

## DISTRICT OF COLUMBIA COURT SYSTEM Overview

<u>FY 2011 Enacted</u>		<u>FY 2012 Enacted</u>		<u>FY 2013 Request</u>		<u>Difference FY 2012/2013</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>
285	64,984,000	294	66,712,000	298	67,618,000	4	906,000

### **Introduction**

The District of Columbia Court Reform and Criminal Procedure Act of 1970 created a unified court system. The Act assigns responsibility for the administrative management of the District of Columbia Courts to the Executive Officer, 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 2013 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 2013 request around three of the six strategic issues—a strong judiciary and workforce, a sound infrastructure, and security and disaster preparedness.

In FY 2013, the D.C. Courts request \$67,618,000 for the Court System, a net increase of \$906,000 (1%) and 4 FTEs above the FY 2012 enacted level. The request includes budget reductions of \$410,000 and increases of \$1,316,000 to support the following Court goals:

#### ***Strategic Issue 3: Strong Judiciary and Workforce--\$274,000 and 2 FTEs***

The FY 2013 request includes \$274,000 and 2 FTEs to address the Courts' strategic issue of a strong judiciary and workforce, by fostering the strategic transformation of Human Resources by, among other things, developing a courtwide human resources plan, engaging in succession

planning, increasing automation for customer service, and providing increased support to court management.

***Strategic Issue 4: Sound Infrastructure--\$350,000***

The FY 2013 request includes \$350,000 to address the Courts' strategic issue of a sound infrastructure by caring for newly renovated Building C, including utilities, cleaning, maintenance, and upkeep of the grounds.

***Strategic Issue 5: Security and Disaster Preparedness--\$201,000 and 2 FTEs***

The FY 2013 request includes \$201,000 and 2 FTEs to address the Courts' strategic issue of security and disaster preparedness by meeting needs identified by security assessments, including additional security equipment and dedicated staff to strengthen security of mail coming into the courthouse.

Table 1  
**DISTRICT OF COLUMBIA COURT SYSTEM**  
 Budget Authority by Object Class

	<b>FY 2011 Enacted</b>	<b>FY 2012 Enacted</b>	<b>FY 2013 Request</b>	<b>Difference FY 2012/2013</b>
11 - Personnel Compensation	25,776,000	26,714,000	27,397,000	683,000
12 - Personnel Benefits	6,467,000	6,688,000	6,866,000	178,000
<b><i>Subtotal Personnel Cost</i></b>	<b><i>32,243,000</i></b>	<b><i>33,402,000</i></b>	<b><i>34,263,000</i></b>	<b><i>861,000</i></b>
21 - Travel, Transp. of Persons	544,000	565,000	565,000	
22 - Transportation of Things	3,000	5,000	5,000	
23 - Rent, Commun. & Utilities	10,713,000	11,052,000	11,152,000	100,000
24 - Printing & Reproduction	83,000	88,000	88,000	
25 - Other Services	18,540,000	19,273,000	19,113,000	-160,000
26 - Supplies & Materials	661,000	772,000	772,000	
31 - Equipment	2,197,000	1,555,000	1,660,000	105,000
<b><i>Subtotal Non- Personnel Cost</i></b>	<b><i>32,741,000</i></b>	<b><i>33,310,000</i></b>	<b><i>33,355,000</i></b>	<b><i>45,000</i></b>
<b>TOTAL</b>	<b>64,984,000</b>	<b>66,712,000</b>	<b>67,618,000</b>	<b>906,000</b>
FTE	285	294	298	4

**DISTRICT OF COLUMBIA COURT SYSTEM  
EXECUTIVE OFFICE**

<u>FY 2011 Enacted</u>		<u>FY 2012 Enacted</u>		<u>FY 2013 Request</u>		<u>Difference FY 2012/2013</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>
16	2,122,000	19	2,492,000	19	2,524,000	0	32,000

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.

There are a variety of matters handled in the Executive Office, including public information, press and government relations, security, internal audits, strategic planning and management, and court access.

**FY 2013 Request**

In FY 2013, the Courts request \$2,524,000 for the Executive Office, an increase of \$32,000 (1%) above the FY 2012 enacted level. The requested increase consists entirely of built-in cost increases.

Table 2  
**EXECUTIVE OFFICE  
Budget Authority by Object Class**

	<b>FY 2011 Enacted</b>	<b>FY 2012 Enacted</b>	<b>FY 2013 Request</b>	<b>Difference FY 2012/2013</b>
11 - Personnel Compensation	1,684,000	1,973,000	1,998,000	25,000
12 - Personnel Benefits	428,000	505,000	512,000	7,000
<b><i>Subtotal Personnel Cost</i></b>	<b><i>2,112,000</i></b>	<b><i>2,478,000</i></b>	<b><i>2,510,000</i></b>	<b><i>32,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	6,000	8,000	8,000	
31 - Equipment	4,000	6,000	6,000	
<b><i>Subtotal Non-Personnel Cost</i></b>	<b><i>10,000</i></b>	<b><i>14,000</i></b>	<b><i>14,000</i></b>	<b><i>0</i></b>
<b>TOTAL</b>	<b>2,122,000</b>	<b>2,492,000</b>	<b>2,524,000</b>	<b>32,000</b>
FTE	16	19	19	0

Table 3  
**EXECUTIVE OFFICE**  
**Detail Difference, FY 2012/2013**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2012/2013</b>
11 - Personnel Compensation	Current Position WIG	19		25,000
12 - Personnel Benefits	Current Position WIG	19		7,000
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials				
31 - Equipment				
<b>Total</b>				<b>32,000</b>

Table 4  
**EXECUTIVE OFFICE**  
**Detail of Full-Time Equivalent Employment**

<b>Grade</b>	<b>FY 2011 Enacted</b>	<b>FY 2012 Enacted</b>	<b>FY 2013 Request</b>
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			
JS-11	1	1	1
JS-12	2	3	3
JS-13	2	4	4
JS-14	2	2	2
JS-15	4	4	4
JS-16			
JS-17			
CES	1	1	1
Ungraded	1	1	1
<b>Total Salaries</b>	<b>\$1,684,000</b>	<b>\$1,973,000</b>	<b>\$1,998,000</b>
Total FTEs	16	19	19

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

<u>FY 2011 Enacted</u>		<u>FY 2012 Enacted</u>		<u>FY 2013 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>
45	5,333,000	45	5,403,000	47	5,559,000	2	156,000

The Administrative Services Division consists of the Office of the Administrative Officer and three branches. The Administrative Officer is responsible for all of the activities outlined below, as well as, the following: (1) the SmartPay Purchase and Fleet Card Programs, (2) the planning and execution of the divisional COOP, (3) court-wide emergency survival kits distribution; (4) security access ID badging for court employees located at Gallery Place and contract personnel; and (5) campus parking enforcement.

- 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, graphics and reproduction services, as well as, sponsoring acquisition training and maintaining the Courts' Procurement Guidelines.
- The Office Services Branch is responsible for supply room operations; furniture and furnishings inventory; fixed and controllable assets; property disposal; receipt of delivery orders; special occasion room/function set-ups; staff relocation services; Help-Desk operations; records management; and vehicle fleet management (including fleet credit cards management).

**Administrative Services Map Objectives**

- Develop, encourage, and support the workforce by developing a highly skilled, professional, and competent team to increase overall efficiencies and effectiveness of the Information, Telecommunications, Supply Management, and Acquisition operations.
- Ensure staff is trained, capable and prepared to continue the performance of essential operations in the event that an emergency threatens or incapacitates Court operations.
- Increase the utilization of technology to streamline the acquisition process and improve customer support at the Information Window, the Help Desk, Records Management, Supply Store, and Warehouse.
- Maintain and update, on an annual basis, the Courts' Procurement Guidelines to reflect best practices, industry standards and recommended changes by the Office of Federal Procurement Policy, as deemed necessary by the Courts.

- Plan, develop, and implement a strategy for on-going procurement training of the acquisition workforce to include COTRs, contract administrators, technical officers, project managers, source selection team members and those individuals involved in the payment and close-out process.
- Provide convenient, safe, and secure off-site storage for storing vital Court records and other critical documents, supplies and equipment.
- Employ technology to improve overall efficiency of accounting for fixed and controllable assets.
- Provide on-going surveillance and consistent oversight to prevent waste, fraud, and abuse in the Courts' SmartPay Purchase and Fleet Card Programs.
- Develop, implement, and maintain a fixed asset inventory control system for all personal property assets acquired, maintained, transferred, and disposed of throughout the assets life cycle.

## **Workload Data**

### **Information & Telecommunications Branch**

In FY 2013, the mailroom expects to process approximately 55,000 juror checks, 260,000 juror summonses, 220,000 subpoenas, and another 270,000 outgoing pieces of mail. The Information Center expects to respond to over 40,000 incoming calls per week (well over 2 million calls per year). Additionally, the Information Center anticipates it will initiate roughly 10,000 courtroom notifications and personnel pages per week (approximately 520,000 annually). Finally, it is projected that in FY 2013, the staff at the courthouse Information Center window will respond to an estimated 12,000 members of the public needing assistance per week (576,000 annually). This number is expected to remain constant and eventually decline in the out years as more members of the public utilize the Courts' internet or other social media outlets to access information and data from the Courts.

### **Procurement and Contracts Branch**

Recently the small purchase threshold was increased from \$50,000 to \$100,000. This change will greatly increase the volume of simplified acquisitions being processed; thereby decreasing procurement lead times and administrative costs and increasing overall procurement efficiency. The complexity of major acquisitions and changing technology will mandate that the Courts continue to maintain a knowledgeable and experienced acquisition workforce with the required critical thinking and business expertise to support the needs of the Courts. Senior contract specialists with the expertise to handle larger, more complex procurements will spend a greater percentage of their time with large procurements as opposed to dividing time between larger and smaller procurements. This will increase their subject matter expertise in critical areas and their ability to assist their customers in procuring their requirements.

The Graphics and Reproduction Unit will continue to revamp its business process and operational procedures to produce high quality professional documents for our internal customers within a 24 to 48 hour response time. This unit handles approximately 400 to 500 requisitions annually, totaling over 1.5 million copied pages.

#### Office Services Branch

The Help-Desk expects to receive approximately 11,500 calls from court personnel during FY 2013. This number is lower than in previous years due to the ongoing upgrades to the facilities and infrastructure. Based on these renovations, it is anticipated that fewer calls to resolve maintenance, repair and operational issues will be made.

The Records Management Unit expects to fill approximately 40,000 record requests, which represents 5,000 fewer records than reported in FY 2012 due to the implementation of electronic records resulting in less reliance on the physical record. It is anticipated that this trend will continue as more members of the public utilize Court View to print case records. The Records Management Unit expects to process over 18,000 cases of records and files for storage or disposal. This number is also down from FY 2012 as the Courts are digitizing older records and current records are available in the case management system. As the public demands greater access to information, digital imaging will provide greater access of records to the public, increase the preservation of historical data, as well as, reduce the footprints of stored files and cost associated with maintaining records in storage facilities.

Table 1  
**ADMINISTRATIVE SERVICES DIVISION**  
**Key Performance Indicators**

Performance Indicator	Data Source	FY2010		FY2011		FY2012		FY2013	
		Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
<b>Telecommunications</b>									
Number of Calls Per Week	Survey and customer feedback form	28,000	26,000	30,000	28,000	30,000	28,000	32,000	28,000
Jury Checks processed by mailroom		30,000	28,000	40,000	45,000	50,000	60,000	55,000	65,000
Jury Summons processed by mailroom		240,000	195,000	250,000	200,000	260,000	220,000	270,000	250,000
Subpoenas processed by mailroom		200,000	190,000	210,000	195,000	215,000	200,000	220,000	230,000
Outgoing Metered Mail (Pieces)		230,000	240,000	270,000	250,000	280,000	270,000	300,000	290,000
Telecommunications additions, moves and changes		45,000	44,000	40,000	30,000	40,000	30,000	40,000	30,000
% of Internal Customers Satisfied		95%	95%	95%	95%	95%	95%	95%	95%
<b>Procurement</b>									
Number of Small Purchases Processed (>\$0 to ≤ \$100,000)	FY 2010 & FY 2011	800	800	650	750	850	850	900	900
Number of Large Purchases (> \$100,000) Processed	Customer Feedback & Manual Accounting	175	170	250	200	125	125	100	100
Number of Modifications Processed	Manual Accounting	1,025	1,100	1,600	1,300	1,200	1,200	1,000	1,000
% of Small Purchases Processed within 15 days	FY2012 & FY2013	85%	85%	85%	90%	90%	90%	95%	95%
% of Large Purchases Processed within 90-120	Automated Procurement System	80%	80%	80%	80%	85%	85%	90%	90%
Days after receipt of SOW	Automated Procurement System	95%	95%	95%	95%	95%	95%	95%	95%
<b>Office Services</b>									
Number of Help Desk Calls Received	Automated Tracking System,	13,500	13,000	13,000	13,000	12,000	12,000	11,000	11,000
Number of Requisitions & Supply Forms Processed within 72 hours	Surveys and customer feedback form	1,800	1,823	2,000	2,000	2,500	2,500	2,800	2,800
Value of Supplies Distributed to Internal Customers	Survey and customer feedback form	155,000	639,000*	600,000	650,000	650,000	665,000	675,000	680,000
% of Goods Inventoried, Accepted and Distributed to Internal Customers within 3 days of receipt from Supplier(s)	Survey and customer feedback form	75%	80%	80%	80%	85%	85%	90%	90%
% of Property Disposal Actions (PDAs) completed within 10 days of receipt by user	Survey and customer feedback form	80%	86%	80%	80%	90%	90%	92%	92%
Number of days to conduct physical inventory and account for and reconcile discrepancies for all fixed assets	Survey and customer feedback form	90	75	75	65	60	55	60	55
Records Center requests for court records filled	Survey and customer feedback form	40,000	39,500	50,000	49,000	45,000	44,500	40,000	39,500
Records for Storage or Disposal (cases)	Survey and customer feedback form	14,000	14,000	20,000	21,000	20,000	21,000	25,000	25,500
% of Internal Customers Satisfied	Survey and customer feedback form	95%	96%	95%	96%	98%	98%	98%	98%

\*In FY2010, actual value of supplies distributed changed to include paper and toner cartridges

**FY 2013 Request**

In FY 2013, the Courts' request for the Administrative Services Division is \$5,559,000, an increase of \$156,000 (3%) above the FY 2012 enacted level. The requested increase includes \$60,000 for built-in cost increases and, as discussed in the **Initiatives Section** of this submission, \$96,000 for 2 FTEs to conduct security screening of incoming mail.

Table 2  
**ADMINISTRATIVE SERVICES DIVISION**  
**New Positions Requested**

Positions	Grade	Number	Salary	Benefits	Total Personnel Costs
Mail Clerk	6	2	\$76,000	\$20,000	\$96,000

Table 3  
**ADMINISTRATIVE SERVICES DIVISION**  
**Budget Authority by Object Class**

	FY 2011 Enacted	FY 2012 Enacted	FY 2013 Request	Difference FY 2012/2013
11 - Personnel Compensation	3,171,000	3,190,000	3,314,000	124,000
12 - Personnel Benefits	792,000	797,000	829,000	32,000
<b>Subtotal Personnel Cost</b>	<b>3,963,000</b>	<b>3,987,000</b>	<b>4,143,000</b>	<b>156,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	1,261,000	1,302,000	1,302,000	
26 - Supplies & Materials	82,000	85,000	85,000	
31 - Equipment	27,000	29,000	29,000	
<b>Subtotal Non-Personnel Cost</b>	<b>1,370,000</b>	<b>1,416,000</b>	<b>1,416,000</b>	<b>0</b>
<b>TOTAL</b>	<b>5,333,000</b>	<b>5,403,000</b>	<b>5,559,000</b>	<b>156,000</b>
FTE	45	45	47	2

Table 4  
**ADMINISTRATIVE SERVICES DIVISION**  
**Detail Difference, FY 2012/FY 2013**

Object Class	Description of Request	FTE	Cost	Difference FY 2012/2013
11 - Personnel Compensation	Current Position WIG	45	48,000	
	Security screener for mail	2	76,000	
<b>Subtotal 11</b>				<b>124,000</b>
12 - Personnel Benefits	Current Position WIG	45	12,000	
	Security screener for mail	2	20,000	
<b>Subtotal 12</b>				<b>32,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service				
26 - Supplies & Materials				
31 - Equipment				
<b>Total</b>				<b>156,000</b>

Table 4

**ADMINISTRATIVE SERVICES DIVISION  
Detail of Full-Time Equivalent Employment**

<b>Grade</b>	<b>FY 2011 Enacted</b>	<b>FY 2012 Enacted</b>	<b>FY 2013 Request</b>
JS-3			
JS-4			
JS-5	6	6	6
JS-6	7	7	9
JS-7	3	3	3
JS-8	1	1	2
JS-9	3	3	3
JS-10	1	1	0
JS-11	4	4	4
JS-12	6	6	6
JS-13	10	10	11
JS-14	2	2	2
JS-15	1	1	1
JS-16			
JS-17			
CES	1	1	
<b>Total Salaries</b>	<b>\$3,171,000</b>	<b>\$3,190,000</b>	<b>\$3,314,000</b>
Total FTEs	45	45	47

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

<u>FY 2011 Enacted</u>		<u>FY 2012 Enacted</u>		<u>FY 2013 Request</u>		<u>Difference FY 2012/2013</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>
41	5,790,000	43	6,048,000	43	5,871,000	0	-177,000

**Mission Statement**

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

**Organizational Background**

The Budget and Finance Division is comprised of the Director’s Office and four branches, and employs 41 FTEs.

<u>Branch</u>	<u>FTE</u>
Director’s Office	6
Budget and Payroll Branch	6
Accounting Branch	14
Banking and Finance Branch	9
Defender Services Branch	6
DIVISION TOTAL	<u>41</u>

*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 and Payroll Branch's mission is 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's mission is to provide timely, accurate, and useful financial information for making decisions, monitoring performance day-to-day, and maintaining accountability and stewardship to support the Courts' 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 D.C. 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..
- 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.
- 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.
- Enhance efficient use of resources and the availability of accurate and current financial information by preparing monthly division-level Personal Services (PS) reports for division directors.
- Ensure the prudent use of the Courts' fiscal resources by managing the Courts' operating budget in compliance with law and the Courts' financial and contracting policies and regulations, ensuring that expenditures do not exceed budgetary limits, and maximizing achievement of strategic objectives and performance targets.

- Enhance the Courts' ability to reconcile defender services accounts, project defender services obligations and at the same time, improve customer service to attorneys and reduce the cycle time for payments on vouchers that have been correctly prepared and submitted with the Web Voucher System Phase II.
- 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.
- 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.
- Enhance the Courts' compliance with grant requirements with improved procedures for preparing timely and accurate financial reports.
- Enhance the ability of the Courts' executive management to make informed decisions regarding the allocation of court resources and comply with appropriations law, by developing timely, accurate, and meaningful annual spending plans and monthly reports for the operating and capital budgets and maintaining a high level of monitoring through effective financial 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 upgraded the financial system to Pegasys 6.1, which is web-based and more user-friendly. The Division created a position control system to track more closely FTE levels and strengthen financial controls. In collaboration with the Information Technology Division, the B&F Division implemented the Web-based Voucher System to track defender services vouchers and streamline the payment process. The Division also implemented a more secured electronic process to combat fraudulent activities in our bank accounts.

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

The Budget and Finance Division has reengineered the D.C. Courts' financial reporting systems to enhance efficiency. The division worked with the General Services Administration (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 senior managers with historical data to facilitate efficient utilization of overtime, night differential, and holiday pay.

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 D.C. Courts' Federal Financial Statements, which include the Courts' audited financial statements and accompanying financial reports as prescribed by the Federal Accounting Standards Advisory Board (FASAB).

In an effort to provide more cost-efficient operations, the B&F Division analyzed its paper-based voucher payment processing and labor-intensive processes, such as paper tracking, mailing, and photocopying, and initiated 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; (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; (4) reduction in postage and handling expenses and time; and (5) reduction in the overall paper consumption and cost. Except for the filing of petitions for compensation under the Guardianship program, the process for the issuance of vouchers, as well as for the filing and processing of all claims for services under the Defender Services programs is expected to be fully automated during the first quarter of FY 2012 (see Table 1).

In support of the full implementation of the Superior Court's case management system (CourtView), the B&F Division 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 implemented 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. In addition, the Courts began accepting credit cards for the payment of fines and fees due to the U.S. Treasury and expect to expand the program to include the ability to remit payments on-line.

Table 1  
**BUDGET AND FINANCE DIVISION**  
**Key Performance Indicators**

Key Performance Indicator	Data Source	FY 2010		FY 2011		FY 2012		FY 2013	
		Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Number of material weaknesses or reportable conditions noted by external auditors	Annual Financial Audit Report	0	0	0	0	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	85%	85%	88%	95%	95%	97%	97%	99%
Complete and accurate payment of vouchers within 45 days of receipt in the Defender Services Branch.	Voucher Tracking System	97%	97%	98%	98%	99%	99%	100%	99%
Percentage of vouchers filed and processed on line	Voucher Tracking System	97%	96%	97%	98%	100%	100%	100%	100%
Accurate completion of the monthly bank reconciliations of the D.C. Courts' bank accounts within 45 days (stated goal will be within 15 days beginning in July 2011) of each month's end.	Courts' Financial System of Record	95%	95%	100%	95%	100%	98%	100%	99%

**FY 2013 Request**

The Courts' FY 2013 request for the Budget and Finance Division is \$5,871,000, a net decrease of \$177,000 (-3%) from the FY 2012 enacted level. The request includes a reduction of \$250,000 from the elimination of duplicative contracts and an increase of \$73,000 for built-in cost increases.

Table 2  
**BUDGET AND FINANCE DIVISION**  
**Budget Authority by Object Class**

	FY 2011 Enacted	FY 2012 Enacted	FY 2013 Request	Difference FY 2012/2013
11 - Personnel Compensation	3,848,000	3,989,000	4,047,000	58,000
12 - Personnel Benefits	963,000	1,000,000	1,015,000	15,000
<b>Subtotal Personnel Cost</b>	<b>4,811,000</b>	<b>4,989,000</b>	<b>5,062,000</b>	<b>73,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	8,000	10,000	10,000	
25 - Other Services	950,000	1,024,000	774,000	-250,000
26 - Supplies & Materials	13,000	15,000	15,000	
31 - Equipment	8,000	10,000	10,000	
<b>Subtotal Non-Personnel Cost</b>	<b>979,000</b>	<b>1,059,000</b>	<b>809,000</b>	<b>-250,000</b>
<b>TOTAL</b>	<b>5,790,000</b>	<b>6,048,000</b>	<b>5,871,000</b>	<b>-177,000</b>
FTE	41	43	43	0

Table 3  
**BUDGET AND FINANCE DIVISION**  
**Detail, Difference FY 2012/2013**

Object Class	Description of Request	FTE	Cost	Difference FY 2012/2013
11 - Personnel Compensation	Current Positions WIG	43		58,000
12 - Personnel Benefits	Current Positions WIG	43		15,000
21 - Travel and Transportation				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	Budget Reduction			-250,000
26 - Supplies and Materials				
31 - Equipment				
<b>Total</b>				<b>-177,000</b>

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

Grade	FY 2011 Enacted	FY 2012 Enacted	FY 2013 Request
JS-3			
JS-4			
JS-5			
JS-6	1	1	
JS-7	1	1	
JS-8			1
JS-9	5	6	8
JS-10	1	1	
JS-11	9	10	9
JS-12	7	7	6
JS-13	11	11	12
JS-14	4	4	5
JS-15	1	1	
JS-16			
CEMS			1
CES	1	1	1
<b>Total Salaries</b>	<b>\$3,848,000</b>	<b>\$3,989,000</b>	<b>\$4,047,000</b>
Total FTEs	41	43	43

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

<u>FY 2011 Enacted</u>		<u>FY 2012 Enacted</u>		<u>FY 2013 Request</u>		<u>Difference FY 2012/2013</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
28	7,552,000	28	7,728,000	28	8,017,000	0	289,000

**Mission Statement**

The mission of the Capital Projects and Facilities Management Division (CPFMD) is to provide a high-quality facilities environment for the public, the Courts’ employees, judicial staff, and detainees by creating and maintaining structural facilities that are clean, healthy, functional, safe, and secure. In completing this mission, the CPFMD will be responsible stewards of public funds with core values that promote a positive sense of community and a commitment to people.

**Division Organizational Structure**

The Capital Projects and Facilities Management Division is responsible for capital projects, building operations, and facilities support functions. CPFMD is responsible for developing, implementing, managing, and directing capital construction projects; real property and facilities management; and related environmental programs. The Capital Projects and Facilities Management Division is comprised of the Office of the Director and Contracting Officer and two branches:

- The Director’s Office is responsible for providing safe, clean, efficiently managed modern facilities that support the District of Columbia Courts’ delivery of services by directing and administering the modernization of the Courts’ facilities. The Director has the authority to enter into, administer, and/or terminate capital construction and lease contracts, Integrated Justice Information System (IJIS) contractual matters, landscaping contracts, and to make related determinations and findings on behalf of the District of Columbia Courts. Contracts in excess of \$1,000,000 must have prior approval by the Executive Officer.
- 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, air conditioning, mechanical, electrical, and plumbing); grounds care; and custodial services.
- The Capital Projects Branch is responsible for budget preparation, planning, implementation, and management of capital projects pursuant to the D.C. Courts’ Facilities Master Plan. The Master Plan includes the functional maintenance of the Courts’ 1.22 million sq. ft. Judiciary Square complex, which is comprised of five buildings including the award-winning D.C. Court of Appeals’ Historic Courthouse.

**Division Strategic Plan/MAP Objectives**

Several of the Capital Projects and Facilities Management Division’s objectives follow:

<b>Program Area</b>	<b>Objective</b>
Building Operations	Provide oversight for custodial and landscaping services on behalf of the DC Courts' employees and visitors so they can operate in a clean and well maintained environment.
Building Operations	Develop and maintain a quality control system for ensuring that customer building operational concerns are addressed expeditiously.
Building Operations	Ensure mechanical systems (i.e. HVAC, elevators, building shell conditions, plumbing) are maintainable with assigned preventive maintenance schedules (PMS) based on industry standards and manufacturer recommendations.
Building Operations	Expand the CPFMD's routine replacement program to all of the DC Courts' buildings to maximize longevity of assets and reduce annual operating and repair costs.
Building Operations	Institute quality assurance programs that establish thresholds for conducting scheduled services for the preservation of the DC Courts' upgraded facilities and grounds.
Capital Projects	Define, assess and plan a responsible facility ADA initiative to ensure the DC Courts' infrastructure is effectively designed and constructed, and are efficiently operated and maintained in accordance with ADA requirements.
Capital Projects	Utilize the DC Courts' Facilities Master Plan – November 2010 to develop a realistic comprehensive Capital Project schedule for FY 2011 and beyond.
Capital Projects	Efficiently complete construction on major Court building projects to provide new and higher quality services to the DC Courts' employees and visitors.
Capital Projects	Complete pre-design, design and construction projects on the DC Courts' campus to maximize space and modernize space planning standards to provide an open and collaborative work environment that is flexible to the evolving needs of the Courts' judicial officers and divisions.

The D.C. Courts process over 100,000 new cases each year and employ a staff of approximately 1,200 who directly serve the public, process the cases, and provide administrative support. The Courts' capital funding requirements are significant because they finance projects critical to maintaining, preserving, and constructing in a timely manner safe and functional courthouse facilities essential to meeting the heavy demands of the administration of justice in our Nation's Capital. To meet these demands effectively, the Courts' facilities must be both functional and emblematic of their public significance and character.

The D.C. Courts occupy over 1.18 million gross square feet of space in Judiciary Square, which is one of the original significant green spaces in the District of Columbia designated in the L'Enfant Plan for the Nation's Capital. The Courts are responsible for the Historic Courthouse at 430 E Street, NW; the Moultrie Courthouse at 500 Indiana Avenue, NW; 515 5<sup>th</sup> Street, NW; 510 4<sup>th</sup> Street, NW and 410 E Street, NW currently under construction seeking LEED Gold certification.

The Joint Committee, as the policy-making body for the District of Columbia Courts, has responsibility for, among other things, space and facilities issues in our court system. Capital improvements are an integral part of the D.C. Courts' Strategic Plan. In recognition of the need for court facilities to support efficient court operations "A Sound Infrastructure" was identified as a Strategic Issue in the D.C. Courts 2008-2012 Strategic Plan.

## **Capital Projects and Facilities Management Division Achievements and Highlights**

CPFMD advanced the implementation of the D.C. Courts' Facilities Plan on multiple fronts. Significant progress was made during FY 2011 with the initiation of construction on 410 E Street and the completion of several important projects within the Moultrie Courthouse. CPFMD also initiated design of the Moultrie Courthouse Expansion and obtained required design approvals from the United States Commission on Fine Arts and National Capital Planning Commission. The exterior renovations of 515 5<sup>th</sup> Street and 510 4<sup>th</sup> Street were completed. At the same time various site improvement and security projects are in the design and planning stage. The CPFMD focus has started to shift to the Moultrie Courthouse and courthouse expansion, building systems and infrastructure upgrades, refurbishment of existing court and public facilities and the completion of the Family Court consolidation.

The Courts' Buildings at 515 5<sup>th</sup> Street and 510 4<sup>th</sup> Street have concluded a multiyear exterior restoration initiative which included complete repair and cleaning of the exterior stone, restoration of existing windows, and replacement of exterior doors, new signage, and landscape improvements. This exterior work follows a multi-year phased interior construction project which was completed in 2007 for 515 5<sup>th</sup> Street and in 2005 for 510 4<sup>th</sup> Street. The reconstruction of the north plaza of 515 5<sup>th</sup> Street was completed in May 2010. At the present time the exterior open space and perimeter security construction document package is nearing completion. Exterior façade lighting will be completed in July 2011.

Design for the renovation of 410 E Street, which will house the Information Technology Division and the Multi-Door Dispute Resolution Division, was completed and construction commenced. The project includes the restoration of historic spaces, reconfiguration of the E Street entry to accommodate ADA requirements and court security. The renovation will provide modern office space and bring the building into compliance with all current building, mechanical, electrical, fire, life safety, health, and accessibility codes. The renovation will also preserve significant and contributing historic elements of the building. The Courts are seeking a LEED certification for this project.

CPFMD continues to work to achieve the D.C. Courts' objective of full consolidation of the Family Court and to meet its long term space needs. The following is a summary of CPFMD's recent major activities in the Moultrie Courthouse:

- Construction was completed on the JM Level to further consolidate Family Court operations, allowing the relocation of the Domestic Relations, Juvenile and Neglect, and Paternity and Support Branches from the 4<sup>th</sup> floor to the JM Level. The center improves public access and court operations.
- The renovation of the 6<sup>th</sup> floor space vacated by the Court of Appeals was completed. The renovation provides new judicial chambers, executive offices, judge's conference and dining areas and the Superior Court Library space. Renovations to the attic space above provided space for emergency generators.
- Adult holding facilities renovations are in progress. This is a phased construction project which will modernize all USMS holding facilities within the courthouse. Phase I, which was constructed in tandem with the reconstruction of the new arraignment court, was

completed in 2011. These projects are a partnership between the D.C. Courts and the USMS.

- A related project, the renovation of the Arraignment Court (C-10) has been completed and is fully operational. The project entailed a complete redesign and reconstruction of the old arraignment courtroom. CPFMD, working closely with the various user groups, introduced state of the art communications technology and security systems to this high volume courtroom.
- Various upgrade projects are underway improving the functionality of courtrooms, hearing rooms, and public circulation spaces. In addition, the Court Reporting and Recording Division and judges' chambers on the 5<sup>th</sup> floor are being designed and construction is expected to begin by the end of 2011.
- Infrastructure design work is nearing completion for the upgrade of electrical systems. A number of safety-related projects are underway including stairwell pressurization and egress improvements to meet code requirements.
- Planning and design services for the C Street Expansion to the Moultrie Courthouse are underway. This is a six story addition to the south face of the Courthouse starting at the C level and rising to the 4<sup>th</sup> floor. The Expansion will add approximately 108,000 s.f. of new space to the Courts' inventory offsetting the future loss of leased space at Gallery Place and providing for Court growth. The design program includes six courtrooms, Social Services (probation) and Family Court offices, juror facilities, and 21 judicial chambers. The Courts are seeking a LEED Gold rating for this project.
- Design has been completed on the third Balanced and Restorative Justice Drop-In Center (BARJ). BARJ is an innovative, non-traditional juvenile rehabilitation program developed by the Family Court Social Services Division. The BARJ Drop-In Centers are multi-faceted satellite facilities that include space for pro-social activities such as tutoring, mentoring, education and prevention groups, peer mediation, and recreation. Construction of the Southwest BARJ started in May 2011.
- The D.C. Courts are in the process of upgrading security within the Moultrie Courthouse. This project includes installation of a new fire protection system with a new sprinkler system.

### **Workload Data**

The Capital Projects and Facilities Management Division manages the initiation, planning, and construction of approximately 30 Capital projects at a value of \$150 million at any given time. In FY 2013, the Capital Projects & Facilities Management Division will continue to manage janitorial and cleaning services for the Courts' 1.22 million sq. ft. of net floor area (the Court of Appeals Historic Courthouse, Moultrie Courthouse, 515 5<sup>th</sup> Street, NW, 510 4<sup>th</sup> Street, NW and 410 E Street, NW 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 2013 are projected to be \$16.28/sq. ft.

In 2013, CPFMD will continue to manage the D.C. Courts' janitorial services contract for the Courts' over 1.22 million sq. ft. of net floor space, as well as the landscaping services contract in a cost-effective manner. CPFMD administers all of its projects ensuring program accountability,

real-time program management, and quality assurance oversight with project delivery and cost tracking.

Table 1  
**CAPITAL PROJECTS AND FACILITIES MANAGEMENT**  
**Key Performance Indicators**

<i>Performance Indicator</i>	Data Source	FY2011		FY2012		FY2013	
		Goal	Estimate	Goal	Estimate	Goal	Estimate
Percent of contracts which ensure contractor compliance with at least 95% of the terms and conditions	Contract Reports	100%	100%	100%	100%	100%	100%
Percent of Help Desk calls resolved in two (2) business days	CPFMD Help-Desk Reports	95%	95%	97%	97%	98%	98%
Percent of preventive maintenance work completed in accordance with CPFMD PMS	PM Schedule	92%	92%	95%	95%	99%	99%
Percent of CPFMD's routine replacement program to all of the DC Courts' buildings to maximize longevity of assets and reduce annual operating and repair costs	Project Schedule	90%	90%	90%	90%	90%	90%
Percent of responsible facilities management program associated with each Court building's infrastructure that includes: roof, exterior finish, interior finish, plumbing, mechanical, HVAC, electrical, and conveyance (elevators and escalators.) implemented at a rate of 100% annually	PM Schedule	90%	90%	90%	90%	90%	90%
Percent of the DC Courts' staff satisfied with Court managed facilities and grounds	Court Surveys	90%	90%	95%	95%	98%	98%
Percent of CPFMD projects that are 100% ADA compliant annually and ensure the DC Courts are 100% compliant with ADA requirements annually	DCRA Permits; Certificate of Occupancy	100%	99%	100%	100%	100%	100%
Percent of Capital projects completed on-time and within budget	CPFMD Budget Reports	100%	100%	100%	100%	100%	100%
Percent of construction projects completed within 10% of original project budget	CPFMD Budget Reports	100%	100%	100%	100%	100%	100%
Percent of design and construction projects completed within 10% of allotted time for each project's phases	Progress Meeting Minutes	100%	100%	100%	100%	100%	100%

**FY 2013 Request**

In FY 2013, the Courts request for the Capital Projects & Facilities Management Division is \$8,017,000, an increase of \$289,000 (4%) above the FY 2012 enacted level. The requested increase consists of \$39,000 for built-in cost increases and \$250,000 for janitorial services and landscaping for the newly renovated court facility at 410 E Street (Building C). In addition, \$100,000 is requested in the Court System Management Account for utilities for Building C, as discussed below.

***Facilities Services for New Building, \$350,000***

Problem Statement. With the renovation and occupancy of Building C at 410 E Street in February 2012, the amount of site area to be maintained by CPFMD has increased, thereby

requiring the Courts to procure additional cleaning, maintenance and repair, and landscaping services. Given the relocation of the Courts' Information Technology Division and equipment to building C, and its requirement for a stable physical environment, as well as the increased inventory of court space will also result in increased in utility and steam costs.

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 Building C, the need for additional contract support will be necessary. Funding for the increased contractual services currently does not exist. Prior to its renovation, Building C was occupied and maintained by the Executive Branch of the District Government, so facilities services are not in the Courts' budget. In this division's budget \$250,000 is requested for cleaning, maintenance, repair, and landscaping, and the remaining \$100,000 is requested for utility costs in the Management Account, where other court utility costs are paid.

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

	<b>FY 2011 Enacted</b>	<b>FY 2012 Enacted</b>	<b>FY 2013 Request</b>	<b>Difference FY 2012/2013</b>
11 - Personnel Compensation	2,050,000	2,062,000	2,093,000	31,000
12 - Personnel Benefits	514,000	517,000	525,000	8,000
<b><i>Subtotal Personnel Cost</i></b>	<b><i>2,564,000</i></b>	<b><i>2,579,000</i></b>	<b><i>2,618,000</i></b>	<b><i>39,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	4,960,000	5,117,000	5,367,000	250,000
26 - Supplies & Materials	23,000	25,000	25,000	
31 - Equipment	5,000	7,000	7,000	
<b><i>Subtotal Non-Personnel Cost</i></b>	<b><i>4,988,000</i></b>	<b><i>5,149,000</i></b>	<b><i>5,399,000</i></b>	<b><i>250,000</i></b>
<b>TOTAL</b>	<b>7,552,000</b>	<b>7,728,000</b>	<b>8,017,000</b>	<b>289,000</b>
FTE	28	28	28	0

Table 3  
**CAPITAL PROJECTS & FACILITIES MANAGEMENT DIVISION**  
**Detail Difference, FY 2012/2013**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2012/2013</b>
11 - Personnel Compensation	Current Positions WIG	28		31,000
12 - Personnel Benefits	Current Positions WIG	28		8,000
21 - Travel and Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	Increase in Services – Bldg C			250,000
26 - Supplies and Materials				
31 - Equipment				
<b>Total</b>				<b>289,000</b>

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

<b>Grade</b>	<b>FY 2011 Enacted</b>	<b>FY 2012 Enacted</b>	<b>FY 2013 Request</b>
JS-8	4	4	4
JS-9	11	11	11
JS-10	1	1	1
JS-11	1	1	1
JS-12	1	1	1
JS-13	5	5	5
JS-14	1	1	3
JS-15	2	2	
JS-16			
CEMS	1	1	1
CES	1	1	1
<b>Total Salaries</b>	<b>\$2,050,000</b>	<b>\$2,062,000</b>	<b>\$2,093,000</b>
Total FTEs	28	28	28

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

<u>FY 2011 Enacted</u>		<u>FY 2012 Enacted</u>		<u>FY 2013 Request</u>		<u>Difference FY 2012/2013</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>
7	2,041,000	7	2,188,000	7	2,202,000	0	14,000

**Mission Statement**

The District of Columbia Courts’ Center for Education and Training (the Center) provides comprehensive learning opportunities to enhance the knowledge, skill, ability, and engagement of all levels of personnel, thus improving the D.C. Courts’ capacity to provide exceptional 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, executive leadership skills, supervision and performance management, effective communication and grammar, customer service, cultural diversity, and a variety of technology classes on various software programs used by the Courts such as Microsoft Office, Oracle Discoverer and 10G, Business Intelligence, Microsoft Publisher, Adobe Photoshop, and CourtView for use with the Integrated Justice Information System. The Center also trains all newly hired Court employees with a year-long series of sessions pertaining to their employment at the Courts such as Sexual Harassment, Understanding Courts, Ethics, Court Security, Personnel Policies, and the Courts’ Strategic Plan. Newly appointed Judges and Magistrates receive 3 weeks of individualized training arranged by the Center. All training is aligned with the Strategic Plan and complements procedural and technical training provided by operating and support divisions. Based upon needs assessments and employee development plans, a Training Plan is developed annually. The Center also develops and provides educational programs for court visitors, including many delegations of international guests.

**Division Objectives**

- To develop an annual training plan that is aligned with the strategic goals of the Courts and includes comprehensive educational opportunities for all judicial officers and court personnel through more than 150 classes, two annual judicial conferences, two community wide conferences and one employee Court wide conference bi-annually, as well as on-line training in a manner that insures an efficient use of resources and successful learning experiences.
- To enhance the effectiveness of the judiciary by providing a myriad of judicial education opportunities, including four conferences annually, to all the judicial officers in the D.C. Courts.
- To respond to specialized requests for training from specific divisions within 48 hours so that employees can support the Courts’ goal of enhancing the administration of justice.

- To maximize the effectiveness of the Senior Executive Team and Judicial Leadership Team by continuing to develop and strengthen the Leadership Institute which offers teambuilding, leadership courses, individual assessments, coaching, and personal and professional development activities.
- 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 through continued support for the Management Institute that offers the Management Training Program for 15 to 20 selected individuals annually, comprehensive training for all supervisors, and ongoing courses in performance management and supervision skills.
- To provide at least ten hours of training for all court employees annually as well as over 20 hours of mandatory training to newly hired employees and two to three weeks of customized training for all newly appointed judges and magistrates.

### **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 and continues to work well together to exceed the Division's goals. 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 developing and implementing many new and creative training opportunities for the entire employee population of the Courts. With increased funding for programming in the FY 2009 appropriation, the Center has implemented additional programs and initiatives such as the Leadership Institute, the Management Institute, the Roundtable Series for the Court of Appeals Judges and the biennial Court wide Employee Conference.

The Leadership Institute is currently focused on team efforts to improve the D.C. Courts as a "Great Place to Work" and to offer opportunities and challenges for senior management in areas such as emotional intelligence competencies, coaching, and skills development. Based on the results of the 2009 Federal Human Capital Survey, initiatives and teams were established in the areas of health and wellness, work/life balance, internal communications and performance management. Employee Engagement is a new focus for FY2011 and 2012. The Judicial Leadership Team plans two or three ½ day or full day retreats each year. A joint Judicial/Executive retreat was held for the first time in 2011. The efforts of court leadership and senior management are aligned with the goals outlined in the Strategic Plan.

The Judges of the D.C. Court of Appeals continue to enjoy a series of educational roundtable discussions with nationally recognized legal experts that have been extremely well received. The Center and the Court of Appeals will continue this innovative effort and offer additional 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

Management Training Program (MTP) in 2007 for 20 competitively selected employees annually from each division within the Courts. The class size and goal of 20 graduates was reduced to 15 for 2011 and beyond. The MTP offers a very successful 12-month series of classes taught by nationally recognized experts and in-house leaders. The MTP has graduated four classes and will soon be graduating a fifth group. Many of the graduates from the Program have received promotions and increased responsibility. The program is regularly evaluated by the Courts' Management Training Committee and minor adjustments in program procedures and course content are made. The Courts take seriously the importance of succession planning and continues to move in a proactive direction toward recruiting and retaining excellent employees. Similarly, the D.C. Courts has initiated a 7-day, 4 segment training program for supervisors. Based on the supervisory leadership program offered by the U.S. Office of Personnel Management and using some of the same faculty, the training program was completed by 100 court supervisors in 2010 and 2011. All new supervisors will be similarly trained. Graduates of the program are offered advanced courses.

Technology classes are the top priority training need in every needs assessment conducted by the Center. Utilizing two computer labs, there has been dedicated focus on technology training. The Center offers not only basic but also intermediate and advanced levels of computer classes such as Microsoft Office, Excel, PowerPoint, Adobe, Project Management and others. In 2011 the Center began offering Microsoft Office Specialist (MOS) Certification Testing. There has been continued need for the Center to offer technology classes on other more sophisticated, court-focused programs such as CourtView (the software for the Integrated Justice Information System) and Oracle Discoverer. The Center has developed alternative learning methods such as computer-based training, blended learning and cross training. In 2010, on-line tutorials were updated to Microsoft Office 2007. The Spanish language library of tutorials has been expanded. In 2011 the Center installed a learning management system to host on-line classes and developed the first on-line course for new employees on sexual harassment. Court employees and judges have given very positive feedback on these additions.

In 2011, the Management Training Committee, along with staff of the Center hosted a third court wide training and "court community" event for the entire court staff on June 3<sup>rd</sup>. This effort is part of the "Building a Great Place to Work" initiative and emphasizes the Courts' appreciation of each individual's contributions to the Court's overall mission in the administration of justice. The conference was also aimed at increasing the sense of shared community and positive regard for our workplace. The presentations focused on health, energy, and peak performance.

The Center utilizes a web-based registration process ideal for coordinating conference registrations and maintaining all course and employee training records. This software allows the Center to fill classes better, keep employee training records, generate a variety of needed reports, and assist employees in their personal career development tracks. In 2011, the Court of Appeals used this system for the first time to register judges and members of the D.C. Bar for the Annual Judicial Conference. It is an efficient and invaluable tool.

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 six years the number of classes offered has more than doubled to

over 200 classes annually. Between 2005 and 2011, the number of courses offered by the Center and the number of training hours completed by Court employees during the first calendar quarter more than tripled from 15 classes/1229 training hours in 2005 to 50 classes/3729 training hours in 2011. Training hours completed by court employees for each year have consistently been over 10,000 hours and indicators point to increased activity levels in excess of 15,000 hours. As the workload data chart below indicates, in FY 2010, the number of training hours completed by court employees spiked to over 22,000. This is attributed in part to the 3-hour course on bullying that was mandatory for all employees.

Finally, another program administered by the Center is the International Visitors Program which has been restructured and is now headed by the Deputy Director. With more than 30 international delegations visiting 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 that also requires substantial preparation time and effort to coordinate speakers and resources.

**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 educational programs for visitors, and the number of visitors attending the programs.

Table 1  
**CENTER FOR EDUCATION AND TRAINING**  
**Workload Data**

<b>Data Measure</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Projected</b>	<b>FY 2013 Projected</b>
Courses Offered	231	170	175	175
Judicial Participants	533	500	500	500
Judicial Training Hours Completed	3340	3300	3300	3300
Non-Judicial Participants	4162	2500	3000	3000
Employee Training Hours Completed	22683	15500	17000	17000
Divisions Supported	6	5	5	5
Programs & Tours for Visitors	42	40	30	30
Number of Official Visitors	920	600	500	500

## Key Performance Measures

Table 2  
**CENTER FOR EDUCATION AND TRAINING**  
**Key Performance Indicators**

Type of Indicator	Key Performance Indicator	Data Source	FY 2010		FY 2011		FY 2012		FY 2013	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Output	Programs Offered	Training Schedule	130	231	130	175	150	175	160	175
Outcome	Judges Trained	Participant Lists	500	533	500	500	500	500	500	500
Outcome	Employees Trained	Sign-in Sheets	1,625	4,162	1,625	2,500	1,800	3,000	2,000	3,000
Input	Program Quality	Participant Evaluations	80% >3.5	89% ≥4.0	80% > 3.5	90% > 3.5	80% >3.5	90% >3.5	80% >3.5	90% >3.5
Outcome	Judges and Employees Total Training Hours Completed	Training Database and Sign-in Sheets	15,000	26,023	18,000	19,000	18,000	18,000	20,000	20,000
Output	Court Tours & Programs	Visitors Schedule	30	42	30	35	30	30	30	30
Outcome	Management Training Program Graduates	Training Schedule & Participant List	20	23	20	15	15	15	15	15
Output	Management Training Institute Courses Offered	Training Schedule	18	20	18	18	18	18	18	18
Output	Executive/Senior Leadership Development Sessions	Training and Meeting Schedules and N-H Reports	6	5	8	5	6	6	6	6
Outcome	Judicial Leadership Team Retreats	Meeting Schedule	2	2	2	3	2	2	2	2
Output	Court of Appeals Programs Offered	Training Schedule	6	5	6	5	6	6	6	6

## FY 2013 Request

In FY 2013, the Courts request \$2,202,000 for the Center for Education and Training, an increase of \$14,000 (1%) over the FY 2012 enacted level. The requested increase consists entirely of built-in increases.

Table 3  
**CENTER FOR EDUCATION AND TRAINING**  
**Budget Authority by Object Class**

	FY 2011 Enacted	FY 2012 Enacted	FY 2013 Request	Difference FY 2012/2013
11 - Personnel Compensation	732,000	737,000	748,000	11,000
12 - Personnel Benefits	185,000	186,000	189,000	3,000
<b>Subtotal Personnel Cost</b>	<b>917,000</b>	<b>923,000</b>	<b>937,000</b>	<b>14,000</b>
21 - Travel, Transp. of Persons	419,000	433,000	433,000	
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	698,000	821,000	821,000	
26 - Supplies & Materials	4,000	6,000	6,000	
31 - Equipment	3,000	5,000	5,000	
<b>Subtotal Non- Personnel Cost</b>	<b>1,124,000</b>	<b>1,265,000</b>	<b>1,265,000</b>	<b>0</b>
<b>TOTAL</b>	<b>2,041,000</b>	<b>2,188,000</b>	<b>2,202,000</b>	<b>14,000</b>
FTE	7	7	7	0

Table 4  
**CENTER FOR EDUCATION AND TRAINING**  
**Detail, Difference FY 2012/2013**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2012/2013</b>
11 - Personnel Compensation	Current Positions WIG	7		11,000
12 - Personnel Benefits	Current Positions WIG	7		3,000
21 - Travel and Transportation				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies and Materials				
31 - Equipment				
<b>Total</b>				<b>14,000</b>

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

<b>Grade</b>	<b>FY 2011 Enacted</b>	<b>FY 2012 Enacted</b>	<b>FY 2013 Request</b>
JS-5			
JS-6			
JS-7			
JS-8			
JS-9			
JS-10	1	1	1
JS-11			
JS-12			
JS-13	4	4	4
JS-14			
JS-15	1	1	1
CES	1	1	1
Ungraded			
<b>Total Salaries</b>	<b>\$732,000</b>	<b>\$737,000</b>	<b>\$748,000</b>
Total FTEs	7	7	7

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

<u>FY 2011 Enacted</u>		<u>FY 2012 Enacted</u>		<u>FY 2013 Request</u>		<u>Difference FY 2012/2013</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	5,812,000	55	5,853,000	55	5,940,000	0	87,000

**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 realtime translation to members of the judiciary to aid in decision making, in addition to any party requesting realtime 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 realtime 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 2010, the Court Reporting and Recording Division expanded the realtime program to include an additional six judges and ten official court reporters. With this expansion, it has allowed the 26 reporters that currently provide realtime to adequately cover the 12 realtime courts. Realtime 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 realtime translation for all ADA requests.

The CRRD continues to enhance the Web Transcript Tracking System (WTTS), which has replaced the mainframe. All transcripts are now electronically filed and uploaded in WTTS linking them with transcript order data.

**Workload Data**

Table 1  
**COURT REPORTING AND RECORDING DIVISION**  
**Workload Measurement Table**

Type of Indicator	Performance Indicator	Data Source	FY2010 Actual	FY2011 Estimate	FY2012 Estimate	FY2013 Estimate
Input	Transcription Branch orders received	Division Records	4,200	4,300	4,400	4,500
Input	Court Reporting Branch orders received	Division Records	4,400	4,500	4,600	4,700
Output	Pages of court transcripts produced (appeal/non-appeal)	Division Records	459,000	462,000	465,000	468,000

Table 2  
**COURT REPORTING AND RECORDING DIVISION**  
**Key Performance Indicators**

Type of Indicator	Performance Indicator	Data Source	FY2010		FY2011		FY2012	FY2013
			Goal	Actual	Goal	Estimate	Goal	Goal
Quality	Average time to complete transcripts of taped proceedings (appeal/non-appeal)	Division Records	20 days/ 18 days	18 days/ 9 days	18days/ 9 days	18 days/ 9 days	18 days/ 9 days	18 days/ 9 days
Quality	Average time to complete transcripts by court reporters (appeal/non-appeal)*	Division Records	58 days/ 18 days	45 days/ 15 days	45 days/ 15days	45 days 15 days	45 days 15 days	45 days 15 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 2013 Request**

In FY 2013, the Courts request for the Court Reporting and Recording Division is \$5,940,000, which is \$87,000 (1%) over the FY 2012 enacted level. The increase consists entirely of built-in cost increases.

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

	FY 2011 Enacted	FY 2012 Enacted	FY 2013 Request	Difference FY 2012/2013
11 - Personnel Compensation	4,577,000	4,605,000	4,674,000	69,000
12 - Personnel Benefits	1,147,000	1,154,000	1,172,000	18,000
<b>Subtotal Personnel Cost</b>	<b>5,724,000</b>	<b>5,759,000</b>	<b>5,846,000</b>	<b>87,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	24,000	26,000	26,000	
26 - Supplies & Materials	42,000	44,000	44,000	
31 - Equipment	22,000	24,000	24,000	
<b>Subtotal Non Personnel Cost</b>	<b>88,000</b>	<b>94,000</b>	<b>94,000</b>	<b>0</b>
<b>TOTAL</b>	<b>5,812,000</b>	<b>5,853,000</b>	<b>5,940,000</b>	<b>87,000</b>
FTE	55	55	55	0

Table 4  
**COURT REPORTING & RECORDING DIVISION**  
**Detail Difference, FY 2012/2013**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2012/2013</b>
11 - Personnel Compensation	Current Position WIG	55		69,000
12 - Personnel Benefits	Current Position WIG	55		18,000
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service				
26 - Supplies & Materials				
31 - Equipment				
<b>Total</b>				<b>87,000</b>

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

<b>Grade</b>	<b>FY 2011 Enacted</b>	<b>FY 2012 Enacted</b>	<b>FY 2013 Request</b>
JS-3			
JS-4			
JS-5			
JS-6	1	1	1
JS-7	3	3	3
JS-8	7	7	7
JS-9	2	2	2
JS-10	3	3	3
JS-11			
JS-12	35	35	35
JS-13			
JS-14	2	2	2
JS-15	1	1	1
JS-16			
JS-17			
CES	1	1	1
<b>Total Salaries</b>	<b>\$4,577,000</b>	<b>\$4,605,000</b>	<b>\$4,674,000</b>
Total FTEs	55	55	55

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

<u>FY 2011 Enacted</u>		<u>FY 2012 Enacted</u>		<u>FY 2013 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>
20	2,465,000	22	2,768,000	24	3,079,000	2	311,000

**Mission**

The Human Resources Division is a strategic partner in supporting the District of Columbia Courts’ overall mission and is committed to developing and administering comprehensive program grounded in recruiting, retaining, and supporting a diverse, highly-qualified, and talented workforce. We promote a work environment characterized by fairness and accountability while providing exemplary customer service.

**Organizational Background**

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

The Office of the Director is responsible for court-wide personnel policy development, interpretation, and implementation. (4 FTEs)

The Office of the Deputy Director is responsible for maintaining employment records and documents, and oversees the Benefits Unit, Employee Mediation, the Staffing and Recruitment Unit, Program Analysis, and Performance Management which are responsible for the development and implementation of programs that enable the Courts to attract and retain highly qualified staff. (1 FTE)

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, Long and Short Term Disability insurance programs, and serves as Contract Administrator for the Courts’ Health Unit and Employee Assistance Program. (6 FTEs)

The Staffing Unit is responsible for filling all non-judicial competitive Court positions, including performing job analyses, developing announcements, crediting plans and other performance and

ability measurements, computer testing for clerical and other positions, developing referral and recommendation panels, and making job offers. The unit ensures that all selection measures are valid, job-related, fair, and non-discriminatory, in accordance with federal guidelines. (6 FTEs)

The Office of Program Analysis is responsible for the administration of the Division's Strategic Plan and Performance Management programs. (2 FTEs)

The EEO Office is responsible for the administration of the EEO program to include analyzing complaint activity, reporting staff diversity statistics, and facilitating orientation training in EEO/Sexual Harassment and Ethics. Upon authorization of the Joint Committee, the EEO Office will administer the Anti-Bullying Policy and complaint process. (1 FTE)

### **Human Resources Accomplishments - FY 2010**

- Pre-Retirement Planning Seminars. In a continuing effort to increase employee knowledge of retirement benefits, the Human Resources Division conducted retirement seminar focusing on procedures, forms and a check list on what is needed before retirement.
- Retirement Labs. Retirement labs were increased to allow employees to estimate their retirement income electronically. The Labs allow the employee to gain a better understanding of how FEGLI, FEHB, TSP, and other benefits correlate with their retirement.
- New Hire Orientation. HR enhanced the new hire orientation by providing information to new employees prior to orientation via e-mail. Information is also sent after orientation that provides links to benefit and retirement sites. The new employee also receives an electronic guide of their benefits that provides a permanent reference for employees throughout their careers.
- Training. To increase professional knowledge and skills of the Courts' staff, the Human Resources Division conducted and assisted in providing training on the following subjects: Introduction to Performance Management; Overview of Court Personnel Policies for employees and managers; FMLA and other Leave Issues; EEO Policies; Sexual Harassment; and Ethics. To enhance services to Court employees HR presented 20 group benefit workshops, seminars, fairs, etc.
- Staffing. The Staffing Unit has expanded its recruitment efforts to include posting of its announcements on Twitter and Facebook, and has established a relationship with the National Society of Hispanic Professionals and its related organization, Latino Professionals. Staff members have made two training presentations to Court staff on the redeveloped Supplemental Application Form and other developments in the recruitment process. Plans are underway, and a presentation prepared, for brush-up sessions with Court Managers. Since the beginning of 2011 100% of new hires rated the recruitment process as satisfactory or better. Of those, 37% were extremely satisfied with the process.
- Policy. Developed through final policy proposal, the Courts' new Anti-Bullying Policy for adoption and approval by the Joint Committee.

**Division MAP Objectives**

Several of the Division MAP Objectives follow:

- Establish strategic Human Resources (HR) by developing a Human Resources Division strategic plan and implementing subsequent transformations.
- Ensure a strong workforce of the future by developing a succession planning and management program.
- Maximize recruitment activities by implementing an automated personnel action (Form 52) tracking system and an automated talent acquisition and applicant tracking system.
- Maximize staff productivity and increase employee satisfaction through electronic access to personal information and records.
- Enhance the quality of the Court’s Performance Management Program and foster employee satisfaction by conducting data analyses and presenting recommendations on the performance management program that address consistency in application and perceptions of fairness.

**Workload Data**

During FY 2010, the Human Resources Division processed 93 Family Medical Leave Act requests, 13 Workers’ Compensation claims, 85 recruitment actions, and approximately 3,400 employment applications. The Benefits Unit conducted over 80 individual benefit consultations and 20 group benefit workshops, seminars, fairs, etc. The EEO Claims Activity includes 18 employees who sought EEO counseling. Six (6) out of the 18 employees filed formal complaints. Those six complaint cases required investigations in accordance with Policy 600. To date, it has been determined there was no probable cause in two (2) of the cases of alleged disparate treatment; four (4) cases are currently in the investigation stage. Training sessions on the Courts’ Equal Employment Opportunity, Sexual Harassment, and Ethics policies have been conducted quarterly in FY 2011. Session attendees averaged 20, with the classes made up mostly of new hires/probationary employees.

**Table 1  
HUMAN RESOURCES DIVISION  
Performance Measurement Table**

Type of Indicator	Key Performance Indicator	Data Source	FY 2010		FY 2011		FY 2012	FY 2013
			Goal	Actual	Goal	Estimate	Goal	Goal
Output	# of employees attending benefit seminars, retirement workshops, wellness fairs, etc.	Registration and attendance documents	800	500	550	600	600	600
Output	# or % of employees with access to Federal Retirement Calculation Application	Registration and attendance documents	100	150	250	250	75%	85%
Output	% of electronically filed applications	Staffing Logs	50%	55%	50%	55%	60%	75%

## **FY 2013 Request**

The Courts' FY 2013 request for the Human Resources Division is \$3,079,000, an increase of \$311,000 (11%) above the FY 2012 enacted level. The requested increase includes \$274,000 for 2 FTEs as part of an overall reorganization of the division to enhance HR's role and responsibilities in contributing to the Courts strategic planning efforts and attainment of goals and built-in increases of \$37,000.

### ***Strategic Human Resources, 2 FTEs, \$274,000***

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. With approximately one-third of the current workforce eligible to retire in the next three to five years and 60% of the Courts' Executive Service (senior leadership) eligible to retire during that time, the Courts have a pressing need to engage in a significant workforce succession planning effort. The Courts must also address issues involving work/life balance, health and wellness, safety and security, and the workplace demands of a new generation of employees. It is apparent that the Human Resources Division must become a strategic partner with the Courts' leadership. In an effort to manage these dramatic and inevitable changes, the Courts must prepare, develop, and implement new policies and adopt new human capital practices to enable employees to effectively execute the mission of the Courts. HR can no longer play a clerical support and reactive role but rather must take a leadership role in advising, informing, and determining our future workforce.

Similar to many organizations, the Courts' Human Resources Division has primarily focused on internal processes to make improvements to human resource policies and procedures. Historically, HR's primary role has been to ensure compliance with laws, rules, and regulations. While this is an important function, the evolving role of human capital management alignment is to integrate decisions about people with decisions about the results an organization is striving to attain<sup>1</sup>. Human resources departments are becoming more consultative and involved in day-to-day management activities of an organization. To achieve strategic human capital alignment, the Courts need to build the internal capacities of our Human Resources Division so it can become an active partner in implementing and achieving the Courts' strategic goals and objectives.

The Courts hired a consulting firm to conduct an organizational analysis of the Human Resources Division, with the goal of aligning human capital management with the Courts' strategic goals and mission accomplishment. Preliminary findings reveal that the Courts must build internal capacity to achieve such alignment. An organizational structure was proposed which included a number of critical positions, two of which are included in the Courts' FY 13 request: a Human Resources Organizational Development and Operations Manager and a Human Resources Manager for Performance Management.

- The Human Resources Organizational Development and Operations Manager will act as an organizational development liaison and advisor to the D.C. Courts leadership, and

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<sup>1</sup> Office of Personnel Management, Strategic Human Resources Management: Aligning with the Mission, September 1999, <<http://www.opm.gov/studies/alignment.pdf>>.

facilitate initiatives across the enterprise. This person will be responsible for the development and integration of human capital programs and associated projects to achieve strategic business goals and operational objectives.

- The Human Resources Manager for Performance Management will review the alignment of organizational goals to desired organizational results and outcomes in terms of quality, quantity, cost, or timeliness. In addition, the manager will assist with the development and implementation of employee performance plans.

Relationship to Court Mission, Vision and Strategic Goals. In its Strategic Plan for 2008-2012, the D.C. Courts set forth a strategic goal to build and maintain a strong judiciary and workforce. To carry out the strategies outlined in the Strategic Plan under Strategic Goal 3, it is imperative that the Human Resources Division have skilled staff with the expertise to support the Courts' mission and goals.

Relationship to Divisional Objectives. The addition of professional human capital positions will support a work environment that promotes high achievement and effective utilization of human capital. The new positions will enhance the implementation and achievement of the Courts' and Division's strategic goals and objectives. The new positions will support objectives (such as comprehensive benefits programs, workforce planning, and performance management) that promote enhanced service to the public through improvements in employee satisfaction and retention.

Proposed Solution. In preparation for the future, the Courts must revitalize human resource strategies in order to attract and retain a highly skilled workforce. The addition of the two FTEs will ensure that current and future human capital programs align with the Court's goals and that long-range strategies are developed to recruit and retain highly qualified staff to meet the organization's mission and vision. These professionals must possess knowledge of the principles of organizational development, human resources management, and HR information and reporting systems.

Methodology. The new positions will be key in planning efforts and developing processes to guide the division as it creates and executes human resource management initiatives. They will be instrumental in the implementation of HR's organizational and strategic plans. The reorganized and revitalized HR Division will require input and commitment from each level of management and from all its employees, utilizing the following six step process model:

*Step 1: Set strategic direction.*

*Step 2: Conduct workforce analysis.*

*Step 3: Analyze performance gaps*

*Step 4: Develop action plans.*

*Step 5: Implement the action plans.*

*Step 6: Monitor, evaluate, and revise action plans, as necessary.*

Performance Indicators. Acquiring additional staff is critical to prepare the organization for imminent human capital changes. These HR professionals 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 and meet its mission and objectives. Performance of the addition of professional staff will be measured by the development and implementation of succession planning to assure continuity of operations in the face of expected increases in retirements over the next decade; recruitment and retention of a highly capable and efficient workforce; enhancement of employee benefits; the consolidation of compensation and benefits administration; further development and implementation of a comprehensive Human Resource Information System; improvement or implementation and administration of performance management systems to assure ongoing fairness and equity in administration of compensation and recognition of exceptional performance.

Table 2  
**HUMAN RESOURCES DIVISION**  
**New Positions Requested**

<b>Position</b>	<b>Grade</b>	<b>Number</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total Personnel Costs</b>
Human Resources Manager	14	2	\$218,000	\$56,000	\$274,000

Table 3  
**HUMAN RESOURCES DIVISION**  
**Budget Authority by Object Class**

	<b>FY 2011 Enacted</b>	<b>FY 2012 Enacted</b>	<b>FY 2013 Request</b>	<b>Difference FY 2012/2013</b>
11 - Personnel Compensation	1,955,000	2,190,000	2,437,000	247,000
12 - Personnel Benefits	490,000	552,000	616,000	64,000
<b><i>Subtotal Personnel Cost</i></b>	<b>2,445,000</b>	<b>2,742,000</b>	<b>3,053,000</b>	<b>311,000</b>
21 - Travel, Transp. of Persons	7,000	9,000	9,000	
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	7,000	9,000	9,000	
31 - Equipment	6,000	8,000	8,000	
<b><i>Subtotal Non-Personnel Cost</i></b>	<b>20,000</b>	<b>26,000</b>	<b>26,000</b>	<b>0</b>
<b>TOTAL</b>	<b>2,465,000</b>	<b>2,768,000</b>	<b>3,079,000</b>	<b>311,000</b>
FTE	20	22	24	2

Table 4  
**HUMAN RESOURCES DIVISION**  
**Detail, Difference FY 2012/FY 2013**

Object Class	Description of Request	FTE	Cost	Difference FY 2012/2013
11 - Personnel Compensation	Current Position WIG	22	29,000	
	HR Manager	2	218,000	
<i>Subtotal 11</i>				<i>247,000</i>
12 - Personnel Benefits	Current Position WIG	22	8,000	
	HR Manager	2	56,000	
<i>Subtotal 12</i>				<i>64,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service				
26 - Supplies & Materials				
31 - Equipment				
<b>Total</b>				<b>311,000</b>

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

Grade	FY 2011 Enacted	FY 2012 Enacted	FY 2013 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7			
JS-8	1	1	
JS-9	3	3	4
JS-10			
JS-11	1	1	1
JS-12	5	5	5
JS-13	4	4	4
JS-14	4	6	8
JS-15	1	1	1
JS-16			
JS-17			
CES	1	1	1
<b>Total Salary</b>	<b>\$1,955,000</b>	<b>\$2,190,000</b>	<b>\$2,437,000</b>
Total FTEs	20	22	22

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

<u>FY 2011 Enacted</u>		<u>FY 2012 Enacted</u>		<u>FY 2013 Request</u>		<u>Difference FY 2012/2013</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>
61	10,602,000	63	10,994,000	63	11,116,000	0	122,000

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

**Mission Statement**

The mission of the Information Technology Division is to facilitate the fair and efficient administration of justice by providing secure access to accurate, timely, and 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 the D.C. Courts’ divisions.
- Supporting the D.C. Courts’ jury management, case management, financial/payroll management, procurement, and human resources functions 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 web-based and client/server information systems.

- Identifying new technologies to assist the continuous improvement of the Courts' operations.
- Overseeing the D.C. Courts' Integrated Justice Information System (IJIS) and case management workflow improvements.
- Maintaining and supporting courtroom and enterprise-wide audio and video applications.
- Managing and supporting the Courts' website, Intranet, 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 seven primary responsibilities:

- *General Workstation and End-user support* consists of selecting, configuring, ordering, implementing, and maintaining desktop and portable computers, software, and all peripherals that support the Courts' end-user community.
- *Servers and Group Services Support* consists of server management, operating system maintenance, optimization of servers that deliver the court-wide applications and data storage repository services that host critical Court case data. Additional areas include: the maintenance and monitoring of e-mail, calendaring, mass data storage, web hosting, database hosting, streaming video services and backup services throughout the Courts' campus.
- *Courts' Case Management Applications Support* involves the daily tasks associated with court case management systems. User access is managed, notices and calendars are printed, judicial proceedings are recorded, and management reports are produced.
- *Other Office Automation Support and Development* require the provision of automation tools, hardware and software, networks, servers and gateways, database administration, application development, training and assistance for all judicial and non-judicial staff.
- *Information Exchange* consists of providing automated information tools, such as the Internet and specialized research services; tools providing data exchange with other justice agencies; and tools to disseminate court information to the constituency of the District of Columbia through reports, public use terminals, kiosks, and the Internet.
- *Information Security* involves the daily tasks of protecting court information and court information systems from unauthorized access, use, disclosure, disruption, modification, or destruction of the Courts' information systems.
- *Courtroom Technology* enhances the legal process by use, training, and maintenance of electronic equipment, electronic documentation display, enhanced sound systems, integrated

audio, multimedia presentations, teleconferencing, video evidence presentation, video recordings, and videoconferencing.

### **Operational Effectiveness**

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.

An 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) whose mission is the revision of the existing Information Technology Architecture (ITA) and the evaluation of new technologies. In addition to the IT strategic plan and IT architecture, the IT Division blueprint encompasses enterprise-level IT management policies, that are applicable court-wide; directives that define minimum standards and controls of how the IT Division will institute these policies into operation. The EAB institutes processes, guidelines, and standard operating procedures that are documented and further standardizes how the IT Division performs its responsibilities.

Governing these complex initiatives to continue improving the D.C. Courts' information systems, the IT Division's policies and initiatives are approved through an IT Steering Committee with the participation of the Courts' senior management. The IT Steering Committee provides general reviews of major IT projects. The committee assists with policies regarding business alignment, effective IT strategic planning and oversight of IT performance.

The IT Change Control Board (CCB) consists of a cross-section of IT Division professionals who assess, evaluate, and recommend a course of action (i.e., approval or rejection) for requested changes to the configuration of the Courts' production information systems. The CCB operates with goals of maintaining the quality of service to the Courts' end users, adhering to the Courts' IT architecture, and maximizing the interoperability, reliability, availability, and security of the Courts' information systems. The CCB operates within parameters set by the Courts' Policies for Information Technology Management and directives supporting the implementation and effectiveness of these policies.

### **Recent Achievements and Highlights**

- Upgraded Microsoft Exchange 2003 to Microsoft Exchange 2010 providing the Courts with improved performance, high availability, and reliability within the new email system. The replication feature of this software update enables the Courts to replicate critical emails securely to the Disaster Recovery site located on Germantown Maryland. The new Exchange Server also improved accessibility from mobile devices.
- Upgraded Court Satellite Offices currently utilizing Verizon Frame Relay Circuits with a transmission speed of 1.5 Megabit to the updated Verizon ELAN circuit technology providing a transmission speed of 10 Megabit. The increased transmission line speed availability to the Courts' Satellite Offices have eliminated the dependence of older

Terminal Server technology in accessing the Courts' case management system. The Courts' Satellite Offices currently have the capability to access the Courts' case management system directly with the faster Verizon ELAN circuit.

- Wireless technology was consolidated with the wired network utilizing firewall and VLAN security. It eliminated the need of several separate DSL lines. As a result, wireless speed was improved greatly and wireless maintenance was centralized.
- Implementation of the Fiber Gate campus fiber redundancy project integrating the entire D.C. Courts campus through Dark Fiber Ring technology. This implementation provides the Courts' with a redundancy topology design that prevents any interruption of data transmission throughout the Courts' enterprise.
- Upgraded the Court-wide telecommunication closets with more efficient and faster Cat 6 patch panels. This upgrade provides the Courts with faster data transmission across the enterprise.
- Implemented new Court Cases Online (CCO) web application to provide remote access to Superior Court public case information. The new highly optimized system greatly improves access to justice and provides new capabilities in user friendly format.
- Replaced the legacy Courts static intranet with a collaborative and customizable application that includes wikis, blogs and forums, and allows for easy sharing of documents and other content components in various rich media formats. The new system improves communication among business units, builds Courts' knowledge base, and directly contributes to Courts' goals and objectives by including new capabilities.
- Implemented a Web Voucher System (WVS) for Multi-Door (MD) Mediator Stipend Program. WVS-MD will allow the Mediators to submit stipend requests to the Multi-Door Division, the Case Managers/Program officers to verify and audit the stipends requests; the Branch Chief's to review, modify, and approve the payments and the Division Director to approve and forward them to Budget and Finance Division for payment disbursement.
- Implemented the Windfall Warehouse Management System for Administrative Services Division (ASD). Windfall Warehouse Management System is a bar code based software that helps the Courts manage their inventory better. With the help of mobile data collection devices, warehouse staff can track inventory. Movers can also track their equipment and cartons to reduce shrinkage and promote accountability. This system is to ensure that the Courts' equipment and inventory are secure and accounted for.
- Implemented a Digital Messaging Pilot program that will assist the public, attorneys, and court personnel by providing useful information regarding Court activities, directional information to assist in locating offices, and pertinent information regarding Court operations. Messaging systems and kiosks have been deployed in the Moultrie Courthouse by the Arraignment Court and by the Pro Se Help Center. The case

information displayed is linked to the Courts' case management system and will highlight arraignment cases, cases located in other locations, cases to be called and no-papered cases.

- Commenced implementation of a Business Intelligence initiative to design and develop an enterprise data warehouse that will store case management data used to develop operational and performance measure reports.
- Web conferencing has been successfully implemented by the Courts for various types of court activities. Remote interviewing, remote witness testimony, remote defendant testimony (international), meetings, and remote training are a few of the applications web conferencing has been utilized. One particular usage of this technology has been the Judge-In-Chambers using web conferencing to have domestic violence warrants signed remotely. This process has allowed detectives to minimize the time required in coming to the court for a warrant to be signed. Additionally, the emergency Judges have been trained to use web conferencing in signing warrants remotely. This process alleviates detectives from traveling to a judge's residence for warrant signature outside of Court operational hours.
- An attorney training program was developed to allow trial teams to be present at Court to familiarize themselves with the court technology equipment prior to the case proceedings. Courtroom technology branch personnel are available to assist attorneys with best practice methods when utilizing this technology when presenting during a trial.
- Court-wide performance measures reports for all divisions for Time to Disposition; Trial Date Certainty; and Age of Active Pre-Disposition Caseload was successfully completed. These reports, available via the Court's secure Intranet, allow for division directors, presiding judges, and others to monitor each business unit's performance on a monthly or annual basis. Armed with this information decision makers can evaluate established business practices, determine where the opportunities for improvement exist, and modify goals to encourage enhanced performance. The Chief Judge requires each division provide a status report twice a year relative to their business unit's performance in each of these categories.

### **Division MAP Objectives**

The IT Division defined and initiated projects to achieve the following set of MAP objectives:

- Implement a Business Intelligence System that will provide scorecards and dashboards for Judges and senior managers to effectively measure court-wide performance and efficiently manage Court operations.
- Enhance inter-agency case information exchange by implementing a new generation of a JUSTIS interface to CourtView and the CourtView interface to D.C. Child and Family Services Agency's abuse and neglect database.

- Maximize staff productivity by providing up-to-date, stable, reliable technology and business process re-engineering for the Court Social Services Division.
- Improve access to justice by implementing the HotDocs project that contains a set of application tools to assist pro se filers in filing various cases.
- Build a new state-of-the-art data center at 410 E Street N.W. and implement new technologies to provide secure, reliable, high availability, low maintenance, and robust enterprise network and information systems.
- Comply with GAO’s FISCAM by implementing internal controls, information security management, risk management, software verification and validation, and systems monitoring.
- Implement IT Disaster Recovery & Business Continuity Operations Phase II by providing an operational remote site and conducting regular testing.
- Enhance bi-directional interfaces between the Courts' General Ledger System and Case Management System (CourtView) with capabilities of online credit card processing.
- Provide satisfactory customer support to ensure that users can effectively operate their computer equipment and software applications.

### **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 manage effectively the IJIS implementation.

### **Performance Indicators**

Table 1, IT Metrics, shows the Division’s “readiness” to meet the strategic goals. Table 2 contains 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 2011 as of Q2

Goal and Strategy to Complete the Goal	Progress	Rating
<p>Goal 2.1: The D. C. Courts will promote access to justice for all persons.</p> <p>Strategy 2.1.1: Maximize staff productivity by providing up-to-date, stable, reliable technology and business process re-engineering.</p> <p>Strategy 2.1.2: Improve access to justice by implementing new Internet and Intranet websites, enhancing remote access to case information, and modernizing eFiling operations.</p>		
<p>Goal 4.2: The D. C. Courts will employ technology to support efficient operations and informed judicial decision-making.</p> <p>Strategy 4.2.1: Comply with GAO's FISMA by implementing internal controls, information security management, risk management, software verification and validation, and systems monitoring.</p> <p>Strategy 4.2.1: Promote enterprise-level technology standards to reduce cost and improve productivity.</p> <p>Strategy 4.2.2: Formulate Data Center Modernization Project to implement infrastructure refresh and to provide Building C Data Center design that can be scaled to meet changing business needs.</p> <p>Strategy 4.2.2: Maintain production systems; ensure the availability, reliability, and performance of applications complies with documented standards; and efficiently process production support requests.</p>		
<p>Goal 6.1: The D.C. Courts will inform the community about the role of the judicial branch, promote confidence in the Courts, and foster the sharing of information among justice system agencies and the community.</p> <p>Strategy 6.1.2: Enhance inter-agency case information exchange by implementing a new generation of JUSTIS interface Phase I and CIP interface Phase II &amp; III.</p>		
<p>Goal 6.2: The D.C. Courts will be accountable to the public.</p> <p>Strategy 6.2.1: Ensure the development of a comprehensive operational budget and capital fund initiatives that will directly support the Courts' strategic issue of improving court facilities and technology.</p> <p>Strategy 6.2.2: Implement bi-directional interface between MIP and CourtView, and assess technical feasibility of credit card processing and collections processing for Budget &amp; Finance.</p> <p>Strategy 6.2.3: Implement Business Intelligence Solution to provide enterprise-wide reporting and performance measurement capabilities.</p>		

**Table 2: Performance Measurements**  
(for FY 2011)

<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 the D. C. Courts strategic goals. Each goal has a performance target to be met by FY end 2011, 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.</p>							
Strategy 2.1.1: Maximize staff productivity by providing up-to-date, stable, reliable technology and business process re-engineering.							
Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Implement WIS by September 30, 2011	100%	10%	20%	0%	0%	20%	Quarter 4 Goal
Implement WRS by April 30, 2011	100%	75%	75%	0%	NA	75%	Quarter 3 Goal
Digitize and index probate wills Phase II by June 30, 2011	100%	50%	75%	0%	NA	75%	Quarter 3 Goal
Complete future Imaging and workflow system feasibility analysis by December 31, 2010	100%	50%	100%	NA	NA	50%	Quarter 1 Goal
Implement PDS Vista to OPM eOPF interface by May 31, 2011	100%	50%	75%	0%	NA	75%	Quarter 3 Goal
Assess readiness of warrant automation process by December 31, 2011	100%	100%	NA	NA	NA	100%	Quarter 1 Goal
Complete the HotDoc development for the Probate Division by September 30, 2011	100%	0%	25%	0%	0%	25%	Quarter 4 Goal
Perform technology oriented business process reengineering assessment at Family Court - Social Services, by April 30, 2011	100%	50%	75%	0%	NA	75%	Quarter 3 Goal
<b>Total Composite Index:</b>		48%	62%	0%	0%	62%	Equal Weighting of the above (495/800).
Strategy 2.1.2: Improve access to justice by gathering requirements for redesigning Internet, enhancing remote access of case information, expanding efilg, and upgrading the D.C. Superior Court information boards.							
Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Complete new Internet site navigation, layout, and interactive applications by September 30, 2011	100%	20%	60%	0%	0%	60%	FY Goal
Implement new Intranet COTS by January 31, 2011	100%	99%	100%	NA	NA	100%	Quarter 1 Goal
Implement Public Access RACD 3.0 by March 31, 2011	100%	99%	100%	NA	NA	100%	Quarter 2 Goal
Complete migration of OC4J to WebLogic for Internet, WVS, WMS, Public Access by May 31, 2011	100%	75%	90%	0%	NA	90%	Quarter 3 Goal
Collaborate with vendors on establishing new and improved eFiling solution by September 30, 2011	100%	5%	25%	0%	0%	25%	FY Goal
<b>Total Composite Index</b>		59%	75%	0%	0%	75%	Equal Weighting of the above (375/500).
<b>Total 2.1 Index:</b>		52%	67%	0%	0%	67%	(Average of individual items in 2.1.1 & 2.1.2)
Strategy 4.2.1: Comply with GAO's FISCAM by implementing internal controls, information security management, risk management, software verification and validation, and systems monitoring							
Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Complete internal network vulnerability assessment bi-annually by October 31, 2010 and April 30, 2011	100%	50%	50%	0%	NA	50%	Quarter 3 Goal
Complete external network vulnerability assessment annually by July 31, 2011	100%	100%	100%	0%	0%	100%	Quarter 4 Goal
Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Remediate findings for corresponding internal assessments by December 31, 2010 and June 30, 2011	100%	50%	50%	0%	NA	50%	Quarter 3 Goal

Remediate findings for external assessment by September 30, 2011	100%	0%	20%	0%	0%	20%	FY Goal
Review and update information security policies and standard operating procedures per FISMA directives bi-annually by October 31, 2010 and April 30, 2011	100%	30%	30%	0%	NA	30%	Quarter 3 Goal
Perform security awareness training annually by April 30, 2011	100%	NA	NA	0%	0%	NA	Quarter 3 Goal
Implement Enterprise Architecture Board process by October 31, 2010	100%	50%	60%	NA	NA	60%	Quarter 2 Goal
Complete Enterprise Architecture documentation by March 31, 2010	100%	5%	10%	NA	NA	10%	Quarter 2 Goal
Ensure that technology investments follow the EAB process throughout the Fiscal Year	100%	5%	5%	0%	0%	5%	FY Goal
<b>Total Composite Index:</b>		<b>32%</b>	<b>41%</b>	<b>0%</b>	<b>0%</b>	<b>41%</b>	<b>(325/800)</b>
<b>Strategy 4.2.2:</b>							
<b>Performance Metric</b>	<b>Target Goal</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>% Complete</b>	<b>Notes</b>
Develop budget by October 31, 2010	100%	100%	100%	NA	NA	100%	Quarter 1 Goal
Select data center modernization project vendor, by April 30, 2011	100%	25%	50%	0%	NA	50%	Quarter 3 Goal
Finalize implementation schedules and project plans, by May 31, 2011	100%	100%	100%	0%	NA	100%	Quarter 3 Goal
Compile project schedule and other project plans for the VoIP Building C pilot project, by September 30, 2011	100%	0%	0%	0%	0%	0%	FY Goal
Develop RFP for the VoIP Building C pilot project, by June 30, 2011	100%	50%	75%	0%	NA	75%	Quarter 3 Goal
Review and improve SolarWind network monitoring toolset and corresponding procedures, by March 1, 2011	100%	0%	100%	NA	NA	100%	Quarter 2 Goal
Complete future network design project, by March 1, 2011	100%	0%	0%	NA	NA	0%	Quarter 2 Goal
Implement the campus connectivity improvement (except B->C and C->D connections) project, by June 30, 2011	100%	50%	75%	0%	NA	75%	Quarter 3 Goal
Complete the Digital Messaging Pilot Project for C-10 by February 28, 2011	100%	100%	100%	NA	NA	100%	Quarter 2 Goal
Upgrade enterprise messaging system to MS Exchange 2010, by June 30, 2011	100%	50%	75%	0%	NA	75%	Quarter 3 Goal
Ensure customer service calls (1-1928 & 1-1230) answered	90%	93%	92%	0%	0%	50%	Qn/90/4 + Previous Quarter
Ensure urgent & high priority tickets are resolved within 4 hours	95%	95%	95%	0%	0%	50%	Qn/95/4 + Previous Quarter
Ensure medium priority tickets are resolved within 1 day	90%	92%	92%	0%	0%	50%	Qn/90/4 + Previous Quarter
Ensure critical services uptime during normal hours of operation, for internal systems 8:00am to 6:00pm Monday thru Saturday	99%	99%	100%	0%	0%	50%	Qn/99/4 + Previous Quarter
Ensure that critical COTS packages and all in-house developed applications meet industry standard response time	10 sec	100%	100%	0%	0%	50%	Quarterly Goal = 0% or 25% per Quarter
Complete pertinent upgrades and patches to databases and applications	95%	100%	50%	0%	0%	38%	Qn/95/4 + Previous Quarter
Apply appropriate Oracle security patches quarterly	60%	0%	0%	0%	0%	0%	Qn/60/4 + Previous Quarter
Set-up facilities with requested equipment and technology within agreed upon time frame	80%	90%	95%	0%	0%	50%	Qn/80/4 + Previous Quarter
Produce media from events within agreed upon time frame	80%	90%	90%	0%	0%	50%	Qn/80/4 + Previous Quarter
Review and update SOPs annually	100%	70%	NA	NA	NA	70%	FY Goal – all done in 1st quarter

Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Ensure that operational reports are maintained in accordance with accepted manuals and standards	100%	100%	100%	0%	0%	50%	Qn/100/4 + Previous Quarter
Ensure that mission critical reports distribution is scheduled properly and reports are available per published	100%	98%	98%	0%	0%	49%	Qn/100/4 + Previous Quarter
Complete pertinent upgrades and patches to servers and network appliances	95%	100%	100%	0%	0%	50%	Qn/95/4 + Previous Quarter
Perform bi-annual COOP testing, by December 31, 2010 and June 30, 2011	100%	50%	50%	0%	NA	50%	Quarter 3 Goal
<b>Total Composite Index:</b>		19%	56%	0%	0%	56%	Equal Weighting of the above (1332/2400).
<b>Total 4.2 Index:</b>		23%	52%	0%	0%	52%	Average of individual items in 4.2.1 & 4.2.2 = 1655/3200
Strategy 6.1.2: Enhance inter-agency case information exchange by implementing a new generation of JUSTIS interface to CourtView and CIP interface Phase II & III.							
Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Complete JUSTIS interface Phase I by September 30, 2011	100%	25%	50%	0%	0%	50%	FY Goal
Complete CIP interface Phase II & III by September 30, 2011	50%	5%	15%	0%	0%	30%	FY Goal
<b>Total Composite Index:</b>		0%	33%	0%	0%	40%	Equal Weighting of the above (80/200)
Strategy 6.2.1: Ensure the development of a comprehensive operational budget and Capital fund initiatives that will directly support the Courts' strategic issue of improving court facilities and technology							
Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Finalize spending plan of current IT funding by May 31, 2011	100%	50%	50%	0%	NA	50%	Quarter 3 Goal
Finalize needs analysis and fiscal forecasting used for budgeting documents by June 30, 2011.	100%	60%	60%	0%	NA	60%	Quarter 3 Goal
Track invoices and promptly approve by each COTR by the last day of each month.	100%	100%	100%	0%	0%	50%	Quarterly Goal (Qn/100)/4 + Previous Qtr results
Prepare monthly financial reports by first week of each month.	100%	100%	100%	0%	0%	50%	Quarterly Goal (Qn/100)/4 + Previous Qtr results
Submit branch level funding request by April 30, 2011.	100%	NA	NA	0%	0%	NA	Quarter 3 Goal
Submit the IT Fiscal operating budget and capital budget by June 7, 2011.	100%	NA	NA	0%	0%	NA	Quarter 3 Goal
Submit and present all major IT hardware, software, and services acquisitions to ITSC for review and approval monthly.	100%	100%	100%	0%	0%	50%	Quarterly Goal (Qn/100)/4 + Previous Qtr results
Conduct budgetary division close-outs including the identification of undelivered orders and potential de-obligations quarterly.	100%	100%	100%	0%	0%	50%	Quarterly Goal (Qn/100)/4 + Previous Qtr results
Audit invoices quarterly.	100%	100%	100%	0%	0%	50%	Quarterly Goal (Qn/100)/4 + Previous Qtr results
<b>Total Composite Index:</b>		23%	51%	0%	0%	51%	Equal Weighting of the above (360/700)
Strategy 6.2.2: Implement bi-directional interfaces between the Courts' General Ledger System and Case Management System (CourtView)							
Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Release automated interface to production by replacing current manual file exchange process by June 30, 2011	100%	75%	100%	0%	NA	100%	Quarter 3 Goal
Complete requirements collection and assess technical feasibility for Budget & Finance initiatives by June 30, 2011	100%	0%	50%	0%	NA	50%	Quarter 3 Goal
<b>Total Composite Index:</b>		0%	75%	0%	0%	75%	Equal Weighting of the above (150/200)

Strategy 6.2.3: Implement courtwide performance measures							
Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Select BI vendor and finalize implementation schedules and project plans by October 1, 2010	100%	100%	NA	NA	NA	100%	Quarter 1 Goal
Design and develop enterprise data warehouse by December 31, 2010	100%	0%	0%	NA	NA	0%	Quarter 1 Goal
Define extract, transform, and load process, by December 31, 2010	90%	0%	NA	NA	NA	0%	Quarter 1 Goal
Implement business intelligence solution, by September 30, 2011	70%	0%	0%	0%	0%	0%	FY Goal
Utilize BI solution for development of all new reports, ad-hoc queries, and dashboards, by September 30, 2011	70%	0%	0%	0%	0%	0%	FY Goal
Migrate performance measurement reports to business intelligence solution, by July 31, 2011	100%	0%	0%	0%	0%	0%	FY Goal
<i>Total Composite Index</i>		17%	17%	0%	0%	17%	Equal Weighting of the above (100/600)
<i>Total 6.2 Index:</i>		18%	41%	0%	0%	41%	Average of individual items in 6.2.1, 6.2.2 & 6.2.3 = 610/1500

### FY 2013 Request

The D.C. Courts' FY 2013 request for the Information Technology Division is \$11,116,000, an increase of \$122,000 (1%) above the FY 2012 enacted level. The FY 2013 request consists entirely of built in increases.

Table 3  
**INFORMATION TECHNOLOGY DIVISION**  
**Budget Authority by Object Class**

	FY 2011 Enacted	FY 2012 Enacted	FY 2013 Request	Difference FY 2012/2013
11 - Personnel Compensation	6,438,000	6,680,000	6,777,000	97,000
12 - Personnel Benefits	1,463,000	1,525,000	1,550,000	25,000
<b><i>Subtotal Personnel Cost</i></b>	<b><i>7,901,000</i></b>	<b><i>8,205,000</i></b>	<b><i>8,327,000</i></b>	<b><i>122,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	418,000	432,000	432,000	
24 - Printing & Reproduction				
25 - Other Services	1,716,000	1,770,000	1,770,000	
26 - Supplies & Materials	164,000	170,000	170,000	
31 - Equipment	403,000	417,000	417,000	
<b><i>Subtotal Non-Personnel Cost</i></b>	<b><i>2,701,000</i></b>	<b><i>2,789,000</i></b>	<b><i>2,789,000</i></b>	<b><i>0</i></b>
<b>TOTAL</b>	<b>10,602,000</b>	<b>10,994,000</b>	<b>11,116,000</b>	<b>122,000</b>
FTE	61	63	63	0

Table 4  
**INFORMATION TECHNOLOGY DIVISION**  
**Detail Difference, FY 2012/2013**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2012/2013</b>
11 - Personnel Compensation	Current Positions WIG	63	97,000	
12 - Personnel Benefits	Current Positions WIG	63	25,000	
21 - Travel and Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies and Materials				
31 - Equipment				
<b>Total</b>				<b>122,000</b>

Table 5  
**INFORMATION TECHNOLOGY DIVISION**  
**Detail of Full-Time Equivalent Employment**

<b>Grade</b>	<b>FY 2011 Enacted</b>	<b>FY 2012 Enacted</b>	<b>FY 2013 Request</b>
JS-3			
JS-4			
JS-5			
JS-6			
JS-7	1	1	
JS-8	7	7	8
JS-9	2	2	2
JS-10	2	2	2
JS-11	2	2	1
JS-12	4	4	1
JS-13	32	33	36
JS-14	8	9	9
JS-15	2	2	1
CEMS			2
CES	1	1	1
<b>Total Salaries</b>	<b>\$6,438,000</b>	<b>\$6,438,000</b>	<b>\$6,535,000</b>
Total FTEs	61	63	63

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

<u>FY 2011 Enacted</u>		<u>FY 2012 Enacted</u>		<u>FY 2013 Request</u>		<u>Difference FY 2012/2013</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>
3	478,000	3	477,000	3	485,000	0	8,000

**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 and inter-agency agreement 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. 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 memoranda of law, 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, and (3) the provision of responsive legal advice and assistance to Court managers and employees in cases where such personnel are subpoenaed to testify or provide documentation as to Court-related matters. 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 2013 Request**

In FY 2013, the Courts request \$485,000 for the Office of the General Counsel, an increase of \$8,000 (2%) above the FY 2012 enacted level. The requested increase consists entirely of built-in cost increases.

Table 1  
**OFFICE OF THE GENERAL COUNSEL**  
**Budget Authority by Object Class**

	<b>FY 2011 Enacted</b>	<b>FY 2012 Enacted</b>	<b>FY 2013 Request</b>	<b>Difference FY 2012/2013</b>
11 - Personnel Compensation	375,000	371,000	377,000	6,000
12 - Personnel Benefits	93,000	92,000	94,000	2,000
<b>Subtotal Personnel Cost</b>	<b>468,000</b>	<b>463,000</b>	<b>471,000</b>	<b>8,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	7,000	9,000	9,000	
31 - Equipment	3,000	5,000	5,000	
<b>Subtotal Non-Personnel Cost</b>	<b>10,000</b>	<b>14,000</b>	<b>14,000</b>	<b>0</b>
<b>TOTAL</b>	<b>478,000</b>	<b>477,000</b>	<b>485,000</b>	<b>8,000</b>
FTE	3	3	3	0

Table 2  
**OFFICE OF THE GENERAL COUNSEL**  
**Detail, Difference FY 2012/2013**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2012/2013</b>
11 - Personnel Compensation	Current Positions WIG	3		6,000
12 - Personnel Benefits	Current Positions WIG	3		2,000
21 - Travel and Transportation				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies and Materials				
31 - Equipment				
<b>Total</b>				<b>8,000</b>

Table 3

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

<b>Grade</b>	<b>FY 2011 Enacted</b>	<b>FY 2012 Enacted</b>	<b>FY 2013 Request</b>
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	1	1	1
JS-16			
JS-17			
CES	1	1	1
<b>Total Salaries</b>	<b>\$375,000</b>	<b>\$371,000</b>	<b>\$377,000</b>
Total FTEs	3	3	3

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

<u>FY 2011 Enacted</u>		<u>FY 2012 Enacted</u>		<u>FY 2013 Request</u>		<u>Difference</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FY2012/FY2013</u>	<u>FTE</u> <u>Obligations</u>
9	1,148,000	9	1,159,000	9	1,177,000	0	18,000

**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 program evaluations, best practices research and performance reviews; securing grant resources to support court initiatives; designing pilot programs and court improvement projects; administering and analyzing court-wide surveys and providing accurate and timely caseload and other court performance information to judges, court managers and the public.

**Introduction**

The Research and Development Division conducts program evaluations and performance assessments of court operations and administrative functions; coordinates and provides oversight to independent program evaluations of court functions conducted by universities, research firms and other non-profit organizations; performs grant development activities and monitors grants in progress; designs and administers surveys of court stakeholders; monitors emerging issues in court administration and criminal justice and advises judges and other court officials on evidence-based practices; conducts data analysis to support court-wide and division-level performance monitoring and reports official court statistics in the D.C. Courts’ annual statistical publication and other periodic reports; and provides other technical assistance, including the development of performance monitoring systems, the design of new programs and services and oversight of proof of concept and pilot implementation. The work has enterprise-wide impact and effects.

**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 court-wide performance standards development and reporting; a *research and program evaluation function*, which conducts performance evaluations, best practices research and pilot testing and conducts or provides oversight of independent evaluations of court programs and practices; a *survey administration function*, which designs, administers and analyzes stakeholder surveys and a *court information function*, which

disseminates information on court-related activities reported in daily newspapers, research publications and other sources.

### **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 providing accurate and timely performance information to judges, court managers and the public; assisting to establish court-wide and division-level performance standards, monitor and report on their effectiveness; recommending best and evidence-based practices for court program development; identifying and pursuing grant funding opportunities for new and existing initiatives; 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' Annual Statistical Summary* 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 of Work Process Redesign**

To enhance its alignment with the Courts' strategic management efforts and to efficiently manage the use of its resources, R&D continued to work in FY 2011 on improvements to its major business processes. Advances made in FY 2011 included: 1) Enhancing statistical performance monitoring by routinely developing new summary-level analytical reports on court-wide performance standards in use in the operating divisions and posting them on the intranet for user availability; 2) Identifying functional requirements for reports of court-wide performance and initiating a process of migrating them to the Courts' Business Intelligence software platform; 3) Developing routine methods of establishing baseline caseload and other information for problem-solving courts that can be replicated and transitioned to operating division use; 4) Conducting follow-up activities to monitor implementation of recommendations from Courts-funded program evaluations and, where necessary and feasible, conducting supplemental assessments to enhance the Courts' capacity to prudently use evaluation results and Courts' resources; 5) Designing, with support from the IT Division, a Grants Management and Monitoring System to be used by R&D to monitor progress of grant application submissions and grants-in-progress at the Courts; 6) Developing a Grants Management module to be taught by R&D in the Administrative Division's Acquisitions and Procurement Institute to educate grant project directors on compliance with federal regulations, budget, procurement and contractual principles and special conditions; 7) Designing a self-paced, web-based course of instruction on the use of statistics by court managers in monitoring and improving program operational performance; and 8) Developing and employing a variety of data quality enhancements,

including expansion of the data integrity protocol developed in FY 2010 to ensure the consistency of information recorded in IJIS.

**Workload and Performance Measures**

R&D’s internal performance measurement system is designed to monitor activities in the Division’s five principal MAP functional areas of: 1) Program evaluation, proof-of-concept assessment and evidence-based practice research; 2) Performance measurement and data analysis and reporting; 3) Survey design, administration and analysis; 4) Resource development (i.e., grant seeking, monitoring and administration); and 5) Program design and special project and pilot development.

The performance measures provided in Table 1 align with the Division’s MAP objectives, the Courts’ Strategic Plan, and court-wide performance measures. They also reflect shifts in demand for the Division’s technical services and related modifications to the Division’s measures and changes in the contemporary grant funding environment, which provides fewer opportunities for government organizations to apply directly for grant funds without non-profit partners, defines potential funding areas more narrowly than in the past and requires higher levels of matching funds from the grantee.

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

Type of Indicator	Performance Indicator	Data Source	FY 2010		FY 2011		FY 2012		FY 2013	
			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	9	18	9	9	na	na	na	na
Output	# of performance reports completed (including data extracts and analysis, process reviews and program evaluations through FY 11)	Division/ Court Records	7	14	8	8	8	8	8	8
Output	# of research reports completed (includes program evaluations beginning FY 12, process reviews, evidence-based and best-practices research)	Division/ Court Records	na	na	na	na	10	10	12	12
Output	# of surveys designed, administered and/or analyzed (including stakeholder surveys)	Division/ Court Records	18	21	20	33	20	20	20	25
Output	# of grant proposals submitted (new/continuing)	Division/ Court records	15	11	12	10	10	10	10	10
Output	# of special projects developed / managed or serve as technical advisor	Division/ Court records	5	10	4	4	4	4	3	3

**FY 2013 Request**

In FY 2013, the Courts request \$1,177,000 for the Research and Development Division, an increase of \$18,000 (2%) above the FY 2012 enacted level. The requested increase consists entirely of built-in cost increases.

Table 2  
**RESEARCH AND DEVELOPMENT DIVISION**  
**Budget Authority by Object Class**

	<b>FY 2011 Enacted</b>	<b>FY 2012 Enacted</b>	<b>FY 2013 Request</b>	<b>Difference FY 2012/2013</b>
11 - Personnel Compensation	911,000	917,000	931,000	14,000
12 - Personnel Benefits	230,000	231,000	235,000	4,000
<b>Subtotal Personnel Cost</b>	<b>1,141,000</b>	<b>1,148,000</b>	<b>1,166,000</b>	<b>18,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Comm. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	3,000	5,000	5,000	
31 - Equipment	4,000	6,000	6,000	
<b>Subtotal Non-Personnel Cost</b>	<b>7,000</b>	<b>11,000</b>	<b>11,000</b>	<b>0</b>
<b>TOTAL</b>	<b>1,148,000</b>	<b>1,159,000</b>	<b>1,177,000</b>	<b>18,000</b>
FTE	9	9	9	0

Table 3  
**RESEARCH AND DEVELOPMENT DIVISION**  
**Detail, Difference FY 2012/FY 2013**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2012/2013</b>
11 - Personnel Compensation	Current Positions WIG	9		14,000
12 - Personnel Benefits	Current Positions WIG	9		4,000
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Comm. & Utilities				
24 - Printing & Reproduction				
25 - Other Service				
26 - Supplies & Materials				
31 - Equipment				
<b>Total</b>				<b>18,000</b>

Table 4

**RESEARCH AND DEVELOPMENT DIVISION  
Detail of Full-Time Equivalent Employment**

<b>Grade</b>	<b>FY 2011 Enacted</b>	<b>FY 2012 Enacted</b>	<b>FY 2013 Request</b>
JS-7	1	1	1
JS-8			
JS-9			
JS-10	1	1	
JS-11			1
JS-12	4	4	2
JS-13	1	1	2
JS-14			1
JS-15	1	1	1
JS-16			
JS-17			
CES	1	1	1
<b>Total Salaries</b>	<b>\$911,000</b>	<b>\$917,000</b>	<b>\$931,000</b>
Total FTEs	9	9	9

**DISTRICT OF COLUMBIA COURT SYSTEM  
MANAGEMENT ACCOUNT**

<u>FY 2011 Enacted</u>		<u>FY 2012 Enacted</u>		<u>FY 2013 Request</u>		<u>Difference FY 2012/2013</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
0	21,641,000	0	21,602,000	0	21,648,000	0	46,000

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 2013 Request**

In FY 2013, the D.C. Courts request \$21,648,000 for the Management Account, a net increase of \$46,000 (0.2%) over the FY 2012 enacted level. The request includes budget reductions of \$160,000 and increases of \$1,000 for built-in cost increases; \$100,000 for utility costs for newly renovated and occupied court Building C, discussed under the Capital Projects and Facilities Management Division in this section; and \$105,000 for equipment discussed in the **Initiatives Section** of this request to address needs identified by security assessments, including electronic access control equipment.

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

	<b>FY 2011 Enacted</b>	<b>FY 2012 Enacted</b>	<b>FY 2013 Request</b>	<b>Difference FY 2012/2013</b>
11 - Personnel Compensation	35,000	0	1,000	1,000
12 - Personnel Benefits	162,000	129,000	129,000	
<b>Subtotal Personnel Cost</b>	<b>197,000</b>	<b>129,000</b>	<b>130,000</b>	<b>1,000</b>
21 - Travel, Transp. of Persons	118,000	123,000	123,000	
22 - Transportation of Things	3,000	5,000	5,000	
23 - Rent, Commun. & Utilities	10,295,000	10,620,000	10,720,000	100,000
24 - Printing & Reproduction	75,000	78,000	78,000	
25 - Other Services	8,931,000	9,213,000	9,053,000	-160,000
26 - Supplies & Materials	310,000	396,000	396,000	
31 - Equipment	1,712,000	1,038,000	1,143,000	105,000
<b>Subtotal Non- Personnel Cost</b>	<b>21,444,000</b>	<b>21,473,000</b>	<b>21,518,000</b>	<b>45,000</b>
<b>TOTAL</b>	<b>21,641,000</b>	<b>21,602,000</b>	<b>21,648,000</b>	<b>46,000</b>
FTE	0	0	0	0

Table 2  
**MANAGEMENT ACCOUNT**  
**Detail Difference, FY 2012/2013**

<b>Object Class</b>	<b>Description of Request</b>	<b>Cost</b>	<b>Difference FY2012/2013</b>
11 - Personnel Compensation	Built-in		1,000
12 - Personnel Benefits			
21 - Travel and Transportation			
22 - Transportation of Things			
23 - Rent, Commun. & Utilities	Increase in Services – Bldg C		100,000
24 - Printing & Reproduction			
25 - Other Services	Budget Reduction		-160,000
26 - Supplies and Materials			
31 - Equipment	Security Equipment		105,000
<b>Total</b>			<b>46,000</b>