants	Staffing Logs	1,600	1,250	2,000	2,000	1,800	1,800

*The Courts significantly reduced recruitment activity in FY 2007 due to a hiring freeze. This freeze has now ended and recruitment and hiring activities will increase significantly.

FY 2010 Request

The Courts' FY 2010 request for the Human Resources Division is \$2,435,000, an increase of \$241,000 (11%) above the FY 2009 Enacted Budget. The increase includes \$113,000 for one FTE to enhance workforce planning and built-in increases.

Workforce Analyst (JS-13), \$113,000

Problem Statement. The D.C. Courts, like many organizations, are at a crossroad; business as usual will no longer attract and retain the caliber of employees needed to execute the Courts' mission. Approximately one-third of the current workforce will be eligible to retire in the next three to five years and 60% of the Courts' Executive Service will be eligible during that time. Due to budgetary constraints in FY 2007, the Courts were forced to maintain vacancies, reaching a vacancy rate of 15% for non-judicial personnel. An increased turn-over rate and loss of institutional knowledge has created challenges for the Courts. The need for succession planning has become evident. In an effort to manage this dramatic change, the Courts must prepare, develop, and implement new policies and practices that will enable employees to effectively execute the mission of the Courts.

Relationship to Court Mission, Vision and Strategic Goals. The workforce planning initiative supports the strategic issue of promoting a strong judiciary and workforce. Specifically, the Courts must establish a workforce planning and development initiative to address future human capital needs.

Relationship to Divisional Objectives. The workforce planning initiative supports the Courts' workforce planning and management strategy to support a work environment that promotes high achievement and effective utilization of human capital by developing and proposing a workforce plan for the D.C. Courts.

Proposed Solution. In preparation for the future, the Courts must rethink current human resources and training strategies in order to attract and retain a high quality workforce. Workforce planning should align human capital programs with the organization's mission and goals and develop long-range strategies to recruit, develop, and retain staff to meet the organization's vision.

The workforce planning initiative will require a program manager who will develop and execute the workforce initiatives. The program manager, the Workforce Analyst, must possess knowledge of the principles of organizational development, human resources management, training, and development, and the Courts' organization and culture. It will be critical to have the program manager serve as a liaison for the Human Resources Division, Center for Education and Training, and the Office of Strategic Management.

Methodology. Workforce planning, like other planning efforts, has a development process to guide an organization as it creates and executes its plan. Similar to strategic planning, workforce planning requires input and commitment from each level of management and from employees. The Courts' workforce planning model is a five step process:

- Step 1: Set strategic direction.*
- Step 2: Conduct workforce analysis.*
- Step 3: Develop an action plan.*
- Step 4: Implement the action plan.*
- Step 5: Monitor, evaluate and revise the plan.*

Performance Indicators. The objective of a workforce plan is to help the organization prepare for changes in human capital. The workforce plan will provide the Courts' leadership with a clear picture of organizational trends in human capital and enhance the organization's ability to effectively serve its stakeholders. The workforce plan will be successful if it prevents the Courts from experiencing a skill or labor shortage. A successful plan will help the Courts to work proactively towards organizational goals set in the strategic plan. Major success factors for a workforce plan include integrating the strategic plan into the workforce plan, establishing a data collection process that generates reliable information for forecasting trends, and creating the appropriate mix of position types to support the organization's mission and vision.

Transit Subsidy Benefit Increase –\$185,000

***Including \$ 9,000 in the Court of Appeals budget request,
\$138,000 in the Superior Court Management Account request, and
\$ 38,000 in the Court System Management Account request.***

Problem Statement. Federal agencies in the D.C. Metropolitan area provide transit subsidies to employees in an effort to reduce traffic congestion and air pollution in the Washington Metropolitan Area. To contribute to this effort, enhance employee morale, and strengthen the Courts' competitiveness in the labor market, the Courts have provided a transit subsidy to employees. The current funding provides eligible employees a subsidy up to \$60 per month to use public transportation for commuting purposes. Since the inception of the program, the subsidy has been limited to a maximum benefit of \$60 per month while the Federal transit

subsidy level is currently \$115 per month. Approximately 90% of program participants spend more than \$120 per month to commute to and from work. The budget request reflects an estimate of 600 participants receiving a transit benefit of \$120 per month.

Relationship to Court mission and goals. Participation in the local effort to encourage use of public transportation supports the Courts’ goal to instill public trust and confidence.

Relationship to existing funding. There is no funding available in the Courts’ budget to support the increase in the transit subsidy benefit. As described above, the funds are requested in the appropriate court entity based on employee use of the transit subsidy.

The Program. The Division of Human Resources has developed policies and guidelines to maintain and control the use of the program. Since 2002, any participant who travels by Metrorail is required to enroll in SmartBenefits. SmartBenefits provides an employer the means to electronically monitor and distribute benefits to the participant. Over 99% of the Courts’ participants are on the SmartBenefit Program. Although there is no requirement to re-certify employees, the Court requires participants to certify at the beginning of each fiscal year that they are eligible to receive the benefit.

Performance of the Program. Forty-nine percent of the Courts’ employees participate in the Courts’ Commuter Option Program. Surveys, formal and informal, support the view that employee morale has increased. Applicants are eager to be employed by the Courts largely due to our benefit package which includes the subsidy program. We are proud that the Courts have put into place, since FY 2002, measures to prevent fraud and misuse of the program. These measures include parking records reconciliation, separation of participants’ reconciliation, commuting cost breakdown, false statement warnings, employee certification of eligibility and verification of costs. We have also enhanced our monitoring procedures by adding the home address on the enrollment form and implemented an employee leave procedure.

Table 2
HUMAN RESOURCES DIVISION
New Position Requested

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Workforce Analyst	13	1	\$90,000	\$23,000	\$113,000

Table 3
HUMAN RESOURCES DIVISION
Budget Authority by Object Class

	FY 2008 Enacted	FY 2009 Enacted	FY 2010 Request	Difference FY 2009/2010
11 - Compensation	1,648,000	1,742,000	1,931,000	190,000
12 - Benefits	412,000	435,000	484,000	49,000
Subtotal Personnel Cost	<i>2,060,000</i>	<i>2,177,000</i>	<i>2,415,000</i>	239,000
21 - Travel, Transp. of Persons	5,000	6,000	7,000	1,000
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	5,000	6,000	7,000	1,000
31 - Equipment	4,000	5,000	6,000	1,000
Subtotal Non Personnel Cost	<i>14,000</i>	<i>17,000</i>	20,000	3,000
TOTAL	2,074,000	2,194,000	2,435,000	241,000
FTE	18	18	19	1

Table 4
HUMAN RESOURCES DIVISION
Detail, Difference FY 2009/2010

Object Class	Description of Request	FTE	Cost	Difference FY 2009/2010
11 - Compensation	Current Positions WIG	18	26,000	
	Current Positions COLA	18	73,000	
	Workforce Analyst	1	99,000	
Subtotal				189,000
12 - Benefits	Current Positions WIG	18	7,000	
	Current Positions COLA	18	19,000	
	Workforce Analyst	1	23,000	
Subtotal				49,000
21 - Travel and Transportation	Built-in Increase			1,000
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies and Materials	Built-in Increase			1,000
31 - Equipment	Built-in Increase			1,000
Total		18		241,000

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

	FY 2008 Enacted	FY 2009 Enacted	FY 2010 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7			
JS-8			
JS-9	4	4	4
JS-10			
JS-11	2	2	1
JS-12	4	4	5
JS-13	4	4	5
JS-14	3	2	2
JS-15		1	1
JS-16			
JS-17			
CES	1	1	1
Ungraded			
Total Salary	1,648,000	1,742,000	1,931,000
Total	18	18	19

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

<u>FY 2008 Enacted</u>		<u>FY 2009 Enacted</u>		<u>FY 2010 Request</u>		<u>Difference</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
57	9,635,000	58	10,102,000	60	10,834,000	2	731,000

The Information Technology (IT) Division acquires, develops, implements, administers, and secures D.C. Courts’ information and technology systems. Its responsibilities are carried out under the direction of the Director’s Office by a project management office, quality assurance, and operations groups that develop applications, administer computer networks, administer databases and applications, oversee information security, and provide customer service support to end users, and ensure continuity of operations.

Mission Statement

The mission of the Information Technology Division is to facilitate the fair and efficient administration of justice by providing secure access to accurate, timely, easily accessible information and integrated information systems.

Vision Statement

To achieve its mission, the Information Technology Division has adopted the vision of “a state-of-the-art information technology enterprise architecture and environment that supports and advances the D.C. Courts’ mission and maximizes efficient use of Court resources.”

Introduction

The Information Technology Division delivers information systems services and support to all other Court Divisions. Some of the Division’s major services include:

- Designing, developing, implementing, and maintaining information systems to enable case processing for D.C. Courts’ divisions.
- Supporting D.C. Courts’ jury management, case management, financial/payroll management, procurement, human resources functions, and performance measurement reporting through automation of business processes.
- Enabling computer-based data exchange among District of Columbia criminal and juvenile justice agencies.
- Managing court-wide, computer-based office automation and Internet connectivity through a wide-area network.
- Maintaining and supporting mainframe and client/server information systems.

- Identifying new technologies to assist the continuous improvement of the Courts' operations.
- Overseeing implementation of D.C. Courts' Integrated Justice Information System (IJIS) and case management workflow improvements.
- Maintaining and supporting courtroom and enterprise-wide digital audio recording and video applications, and assistive listening systems.
- Managing and supporting the Courts' website and Internet applications.

In its role, the Information Technology Division assists business process improvement through the automation of workflow, knowledge exchange through the use of the Internet, and strategic management through the information technology architecture.

Organizational Background

The Information Technology Division has four primary responsibilities:

- *Case Tracking* involves the framework, hardware, database, and software to store case data and make it available for user inquiry and processing. Core functions supporting this responsibility are (1) design and maintenance of systems; (2) operation and production of hardware systems; and (3) providing user support and assistance.
- *Case Processing* involves the daily tasks associated with court case activity as cases progress to resolution. Events are scheduled, notices and calendars are printed, results or decisions are recorded, and management reports are produced.
- *Office Automation Support* requires the provision of automation tools, hardware and software, networks, servers and gateways, training and assistance for all judicial and non-judicial staff. Core functions are design and maintenance of systems; configuration, installation and maintenance of the Wide Area Network; help desk and training support.
- *Information Exchange* consists of providing automated information tools, such as the Internet and specialized research services; tools for data exchange among justice agencies; and tools to disseminate court information to the community, such as reports, public use terminals, kiosks, and the Internet.

To improve its operational effectiveness, the IT Division followed the Software Engineering Institute's Capability Maturity Model – Integration (CMMI) Level Two (ML-2) guidelines and industry best practices to manage all major IT projects.

A new IT strategic plan was developed to support the D.C. Courts' mission. To implement the new strategic plan, the IT Division created an Enterprise Architecture Board (EAB) to revise the Information Technology Architecture (ITA) and to evaluate new technologies. In addition to the IT strategic plan and IT architecture, the management blueprint encompasses enterprise-level IT management policies, which are applicable court-wide; directives that define minimum standards and controls how the IT Division will institute these policies into operation. The EAB institutes

processes, guidelines and standard operating procedures documented in manuals, which further standardizes how the IT Division performs its responsibilities.

Governing these complex initiatives to integrate the D.C. Courts' case management systems and improve the IT Division's performance is a newly developed management control framework with senior management participation through an IT Steering Committee and technical management and an IT Change Control Board. A Management Implementation Team (MIT) made up of managers from Superior Court divisions meets weekly as a program management advisor to oversee the implementation and make user decisions about key issues such as functional requirements, customizations, and user acceptance testing protocols. Similarly, an Integrated Project Team (IPT) consisting of IT Division managers and specialists has worked collaboratively to develop new IT management directives, processes, and the IT architecture. An IT Steering Committee, oversees these programs and project-level organizational efforts. All groups operate according to policies set by the IT Steering Committee.

Achievements and Highlights

Customer Services

- Created a 3-tier Help Desk to support a multi-location and a multi-platform environment, and to support the increasing number of software applications.
- Establishment and implementation of a new Jury Management System to replace the current legacy system that will be decommissioned.
- Provided new options for attorneys and experts on the Web Voucher System. Developed DNA voucher submission verification that allows attorneys and experts to electronically submit their DNA voucher requests. Completed work required on CCAN vouchers.
- Wireless access was deployed in many common areas around the Moultrie Courthouse. Some of the areas included were the lawyer's lounge, the juror's lounge, the cafeteria and the libraries.
- Upgraded the Court's Internet bandwidth from 3mbps to 20mbps throughout the campus. Stream video option is now available for business use.
- Deployed new desktops, laptops and VPN connections to Judges for improving productivity.
- Provided a secure video conferencing access portal to various conferences requests. The design and implementation of this temporary solution proved to be a large stepping stone in an overall video conferencing project that is not yet available. Video conferencing portal was configured through multiple connections through an unused Cisco ASA firewall and SSLVPN capabilities.

Integrated Justice Information Systems (IJIS)

- In 2008 the IJIS Project Team continued implementation of additional capabilities associated with the CourtView Case Management system. Several new functions were added to enhance existing operations such as case initiation, event scheduling, motions tracking, and case docketing. In addition, the Court completed Final Acceptance of the IJIS implementation with the installation of four customizations designed to align the CourtView Case Management system with defined government accounting principles.
- Implemented electronic filing interface between Family Court and the D.C. Office of the Attorney General for juvenile delinquency matters.
- Working with technical team from D.C. Criminal Justice Coordinating Council, designed and developed an electronic interface with the Bureau of Prisons to facilitate a more streamlined approach to transferring prisoners from the custody of the Court to the BOP.
- Using grant funds from the U.S. Department of Health and Human Services, the IJIS team worked with the management of the Family Court to document requirements and devise a technical design for an interface between the Court and the Child and Family Services Administration for electronic case initiation of Abuse and Neglect cases. The interface is scheduled to go online later this summer.
- Completed implementation of robust rules-based workflow to enhance auditing process for Probate Court financial accounts. The workflow provides probate division personnel and judicial officers with tools to review filed accounts, determine if they are acceptable, and apply their electronic signature to the final order associated with the account.
- Created standardized methodology for Court-wide Performance Management reporting of case clearance rate and time to disposition calculations.
- Began configuration and implementation of enterprise-level general ledger application designed to replace current system and provide interfacing capability with CourtView case management system as well as the Court's banking vendor.
- Expanded public access facility to include additional case types for Probate, Tax, and Criminal courts.

Infrastructure

- Upgraded the Courts' fiber backbone to gigabit connectivity providing more bandwidth to enhance performance of user applications.
- Migrated de-centralized data storage to a scalable and easily maintained enterprise data storage network: NetApp.
- Developed an enterprise hardware refresh project plan for all servers, desktops and network equipment.

- Establishment and deployment of an Information Security Page for the Court user community.
- Infrastructure upgrade Project involved the Network Team creating new virtual DNS / DHCP/ WINS servers to help clean up all the accesses to Active Directory Domain servers.
- Server Consolidation Project provided the implementation of NetApp to help reduce the number of servers needed to process data at the Courts. This also provided centralized storage to one rack of hard drives and reduced the total cost of ownership in buying individual servers.
- The networking infrastructure was completed at the Northeast Drop-In Center to enable connectivity to the Court.
- Future projects coming soon are the Email Archiving Project, Cisco Infrastructure Refresh Project, Microsoft SMS Project, Exchange 2007 Upgrade Project and the planning of the new Data Center move to Building C.
- Updated All Security Devices. Prior to upgrades and updates a full test is performed of functionality as well as configuration compatibility. This method of testing software updates and upgrades proved to be beneficial in ensuring that connectivity remains available (minimal scheduled downtime).

Information Technology Personnel

- Re-organized the Customer Services area to implement an effective 3-Tier customer service branch. A new Customer Services Manager was hired to manage the area. Customer Services will allow a more proactive role in planning desktop computing across the campus.
- Accessed the IT training fund for training, development, and certification testing. The IT training fund was utilized to provide opportunities to the IT staff. These courses included the following topics: Sun Certified Java Developer, SMS 2003, Network Boot camp, CCNA boot camp, Oracle Developer, NetApp Administrations, Tipping Point Administration and Oracle Discoverer.
- Expanded the IT Web/DataBase team by adding two GS-13 Web/DB Developers. Worked closely with the Application team to implement the Web Transcript Tracking System and TDM Old Case Viewer tool.
- Expanded the Network team by adding two GS-13 Systems Administrators to support new infrastructure initiatives.

Division MAP Objectives

The IT Division defined and initiated projects to achieve the following set of MAP objectives. These objectives will carry forward into fiscal year 2010.

- Enhance and support the Integrated Justice Information System (IJIS) (which includes implementing new interfaces on IJISBroker, customizations, e-filing, public access, and improvements on a continuing basis).
- Implement and support the state-of-the-art Jury Management System.
- Migrate servers to the next-generation of computing architecture to improve performance, manageability, and security.
- Standardize the replenishment cycle for personal computers, operating systems, and personal productivity tools to optimize cost and performance.
- Replace outdated network infrastructure and relocate the data center as part of the facilities master plan for implementing the structural buildings of the D.C. Courts.
- Implement repeatable processes to manage the Court's IT assets.
- Enhance and support the Web Voucher System which includes the Court of Appeals module.
- Ensure the continuous delivery of IT services and information by establishing and testing IT disaster recovery and business continuity plans.
- Develop a "Video Usage Plan" to utilize the Courts' videotape and editing resources more effectively in order to provide education and training for Court personnel and the public.
- Enhance operation of the Court's digital audio recording system, including courtroom monitoring, audio turnaround time, and security.

The IT Division anticipates adopting six new MAP objectives. The IT Division will provide program leadership for the Courts' efforts to improve operational efficiency through business integration of IJIS. Related to this, the IT Division will undertake an initiative to improve the quality of data in IJIS. Finally, the IT Division will enhance the Courts' web site and web kiosks in a way that extends public access to the Courts.

Business Process Reengineering

As with the rest of the D.C. Courts, the IT Division is undergoing a period of transformation. Over the past few years, the D.C. Courts have developed plans to reengineer their operations to take advantage of IJIS, to offer better services to the public, and to support greater efficiency and enhance effectiveness. The IT Division faces unique challenges in this context because of demands to introduce new technology, to improve service quality, to reduce unplanned downtime, and to effectively manage the IJIS implementation.

To maximize the use of staff time and expertise, as well as to improve overall service to D.C. Courts, the IT Division is reorganizing its personnel. The reorganization is taking place as part of the ITA/CMMI program, which has produced an IT architecture; an IT governance framework; and an implementation plan to institute disciplined repeatable processes and achieve a state of voluntary compliance with the Clinger/Cohen Act and OMB Circular A-130, and other relevant regulations, guidance, and GAO recommendations.

Operating funds will support implementation of the Division’s goals, as defined in the IT strategic plan. The goals of the It Division are as follows:

- Enable our judicial stakeholders to carry out their mission with an integrated justice information system;
- Equip our leaders with the tools they need to manage the D.C. Courts’ business;
- Invest in reliable, secure and cost-effective IT infrastructure;
- Build IT management capabilities that will create and sustain return on investment;
- Develop our people, so they become sophisticated users of information; and
- Protect the integrity, availability, and confidentiality of our critical information assets.

Requested operating funds that will support several mission-critical activities, including the maintenance of information systems, furtherance of the D.C. Courts’ IT architecture, and the support of the Family Court through the administration of IJIS in a production environment.

Performance Indicators

Table 1 shows the Division’s “readiness” to meet the strategic goals. Table 2, which follows, IT Metrics, contains the detailed information on performance measurements that have been developed to support the accomplishment of court-wide strategic goals and objectives

Table 1: IT Metrics
IT Division Management Action Plan for FY 2008 as of Q2

IT Division Management Action Plan for FY 2008 as of Q2		
Goal and Strategy to Complete the Goal	Progress	Rating
<p>Goal 1.1: The Courts will administer justice promptly and efficiently.</p> <p>Strategy 1.1.5: Develop processes and systems that ensure administrative efficiencies and utilize best practices.</p>	<p>58%</p>	
<p>Goal 1.2: The Courts will administer justice fairly and impartially without regard to race, ethnicity, gender, sexual orientation, economic status, or mental or physical disability.</p> <p>Strategy 1.2.4: Ensure that jury pools reflect the diversity of the D.C. community and that jury service is a positive experience.</p>	<p>50%</p>	
<p>Goal 1.3: The Courts will ensure informed judicial decision-making.</p> <p>Strategy 1.3.2: Develop and implement an integrated case management system that maintains comprehensive case information.</p> <p>Strategy 1.3.3: Ensure that court proceedings are recorded accurately and completely, and that high quality transcripts are produced timely.</p>	<p>59%</p>	

Goal and Strategy to Complete the Goal	Progress	Rating
<p>Goal 1.5: The Courts will seek resources necessary to support effective and efficient operations, and expand them prudently.</p> <p>Strategy 1.5.1: Assess future resources necessary to accomplish the Courts' mission, including human, capital, technological, and programmatic.</p> <p>Strategy 1.5.2: Produce comprehensive budget submissions to support resource requests to achieve the Courts' mission, goals, and strategies.</p> <p>Strategy 1.5.3: Identify and pursue grant funding opportunities.</p>		
<p>Goal 2.2: The Courts will provide the public with information that is easily understandable and readily available.</p> <p>Strategy 2.2.3: Enhance the availability of automated court information and data to the public through Internet technologies.</p>		
<p>Goal 4.2: The Courts will provide technology that supports efficient and effective case processing, court management, and judicial decision-making.</p> <p>Strategy 4.2.1: Implement a governance process to ensure cost-effective and strategically aligned investments in technology.</p> <p>Strategy 4.2.3: Invest in an information system that allows for integrated data-sharing across divisions, Courts, relevant government entities, and those conducting business with the Courts.</p> <p>Strategy 4.2.5: Utilize project management, change management, systems lifecycle and risk management disciplines for information technology projects.</p>		
<p>Goal 4.3 The Courts will protect people, processes, technology and facilities to ensure continuity of operations in the event of an emergency of disaster.</p> <p>Strategy 4.3.1: Establish policies and programs for safeguarding the integrity of court information.</p> <p>Strategy 4.3.2: Develop procedures for protecting the vital electronic and paper records of the Courts against degradation, destruction and loss.</p> <p>Strategy 4.3.4: Establish plans to ensure the continuity and resumption of business operations after a catastrophic event.</p>		

The IT Division performance scorecard displays the strategic goals for the Superior Court of the District of Columbia, and the strategy that the IT Division has developed to complete these goals. The progress scale displays the quarterly progress as an average of each performance target's current completion or success rate. The rating graphic is designed to display the overall performance of the strategy with regard to completion of the overall strategic goal. The rating may appear as red, yellow, or green based on progress and overall performance of the ongoing strategy. Below, are the defined metrics that have been aligned to meet the overall strategy for meeting D.C. Courts strategic goals. Each goal has a performance target to be met by FY end 2007, and current performance is relative to the date at the top of this scorecard. Data will be collected on a quarterly basis. A percentage complete can be determined by dividing the current performance into the target performance. Once the percentage complete rate is determined for all metrics a composite index can be computed by equally weighting each metric and averaging the completion rates. This composite index is used to develop the graphics in the overall roll-up scorecard.

Strategy 1.1.5: Develop processes and systems that ensure administrative efficiencies and utilize best practices.							
Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Percentage of requested WVS report definitions completed	100%	0%	100%			100%	
Percentage of CCAN vouchers reviewed online	100%	100%	100%			100%	
Percentage of CCAN vouchers Expert Services Module is developed	100%	0%	90%			90%	
Number of weekly payroll processes are automated	3	0	0			0%	
Percentage of mediation agreements	50%	0%	0%			0%	

produced in WMAS							
Total Composite Index:	20%	58%				58%	Equal Weighting of the above (290/500).

Strategy 1.2.4: Ensure that jury pools reflect the diversity of the D.C. community and that jury service is a positive experience.							
Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Percentage of outside agencies' data submissions received and subsequently updated annually.	100%	0%	100%			100%	Quarterly Goal
Percentage JMS functional requirements implemented into production environment	100%	0%	0%			0%	
Total Composite Index:	0%	50%				50%	Equal Weighting of the above (100/200).

Strategy 1.3.2: Develop and implement an integrated case management system that maintains comprehensive case information.							
Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Number of court operations using workflow functionality	6	3	3			50%	
Number of case types processed through electronic filing	5	7	7			100%	
Percent of Superior Court components live on IJIS able to use IJIS to report on case management and performance guidelines	100%	100%	100%			100%	
Percent of surveyed end users satisfied with CourtView	95%	83%	83%			87%	
Number of divisions that are able to use ID consolidation functionalities in CourtView	3	14%	3			100%	
Total Composite Index	56%	87%				87%	Equal Weighting of the above (437/500).

Strategy 1.3.3: Ensure that Court proceedings are recorded accurately and completely, and that high quality transcripts are produced timely.							
Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Minutes proceedings are not being recording	0	0	0			0%	Quarterly Goal
Percentage of sound checks being performed	90%	98%	98%			50%	Quarterly Goal
Turnaround time for burning CDs	1 day	.85	.95			50%	Quarterly Goal
Percentage of proper tagging	90%	90%	90%			50%	Quarterly Goal
Completion of "CourtSmart Security Plan"	100%	0%	0%			0%	
Total Composite Index:	15%	30%				30%	(150/500)
Total 1.3 Index:	35%	59%				59%	(Average of individual items in 1.3.2 & 1.3.3)

Strategy 1.5.1: Assess future resources necessary to accomplish the Courts' mission, including human, capital, technological, and programmatic.							
Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Video Usage Plan	100%	0%	0%			0%	
Total Composite Index	0%	0%				0%	

Strategy 1.5.2: Produce comprehensive budget submissions to support resource requests to achieve the Courts' mission, goals, and strategies.

Strategy 1.5.3: Identify and pursue grant funding opportunities.

Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Percentage of IT Operating budget that is reported quarterly to ITSC	100%	25%	50%			50%	Quarterly Goal
Percentage of IT Capital funding initiatives that are reported quarterly to ITSC	100%	25%	50%			50%	Quarterly Goal
Percentage of accurate needs analysis and fiscal forecasting used for budgeting documents	100%	25%	50%			50%	Quarterly Goal
Percentage of Invoices are tracked and promptly approved	95%	25%	50%			50%	Quarterly Goal
Number of monthly reports prepared timely	12	3	6			50%	
Total Composite Index:		25%	50%			50%	Equal Weighting of the above (250/500).
Total 1.5 Index:		0%	42%			42%	(Ave. of items in 1.5.1 & 1.5.2/1.5.3)

Strategy 2.2.3: Enhance the availability of automated court information and data to the public through Internet and E-Government technologies.							
Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Number of Oracle portals implemented	7	5	6			86%	
Percentage of courts web sites uptime excluding scheduled maintenance	95%	95%	95%			100%	
Additional web applications are deployed	1	0	1			100%	
Total Composite Index:		57%	95%			95%	Equal Weighting of the above (286/300).

Strategy: 4.2.1: Implement a governance process to ensure cost-effective and strategically aligned investments in technology.							
Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
All IT manuals and directives are stored and maintained in a library	100%	100%	100%			50%	Quarterly Goal
All quality reviews of projects and tasks follow the IT Directives	100%	40%	40%			20%	Quarterly Goal
All documentation stored in ClearCase and/or CM directory	75%	75%	75%			50%	Quarterly Goal
Perform all testing assignments in accordance with the Requirements-Based Systems Development and Testing Manual	100%	75%	60%			34%	Quarterly Goal
Employ Rational Tool Set for all testing, quality assurance, and configuration management activities where applicable	90%	70%	60%			33%	Quarterly Goal
Total Composite Index:		19%	37%			37%	Equal Weighting of the above (187/500)

Strategy 4.2.3: Invest in an information system that allows for integrated data-sharing across divisions, Courts, relevant government entities, and those conducting business with the Courts.							
Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Availability of network services during scheduled hours or operations as reported by SolarWinds	99%	NA	99%			50%	Quarterly Goal
Availability of critical applications and services during scheduled hours or operations by various resources	95%	NA	95%			50%	Quarterly Goal
Full redundancy for all critical network infrastructure devices, configurations, and facilities (i.e., elimination of 100% of single points of failure)	100%	100%	100%			50%	Quarterly Goal
Percentage of workstations over 5 years old upgraded	90%	96%	98%			50%	

Implement 20 MEG Internet bandwidth	100%	NA	100%			100%	
Coefficient ratio of production down or production partially-down time prevented by routine maintenance activities versus actual downtime occurred	4/1	NA	4			100%	
Number of FootPrints tickets opened for global performance issues, weekly	1	NA	1			25%	Quarterly Goal
Percent of surveyed end users satisfied with IT operations	90%	NA	93%			100%	
Percentage of completion JUSTIS interface	95%	50%	75%			79%	
Percentage of completion USAO interface	65%	0%	0%			0%	
Percentage of completion CFSA interface	50%	50%	65%			100%	
Percentage of completion general ledger interface	100%	0%	25%			25%	
Percentage of completion DMV interface	100%	100%	100%			100%	
Percentage of requirements defined for child support interface	100%	0%	0%			0%	
Total Composite Index:		32%	59%			59%	Equal Weighting of the above. (829/1400)

Strategy 4.2.5: Utilize project management, change management, systems lifecycle and risk management disciplines for information technology projects.							
Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Percentage of production support requests documented and status relayed to users bi-weekly	100%	95%	95%			48%	Quarterly Goal
Percentage of production tasks/projects that followed the documented process	100%	80%	85%			42%	Quarterly Goal
Percentage of individual production support requests by the end user successfully resolved by the Tier 1 and Tier 2 support (Help Desk and Facilitators)	80%	0%	100%			25%	Quarterly Goal
Percent of surveyed end users satisfied with IT operations	95%	NA	NA			NA	
Measure HelpDesk performance??	??	NA	NA			NA	Quarterly Goal
Total Composite Index:		21%	38%			38%	Equal Weighting of the above (115/300)
Total 4.2 Index:		27%	51%			51%	(Ave. of Items in 4.2.1+4.2.3+4.2.5)

Strategy 4.3.1: Establish policies and programs for safeguarding the integrity of court information. (1974/40) (2207/3700)							
Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Conduct four (4) vulnerability tests for internal and external threats	4	1	1			50%	Quarterly Goal
Perform feasibility study and recommend USB security and USB blocking software	100%	25%	30%			30%	
Recommend Court-wide single sign on solution	100%	25%	25%			25%	
Implement security awareness training	100%	75%	100%			100%	
Percent of monthly reports on security devices (Tipping Point, 8e6, WSUS, GFI) submitted timely	100%	100%	100%			50%	Quarterly Goal
Security Monitoring of Exchange 2003 from threats	100%	100%	100%			50%	Quarterly Goal
Security Monitoring of Active Directory and XP	100%	100%	100%			50%	Quarterly Goal
Implement Cisco PIX failover	100%	50%	100%			100%	

infrastructure							
Implement redundancy for all critical security control devices	100%	80%	80%			80%	
Perform configuration backup on all critical security devices	100%	80%	80%			40%	Quarterly Goal
<i>Total Composite Index:</i>		38%	58%			58%	Equal Weighting of the above. (575/1000)

Strategy 4.3.2: Develop procedures for protecting the vital electronic and paper records of the Courts against degradation, destruction and loss.

Strategy 4.3.4: Establish plans to ensure the continuity and resumption of business operations after a catastrophic event.							
Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Number of divisions/Chief Judge signed the new SLA throughout the Court	22	NA	22			100%	
Number of mission-critical information systems that have documented disaster recovery plans	5	NA	5			100%	
Number of mission-critical information systems which undergo annual testing of disaster recovery plans	5	NA	5			100%	
<i>Total Composite Index:</i>		0%	100%			100%	Equal Weighting of the above. (300/300)
<i>Total 4.3 Index:</i>		29%	67%			67%	(4.3.1+(4.3.2+4.3.4)) (875/1300)

FY 2010 Request

The D.C. Courts' FY 2010 request for the Information Technology Division is \$10,833,000, an increase of \$731,000 (7%) above the FY 2009 Enacted Budget. The requested increase includes \$228,000 and 2 FTEs to manage the physical transition of the Court's new Data Center to a new facility and to improve customer service. Built-in cost increases are included in this request.

IT Infrastructure Project Management: Project Manager (JS-14, \$133,000)

Problem Statement. While supporting Courts' day-to-day business operations, each year the Information Technology Division undertakes multiple major infrastructure related projects. Senior staff is currently playing both operational head and project manager roles. Our ability to support the Courts' operations effectively and efficiently is impacted by the conflicting demand on these resources. The success of the Courts' Facilities Master Plan implementation is contingent upon the continuity of program execution. The timely restoration of Building C is critical to the Facilities Master Plan implementation schedule. The Information Technology Division's infrastructure requirements definition, a migration strategy, and plan are required to ensure a seamless, minimal risk transition of data center operations from the Moultrie Courthouse to Building C. Successful execution of the Data Center migration project depends not only upon the purchase and installation of the physical system, but equally upon the process that guides and manages the project through the development and realization from concept to system commissioning. This position will be assigned to the IT Project Management Office and be utilized for other major IT initiatives upon completion of the Data Center Design and Relocation Project.

Relationship to Court Mission and Goals. Hiring a Project Manager will support the D.C. Courts goal of employing technology to support efficient operations and informed judicial decision-making (Goal 4.2), and ensuring continuity of operations in the event of an emergency or disaster (Goal 5.1).

Relationship to Divisional Objectives. The core function of the D.C. Courts' IT Division is to provide a reliable, secure, and cost-effective IT infrastructure and computing capabilities critical to the administration of justice. Hiring a Project Manager will help the IT Division meet three of its strategic goals, which are to:

- Invest in reliable, secure, and cost-effective IT infrastructure to support the case management system and other mission critical applications.
- Improve performance, manageability, and security of the Courts' IT environment by developing and implementing a server and storage consolidation plan and replacing out-of-date network infrastructure and other equipment, and implementing a guest wireless network
- Increase the availability and reliability of production systems (Exchange, Network) and applications (CourtView, Visiflow, Oracle Reports and Discoverer, Web Voucher System, Juror Management System, Human Resources and Finance Subsystems), and efficiency of processing production support requests by determining, documenting, and implementing repeatable processes

Expenditure Plan. Funds will be used to hire a full-time equivalent at the JS-14 level per court personnel policies.

Performance Indicators. Success of the initiative will be measured by our ability to meet the D.C. Courts' Facilities Master Plan implementation schedule while maintaining uninterrupted business operations.

Customer Service Specialist (JS-12, \$95,000)

Problem Statement. To keep pace with the increased requests from customers seeking assistance with computer problems, coupled with the day-to-day administration, maintenance, and support of computer systems and networks, the Information Technology Division is in need of a Help-Desk Tier 2 technician. In recent years, the D.C. Courts' have invested in various computer software applications and IT infrastructure that are significantly increasing automation of business processes. The IT Division is currently supporting the Courts' operations in several different buildings in Judiciary Square and Gallery Place, as well as five satellite offices, which operate 24 hours a day, seven days a week. Computers and software applications have become an integral part of day-to-day business operations for the Courts' staff. Dispersed court operation coupled with intense use increases the demand for the IT Help Desk support in troubleshooting problems, and walking the customers through problem-solving steps.

Relationship to Court Mission and Goals. Hiring a Help Desk Tier-2 Specialist will support the D.C. Courts goal of employing technology to support efficient operations and informed judicial decision-making.

Relationship to Divisional Objectives. The core function of the D.C. Courts' IT Division is to provide computing capabilities critical to the administration of justice. Hiring a Help Desk Tier-2 Specialist will support the IT Division's strategic goals of increasing the availability and reliability of production systems (Exchange, Network) and applications (CourtView, Visiflow, Oracle Reports and Discoverer, Web Voucher System, Juror Management System, Human Resources and Finance Subsystems), and enhancing the efficiency of processing production support requests.

Expenditure Plan. Funds will be used to hire a full-time equivalent at the JS-12 level in accordance with court personnel policies.

Performance Indicators. Success of the initiative will be measured by a reduction in the time required to satisfy a Help Desk request, the number and percent of Help Desk calls satisfied, and the level of customer satisfaction.

Table 3
INFORMATION TECHNOLOGY DIVISION
New Positions Requested

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Project Manager	14	1	\$106,000	\$27,000	\$133,000
Customer Service Specialist	12	1	\$76,000	\$19,000	\$95,000
TOTAL		2	\$182,000	\$46,000	\$228,000

Table 4
INFORMATION TECHNOLOGY DIVISION
Budget Authority by Object Class

	FY 2008 Enacted	FY 2009 Enacted	FY 2010 Request	Difference FY 2009/2010
11 – Compensation	5,762,000	6,089,000	6,618,000	529,000
12 – Benefits	1,289,000	1,372,000	1,509,000	137,000
Sub-total Personnel Cost	<i>7,051,000</i>	<i>7,461,000</i>	<i>8,127,000</i>	<i>666,000</i>
21 - Travel, Transp. of Persons				
22 – Transportation of Things				
23 - Rent, Commun. & Utilities	400,000	409,000	419,000	10,000
24 - Printing & Reproduction				
25 - Other Services	1,643,000	1,678,000	1,719,000	41,000
26 - Supplies & Materials	156,000	160,000	164,000	4,000
31 – Equipment	385,000	394,000	404,000	10,000
Sub-total Non Personnel Cost	<i>2,584,000</i>	<i>2,641,000</i>	<i>2,706,000</i>	<i>65,000</i>
TOTAL	9,635,000	10,102,000	10,833,000	731,000
FTE	57	58	60	2

Table 5
INFORMATION TECHNOLOGY DIVISION
Detail, Difference FY 2009/2010

Object Class	Description of Request	FTE	Cost	Difference FY 2009/2010
11 – Compensation	Current Positions WIG	58	91,000	
	Current Positions COLA	58	256,000	
	Project Manager	1	106,000	
	Customer Service Specialist	1	76,000	
Subtotal				529,000
12 – Benefits	Current Positions WIG	58	24,000	
	Current Positions COLA	58	67,000	
	Project Manager	1	27,000	
	Customer Service Specialist	1	19,000	
Subtotal				137,000
21 - Travel and Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	Built-in Increase			10,000
24 - Printing & Reproduction				
25 - Other Services	Built-in Increase			41,000
26 - Supplies and Materials	Built-in Increase			4,000
31 – Equipment	Built-in Increase			10,000
Total				731,000

Table 6
INFORMATION TECHNOLOGY DIVISION
Detail of Full-Time Equivalent Employment

	FY 2008 Enacted	FY 2009 Enacted	FY 2010 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7	1	1	1
JS-8	7	7	7
JS-9	3	3	3
JS-10	3	2	2
JS-11	5	5	5
JS-12	1	1	2
JS-13	27	29	29
JS-14	7	7	8
JS-15	2	2	2
CES	1	1	1
Total Salary	5,762,000	6,089,000	6,619,000
Total	57	58	60

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

<u>FY 2008 Enacted</u>		<u>FY 2009 Enacted</u>		<u>FY 2010 Request</u>		<u>Difference</u> <u>FY 2009/2010</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
4	596,000	4	632,000	5	827,000	1	195,000

Mission and Organizational Background

The Office of the General Counsel performs a broad spectrum of advisory legal functions, including analysis of pending legislation, drafting proposed legislation, contract review, legal research, and policy interpretation. The Office is charged with protecting the statutorily confidential records of the D.C. Courts from improper and unnecessary disclosure. On personnel matters, the Office provides advice and also represents management in administrative hearings. Staff serves as legal advisor to the Superior Court's Rules Committee, various Division advisory committees, and the Board of Judges on all matters concerning revision of the Superior Court's rules. Office employees serve, as assigned by the management of the D.C. Courts, on a number of other committees in a legal advisory capacity. In addition, the Office assists trial counsel (the Office of the Attorney General for the District of Columbia) in the preparation of materials and advice on legal proceedings involving the Courts or matters in which the Courts have an interest. The ability to meet the changing needs of the Courts for legal advice and related services is the top expectation of the Division's principal stakeholders (management of the Courts) and as such is the most important priority of the Office.

Objectives and Key Performance Indicators

The Office's objectives are (1) the provision of timely and accurate legal advice, accurate analysis and drafting of pending or proposed legislation, memoranda of understanding, policies and contracts, (2) the provision of legal and administrative support for the drafting, approval, and promulgation of the rules of the Superior Court and their prompt dissemination to the Bar and the general public, (3) the provision of responsive legal advice and counseling to managers on employee disciplinary actions, unemployment compensation proceedings, and equal employment opportunity cases and representation of management in hearings related to such matters, and (4) 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. Performance indicators consist of the provision of timely and accurate oral and written legal advice and related services.

Relationship Between Base Budget and Court-wide Strategic Goals

The Office's timely and accurate provision of legal advice and related services accomplish the Courts' goal of promoting public trust and confidence in the judicial system by ensuring that: (a) court rules and procedures are promptly inaugurated or amended, (b) proposed legislation and court policy are drafted, (c) court management receives effective representation in administrative hearings involving employee discipline, (d) the Courts' interests are protected in contractual

agreements, (e) statutory confidentiality of court records and proceedings is preserved, (f) employment and pay issues involving legal questions are fairly and swiftly resolved (g) limited funds available to compensate investigators for indigent criminal defendants are protected from fraudulent claims and (h) liaison contacts are established and maintained with the Government Accountability Office, Department of the Treasury, General Services Administration and the Office of the Attorney General of the District of Columbia on legal matters affecting the administration of the D.C. Courts.

FY 2010 Request

In FY 2010, the Courts request \$827,000 for the Office of the General Counsel, an increase of \$195,000 (31%) above the FY 2009 enacted level. The increase consists of \$158,000 for an FTE (Associate General Counsel position) and \$37,000 for built-in increases.

Associate General Counsel (JS-14/15), \$158,000

Problem Statement. To keep pace with the increasing number and complexity of legal issues facing the D.C. Courts, the Office needs the services of an additional attorney position. Since 2001, the Office has had three attorney positions. Court initiatives, legislative mandates and procurement activities relating to court, financial, personnel, jury and records management have resulted in increased requests for interpretation and guidance concerning management's legal rights and responsibilities as they relate to operations, appropriations, contracts, leases, procurement, interagency agreements, ethics and various internal policies and procedures. Privacy and security concerns related to advances in electronic communications and recordkeeping require extensive legal analysis, and requests for guidance on litigation discovery, corrective actions, benefits, leave issues and workers compensation have also increased the workload of the Office. The increased workload of the Office has resulted in increases in the time required to respond to requests, and in the hiring of a contractor to do work for the Superior Court's Rules Committee and the farming-out of related research work to court personnel outside the Office. An additional attorney would enable the Office timely to provide comprehensive in-house legal interpretation and guidance to the Courts.

Proposed Solution. Another attorney position (JS-15) will be necessary to timely answer requests from management for advice and guidance on the myriad of legal issues directed to in-house counsel.

Relationship to Courts Mission, Vision and Strategic Goals. Successful implementation of the Courts' Mission, Vision, and all its Strategic Goals is dependent upon the pursuit of these objectives consistent with legal demands and limitations. Making sure that this is done is the compelling reason for the Office's existence. Specifically, the Office has in the past 12 months worked on issues involving Goal 1.1, Strategy 1.12 (Ensure that juror pools reflect the characteristics of the D.C. community); Goal 1.2, Strategy 1.2.3 (Provide accurate and timely information to judicial officers, court personnel, and other court participants); Goal 5.1, Strategy 5.1.3 (Ensure that the Courts' Continuity of Operations Plan is coordinated with all justice system components, continuously assessed and updated, and appropriately communicated.); Strategy 5.1.4 (Implement procedures to protect the Courts' vital records in the event of an

emergency or disaster) and Goal 6.2, Strategy 6.2.4 (Establish programs and procedures based on proven practices and research that enhance the administration of justice).

Relationship to Divisional Objectives. The Office’s first objective, i.e., the timely and accurate provision of legal advice, will be greatly enhanced by the addition of a new attorney position.

Methodology. The grade level and salary for the requested FTE was classified pursuant to the D.C. Courts’ personnel policies.

Expenditure Plan. The position would be recruited and hired pursuant to the D.C. Courts’ personnel policies.

Key Performance Indicators. The turn-around time on requests for legal advice will be cut by one third by the addition of the new position. Feedback from management and monitoring of activity will provide quantitative data for performance measurement.

Table 1
OFFICE OF THE GENERAL COUNSEL
New Positions Requested

Position	Grade	Number	Annual Salary	Benefits	Total Personnel Costs
Attorney	15	1	\$125,000	\$33,000	\$158,000

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

	FY 2008 Enacted	FY 2009 Enacted	FY 2010 Request	Difference FY 2009/2010
11 – Compensation	472,000	499,000	652,000	153,000
12 – Benefits	118,000	125,000	165,000	40,000
Sub-total Personnel Cost	590,000	624,000	817,000	193,000
21 – Travel, Transp. of Persons				
22 – Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	5,000	6,000	7,000	1,000
31 – Equipment	1,000	2,000	3,000	1,000
Sub-total Non Personnel Cost	6,000	8,000	10,000	2,000
TOTAL	596,000	632,000	827,000	195,000
FTE	4	4	5	1

Table 3
OFFICE OF THE GENERAL COUNSEL
Detail, Difference FY 2009 to FY 2010

Object Class	Description of Request	FTE	Cost	Difference FY 2009/2010
11 - Compensation	Current Positions WIG	4	7,000	
	Current Positions COLA	4	21,000	
	Attorney	1	125,000	
Subtotal				153,000
12 - Benefits	Current Positions WIG	4	2,000	
	Current Positions COLA	4	5,000	
	Attorney	1	33,000	
Subtotal				40,000
21 - Travel and Transportation				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies and Materials	Built-in Increase			1,000
31 - Equipment	Built-in Increase			1,000
Total				195,000

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

	FY 2008 Enacted	FY 2009 Enacted	FY 2010 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7			
JS-8			
JS-9			
JS-10	1	1	1
JS-11			
JS-12			
JS-13			
JS-14			
JS-15	2	2	3
JS-16			
JS-17			
CES	1	1	1
Ungraded			
Total Salary	472,000	499,000	652,000
Total	4	4	5

**DISTRICT OF COLUMBIA COURT SYSTEM
RESEARCH AND DEVELOPMENT DIVISION**

<u>FY 2008 Enacted</u>		<u>FY 2009 Enacted</u>		<u>FY 2010 Request</u>		<u>Difference</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
9	1,040,000	9	1,101,000	9	1,166,000	-	65,000

Mission

The mission of the Research and Development Division (R&D) is to enhance the fair and efficient administration of justice in the Nation’s Capital by conducting survey analysis, best practice research and program evaluations; securing grant resources to support new court initiatives; designing pilot programs and court improvement projects; and disseminating accurate and timely caseload and other court performance information to judges, court managers, and the public.

Introduction

The Research and Development Division conducts social science research and policy studies on court operations and administrative functions; performs grant development activities and monitors grants in progress; conducts program evaluations and performance assessments; administers surveys of court stakeholders; monitors emerging issues in court administration and criminal justice and advises judges and other court officials; maintains and reports official court statistics in the D.C. Courts’ annual statistical publication and other periodic reports; and provides technical assistance to judges and court administrators, including the development of performance monitoring systems, the design of new programs and services and oversight of pilot implementation.

In meeting its objectives, R&D’s work aligns with several key goals embodied in the D.C. Courts’ Strategic Plan, including those related to strategic issues #1, Fair and Timely Case Resolution; #2, Access to Justice; and #6, Public Trust and Confidence. Additionally, R&D’s work directly supports the Courts’ ability to report on the Courts’ 13 court-wide performance measures adopted by the Joint Committee on Judicial Administration, including Clearance Rate, Time to Disposition, Age of Active Pending Caseload, Trial Date Certainty, Juror Utilization, Use of Court Interpreting Services, Courtesy and Responsiveness of Court Personnel, Reliability and Integrity of Case Records and Access for Indigent and Pro Se Persons.

Organizational Background

R&D is comprised of a *Director’s Office*, which undertakes court-wide policy development initiatives and special project management (e.g., management of the Courts’ program to routinely and independently evaluate court operations and functions); a *resource development function*, responsible for court-wide grant seeking, monitoring and administration; a *statistical function*, which compiles, analyzes and disseminates court-wide caseload statistics, including the statutorily-required annual publication, assists divisions in developing performance measures and

monitoring systems and supports IJIS report development and verification; a *research and program evaluation function*, which provides technical support for court programs, such as Family Court, Community Court and the Courts' Strategic Planning Leadership Council (SPLC), by conducting best practice research, analyzing satisfaction surveys, assessing court performance and developing briefing papers on topics of interest to court officials; and a *court information function*, which reports on court-related activities reported in daily newspapers, court administration and research publications and other sources. It includes a *Research and Development Resource Library* of over 4,200 electronically searchable holdings on court administration, criminal justice, child welfare, social science and survey research methods and resource development for use by judges and court staff.

Division and MAP Objectives

The Division has adopted three broad objectives, which align with the D.C. Courts' Strategic Goals and are incorporated in the Division's Strategic Plan (i.e., Management Action Plan, or MAP). These objectives, which guide the Division's programmatic and capacity-building activities, are:

- Enhance the administration of justice by identifying and pursuing grant funding opportunities for new and existing initiatives; providing accurate and timely information to judges, court managers and the public; coordinating court-wide efforts to identify and produce court performance information from IJIS and other division-level information systems; recommending best practices for court program development; designing new programs and managing their pilot phases.
- Improve access to justice and services to the public by providing information, including the *D.C. Courts' State of the Judiciary* and *Statistical Summary* (i.e., the Courts' Annual Report) that is easily understandable and readily available.
- Build trust and confidence by securing and managing independent program evaluations of court operating divisions and functions, conducting court-wide stakeholder surveys and reviews to measure organizational performance and monitor results; and designing and implementing pilot programs and services to address community needs.

Division Restructuring or Work Process Redesign

In preparation for the Courts' strategic planning efforts, R&D identified major business processes related to its core functions and defined steps to use the Division's resources more efficiently to enhance service delivery. Advances have continued through FY 2008 and include: 1) Streamlining the statistical report production process by eliminating redundant narrative and review, instituting new quality assurance tests and revising reporting formats, including a re-design of the Courts' annual publication into two distinct documents, the *State of the Judiciary* and the *Statistical Summary*; 2) Posting the *Statistical Summary* on the Courts' website and developing linkages from the *Summary* to each of the operating divisions' web pages; 3) Implementing court-wide *Grant Administration Guidelines* to advise judges and court managers on the Division's grant seeking, monitoring and administration procedures and enhance

communication about these activities throughout the Courts; 4) Routinely assessing compliance of directors of grant-funded projects with spending plans and reporting requirements and developing strategies to utilize grant funds timely and efficiently; 5) Developing best practice-based reporting formats and table logic for automated statistical reports of the Courts' court-wide performance measures; 6) Utilizing web-based questionnaire software, where possible and practical, to facilitate the administration of stakeholder and other surveys; and 7) Developing written functional requirements for statistical reports for the production of court-wide performance measures, such as Juror Utilization, to assist the Information and Technology Division (IT) and the operating divisions in the conversion of business processes to fully automated report production.

Workload and Performance Measures

R&D's internal performance measurement system is designed to monitor activities in the Division's eight principal MAP functional areas of: 1) Resource development (i.e., grant seeking, monitoring and administration); 2) Program evaluation and court-wide performance monitoring; 3) Best practices and other research studies; 4) Program design and pilot implementation; 5) Survey administration, data analysis and reporting; 6) Statistical report production, including the Courts' annual *State of the Judiciary* and *Statistical Summary*; 7) Court information dissemination; and 8) Special project management. The Division's performance indicators guide resource allocation and the Division's budget request with an emphasis on meeting the demand on the Division for information on court-wide and caseload activity, grant proposal preparation and performance reporting activities to address court priorities such as Family Court reform, Community Court outreach, IJIS implementation and Strategic Plan development.

The performance measures provided in Table 1 align with the Division's current and revised MAP objectives for FY 2009 and 2010, the Courts' Strategic Plan, and court-wide performance measures and also reflect shifts in demand for the Division's technical services. Among other things, the measures show a doubling in the survey administration services provided by the Division during FY 2008. The sustained demand on R&D to provide technical assistance in performance monitoring and reporting, including survey analysis and report development, can be attributed to the adoption of strategic management throughout the Courts and the accompanying emphasis on obtaining stakeholder feedback in support of the operating divisions' fulfilling their MAP objectives, to improve operations and for resource planning. Statistical analysis requests also have been related to the full implementation of IJIS, which has resulted in the need for R&D to conduct data extract analysis, file reviews and other activities related to developing and verifying automated caseload and performance reports.

**Table 1
RESEARCH AND DEVELOPMENT DIVISION
Performance Measurement Table**

Type of Indicator	Performance Indicator	Data Source	FY 2007		FY 2008		FY 2009		FY 2010	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Output	# of best practice research / program design services in support of new court initiatives	Division/Court records	5	8	7	8	8	8	9	9
Output	# of responses to requests for court caseload/other data	R&D Request for Information Log	80	45	35	40	na	na	na	na
Output	# of performance reports completed (including data extracts and analysis, process reviews and program evaluations)	Division/ Court Records	na	na	na	na	4	4	7	7
Output	# of performance reports (including satisfaction surveys, OptionFinder analyses, and process reviews) and program evaluations completed	Division/ Court records	10	15	12	28	na	na	na	na
Output	# of surveys designed, administered and/or analyzed (including satisfaction surveys and OptionPower analyses)	Division/ Court Records	na	na	na	na	15	18	18	24
Output	# of grant proposals submitted (new/continuing)	Division/ Court records	8	15	10	12	12	12	15	15
Output	# of special projects developed / managed	Division/ Court records	3	4	4	4	5	5	5	5

FY 2010 Request

In FY 2010, the Courts request \$1,166,000 for the Research and Development Division, an increase of \$65,000 (6%) above the FY 2009 Enacted Budget. The requested increase consists entirely of built-in increases.

Table 2
RESEARCH AND DEVELOPMENT DIVISION
Budget Authority by Object Class

	FY 2008 Enacted	FY 2009 Enacted	FY 2010 Request	Difference FY2009/2010
11 – Compensation	829,000	876,000	926,000	50,000
12 – Benefits	208,000	220,000	233,000	13,000
<i>Subtotal Personal Services</i>	<i>1,037,000</i>	<i>1,096,000</i>	<i>1,159,000</i>	<i>63,000</i>
21 - Travel, Transp. Of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	1,000	2,000	3,000	1,000
31 – Equipment	2,000	3,000	4,000	1,000
<i>Subtotal Non-Personal Services</i>	<i>3,000</i>	<i>5,000</i>	<i>7,000</i>	<i>2,000</i>
Total	1,040,000	1,101,000	1,166,000	65,000
FTE	9	9	9	0

Table 3
RESEARCH AND DEVELOPMENT DIVISION
Detail, Difference FY 2009/2010

Object Class	Description of Request	FTE	Cost	Difference FY 2009/2010
11 - Compensation	Current Positions WIG	9	13,000	
	Current Positions COLA	9	37,000	
Subtotal				50,000
12 - Benefits	Current Positions WIG	9	3,000	
	Current Positions COLA	9	10,000	
Subtotal				13,000
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	Built-in Increases			1,000
31 - Equipment	Built-in Increases			1,000
Total				65,000

Table 4
RESEARCH AND DEVELOPMENT DIVISION
Detail of Full-Time Equivalent Employment

	FY 2008 Enacted	FY 2009 Enacted	FY 2010 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7	1	1	1
JS-8			
JS-9	1		
JS-10		1	1
JS-11			
JS-12	3	3	3
JS-13	2	2	2
JS-14			
JS-15	1	1	1
JS-16			
JS-17			
CES	1	1	1
Total Salaries	829,000	876,000	879,000
Total	9	9	9

**DISTRICT OF COLUMBIA COURT SYSTEM
MANAGEMENT ACCOUNT**

<u>FY 2008 Enacted</u>		<u>FY 2009 Enacted</u>		<u>FY 2010 Request*</u>		<u>Difference</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
-	15,981,000	-	16,322,000	-	21,930,000	-	5,608,000

* Reflects a transfer of \$2.5 million from the Superior Court.

This fund supports courtwide contracts, services, and systems, including accounting, payroll, and financial services through GSA; procurement and contract services; safety and health services; maintenance and operation of the Courts' four buildings. The Courts' management account also provides general administrative support in the following areas: space and telecommunications, property and supplies, printing and reproduction, energy management, mail payments to the U.S. Postal Service, utilities, and contractual security services.

FY 2010 Request

In FY 2010, the Courts request \$19,430,000 for the Management Account, a net increase of \$3,108,000 above the FY 2009 Enacted Budget. The request includes \$1,571,000 for enhancing performance reporting and strategic management, as described in the Initiatives section of this request; \$1,100,000 for utilities for the restored Old Courthouse; \$38,000 for an increase in the Transit Subsidy for Court System employees, as described under the Human Resources Division in this section; and \$341,000 for built-in cost increases. The request also reflects a transfer of \$2,500,000 from the Superior Court Management Account to consolidate funds for leases, facilitating more efficient facilities management by the Court System's Capital Projects and Facilities Management Division.

Utilities for the Restored Historic Old Courthouse, \$1,100,000

Problem Statement. The Courts require additional resources for utility costs to operate the Historic Old Courthouse, once its restoration is complete and the Court of Appeals moves in. The request includes funds for electricity to power the building, steam to heat its 140,000 gross square feet, fiber optic services to connect it to other court buildings, and water and sewer services.

Relationship to Court Mission, Vision, and Strategic Goals. This request supports the Courts' Strategic Goal 4.1 to have facilities that support effective operations. In particular the utilities support Strategy 4.1.2 of providing functional and comfortable work space for judicial officers and court personnel.

Methodology. The request is comprised of the following:

Electricity	\$634,000
Steam	396,000
Fiber optic connection	\$62,000
Water and Sewer	<u>\$8,000</u>
Total	\$1,100,000

Performance Measures. This request will result in the availability of needed utilities in the restored Historic Old Courthouse.

Table 1
MANAGEMENT ACCOUNT
Budget Authority by Object Class

	FY 2008 Enacted	FY 2009 Enacted	FY 2010 Request	Difference FY 2009/2010
11 - Personnel Compensation	140,000	146,000	154,000	8,000
12 - Personnel Benefits	188,000	190,000	193,000	3,000
<i>Sub-total Personnel Cost</i>	328,000	336,000	347,000	11,000
21 - Travel, Transp. of Persons	65,000	67,000	118,000	51,000
22 - Transportation of Things	1,000	2,000	3,000	1,000
23 - Rent, Commun. & Utilities	6,423,000	6,558,000	9,920,000	3,362,000
24 - Printing & Reproduction	71,000	73,000	75,000	2,000
25 - Other Services	8,593,000	8,774,000	9,045,000	271,000
26 - Supplies & Materials	296,000	303,000	707,000	404,000
31 - Equipment	204,000	209,000	1,715,000	1,506,000
<i>Sub-total Non-Personnel Cost</i>	15,653,000	15,986,000	19,083,000	5,597,000
TOTAL	15,981,000	16,322,000	21,930,000	5,608,000
FTE	-	-	-	-

Table 2
MANAGEMENT ACCOUNT
Detail, Difference FY 2009/2010

Object Class	Description of Request	Cost	Difference FY2009/2010
11 - Personnel Services	Built-in Increase		8,000
12 - Personnel Benefits	Built-in Increase		3,000
21 - Travel and Transportation	Built-in Increase	2,000	
	Transit Subsidy	38,000	
	Enhancing Performance Reporting & Strategic Management	11,000	
Subtotal			51,000
22 - Transportation of Things	Built-in Increase		1,000
23 - Rent, Commun. & Utilities	Built-in Increase	158,000	
	Transfer of funds from Superior Court	2,500,000	
	Utilities for Restored Old Courthouse	704,000	
Subtotal			3,362,000
4 - Printing & Reproduction	Built-in Increase		2,000
25 - Other Services	Built-in Increase	211,000	
	Enhancing Performance Reporting & Strategic Management	60,000	
Subtotal			271,000
26 - Supplies and Materials	Built-in Increase	8,000	
	Utilities for Restored Old Courthouse	396,000	
Subtotal			404,000
31 - Equipment	Built-in Increase	6,000	
	Enhancing Performance Reporting & Strategic Management	1,500,000	
Subtotal			1,506,000
Total			5,608,000