

DISTRICT OF COLUMBIA COURT SYSTEM

Overview

<u>FY 2010 Enacted</u>		<u>FY 2011 Annualized CR</u>		<u>FY 2012 Request</u>		<u>Difference FY 2010/2012</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	65,114,000	285	65,114,000	311	70,206,000	26	5,092,000

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 2012 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 2012 request around five of the six strategic issues—fair and timely case resolution; a strong judiciary and workforce; a sound infrastructure; security and disaster preparedness; and public trust and confidence. In FY 2012, the D.C. Courts request \$70,206,000 for the Court System, including an increase of \$5,092,000 (9%) and 24 FTEs above the FY 2010 Enacted Budget. The request includes increases to support the following Court goals:

Strategic Issue 1: Fair and Timely Case Resolution--\$205,000 and 2 FTEs

The FY 2012 Court System request includes \$205,000 and 2 FTEs to address the Courts' strategic issue of fair and timely case resolution by increasing the capacity of the General Counsel's office to provide accurate and timely information to judges and court staff, and to ensure the timely processing of court mail.

Strategic Issue 3: Strong Judiciary and Workforce--\$808,000 and 7 FTEs

The FY 2012 request includes \$808,000 and 7 FTEs to address the Courts' strategic issue of a strong judiciary and workforce, including \$528,000 and 4 FTEs to foster the strategic transformation of the 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; \$100,000 for leadership training for Superior Court judicial officers; \$81,000 for 1 FTE to enhance the professional development and continuing education of court personnel; and \$99,000 for 2 FTEs to coordinate the ordering and distribution of supplies.

Strategic Issue 4: Sound Infrastructure--\$570,000 and 7 FTEs

The FY 2012 request includes \$570,000 and 7 FTEs to address the Courts' strategic issue of a sound infrastructure, including \$270,000 for 4 FTEs to provide increased facility maintenance support for court facilities; \$163,000 for 2 FTEs to address the increasing audiovisual and courtroom technology service requests; and \$137,000 for 1 FTE to enhance the security of automated court information.

Strategic Issue 5: Security and Disaster Preparedness--\$1,160,000 and 2 FTEs

The FY 2012 request includes \$1,160,000 and 2 FTEs to address the Courts' strategic issue of security and disaster preparedness including \$1,110,000 and 2 FTEs to address needs identified by security assessments, including additional security cameras, a back-up to the electronic access control system, and dedicated staff to strengthen security operations management and \$50,000 to enhance security by providing uniforms to facilitate identification and visibility of support staff.

Strategic Issue 6: Public Trust and Confidence--\$618,000 and 6 FTEs

The FY 2012 request includes \$618,000 and 6 FTEs to address the Courts' strategic issue of public trust and confidence, including \$384,000 and 4 FTEs to support the enforcement of court orders by enhancing the collection of fines and fees; and \$234,000 to enhance external and internal communications, thereby improving community outreach, local government relationships, and employee satisfaction and productivity.

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

	FY 2010 Enacted	FY 2011 Annualized CR	FY 2012 Request	Difference FY 2010/2012
11 - Personnel Compensation	25,829,000	25,829,000	28,653,000	2,824,000
12 - Personnel Benefits	6,479,000	6,479,000	7,242,000	763,000
<i>Subtotal Personnel Cost</i>	32,308,000	32,308,000	35,895,000	3,587,000
21 - Travel, Transp. of Persons	545,000	545,000	571,000	26,000
22 - Transportation of Things	3,000	3,000	5,000	2,000
23 - Rent, Commun. & Utilities	10,735,000	10,735,000	11,204,000	469,000
24 - Printing & Reproduction	83,000	83,000	89,000	6,000
25 - Other Services	18,577,000	18,577,000	19,484,000	907,000
26 - Supplies & Materials	662,000	662,000	830,000	168,000
31 - Equipment	2,201,000	2,201,000	2,128,000	-73,000
<i>Subtotal Non- Personnel Cost</i>	32,806,000	32,806,000	34,311,000	1,505,000
TOTAL	65,114,000	65,114,000	70,206,000	5,092,000
FTE	285	285	311	26

**DISTRICT OF COLUMBIA COURT SYSTEM
EXECUTIVE OFFICE**

<u>FY 2010 Enacted</u>		<u>FY 2011 Annualized CR</u>		<u>FY 2012 Request</u>		<u>Difference FY 2010/2012</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	2,126,000	16	2,126,000	21	2,753,000	5	627,000

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 2012 Request

In FY 2012, the Courts request \$2,944,000 for the Executive Office, an increase of \$627,000 or 29% above the FY 2010 Enacted Budget. New FY 2012 request consists of \$234,000 for two FTEs to enhance internal communications and community outreach, \$215,000 for two FTEs to strengthen security operations management (discussed in the Initiatives section of this request), and \$60,000 for built-in cost increases (see Table 5).

Enhancing Court Communications

Communications Specialists, 2 FTEs (JS-13), \$234,000

Problem Statement. To enhance external communications and outreach to the community and other branches of the District Government as well as to enhance the quality and extent of internal communications to the Courts' workforce of more than 1,200 individuals, two Communications Specialists are requested.

Enhanced communications with the public and external stakeholders is necessary to ensure trust and confidence in the administration of justice in the nation's capital. The D.C. Courts seek to increase public understanding of the courts and judicial awareness of community concerns by creating a Community Outreach Program. Resources are requested to inform the community about court operations and the role of the judicial branch, resulting in a greater understanding of court processes, an appreciation for the importance of jury duty, and knowledge about court services, such as crime victims compensation, civil protection orders, and mediation services. In addition, an outreach effort in the schools would provide an

educational and a mentoring opportunity, as well as reinforce the concept of civic duty and responsibility. New staff would also support the work of the Courts' Strategic Planning Leadership Council and Standing Committee on Fairness and Access, which solicit community input to inform long term plans and enhance fairness and access to the Courts, respectively.

Additional focus on communications with stakeholders in the D.C. Council and Mayor's Office would foster more effective working relationships and enhance service to the community. The requested resources would enable the Courts to stay abreast of activities of the local government, including legislative and statutory changes impacting the Courts. The new FTEs would enhance collaborative working relationships with other branches of the D.C. Government and ensure responsiveness to community needs in a coordinated approach.

Internal communication is a key element in the information-sharing necessary for a strong and effective workforce. As part of our strategic plan, the D.C. Courts embarked on a Great Place to Work initiative, including participation in the Federal human capital survey to which 78% of court employees responded. While overall the results were very positive, with a job satisfaction rating of 73%, the survey uncovered a need for enhanced internal communications. Specifically, only half of court personnel (53% of the employees) reported satisfaction with the information they receive from management on what is going on at the D.C. Courts, and only 38% of the employees indicated that managers promote communication among different divisions/branches. It is in the Courts' interest for employees to know as much as possible about the mission, goals, and operation of the court to improve job knowledge and satisfaction, which translates to improved service to the public.

Relationship to Court Mission and Goals. This request supports the Courts' Strategic Goal 6.1 that the Court will inform the community about its operations and the role of the judicial branch, promote confidence in the Courts, and foster the sharing of information among justice system agencies and the community. It would promote a greater understanding of court services and processes. In addition, it supports the Courts' Strategic Goal 3.1 of fostering high achievement and job satisfaction. Strategy 3.1.4 commits the courts to "Develop[ing] an organizational culture that fosters open communication. . . to enhance decision-making, teamwork, and a cohesive work environment."

Proposed Solution. The proposed solution is to increase staff dedicated to external and internal communications.

Relationship to Existing Funding. The Executive Office currently employs one FTE who is responsible for all aspects of both internal and external communications, including the Courts' interactions with the U.S. Congress and the D.C. Council; national and local media relations; outreach to the public (e.g. social media, town hall and other events, and Advisory Neighborhood Commission meetings with the Superior Court Chief Judge); the Courts' newsletter, the *Full Court Press*; content management of the Courts' website and intranet; coordination of court events such as Adoption Day, Youth Law Fair, Law Day and celebrations during Black History Month and Hispanic Heritage Month; inquiries referred from the mayor's office; internal

announcements via global email and voicemail. One person cannot adequately meet the increasing requirements for communication with employees and outreach to the community and other branches of the District government, in addition to existing responsibilities. Additional resources will enable the Courts to be more responsive to court employees and to the community we serve.

Methodology. The grade level and salary for the requested FTEs was classified pursuant to the D.C. Courts' Personnel Policies.

Expenditure Plan. The positions will be recruited and hired pursuant to the D.C. Courts' Personnel Policies.

Performance Indicators. Performance of the new FTEs would be measured by the number of outreach activities, the number of persons reached, an increase in knowledge about the role of the court and court operations, the effectiveness of intergovernmental relationships, the increase in the number and quality of internal communications, frequency of intranet updates and newsletters, and feedback from employees via the Human Capital Survey.

Table 1
EXECUTIVE OFFICE
New Positions Requested

Position	Grade	Number	Salary	Benefits	Total Personnel Cost
Communications Specialist	JS-13	2	184,000	50,000	234,000
Court Security Manager	JS-13	1	92,000	25,000	117,000
Access Control Manager	JS-12	1	77,000	21,000	98,000
Total		4	\$353,000	\$96,000	\$449,000

Table 2
EXECUTIVE OFFICE
Budget Authority by Object Class

	FY 2010 Enacted	FY 2011 Annualized CR	FY 2012 Request	Difference FY 2010/2012
11 - Personnel Compensation	1,687,000	1,687,000	2,176,000	489,000
12 - Personnel Benefits	429,000	429,000	563,000	134,000
Subtotal Personnel Cost	2,116,000	2,116,000	2,739,000	623,000
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	6,000	6,000	8,000	2,000
31 - Equipment	4,000	4,000	6,000	2,000
Subtotal Non-Personnel Cost	10,000	10,000	14,000	4,000
TOTAL	2,126,000	2,126,000	2,753,000	627,000
FTE	16	16	21	5

Table 3
EXECUTIVE OFFICE
Detail Difference, FY 2010/2012

Object Class	Description of Request	FTE	Cost	Difference FY 2010/2012
11 - Personnel Compensation	Current Position WIG		42,000	
	Performance Analyst (FY 11 Pres. Rec)	1	94,000	
	Communications Specialist	2	184,000	
	Court Security Manager	1	92,000	
	Access Control Manager	1	77,000	
<i>Subtotal 11</i>				<i>489,000</i>
12 - Personnel Benefits	Current Position WIG		14,000	
	Performance Analyst (FY 11 Pres. Rec)	1	24,000	
	Communications Specialist	2	50,000	
	Court Security Manager	1	25,000	
	Access Control Manager	1	21,000	
<i>Subtotal 12</i>				<i>134,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	Built-in Increase			2,000
31 - Equipment	Built-in Increase			2,000
Total				627,000

Table 4
EXECUTIVE OFFICE
Detail of Full-Time Equivalent Employment

Grade	FY 2010 Enacted	FY 2011 Annualized CR	FY 2012 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7	1	1	1
JS-8	1	1	1
JS-9	1	1	1
JS-10			
JS-11	1	1	1
JS-12	2	2	3
JS-13	2	2	6
JS-14	2	2	2
JS-15	4	4	4
JS-16			
JS-17			
CES	1	1	1
Ungraded	1	1	1
Total Salaries	1,687,000	1,687,000	2,176,000
Total FTEs	16	16	21

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

<u>FY 2010 Enacted</u>		<u>FY 2011</u>		<u>FY 2012 Request</u>		<u>Difference</u>	
		<u>Annualized CR</u>				<u>FY 2010/2012</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	5,344,000	45	5,344,000	48	5,677,000	3	333,000

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

- The Information & Telecommunications Branch is responsible for providing telecommunications services; information services regarding daily court proceedings; court directory services; and mailroom operations.
- The Procurement and Contracts Branch is responsible for small purchases, major contract acquisitions, 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).
- The Office of the Administrative Officer is ultimately responsible for all of the above activities, including the SmartPay Purchase Card Program, the planning and execution of the divisional COOP, court-wide emergency survival kits distribution; security access ID badging for court and contract personnel; and campus parking enforcement.

Workload Data

In FY 2012, the mailroom expects to process approximately 50,000 juror checks, 260,000 juror summonses, 215,000 subpoenas, and another 280,000 outgoing pieces of mail. The Information Center expects to respond to over 30,000 incoming calls per week (well over 1.5 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 2012, the staff at the courthouse information window will respond to an estimated 12,000 members of the public needing assistance per week (576,000 annually).

The Contracts and Procurement Branch anticipates that the number of procurement requests (PR's) for micro-purchasing will continue to decrease in future fiscal years due to an increase in purchases made with the Government purchase cards. As our purchase card users become more informed and savvy in the use of the purchase cards and the number of suppliers accepting electronic commerce increases, the need to have micro-purchases processed by the acquisition staff will decrease. The number of small purchases is expected to decrease as the staff combines

similar requirements to maximize resources and obtain greater value for the dollars expended. As a result of combining requirements, the number of large procurements (requirements in excess of \$50,000) will increase. The complexity of the purchase 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.

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

The Help-Desk expects to receive approximately 12,000 calls from court personnel during FY 2012. 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 50,000 record center requests to supply official court records and to process over 20,000 cases of records and files for storage or disposal.

Table 1
ADMINISTRATIVE SERVICES DIVISION
Key Performance Indicators

Performance Indicator	Data Source	FY2009		FY2010		FY2011		FY2012	
		Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Telecommunications									
Number of Calls Per Week	Survey and customer feedback form	24,000	20,000	28,000	26,000	30,000	28,000	30,000	28,000
Jury Checks processed by mailroom		20,000	25,000	30,000	28,000	40,000	45,000	50,000	60,000
Jury Summons processed by mailroom		240,000	185,000	240,000	195,000	250,000	200,000	260,000	220,000
Subpoenas processed by mailroom		280,000	180,000	200,000	190,000	210,000	195,000	215,000	200,000
Outgoing Metered Mail (Pieces)		215,000	225,000	230,000	240,000	270,000	250,000	280,000	270,000
Telecommunications additions, moves and changes		40,000	40,000	45,000	44,000	40,000	30,000	40,000	30,000
% of Internal Customers Satisfied		95%	95%	95%	95%	95%	95%	95%	95%
Procurement									
Number of Small Purchases Processed (>\$0 to ≤ \$50,000)	Automated Procurement	900	900	800	800	650	650	550	650
Number of Large Purchases (> \$50,000) Processed	System and customer feedback	150	135	175	170	250	240	275	275
Number of Modifications Processed		1,450	975	1,025	1,100	1,600	1,550	1,650	1,650
% of Small Purchases Processed within 15 days		80%	80%	85%	85%	85%	85%	90%	90%
% of Large Purchases Processed within 90-120 days*		75%	75%	80%	80%	80%	80%	85%	85%
% of Internal Customers Satisfied		95%	95%	95%	95%	95%	95%	95%	95%

Performance Indicator	Data Source	FY2009		FY2010		FY2011		FY2012	
		Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
*After receipt of SOW									
Office Services	Automated Tracking System,								
Number of Help Desk Calls Received		13,500	13,000	13,500	13,000	13,000	13,000	12,000	12,000
Number of Requisitions & Supply Forms Processed within 72 hours	Surveys and customer feedback form	1,800	2,000	1,800		2,000	2,000	2,500	2,500
Value of Goods Distributed to Internal Customers		175,000	200,000	155,000	195,000	210,000	220,000	220,000	225,000
% of Goods Inventoried, Accepted and Distributed to Internal Customers within 3 days of receipt from Supplier(s)		75%	75%	75%	80%	80%	80%	85%	85%
% of Property Disposal Actions (PDAs) completed within 10 days of receipt by user		75%	75%	80%	86%	80%	80%	90%	90%
Number of days to conduct physical inventory and account for and reconcile discrepancies for all fixed assets		120	90	90	75	75	65	60	55
Records Center requests for court records filled		40,000	39,000	40,000	39,500	50,000	49,000	50,000	49,500
Records for Storage or Disposal (cases)		14,000	15,000	14,000	14,000	20,000	21,000	20,000	21,000
% of Internal Customers Satisfied		95%	95%	95%	96%	95%	96%	98%	98%

FY 2012 Request

In FY 2012, the Courts request for the Administrative Services Division is \$5,677,000, an increase of \$333,000 (6%) above the FY 2010 Enacted Budget. The requested increase consists of \$143,000 for three FTEs to provide logistical and operational support and \$190,000 for built-in cost increases.

Supply Inventory Technicians, (JS-6), (2) \$99,000

Problem Statement. The Administrative Services Division has responsibility for the effective operation of the Courts' Supply Store. The Supply Store purchases, stocks and distributes well over a million dollars in office supplies to over 1,000 court staff per year. The technicians oversee a million dollars in stock inventory, maintain sufficient stock levels and reorder as necessary to meet on-going demand, conduct physical inventories annually, maintain an electronic accounting of supply usage and cost, fill and deliver supply orders, and identify new requirements. The supply room also serves as the Courts central receiving location for the receipt, verification and delivery of supplies and equipment to Court staff. At present, the

Supply Store is maintained by two full-time temporary employees. Current staffing is inadequate to meet the supply needs of the Courts.

Relationship to Courts' Mission, Vision and Strategic Plan. This initiative is supported by Strategy 3.1.1, "Implement programs to enhance employee performance and satisfaction".

Relationship to Divisional Objectives. Additional supply inventory staff will ensure that court staff has the necessary supplies to support court operations and serve the public.

Relationship to Existing Funding. Funding for these positions does not exist.

Methodology. The position is classified in accordance with the Courts' classification standards.

Expenditure Plan. The Supply Technicians will be recruited and hired according to the Courts' personnel policies.

Performance Indicators. Performance measures for this initiative will be feedback from customers concerning the accuracy and efficiency of operations, as well as cost savings.

Mail Clerk, (JS-5), \$44,000

Problem Statement. The Mail Center is responsible for processing over 600,000 pieces of incoming mail annually and delivering mail to various Court employees at the Moultrie Courthouse, Historic Courthouse, Building A, Building B, and Gallery Place. The mail clerks must take the necessary precautions and follow established screening guidelines set by the U.S. Marshals Service to minimize risks of contaminated mail and to ensure the health, safety and security of all Court personnel. In addition, the mail clerks must process out-going mail such as subpoenas, jury summons, juror checks and other time-sensitive, critical documents. In 2012, the mail staff will add another location to the mail pick-up and delivery services with the complete renovation of Building C. In order to accommodate this new location and timely process the mail, an additional mail clerk is needed.

Relationship to Courts' Mission, Vision and Strategic Plan. This initiative supports Strategy 1.2.3, "Provide accurate and timely information to judicial officers, court personnel, and other court participants". Having adequate staff properly trained to pick-up, deliver and screen mail to arrive at its proper designation without delay, enhances the overall efficiency of the administration of justice.

Relationship to Divisional Objectives. This position supports the Division's objective of ensuring that all court mail is properly screened and timely processed.

Relationship to Existing Funding. Funding for this position does not exist.

Methodology. The position is classified in accordance with the Courts' classification policies.

Expenditure Plan. The Mail Clerk will be selected and hired in accordance with the Courts personnel policies.

Performance Indicators. The performance measure for this initiative will be the effective and efficient delivery of contamination-free mail throughout the courts campus.

Table 1
ADMINISTRATIVE SERVICES DIVISION
New Positions Requested

Positions	Grade	Number	Salary	Benefits	Total Personnel Costs
Supply Inventory Technicians	6	2	\$ 79,000	\$ 20,000	\$ 99,000
Mail Clerk	5	1	\$ 35,000	\$ 9,000	\$ 44,000
Totals		3	\$114,000	\$29,000	\$143,000

Table 2
ADMINISTRATIVE SERVICES DIVISION
Budget Authority by Object Class

	FY 2010 Enacted	FY 2011 Annualized CR	FY 2012 Request	Difference FY 2010/2012
11 - Personnel Compensation	3,177,000	3,177,000	3,399,000	222,000
12 - Personnel Benefits	794,000	794,000	857,000	63,000
<i>Subtotal Personnel Cost</i>	<i>3,971,000</i>	<i>3,971,000</i>	<i>4,256,000</i>	<i>285,000</i>
21 - Travel, Transp. of Persons	0	0	0	0
22 - Transportation of Things	0	0	0	0
23 - Rent, Commun. & Utilities	0	0	0	0
24 - Printing & Reproduction	0	0	0	0
25 - Other Services	1,264,000	1,264,000	1,306,000	42,000
26 - Supplies & Materials	82,000	82,000	86,000	4,000
31 - Equipment	27,000	27,000	29,000	2,000
<i>Subtotal Non-Personnel Cost</i>	<i>1,373,000</i>	<i>1,373,000</i>	<i>1,421,000</i>	<i>29,000</i>
TOTAL	5,344,000	5,344,000	5,677,000	333,000
FTE	45	45	48	3

Table 3
ADMINISTRATIVE SERVICES DIVISION
Detail Difference, FY 2010/FY 2012

Object Class	Description of Request	FTE	Cost	Difference FY 2010/2012
11 - Personnel Compensation	Current Position WIG		108,000	
	Supply Inventory Technicians	2	79,000	
	Mail Clerk	1	35,000	
<i>Subtotal 11</i>				222,000
12 - Personnel Benefits	Current Position WIG		34,000	
	Supply Inventory Technicians	2	20,000	
	Mail Clerk	1	9,000	
<i>Subtotal 12</i>				63,000
<i>Subtotal Personal Services</i>				
21 - Travel, Transp. Of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service	Built-in increase			42,000
26 - Supplies & Materials	Built-in increase			4,000
31 - Equipment	Built-in increase			2,000
<i>Subtotal Non-Personal Services</i>				48,000
Total				333,000

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

Grade	FY 2010 Enacted	FY 2011 Annualized CR	FY 2012 Request
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	4	4	4
JS-10	1	1	1
JS-11	4	4	4
JS-12	5	5	5
JS-13	10	10	10
JS-14	2	2	2
JS-15	1	1	1
JS-16			
JS-17			
CES	1	1	1
Total Salaries	3,177,000	3,177,000	3,399,000
Total FTEs	45	45	48

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

<u>FY 2010 Enacted</u>		<u>FY 2011 Annualized CR</u>		<u>FY 2012 Request</u>		<u>Difference FY 2010/2012</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	5,802,000	41	5,802,000	45	6,382,000	4	580,000

Mission Statement

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

Organizational Background

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

<u>Branch</u>	<u>FTE</u>
Director’s Office	5
Budget and Payroll Branch	7
Accounting Branch	17
Banking and Finance Branch	9
Defender Services Branch	7
DIVISION TOTAL	<u>45</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 has a mission “to support officials of the D.C. Courts in maintaining and improving the Courts’ fiscal health and services through evaluation and the execution of a balanced budget.”

Accounting Branch

The Accounting Branch has a mission “to provide timely, accurate, and useful financial information for making decisions, monitoring performance day-to-day, and maintaining accountability and stewardship to support the 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 District of Columbia Courts by law appoint and compensate attorneys to represent persons who are financially unable to obtain such representation. In addition to legal representation, these programs offer indigent persons access to experts to provide services such as transcripts of court proceedings, expert witness testimony, foreign and sign language interpretations, and genetic testing.

Banking and Finance Branch

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

Budget and Finance Division MAP Objectives

- Ensure the accurate and timely receipt, safeguarding and accounting of fines, fees, costs, payments, and deposits of money or other negotiable instruments by preparing and completing monthly reconciliations of all D.C. Courts’ bank accounts for 100% compliance with established federal and District government statutes and regulations, and generally accepted accounting principles on an on-going basis.
- Provide for the timely and accurate payment processing of valid invoices within 10 days of the division’s receipt of a signed and approved invoice with an existing and funded obligation from the appropriate D.C. Courts’ official on an on-going basis.
- Generate timely and accurate tracking and reports of all collections, disbursements, escrows, deposits and fund balances under the Courts’ stewardship for internal control purposes that are in compliance with generally accepted accounting practices/principles (GAAP) and audit standards on an on-going basis.
- Enhance efficient use of resources and the availability of accurate and current financial information by preparing monthly division-level Personal Services (PS) reports for division directors on an on-going basis.
- Ensure the prudent use of the Courts’ fiscal resources by managing the Courts’ operating budget in compliance with law and the Courts’ financial and contracting policies and regulations, ensuring that expenditures do not exceed budgetary limits, and maximizing achievement of strategic objectives and performance targets on an on-going basis.

- Enhance the Courts' ability to reconcile defender services accounts, project defender services obligations and at the same time, improve customer service to attorneys and reduce the cycle time for payments on vouchers that have been correctly prepared and submitted with the Web Voucher System Phase II on an on-going basis.
- Ensure prudent fiscal management of the Courts' training resources and the timely processing of training and travel requests and reimbursements for the Courts' judicial and non-judicial personnel by managing the City Pairs program with streamlined yet well-defined policies and procedures on an on-going basis.
- Ensure prudent fiscal management of the D.C. Courts' resources by continuing to develop sound financial management and reporting systems that result in "no material weaknesses" in annual audits.
- Implement management controls sufficient to ensure the maximum collection of court-ordered restitution payments and the accurate and timely disbursement of restitution funds with uniform policies/procedures and an automated tracking and reporting mechanism through CourtView on an on-going basis.
- Enhance the Courts' compliance with grant requirements with improved procedures for preparing timely and accurate financial reports on an on-going basis.
- Enhance the ability of the Courts' executive management to make informed decisions regarding the allocation of court resources and comply with 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, in conjunction with the Administrative Services Division, implemented procedural changes resulting in timely financial audits. The Division upgraded the financial system to Pegasys 6.1, which is web-based and more user-friendly. The Division created a position control system to track more closely FTE levels and strengthened 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.

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

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 filing and processing of all claims for services under the Defender Services programs is expected to be fully automated by the end of FY 2010.

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

Table 1
BUDGET AND FINANCE DIVISION
Key Performance Indicators

Key Performance Indicator	Data Source	FY 2009		FY 2010		FY 2011		FY 2012	
		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%	82%	85%	85%	88%	88%	90%	90%
Complete and accurate payment of vouchers within 45 days of receipt in the Defender Services Branch.	Voucher Tracking System	97%	96%	97%	97%	98%	98%	99%	99%
Percentage of vouchers filed and processed on line.	Voucher Tracking System	96%	96%	97%	96%	97%	98%	100%	99%
Accurate completion of the monthly bank reconciliations of the D.C. Courts' bank accounts within 45 days (stated goal will be within 30 days beginning in FY 2010) of each month's end.	Courts' Financial System of Record	90%	90%	95%	95%	100%	100%	100%	100%

FY 2012 Request

The Courts' FY 2012 request for the Budget and Finance Division is \$6,382,000, an increase of \$580,000 (10%) above the FY 2011 Enacted Budget. The requested increase consists of \$384,000 to improve the Courts' collection process and \$196,000 for built-in cost increases.

Improve Collection of Fees and Assessments, \$384,000

Initiative Element	Requested Increase	Requested FTE
Personnel		
Staff Accountants (JS-11)	\$ 82,000	1
Accounting Technicians (JS-9)	202,000	3
Contractual Services	50,000	
Collections & Performance Measurement Software	50,000	
TOTAL	\$ 384,000	4

Problem Statement. Given the current economic climate, Courts around the country are exploring options for enforcing orders as funds have become increasingly more difficult to collect. Courts with established collection units have experienced a significant increase in the amount of court-ordered fines and fees collected; thereby, supporting the enforcement of court

orders. To enhance public trust and confidence, Courts must take appropriate responsibility for the enforcement of court orders. Patterns of systemic failures to pay court fines and fees undermine the rule of law, are contrary to the purpose of courts, and diminish public trust and confidence in the courts. “Responsibility for enforcement” is a key standard in the National Center for State Courts’ nationally recognized Trial Court Performance Standards system. The Trial Court Performance Standards state that “Courts should not direct that certain actions be taken or be prohibited and then allow those bound by their orders [to fail] to honor them...Noncompliance may indicate miscommunication, misunderstanding, misrepresentation, or lack of respect for or confidence in the court...No court should be unaware of or unresponsive to realities that cause its orders to be ignored”.¹

Court ordered fines, fees, forfeitures, and monies for deposit into escrow accounts have historically accounted for most of the non-appropriated funds received by the Courts. These funds are collected from the various divisions within the Superior Court (e.g. Criminal, Civil, Probate, and the Family Court) and the Court of Appeals. The Courts continue to explore ways to enhance the enforcement of court orders. Depending upon the type of case, failure to complete payment of financial obligations may result in a referral of the case to the court and the possible imposition of additional penalties, including incarceration.

With the exception of funds deposited in escrow, these collected monies are ultimately deposited into the Crime Victims Compensation Fund in accordance with D.C. Code § 4-515(c) and D.C. Code § 1-204.50. In 1999, Congress enacted the District of Columbia Appropriations Act (The Appropriations Act) for fiscal year (FY) 2000, which provided that the Fund be maintained as a separate fund in the Treasury of the United States. This Act also provided that all amounts deposited to the credit of the Fund should be appropriated without fiscal year limitation to make payments as authorized under The Act, and it prohibited the use of the Fund to pay administrative costs or for any other purpose. In FY 2002, The Appropriations Act was further amended to allocate the unobligated balance at the end of fiscal year as follows: 50 percent of such balance shall be used for direct compensation payments to crime victims through the Fund (the Court’s program). Congress also amended The Appropriations Act to provide that “not more than 5 percent of the total amount of the monies in the Fund may be used to pay administrative costs necessary to carry out this Act.” The amendment was retroactive to FY 2000.

As a primary result of outreach and public awareness activities, the number and dollar amount of the crime victims compensation claims has steadily increased over the last ten years. Since fiscal year 2000, the unobligated balance in the Fund has declined from about \$19 million to less than \$2 million for fiscal year ending September 30, 2009, making it even more critical that comprehensive efforts are made to maximize collections so victims of violent crime can receive the necessary services and supports.

To enhance the collection of court fines and fees, the Courts are in the process of developing processes that 1) make it easier for pro-se litigants to pay court costs, fees, and assessments by developing additional mediums (e.g. credit cards, electronic payments, etc.) for the collection of

¹Commission on Trial Court Performance Standards, Trial Court Performance Standards and Measurement System, January 23, 2005, <http://www.ncsconline.org/D_Research/tcps/index.html>, <January 29, 2009>.

funds; 2) augment the Courts' existing policies and procedures for enforcement of Court Orders; and 3) offer alternative and creative administrative enforcement options (e.g. payment plans, etc.) to the judiciary that in certain cases would obviate the need for direct oversight by the judiciary.

Staffing in the Banking and Finance Branch is inadequate to meet the increasing demand on staff resources, given the Courts' initiatives to augment its collections program. The Courts are therefore requesting four (4) FTEs, one (1) staff accountant (JS-11) and three (3) accounting technicians to support this important initiative. These staff positions will work closely with the Courts' operating divisions to 1) enhance the enforcement, accounting and monitoring of the Courts' receivables; 2) augment the Courts' reporting capabilities on the status of outstanding receivables; 3) support administrative enforcement options (e.g. payment plans, financial monitoring of probationers, etc.), when available and appropriate. Funding is requested to acquire software compatible with the Courts' computer system that will provide enhanced tracking, reporting and performance measurement related to the collection initiative and to retain an expert consultant to assist with the development and implementation of the Courts' collections program.

Relationship to Court Mission, Vision, and Strategic Goals. The collections initiative will support the D.C. Courts Strategic Issue "Public Trust and Confidence" and Goal 6.2 "The D.C. Courts will be accountable to the public."

Relationship to Divisional Objectives. The request for additional staff to support the collections initiative supports the Budget and Finance Division's MAP objective to ensure prudent fiscal management of the funds collected and maintained by the D.C. Courts in a fiduciary capacity, and further supports the Division's commitment to accountability.

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

Methodology. The cost estimate for the Budget and Finance Division would provide staff, collections software, and expert services.

Expenditure Plan. The new FTEs would be recruited and hired in accordance with the Courts personnel policies and procedures, and contractual services will be procured in accordance with the Courts' Procurement Policies and Procedures.

Performance Indicators. Performance indicators include: (1) enhanced timeliness in the enforcement of Court Orders; (2) higher rate of collection of receivables; and 3) additional funding available to victims of violent crimes.

Table 2
BUDGET AND FINANCE DIVISION
Budget Authority by Object Class

	FY 2010 Enacted	FY 2011 Annualized CR	FY 2012 Request	Difference FY 2010/2012
11 - Personnel Compensation	3,856,000	3,856,000	4,198,000	342,000
12 - Personnel Benefits	965,000	965,000	1,055,000	90,000
<i>Subtotal Personal Services</i>	4,821,000	4,821,000	5,253,000	432,000
21 - Travel, Transp. of Persons	0	0	0	0
22 - Transportation of Things	0	0	0	0
23 - Rent, Commun. & Utilities	0	0	0	0
24 - Printing & Reproduction	8,000	8,000	10,000	2,000
25 - Other Services	952,000	952,000	1,031,000	92,000
26 - Supplies & Materials	13,000	13,000	15,000	2,000
31 - Equipment	8,000	8,000	60,000	52,000
<i>Subtotal Non-Personal Services</i>	981,000	981,000	1,116,000	123,000
TOTAL	5,802,000	5,802,000	6,382,000	580,000
FTE	41	41	45	4

Table 3
BUDGET AND FINANCE DIVISION
Detail, Difference FY 2010/2012

Object Class	Description of Request	FTE	Cost	Difference FY 2010/2012
11 - Personnel Compensation	Current Positions WIG		117,000	
	Staff Accountants	1	65,000	
	Accounting Technicians	3	160,000	
<i>Subtotal 11</i>				342,000
12 - Personnel Benefits	Current Positions WIG		31,000	
	Staff Accountants	1	17,000	
	Accounting Technicians	3	42,000	
<i>Subtotal 12</i>				90,000
21 - Travel and Transportation				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	Built-in Increase			2,000
25 - Other Services	Built-in Increase		42,000	
	Collections		50,000	
<i>Subtotal 25</i>				92,000
26 - Supplies and Materials	Built-in Increase			2,000
31 - Equipment	Built-in Increase		2,000	
	Collections		50,000	
<i>Subtotal 31</i>				52,000
Total				580,000

Table 4

BUDGET AND FINANCE DIVISION
Detail of Full-Time Equivalent Employment

	FY 2010 Enacted	FY 2011 Annualized CR	FY 2012 Request
JS-3			
JS-4			
JS-5			
JS-6	1	1	
JS-7	1	1	1
JS-8			
JS-9	5	5	10
JS-10	1	1	
JS-11	9	9	10
JS-12	7	7	4
JS-13	11	11	13
JS-14	4	4	5
JS-15	1	1	1
JS-16			
CES	1	1	1
Total Salaries	3,856,000	3,856,000	4,198,000
Total FTEs	41	41	45

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

<u>FY 2010 Enacted</u>		<u>FY 2011 Annualized CR</u>		<u>FY 2012 Request</u>		<u>Difference FY 2010/2012</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	7,567,000	28	7,567,000	32	8,255,000	4	688,000

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 (CPFMD) 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’ (D.C. 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’ 1,114,000 square foot 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:

Program Area	Objective
Building Operations	Provide oversight for custodial, mechanical and maintenance services on behalf of the D.C. Courts’ employees so they can work in an environment that is clean, well-maintained and free of pests and trash.
Building Operations	Provide oversight for landscaping services to ensure that the D.C. Courts’ grounds are well maintained, healthy and managed to promote environmentally sound principles.
Building Operations	Define, assess and plan a responsible facilities management program to ensure the D.C. Courts’ infrastructure systems, equipment and components are efficiently operated and maintained and are in accordance with ADA regulations.
Building Operations	Implement a responsible facilities management program associated with each D.C. Court facility’s infrastructure that includes: roof, exterior finish, interior finish, plumbing, mechanical, HVAC, electrical, and conveyance (elevators, cranes, etc.) systems.
Capital Projects	Provide space location and management services for the Courts’ divisions in both court-owned and leased facilities.
Capital Projects	Annually assess the capital requirements essential to performing statutory and constitutionally mandated functions that address essential public health and safety conditions and meet the Courts’ space requirements for conducting daily operations.
Capital Projects	Implement and continually reassess detailed business practices that ensure proposals are assessed by technical evaluation teams to achieve efficiencies and cost effectiveness in program execution within funded appropriations level.
Capital Projects	Ensure that 100% of capital construction projects are delivered on time, within budget and according to agreed upon design specifications.
Capital Projects	Provide construction project management services on behalf of the Courts so judicial and non-judicial staff will have newly renovated facilities to carry out the Courts’ daily operations.
Capital Projects	Ensure that construction, renovation and modernization projects are cost-effective to build, operate and maintain.

The D.C. Courts process nearly 175,000 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 1.1 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 5th Street, NW; 510 4th Street, NW and 410 “E” Street, NW currently under design and 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 2010 with the completion of the restored and modernized Historic Courthouse for the D.C. Court of Appeals occurring on April 15, 2009. Related landscape and security work was completed in the Spring of 2010 with the reconstruction of the SE Park complementing the SW Park and the historic Darlington fountain. The exterior renovations of 515 5th Street and 510 4th Street (formerly buildings A and B) are nearly complete, and Building C (410 E Street) is in the construction documents phase. At the same time, various site improvement and security projects are in the design and planning stage. The CPFMD focus is shifting to the Moultrie Courthouse expansion and the completion of the Family Court consolidation.

The newly renovated Historic Courthouse now houses the judiciary, courtrooms, and support services associated with the appellate court. The project created a new entry pavilion on E Street, a ceremonial courtroom below the historic grand stair and portico, and restored open space flanking the building on 4th and 5th streets. Within the building, historic spaces are restored while providing state of the art technology and security. In recognition of design and construction excellence, the Historic Courthouse has received ten local and national awards, including the 2009 District of Columbia Award for Excellence in Historic Preservation, 2009 Associated General Contractors, Mid-Atlantic Contractors Construction Project of the Year Award for Government/Public, 2009 McGraw-Hill Construction's Best of the Best Award/National and the 2010 AIA Academy of Architecture for Justice Facilities Review Citation.

The Courts' Buildings at 515 5th Street and 510 4th Street (A and B) are concluding a multiyear exterior restoration initiative which includes complete repair and cleaning of the exterior stone, restoration of existing windows, 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 Building A and in 2005 for Building B. Completion of the exterior work will include lighting of the building facades in 2010. The reconstruction of the north plaza of Building A was completed in May 2010.

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 Civil Division space and the Division was relocated to the 5th Floor of the Moultrie Courthouse. This relocation will free space on the JM-level for the Family Court Operations and Family Court Social Services Division.

- The redesign of the vacated 6th floor was completed in December 2009 and construction of this 40,000 square foot project commenced. Offices that will be relocated to the 6th floor will make further space available for Family Court consolidation.
- The U.S. Marshals Service (USMS) Administrative Office Space project was completed providing high quality office and support spaces for USMS personnel. Adult holding facilities renovations have been initiated. These projects are in partnership between the D.C. Courts and the USMS. Renovations will enhance security for the D.C. Courts. These projects involve renovation of 16,700 s.f. of administrative space and 18,500 sf. of adult holding space. A related project, the renovation of the Arraignment Court (C10) is about to start construction.
- Various upgrade projects are underway improving the functionality of courtrooms, hearing rooms and public circulation spaces. In addition, Court Reporters, Senior Judges, and Associate Judges Chambers on the 5th floor are being designed.
- Planning and design services for the C Street Expansion are underway. This is a six story addition to the south face of the Courthouse starting at the C level and rising to the 4th 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 and family court related offices, juror facilities, and 21 judicial chambers.
- Construction has been completed for the First Phase, Second Phase and design is in progress for the Third Phase of the 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 courtroom facilities that include space for pro-social activities such as tutoring, mentoring, education and prevention groups, peer mediation, and recreation.
- The new Juvenile Holding & “At Risk” renovation includes space for two separate holding operations for detained youth in the Moultrie Courthouse, and includes a new configuration to facilitate the secure movement and circulation of juvenile detainees. Additionally, bare concrete masonry walls and prison bars have been replaced by glazed concrete block and secure wire mesh, creating a less harsh environment for juvenile detainees. State-of-the-art security equipment has been installed to enhance security and to monitor the detainees. This project includes renovation of 10,000 sf.
- 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.
- Design for the renovation of Building C for the D.C. Courts’ Information Technology Division and Multi-Door Dispute Resolution Division is in progress. 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.

The D.C. Courts have completed the update of its 2002 Facilities Master Plan to reflect changes in court technology, organization and operations, and the growth of the District of Columbia’s population. These changes affect all aspects of the court including Family Court Operations and Social Services as well as support functions. In 2002, it was statistically observed that the

District’s population had been in steep decline for three decades. According to the 2000 Decennial Census and the 2007 update, the decline had been reversed and the population has been growing. The facilities programming is complete and the Courts are exploring physical options to address long term space requirements.

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. In FY 2012, the Capital Projects & Facilities Management Division will continue to manage janitorial and cleaning services for the Courts’ 1,100,000 sq. ft. of net floor area (the Court of Appeals, Moultrie Courthouse, 515 5th Street, NW, 510 4th 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 2012 are projected to be \$16.28/sq. ft.

In 2012, CPFMD will continue to manage the D.C. Courts’ janitorial services contract for the Courts’ over 1.1 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

Performance Indicator	Data Source	FY2009		FY2010		FY2011		FY2012	
		Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Percent of valid vendor invoices certified for payment within 7 business days from CPFMD’s receipt	Payment Reports	85%	85%	90%	90%	95%	95%	95%	95%
Percent of Help Desk calls resolved in three (3) business days	CPFMD Reports	85%	85%	87%	87%	92%	92%	92%	92%
Percent of D.C. Court staff satisfied with court managed facilities and grounds	Court Surveys	90%	90%	90%	90%	98%	98%	98%	98%
Percent of CPFMD staff trained for advanced skill development and for cross training to increase internal capacity	Performance Plans/ Evaluations	75%	75%	80%	80%	95%	95%	95%	95%
Percent of projects completed within 10% of overall project budget	CPFMD Budget Reports	85%	90%	90%	90%	90%	90%	90%	90%
Percent of projects completed with construction punch list items less than 100 items per million dollars of contract value	Punch lists	75%	75%	80%	80%	85%	85%	85%	85%
Percent change in the difference between the original delivery schedule and the actual delivery schedule for construction projects	Project Schedule	10%	10%	8%	8%	5%	5%	4%	4%

FY 2012 Request

In FY 2012, the Courts request for the Capital Projects & Facilities Management Division is \$8,255,000, an increase of \$688,000 (9%) above the FY 2010 Enacted Budget. The requested

increase consists of \$270,000 for 4 FTEs to provide increased facility engineering support for the Court facilities; \$50,000 for uniforms; and \$368,000 for built-in cost increases.

Staff Uniforms, \$50,000

Problem Statement. To enhance security in secure areas of the Moultrie Courthouse and the Historic Courthouse and promote the visibility of court's engineering and support staff in public areas, staff uniforms are needed. The uniforms produce enhanced identification and visibility of these staff by security officers; thereby enhancing the level of security for the D.C. Courts.

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

Relationship to Divisional Objectives. The provision of uniforms to select personnel will enhance security in secure corridors and provide support for the division's mission of promoting a positive sense of community and a commitment to people

Relationship to Existing Funding. Funding for the uniforms currently does not exist.

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

Key Performance Indicators. Feedback from security personnel, judicial officers, and non-judicial employees will measure performance.

Enhancing Facilities Maintenance, \$270,000, 4 FTEs

2 Facility Repair Workers (JS-8), \$135,000

2 Facility Technician Assistants (JS-9), \$135,000

Problem Statement. D.C. Courts' facilities consist of the Historic Courthouse, the Moultrie Courthouse, the D.C. Courts' Buildings A, B, and C, leased space for administrative support in Gallery Place, and a number of field offices for probation services, totaling over one million gross square feet. The Moultrie Courthouse is open 24 hours a day, 7 days a week. Today the Courts have 18 employees for facilities management. These individuals routinely work overtime on emergency duty, and maintain a complicated "stand by" schedule. Although the on-call response time is within 30-minutes, extensive damage can occur by systems failures during off-hours without immediate attention. Of special concern are the Courts' computer systems which are especially vulnerable to HVAC failures, and upon which the District's criminal justice system and the entire D.C. Courts are dependent.

The Moultrie Courthouse and Historic Courthouse are open round-the-clock to permit litigants and attorneys to file cases and to accommodate the public. Currently, court operations are

interrupted and the D.C. Courts routinely incur additional costs for emergency facility repairs and routine maintenance requirements because current staffing is insufficient to provide engineering support. The need for more facility engineering staff is particularly critical as judicial and division operations of the Courts are reassigned to various Judiciary Square facilities. As these additional facilities come on-line, their maintenance schedules must be strictly followed to protect the life of the improved infrastructure. The addition of the requested FTEs will provide the greater coverage needed to maintain the court buildings.

Relationship to the Courts’ Strategic Plan. By improving the maintenance of court buildings, the additional FTEs would support the strategic goal of a sound infrastructure by ensuring that court facilities will be accessible to the public and support effective operations. It is anticipated that the number of hours necessary to close Help Desk service tickets related to facility matters will be drastically reduced. The additional FTEs would permit further facilities coverage of court buildings during the evenings and on weekends and thereby reduce court interruptions due to building system failures.

Methodology. The additional facilities staff is based on International Facilities Management Recommendation for facilities of comparable size (IFMA – Operational and maintenance benchmarks, c. 2001 IFMA Research Report #21) and is supported by a workload study conducted by the consulting firm of Booz-Allen-Hamilton.

Expenditure Plan. The additional facilities staff workers would be required to have five years of facilities work experience and would be recruited and hired according to D.C. Courts’ personnel policies. It is anticipated that these additional workers will enable the Courts to reduce the need for on-call differential pay for facility repair workers on an annual basis. Furthermore, it is anticipated that there will be a reduction in the need for various outside electrical and mechanical blanket purchase agreements by the Courts.

Performance Indicators. Performance indicators include: 1) a reduction in the number of Help Desk calls related to facilities support, 2) a reduction in the number of hours to close Help Desk service calls related to facilities support, and 3) a reduction in facilities related blanket purchases.

Table 2
CAPITAL PROJECTS & FACILITIES MANAGEMENT DIVISION
New Positions Requested

Positions	Grade	Number	Salary	Benefits	Total Personnel Cost
Facility Repair Worker	8	2	107,000	28,000	135,000
Facility Technician Assistant	9	2	107,000	28,000	135,000
Totals		4	214,000	56,000	270,000

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

	FY 2010 Enacted	FY 2011 Annualized CR	FY 2012 Request	Difference FY 2010/2012
11 - Personnel Compensation	2,054,000	2,054,000	2,412,000	358,000
12 - Personnel Benefits	515,000	515,000	617,000	102,000
Subtotal Personnel Cost	2,569,000	2,569,000	3,029,000	460,000
21 - Travel, Transp. of Persons	0	0	0	0
22 - Transportation of Things	0	0	0	0
23 - Rent, Commun. & Utilities	0	0	0	0
24 - Printing & Reproduction	0	0	0	0
25 - Other Services	4,970,000	4,970,000	5,144,000	174,000
26 - Supplies & Materials	23,000	23,000	75,000	52,000
31 - Equipment	5,000	5,000	7,000	2,000
Subtotal Non-Personnel Cost	4,998,000	4,998,000	5,226,000	228,000
TOTAL	7,567,000	7,567,000	8,255,000	688,000
FTE	28	28	32	4

Table 4
CAPITAL PROJECTS & FACILITIES MANAGEMENT DIVISION
Detail Difference, FY 2010/2012

Object Class	Description of Request	FTE	Cost	Difference FY 2010/2012
11 - Personnel Compensation	Current Positions WIG		144,000	
	Facility Repair Worker	2	107,000	
	Facility Technician Assistant	2	107,000	
Subtotal 11				358,000
12 - Personnel Benefits	Current Positions WIG		46,000	
	Facility Repair Worker	2	28,000	
	Facility Technician Assistant	2	28,000	
Subtotal 12				102,000
Subtotal Personal Services				460,000
21 - Travel and Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	Built-in Increase			174,000
26 - Supplies and Materials	Built-in Increase		2,000	
	Staff Uniforms		50,000	
Subtotal 26				52,000
31 - Equipment	Built-in Increase			2,000
Subtotal Non-Personal Services				228,000
Total				688,000

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

Grade	FY 2010 Enacted	FY 2011 Annualized CR	FY 2012 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7			
JS-8	4	4	6
JS-9	11	11	13
JS-10	1	1	1
JS-11	1	1	1
JS-12	1	1	1
JS-13	5	5	5
JS-14	2	2	2
JS-15	2	2	1
JS-16			1
CES	1	1	1
Total Salaries	2,054,000	2,054,000	2,412,000
Total FTEs	28	28	32

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

<u>FY 2010 Enacted</u>		<u>FY 2011 Annualized CR</u>		<u>FY 2012 Request</u>		<u>Difference FY 2010/2012</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	2,045,000	7	2,045,000	8	2,314,000	1	269,000

Mission Statement

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

Organizational Background

The Center’s staff of seven FTEs provides judicial training mandated by statute as well as judicial branch education in the Court of Appeals and Superior Court, and education and training opportunities for all court personnel. The Center offers classes in current legal issues, judicial procedure, 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. (MAP 1)
- 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. (MAP 2)

- 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 by continuing to develop and strengthen the Leadership Institute which offers teambuilding, leadership courses, individual assessments, coaching, and personal and professional development activities. (MAP 3)
- 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 20 selected individuals annually, comprehensive training for all supervisors, and ongoing courses in performance management and supervision skills. (MAP 4)
- 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 planned 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 Human Capital Survey, initiatives and teams were established in the areas of health and wellness, work/life balance, internal communications and performance management. The Judicial Leadership Team plans three full day retreats each year. Their efforts and those of the 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. With new funding provided in FY09, the Center and the Court of Appeals plan to 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 MTP offers a very successful 12-month series of classes taught by nationally recognized experts and in-house leaders. The MTP has graduated three classes and will soon be graduating a fourth group. Many of the graduates from the Program have received promotions and increased responsibility. The program has been evaluated by the Courts' Management Training Committee and some minor changes in program procedures and course content were implemented. The Courts take seriously the importance of succession planning and continue to move in a proactive direction toward recruiting and retaining excellent employees. Similarly, the D.C. Courts 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 will be completed by 100 court supervisors in 2010 and 2011.

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, Crystal Reports, and others. 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), Oracle Discoverer and Adobe Photoshop. Hundreds of employees and judges were trained prior to the system-wide upgrade to MS Office 2007. 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. Court employees and judges have given very positive feedback on these additions.

In 2010, the Management Training Committee, along with staff of the Center planned a third court wide training and "court community" event for the entire court staff to be held in June, 2011. 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 will also be aimed at increasing the sense of shared community and positive regard for our workplace. Themes under consideration include diversity and multi-culturalism and 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. 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 five years the number of classes offered has nearly doubled to almost 200 classes annually. Between 2005 and 2010, the number of courses offered by the Center and the number of training hours completed by Court employees during the first calendar quarter almost quadrupled from 15 classes/1229 training hours in 2005 to 50 classes/4467 training hours in 2010. 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.

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

Data Measure	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected	FY 2012 Projected
Courses Offered	198	170	170	175
Judicial Participants	566	500	500	500
Judicial Training Hours Completed	3615	3300	3300	3300
Non-Judicial Participants	3195	2700	3000	3000
Employee Training Hours Completed	16377	16500	18000	18000
Divisions Supported	6	5	5	5
Programs & Tours for Visitors	44	30	30	30
Number of Official Visitors	777	500	500	500

Key Performance Measures

Table 2
CENTER FOR EDUCATION AND TRAINING
Key Performance Indicators

Type of Indicator	Key Performance Indicator	Data Source	FY 2009		FY 2010		FY 2011		FY 2012	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Output	Programs Offered	Training Schedule	120	198	130	175	150	175	160	175
Outcome	Judges Trained	Participant Lists	500	566	500	500	500	500	500	500
Outcome	Employees Trained	Sign-in Sheets	1,575	3,195	1,625	3,000	1,800	3,000	2,000	3,000
Input	Program Quality	Participant Evaluations	80% >3.5	93% >3.5	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	19,992	15,000	19,800	18,000	18,000	20,000	20,000
Output	Court Tours & Programs	Visitors Schedule	25	44	30	30	30	30	30	30
Outcome	Management Training Program Graduates	Training Schedule & Participant List	20	20	20	23	20	20	20	20
Output	Management Training Institute Courses Offered	Training Schedule	n/a	15	18	18	18	18	22	22
Output	Executive Leadership Development Sessions	Training and Meeting Schedules and N-H Reports	6	10	6	10	8	8	8	8
Outcome	Judicial Leadership Team Retreats	Meeting Schedule	1	1	2	3	2	2	2	2
Outcome	Judges Completing Leadership Training Program	Training/Travel Schedule	n/a	n/a	n/a	n/a	n/a	n/a	2	2
Output	Court of Appeals Programs Offered	Training Schedule	4	6	6	8	6	6	6	6

FY 2012 Request

In FY 2012, the Courts request \$2,314,000 for the Center for Education and Training, an increase of \$269,000 (13%) over the FY 2010 Enacted budget. The requested increase consists of \$81,000 for 1 FTE to increase staff capacity to offer the substantially higher levels of training demanded in recent years; \$100,000 for an innovative new Judicial Leadership Development Program, and \$88,000 for built-in increases.

Education Specialist (JS 11), \$81,000

Problem Statement. The Center for Education and Training provides over 150 classes for employees, judicial education sessions plus three or four large conferences annually with a staff of seven. This is a level of activity that has increased dramatically in the past few years. With funding for new training initiatives, continued growth in staff activity is inevitable. Current activities account for well over 15,000 staff and judicial training hours delivered each year. Several important new initiatives were funded in the FY 2009 budget, specifically:

- THE MANAGEMENT TRAINING INSTITUTE (25 CLASSES PER YEAR, 12 FOR THE MTP)
- THE EXECUTIVE LEADERSHIP INSTITUTE (8 FACILITATED SESSIONS PER YEAR)

- EXPANDED TECHNOLOGY TRAINING (40 ADDITIONAL CLASSES PER YEAR)
- THE COURT OF APPEALS TRAINING AND (6 ROUNDTABLES AND STAFF TRAINING EACH YEAR)
- THE COURT WIDE STAFF CONFERENCE (1 BI-ANNUAL CONFERENCE FOR 700+ EMPLOYEES)

In addition, in FY 2010 two sets of mandatory training programs were implemented. One, a class on “Power, Influence, Authority and Leadership” was developed to address bullying in the workplace. It was scheduled 10 times over four months for all court employees. Also, 100 supervisory personnel were scheduled for a series of four classes each to improve base-line supervisory skills court wide. Finally, in 2010 the Criminal Division is initiating an annual community-wide conference every fall modeled on the Annual Multi-Disciplinary Family Court Conference. While requested, encouraged and embraced by all of the Courts’ Divisions, the increased training and conferences require substantially more effort on the part of the Center to staff committees, plan curriculums, prepare materials, register participants, secure faculty, and handle all the logistical arrangements. The Center staff is fully committed to making the D.C. Courts an exemplary learning organization, and an additional Education Specialist is needed to help implement these new programs properly. The new programs reflect a projected 25% increase in the number of training sessions offered and a projected 20% increase in the number of employees attending from FY 2009 to FY 2012.

Relationship to Court Mission and Goals. The proposed staff increase will support the Courts’ strategic goal of a strong judiciary and workforce. Specifically, the request supports the Courts’ Strategy 3.1.1 to provide training to judicial officers and court personnel which increases professional knowledge and skills and enhances job performance. Center staff will design training programs to align employees’ skills to achieving the goals of the Courts’ Strategic Plan. *Delivering Justice*, the Courts’ strategic plan for 2008 – 2012, identifies increased staffing for the Center as one of the priority actions as follows: GOAL 3.1 Priority Actions “Enhance staffing resources of the Center for Education and Training to facilitate greater coordination with the Courts’ Judicial Education and Management Training Committees.”

Relationship to Divisional Objectives. The Center has a number of very ambitious MAP objectives that require additional resources in order to accomplish them. These include the Leadership Institute, the Management Training Institute, and training for the Court of Appeals. New programs include the New Employees Orientation Courses, a series of 4 classes for 100 supervisory personnel, “Power, Influence, Authority and Leadership,” a mandatory class planned for all court employees, initiatives on wellness and work/life balance, a community conference for the Criminal Division, and the Judicial Leadership Development Program.

Relationship to Existing Funding. Support for this position is not currently available in the Center’s budget.

Proposed Solution. Given the significantly increased levels of current and anticipated training activities, the Center proposes to recruit and hire one additional staff member. Areas where additional staff dedication is needed include assistance with the approximately 30 new training events and the Courtwide conference, planning and logistics, and ongoing registration and database management.

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

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

Performance Indicators. The new staff member will have a performance plan that will be aligned with the achievement of the Center's MAPs. The performance evaluation will be conducted annually. Performance indicators include increased number and type of training programs offered, increased participation and enrollment levels and quality assessments of training programs by participants as indicated in Table 2.

Judicial Leadership Development, \$100,000

Problem Statement. Courts are unique organizations in that there are two major groups of leaders at the top tier of the organization instead of the usual hierarchical structure. In addition to the administrative leadership consisting of the Executive Officer, Clerks of Court and Court Executive Service, all of the 100+ judicial officers at the D.C. Courts are leaders by virtue of their position at the Courts and in the community. Some of them are assigned to additional leadership roles within the Courts. Often, their education and experience has prepared them much better for their judicial duties than their leadership duties. The Chief Judge of the Superior Court would like to develop the leadership skills of the judicial officers and in particular of his new Leadership Team consisting of the Presiding Judge and Deputy Presiding Judge of each operating division. Other judges serve in leadership positions on the Court's Strategic Planning Leadership Council, the Joint Committee on Judicial Administration, and as Chairs of numerous court committees appointed by the Chief Judge. Leadership assignments are dynamic and fluid, offering many of the judges at the D.C. Courts opportunities to develop and refine leadership skills.

Relationship to Court Mission and Goals. Strong and capable leaders are essential to achieving all of the goals outlined in *Delivering Justice*, the Strategic Plan of the District of Columbia Courts for 2008 – 2012. In addition, Strategic Issue 3 calls for a Strong Judiciary and Workforce and Goal 3.1, Strategy 3.1.1 specifies that the Courts will "Provide training to judicial officers and court personnel which increases professional knowledge and skills and enhances job performance."

Relationship to Existing Funding. There are currently no funds allocated for the development of judicial leadership skills. Existing judicial education funds are devoted to providing the two annual conferences, offering monthly 60-minute training sessions on various topics, and sending judicial officers to training programs targeted at specialized topic areas at sites such as the Judicial Institute on Domestic Violence and the National Judicial College.

Proposed Solution. The requested funding will strategically target leadership skill development for five to eight selected judges a year and will provide leadership team facilitation for the new Leadership Team at their twice-yearly meetings.

Methodology. Off site Leadership Development Programs will be investigated and a model will be selected that is compatible with the leadership philosophy at the D.C. Courts. Local consultants will be selected to work with the Leadership Team to help plan and facilitate at least two meetings a year and to provide follow-up coaching as needed to judges returning from the Leadership Development Programs.

Expenditure Plan. Funds will be expended in accordance with established procurement and contracting procedures. GSA pricing will be sought for the off-site Leadership Development Program.

Performance Indicators. The performance indicator is the enhanced leadership skills of the judicial leadership team in providing the leadership to accomplish the vision and strategic objectives articulated in the D.C. Courts’ Strategic Plan. The individual judges attending the Leadership Development Program will demonstrate new skills and self-awareness of their role as a court and community leader. The training outcomes include greater self-awareness, giving and receiving feedback more effectively, leading change in the organization, building and maintaining productive relationships, developing others to be their best, leveraging differences in others, and managing yourself and your stressors.

Table 3
CENTER FOR EDUCATION AND TRAINING
New Positions Requested

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Education Specialist	11	1	\$65,000	\$16,000	\$81,000

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

	FY 2010 Enacted	FY 2011 Annualized CR	FY 2012 Request	Difference FY 2010/2012
11 - Personnel Compensation	734,000	734,000	823,000	89,000
12 - Personnel Benefits	185,000	185,000	210,000	25,000
Subtotal Personnel Cost	919,000	919,000	1,033,000	114,000
21 - Travel, Transp. of Persons	420,000	420,000	439,000	19,000
22 - Transportation of Things	0	0	0	
23 - Rent, Commun. & Utilities	0	0	0	
24 - Printing & Reproduction	0	0	0	
25 - Other Services	699,000	699,000	831,000	132,000
26 - Supplies & Materials	4,000	4,000	6,000	2,000
31 - Equipment	3,000	3,000	5,000	2,000
Subtotal Non- Personnel Cost	1,126,000	1,126,000	1,281,000	155,000
TOTAL	2,045,000	2,045,000	2,314,000	269,000
FTE	7	7	8	1

Table 5
CENTER FOR EDUCATION AND TRAINING
Detail, Difference FY 2010/2012

Object Class	Description of Request	FTE	Cost	Difference FY 2010/2012
11 - Personnel Compensation	Current Positions WIG		24,000	
	Education Specialist I	1	65,000	
<i>Subtotal 11</i>				<i>89,000</i>
12 - Personnel Benefits	Current Positions WIG		9,000	
	Education Specialist I	1	16,000	
<i>Subtotal 12</i>				<i>25,000</i>
Subtotal Personal Services				114,000
21 - Travel and Transportation	Built-in Increase			19,000
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	Built-in Increase		15,000	
	Judicial Leadership		117,000	
<i>Subtotal 25</i>				<i>132,000</i>
26 - Supplies and Materials	Built-in Increase			2,000
31 - Equipment	Built-in Increase			2,000
Subtotal Non-Personal Services				155,000
Total				269,000

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

Grade	FY 2010 Enacted	FY 2011 Annualized CR	FY 2012 Request
JS-5			
JS-6			
JS-7			
JS-8			
JS-9			
JS-10	1	1	1
JS-11			1
JS-12	1	1	
JS-13	3	3	4
JS-14			
JS-15	1	1	1
CES	1	1	1
Ungraded			
Total Salaries	734,000	734,000	823,000
Total FTEs	7	7	8

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

<u>FY 2010 Enacted</u>		<u>FY 2011 Annualized CR</u>		<u>FY 2012 Request</u>		<u>Difference FY 2010/2012</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	5,824,000	55	5,824,000	55	6,006,000	0	182,000

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.
- Ensure that signage within the division gives instructions and directions to the diversified population of the DC Courts.
- Ensure that all new employees have an overall view of the structure of the CRRD and how their position relates to the Strategic Plan.

Work Process Redesign

During FY 2009, the Court Reporting and Recording Division expanded the realtime program to four associate judges in felony assignments and to civil trial judges, upon request. 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 implemented the Web Transcript Tracking System (WTTS), which has replaced the mainframe. It has enhanced searching capabilities and streamlined the work processes in the division. WTTS has also given CRRD the ability to custom design reports for statistical purposes. These reports can be developed by management and do not require any programming by the Information Technology Division

Workload Data

Table 1
COURT REPORTING AND RECORDING DIVISION
Workload Measurement Table

Type of Indicator	Performance Indicator	Data Source	FY2009 Actual	FY2010 Estimate	FY2011 Estimate	FY2012 Estimate
Input	Transcription Branch orders received	Division Records	4,538	4,200	4,300	4,400
Input	Court Reporting Branch orders received	Division Records	4,300	4,400	4,500	4,600
Output	Pages of court transcripts produced (appeal/non-appeal)	Division Records	461,032	459,000	462,000	465,000

Table 2
COURT REPORTING AND RECORDING DIVISION
Key Performance Indicators

Type of Indicator	Performance Indicator	Data Source	FY2009		FY2010		FY2011	FY2012
			Goal	Actual	Goal	Estimate	Goal	Goal
Quality	Average time to complete transcripts of taped proceedings (appeal/non-appeal)	Division Records	30 days/ 20 days	23 days/ 18 days	20 days/ 18 days	25 days/ 23 days	20 days 18 days	20 days 18 days
Quality	Average time to complete transcripts by court reporters (appeal/non-appeal)*	Division Records	55 days/ 20 days	60 days/ 20 days	58 days/ 18 days	57days/ 7 days	50 days/ 17 days	49 days/ 16 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 2012 Request

In FY 2012, the Courts request for the Court Reporting and Recording Division is \$6,006,000, an increase of \$182,000 above the FY 2010 Enacted budget. The requested increase consists entirely of built-in cost increases.

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

	FY 2010 Enacted	FY 2011 Annualized CR	FY 2012 Request	Difference FY 2010/2012
11 - Personnel Compensation	4,587,000	4,587,000	4,726,000	139,000
12 - Personnel Benefits	1,149,000	1,149,000	1,186,000	37,000
Subtotal Personnel Cost	5,736,000	5,736,000	5,912,000	176,000
21 - Travel, Transp. of Persons	0	0	0	0
22 - Transportation of Things	0	0	0	0
23 - Rent, Commun. & Utilities	0	0	0	0
24 - Printing & Reproduction	0	0	0	0
25 - Other Services	24,000	24,000	26,000	2,000
26 - Supplies & Materials	42,000	42,000	44,000	2,000
31 - Equipment	22,000	22,000	24,000	2,000
Subtotal Non Personnel Cost	88,000	88,000	94,000	6,000
TOTAL	5,824,000	5,824,000	6,006,000	182,000
FTE	55	55	55	0

Table 4
COURT REPORTING & RECORDING DIVISION
Detail Difference, FY 2010/2012

Object Class	Description of Request	FTE	Cost	Difference FY 2010/2012
11 - Personnel Compensation	Current Position WIG		139,000	
<i>Subtotal 11</i>				<i>139,000</i>
12 - Personnel Benefits	Current Position WIG		37,000	
<i>Subtotal 12</i>				<i>37,000</i>
<i>Subtotal Personal Services</i>				<i>176,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service	Built-In		2,000	
26 - Supplies & Materials	Built-In		2,000	
31 - Equipment	Built-In		2,000	
<i>Subtotal Non-Personal Services</i>				<i>6,000</i>
Total				182,000

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

Grade	FY 2010 Enacted	FY 2011 Annualized CR	FY 2012 Request
JS-3			
JS-4			
JS-5			
JS-6	1	1	1
JS-7	4	4	4
JS-8	6	6	6
JS-9	2	2	2
JS-10	3	3	3
JS-11	9	9	9
JS-12	26	26	26
JS-13			
JS-14	2	2	2
JS-15	1	1	1
JS-16			
JS-17			
CES	1	1	1
Total Salaries	4,587,000	4,587,000	4,726,000
Total FTEs	55	55	55

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

<u>FY 2010 Enacted</u>		<u>FY 2011 Annualized CR</u>		<u>FY 2012 Request</u>		<u>Difference FY 2010/2012</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	2,470,00	20	2,470,00	24	3,093,000	4	623,000

Mission

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

Organizational Background

The Human Resources Division is responsible for consistent, uniform implementation of personnel policies adopted 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 opportunity for women and members of minority groups who seek employment or participation in court programs.

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

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

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

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

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.

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.

Division MAP Objectives

Several of the Division MAP Objectives follow:

Program Area	Objective
Benefits	To promote employee satisfaction by increasing the number of employees with electronic access to retirement information by 5% starting October 2009.
Benefits	Enhance employee awareness of retirement options by increasing the frequency of retirement seminars to twice a year, starting October 2009.
Benefits	Enhance customer service to Associate Judges, Magistrate Judges, and the Court Executive Service by designing and sending individualized annual benefits statements (detailing current retirement, health, and life insurance benefits, etc.).
Employee Relations	Contribute to an environment that fosters high satisfaction among court personnel by developing and sending quarterly reports to the Executive Officer on employee relations trends inclusive of corrective action analyses (suspension or higher discipline), grievances, ADR, FMLA, probationary separations, and employee exit survey data.
Employee Relations	Contribute to a positive work environment by ensuring that managers and/or employees are trained annually on at least two human resources-related areas (e.g. FLSA, FMLA, Performance Management, etc.).
Employee Relations	Contribute to the professional development of court personnel, by ensuring that 90% of new hires attend New Employee Orientation within 30 days of start date.
Employee Relations	To gauge and enhance employee satisfaction by developing and administering a revised comprehensive exit interview questionnaire designed to collect specific but confidential information.
EEO	To contribute to a work environment free of illegal discrimination by conducting quarterly probationary staff orientation training sessions, and at least annual non-probationary and managerial-level staff training session in ethics, equal employment opportunity, and harassment.
EEO	To contribute to a diverse workforce by assessing the courts' utilization of the Washington metro area's diverse and qualified population.
Intern & Volunteer Program	To ensure the human capital resources are used effectively by exploring alternate staffing resources (e.g. volunteers) that will facilitate effective court operations beginning January 2007.
Performance Management	Contribute to an environment that fosters high satisfaction among court personnel by developing and sending a report to the Executive Officer on performance management trends inclusive of performance ratings, performance awards, and employee improvement plans beginning
Staffing	Contribute to the high satisfaction of job applicants by increasing annually the percentage of electronically filed applications by 10% above previous year target, beginning October 2008.
Staffing	To enhance applicant satisfaction by increasing the % of new hires that rate the recruitment process as satisfactory or better, beginning October 2009.

Human Resources Accomplishments - FY 2010

- **Magistrate Judges Seminars.** Developed and implemented the Magistrate Judges pre-retirement planning seminars. The seminars include individual one-on-one and follow-up by subject matter experts on topics such as FEHB, FEGLI, Estate Planning, and Retirement.
- **Pre-Retirement Planning Seminars.** In a continuing effort to increase employee knowledge of retirement benefits, the Human Resources Division introduced a fourth pre-retirement seminar focusing on procedures, forms and a check list on what is needed before retirement.
- **Retirement Labs.** Retirement labs were introduced on a monthly basis to allow the employee 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.
- **Court Executive Service Compensation & Performance Management.** Implemented consultant recommendations for Court Executive Service (CES) compensation. Contracted with vendor to improve CES Performance Plans and ensure that they are rigorous and reflect the goals and outcomes of the Courts' Strategic Plan.
- **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.** A Recruiting Process Manual was produced; the new hire survey was revised to identify areas for improving the on-boarding process; and the use of electronic job application was increased to 55% of all applications.

Workload Data

During FY 2010, the Human Resources Division processed approximately 90 Family Medical Leave Act requests, six Workers' Compensation claims, approximately 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. EEO Claims Activity included 30 employees who sought EEO counseling. Eight out of the 30 employees filed formal complaints. Those eight complaints required investigations in

accordance with Policy 600. It was determined there was no probable cause to believe there were any cases of disparate treatment. Training sessions on the Courts' Equal Employment Opportunity, Sexual Harassment, and Ethics policies were conducted quarterly in FY 2010. Session attendees averaged 25, 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 2009		FY 2010		FY 2011	FY 2012
			Goal	Actual	Goal	Estimate	Goal	Goal
Output	# of employees enrolled in dental/vision benefit program	Enrollment documents	200	435	250	480	500	500
Output	# of employees attending benefit seminars, retirement workshops, wellness fairs, etc.	Registration and attendance documents	800	406	900	1,000	900	900
Output	# of employees enrolled in dental/vision benefit program	Enrollment documents	200	435	250	480	500	500
Output	# of job applicants	Staffing Logs	1,600	5,700	2,000	3,400	2,300	2,300

FY 2012 Request

The Courts' FY 2012 request for the Human Resources Division is \$3,093,000, an increase of \$623,000 (25%) above the FY 2010 Enacted Budget. The requested increase includes \$528,000 for 4 FTEs as part of an overall re-organization of the division that will enhance HR's role and responsibilities in contributing to the Courts strategic planning efforts and attainment of goals and \$95,000 for built-in cost increases.

Strategic Human Resources, 4 FTEs, \$528,000

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, and safety and security, and workplace demands of a new generation of employees. It is apparent that the Human Resources Division must become a strategic partner within the Courts. In an effort to manage these dramatic and inevitable changes, the Courts must prepare, develop, and implement new policies and HR 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 resources management alignment is to integrate decisions about people with decisions about the results an organization is striving*

to attain². Human resources departments are becoming more consultative and involved in day-to-day management activities of an organization. To achieve the strategic human resources alignment, the Courts need to build the internal capacities of our Human Resources Division so that it can become an active partner in implementing and achieving the Courts' strategic goals and objectives.

The Courts recently contracted with a consulting firm to conduct an organizational analysis of the Human Resources Division, with the goal of aligning human resources management with the Courts' strategic goals and mission accomplishment. Preliminary findings reveal that the Courts must build their internal capacity to achieve human resources alignment. An organizational structure was proposed, which included four critical positions: a Human Resources Organizational Development and Operations Manager, a Human Resources Manager for Performance Management, a Human Resources Systems Manager, and a Human Resources Benefits Specialist.

- The Human Resources Organizational Development and Operations Manager will act as an organizational development liaison and advisor to the D.C. Courts leadership, and facilitate initiatives across the enterprise. This person will be responsible for the development and integration of human resource 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 organizational outcomes in terms of quality, quantity, cost, or timeliness. In addition, the manager will consult on the development and implementation of performance plans.
- The Human Resources Management System Manager will be responsible for planning, project coordination, and development of a cost-effective Human Resources Information Management System, while concurrently facilitating efficient operations to meet current and future business needs within the organization.
- The Human Resources Specialist (Benefits) will establish and maintain new procedures in the following areas: group life and health insurance, payroll balancing, benefit plans, records maintenance, and work/life balance activities.

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 Resources 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)

² Office of Personnel Management, Strategic Human Resources Management: Aligning with the Mission, September 1999, <<http://www.opm.gov/studies/alignment.pdf>>.

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 four 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

Positions	Grade	Number	Annual Salary	Benefits	Total Personnel Cost
HR Specialist	13	1	93,000	24,000	117,000
HR Managers	14	3	326,000	85,000	411,000
TOTAL		4	419,000	109,000	528,000

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

	FY 2010 Enacted	FY 2011 Annualized CR	FY 2012 Request	Difference FY 2010/2012
11 - Personnel Compensation	1,959,000	1,959,000	2,446,000	487,000
12 - Personnel Benefits	491,000	491,000	621,000	130,000
Subtotal Personnel Cost	2,450,000	2,450,000	3,067,000	617,000
21 - Travel, Transp. of Persons	7,000	7,000	9,000	2,000
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	7,000	7,000	9,000	2,000
31 - Equipment	6,000	6,000	8,000	2,000
Subtotal Non Personnel Cost	20,000	20,000	26,000	6,000
TOTAL	2,470,000	2,470,000	3,186,000	623,000
FTE	20	20	24	4

**Table 4
HUMAN RESOURCES DIVISION
Detail, Difference FY 2010/FY 2012**

Object Class	Description of Request	FTE	Cost	Difference FY 2010/FY 2012
11 - Personnel Compensation	Current Position WIG		68,000	
	HR Specialist	1	92,000	
	HR Managers	3	327,000	
Subtotal 11				487,000
12 - Personnel Benefits	Current Position WIG		21,000	
	HR Specialist	1	24,000	
	HR Managers	3	85,000	
Subtotal 12				130,000
21 - Travel, Transp. of Persons	Built-in increase			2,000
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	Built-in increase			2,000
31 - Equipment	Built-in increase			2,000
Total				623,000

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

	FY 2010 Enacted	FY 2011 Annualized CR	FY 2012 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7			
JS-8		1	
JS-9	4	3	4
JS-10			
JS-11	1	1	1
JS-12	5	5	5
JS-13	4	4	4
JS-14	3	4	7
JS-15	2	2	2
JS-16			
JS-17			
CEs	1	1	1
Total Salary	1,959,000	1,959,000	2,446,000
Total	20	20	24

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

<u>FY 2010 Enacted</u>		<u>FY 2011 Annualized CR</u>		<u>FY 2012 Request</u>		<u>Difference FY 2010/2012</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	10,623,000	61	10,623,000	65	11,410,000	4	787,000

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 groups 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 Court campus.
- *Courts' Case Management Applications Support* involves the daily tasks associated with court case activity from case initiation to case resolution. Events are scheduled, notices and calendars are printed, judicial decisions are recorded, and management reports produced.
- *Other Office Automation Support and Development* require the provision of automation tools, hardware and software, networks, servers and gateways, 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.
- *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.

A new IT strategic plan was developed to support the D.C. Courts' mission. To implement the new strategic plan, the IT Division created an Enterprise Architecture Board (EAB) 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 integrate the D.C. Courts' case management systems and improve the IT Division's performance is a management control framework with the participation of the Courts' senior management through an IT Steering Committee. The IT Steering Committee provides general reviews of major IT projects. The committee assists with policies regarding business alignment, effective strategic IT planning, and oversight of IT performance.

The 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 court 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 all existing desktop personal computers with the current Office 2007 Microsoft productivity software throughout the Court campus. In addition, an upgraded version of the Footprints customer service software was implemented as well as the installation of the Deploy and Asset Management modules to effectively push client software remotely and track all IT workstation and peripheral assets.
- Completed development of a Web Mediation Agreement System providing wizard like interface for the mediators, case managers, and supervisors to write mediation agreements for the Family Program of the Multi-Door Division. The new module implements workflow

based business processes improving customer service, assuring error free document generation, and allowing better accountability and management control.

- Finalized the system design and completion of the development of the Web Mediators Management System providing tracking and assessment capabilities to manage the mediators across all programs of the Multi-Door Division. The new module serves as the new centralized repository, fully integrated with the case management system, of all mediators including related status and availability information.
- Deployed the Web Voucher System module for Court of Appeals extending payment vouchers submission, approval, and tracking functionality previously available only to Superior Court cases. This new enterprise-wide system ensures better accountability and management controls while also improving resource utilization, customer service, and supporting paper reduction initiatives.
- Deployed the Web Voucher System module for the Mental Health Mental Retardation branch replacing the existing manual process in support of the Volunteer Advocate Program of the Mental Health/Mental Retardation Branch. This additional component of the enterprise system creates auditable, verifiable, and scalable processes and automates the current invoicing and workflow system.
- Converted all paper and microfilm probate wills and codicils dating back to the 1800 to a new digital format utilizing the latest scanning and software technologies. Storing these irreplaceable documents on-line prepares the Probate Division and the District of Columbia's Register of Wills for natural and man-made disasters. Additionally, the digitalization process ensures the continuity of operations while improving customer service and streamlining the legacy business process.
- Documented requirements, established the Business Intelligence Competency Center, and initiated the enterprise system selection process for the Courts' first BI solution. The proposed system allows the executive stakeholders as well as line managers to better monitor and measure performance, improve operations, and forecast future needs. It will provide better visibility into Court operations and services and will provide integration of data currently residing in disparate and unsynchronized business systems.
- Installed and configured an improved 1 gigabit point to point connectivity between the Courts' primary and secondary data centers. This includes an alternative connectivity route to the World Wide Web, and a re-designed fully redundant and fault-tolerant network topology ensuring the efficient operation of the WAN and LAN in support of business mission-critical activities. In addition, this solution supports the continuity of operations and disk based backup and recovery procedures.
- Developing an interface between the Court and the Child and Family Services Agency for electronic case initiation of abuse and neglect cases.

- Created a standardized methodology for reporting the Courtwide Performance Measures of case clearance rate, trial date certainty, and time to disposition.
- Implemented an enterprise-level general ledger application, MIP, including the migration of non-case related financial data, thereby ensuring the accuracy and integrity of the Courts' financial data.
- Implemented e-filing for the Criminal, Probate, and Tax Divisions that provides functionality for the filing of motions online.
- Upgraded the Courts' dark fiber backbone and network switches to provide gigabit connectivity, resulting in increased bandwidth to enhance performance of end user applications.
- Performed a major network redundancy test involving the major core switches of the Court's network backbone.
- Implemented and configured SIEM NetForensics. SIM ONE was replaced with CINXI security information management. Servers, security devices, and network equipment point to CINXI for log management and historical tracking. Created FISMA access control rules for event correlation in order to run ad hoc reports.

Division MAP Objectives

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

- Implement Crime & Victim Case Management System.
- Maximize staff productivity by providing up-to-date, stable, reliable technology and business process re-engineering.
- Improve access to justice by gathering requirements for redesigning Internet, enhancing remote access of case information, expanding e-filing, and upgrading the D.C. Superior Court information boards.
- 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 inter-agency case information exchange by implementing a new generation of JUSTIS interface to CourtView and CIP interface Phase II & III.

- 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.
- Implement bi-directional interfaces between the Courts' General Ledger System and Case Management System (CourtView).
- Implement court-wide performance measures.

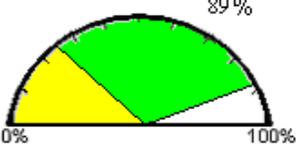
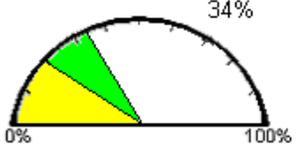
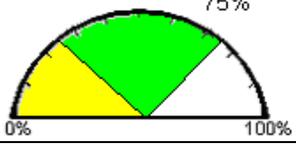
Business Process Reengineering

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 2010 as of Q2

Goal and Strategy to Complete the Goal	Progress	Rating
Goal 1. 2: The D. C. Courts will resolve cases promptly and efficiently. Strategy 1.2.3: Implement Crime & Victim Case Management System.		
Goal 2.1: The D. C. Courts will promote access to justice for all persons. Strategy 2.1.1: Maximize staff productivity by providing up-to-date, stable, reliable technology and business process re-engineering. Strategy 2.1.2: Improve access to justice by gathering requirements for redesigning Internet, enhancing remote access of case information, expanding e-filing, and upgrading the D.C. Superior Court information boards.		
Goal 4.2: The D. C. Courts will employ technology to support efficient operations and informed judicial decision-making. Strategy 4.2.1: Comply with GAO’s FISCAM by implementing internal controls, information security		

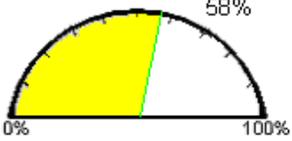
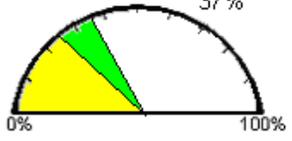
management, risk management, software verification and validation, and systems monitoring.		
<p>Goal 5.1: The D.C. Courts will provide a safe and secure environment for the administration of justice and ensure continuity of operations in the event of an emergency or disaster.</p> <p>Strategy: 5.1.4: Implement IT Disaster Recovery & Business Continuity Operations Phase II by providing an operational remote site and conducting regular testing.</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 to CourtView and CIP interface Phase II & III.</p>		

Table 2: Performance Measurements
(for FY 2010)

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 that is relative to the date at the top of this scorecard. Data will be collected on a quarterly basis. This composite index is used to develop the graphics in the overall roll-up scorecard.

Strategy 1.2.3: Implement Crime & Victim Case Management System.							
Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Project Plan by mid November 2009	100%	100%	NA	NA	NA	100%	Quarter 1 Goal
Data Conversion by June 30, 2010	100%	0%	80%	0%	NA	80%	Quarter 3 Goal
Implementation by July 31, 2010	100%	0%	92%	0%	0%	92%	FY Goal
Training by May 30, 2010	100%	0%	84%	0%	NA	84%	Quarter 3 Goal
Total Composite Index:		25%	89%	0%	0%	89%	Equal Weighting of the above (356/400).
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
WVS-COA implemented by May 1, 2010.	100%	60%	97%	0%	NA	97%	Quarter 3 Goal
WVS-MH implemented by September 30, 2010.	100%	0%	15%	0%	0%	15%	FY Goal
WVS-MD implemented by September 30, 2010.	100%	50%	95%	0%	0%	95%	FY Goal
WMAS implemented by September 30, 2010.	100%	55%	80%	0%	0%	80%	FY Goal
WMMS implemented by September 30, 2010.	100%	0%	0%	0%	0%	0%	FY Goal
WIS implemented by September 30, 2010.	100%	10%	15%	0%	0%	15%	FY Goal
WRS implemented by May 31, 2010.	100%	0%	5%	0%	NA	5%	Quarter 3 Goal
Transcripts organized and indexed by May 31, 2010.	100%	75%	100%	0%	NA	100%	Quarter 3 Goal
Wills (1801-2009) digitized and indexed by April 30, 2010.	100%	30%	50%	0%	NA	50%	Quarter 3 Goal

Procurement Management System implemented by September 30, 2010.	100%	5%	5%	0%	0%	5%	FY Goal
NetDMS system installed and tested by September 30, 2010.	100%	0%	0%	0%	0%	0%	FY Goal
Total Composite Index:		26%	42%	0%	0%	42%	Equal Weighting of the above (462/1100)
Strategy 2.1.2: Improve access to justice by gathering requirements for redesigning Internet, enhancing remote access of case information, expanding eFiling, and upgrading the D.C. Superior Court information boards.							
Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Redesign of Internet by September 30,2010.	30%	0%	5%	0%	0%	17%	FY Goal
Redesign of Intranet by September 30,2010.	60%	0%	10%	0%	0%	17%	FY Goal
Enhance Public Access by adding images by September 30, 2010.	50%	10%	10%	0%	0%	20%	FY Goal
Expand eFiling to include Probate, Small Claims, and Landlord & Tenant by September 30, 2010.	75%	0%	0%	0%	0%	0%	FY Goal
Implementation of C-10 Case Information Board by March 31, 2010.	100%	10%	10%	0%	NA	10%	Quarter 3 Goal
Total Composite Index:		6%	13%	0%	0%	13%	Equal Weighting of the above (64/500).
Total 2.1 Index:		20%	34%	0%	0%	34%	(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
Access Control (AC) Findings Corrected by October 31, 2010.	100%	80%	90%	0%	0%	90%	FY Goal
Application Software Development and Change Controls (CC) Findings Corrected by October 31, 2010.	100%	0%	90%	0%	0%	90%	FY Goal
Entity-Wide Security Program Planning and Management (SP) Findings Corrected by April 30, 2010.	100%	20%	90%	0%	NA	90%	Quarter 3 Goal
System Software (SS) Findings Corrected by April 30, 2010.	100%	30%	90%	0%	NA	90%	Quarter 3 Goal
Segregation of Duties (SD) Findings Corrected by October 31, 2010.	100%	0%	0%	0%	0%	0%	FY Goal
Service Continuity (SC) Findings Corrected by September 30, 2010.	100%	20%	90%	0%	0%	90%	FY Goal
Total Composite Index:		42%	0%	0%	0%	42%	(450/600)
Strategy: 5.1.4: Implement IT Disaster Recovery & Business Continuity Operations Phase II by providing an operational remote site and conducting regular testing.							
Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Essential Functions Site C is able to facilitate by May 30, 2010	100%	66%	66%	0%	NA	66%	Quarter 3 Goal
Number of Completed DR tests according to the IT DRP.	2 (100%)	50%	50%	0%	0%	50%	FY Goal
Total Composite Index:		58%	58%	0%	0%	58%	Equal Weighting of the above (116/200).
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 bi-directional CIP interface Phase II & III by September 30, 2010.	100%	65%	85%	0%	0%	65%	FY Goal
Number of interfaces migrated to IJISBroker environment.	1	0%	0%	0%	0%	0%	FY Goal
Implement CourtView to JUSTIS bi-directional interface for arrest and charge data exchange by September 30, 2010.	100%	10%	25%	0%	0%	25%	FY Goal
Total Composite Index:		25%	37%	0%	0%	37%	Equal Weighting of the above (110/300)
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
Complete spending plan of current IT funding by September.	100%	100%	100%	0%	0%	100%	FY Goal
Completed needs analysis and fiscal forecasting used for budgeting documents by May 31, 2010.	100%	95%	95%	0%	NA	95%	Quarter 3 Goal
Invoices are tracked and approved by each COTR.	90%	85%	87%	0%	0%	48%	Quarterly Goal (Qn/90)/4 + Previous Qtr results
Number of monthly reports prepared timely.	100%	100%	100%	0%	0%	50%	Quarterly Goal (Qn/100)/4 + Previous Qtr results
Submission of branch level funding request for each fiscal year by May 31, 2010.	100%	70%	95%	0%	NA	95%	Quarter 3 Goal
Submission of the IT Fiscal operating budget and Capital budget and each subsequent year by June 30, 2010	100%	85%	95%	0%	NA	95%	Quarter 3 Goal
All major IT hardware and software and service acquisitions submitted and presented to ITSC for review and approval.	100%	90%	100%	0%	0%	100%	FY Goal
Conduct quarterly budgetary division close-outs including the identification of undelivered orders and potential de-obligations.	100%	100%	100%	0%	0%	50%	Quarterly Goal (Qn/100)/4 + Previous Qtr results
Invoices audited quarterly.	100%	100%	100%	0%	0%	50%	Quarterly Goal (Qn/100)/4 + Previous Qtr results
<i>Total Composite Index:</i>		60%	76%	0%	0%	76%	Equal Weighting of the above (683/900)
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
Complete system testing by November 30, 2009.	100%	60%	80%	NA	NA	60%	Quarter 1 Goal
User Acceptance by February 28, 2010.	100%	20%	50%	NA	NA	50%	Quarter 2 Goal
Implement MIP bi-directional Interface by April 1, 2010.	100%	25%	60%	0%	NA	60%	Quarter 3 Goal
<i>Total Composite Index:</i>		35%	57%	0%	0%	57%	Equal Weighting of the above. (170/300)
Strategy 6.2.3: Implement courtwide performance measures							
Performance Metric	Target Goal	Q1	Q2	Q3	Q4	% Complete	Notes
Complete Trial Date Certainty Reports by November 30, 2009.	100%	100%	NA	NA	NA	100%	Quarter 1 Goal
Complete Age for Active Pending Caseload Reports by April 9, 2010.	100%	10%	50%	0%	NA	50%	Quarter 3 Goal
<i>Total Composite Index</i>		55%	75%	0%	0%	75%	Equal Weighting of the above (150/200).
<i>Total 6.2 Index:</i>		32%	64%	0%	0%	64%	(Average of individual items in 6.2.1, 6.2.2 & 6.2.3)

FY 2012 Request

The D.C. Courts' FY 2012 request for the Information Technology Division is \$11,410,000, an increase of \$787,000 (7%) above the FY 2010 Enacted Budget. New FY 2012 request consists of \$300,000 for 3 FTEs – 2 FTEs are for Audio Electronic Technicians to support high-tech equipment and 1 FTE is for an Information Security Officer to administer and manage the courtwide IT security enterprise – and built-in cost increases of \$369,000 (see Table 5).

High Tech Training Center: Multimedia Specialist (2) (JS-11), \$163,000

Problem Statement. To enhance the efficiency of court operations and better serve the needs of the public and judicial officers, the Courts continue to make significant investments in high-tech equipment for use in the courtrooms. Many courtrooms are being renovated, and high-tech equipment is being built into the newly renovated courtrooms. The Information Technology Division is responsible for maintaining and operating all audiovisual and courtroom technology equipment. The introduction of new technology in the courtrooms is significantly increasing the audiovisual and courtroom technology service requests. To meet the increasing usage of high-tech equipment in the courtroom, the IT Division is in need of two Multimedia Specialists.

Relationship to Court Mission and Goals. The hiring of two Multimedia Specialists will help the D.C. Courts meet the goals of timely administration of justice through the ability to support the growth of technology in a timely manner, thereby increasing the efficiency of court operations.

Relationship to Divisional Objectives. The core function of the D.C. Courts' IT Division is to provide computing capabilities critical to the administration of justice. Hiring two Multimedia Specialists will allow the IT Division to meet three of its strategic goals, which are to:

- Devise and provide a means of developing, coordinating and implementing courtroom technology and its usage to improve and streamline court management and operation in a multi-site environment.
- Maximize staff productivity by providing up-to-date, stable, and reliable technology
- Continuously improve customer support for a multi-location and multi-platform environment.

Expenditure Plan. Funds will be used to hire two employees at the JS-11 level.

Performance Indicators. Success of the initiative will be measured by the utilization, stability, and reliability of the courtroom technology equipment, as well as customer satisfaction with the equipment and technical support services.

Information Security Officer (1) (JS-14), \$137,000

Problem Statement. To manage the increasing information security threat potential to the D.C. Courts' technology systems and IT infrastructure, to ensure compliance with federal and local guidelines, and to provide better internal controls and accountability, the Courts request resources for an Information Security Officer. Over the years, the Courts' many new applications and IT infrastructure have been implemented and installed. These mission critical systems are used by more than 1300 users. Currently the Courts' IT Division has two staff devoted to information security --a System Security Administrator and a System Manager.

The current staffing level is inadequate to prevent and react to internal and external security breaches while also supporting day to day operations, promoting security awareness and education, ensuring accountability and compliance, and devising future systems and architectures. Augmenting the information security staff with an Information Security Officer

will enable the Courts to protect the enterprise information systems. The Information Security Officer will serve as the focal point for security compliance related activities.

Relationship to Court Mission and Goals. An Information Security Officer directly supports the Courts’ Strategic Goal 5.1.4, “Implement procedures to protect the Courts’ vital records in the event of an emergency or disaster.” The position will also support a number of other Strategic Issues, including “Fair and Timely Case Resolution”, and “Access to Justice”.

Relationship to Divisional Objectives. The core mission of the D.C. Courts’ IT Division is to facilitate the fair and efficient administration of justice by providing secure access to accurate, timely, easily accessible information and integrated information systems. An Information Security Officer will help the IT Division meet its strategic goals.

Expenditure Plan. The Information Security Officer will be recruited and hired in accordance with the Courts’ Personnel Policies.

Performance Indicators. Success of this initiative will be measured by the ability to keep the court information and information systems free from unauthorized access, use, disclosure, disruption, modification, or destruction.

Table 3
INFORMATION TECHNOLOGY DIVISION
New Positions Requested

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Multimedia Specialist	JS-11	2	\$129,000	\$34,000	\$163,000
Information Security Officer	JS-14	1	\$109,000	\$28,000	\$137,000
Total		3	\$238,000	\$62,000	\$300,000

Table 4
INFORMATION TECHNOLOGY DIVISION
Budget Authority by Object Class

	FY 2010 Enacted	FY 2011 Annualized CR	FY 2012 Request	Difference FY 2010/2012
11 - Personnel Compensation	6,451,000	6,451,000	6,978,000	527,000
12 - Personnel Benefits	1,466,000	1,466,000	1,604,000	138,000
Subtotal Personnel Cost	7,917,000	7,917,000	8,582,000	665,000
21 - Travel, Transp. of Persons	0	0	0	0
22 - Transportation of Things	0	0	0	0
23 - Rent, Commun. & Utilities	419,000	419,000	438,000	19,000
24 - Printing & Reproduction	0	0	0	0
25 - Other Services	1,719,000	1,719,000	1,795,000	76,000
26 - Supplies & Materials	164,000	164,000	172,000	8,000
31 - Equipment	404,000	404,000	423,000	19,000
Subtotal Non-Personnel Cost	2,706,000	2,706,000	2,828,000	122,000
TOTAL	10,623,000	10,623,000	11,410,000	787,000
FTE	61	61	65	4

Table 5
INFORMATION TECHNOLOGY DIVISION
Detail Difference, FY 2010/2012

Object Class	Description of Request	FTE	Cost	Difference FY 2010/2012
11 - Personnel Compensation	Current Positions WIG		195,000	
	Multimedia Spec (FY11 Pres rec)		94,000	
	Audio Electronic Technician	2	129,000	
	Information Security Officer	1	109,000	
<i>Subtotal 11</i>				<i>527,000</i>
12 - Personnel Benefits	Current Positions WIG		52,000	
	Multimedia Spec (FY11 Pres rec)		24,000	
	Audio Electronic Technician	2	34,000	
	Information Security Officer	1	28,000	
<i>Subtotal 12</i>				<i>138,000</i>
Subtotal Personal Services				
21 - Travel and Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	Built-in Increase		19,000	19,000
24 - Printing & Reproduction				
25 - Other Services	Built-in Increase		76,000	
26 - Supplies and Materials	Built-in Increase		8,000	
31 - Equipment	Built-in Increase		19,000	
Subtotal Non-Personal Services				122,000
Total				787,000

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

Grade	FY 2010 Enacted	FY 2011 Annualized CR	FY 2012 Request
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	4
JS-11	2	2	2
JS-12	4	4	2
JS-13	32	32	35
JS-14	8	8	8
JS-15	2	2	1
CEMS			2
CES	1	1	1
Total Salaries	6,451,000	6,451,000	6,978,000
Total FTEs	61	61	65

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

<u>FY 2010 Enacted</u>		<u>FY 2011</u>		<u>FY 2012 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>
3	479,000	3	479,000	4	660,000	1	181,000

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 2012 Request

In FY 2012, the Courts request \$660,000 for the Office of the General Counsel, an increase of \$181,000 (38%) above the FY 2010 Enacted Budget. The requested increase consists of \$161,000 for an FTE (Associate General Counsel) and \$20,000 for built-in increases.

Associate General Counsel (JS-15), \$161,000

Problem Statement. To keep pace with the increasing number and complexity of legal issues facing the D.C. Courts, the Office needs the services of an additional attorney position. Since 2001, the Office has had three attorney positions. Due to restructuring, one attorney position was recently transferred to the Human Resources Division to address the increasing workload in the human resources legal analysis area. However, the bulk of the duties associated with that position remain with the Office, and will be assigned to the requested position. In addition, court initiatives, legislative mandates and procurement activities relating to capital construction projects, large-scale information technology projects, financial, personnel, jury and records management have resulted in increased requests for interpretation and guidance concerning management's legal rights and responsibilities as they relate to operations, appropriations, contracts, leases, procurement, interagency agreements, ethics and various internal policies and procedures. Privacy and security concerns related to advances in electronic communications and recordkeeping require extensive legal analysis, and requests for guidance on litigation discovery and benefits have also increased the workload of the Office. The increased workload of the Office has resulted in increases in the time required to respond to requests, and in the hiring of a contractor to do work for the Superior Court's Rules Committee and the farming-out of related research work to court personnel outside the Office. An additional attorney would enable the Office to timely provide comprehensive in-house legal interpretation and guidance to the Courts.

Proposed Solution. Another attorney position (JS-15) will be necessary to timely answer requests from management for advice and guidance on the myriad of legal issues directed to in-house counsel, and also to serve as legal advisor to the Superior Court Rules Committee.

Relationship to Courts Mission, Vision and Strategic Goals. Successful implementation of the Courts' Mission, Vision, and all its Strategic Goals is dependent upon the pursuit of these objectives consistent with legal demands and limitations. Specifically, the Office has in the past 12 months worked on issues involving Goal 1.1, Strategy 1.12 (Ensure that juror pools reflect the characteristics of the D.C. community); Goal 1.2, Strategy 1.2.3 (Provide accurate and timely information to judicial officers, court personnel, and other court participants); Goal 5.1, Strategy 5.1.3 (Ensure that the Courts' Continuity of Operations Plan is coordinated with all justice system components, continuously assessed and updated, and appropriately communicated); Strategy 5.1.4 (Implement procedures to protect the Courts' vital records in the event of an emergency or disaster) and Goal 6.2, Strategy 6.2.4 (Establish programs and procedures based on proven practices and research that enhance the administration of justice).

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

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

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

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

Table 1
OFFICE OF THE GENERAL COUNSEL
New Position Requested

Position	Grade	Number	Annual Salary	Benefits	Total Personnel Costs
Associate General Counsel	15	1	\$128,000	\$33,000	\$161,000

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

	FY 2010 Enacted	FY 2011 Annualized CR	FY 2012 Request	Difference FY 2010/2012
11 - Personnel Compensation	376,000	376,000	517,000	141,000
12 - Personnel Benefits	93,000	93,000	129,000	36,000
<i>Subtotal Personnel Cost</i>	<i>469,000</i>	<i>469,000</i>	<i>646,000</i>	<i>177,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	7,000	7,000	9,000	2,000
31 - Equipment	3,000	3,000	5,000	2,000
<i>Subtotal Non-Personnel Cost</i>	<i>10,000</i>	<i>10,000</i>	<i>14,000</i>	<i>4,000</i>
TOTAL	479,000	479,000	660,000	181,000
FTE	3	3	4	1

Table 3
OFFICE OF THE GENERAL COUNSEL
Detail, Difference FY 2010/2012

Object Class	Description of Request	FTE	Cost	Difference FY 2010/2012
11 - Personnel Compensation	Current Positions WIG		13,000	
	Associate General Counsel	1	128,000	
<i>Subtotal 11</i>				<i>141,000</i>
12 - Personnel Benefits	Current Positions WIG		3,000	
	Associate General Counsel	1	33,000	
<i>Subtotal 12</i>				<i>36,000</i>
21 - Travel and Transportation				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies and Materials	Built-in Increase			2,000
31 - Equipment	Built-in Increase			2,000
Total				181,000

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

Grade	FY 2010 Enacted	FY 2011 Annualized CR	FY 2012 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7			
JS-8			
JS-9			
JS-10	1	1	1
JS-11			
JS-12			
JS-13			
JS-14			
JS-15	1	1	2
JS-16			
JS-17			
CES	1	1	1
Total Salaries	376,000	376,000	517,000
Total FTEs	3	3	4

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

<u>FY 2010 Enacted</u>		<u>FY 2011 Annualized CR</u>		<u>FY 2012 Request</u>		<u>Difference FY 2010/2012</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
9	1,150,000	9	1,150,000	9	1,190,000	0	40,000

Mission

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

Introduction

The Research and Development Division conducts social science research and policy studies on court operations and administrative functions; performs grant development activities and monitors grants in progress; conducts program evaluations and performance assessments; coordinates and provides oversight to independent program evaluations of court functions conducted by universities, research firms and other non-profit organizations; administers surveys of court stakeholders; monitors emerging issues in court administration and criminal justice and advises judges and other court officials on best and 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 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 IJIS report development and verification; a *research and program evaluation function*, which conducts best practice research, administers and analyzes stakeholder surveys, assesses court performance and conducts or provides oversight of independent evaluations of court programs and practices, including Family Court, juvenile and adult re-offending, and the Courts’ problem-solving courts; a *court information function*, which reports on court-related activities reported in daily newspapers, research publications and other sources. It includes a *Research and Development Resource Library* of over 4,500 electronically

searchable holdings for use by judges and court staff in topic areas including court administration, criminal and juvenile justice, child welfare, resource development, and social science research and evaluation methods.

Division and MAP Objectives

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

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

Division Restructuring 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 2010 on improvements to its major business processes. Advances made in FY 2010 included: 1) Developing an Evaluation Protocol that defines court-wide procedures for the identification, acceptance and implementation of program evaluations at the Courts, including assessing the readiness of programs for evaluation, establishing an internal project review process, developing standard informed consent forms for interview and study subjects, compliance with federal regulations concerning the protection of human subjects and reviewing requests from universities, other independent organizations and researchers with an interest in evaluating Courts' programs; 2) Enhancing performance monitoring by routinely conducting special and advanced analyses of court operational data, developing guides for divisions in verifying statistical reports and conducting sessions with division-level users on interpreting statistical tables; 3) Piloting a data integrity protocol for use by operating divisions to ensure the consistency and usefulness of information recorded in IJIS with arrest, release and other documents critical to case and offender management and public safety; 4) Initiating and designing a data encryption application and written procedures in consultation with IT to provide the secure electronic transmission of data extracts to researchers, evaluators and other analysts external to the Courts authorized to obtain the Courts' data; 5) Enhancing graphics, explanatory and other language in the *Statistical Summary* of the Courts' Annual Report to be more informative, user friendly and

accessible on the Courts' website; 6) 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 implement program improvements; 7) Designing, with support from IT, 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; 8) 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; 9) Routinely assessing compliance with grant spending plans and reporting requirements; and 10) Developing templates and standard reporting formats for best and evidence-based practice research and survey results.

Workload and Performance Measures

R&D's internal performance measurement system is designed to monitor activities in the Division's eight principal MAP functional areas of: 1) Program evaluation and court-wide performance monitoring; 2) Resource development (i.e., grant seeking, monitoring and administration); 3) Best practices and other research studies; 4) Program design and pilot implementation; 5) Survey administration, data analysis and reporting; 6) Statistical report production, including the Courts' annual *State of the Judiciary* and *Statistical Summary*; 7) Court information dissemination; and 8) Special project development and/or management.

The performance measures provided in Table 1 align with the Division's current and projected MAP objectives, the Courts' Strategic Plan and court-wide performance measures. The measures also reflect shifts in demand for the Division's technical services and changes in the 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. Among other things, the measures illustrate an increasing demand for technical assistance from R&D in performance monitoring and reporting, including survey analysis, which doubled in FY 2010, and statistical report development to support strategic management and the full implementation of IJIS.

Table 1
RESEARCH AND DEVELOPMENT DIVISION
Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	FY 2009		FY 2010		FY 2011		FY 2012	
			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	8	15	9	9	9	9	12	15
Output	# of performance reports completed (including data extracts and analysis, process reviews and program evaluations)	Division/ Court Records	4	12	7	7	8	8	10	12
Output	# of surveys designed, administered and/or analyzed (including stakeholder surveys)	Division/ Court Records	15	23	18	20	20	20	20	20
Output	# of grant proposals submitted (new/continuing)	Division/ Court records	12	15	15	15	12	12	12	12
Output	# of special projects developed / managed	Division/ Court records	5	10	5	5	4	4	4	4

FY 2012 Request

In FY 2012, the Courts request \$1,190,000 for the Research and Development Division, an increase of \$40,000 (3%) above the FY 2010 Enacted Budget. The requested increase consists entirely of built-in cost increases.

Table 2
RESEARCH AND DEVELOPMENT DIVISION
Budget Authority by Object Class

	FY 2010 Enacted	FY 2011 Annualized CR	FY 2012 Request	Difference FY 2010/2012
11 - Personnel Compensation	913,000	913,000	941,000	28,000
12 - Personnel Benefits	230,000	230,000	238,000	8,000
Subtotal Personal Services	1,143,000	1,143,000	1,179,000	36,000
21 - Travel, Transp. Of Persons	0	0	0	0
22 - Transportation of Things	0	0	0	0
23 - Rent, Comm. & Utilities	0	0	0	0
24 - Printing & Reproduction	0	0	0	0
25 - Other Services	0	0	0	0
26 - Supplies & Materials	3,000	3,000	5,000	2,000
31 - Equipment	4,000	4,000	6,000	2,000
Subtotal Non-Personal Services	7,000	7,000	11,000	4,000
TOTAL	1,150,000	1,150,000	1,217,000	40,000
FTE	9	9	9	0

Table 3
RESEARCH AND DEVELOPMENT DIVISION
Detail, Difference FY 2011/FY 2012

Object Class	Description of Request	FTE	Cost	Difference FY 2010/2012
11 - Personnel Compensation	Current Positions WIG		28,000	
<i>Subtotal 11</i>				<i>28,000</i>
12 - Personnel Benefits	Current Position WIG		8,000	
<i>Subtotal 12</i>				<i>8,000</i>
<i>Subtotal Personal Services</i>				
21 - Travel, Transp. Of Persons				
22 - Transportation of Things				
23 - Rent, Comm. & Utilities				
24 - Printing & Reproduction				
25 - Other Service				
26 - Supplies & Materials	Built-in increase		2,000	
31 - Equipment	Built-in increase		2,000	
<i>Subtotal Non-Personal Services</i>				<i>4,000</i>
Total				40,000

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

Grade	FY 2010 Enacted	FY 2011 Annualized CR	FY 2012 Request
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	3
JS-14			
JS-15	1	1	1
JS-16			
JS-17			
CES	1	1	1
Total Salaries	913,000	913,000	941,000
Total FTEs	9	9	9

**DISTRICT OF COLUMBIA COURT SYSTEM
MANAGEMENT ACCOUNT**

<u>FY 2010 Enacted</u>		<u>FY 2011 Annualized CR</u>		<u>FY 2012 Request</u>		<u>Difference FY 2010/2012</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	21,684,000	0	21,684,000	0	22,466,000	0	782,000

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 2012 Request

In FY 2012, the D.C. Courts request \$22,466,000 for the Management Account, an increase of \$782,000 (4%) over the FY 2010 Enacted Budget. The requested increase includes a \$1,000,000 reduction from a non-recurring item in FY 2010, \$887,000 of built-in cost increases and \$895,000 for supplies and equipment discussed in the Initiatives Section of this request to address needs identified by security assessments, including additional security cameras and a back-up to the electronic access control system.

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

	FY 2010 Enacted	FY 2011 Annualized CR	FY 2012 Request	Difference FY 2010/2012
11 - Personnel Compensation	35,000	35,000	37,000	2,000
12 - Personnel Benefits	162,000	162,000	162,000	0
<i>Subtotal Personnel Cost</i>	<i>197,000</i>	<i>197,000</i>	<i>199,000</i>	<i>2,000</i>
21 - Travel, Transp. of Persons	118,000	118,000	123,000	5,000
22 - Transportation of Things	3,000	3,000	5,000	2,000
23 - Rent, Commun. & Utilities	10,316,000	10,316,000	10,766,000	450,000
24 - Printing & Reproduction	75,000	75,000	79,000	4,000
25 - Other Services	8,949,000	8,949,000	9,338,000	389,000
26 - Supplies & Materials	311,000	311,000	401,000	90,000
31 - Equipment	1,715,000	1,715,000	1,555,000	-160,000
<i>Subtotal Non- Personnel Cost</i>	<i>21,487,000</i>	<i>21,487,000</i>	<i>22,267,000</i>	<i>780,000</i>
TOTAL	21,684,000	21,684,000	22,466,000	782,000
FTE	0	0	0	0

Table 2
MANAGEMENT ACCOUNT
Detail Difference, FY 2010/2012

Object Class	Description of Request	Cost	Difference FY2010/2012
11 - Personnel Compensation	Built-in Increase		2,000
12 - Personnel Benefits			
21 - Travel and Transportation	Built-in Increase		5,000
22 - Transportation of Things	Built-in Increase		2,000
23 - Rent, Commun. & Utilities	Built-in Increase		450,000
24 - Printing & Reproduction	Built-in Increase		4,000
25 - Other Services	Built-in Increase		389,000
26 - Supplies and Materials	Built-in Increase	15,000	
	Security Officer Supplies	75,000	
Subtotal - 26			90,000
31 - Equipment	Built-in Increase	20,000	
	Security Camera System	140,000	
	Security Access Control Back-up System	500,000	
	Mail Screening X-Ray Machine	43,000	
	Security Officer Equipment	137,000	
	Non-Recurring Item	-1,000,000	
Subtotal - 31			-160,000
Total			782,000