

OPEN
TO ALL,
TRUSTED
BY ALL,
JUSTICE
FOR ALL.



2023 - 2027
STRATEGIC PLAN
OF THE DISTRICT OF COLUMBIA COURTS

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MESSAGE FROM THE JOINT COMMITTEE ON JUDICIAL ADMINISTRATION



After extensive deliberation and stakeholder outreach, the District of Columbia Courts are pleased to present our 2023-2027 Strategic Plan. As we work to overcome the challenges of a global pandemic and ongoing judicial vacancies, this Plan is a foundation for the Courts in the effort to fulfill our vision of being Open to All, Trusted by All, with Justice for All. We look forward to implementing it over the next five years.

The Plan identifies six goals connected to our vision and mission that demonstrate what the Courts strive to achieve: *Access to Justice for All, Public Trust and Confidence, A Great Place to Work, Effective Court Administration, Fair and Timely Case Resolution, and Racial Equity and Cultural Competence*. When developing a new strategic plan, the Courts closely examine and fine-tune the goals to ensure that we are continually forward-thinking to anticipate changing circumstances and new challenges. We believe that these goals represent the core of what we must pursue to best serve the public.

Each goal is fundamental in advancing the Courts' future direction. *Access to Justice for All* embodies our efforts to ensure that all court participants have full access to the Courts and our services, including people who have limited or no attorney representation, who have limited


literacy or English language skills, or who are mentally or physically disabled. *Public Trust and Confidence* represents the Courts' efforts to foster community engagement, provide a positive court user experience, and share our performance data so that the community is confident in our commitment and ability to deliver justice and court services. *A Great Place to Work* reflects our dedication to promoting the professional growth, safety, and well-being of the Courts' greatest resource, our workforce. *Effective Court Administration* helps to strengthen the work of the Courts through the fiscally wise use of resources that enable safe facilities, modern and secure technology, and operational efficiencies. Supporting the Courts' mission of protecting rights and liberties and upholding the rule of law, *Fair and Timely Case Resolution* represents our effort to improve the timeliness of case resolution while providing fair outcomes for court participants. And, finally, *Racial Equity and Cultural Competence* demonstrates our commitment as part of a diverse community to help overcome racial injustices and promote the goals of diversity, equity, inclusion, and belonging.

The Plan identifies multiple strategies to address each of these goals. The strategies pinpoint specific focus areas that show how we will work during the next five years to pursue each goal. Each strategy is linked with one or two key results in the Plan, which are examples of how we will measure our progress toward accomplishing the goals. Together, these elements of the Plan hold us accountable by communicating what we want to achieve and how we want to achieve it and by identifying measurable initiatives that can be used to track and report our progress.

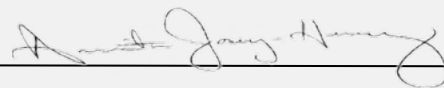
We thank the members of the Strategic Planning Leadership Council (SPLC) who worked for more than a year to craft these goals, strategies, and key results. SPLC deliberated about the various aspects of the Plan and coordinated the strategic planning process, and we could not have developed the Plan without the commitment of those who participated in SPLC. We are also grateful for the leadership of Judge Phyllis D. Thompson of the Court of Appeals and Judge Marisa J. Demeo of the Superior Court who helped guide the process as Co-Chairs for SPLC.

The more than 2,500 stakeholders and court participants who provided valuable insights about the Courts during the past year were also essential to the strategic planning process. The Courts conducted outreach through surveys or forums with court employees, judges, court participants, attorneys, agencies, and non-profits in the community. The contents of the Plan reflect their participation in this process, as they helped us establish strategic priorities and identify areas for enhancing the Courts.

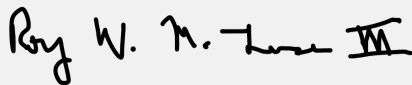
With the release of this Plan, the Courts have completed more than 20 years of strategic management practices to promote justice and serve the public. As we commence this 2023-2027 cycle of strategic planning and management, the Courts are ready to work toward accomplishing this Plan and empowering a strong future for the judicial branch and the District of Columbia.



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




Anita M. Josey-Herring
Chief Judge, Superior Court



Roy McLeese
Associate Judge, Court of Appeals



Alfred Irving Jr.
Associate Judge, Superior Court



Marisa J. Demeo
Associate Judge, Superior Court

ABOUT THE DISTRICT OF COLUMBIA COURTS

Court of Appeals



Congress established the District of Columbia Court of Appeals as the highest court of the District of Columbia in 1970. At its full complement, the Court consists of a chief judge, eight associate judges, and retired judges who have been recommended and approved as senior judges. The District of Columbia is one of only 10 jurisdictions in the country with a single appellate court that serves as both an intermediate court of appeals and a court of last resort. Thus, the Court of Appeals reviews trial court decisions, interprets the law, and develops the application of the law for future cases.

Superior Court



Congress established the District of Columbia Superior Court as the trial court of general jurisdiction for the District of Columbia in 1970. At its full complement, the Court consists of a chief judge and 61 associate judges. The Court is also assisted by the service of 26 magistrate judges as well as retired judges who have been recommended and approved as senior judges. The Superior Court handles all local trial matters, including civil, criminal, domestic violence, family, probate, tax, landlord-tenant, small claims, and traffic. Other operations at the Superior Court include the Family Court Social Services Division, which is the District of Columbia's juvenile probation department that provides supervision and services for approximately 2,400 youths annually. The Superior Court's Multi-Door Dispute Resolution Division administers mediation programs for civil, family, tax, probate, small claims, and landlord/tenant matters. The Special Operations Division oversees the jurors' office, interpreting services, the childcare center, and other functions. The Court's Crime Victims Compensation Program assists victims of violent crime and their families with crime-related expenses. The Office of Auditor Master reviews and ensures financial accuracy in cases involving disputes over assets and property.

The Superior Court operates several problem-solving courts and programs including the mental health court, family treatment court, fathering court, adult drug court, HOPE court, and the juvenile behavioral diversion program. These programs bring together criminal justice organizations and agencies, community service providers, and associated resources to respond to crime and safety issues, hold offenders accountable, address court participants' needs and the underlying causes of their criminal behavior, improve the quality of life, and administer justice.



The Court System divisions provide shared services to the Court of Appeals and Superior Court. These divisions include Administrative Services, Budget and Finance, Capital Projects and Facilities Management, Court Reporting, General Counsel, the Center for Education and Training, Human Resources, Information Technology, and Strategic Management.

OUR VISION

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

Open to All, Trusted by All, Justice for All

OUR MISSION

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

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

OUR VALUES

The Courts' six values represent core principles that guide the expected behavior and conduct for all personnel and judges. Each of us has the personal responsibility to carry out job duties and interact with all colleagues, court participants, and members of the public in accordance with the Courts' values. These values communicate a court culture that upholds the highest standards of professionalism, service, and performance.



EXPLANATION OF GOALS, STRATEGIES, AND KEY RESULTS

The 2023 – 2027 Strategic Plan includes six goals that demonstrate what we strive to achieve in pursuit of our vision, mission, and values. To show how these goals serve the Courts’ overall vision, we have connected them with the three elements of our vision statement: Open to All, Trusted by All, Justice for All.

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

The first goal of Access to Justice for All helps fulfill our vision of being Open to All by reducing the barriers to full and meaningful participation for all court users. The next three goals – Public Trust and Confidence, A Great Place to Work, and Effective Court Administration – help the Courts to be Trusted by All by fostering a healthy workplace and court operations that provide for a positive court user experience and by promoting strong community engagement. The final two goals – Fair and Timely Case Resolution and Racial Equity and Cultural Competence – advance Justice for All by furthering the Courts’ mission of administering judicial matters fairly and efficiently for all court participants while working to dismantle the roadblocks to racial equity in our diverse community.

The Plan also identifies strategies and key results for each goal. Strategies offer clarity and direction by articulating substantive focus areas for the advancement of the six goals. Key results associated with the strategies highlight some of the specific, measurable initiatives the Courts will work to accomplish during the next five years within each focus area. Collectively, the goals, strategies, and key results give life to the Plan by communicating a forward-thinking vision, showing how we will work to elevate the Courts in the promotion of justice and service to the community, and providing a pathway to track and report our progress.

DEVELOPMENT OF THE STRATEGIC PLAN

The Strategic Planning Leadership Council (SPLC) deliberated for over a year to develop the goals, strategies, and key results identified in this Plan. SPLC is composed of judges and staff who work in a full range of positions across the Courts, including associate judges, magistrate judges, senior leaders, division directors, and other employees, offering deep and diverse insights about the Courts. Judge Phyllis D. Thompson of the Court of Appeals and Judge Marisa J. Demeo of the Superior Court guided the strategic planning process as Co-Chairs for SPLC.

We collected and analyzed a variety of data and research to help inform the strategic planning process, including extensive outreach to our stakeholders. Gathering insights from internal stakeholders, a series of forums were conducted with court employees and senior managers. We also surveyed magistrate, associate, and senior judges at the Court of Appeals and Superior Court. This outreach enabled judges and personnel who work in a diversity of jobs across the Courts to help evaluate priorities for this Plan, identify areas for change or enhancement, and discuss our future direction.

Surveys were also administered to our external stakeholders. Over 1,334 court participants, 803 attorneys, and 28 non-profits and agencies responded to the surveys, offering guidance about strategic planning priorities, rating their satisfaction with various aspects of the court system, and providing a wealth of comments for our consideration. The Courts could not have adequately crafted this Plan without their insights.



GOAL 1: ACCESS TO JUSTICE FOR ALL



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

The Strategic Plan identifies five strategies that will improve access for all court participants.

A. Provide user-friendly and accessible information to the public.

The public must have access to easy-to-understand information about court processes and services.

The Courts will continue to expand the availability of information in multiple formats and languages.

New applications of technology such as text messaging or other electronic notifications will inform participants of court events and proceedings. New mobile applications, enhanced website content, chat, and interactive resources will offer convenient ways for court users to access services and obtain the information they need on-line.

Podcasts and social media outreach will increase public awareness about the work of the Courts and the availability of court services. The Courts also seek to provide an optimal level of public electronic access to court documents while safeguarding confidential records. While expanding online and electronic resources, the Courts also recognize that not everyone has internet access and will continue to provide an array of non-electronic sources of information and assistance.

B. Enhance services for people who face challenges to accessing justice.

The Courts strive to provide quality services to all court users and improve access for individuals with challenges such as physical and mental disabilities, limited English proficiency, or other special needs. The Courts will continue to build our capacity to identify and assist court users with diverse challenges, including underlying social problems that lead to justice system involvement. These efforts will include the establishment of a Justice Resource Center that links court participants with mental health services, legal assistance, public benefits, housing, employment, and other resources.



Employees at the Superior Court information booth provide assistance to visitors.

C. Improve services to litigants without attorneys.

Many people cannot afford an attorney to represent them in court. These litigants may need assistance in navigating court buildings, accessing court proceedings, and understanding how legal processes work. Collaborating with community partners, the Courts have developed various resources including self-help centers, informational videos, and written guides that help litigants without attorneys engage with the court system. The Courts will continue to evaluate and refine these resources.

The Courts' Navigator Program, established in 2018 for small claims and landlord and tenant courts, will be expanded throughout Superior Court and the Public Office of the Court Appeals. This program provides trained court staff who assist litigants with physically navigating court buildings and understanding court processes and services. Further, the Courts will provide "technology navigators" who assist users with online access to proceedings and services. Working with the D.C. Bar and other stakeholders, the Courts will also explore the potential use of licensed legal paraprofessionals to provide select legal services to persons who cannot afford an attorney.



Court Navigator staff promote the program's services.

D. Enhance in-person, remote, and hybrid court proceedings and services.

The Courts greatly expanded the use of remote and hybrid court proceedings and services during the COVID-19 pandemic. Remote hearing sites were also established in multiple community locations that provide online access to court proceedings. These options offer a convenient alternative for court users who do not have internet access at home, cannot take time off from their jobs, have caregiving responsibilities, or cannot afford transportation to the courthouse. The Courts will continue to develop and assess the blended use of in-person and remote proceedings, mediations, services, and other court-related events to maximize access to the Courts.

E. Simplify processes, forms, and instructions.

To achieve full and fair access, court participants must understand how to engage with the justice system. The Courts have worked to simplify court procedures and processes, ensure that forms and orders are understandable, and provide clear instructions to parties, attorneys, jurors, and other court users. The Courts will continue to explore ways to simplify the court user experience and will seek feedback from court participants, justice system partners, and community organizations that can offer guidance.

SUMMARY OF GOAL 1 STRATEGIES AND KEY RESULTS

Strategies	Key Results
A. Provide user-friendly and accessible information to the public.	By 2025, enhance online communication, including the website, text messaging, chat, interactive resources, and podcasts.
B. Enhance services for people who face challenges to accessing justice.	By 2027, establish the Justice Resource Center in a permanent space (pending full funding of building renovation and execution of community partner agreements). By 2025, increase the availability and awareness of language access services.
C. Improve services to litigants without attorneys.	By 2024, expand the Court Navigator Program in Superior Court and Court of Appeals. By 2024, explore the use of licensed legal paraprofessionals to provide selected legal assistance for court participants who cannot afford an attorney.
B. Enhance services for people who face challenges to accessing justice.	By 2025, assess ways to optimize the use of in-person, remote and hybrid court proceedings and services for enhanced court access and efficient case processing.
E. Simplify processes, forms, and instructions.	By 2023, collaborate with the Access to Justice Commission and other stakeholders to assess ways to simplify and enhance self-help resources for court participants.

GOAL 2: PUBLIC TRUST AND CONFIDENCE



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

The Strategic Plan identifies four strategies that will promote public trust and confidence in the Courts.

A. Enhance community outreach and engagement.

The Courts seek to expand the paths of communication within the community to increase public understanding of the role and value of the court system. Outreach efforts will target both adults and youth in the community through programs and events that foster public trust and confidence by highlighting the important work of the Courts.



Area students visit to learn about the Courts.

B. Improve the customer service experience.

A positive customer service experience requires both efficiency and respectful treatment by court staff and judges. To increase efficiency, the Courts strive to minimize wait times for court users in proceedings, at service counters, and during other court-related events. To foster respect, the Courts seek to cultivate a workforce that is culturally competent and responsive when serving the public. Understanding the importance of regular feedback from court users to identify areas in need of improvement, the Courts will develop additional tools that assess the customer service experience.

C. Collaborate with city and community partners to advance justice.

To ensure a trusted and well-functioning court system, the Courts rely upon community partners who can help identify justice-related issues, deliver legal and social services, and develop multi-faceted solutions to problems. The Courts will continue to create collaborative partnerships with a variety of agencies and non-profit organizations that promote justice.

D. Identify and publish performance data to promote transparency and accountability.

Transparency and accountability are important values for the Courts. Affirming a commitment to these values, the Courts will provide information to the public about our performance presented in a meaningful and clear way. This includes the development of a website dashboard that is regularly updated to illustrate core performance metrics.



The Courts engage the community at the neighborhood H Street Festival.

SUMMARY OF GOAL 2 STRATEGIES AND KEY RESULTS

Strategies	Key Results
A. Enhance community outreach and engagement.	By 2024, partner with schools in the community to conduct programs or events that teach youth about the Courts.
B. Improve the customer service experience.	By 2026, develop surveys and other tools to obtain feedback from court participants and regularly assess the customer service experience.
C. Collaborate with city and community partners to advance justice.	By 2023, explore ways to expedite public benefit cases at the Court of Appeals. By 2025, implement a comprehensive Eviction Diversion Program at Superior Court.
D. Identify and publish performance data to promote transparency and accountability.	By 2026, develop and implement a website dashboard that provides information to the public about the Courts' performance.

GOAL 3: A GREAT PLACE TO WORK



The Courts strive to be a great place to work for judges and personnel who are vital to fulfilling our mission. The Courts recognize that maintaining a diverse, professional, and engaged workforce requires continuing efforts to recruit, develop, and retain highly talented personnel through effective employee onboarding practices, development opportunities, and succession planning as staff retire or transition jobs. It also requires a workplace culture and performance management practices that promote equity and accountability while safeguarding the emotional, social, and physical well-being of employees. The Courts must also provide up-to-date technology and other tools that enable effective job performance.

The Strategic Plan identifies five strategies to help ensure that the Courts are a great place to work.

A. Promote employee well-being, engagement, and work-life balance.

A variety of programs are offered at the Courts through the Working on Wellness and Employee Assistance Programs that support employee health and work-life balance. The Courts have also established a Mental Health Committee that seeks to assess employee well-being and implement initiatives that promote mental and emotional wellness. Leveraging these assets, the Courts will continue to develop new opportunities for employees to enhance their physical, social, and emotional health.

B. Foster a culture of racial equity and a work environment that embraces diversity, equity, inclusion, and belonging.

The Courts will foster a culture of racial equity and cultural competence that leads to improved perceptions of fairness among court staff. This effort includes building leadership capacity around diversity, equity, inclusion, and belonging (DEIB) goals; making the goals meaningful for the workforce through recruitment, outreach, career development, and promotion; and establishing policies and compliance standards to support the goals.

C. Provide comprehensive workforce planning for effective onboarding, professional development, job succession, and retention of creative and talented employees.

The Courts will develop the next generation of leaders through comprehensive onboarding and professional development that transfer knowledge and build skills. Assisted by the Center for Education and Training, the Courts will continue to identify training needs and partner with educational organizations to provide new professional development opportunities. A well-trained workforce also requires succession planning to ensure that organizational knowledge is passed to new leaders and that they are equipped to serve the public as senior staff retire or transition jobs. This includes the expansion of mentoring opportunities for employees seeking career development.



D. Improve performance management processes to foster equity and accountability.

The Courts seek to provide consistent and objective performance management processes that ensure accountability and equitable treatment of all employees. While continuing to standardize performance plans for similar jobs, the Courts will implement an automated performance management system that improves the tracking and evaluation of job performance.



The Courts celebrate Asian American Pacific Islander month.



Employees are recognized at an annual employee awards ceremony.

E. Leverage state-of-the-art technology that enables court personnel to perform their work effectively and efficiently.

The Courts will continue to enhance modern technology essential to increasing employee effectiveness and efficiency and optimizing services to court users. Areas of modernization include more pathways for communication and collaboration for employees working remotely and on site, as well as automated self-service applications that increase efficiency by reducing repetitive administrative tasks and providing predictive analytics for better decision-making.

SUMMARY OF GOAL 3 STRATEGIES AND KEY RESULTS

Strategies	Key Results
A. Promote employee well-being, engagement, and work-life balance.	By 2026, develop a toolkit with resources to support employee physical, social, and emotional health.
B. Foster a culture of racial equity and a work environment that embraces diversity, equity, inclusion, and belonging.	By 2024, use surveys and other tools to obtain employee feedback necessary for the advancement of DEIB goals in the workplace.
C. Provide comprehensive workforce planning for effective onboarding, professional development, job succession, and retention of creative and talented employees.	By 2025, expand the mentoring program for court employees to advance professional development.
D. Improve performance management processes to foster equity and accountability.	By 2025, implement an automated performance management system.
E. Leverage state-of-the-art technology that enables court personnel to perform their work effectively and efficiently.	By 2024, pilot the use of computer tools to automate manual processes.

GOAL 4: EFFECTIVE COURT ADMINISTRATION



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

The Strategic Plan identifies two strategies that will help strengthen effective court administration.

A. Ensure that court facilities and technology are safe, secure, and up-to-date.

The Courts will ensure that court facilities and technology are up-to-date, safe, and secure for the public, judges, and staff. With respect to facilities, the Courts will protect the physical health and safety of all who enter the court buildings. With respect to technology, the Courts will maintain a secure infrastructure through upgraded virtual private networks and firewalls, compliance with the National Institute of Standards and Technology (NIST) Cybersecurity Framework to improve cyber resilience, and regular security training and testing.



Court of Appeals Chief Judge Anna Blackburne-Rigsby speaks to judicial interns.



Employees demonstrate court reporting technology.

B. Foster innovation and continuous improvement in the delivery of court services to internal and external customers.

The Courts must routinely examine operations to identify where greater efficiencies can be achieved and where the public can be better served. For example, the Courts have recently worked to implement a new case management system in Superior Court that better serves both internal and external customers. As a next step, a new case management system is planned for the Court of Appeals.

SUMMARY OF GOAL 4 STRATEGIES AND KEY RESULTS

Strategies	Key Results
A. Ensure that court facilities and technology are safe, secure, and up-to-date.	By 2024, implement the NIST Cybersecurity Framework to ensure that critical infrastructure is secure and manages cybersecurity risks.
B. Foster innovation and continuous improvement in the delivery of court services to internal and external customers.	By 2026, implement a new case management system for the Court of Appeals.

GOAL 5: FAIR AND TIMELY CASE RESOLUTION



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

The Strategic Plan identifies three strategies designed to promote fair and timely case resolution.

A. Assess time standards and procedures for the resolution of motions and case disposition.

The Courts have established time standards for most major case types and work to apply these standards to track and achieve performance targets for case processing. To implement clear, useful, and achievable performance management practices that facilitate case resolution, the Courts will further assess and refine our performance metrics and standards. This effort to enhance performance management will include improved collection and tracking of data necessary for evaluating the timeliness of motion processing and case disposition.

B. Evaluate court programs and operations and implement enhancements.

Many programs and operations at the Courts assist case resolution, including mediations, problem-solving courts, and self-help centers. The Courts will design and conduct evaluations to ensure that current programs and services are effective and will assess opportunities to develop new programs that promote fair and timely case resolution. For example, the Courts plan to assess the feasibility of expanding the Mental Health Diversion Program that helps address and prevent underlying causes of criminal behavior.



Superior Court Chief Judge Anita Josey-Herring conducts a judge swearing-in ceremony.

C. Enhance efficient case resolution.

Informed by participant feedback, evaluations, and performance data, the Courts will continually seek opportunities to implement new case management processes, including case screening and monitoring, the use of technology, procedural rules, the allocation of court staff and judges, and the administration of courtrooms and judicial calendars.

SUMMARY OF GOAL 5 STRATEGIES AND KEY RESULTS

Strategies	Key Results
A. Assess time standards and procedures for the resolution of motions and case disposition.	By 2024, improve the collection and tracking of data for motions processing and time to case disposition.
B. Evaluate court programs and operations and implement enhancements.	By 2024, assess the feasibility of expanding the Mental Health Diversion Program at Superior Court.
C. Enhance efficient case resolution.	By 2023, assess the allocation of magistrate judge and judicial resources to improve timely case resolution.

GOAL 6: RACIAL EQUITY AND CULTURAL COMPETENCE



Courts and other entities across the country are partnering with communities to dismantle structural racism and ensure a more equitable future for all. For the richly diverse community served by the Courts, racial equity is about closing the racial divide so that race is not a predictor of potential, opportunity, access, or outcomes. The Courts envision greater community outreach, expanded education and training, and a deeper examination of history, research, and data to implement a plan that enhances understanding of racial equity and cultural competence and reforms policies and practices perpetuating inequities. Through these collective efforts, the Courts strive to move racial equity and cultural competence from an aspirational hope to reality.

The Strategic Plan identifies two strategies to advance racial equity and cultural competence.

A. Enhance cross-cultural skills to advance racial equity and cultural competence.

Working with a network of partners – government, education, private, and non-profit institutions – the Courts will develop a plan to investigate, identify, and eliminate racial inequities.

This process includes an examination of the court participant experience, careful attention to history, data, research, and personal narratives, and expanded training for judges and court staff.

Through these efforts, the Courts aim to instill cross-cultural skills and knowledge necessary to advance racial equity and cultural competence.



Employees at the Courts visit the National Museum of African American History and Culture.



B. Apply racial equity and implicit bias training to the examination of court rules, policies, procedures, and practices.

Collaborating with community stakeholders, the Courts will examine existing policies, practices, and programs that perpetuate inequities and develop new ones that promote equity. When identifying and implementing reforms, the Courts will collect data, develop baselines, and measure progress toward established goals.

SUMMARY OF GOAL 6 STRATEGIES AND KEYS RESULTS

Strategies	Key Results
A. Enhance cross-cultural skills to advance racial equity and cultural competence.	By 2025, develop a Diversity, Equity, and Inclusion (DEI) Strategic Plan.
B. Apply racial equity and implicit bias training to the examination of court rules, policies, procedures, and practices.	By 2026, create and implement a racial impact statement and racial equity toolbox. By 2024, assess whether to modify or discontinue the use of peremptory strikes as part of the petit jury selection process.

MEMBERS OF THE STRATEGIC PLANNING LEADERSHIP COUNCIL

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